

PN-ABT-594



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

COMPENDIUM
OF AFRICA BUREAU MISSION
PRIVATE SECTOR PROJECTS, 1980-1992



Raymond C. Malley

LABAT-ANDERSON Incorporated

Arlington, Virginia

October 1992



This document was prepared with the assistance of Thokozile Mawere, Research and Information Analyst; Arthur Rubin, Research and Information Assistant; Stuart Bozievich, Programmer/Analyst; Gabrielle Dennis, Research Assistant; and David Elwell, Editor

*This report was prepared for USAID by independent consultants.
The views expressed herein are not necessarily those of USAID or of the United States Government.*



CONTENTS

| | |
|---|----|
| List of Africa Bureau Mission Private Sector Projects, 1980–1992 | 5 |
| Descriptions of Africa Bureau Private Sector Projects, 1980–1992 | 19 |
| Botswana | 21 |
| Burundi | 22 |
| Cameroon | 24 |
| Cape Verde | 25 |
| Central African Republic | 26 |
| Chad | 26 |
| Congo | 27 |
| Côte d'Ivoire | 28 |
| The Gambia | 29 |
| Ghana | 30 |
| Guinea | 30 |
| Guinea-Bissau | 34 |
| Kenya | 35 |
| Liberia | 45 |
| Madagascar | 46 |
| Malawi | 46 |
| Mali | 51 |
| Mauritius | 55 |



| | |
|--------------------------------|----|
| Mozambique | 56 |
| Niger | 57 |
| Rwanda | 59 |
| São Tomé and Príncipe | 60 |
| Senegal | 60 |
| Somalia | 63 |
| South Africa | 65 |
| Sudan | 65 |
| Swaziland | 67 |
| Tanzania | 73 |
| Togo | 74 |
| Uganda | 75 |
| Zaire | 78 |
| Zambia | 79 |
| Zimbabwe | 80 |
| Africa Regional | 82 |
| Sahel Regional | 85 |
| Southern Africa Regional | 86 |



THIS DOCUMENT CONTAINS A LIST—a Compendium—of Africa Bureau mission projects having the purpose of promoting development of the private sector in Africa. The Compendium is broken down by country and main categories of assistance. Seven particularly interesting regional projects that are implemented by missions through subprojects also are included.

Material contained in the A.I.D. Center for Development Information and Evaluation (CDIE) system is the main source of projects in the Compendium. This material is supplemented by other projects known to us, but not yet in the CDIE system.

A word on what is not included: The Compendium does not include Central Bureau projects that assist the private sector in Africa, such as the Bureau for Private Enterprise's privatization project. It also excludes other mission work through which the private sector is helped, such as provision of advice through individual meetings or at business conferences, but which are not formalized in projects with specific A.I.D. project numbers. Finally, the Compendium includes only projects initiated since 1980.

We have several important overall conclusions from an assessment of this material:

- There are many private sector mission projects, more than we would have realized before the exercise began. Some ninety-five are included in the total Compendium. Almost all of them stem from the mid-1980s; there were few before that.
- These projects are widespread, taking place in no less than thirty-three countries. Kenya leads, with twelve, and Malawi, Mali, and Swaziland have six each. Even smaller countries, such as Cape Verde and Congo, have such projects.
- We distinguish eight major categories of private sector assistance included in these projects. As expected, the categories of training, institutional development, and small enterprise promotion are the most prevalent: sixty-one projects include training elements, and forty-one involve institutional development and enterprise development. Privatization, a relatively new topic to A.I.D., is the subject of only five projects. The eight categories are found in the following numbers of projects:
 - Training and conferences (for private and public sector personnel to address such issues as private sector leadership and development, training in business incentives, and reforms), sixty-one projects
 - Institutional development (to establish or strengthen private sector institutions that support private sector activities; assistance involves improving planning and administrative structures as well as the supply of technology and commodities), forty-one projects
 - Small and medium enterprise development (includes credit and guaranty mechanisms, technical assistance, business advisory assistance, and training), forty-one projects



- Policy reform (dialogue to support policy, legal, financial, regulatory, and organizational reforms and incentives necessary to encourage private sector development; includes areas of domestic and foreign investment, commerce, trade, and all aspects of business development), thirty-four projects
 - Research (studies on policy and institutional reform and operations to identify ways to increase private sector development, including business climate assessments and recommendations, financial sector analyses, legal and tax studies, and trade infrastructure), thirty-three projects
 - Trade and export promotion (activities designed to promote trade, including exports and indigenous foreign investment in business for exports), twenty-eight projects
 - Financial reform (activities designed to improve indigenous financial institutions to better support private business growth, including financial reform, privatization of banks, and stimulation of investment clubs, venture capital, and other forms of investment), twenty-six projects
 - Infrastructure (promotion of private-sector-owned infrastructure activities necessary for business growth, such as roads, electric power, and water), ten projects
 - Privatization (technical and procedural assistance and financial support programs for developing privatization strategies and for specific divestitures of state-owned enterprises; also, programs to promote private sector involvement in state-controlled sectors), five projects
- The table in the next section of the Compendium lists all ninety-five projects and indicates by dots (●) the categories of private sector assistance included in each project.
- Many projects are directly targeted. For example, there are several projects for promotion of exports, usually with emphasis on nontraditional exports, such as in Botswana, Kenya, and Uganda. Others attempt to assist only agribusiness, whereas yet others target only minor and small businesses. A few projects are quite narrowly designed. An example is the Gaborone Solid Waste Disposal grant (633-0255) in Botswana, which is directed at solving the capital's waste disposal problem.
 - Many of the projects involve and attempt to strengthen local business associations. A few involve the creation of new private associations, for example, the Export Development Services project (655-0014) in Cape Verde.
 - The creation of funded trusts or institutes to conduct A.I.D. programs is limited in Africa. Swazi Business Development (645-0235) is the best example. New programs in Rwanda and Tanzania also will establish trusts.
 - USAID mission support of private sector development often is complemented by other donors, notably the World Bank, but A.I.D. seems to be in the forefront of such work in numerous countries.
 - Projects often try to improve the business and investment climate to assist the private sector. In many cases this has been successful, but in some instances missions have found that it is not sufficient to change the business climate—that firms are not necessarily created and do not necessarily grow even when this is done. Therefore, it is



necessary also to assist companies more directly, as in the case of the Economic and Entrepreneurial Development Support project (645-0232) in Swaziland.

- Assistance to individual firms takes the following forms:
 - Financing attendance by companies at business conventions and fairs
 - Help in preparing business plans
 - Help in identifying markets and preparing marketing plans
 - Help in preparing feasibility studies
 - Help in preparing requests for financial assistance, and seeking such assistance
 - Supporting and establishing organizations that provide financial and technical assistance to companies
 - Help in seeking foreign partners and investors
 - Providing specific managerial and technical skills through International Executive Service Corps volunteers
 - Financing training of company employees

Examples of projects herein that include some of the above items are the Zimbabwe Business Development project (613-0232), the Private Enterprise Development project (615-0238) in Kenya, the Rehabilitation of Productive Enterprises project (617-0104) in Uganda, the Botswana Private Enterprise Development project (633-0253), the Trade and Investment project (641-0125) in Ghana, the Mauritius Industrial Diversification project (642-0010), the Swazi Business Development project (645-0235), the Ex-

port Development Services project (655-0014) in Cape Verde, the Trilateral Project for Agriculture (658-0002) in São Tomé and Príncipe, and the Black Private Enterprise Development project (674-0303) in South Africa. Other organizations also supported by the Africa Bureau, such as the Africa Project Development Facility and the Africa Management Services Company, also supply direct help to companies.

- Programming and use of local-currency proceeds from commodity import and Public Law 480 programs to assist the private sector are more prevalent than expected. Thus, the widespread view in A.I.D. that specific local-currency programming is a thing of the past is not accurate.
- Several missions mounted large private sector programs in the past, only to have them collapse because of civil strife and the termination of A.I.D. work in those countries. Examples are Liberia, Somalia, Sudan, and Zaire. Hundreds of millions of dollars have been “wasted” as a result. We judge that such political and economic turmoil in recipient countries is the major reason why projects and programs “fail.” Other reasons, we judge, are overdesigned, too-complex projects and frequent changes in A.I.D. project or program management.
- Because so many of the projects are relatively recent, not many have been subject to formal, independent evaluations (although we believe that there must be many more than in fact are listed in CDIE’s system). Thus, we have not been able to come to an overall judgment as to the extent to which the projects as a whole have been successful.



LIST OF AFRICA BUREAU MISSION
PRIVATE SECTOR PROJECTS, 1980–1992

Africa Bureau Private Sector Projects and Programs

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Sector Assistance* | | | | | | | | | |
|---|-----------------------|-----------|-------------------------|--|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Botswana</i> | | | | | | | | | | | | | |
| Botswana Private Enterprise Development (633-0253) | 1992-1996 | Active | \$16,300,000 | | | • | • | | • | | • | | |
| Gaborone Solid Waste Disposal (633-0255) | 1989-1994 | Active | \$1,660,000 | | | | • | | • | | • | | |
| Private Sector Development (633-0252) | 1988-1992 | Completed | \$180,000 | | • | • | | | | | • | | |
| Workforce and Skills Training II (633-0241) | 1985-1994 | Active | \$35,775,000 | | | | | | • | | • | • | |
| <i>Burundi</i> | | | | | | | | | | | | | |
| Burundi Enterprise Support and Training (BEST) (695-0124) | 1989-1994 | Active | \$5,000,000 | • | | • | • | | • | | • | | |
| Human Resources Development (695-0121) | 1986-1995 | Active | \$4,665,000 | | | | | | | | • | | |
| <i>Cameroon</i> | | | | | | | | | | | | | |
| Agricultural Policy and Planning (631-0059) | 1987-1993 | Active | \$12,000,000 | | | | | | • | | • | • | |
| Fertilizer Subsector Reform Program (631-0063) | 1986-1992 | Active | \$20,000,000 | | | | • | • | | | | | • |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Sector Assistance ^a | | | | | | | | | |
|---|-----------------------|-----------|-------------------------|--|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Cape Verde</i> | | | | | | | | | | | | | |
| Export Development Services (655-0014) | 1988-1993 | Active | \$4,000,000 | • | | • | | | | | | | • |
| <i>Central African Republic</i> | | | | | | | | | | | | | |
| Agricultural Policy and Planning (676-0021) | 1988- | Suspended | — | | | • | • | | • | | • | • | |
| <i>Chad</i> | | | | | | | | | | | | | |
| PVO Development Initiatives (677-0051) | 1984-1994 | Active | \$12,725,000 | | | | • | | • | | | | |
| Strengthening Road Maintenance (677-0050) | 1984-1992 | Active | \$45,500,000 | | | | | | • | • | • | | |
| <i>Congo</i> | | | | | | | | | | | | | |
| Human Resources Development (679-0007) | 1986-1992 | Active | \$2,000,000 | | | | | | • | | • | | |
| <i>Côte d'Ivoire</i> | | | | | | | | | | | | | |
| Municipal Development Support (681-0004) | 1989-1993 | Active | \$5,000,000 | | | | | | • | | • | • | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|---|-----------------------|-----------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>The Gambia</i> | | | | | | | | | | | | | |
| Economic Policy Reform Program—Complementary Program (635-0231) | 1987-1993 | Active | \$1,650,000 | • | • | | | | | | | | • |
| Financial Sector Restructuring (635-0233) | 1991-1994 | Active | \$5,000,000 | • | | | | | | | | | • |
| <i>Ghana</i> | | | | | | | | | | | | | |
| Agricultural Productivity Promotion Program (641-0117) | 1987-1991 | Active | \$20,001,000 | • | | | | | | | • | | • |
| Trade and Investment (641-0125) | 1992-1997 | Active | \$60,000,000 | • | • | • | | | | | | | |
| <i>Guinea</i> | | | | | | | | | | | | | |
| Agricultural Infrastructure Development (675-0213) | 1987-1992 | Active | \$23,850,000 | | | | | | | | • | • | • |
| Agricultural Marketing Investment (675-0221) | 1992-1997 | Active | \$20,000,000 | | • | • | • | | | | | | |
| Economic Policy Reform Support (675-0218) | 1985-1994 | Active | \$2,500,000 | • | | | • | | | | | • | • |
| Forécariah Farm to Market Roads (675-0224) | 1989-1993 | Active | \$3,266,000 | | | | | | | | • | • | |
| Private Agribusiness Preparation (675-0212) | 1983-1990 | Completed | \$1,800,000 | | | • | • | | • | | | | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance* | | | | | | | | | |
|---|-----------------------|-----------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Guinea-Bissau</i> | | | | | | | | | | | | | |
| Private Voluntary Organization Vocational Skills (657-0014) | 1988-1992 | Active | \$3,260,000 | | | | | | | | • | • | |
| Technical Skills Training (657-0011) | 1983-1991 | Completed | \$1,750,000 | | • | | • | | • | | | • | |
| <i>Kenya</i> | | | | | | | | | | | | | |
| Agricultural Management Development (615-0221) | 1984-1990 | Completed | \$3,562,000 | | | | | | | • | | • | • |
| Agricultural Training Project (615-0239) | 1985-1993 | Active | \$5,000,000 | | | | | | | • | | • | • |
| Fertilizer Pricing and Marketing Reform (615-0243) | 1989-1993 | Active | \$46,100,000 | | | • | | | | | | • | • |
| Kenya Export Development Support (615-0249) | 1990-1996 | Suspended | — | • | • | • | • | | | | | | • |
| Kenya Private Sector Housing Finance (615-0225) | 1983-1991 | Active | \$1,120,000 | | • | | | | | • | | • | |
| Private Enterprise Development (615-0238) | 1986-1994 | Active | \$41,000,000 | • | • | | • | | | | | | • |
| Private Sector Family Planning (615-0223) | 1982-1991 | Active | \$6,500,000 | | | | | | | • | | • | • |
| Private Sector Family Planning II (615-0254) | 1991-1998 | Active | \$10,000,000 | | | | • | | | | | • | • |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|--|-----------------------|------------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Kenya (continued)</i> | | | | | | | | | | | | | |
| Rural Private Enterprise (615-0220) | 1982-1991 | Active | \$36,296,000 | | • | | • | | • | | • | • | |
| Structural Adjustment Program Grant (615-0213) | 1982-1991 | Active | \$76,000,000 | • | | • | • | | | | | | |
| Structural Adjustment Program Grant II (615-0240) | 1987-1993 | Active | \$178,126,000 | • | • | • | | | | | | • | |
| Training for Development (615-0234) | 1986-1994 | Active | \$17,132,000 | | | | | | | | • | | |
| <i>Liberia</i> | | | | | | | | | | | | | |
| PVO and NGO Support (669-0211) | 1986-1992 | Terminated | \$13,651,000 | | | | • | | • | | | | • |
| <i>Madagascar</i> | | | | | | | | | | | | | |
| Madagascar Agricultural Export Liberalization Program (687-0102) | 1987-1992 | Active | \$36,315,000 | • | | • | | | | | • | | |
| <i>Malawi</i> | | | | | | | | | | | | | |
| African Economic Policy Reform (612-0227) | 1989-1991 | Completed | \$15,592,000 | • | | | | • | | | | | |
| Commercial Transportation (612-0218) | 1983-1986 | Completed | \$5,000,000 | | | | • | | | • | • | | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|--|-----------------------|--------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|--|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Malawi</i> (continued) | | | | | | | | | | | | | |
| Economic Policy Reform Program III (612-0233) | 1987-1994 | Active | \$21,600,000 | • | | | • | | | | | • | |
| Human Resources and Institutional Development (612-0230) | 1986-1995 | Active | \$26,600,000 | | | | • | | • | | | • | |
| Rural Enterprises and Agribusiness Development Institutions (612-0214) | 1984-1991 | Active | \$8,870,000 | | | | • | | | | | • | |
| Services for Health, Agriculture, Rural and Enterprise (612-0232) | 1989-1999 | Active | \$15,000,000 | | | | • | | • | | | | |
| <i>Mali</i> | | | | | | | | | | | | | |
| Animal Production and Export Project (688-0244) | 1990- | Active | \$18,820,000 | • | | • | • | | | | | | |
| Cereals Market Restructuring Program (688-0241) | 1986-1991 | Active | \$2,000,000 | • | • | • | | | • | | | • | |
| Food and Agriculture Policy Support Project (688-0260) | 1991-1995 | Active | \$2,000,000 | • | | | • | | • | | | • | |
| Mali Economic Policy Reform Program (688-0240) | 1987-1991 | Active | \$125,700,000 | • | • | | • | | | | | | |
| Operation Haute Vallée II (688-0233) | 1987-1993 | Active | \$17,500,000 | | • | | • | | | | | | |
| Policy Reform for Economic Development (688-0245) | 1991-1997 | Active | \$9,000,000 | • | | | | | • | | | • | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|--|-----------------------|------------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Mauritius</i> | | | | | | | | | | | | | |
| Mauritius Industrial Diversification (642-0010) | 1987-1992 | Terminated | \$2,350,000 | • | | • | • | | | | | • | |
| <i>Mozambique</i> | | | | | | | | | | | | | |
| Private Sector Development Support (656-0208) | 1988-1993 | Active | \$61,000,000 | • | • | • | | | | | | | |
| Private Sector Rehabilitation V (656-0201) | 1984-1988 | Completed | \$55,000,000 | | | • | | | | | | • | |
| Private Sector Support Program Technical Assistance (656-0218) | 1989-1990 | Active | \$1,500,000 | • | | • | | | | | | | • |
| <i>Niger</i> | | | | | | | | | | | | | |
| Economic Policy Reform Program (683-0259) | 1987- | Active | \$13,300,000 | • | • | • | | | | | | | |
| Rural Organization Development (683-0260) | 1988-1994 | Active | \$9,000,000 | | • | | • | | • | | | • | |
| <i>Rwanda</i> | | | | | | | | | | | | | |
| Rwanda Private Enterprise Development (696-0121) | 1983-1991 | Active | \$8,400,000 | | • | | • | | | | | • | |



Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance* | | | | | | | | | | |
|--|-----------------------|--------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|--|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | | |
| <i>São Tome and Principe</i> | | | | | | | | | | | | | | |
| Trilateral Project for Agriculture (658-0002) | 1985-1992 | Active | \$1,700,000 | | | | | | | | | | | |
| <i>Senegal</i> | | | | | | | | | | | | | | |
| African Economic Policy Reform Program II (Technical Support Grant) (685-0299) | 1990-1993 | Active | \$3,000,000 | • | • | | | • | | | | | | • |
| Banking Sector Reform (685-0292) | 1990-1995 | Active | \$35,000,000 | | • | | | | | | | • | | • |
| Family Health Services II (685-0248) | 1984-1992 | Active | \$20,600,000 | | | | • | | | | | • | | • |
| Transfer of Technology II (685-0281) | 1984-1993 | Active | \$10,297,000 | | | | | | • | | | • | | |
| <i>Somalia</i> | | | | | | | | | | | | | | |
| Livestock Marketing and Health (649-0109) | 1983-1991 | Active | \$19,160,000 | | • | | • | | | | | | | • |
| Policy Initiatives and Privatization (649-0132) | 1989-1995 | Active | \$51,045,000 | | | | • | | | | | | | • |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance* | | | | | | | | | |
|---|-----------------------|------------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>South Africa</i> | | | | | | | | | | | | | |
| Black Private Enterprise Development (674-0303) | 1986-1997 | Active | \$19,500,000 | | | | • | • | | | | • | • |
| <i>Sudan</i> | | | | | | | | | | | | | |
| Commodity Import Program IV (650-K604) | 1982- | Terminated | \$60,250,000 | | | • | | | • | • | | | |
| Kordofan Rainfed Agriculture (650-0054) | 1984-1992 | Terminated | \$25,548,000 | | • | | • | | | • | | | • |
| Southern Roads Maintenance and Rehabilitation I (650-0043) | 1982-1990 | Terminated | \$19,700,000 | | | | | | • | • | | • | |
| <i>Swaziland</i> | | | | | | | | | | | | | |
| Commercial Agricultural Production and Marketing (645-0229) | 1988-1993 | Active | \$7,601,000 | | | • | • | | | | | • | • |
| Economic and Entrepreneurial Development Support (645-0232) | 1989-1990 | Completed | \$620,000 | • | | | | | | | | • | • |
| Family Health Services (645-0228) | 1987-1993 | Active | \$2,600,000 | | | | • | | • | | | • | |
| Swazi Business Development (645-0235) | 1991-1994 | Active | \$6,000,000 | | | • | • | | • | | | • | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance* | | | | | | | | | |
|--|-----------------------|--------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Swaziland</i> (continued) | | | | | | | | | | | | | |
| Swaziland Manpower Development (645-0218) | 1984-1992 | Active | \$20,131,000 | | | | | | | • | | • | |
| Swaziland Training and Institutional Development (645-0231) | 1989-1997 | Active | \$10,000,000 | | | | | | | • | | • | • |
| <i>Tanzania</i> | | | | | | | | | | | | | |
| Agricultural Transport Assistance Program (621-0166) | 1987-1993 | Active | \$12,410,000 | • | | • | | | | • | • | • | |
| Finance and Enterprise Development (621-0176/621-0175) | 1992-1997 | Active | \$50,000,000 | • | • | • | | | | | | | |
| <i>Togo</i> | | | | | | | | | | | | | |
| Rural Institutions and Private Sector (693-0227) | 1987-1993 | Active | \$12,000,000 | • | • | | | | | • | | • | |
| <i>Uganda</i> | | | | | | | | | | | | | |
| Agricultural Non-Traditional Export Promotion Program (617-0113) | 1987-1993 | Active | \$35,500,000 | • | | • | • | | | | | | |
| Rehabilitation of Productive Enterprises (617-0104) | 1983-1994 | Active | \$29,900,000 | | • | | | | | • | | • | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|--|-----------------------|------------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Uganda</i> (continued) | | | | | | | | | | | | | |
| Strengthening Private Sector Agribusiness (617-0115) | 1988-1995 | Active | \$7,575,000 | | | • | • | | | | | | |
| Uganda Food Production Support (617-0102) | 1980-1990 | Completed | \$14,999,000 | | | | | | • | | • | | |
| <i>Zaire</i> | | | | | | | | | | | | | |
| Agricultural Inputs Support II (660-0103) | 1984-1992 | Terminated | \$10,000,000 | • | • | | | | | | | | |
| Private Sector Support (660-0120) | 1988-1992 | Terminated | \$40,000,000 | • | | | • | | | | | | |
| <i>Zambia</i> | | | | | | | | | | | | | |
| Human and Institutional Resources Development (611-0206) | 1983-1991 | Active | \$18,666,000 | | | | | | • | | • | | |
| <i>Zimbabwe</i> | | | | | | | | | | | | | |
| Zimbabwe Business Development (613-0232) | 1991-1998 | Active | \$5,540,000 | • | | • | • | | | | | • | • |
| Zimbabwe Manpower Development II (613-0229) | 1989-1995 | Active | \$15,000,000 | | | | | | | | • | | |
| Zimbabwe Private Sector Housing Program (613-0236) | 1992-1995 | Active | \$12,680,000 | • | | | • | | | | | | |

Africa Bureau Private Sector Projects and Programs
(continued)

| Country and Project | Fiscal Year Start-End | Status | Life-of-Project Funding | Major Categories of Private Assistance ^a | | | | | | | | | |
|--|-----------------------|------------|-------------------------|---|------------------|----------------------------|---|---------------|---------------------------|----------------|--------------------------|----------|---|
| | | | | Policy Reform | Financial Reform | Trade and Export Promotion | Small and Medium Enterprise Development | Privatization | Institutional Development | Infrastructure | Training and Conferences | Research | |
| <i>Africa Regional</i> | | | | | | | | | | | | | |
| African Training for Leadership and Advanced Skills (698-0475) | 1989-1991 | Active | \$140,000,000 | | | | | | | | | • | |
| Family Health Initiatives II (698-0462) | 1986-1994 | Active | \$35,599,000 | • | | | | | • | | | • | • |
| Human Resources Development Assistance (698-0463) | 1986-1995 | Active | \$76,027,000 | | | | | | • | | | • | |
| <i>Sahel Regional</i> | | | | | | | | | | | | | |
| Sahel Human Resources Development III (625-0977) | 1985-1993 | Active | \$19,000,000 | | | | | | | | | • | |
| Sahel Policy Project (625-0970) | 1986-1995 | Active | \$11,368,000 | | | | | | • | | | • | |
| Sahel Population Initiatives (625-0969) | 1989-1991 | Active | \$4,827,000 | | | | | | • | | | • | |
| <i>Southern Africa Regional</i> | | | | | | | | | | | | | |
| African Private Enterprise Fund (690-0235) | 1984-1990 | Terminated | \$2,000,000 | | • | | • | | • | | | • | |

Note: This table includes eighty-eight projects in thirty-three countries, plus seven, for a total of ninety-five projects.

^a The Major Categories of Private Sector Assistance are defined as follows:

- *Policy reform:* Dialogue to support policy, legal, financial, regulatory, and organizational reforms and incentives necessary to encourage private sector development. This category includes areas of domestic and foreign investment, commerce, trade, and all aspects of business development.
- *Financial reform:* Activities designed to improve indigenous financial institutions to better support private business growth. This category includes financial reform, privatization of banks, and stimulation of investment clubs, venture capital, and other forms of investment.
- *Trade and export promotion:* Activities designed to promote trade, including exports and indigenous foreign investment in business for exports.
- *Small and medium enterprise development:* Includes credit and guaranty mechanisms, technical assistance, business advisory assistance, and training.
- *Privatization:* Technical and procedural assistance and financial support programs for developing privatization strategies and for specific divestitures of state-owned enterprises; also, programs to promote private sector involvement in state-controlled sectors.
- *Institutional development:* To establish or strengthen private sector institutions that support private sector activities. Assistance involves improving planning and administrative structures as well as the supply of technology and commodities.
- *Infrastructure:* Promotion of private-sector-owned infrastructure activities necessary for business growth, such as roads, electric power, and water.
- *Training and conferences:* For private and public sector personnel to address such issues as private sector leadership and development, training in business incentives, and reforms.
- *Research:* Studies on policy and institutional reform and operations to identify ways to increase private sector development. This category includes business climate assessments and recommendations, financial sector analyses, legal and tax studies, and trade infrastructure.



DESCRIPTIONS OF AFRICA BUREAU
PRIVATE SECTOR PROJECTS, 1980-1992



BOTSWANA

BOTSWANA PRIVATE ENTERPRISE DEVELOPMENT (633-0253)

10/1/92–9/30/96

Project status: Active¹

Life-of-project funding: \$16,300,000

The Botswana Private Enterprise Development project is designed to promote private investment in nontraditional sectors in Botswana. The project will

- Expand the population's participation in private sector growth by increasing citizens' business skills and knowledge of opportunities and by supporting small-scale and microenterprise entrepreneurs
- Improve policy-making by strengthening the private sector's ability to analyze policies and encourage change and by enhancing the government's ability to pursue private sector promotion policies

The Botswana Confederation of Commerce, Industry, and Manpower will help implement the project.

GABORONE SOLID WASTE DISPOSAL (633-0255)

10/1/89–9/30/94

Project status: Active

Life-of-project funding: \$1,660,000

The Gaborone Solid Waste Disposal grant to the government of Botswana is designed to privatize municipal solid waste collection and disposal services in the city of Gaborone. The grant will fund four short-term advisors (a financial expert, a waste collection expert, a waste disposal expert, and a technical coordi-

nator). Funds may also be used for equipment, such as trucks, hopper bins, and compactors, and to finance short-term training and attendance at international workshops and seminars.

PRIVATE SECTOR DEVELOPMENT (633-0252)

10/1/88–9/30/90

Project status: Completed

Life-of-project funding: \$180,000

The Private Sector Development project is designed to assist the growth of Botswana's private sector via activities in

- Export promotion (handicrafts and manufactured products)
- Investment promotion (policy reform and promotional activities)
- Credit availability (emphasis on small rural firms)
- Technical and entrepreneurial training

WORKFORCE AND SKILLS TRAINING II (633-0241)

10/1/85–9/30/94

Project status: Active

Life-of-project funding: \$35,775,000

Workforce and Skills Training II, a follow-on to the Workforce and Skills Training project (633-0231), is designed to increase the number of trained Botswana in positions that foster employment generation in the public and private sectors. The Ministry of Finance and Development Planning and the private sector Botswana Employer's Federation will implement the project, which focuses on providing U.S. degree training and the services of long-term operational experts.

The project will fund 711 person-years of long- and short-term training in administration, management, and a variety of technical fields

¹ "Active" denotes projects that are currently operating. In some cases, projects will operate after their original termination dates.



for public and private sector personnel. About 74 percent of this will be long-term degree training, primarily in the United States, of 176 participants, 80 of whom will be from the private sector. Another sixty-four persons, twenty-four of them from the private sector, will attend short courses overseas, whereas one thousand persons (three hundred from the private sector) will acquire basic management and technical skills (or have their skills upgraded) through in-country courses, workshops, and seminars.

To upgrade public sector employment generation capabilities, the project will fund seventy-two person-years of long-term operational expert assistance. Experts (about nine per year) in administration, management, and appropriate technical fields will be placed in high-priority ministerial positions involving job creation. Each advisor, in addition to providing consulting, will be responsible for on-the-job training of a Motswana counterpart.

Some forty-five months of short-term technical assistance will also be provided for tasks related to employment generation or training management; one-third of this will be set aside for the private sector.

The project will also have two smaller components:

- Training management systems will be developed to strengthen the capacity of the public and private sectors to plan and manage their own personnel development programs, particularly as related to employment generation
- Planning studies will explore various options for expanding job opportunities

BURUNDI

BURUNDI ENTERPRISE SUPPORT AND TRAINING (BEST) (695-0124)

10/1/89-9/30/94

Project status: Active

Life-of-project funding: \$5,000,000

The Burundi Enterprise Support and Training (BEST) project is designed to finance long-term technical assistance, research, and training to support policy reforms being pursued under A.I.D.'s Burundi Enterprise Promotion Program (695-0125), which is designed to foster entrepreneurial efforts, especially among small and medium enterprises and exporters and in secondary towns.

The project's core activity will be the provision of three long-term specialists to assist the government of Burundi in developing and implementing policy reforms under Burundi Enterprise Promotion Program:

- A policy analyst will be assigned to the Ministry of Plan to coordinate Burundi Enterprise Promotion Program implementation, analyze the results of project-funded policy research, and develop reform proposals
- A small business specialist will work in the Chamber of Commerce and Industry to analyze the constraints faced by formal and informal enterprises and develop related reform measures
- An international trade specialist will work in Burundi's planned Export Promotion Service to analyze constraints on export enhancement and diversification and to monitor reforms enacted under the project



The project's research agenda for fiscal year 1990 will consist of

- An informal sector survey
- A baseline study of the small and medium enterprise sector
- A study of domestic policy constraints on export promotion

Research for fiscal years 1991 through 1993 will examine such issues as labor regulations, credit availability, regional export markets and transport, regulatory policies, tax laws, and the investment code. Short-term technical assistance will be provided to assist in these research efforts. Training will upgrade the skills needed by Ministry of Plan, Chamber of Commerce and Industry, and Export Promotion Service and other public and private personnel to implement policy reform and will focus on

- Decentralization of customs clearance operations and related export and import licensing operations
- Analysis of small and medium enterprise credit proposals
- Bureaucratic constraints on new business start-up
- Employer and employee duties under the Labor Code
- Agricultural exporting
- Tax administration
- Information, education, and communication (IEC) activities

Four types of training will be provided:

- Group visits to other developing countries with successful private sector programs, such as Morocco, Tunisia, and Zimbabwe

- Individual visits to other developing countries
- In-country technical training
- In-country seminars and workshops to increase public awareness of the role of public enterprise

The Burundi Human Resources Development project (695-0121) will also provide training in support of private sector activities.

HUMAN RESOURCES DEVELOPMENT (695-0121)

10/1/86-9/30/95

Project status: Active

Life-of-project funding: \$4,665,000

The Human Resources Development project is designed to finance U.S., third-country, and in-country training in order to help provide the human resources needed to develop Burundi's markets for the products of farmers and small and medium-sized enterprises. Specific training outputs will be as follows:

- Approximately 20 persons will receive long-term training, including 5 Ph.D.'s in agricultural research and 15 M.S.'s—2 in agricultural and rural support, 2 in agricultural planning, 3 in policy related areas, 4 from private sector support institutions in business management or marketing, and 4 from the private sector in fields supportive of market expansion
- Approximately 80 persons will receive short-term technical training in the United States or a third country, including 35 participants from the private sector, 5 participants in agricultural and rural support, 25 participants from private sector support institutions, and 15 participants in support of policy reform



- Approximately 20 trainers of trainers will receive short-term third-country or in-country training in subjects selected to promote expansion of rural markets and to encourage microenterprise development
- Approximately 350 individuals will receive in-country training, including: 75 private sector participants in three "Entrepreneurial Development Workshops"; 175 participants from the "established" private sector and support institutions in seven workshops or seminars on specialized topics, such as loan application procedures and appraisal, export promotion, and marketing; and 100 individuals from rural areas trained in topics related to rural market expansion and microenterprise development

CAMEROON

AGRICULTURAL POLICY AND PLANNING (631-0059)

10/1/87-9/30/93

Project status: Active

Life-of-project funding: \$12,000,000

The Agricultural Policy and Planning project is designed to strengthen the government of Cameroon's policy and planning capacity for the agricultural and livestock sectors. To this end, the project will provide training and technical assistance to the Ministries of Plan and Regional Development (MINPAT), Agriculture (MINAGRI), and Livestock, Fisheries, and Animal Industries (MINEPIA). The project has seven specific outputs:

- The project will finance long- and short-term U.S. as well as in-country training in rural planning, policy analysis, agricultural economics, statistics, data collection and processing, and information management for MINAGRI (Directorate of Studies and Projects and Divisions of Studies and of Statistics), MINPAT (Directorate of Planning), and MINEPIA (Directorate of Studies, Projects, and Training). This will include master's training for five MINAGRI, six MINPAT, and nine MINEPIA participants.
- A computerized data base of agricultural and livestock statistics will be developed to serve the planning and analytic needs of all three ministries.
- The project will also develop a routine system for data collection, tabulation, analysis, and dissemination to national and provincial planners. The system will include computer hardware and software (new or updated), as well as procedures, data bases, documentation, and training.
- As its major activity, the project will fund twenty-five policy studies on such topics as privatizing the fertilizer market, the sectoral role of cooperatives and agribusinesses, export potential, small ruminant production, land use patterns, and rural urban migration. The analytic requirements of Cameroon's structural adjustment program will be a major factor in determining the priority of the studies.
- The project will help the three ministries compile the financial, economic, and social information needed to prepare the agricultural and livestock sections of the national plan by 1991.
- The project will establish a permanent interministerial agricultural and livestock policy committee that will propose priorities for policy analysis, annual work plans, and budgets.



- The project will fund annual policy review conferences to disseminate information generated under the project to interested ministries and donors and the private sector.

FERTILIZER SUBSECTOR REFORM PROGRAM (631-0063)

10/1/86-9/30/92

Project status: Active

Life-of-project funding: \$20,000,000

The Fertilizer Subsector Reform Program project is designed to provide technical assistance, in conjunction with the Cameroon Fertilizer Subsector Reform program (631-K601), for special studies and monitoring of the government of Cameroon's privatization of fertilizer distribution and marketing. Project studies will cover such areas as fertilizer pricing, demand analysis, private sector credit requirements, credit management, and the impacts of privatization and of fertilizer subsidy removal.

CAPE VERDE

EXPORT DEVELOPMENT SERVICES (655-0014)

10/1/88-9/30/93

Project status: Active

Life-of-project funding: \$4,000,000

The Export Development Services project is designed to help the government of Cape Verde promote export-led growth, principally by establishing a national center for investment and export promotion (CIEP) and providing related training in trade, marketing, and production techniques. The Ministry of Cooperation and Planning will implement the project.

The project will establish and equip CIEP as an autonomous institution with headquarters in Praia and a field office in Mindelo. Two long-term advisors will help CIEP to develop three kinds of services:

- CIEP's Project and Policy Development Division will support export industries via studies, market research, management information systems, monitoring and evaluation, and policy analysis
- The Promotion and Marketing Division will help governmental and private organizations to attract and inform prospective international and domestic investors
- The Advisory Service Division will assist investors and government agencies by facilitating the investment approval process and by training public officials and private entrepreneurs

CIEP's active role will allow it to provide credible and pragmatic guidance in policy reform within the government of Cape Verde and the business community, as well as to act as a liaison between prospective investors and the government, perhaps even (depending on its eventual legal status) to serve as an ombudsman on their behalf.

CIEP is expected to have implemented self-financing mechanisms (for example, member fees and user fees) by the end of the project. In addition, various short-term technical assistance activities and studies will be conducted on subjects of vital importance to Cape Verde's export capacity, including transshipment, export processing zones, fishing, tourism, and customs revision. The level of business and technical skills in Cape Verde will be upgraded through a substantial training program. Overseas training will include courses in trade, marketing, and production techniques at the World Trade Center in New York City and site visits



to export and investment promotion institutions in third countries for CIEP staff, government of Cape Verde officials, and local entrepreneurs. In-country seminars will also be provided to private entrepreneurs in export marketing, joint ventures, export finance, and other topics.

CENTRAL AFRICAN REPUBLIC

AGRICULTURAL MARKETING AND DISTRIBUTION (676-0021)

10/1/88-

Project status: Suspended

Life-of-project funding: Not available

The Agricultural Marketing and Distribution project is designed to facilitate private sector marketing and distribution of food and agricultural products in the Central African Republic. The project will focus on the northwestern part of the country. Outputs will probably include

- Establishment of a food crop marketing information system
- Training of microentrepreneurs and voluntary association personnel
- Establishment of agriculture-related small and medium enterprises, especially by persons who have taken voluntary early departure from the Ministry of Rural Development during the government's structural adjustment program
- Institutionalization of postharvest and processing technology testing and transfer

within the revamped Ministry of Rural Development

CHAD

PVO DEVELOPMENT INITIATIVES (677-0051)

10/1/84-9/30/94

Project status: Active

Life-of-project funding: \$12,725,000

The PVO Development Initiatives project, which will consist of four or five subprojects, is designed to assist small-farmer food production and supportive private sector activities in Sahelian Chad that have demonstration and institutional development effects. The subprojects will be designed, implemented, and monitored by U.S. private voluntary organizations resident in Chad.

CARE, Africare, Volunteers in Technical Assistance, and possibly other private voluntary organizations will initiate subprojects in the areas in and around Kanem, Abéché, and Chari Baguirmi. They will assist the settled population in these areas to achieve food self-sufficiency by providing technical assistance and other inputs needed for construction of small irrigation works; in some instances, A.I.D. or World Food Program Food for Work assistance or food sales proceeds will be provided.

Other subprojects will assist small entrepreneurs in starting up food-production-related businesses by providing technical assistance and loan capital from a revolving fund.



STRENGTHENING ROAD MAINTENANCE (677-0050)

10/1/84–9/30/92

Project status: Active

Life-of-project funding: \$45,500,000

The Strengthening Road Maintenance project is designed to strengthen the capabilities of the newly created National Highway Office (OFNAR) to maintain Chad's seriously deteriorating road network. Eleven expatriate personnel will provide OFNAR with technical assistance and training in key management and operational areas and help OFNAR manage a private road rehabilitation contract. A senior engineer from the U.S. Department of Transportation will serve as an advisor to OFNAR's director, a U.S. Department of Transportation planning engineer will advise OFNAR's Road Maintenance Planning Division, and an accountant from a U.S. firm will advise OFNAR's chief accountant. Five other expatriates—a shop superintendent, a parts specialist, and engine maintenance, machine shop, and service foremen—will direct the recommissioning, equipping, and everyday operations of OFNAR's Equipment Maintenance Division and will provide on-the-job training of virtually all personnel at the division's Central Workshop.

Under supervision of a field engineer advisor to OFNAR's N'Djamena subdivision, an equipment foreman and a maintenance foreman will create, equip, and direct operations of an OFNAR Maintenance Training Brigade. The brigade will receive funds for new maintenance equipment and for the recovery of existing equipment, which will be made serviceable. No less than two brigades will undergo up to twelve months of training by performing maintenance on N'Djamena subdivision roads. Small maintenance units of brigade graduates will be deployed at subdivision

levels throughout Chad and will use new and rehabilitated equipment provided by the project for continuous light maintenance of approximately two hundred kilometers of roads.

Using documents prepared by OFNAR and the technical assistance team, the Ministry of Public Works will contract a private sector construction firm to rehabilitate the sixty-three-kilometer road from Djermaya to Dandi. OFNAR will administer the contract with help from the technical assistance team. The project will also standardize OFNAR equipment items. Overall, eighteen supervisors and managers, forty equipment operators, and fifty mechanics and shop technicians will be trained and provided tools and equipment; OFNAR's central office and equipment repair facilities will be upgraded.

CONGO

HUMAN RESOURCES DEVELOPMENT (679-0007)

10/1/86–9/30/92

Project status: Active

Life-of-project funding: \$2,000,000

The Human Resources Development project is designed to provide management training to public and private sector personnel in the Congo, especially to those who will assume key administrative positions in the agricultural and primary health care sectors. The Ministry of Foreign Affairs and Cooperation will be the lead Congolese implementing agency.

A total of fourteen Congolese will complete U.S. master's degrees. Of these, two will obtain M.P.H. degrees or the equivalent; the rest will complete degrees in business, public



administration, or development economics. The project will also fund short-term training:

- Eight to ten persons will participate in U.S. short-term training programs
- Twenty to thirty persons will participate in four- to eight-month courses at specialized schools in French-speaking Africa
- Three hundred or more persons will participate in in-country short courses, seminars, workshops, and colloquia (a total of about sixteen such forums will be held) on narrowly defined areas of project management

Observation tours to agricultural and primary health care programs, especially in French-speaking Africa, will be conducted as well.

A related benefit of the project will be the institutional development of Congolese training centers. A number of these centers will have gained additional experience and confidence in organizing and managing practical training programs for development planners and managers.

CÔTE D'IVOIRE

MUNICIPAL DEVELOPMENT SUPPORT (681-0004)

10/1/89-9/30/93

Project status: Active

Life-of-project funding: \$5,000,000

The Municipal Development Support project is designed to strengthen the management capacity and financial viability of selected municipalities in Côte d'Ivoire. The main project components—management training, revenue enhancement, and construction of facilities—

will be implemented in five core cities, which will be chosen for their willingness to contribute to the costs of constructing facilities.

The training component will address management obstacles to successful urban development and decentralization at both the central and municipal levels.

- At the central level, the Department of Local Government of the Interior Ministry will establish and train an eight- to ten-person unit to provide training, technical assistance, and administrative support to the country's 135 municipalities; computerization of the department's legal, budget, personnel, and training sections will further this effort. In a coordinated effort, the Technical Cell of the Department of Social Development of the Ministry of Youth, Sports, and Social Affairs will be trained as trainers of social workers in the core cities, specializing in the teaching of community organization techniques.
- At the municipal level, elected officials and agents from the core municipalities and twenty-five others will be trained in the areas of economic development planning, financial management, and public works management. In addition, officials and agents from the core cities will receive intensive training in privatization, administration, property tax collection, and environmental awareness.

To expand local revenue sources, the project will conduct in the core cities simplified cadastral surveys that will more accurately reflect property values for taxation purposes. In addition, the Department of Land Registration will be assisted in computerizing its information system, decentralizing the administration of property taxes, and conducting seminars in



property tax collection for central and local-level agents. The project will also provide technical assistance and training to reorganize the local tax collection process for revenue-generating facilities—markets, transport depots, commercial centers, and slaughterhouses—and will assess the advantages and disadvantages of privatizing these facilities. Collaboration with local community groups will be an integral part of this component.

The project will finance the construction of revenue-generating facilities, such as those listed above. At least one such facility will be built in each core city. Revenue collected through user fees and taxes will be applied to recurrent costs and at least a portion of the construction costs.

THE GAMBIA

ECONOMIC POLICY REFORM PROGRAM—COMPLEMENTARY PROGRAM (635-0231)

10/1/87–9/30/93

Project status: Active

Life-of-project funding: \$1,864,000

The Economic Policy Reform Program—Complementary Program is designed to be a companion to the Economic Support Program (635-0228), to finance technical assistance and studies supporting the government of The Gambia's Economic Policy Reform Program. One long-term and several short-term consultants will conduct studies and develop policy options and work plans in three areas related

to the conditionality requirements of the Economic Support Fund grant:

- Agricultural credit
- Term lending
- Development lending

FINANCIAL SECTOR RESTRUCTURING (635-0233)

10/1/91–9/30/94

Project status: Active

Life-of-project funding: \$6,800,000

The \$5 million Financial Sector Restructuring grant to the government of the Gambia is intended to support financial policy reforms that promote savings and investment and help in allocating savings to their most productive uses. The government has agreed to implement the recommendations of A.I.D.-funded studies of

- The Central Bank's regulation and supervision of financial institutions
- Debt recovery procedures
- Rural credit and term loans
- Development banking

In addition, the government of the Gambia will privatize the Gambia Commercial and Development Bank.

A.I.D. funds will be used to service bilateral and multilateral debts—primarily, debts owed to the United States. The studies mentioned above, along the technical assistance and training for the Central Bank and the Gambia Commercial and Development Bank, will be funded under complementary project Financial Sector Restructuring (Technical Assistance) 635-0234.



GHANA

AGRICULTURAL PRODUCTIVITY PROMOTION PROGRAM (641-0117)

10/1/87–9/30/91

Project status: Active

Life-of-project funding: \$20,001,000

The Agricultural Productivity Promotion Program grant of \$20 million to the government of Ghana is provided to help increase food crop production through policy reform and a local-currency program in support of agricultural development. Policy reforms are to

- Reduce or eliminate fertilizer subsidies and privatize fertilizer sales over time
- Revitalize the seed industry by conducting studies of the Ghana Seed Company and the seed market and by identifying options to privatize and restructure the company and initiating a privatization and restructuring plan

The local-currency program will finance budget support for feeder road rehabilitation, agricultural extension services, policy studies, and government monitoring and evaluation expenses. Local currency will also finance a trust fund for USAID/Ghana operating expenses.

TRADE AND INVESTMENT (641-0125)

10/1/92–9/30/97

Project status: Active

Life-of-project funding: \$60,000,000

The Nontraditional Export Promotion and Marketing program is designed to increase private sector investment in Ghana by relieving constraints on the increased export of nontraditional agricultural products. Dollar

funding through the foreign exchange auction will support policy and institutional changes necessary to establish an enabling environment for increased private sector investment in nontraditional exports. Local currency generated from the auction will be used for export guarantees or to finance credits through established mechanisms. The complementary Ghana Trade and Investment Program (641-0126) will provide technical assistance and training to address specific marketing and managerial problems hindering exports of specific products. The program is expected to generate at least \$100 million in increased exports.

GUINEA

AGRICULTURAL INFRASTRUCTURE DEVELOPMENT (675-0213)

10/1/87–9/30/92

Project status: Active

Life-of-project funding: \$23,850,000

The Agricultural Infrastructure Development project is designed to improve regional and international access to markets for Guinea's productive maritime region. The Ministry of Transport and Public Works will implement the project, which consists in constructing a segment of the Dubréka-Kolaboui Road, which connects the maritime region to Conakry and other regions of Guinea. The project is A.I.D.'s contribution to the World Bank's Fourth Highway Project.

A.I.D. will finance the rehabilitation and construction to paved standard of an existing 104-kilometer road traversing a lightly wooded coastal plain between Boffa and Kolaboui, and the construction of twelve new bridges,



totaling 363 meters, along this route. The construction will be performed by private contractors. A.I.D. will also provide technical assistance, training, vehicles, and operational support to the Ministry of Transport and Public Works Planning Unit to strengthen its capacity to monitor and evaluate the road's socioeconomic impacts.

The A.I.D.-constructed road segment, together with a segment being upgraded by the French Development Fund (CCCE), will link the capital city of Conakry with the productive coastal region (providing producers of rice, fruits, palm oil, and fresh and smoked fish with low-cost access to markets) as well as with the mining regions to the north. The road is also an important segment of the Trans-African Highway leading from Mauritania to Nigeria and so constitutes a vital transportation artery between Guinea and its neighbors. Besides creating temporary jobs for construction workers, the A.I.D. project will result in twenty-five permanent road maintenance jobs.

Overall, the Fourth Highway Project, which is funded through the World Bank's International Development Association, will

- Rehabilitate to paved standard 600 kilometers of Guinea's national road network
- Finance spot improvements to eliminate bottlenecks situated along 1,500 kilometers of the primary network, thus ensuring year-round accessibility
- Finance periodic maintenance and develop a maintenance policy for all rehabilitated road portions
- Conduct feasibility studies for upgrades of an additional 600 kilometers of road and detailed engineering designs for 200 kilometers, along with related economic and technical studies

- Provide fellowships and technical assistance to Ministry of Transport and Public Works personnel

Other donors include the CCCE, the African Development Bank, and Italy.

AGRICULTURAL MARKETING INVESTMENT (675-0221)

10/1/92-9/30/97

Project status: Active

Life-of-project funding: \$20,000,000

The Agricultural Marketing Investment support sector grant is intended to harness the resources and dynamism of the import-led commercial sector to expand domestic agricultural related production, processing, and marketing in Guinea. Specifically, it will encourage both savings and investment through revisions in the interest rate structure and banking practices, encourage banks' willingness to loan for investment by enhancing their ability to finance programs for third-party holding of title to goods (for example, the establishment of bonded warehouses), and encourage other measures to strengthen collateral. Foreign exchange deposits to the auction system will support these requisite reforms and the associated local currency will provide needed initial liquidity for investment in priority activities, for example, regional rice mills, grain silos, and port refrigeration. It is foreseen that initial investment in domestic marketing will focus primarily on rice and oilseeds, with a secondary interest in smaller-volume, high-value agricultural products, such as fruits, vegetables, meat, milk, and eggs.



ECONOMIC POLICY REFORM SUPPORT (675-0218)

10/1/85–9/30/94

Project status: Active

Life-of-project funding: \$2,500,000

The Economic Policy Reform Support project is designed to support implementation of the Economic Policy Reform Program (675-0217) by providing short- and long-term technical assistance to key government of Guinea institutions in the areas of marketing, banking, credit, and agricultural policy. The project will be implemented primarily by the Ministry of Finance and the Guinea Central Bank.

The project will support the Economic Policy Reform Program's goals of liberalizing economic activities in Guinea's agricultural sector and increasing private sector participation therein. Some fifty person-months of short-term technical assistance will be provided to conduct economic and policy analyses and studies and to offer on-the-job training and training courses and seminars in management, project and investment appraisal, business administration, and other areas supportive of Economic Policy Reform Program objectives. Specific activities will include

- Reviewing the government's comprehensive credit policy
- Working with the Guinea Central Bank and commercial banks to establish private sector lending criteria
- Monitoring government of Guinea implementation of Economic Policy Reform Program credit programs

Short-term technical assistance will begin immediately while a contract for long-term technical assistance is being let. Long-term technical assistance by resident advisors in economics, credit, agricultural economy, and statistics will focus on developing the capabilities

of staff of the Ministries of Planning and International Cooperation and of Rural Development in the areas of economic data collection, analysis, and management and in continued formulation of more appropriate economic reform policies. The advisors will also, however, play an active role in meeting the government of Guinea's immediate information and policy analysis needs. Scopes of work for the long-term advisors will include, inter alia,

- For the economics advisor, forecasting the effects of present policies and evaluating the effectiveness of government reforms
- For the credit specialist, helping the Guinea Central Bank implement a domestic commercial credit program and determine the credit needs of private investors in the agricultural sector
- For the agricultural economist, surveying the agricultural marketing system and helping the government improve marketing procedures, services, and facilities
- For the statistician, identifying the kinds of data needed for project implementation and developing methodologies for data collection, analysis, and presentation

FORÉCARIAH FARM TO MARKET ROADS (675-0224)

10/1/89–9/30/93

Project status: Active

Life-of-project funding: \$3,266,000

The Forécariah Farm to Market Roads project is designed to rehabilitate and maintain farm-to-market roads in Guinea's Forécariah prefecture. The project will rehabilitate approximately 171 kilometers of feeder roads and establish a village-based roads maintenance program. Some 27,000 people, in six of Forécariah's ten subprefectures, are expected to benefit from the project.



Under the direction of the Africare technical unit, 171 kilometers of class C roads will be restored to their original condition. Private Guinean contractors will perform the majority of the rehabilitation work, which will follow the existing profile and natural terrain as closely as possible. Maintenance work will be performed by village volunteers living adjacent to the targeted road segments and will consist of such activities as cleaning and repairing drainage facilities, clearing vegetation and cutting grass, and reporting problem areas to the appropriate authorities. Emergency spot maintenance, such as filling potholes and repairing eroded graveled structures, will take first priority.

A village maintenance team, consisting of a five-person core group supervising a twenty-person village volunteer group, will be formed for each of the twenty-nine road sectors targeted for rehabilitation and maintenance. Both groups constituting the village maintenance teams will receive training. Core groups, each of which will include at least one woman, will receive technical and on-the-job training in road maintenance and supervisory techniques. Village volunteer groups will receive one week of training, during which each volunteer will be required to maintain 1.5 kilometers of road per day. After their training, village volunteers will be expected to perform voluntary road maintenance as deemed necessary by village road decision-making committees. Stipends will be provided to all volunteers who participate in training. In addition, the core group will receive special training in evaluation techniques and small-scale enterprise skills that will allow them to become small subcontractors for future roadwork activities.

Africare and the Ministry of Agriculture and Animal Resources will semiannually collect data on such things as crop marketing, trans-

port cost, and road traffic. These data will be used to measure overall project impact.

PRIVATE AGRIBUSINESS PREPARATION (675-0212)

10/1/83-9/30/90

Project status: Completed

Life-of-project funding: \$1,800,000

The Private Agribusiness Preparation project is designed to help the government of Guinea fulfill the recommendations of a U.S. private agribusiness task force to meet food needs and increase agricultural exports by strengthening Guinea's capability to promote and support agribusiness growth and development. The National Agribusiness Promotion Office of the Ministry of Plan and Natural Resources is responsible for overall project implementation.

A resident advisor (twenty-four person-months) and short-term consultants (fifteen person-months) will help the National Agribusiness Promotion Office

- Develop a public relations program and maintain a regular system for dissemination of program information
- Prepare agribusiness project profiles and provide advice on possible sources of financing
- Maintain and pursue working relationships with foreign representatives concerned with Guinea's economic development
- Arrange meetings for visitors interested in agribusiness
- Help potential investors prepare proposals that comply with government of Guinea regulations and local business practices
- Promote the emergence of indigenous agribusiness concerns



- Help identify potential Guinean partners for foreign investors
- Monitor implementation of Guinean agribusiness projects
- Inform the government of Guinea of major National Agribusiness Promotion Office activities

The project will help the National Agribusiness Promotion Office pursue agribusiness task force recommendations and identify promising investment opportunities in such areas as smallholder rice and coffee production, commercial fishing, export of sleeping-sickness-resistant cattle to other African countries, and pineapple, specialty crop, and vegetable production. "Investment profile" feasibility studies will be prepared to cover financial, legal, and management structure requirements and other issues. An agribusiness promotion strategy will be developed to provide more comprehensive coverage of many topics found in the investment profiles.

An amendment (6/12/85) increases funding and increases the range of project activities in order to institutionalize a government of Guinea agribusiness development capability. Specific additions include

- Increased commodity support to the National Agribusiness Promotion Office and the technical assistance team
- A program to provide long- and short-term participant training, as well as on-the-job training
- Support for approved studies of the feasibility of promising Guinean agribusinesses
- An increased number of agribusiness task force consultations to maintain dialogue and momentum

GUINEA-BISSAU

PRIVATE VOLUNTARY ORGANIZATION VOCATIONAL SKILLS (657-0014)

10/1/88-9/30/92

Project status: Active

Life-of-project funding: \$2,000,000

The Private Voluntary Organization Vocational Skills project is designed to support the development of Guinea-Bissau's private sector by

- Providing short-term training to government personnel in the technical and management skills required to further private sector production and finance
- Building the capacity of local training institutions to transfer practical skills to artisans, agricultural producers, and entrepreneurs from the villages and small towns of the Southern Province

Africare will be the implementing agency.

TECHNICAL SKILLS TRAINING (657-0011)

10/1/83-9/30/91

Project status: Completed

Life-of-project funding: \$1,750,000

The trilateral Technical Skills Training project is designed to upgrade the capability of the government of Guinea-Bissau's Central Bank (CB) and of indigenous private entrepreneurs to prepare for and manage agribusiness investments. The CB, the Portuguese Institute for Economic Cooperation (ICE), and USAID/Guinea-Bissau will implement the project's training, study, and pilot lending components. The project will provide course instruction,



on-the-job training, and participant training promoting institutional capabilities and individual skills.

Staff of the CB's Development and Commercial Department will be trained in project appraisal and banking operations; later, other government of Guinea-Bissau ministry staff will receive project appraisal training. Entrepreneurs and midlevel enterprise management personnel will receive training through the CB in financial management and accounting and in business management and marketing. In addition, the government's Technical Institute for Professional Training will offer training to entrepreneurial employees in the business operations and accounting, office support, and secretarial skills needed to expand private enterprise. Six CB personnel will receive a total of eighteen person-months of training at a development bank in Portugal.

Project studies will include surveys of agribusiness opportunities, comparative advantage in agribusiness, private enterprise human resource needs, and approaches to the reform of selected private enterprise, as well as ten feasibility studies of the agro-industry fund included in a proposed follow-on project. Other technical services will cover market identification, policy, and other issues.

The project will establish a small pilot credit facility to undertake a few private investments and allow the government of Guinea-Bissau to test credit terms and criteria for the proposed agro-industry fund. Business appraisal and advisory services will be provided to the CB and to prospective creditor entrepreneurs as an aspect of all project training and technical services. One-year advisors in financial management and in project appraisal will be followed by short-term technical assistance totaling 108 person-months.

KENYA

AGRICULTURAL MANAGEMENT DEVELOPMENT (615-0221)

10/1/84-9/30/90

Project status: Completed

Life-of-project funding: \$3,562,000

The Agricultural Management Development project is designed to strengthen the management capacity and performance of public and private organizations that support agricultural production in Kenya, especially by smallholders. A private contractor will implement the project in conjunction with Egerton College and the Ministry of Agriculture and Livestock Development (MOALD).

Working under the day-to-day direction of the principal of Egerton College and in collaboration with the college's Agricultural Resource Center personnel, a contracted management consultancy team will publicize services offered by the project and compile a list of prospective client organizations expressing interest. Clients will be drawn from both the private sector (for example, input and credit suppliers, processors of primary commodities, and marketing organizations) and the public sector (for example, development authorities, marketing boards, regulatory and advisory boards, parastatals, and government ministries).

The team will perform a needs assessment for each client, develop specific training programs in a variety of areas (for example, business organization, inventory control, procurement, and management systems) to address those needs, and contract with the client for the services to be rendered. The bulk of the



training will be at the client's place of work and will be highly participatory in nature, since the objective is to promote institutional change rather than to train individuals; funding for short-term training at U.S., Kenyan, and third-country institutions will also be available. The management consultancy team will develop baseline data on client operations for use in assessing project impact on management practices. About twenty-four client institutions (some 350 individuals) are expected to receive training over the two-year life of the project.

A coordinating committee composed of representatives from MOALD and other government ministries, Egerton College, USAID/Kenya, and the private sector will provide overall supervision and approve clients for training. MOALD, with USAID/Kenya approval, will select the primary contractor, which will employ a series of subcontractors to provide training services to clients. Selection of contractors and subcontractors will focus on maximizing Kenyan participation in the project.

AGRICULTURAL TRAINING PROJECT (615-0239)

10/1/85-9/30/93

Project status: Active

Life-of-project funding: \$7,200,000

The Agricultural Training Project is designed to strengthen the agricultural education and outreach capabilities of Egerton College (EC) in Kenya by establishing a permanent institutional relationship between EC and the University of Illinois at Urbana-Champaign (UI). The project will upgrade EC's curriculum, administration, faculty, and research and outreach capacities.

With help from UI and from internal and external advisory boards, EC will reshape its agricultural curricula to meet the needs of

Kenya's public and private agricultural sectors. Targets include new curricula in agribusiness and agricultural management and revisions in other curricula to emphasize socioeconomic factors, especially the role of women farmers. UI will also help EC conduct an initial personnel study and prepare a follow-up survey of EC graduates. EC's financial and data management systems will be computerized, and its staff will be trained to use the new equipment in such areas as payroll and personnel records, accounting and budgeting, student records, course content and schedules, and building and inventory files; printing and photocopying equipment will also be procured.

The research, managerial, and teaching capabilities of EC faculty will be upgraded through training at UI for ten faculty each year (Ph.D. training will be stressed). Some administrative staff will receive U.S. nondegree training and will work with counterparts at UI or another U.S. university.

To improve EC research and outreach, an educational materials center will be built and staffed. The center will assemble educational materials for use in the regular curriculum, in continuing education programs, and in outreach activities of the Agricultural Resources Center. With help from EC faculty, UI will train educational materials center faculty in materials development, including graphics. Faculty and students from both EC and UI will participate in the Agricultural Resources Center's adaptive research programs and will undertake research at EC's farms and its two new rural development laboratories.

An amendment (5/31/88) extends the project assistance completion document eighteen months, to March 1993, and funds

- A new telephone system for Egerton University (formerly EC)



- Grants to Stanford University and the University of Arizona for applied agricultural research
- Additional U.S. graduate training
- A pilot program to disseminate information on Egerton University's innovative research and training activities

Another amendment (8/31/89) funds construction of the physical facilities (classrooms, offices, a laboratory, and a dormitory) needed to establish a crop management research training program at Egerton University. Initially, the program will be administered by the Center for Improvement in Maize and Wheat under a separate project partly funded by A.I.D. The Agricultural Resources Center and the Kenya Agricultural Research Institute will provide trainers and other resources for the crop management research training program, which is a specialized program that up to now has been available only at the Center for Improvement in Maize and Wheat.

**FERTILIZER PRICING AND
MARKETING REFORM (615-0243)**

10/1/89-9/30/92

Project status: Active

Life-of-project funding: \$46,100,000

The Fertilizer Pricing and Marketing Reform commodity import program is designed to increase the use of fertilizer among Kenyan smallholders by promoting a fertilizer market network at prices that include adequate profits to importers and distributors. A total of \$45 million in foreign exchange will be provided for the import of fertilizer. Local-currency generations will be used for mutually agreed-upon development purposes and for a

trust fund to cover USAID/Kenya's operating expenses. The government of Kenya covenants to

- Study the feasibility of decontrolling fertilizer prices and develop a pricing policy on the basis of this assessment
- Prepare annual fertilizer import plans and streamline import licensing for the private sector
- Promote fertilizer use through farmer education, appropriate packaging, and price incentives for agricultural production
- Strengthen its capacity to conduct price analysis and monitoring of fertilizer market developments
- Undertake studies on the environmental impact of fertilizer use
- Take steps to eliminate price controls and quantitative restrictions on fertilizer imports

Complementary funds (\$1.1 million) will be provided for short-term technical assistance, policy studies, training, evaluation, and monitoring.

**KENYA EXPORT DEVELOPMENT
SUPPORT (615-0249)**

10/1/90-9/30/96

Project status: Suspended

Life-of-project funding: \$0

The Kenya Export Development Support project is designed to increase nontraditional exports from Kenya. The project will assist the government of Kenya in establishing export processing zones, reducing licensing controls and liberalizing import and export trade, establishing export incentives, and improving its trade policy analysis capability.



To facilitate access to the export processing zones, the project will finance the creation of a facility where Kenyans may swap shillings for foreign exchange in order to start up operations in the zones. The project will also strengthen the capacity of business support organizations in providing firm-level assistance to exporters and provide credit to exporters through commercial banks in the amounts of \$5 million during the first year and \$10 million in the second. Studies of key issues in trade policy and export promotion will also be conducted.

KENYA PRIVATE SECTOR HOUSING FINANCE (615-0225)

10/1/83-9/30/91

Project status: Active

Life-of-project funding: \$1,120,000

The Kenya Private Sector Housing Finance housing guaranty project is designed to develop the capacity of Kenya's private housing sector to provide low-cost housing. The Regional Housing and Urban Development Office, in cooperation with Kenyan entities, will implement the project, which focuses on construction by, and institutional development of, housing finance institutions (HFIs) and the National Cooperative Housing Union (NACHU).

The Central Bank will relend HG funds to five HFIs and to NACHU, which will receive up to 20 percent in HG funds for further relending to its members; cooperatives' projects, which are likely to be slow in developing, will be treated preferentially. USAID/Kenya and the Ministry of Works, Housing, and Physical Planning will determine the eligibility of recipient institutions, funding levels (to be based on family income), and loan repayment terms and will also negotiate reduced building standards with the planning offices of participating cities.

The HFIs will conduct technical and financial studies, whereas developers will buy and subdivide land, obtain municipal approvals, and build and sell the new houses. The latter will number 3,000 (2,500 by HFIs and 500 by NACHU) and will benefit 13,000 urban family members at or below the median income level; in addition, 4,500 persons will rent the extra room that is to be included in two-thirds of the new houses.

The first two tranches of the program, which is expected to generate more than 6,480 person-years of construction employment, aims at demonstrating the profitability of low-cost housing for HFIs and developers. The project will provide two resident advisors, short-term consultants, and a series of training workshops to NACHU, which will, in turn, provide technical assistance and training to its members and short-term training and technical assistance to HFIs. In addition, short-term technical assistance (financed by a portion of HG fee income) and the Regional Housing and Urban Development Office will help participating institutions develop a strategy to mobilize additional resources for low-cost housing. USAID/Kenya will conduct studies of basic housing needs, informal and formal housing finance systems, and secondary mortgage market operations; if the latter prove viable, steps to implement a suitable system will be taken in the second tranche of the program.

PRIVATE ENTERPRISE DEVELOPMENT (615-0238)

10/1/86-9/30/94

Project status: Active

Life-of-project funding: \$41,000,000

The Private Enterprise Development project is designed to strengthen Kenya's private sector by fostering government of Kenya policy development and by direct financial and



advisory assistance to the Kenyan business sector. One public and several private Kenyan organizations will implement the project. The project will help two entities increase their influence on government of Kenya business policy. The public sector Investment Promotion Center will conduct fourteen business policy studies, undertake an investment promotion program, and establish itself as a resource center of business information for prospective investors. The Kenyan Association of Manufacturers, a business group, will conduct studies on the impact of government policies on manufacturing and offer business seminars and workshops. Two equity capital companies will be supported:

- A.I.D. will help create Kenyan Equity Capital Ltd. to make equity investments in ten to fifteen new or existing businesses. Kenyan Equity Capital funds will be managed by Kenya Equity Management, to which A.I.D. will provide partial core costs and cofinancing for feasibility studies and business advisory services to prospective Kenyan Equity Capital clients. It is hoped that this component will eventually lead to the creation of an ongoing venture capital company in Kenya.
- A.I.D. funds and supporting technical assistance will enable the existing Industrial Promotion Services (Kenya) to onlend to businesses in which it shares equity with the International Finance Corporation.

To help develop management and entrepreneurial skills, the project will fund the operations of the Rural Enterprise Program, which was established by World Education, Inc., under the Rural Private Enterprise project (615-0220) to help private voluntary organizations working with the microenterprise or informal sector, for five years. The Rural Enterprise Program will, inter alia, indigenize

itself, promote community-based microenterprises, and conduct a research and development program involving thirty-one microenterprises; in some cases, the program will provide credit, rather than grants (as previously), to assisted private voluntary organizations. The project will also fund

- The start-up of the Kenya Management Assistance Program, in which experienced Kenyan managers will advise small businesses on a voluntary basis
- Up to ten consultancies a year by the International Executive Service Corps

The project will also support USAID/Kenya's private enterprise strategy.

PRIVATE SECTOR FAMILY PLANNING (615-0223)

10/1/82-9/30/91

Project status: Active

Life-of-project funding: \$6,500,000

The Private Sector Family Planning project is designed to demonstrate the capacity of Kenya's private sector to conduct family-planning (FP) programs. USAID/Kenya, in cooperation with Kenyan entities, will implement the project, which will undertake demonstration subprojects (SPs) with private organizations and support contraceptive supply, training, and research efforts.

Some thirty to thirty-five SPs will be conducted to serve as models for other private organizations. Of these, fifteen to twenty will involve nonprofit organizations, five will involve parastatals, five will involve nongovernmental organizations, and five will involve women's and professional groups and private practitioners.

Contraceptives for the SPs will be provided free by the National Family Welfare Center through the Ministry of Health with the help



of project-funded technical assistance and transport services. The contractor will provide training in program management and in operational and technical procedures to two hundred enrolled community nurses, midwives, clinical officers, and others involved in the SPs. Eight three-month courses for twenty-five persons each will be held to ensure that the training, which will include clinical practice, is both individually tailored and cost-effective. A training methodology will be developed that incorporates the National Family Welfare Center's FP syllabus and aims to meet Ministry of Health certification standards and respond to community and cultural needs. Ministry of Health trainers will train the participating trainers. Four or five operations research studies will assess the impact of specific activities, and the contractor will develop a data collection system for the project and report results to the National Council on Population and Development for dissemination to private, host government, and other donor representatives.

An amendment (7/86) extends the project assistance completion document to September 1989 to further strengthen private FP organizations and to develop policies and procedures to ensure sustainability. Targets are revised to

- Fifty SPs (from thirty)
- Fifty thousand FP acceptors (from thirty thousand)
- Four hundred trainees (from two hundred)
- Eight operations research studies (from five)

The SPs will include three activities—community-based distribution; information, education, and communication; and maternal and child health care—not emphasized in the original design. During the final year, the contractor, John Snow, International, will define

an operational structure for project continuation by a Kenyan private organization, with John Snow, International, providing technical assistance as needed. Alternative contraceptive supply systems will be explored. The original project purpose of demonstrating private sector capacity has been achieved.

Another amendment (7/88) extends the project assistance completion document two years, to September 1991, and, due to the project's success to date, increases the number of targeted SPs by ten, the number of FP acceptors by 35,000, and the number of trainees by 225 (including 100 receiving refresher training). Child survival activities—a new component—will be added systematically to selected SPs.

PRIVATE SECTOR FAMILY PLANNING II (615-0254)

10/1/91–9/30/98

Project status: Active

Life-of-project funding: \$10,000,000

The Private Sector Family Planning II project is designed to upgrade private sector provision of family-planning (FP) services in Kenya. A Kenyan private voluntary organization will implement the project, which will

- Support FP subprojects by fifty private entities not assisted under the predecessor Private Sector Family Planning project (615-0223)
- Continue limited support to entities already assisted

Operations research and information dissemination activities are also planned. Organizations targeted for assistance will be chosen from ninety commercial firms, parastatals, private health facilities, educational institutions



and teacher colleges, and nongovernmental organizations identified in a 1990 survey. Typically, the project will provide these organizations with

- Salary support for two years (including support for temporary replacements of those in training)
- Maternal and child health (MCH)-FP and information, education, and communication training
- Provision of FP equipment
- Some operating costs
- Technical assistance in various areas of program administration

Additions to this basic support package, to be made on a case-by-case basis, may include

- Technical assistance and training for community-based FP schemes, particularly in areas with widely scattered populations
- Support for expanded information, education, and communication
- Assistance with voluntary surgical contraception
- Technical assistance and training in MCH interventions, such as oral rehydration therapy and immunizations in areas with high infant and child mortality

An estimated fifteen subprojects will be enhanced by community-based FP; fifteen, by additional information, education, and communication; fifteen, by voluntary surgical contraception services; and ten, by selected MCH interventions. Church-supported groups and organizations with limited resources may receive assistance beyond the normal two-year period. Training targets include

- Basic MCH-FP training of 450 clinical officers and nurses; 90 information, education,

and communication field educators; and 210 community volunteers

- Refresher training of 450 clinical personnel and 150 field educators

The sixty entities assisted under project 615-0223 will continue to receive limited technical assistance, training, and materials; up to fifteen of these organizations will receive supplementary grants to finance additional services, such as MCH or community-based FP. All organizations assisted under this project and the predecessor will be helped to access contraceptive supplies available from the Ministry of Health.

The project will also conduct operations research aimed at developing innovative approaches to private sector service delivery (including replication of the Machakos Medical Clinic model developed under project 615-0223), determining the feasibility of adding FP services to health insurance programs, and sustaining subprojects after the withdrawal of A.I.D. assistance. Project experience will be disseminated through national workshops, professional publications, and participation in international conferences.

RURAL PRIVATE ENTERPRISE (615-0220)

10/1/82-9/30/91

Project status: Active

Life-of-project funding: \$36,296,000

The Rural Private Enterprise project is designed to increase rural production, employment, and income in Kenya by promoting rural private enterprise. The project, to be primarily implemented by the Ministry of Finance, will provide credit and business management assistance to rural private enterprises via commercial banks and private voluntary organizations (PVOs).



In the main project intervention, commercial banks will on lend \$24 million in A.I.D. funds, matched by \$24 million of their own, to rural private enterprises that meet economic and administrative feasibility requirements and fulfill any of the following conditions:

- They are labor intensive
- They increase foreign exchange availability
- They will provide increased markets, inputs, or services for agricultural production

Loan funds will be used either to establish a new business or to expand an existing one (roughly 50 percent each). The maximum A.I.D. contribution to an individual loan will be \$750,000; to ensure that small- and medium-scale firms receive a reasonable share of the loans, banks will receive incentive payments for loans under \$75,000. The project will also provide business assistance to loan recipients via participating banks and an independent contractor. The project will also make grant funds available to PVOs that provide credit and business assistance to small enterprises that directly benefit the poor, especially firms supporting innovative investments and the economic activity of women.

Because of mixed performance of PVOs to date in Kenyan credit programs, an intermediary organization will be contracted to upgrade PVO capabilities and provide technical assistance to PVOs and their clients; this assistance will be required in use of project funds for PVO credit programs, which will be suspended if default rates exceed set limits. Primarily, however, A.I.D. funds will be used for nonfinancial assistance. To help USAID/Kenya plan for future private sector initiatives, special studies on the feasibility of using cooperatives and finance companies as financial intermediaries, the potential use of a mecha-

nism to guarantee direct bank lending, and on the indirect impacts of increased formal sector production and employment will be financed. The project is expected to generate seven thousand new jobs directly and another twelve thousand indirectly.

STRUCTURAL ADJUSTMENT PROGRAM GRANT (615-0213)

10/1/82-9/30/91

Project status: Active

Life-of-project funding: \$76,000,000

The Structural Adjustment Program Grant of \$28 million is intended to provide balance-of-payments and budget support needed by the government of Kenya to pursue structural reform of the economy. Another grant of \$2 million will finance technical assistance and commodities to support the reform.

Local-currency generations (LCGs) will be used for agreed-upon development efforts in rural and agricultural development, rural private enterprise, and family planning. Conditions are that the government of Kenya will, inter alia,

- Simplify export documentation and licensing procedures
- Remove restrictions on importation of major agricultural inputs (except for specifications regarding insecticides and fertilizers) and make foreign exchange automatically available for such imports
- Establish a monopolies and price commission
- Make and implement decisions on the grain marketing structure
- Reduce its participation in public enterprises
- Support exports by adjusting the exchange rate for the Kenyan shilling



An amendment (5/14/84) provides \$34 million in balance-of-payments support through a commodity import program and \$6 million for technical assistance. LCGs will be applied in part to the budget and in part to private institutions for development purposes. Among conditions precedent are that the government of Kenya will

- Increase from three to ten the number of bags of maize that can be shipped by private traders between districts
- Waive all import duties and eliminate taxes on family-planning supplies
- Streamline import licensing procedures

Among covenants are that the government of Kenya will

- Consider a proposal allowing the Kenya Farmers Association, cooperatives, and maize processing firms to purchase maize directly from traders
- Restrict the fiscal year 1894–5 public deficit to not more than 4.2 percent of the gross domestic product

Another amendment (9/84) provides additional foreign exchange to the private sector and increased technical assistance to the government of Kenya for structural reform. LCGs will be allocated for private (33 percent) and public (67 percent) development activities.

Yet another amendment (9/20/85) adds a \$13 million commodity import program for the private sector and a \$12 million agricultural development program, the latter tied to procurement of U.S. fertilizer, with distribution open to the private sector. LCGs will be used for public and private sector development activities. Conditionality for the commodity import program concerns basic issues related to family planning, the private sector, parastatal man-

agement, donor coordination, and the LCG program, whereas that for the agricultural development program includes measures to increase fertilizer use (partly through improved outreach to smallholders), price and nonprice competition in the fertilizer sector, and private sector participation.

STRUCTURAL ADJUSTMENT PROGRAM GRANT II (615-0240)

10/1/87–9/30/93

Project status: Active

Life-of-project funding: \$178,126,000

Structural Adjustment Program Grant II is designed to provide the government of Kenya with balance-of-payments and technical assistance support while the government of Kenya implements policy changes to accelerate the structural adjustment of the economy. Balance-of-payments assistance will be provided through the private sector.

The grant will be authorized in three tranches and consist of three parts: a fertilizer market development program, a commodity import program, and a technical assistance program. Local-currency generations will be used for public sector development purposes, for establishment of a trust fund to support private sector development activities, and to cover USAID/Kenya operating expenses.

An amendment and new project paper (8/18/88) authorize, respectively, (1) an additional commodity import program grant and (2) technical assistance, training, and commodities in support thereof. Local-currency proceeds will be used to reduce the government of Kenya's budget deficit and encourage institutional changes and policy initiatives, whereas technical assistance will address the two latter areas. The program will also continue to foster



structural and sectoral reforms, especially for agriculture, by, inter alia,

- Supporting market-based fertilizer policies that promote rural distribution, liberalize import licensing, and strengthen the Ministry of Agriculture's Fertilizer Inputs Unit
- Encouraging further import liberalization
- Initiating actions directed to the establishment of a capital market development authority.

Another amendment (8/30/89) further specifies two overall technical assistance objectives, to help the government of Kenya

- Improve its development planning, budgeting, and revenue generation processes
- Facilitate rapid private sector growth

These objectives will be achieved through activities in five areas: sectoral policy analysis and planning, microcomputerization of the budget process, capital market development, commodity import program monitoring, and tax modernization. Provision will be made for related studies.

TRAINING FOR DEVELOPMENT (615-0234)

10/1/86-9/30/94

Project status: Active

Life-of-project funding: \$17,132,000

The Training for Development project is designed to train Kenyan public and private sector professionals in key areas relating to national development. The Ministry of Finance's Directorate of Personnel Management will be the lead Kenyan implementing agency for the project, which will fund long- and short-term U.S. training for 180 persons.

In the public sector component, A.I.D. will finance U.S. training for ninety government of Kenya officials over a seven-year period; about half will be long-term degree candidates, and half will be short-term, nondegree candidates. Targeted fields for the training include agriculture, veterinary medicine, rural development, medicine, public health, family planning, nutrition, nursing, economics, planning, public administration, legal affairs, statistics, computer science, and education. All potential participants will be self-nominated. Candidates will be interviewed and will be required to present a well-thought-out plan of study, including a statement about how they would use their training after returning to Kenya. Selection by a joint government of Kenya-USAID screening and selection committee will be based on an individual's potential for professional growth and demonstrated merit and on the nation's priority personnel needs. Although the committee can authorize training in fields other than those stipulated, initial training will be concentrated in the areas of agriculture, nutrition, and rural development. The project will prepare an individual curriculum for each participant and will also provide counseling and other support services for the participants in the United States to facilitate cultural adjustment. In addition, participants will receive, on average, three months of supplementary practical instruction (on the job training designed to fit their area of specialization), and subscriptions to professional journals will be provided for returned trainees.

In a parallel component, U.S. training will be provided to ninety Kenyan private sector officials; again, about half will be long-term degree candidates, and half will be short-term, nondegree candidates. The screening and selection committee for the private sector will include representatives of USAID/Kenya, the



government of Kenya, the private sector, and the academic community. An educational contractor will assist in implementing the public and private components.

LIBERIA

PVO AND NGO SUPPORT (669-0211)

10/1/86-9/30/92

Project status: Terminated

Life-of-project funding: \$13,651,000

The PVO and NGO Support project is designed to strengthen private voluntary organizations (PVOs) and nongovernmental organizations (NGOs) operating in Liberia in the fields of health, education, community development, and enterprise promotion. A U.S. PVO will implement the project; policy guidance will be provided by a PVO council, to consist of representatives from the Ministry of Planning and Economic Affairs (chair), the Ministries of Health and Education, USAID/Liberia, and, on a revolving basis, the donor community.

The project will provide subgrants to PVOs and NGOs registered with USAID/Liberia or A.I.D./Washington for activities in the targeted sectors that

- Are cost-effective, environmentally sound, and sustainable
- Have a multiplier effect and measurable targets
- Are able to involve the community
- Are development (rather than charity) oriented
- Are simple in design and technically feasible

Other criteria include, inter alia, whether a proposed activity benefits women, enhances the PVO's own capability, seizes on targets of opportunity, and directly assists the poor. Specific targets are to

- Help at least ten PVOs and NGOs establish financial management systems and effective techniques for designing projects and soliciting funds that will ensure their long-term independence and sustainability
- Help at least eight schools run by PVOs and NGOs maintain and improve their activities
- Establish at least five nonformal education programs, such as a public awareness campaign or commercial production units for vocational schools
- Focusing on Nimba County, help at least one hundred small enterprises to expand their activities, resulting in a minimum of three hundred new job opportunities

The project will also help establish a network of information on PVOs and NGOs operating in Liberia. The U.S. PVO will also implement a wide range of support activities to PVOs outside of the formal subgrants, for example, a workshop on needs common to many PVOs and NGOs and a seminar on a replicable solution to a common problem. PVOs less organized, solvent, and focused than those receiving the subgrants will be invited to participate in these activities in order to help stabilize and improve their capacities.



MADAGASCAR

MADAGASCAR AGRICULTURAL EXPORT LIBERALIZATION PROGRAM (687-0102)

10/1/87–9/30/92

Project status: Active

Life-of-project funding: \$36,315,000

The Madagascar Agricultural Export Liberalization Program is designed to remove policy and procedural impediments to liberalized agricultural export markets in Madagascar through

- A policy-reform-conditioned program grant of \$16 million
- A project grant of \$2.735 million for related technical assistance, training, and studies

The program grant will be disbursed in two tranches of \$8 million each.

Conditions precedent to the first tranche relate to eliminating government monopolies on exports of the traditional crops (cloves, coffee, vanilla, and pepper) that account for 80 percent of all agricultural exports and ensuring that private operators have free access to these markets and to the continued allocation of foreign exchange through an open clearing system.

The government of Madagascar will also be required to submit a schedule for meeting the conditions precedent to the second tranche, namely, the implementation of policies and procedures to liberalize agricultural export market operations and the continued allocation of foreign exchange through an open system. The project grant will finance activities to consolidate program reforms and to identify additional reforms needed for agricultural

liberalization. Technical assistance and training will be targeted to private entrepreneurs interested in entering or expanding export trade. Study tours and seminars will focus on policies that promote an expanded private sector role in the agricultural export market, while studies will identify remaining constraints in three areas—rural financial markets, input and product markets, and consumer goods supply in the rural areas. The primary beneficiaries will be small farmers engaged in export crop production (the main source of livelihood for a third of the country's population); secondary beneficiaries will be the entrepreneurs who collect, process, and export these crops. Local-currency generations will be programmed within the government of Madagascar's budget to initiate budget reform and to finance the construction and rehabilitation of farm-to-market roads.

A PAAD amendment (8/17/89) provides an additional program grant of \$12.58 million. The fiscal year 1989 program will focus on outstanding policy and administrative issues affecting agricultural exports and on continuing support for the open general licensing system for the distribution of foreign exchange for imports. In addition, the government of Madagascar will covenant to establish an agricultural market information system.

MALAWI

AFRICAN ECONOMIC POLICY REFORM (612-0227)

10/1/89–9/30/91

Project status: Completed

Life-of-project funding: \$15,592,000

The African Economic Policy Reform project is designed to provide a cash grant of \$15 mil-



lion to help the Agricultural Development and Marketing Board (ADMARC), a Malawian parastatal, improve its liquidity situation and its capacity to manage agricultural marketing operations by divesting itself of its estate and nonmarketing assets. The program will

- Increase the efficient use of resources by transferring them from the public to the private sector
- Inject critically needed foreign exchange into the economy
- Increase the amount of credit available to banks for onlending to private borrowers

The government of Malawi will use the kwacha equivalent of the cash grant to partially finance purchase of the strategic grain reserve from ADMARC.

The release of the first \$10 million is conditional on ADMARC's divestiture of at least K30 million of its equity share holdings in agro-industries, manufacturing, transportation, and finance. The remaining \$5 million will be released after the government of Malawi either divests another K15 million in ADMARC's equity holdings or develops and adopts a private-sector-oriented strategy for handling any assets that remain after divestiture.

In addition, the government of Malawi will covenant to

- Conduct a series of capital markets studies
- Establish, if recommended by the studies, an equity financing facility for loans to investors in divested firms
- Develop a plan for managing the strategic grain reserve

The program includes an additional grant of \$500,000 to finance

- Technical assistance in divestiture and restructuring

- The capital markets studies
- U.S. academic training in enterprise and investment management for eight persons

COMMERCIAL TRANSPORTATION (612-0218)

10/1/83–9/30/86

Project status: Completed

Life-of-project funding: \$5,000,000

The Commercial Transportation project is designed to enable Malawi to engage freely in international commerce, despite the near shutdown of the Beira-Malawi railroad, by developing the country's international trucking industry, related training institutions, and Ministry of Transport and Communications (MOTC) programs. MOTC will implement the training and technical assistance components; the Investment and Development Bank of Malawi (INDEBANK) will manage credit under the equipment component.

Some two hundred persons from all levels of the trucking industry—experienced managers, owner-operators, drivers, and mechanics—will receive training from several Malawian training institutions and private sector firms, including the Development of Malawi Traders Trust (DEMATT) and the Polytechnic of the University of Malawi. The project's largely nonformal, on-the-job training will cover management, finance and operations, fleet management, equipment maintenance systems, and driver vehicle maintenance; classroom training will also be offered in transportation management, international driving requirements, and mechanics training. Other training will include U.S. study for an M.A. in transportation planning and economics, study by an MOTC training officer, and at least four three- to four-month overseas study tours for key personnel from the Road Traffic Commission.



The project will make ten international-class trucks available for sale on credit to small owner-operators; another ten or so are expected from other donors and from private U.S. sources with Export-Import Bank backing. INDEBANK will use sale proceeds to build a counterpart fund for project training, additional transportation credits, and industry and MOTC support. The project will also supply commodities for project training (such as audiovisual aids, tools, and copy equipment), road vehicle inspection equipment, and computers and vehicles for MOTC. Technical assistance and on-the-job training will be provided to MOTC in transportation planning and coordination of project activities and to the training institutions.

An amendment (6/88) revises procurement plans. Instead of providing complete international-class trucks for sale on credit, the project will provide twenty-four to forty truck trailers for leasing to operators; the first twenty-four will be matched with German-funded tractors. The project assistance completion document is extended to December 31, 1989, at no additional cost.

ECONOMIC POLICY REFORM PROGRAM III (612-0233)

10/1/87-9/30/94

Project status: Active

Life-of-project funding: \$21,600,000

Economic Policy Reform Program III is designed to provide a cash transfer to the government of Malawi to support policies directed at reducing economic, institutional, and fiscal constraints on development of a more open, competitive private sector. The program also includes a technical services component. The cash grant will be disbursed in three tranches,

conditioned upon progress toward reforms in four areas

- Trade and industrial policy and exchange rate management (reducing controls on imports and exports, maintaining a flexible exchange rate, and creating a favorable investment climate)
- Small- and medium-scale enterprise development, especially to expand employment opportunities
- Financial sector reform (broadening and deepening capital markets)
- Fiscal policy (reducing the fiscal deficit in order to allow more foreign exchange and domestic credit to reach the private sector)

Short-term technical assistance, studies, and training funded under the technical services component will support government of Malawi policy reforms. Planned outputs include

- Twenty-eight business consultancies
- Twelve specialized workshops for small and medium enterprises
- A number of economic studies

HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (612-0230)

10/1/86-9/30/95

Project status: Active

Life-of-project funding: \$18,000,000

The Human Resources and Institutional Development project is designed to improve Malawi's postsecondary and nondegree training capacities in technical, managerial, and professional fields and to provide training to public and private personnel currently in such fields. The project will be implemented by a



committee of private sector, USAID/Malawi, and Government of Malawi officials. The project will upgrade Malawian competence in key fields (for example, administration, economics, agriculture, health, and engineering) through six activities:

- The project will improve the instructional capacity of the University of Malawi, its member colleges, and other public and private training institutions through, inter alia, faculty training (degree and nondegree), curriculum development, faculty exchanges, and the introduction of remedial science and math courses.
- To meet the personnel needs of key ministries, the project will fund long-term external training of professionals and technical employees, mostly for advanced degrees.
- The project will strengthen Malawi's management training capacity by compiling a directory and a data base on management training programs, developing new training modules and courses, and sponsoring an M.B.A. program for mid- and senior-level public sector managers; the latter activity will support a management training program initiated under the African Manpower Development Project and the Fertilizer Subsidy Removal Program.
- To strengthen the support infrastructure for small and medium businesses, the project will provide technical assistance and training to
 - The Ministry of Trade, Tourism and Industry
 - The Malawi Union of Savings and Credit Cooperatives
 - The Investment and Development Fund
 - The Development of Malawian Traders' Trust
- The Malawian Entrepreneurial Development Institute
- The Small Enterprise Organization of Malawi
- To increase the number of women professionals and managers, the project will provide scholarships (mostly undergraduate) at the University of Malawi to sixty women, fund graduate training of two women in the sociology of women in development, and provide technical assistance to Malawi's Commission on Women in Development.
- The project will strengthen the Department of Personnel Management and Training through technical assistance, training, and development of an inexpensive information management system. In all, 206 person-years of external degree training and 110 person-months of nondegree training will be provided (in addition to the University of Malawi training of women). Long-term technical assistance will total seventy-four person-years, and short-term technical assistance will total eighty-five person-months.

RURAL ENTERPRISES AND AGRIBUSINESS DEVELOPMENT INSTITUTIONS (612-0214)

10/1/84–9/30/91

Project status: Active

Life-of-project funding: \$8,870,000

The Rural Enterprises and Agribusiness Development Institutions project is designed to expand small and medium-sized rural and agribusiness enterprises in Malawi by strengthening the lending and service capability of two key Malawian financial institutions and by providing technical assistance and training to their clients. Africare and the Credit Union National Association will be the primary implementors.



A.I.D. capital will increase the financial viability and lending ability of the Investment and Development Fund (INDEFUND) and the Malawian Union for Savings and Credit Cooperatives (MUSCCO). INDEFUND will receive \$1.2 million for onlending to small and medium-sized entrepreneurs; MUSCCO will receive \$300,000 for onlending to credit unions and their members.

The project will also upgrade the operational and service capabilities of the two entities. Africare will help INDEFUND establish an in-house business and accounting advisory service and will participate in providing both on-the-job training for the new service's staff and management training and technical assistance for INDEFUND's general staff; some offshore training for senior INDEFUND staff is planned. The Credit Union National Association will provide technical assistance to MUSCCO management, and the project will finance an expansion of MUSCCO's field staff, who will largely be trained by Peace Corps volunteers. The project will also build a simple, national-level office for use by MUSCCO and other participating entities.

In the project's second component, Africare will work with INDEFUND, MUSCCO, and other entities, such as the Development of Malawian Traders Trust (DEMATT), to prepare investment and business feasibility studies; as part of this effort, Africare will advise small entrepreneurs on appropriate technology, whereas DEMATT will prepare a guide to financing wholesale and retail stores. Africare will also provide informal training and technical assistance, respectively, to potential and actual participants in the project's credit program. A revolving fund to finance individual training programs for entrepreneurs may be created. Africare will also participate with INDEFUND, MUSCCO, and DEMATT in

conducting studies to identify the types of support services needed by small-scale entrepreneurs and to assess credit and related service needs.

An amendment (5/19/89) increases funding, extends the project assistance completion document one year, to December 1990, and modifies activities in response to an August 1988 evaluation. Key changes are to

- Add additional short-term technical assistance through Volunteers in Overseas Cooperative Assistance, a U.S. private voluntary organization
- Conclude Africare activities as of December 1989
- Increase promotional activities
- Improve the administrative capacities of INDEFUND, DEMATT, and MUSCCO
- The project will also receive additional funding from local-currency generations of Malawi Enterprise Development Program III (612-0233).

SERVICES FOR HEALTH, AGRICULTURE, RURAL AND ENTERPRISE (612-0232)

10/1/89–9/30/99

Project status: Active

Life-of-project funding: \$15,000,000

The Services for Health, Agriculture, Rural and Enterprise project is designed to expand the development activities of private voluntary organizations and nongovernmental organizations (NGOs) in Malawi in the areas of agriculture, health, and off-farm employment and to strengthen selected Malawian NGOs. The project will be administered through a cooperative agreement with the Experiment in International Living.



Development activities subgrants will be awarded to Malawian, U.S., or international private voluntary organizations and NGOs. Subgrants will be for terms of three to five years and will range from \$100,000 to \$400,000 for Malawian NGOs and from \$500,000 to \$1 million for U.S. and international private voluntary organizations. Generally, activities will include a collaborative element in which a local NGO will be created or strengthened. In these cases, an institutional development subgrant will be awarded to the local NGO. The institutional development subgrants, which will be smaller and shorter term than development activities subgrants, will be used for technical assistance and training in such areas as financial management, program design and planning, evaluation, and personnel management. The Experiment in International Living may also provide other technical assistance, training, and linkage activities independent of the institutional development subgrants. It will be a function of the project to encourage and enable Malawian NGOs to reach the level of institutional maturity necessary for them to be eligible for development activities subgrants. The following targets have been set for resource and subgrant allocation:

- Of the total resources available, the amount available for Malawian NGOs should be approximately twice that for U.S. or international private voluntary organizations
- A reasonable balance among the country's three regions should be struck
- There should be approximately proportional allocation (25 percent each) of resources among the categories of health, agriculture, off-farm employment, and other

MALI

ANIMAL PRODUCTION AND EXPORT PROJECT (688-0244)

3/31/92–6/30/99

Project status: Active

Life-of-project funding: \$18,820,000

The Animal Production and Export Project, a follow-on to the Mali Livestock Sector (688-0203) and Mali Livestock Sector II (688-0218) projects, is designed to improve the productivity of Mali's livestock sector. This project will help establish a national livestock production program, integrating small and medium producers into both the domestic and the foreign marketing systems by

- Improving the Ministry of Livestock's management and outreach capacity, through better program planning, implementation, and evaluation procedures
- Increasing livestock production by developing and disseminating animal health technologies and nutritional packages
- Promoting exports through the elimination of trade barriers on livestock and livestock products
- Facilitating efficient, private sector livestock and livestock product development through policy reforms

Technical and administrative support will help improve and expand market potential, disease diagnostic capacity, vaccine quality control, applied research, and cost-effective delivery of animal health and extension services. Local institutional capacity will be upgraded through participant training, research and diagnostic equipment, interministerial programming, and improved facilities. Project



activities will concentrate on encouraging the private sector, developing markets and building local capability to plan and manage sectoral activities, and encouraging practices that increase animal production and forage use while sustaining the natural resource base.

CEREALS MARKET RESTRUCTURING PROGRAM (688-0241)

10/1/86–9/30/91

Project status: Active

Life-of-project funding: \$2,000,000

The Cereals Market Restructuring Program is designed to continue supporting government of Mali efforts to restructure cereals marketing, especially by increasing private sector participation in grain storage and trade. The program represents phase II of the Cereals Market Restructuring Project (PRMC, 688-0230). It will be coordinated by the PRMC Board, a joint government-donor group; various national, parastatal, and private agencies will carry out the actual policy reforms. Building on phase I progress and the exceptional harvests of 1985 and 1986, the phase II program consists of a cash transfer (in lieu of the food aid provided previously) to underwrite reform efforts to

1. Liberalize the cereals market
2. Improve production incentives and producers' purchasing power
3. Reduce the costs of the official marketing system

To support objective 1,

- Lines of credit for private traders to purchase and store grains will be set up at private banks
- The Malian Office of Agricultural Products (OPAM) will only purchase quantities sufficient for national security stocks

- Milling incentives will encourage other cereals programs to open their facilities to private paddy buyers
- Only limited prefinancing for paddy purchasing will be provided for rice-producing rural development organizations
- A guarantee program will be set up regarding farmers' payments of rural development organization water and service fees

Supporting objective 2,

- Farmer cooperative programs will be set up with the National Agricultural Development Bank
- OPAM will target its purchases to farmer cooperatives
- The 1985–86 official OPAM consumer price structure for grains will be maintained
- The feasibility of processing high-quality maize will be studied
- All nonwheat food aid shipments will be reduced or eliminated
- Unfinished reforms from the PRMC will be completed

Supporting objective 3,

- Private traders will be permitted access to OPAM
- The existing rice stocks of three parastatals will be auctioned to the private sector
- Spoiled OPAM stocks will be assessed
- Rice imports will be temporarily suspended

An amendment (6/24/88) funds technical assistance and policy analyses needed to maintain the good progress achieved to date in government of Mali policy reform. Specifically, the amendment funds

- A full-time U.S. advisor for USAID/Mali's cereals restructuring activities and related local-currency programs



- A series of analyses, to be conducted or supervised by a full-time Malian agricultural economist or cereals market specialist, of policies and problems affecting cereals markets

FOOD AND AGRICULTURE POLICY SUPPORT PROJECT (688-0260)

10/1/90–9/30/93

Project status: Proposed

Life-of-project funding: \$0

The Food and Agriculture Policy Support Project is designed to create a more favorable and stable environment for private initiative in Mali's cereals sector. The project is an outgrowth of phase I support (Cereals Market Restructuring Program [688-0241]) and an element in a multidonor effort designed to liberalize Mali's grain markets and create opportunities for private sector growth and development. As such, the project will provide a combination of long- and short-term technical assistance, policy analysis, and participant training in support of the government of Mali's grain market reform program. The project complements, and will provide a strong element of monitoring and evaluation for, a companion nonproject assistance activity, the Cereals Policy and Development Program (688-0255), a Public Law 480, title II, section 206, program.

MALI ECONOMIC POLICY REFORM PROGRAM (688-0240)

10/1/87–9/30/91

Project status: Active

Life-of-project funding: \$25,700,000

The Mali Economic Policy Reform Program is designed to support economic reform by the government of Mali. A.I.D. will disburse U.S. dollars, complemented by technical assistance, training, and commodities, on condition that

the government meet benchmarks in achieving policy reforms in the areas of commercial regulations, pricing, taxes, budget restructuring, and privatization. The government of Mali will be expected to pass two important pieces of currently pending legislation:

- A new commercial code which greatly removes regulatory restraints to commercial and industrial activity
- New pricing legislation based largely on supply and demand

The government of Mali will establish a more equitable tax structure that provides the private sector with incentives for growth while creating employment opportunity. Specific measures include

- Reducing taxes on payroll (from 15 to 7.5 percent), on gross revenue (from 1 to 0.75 percent), and on marginal tax rates for business incomes for both firms (from 50 to 45 percent) and individuals (from 30 to 25 percent)
- Reducing customs tariffs on certain imports while revising standard customs assessments upward
- Substituting a *taxe sur taxe* for the current *base sur base* method for calculating business and services deductions

Resulting revenue shortfalls will be offset in the short term by program funds and in the long term by administrative improvements implemented during the program, namely, automating tax returns, strengthening the National Investigations Unit and the Collections Service, and extending the Customs Service's computer system. The government of Mali will restructure its budget in two ways:

- An incentive program guaranteeing pensions, credits, and severance pay will



encourage the voluntary retirement of at least six hundred civil servants over a two-year period, thus generating budgetary savings

- The government will reduce the number of unproductive public sector personnel by implementing a program to privatize public enterprises

USAID/Mali will provide the government of Mali with dollar resources for materials and equipment in 1986 and 1987, the years in which the greatest amounts of budgetary shortfall are anticipated.

An amendment (7/28/88) adds a technical assistance and studies component to complement the nonproject assistance heretofore provided.

OPERATION HAUTE VALLÉE II (688-0233)

10/1/87–9/30/93

Project status: Active

Life-of-project funding: \$17,500,000

Operation Haute Vallée II is designed to increase access of small farmers in the Haute Vallée of Mali to productive inputs, financial resources, and markets.

To promote rural enterprises, a U.S. cooperative development organization will develop one hundred new village cooperatives to manage credit (provided by the National Agricultural Development Bank through rural financial institutions) and will encourage private suppliers to deliver inputs to rural areas.

Operation Haute Vallée (688-0210), will be streamlined so that it can concentrate on extension services and resource planning. Credit,

input supply, and marketing functions will be transferred to the cooperatives and private firms.

Extension of road construction will be planned, but will await the availability of funds and commitments from other donors.

POLICY REFORM FOR ECONOMIC DEVELOPMENT (688-0245)

8/26/91–8/30/97

Project status: Active

Life-of-project funding: \$9,000,000

The Policy Reform for Economic Development project, a follow-on to the Mali Economic Policy Reform Program (688-0240), is designed to provide \$15.4 million to the government of Mali to support fiscal, institutional, and regulatory reforms necessary for sustainable private sector development. Cash disbursements will be made in four tranches conditioned on, inter alia,

- Promulgation of a new commercial code and a new labor code
- Establishment of a commercial court system
- Revision of the minimum default tax and the minimum tax
- Elimination of remaining export taxes, which apply mainly to agricultural products

Local-currency proceeds will be used for direct budgetary support to development ministries, with emphasis on increasing the ratio of nonsalary as opposed to salary expenditures. The program will also provide \$3.9 million in project assistance to include technical assistance, training, commodities, and studies.



MAURITIUS

MAURITIUS INDUSTRIAL DIVERSIFICATION (642-0010)

10/1/87-9/30/92

Project status: Terminated

Life-of-project funding: \$2,350,000

The Mauritius Industrial Diversification project was designed to promote industrial expansion and diversification (IE/D) into higher-value, higher-technology, export-oriented sectors in Mauritius. The Ministries of Finance and of Economic Planning and Development will be the lead implementing agencies for the public sector, whereas private sector activities will be managed primarily by the Mauritius Chamber of Commerce and Industry.

Overall, the project will provide forty-one person-months of short- and medium-term technical assistance to a number of public and private sector organizations and to individual private firms, with the aims of improving

- The policy environment for IE/D and Mauritius's ability to formulate an IE/D strategy
- The availability of investment and marketing information
- The understanding of opportunities for diversification, higher technologies, and new markets

Much of the technical assistance is expected to focus on three higher-value sectors with good potential for development: information management, electronics, and agro-industry.

Specifically, technical assistance to the public sector will help such organizations as the Ministries of Finance and of Economic Planning and Development and the Mauritius Ex-

port Development and Investment Authority to develop an IE/D strategy and to identify the labor, policy, and infrastructural requirements needed to promote investments in new markets and new industries. Technical assistance to private firms and organizations (including the Mauritius Chamber of Commerce and Industry) will help them to tap new markets for existing products as well as to move toward higher-value-added products and operations. At least 20 percent of project funds will be used to provide technical assistance to individual firms, especially small- and medium-sized ones. Firm-specific technical assistance (to be provided on a cost-sharing basis) will include feasibility and market studies as well as help from International Executive Service Corps volunteers with production management and technology. Other project outputs will include sector analyses, sector action plans, and assistance with environmental and spatial and physical planning related to IE/D.

The project will also respond to requests to assist Mauritius specifically to expand exports to, and attract investment from, the United States. Some technical assistance will be provided to the government of Mauritius's new Center for Productivity. Complementary training will be funded under the Africa Bureau's Human Resource Development Assistance project (698-0463).

An amendment (8/9/89) adds new funding for four activities:

- Technical assistance in informatics (and, to a limited extent, electronics), including research into European Community markets, training for the government of Mauritius and for private firms, and help with computer-assisted design, software translation, promotional efforts, and feasibility studies



- International Executive Service Corps assistance to an additional forty firms, twenty of them through the corps's American Business Linkage Enterprise and Joint Venture programs
- Provision of computer hardware, software, and training to State Informatics Limited to develop data base systems for the Ministry of Finance, the Ministry of Industry and Industrial Technology, and the Mauritius Export Development and Investment Authority
- Support for the University of Mauritius through linkage with a U.S. university and enhancement of the information technology and women's studies curricula
- The institutionalization of open general licensing as a mechanism to increase private sector access to foreign exchange and to allow the market to play a greater role in determining the uses of scarce foreign exchange

Direct assistance will be provided for agricultural inputs and other commodities that address production and marketing constraints in the agricultural sector. Private firms will distribute and import the bulk of program commodities. USAID/Mozambique and the government of Mozambique will also develop a plan to privatize state enterprises and mixed companies in the agricultural input, implement, tractor, and related commodities businesses. Complementary technical assistance will be provided under the companion Mozambique Private Sector Support Program Technical Assistance project (656-0218).

MOZAMBIQUE

PRIVATE SECTOR DEVELOPMENT SUPPORT (656-0208)

10/1/88-9/30/93

Project status: Active

Life-of-project funding: \$61,000,000

The Private Sector Development Support commodity import program is designed to support private agriculture in Mozambique through liberalization of agricultural prices and marketing. Specifically, the program will support the following government of Mozambique reforms:

- Increased liberalization of the producer pricing system for agricultural commodities
- The divestiture of state farms to commercial and family farmers
- The development of private sales and service networks for agricultural inputs

PRIVATE SECTOR REHABILITATION V (656-0201)

10/1/84-9/30/88

Project status: Completed

Life-of-project funding: 55,000,000

Private Sector Rehabilitation V is the fifth phase of A.I.D.'s commodity import program in Mozambique. It is designed to continue support to the private agricultural sector to increase domestic production of food and to improve its distribution and availability in local markets. This will be achieved through providing foreign exchange for productive inputs needed by private sector commercial, family, and cooperative farmers in target geographic areas and selected private industrial enterprises manufacturing agricultural inputs.

The commodity import program supports the economic policy reform program begun by Mozambique, enables the private sector to



demonstrate contributions towards economic recovery food production, and encourages further movement towards a market economy. In addition, a technical assistance and training component will be implemented to assist in meeting the critical need for managerial and technical skills in support of the private sector.

PRIVATE SECTOR SUPPORT PROGRAM TECHNICAL ASSISTANCE (656-0218)

10/1/89–9/30/90

Project status: Active

Life-of-project funding: \$1,500,000

The Private Sector Support Program Technical Assistance project is designed to provide technical assistance needed to implement the A.I.D. Private Sector Support program (656-0208), a commodity import program that is aimed at strengthening private sector agriculture in Mozambique via price liberalization and improved agricultural marketing. This project will finance short-term technical assistance on policy matters relating to the food and agriculture sector, assistance with commodity import program management and monitoring, and an external audit and evaluation.

An amendment (3/18/91) authorizes longer-term, more collaborative technical assistance, which is needed to increase Mozambique's policy analysis and implementation capacities. Institutional linkages will be developed between three units in the government and three U.S. universities:

- Michigan State University will help the Ministry of Agriculture to conduct research on national- and household-level food security. Activities will include
 - Establishment of an agricultural market information system in selected areas
 - Surveys on rural household food security

- Information bulletins, issues papers, and policy seminars
- The University of Wisconsin Land Tenure Center will help the Survey Unit of the Ministry of Agriculture Center for Agricultural Training to examine land tenure security issues, particularly those related to state farm divestitures. Activities will include
 - Case studies of actual divestitures
 - A data base to track divestitures
 - Exposure of Mozambican staff to lessons learned from similar experiences in neighboring countries
 - Policy seminars, issue papers, and related activities
- Cornell University will help the Food Security Department of the Ministry of Commerce to implement a household income and expenditure survey in Maputo and possibly Beira, to improve eligibility criteria in safety net programs, and will also assist in the design of better safety net measures

NIGER

ECONOMIC POLICY REFORM PROGRAM (683-0259)

10/1/87–

Project status: Active

Life-of-project funding: \$13,300,000

The Economic Policy Reform Program is designed to promote policy and institutional reforms in Niger, fostering increased exports of agropastoral products, particularly through official channels. The program will provide a cash grant of \$13.3 million, to be disbursed in equal tranches over three years to the government of



Niger. The local-currency equivalent will be deposited by the government in a special account and used primarily to support the government's private sector initiatives program.

The funds will serve to replace revenues lost as a result of the government's compliance with the initial condition precedent—elimination of export taxes on agropastoral products. However, 8 percent of the local currency will be returned to USAID/Niger for use in funding program support costs. Conditions precedent to the second and third tranches require the government of Niger to ease regulations and controls that impede exporting and to strengthen regional trade relations, especially with Nigeria.

By the end of the program, the following measures will have been taken:

- Export regulations for livestock trade will have been simplified and made uniform
- Requirements for licensing in skins and hides export trade will have been relaxed to promote competition, and government personnel will have been trained in new licensing procedures
- Investment environment will have been improved via a "businessperson's bill of rights," defining private sector rights and responsibilities and a system of judicial arbiters between the private sector and the government
- An action plan will have been issued and actions will have been under way for implementing recommendations of a recent government of Niger study on livestock exporting policy
- No new trade monopolies will have been sanctioned
- A commercial attaché will have been assigned to the Niger consulate in Kano, Nigeria
- Government of Niger–private sector trade missions to neighboring countries will have been undertaken
- Marketing and price reporting system for the consulate in Kano and a regular system for announcing foreign exchange rates will have been established
- Niger-Nigeria negotiations for improved bilateral trade relations will have been undertaken

Technical assistance and related activities in support of the program are provided under the Niger Economic Policy Reform Program (683-0263).

RURAL ORGANIZATION DEVELOPMENT (683-0260)

10/1/88–9/30/94

Project status: Active

Life-of-project funding: \$9,000,000

The Rural Organization Development project, a follow-on to the Tara Rural Irrigated Agricultural Development project (683-0234), is designed to expand the role of the private sector in rural areas of Niger by providing training and technical assistance to cooperatives engaged in productive economic activities. The Cooperative League of the USA will be the primary implementing agency.

The project's regional trainers and village assistants will expand village-based training to 150 new cooperatives, emphasizing skills required for effective marketing, preparation of feasibility studies, credit applications, accounting systems, business management, and literacy. In total, the project is expected to train 650 cooperative members in administrative skills, 1,000 members in bookkeeping and other financial management skills, 245 members as literacy instructors, and 2,500 members in functional literacy.



The project will also initiate economic activities in at least 25 women's groups and continue to provide services to the 158 cooperatives formed under the previous project. To increase the cooperatives' profit potential, the project will

- Assist in setting up informal market information systems, making use of data gathered by other organizations for exchange between cooperatives
- Collaborate in market research by the cooperatives
- Organize study tours for cooperative leaders to neighboring countries

The project will also explore the possibilities of value-added activities, which may be joint ventures with private operators.

The Cooperative League of the USA will provide short-term consultant services to cooperatives and individuals who wish to work with cooperatives in such endeavors as product packaging, processing, and export.

To increase the cooperatives' access to credit, the project will continue to support the loan program administered by the Banque Internationale de l'Afrique Occidentale. Specifically, the project will encourage the bank to reduce its required loan guarantees for cooperatives with proven credit records, increase the bank's management role for the existing guarantee fund, and expand its participation in determining requirements and criteria for credit. The project will also explore the possibility of involving other banks in managing a loan guarantee fund for cooperatives.

RWANDA

RWANDA PRIVATE ENTERPRISE DEVELOPMENT (696-0121)

10/1/83-9/30/91

Project status: Active

Life-of-project funding: \$8,400,000

The Rwanda Private Enterprise Development project is designed to support the development of small and medium-sized Rwandan enterprises. From discussions conducted with small business owners and with officials in the Rwandan Development Bank, the project provides

- Technical assistance to the bank in a department created specifically to promote small and medium-sized Rwandan businesses, which will help in the preparation of loan requests
- Short-term technical assistance to entrepreneurs where technical advice or special training is necessary
- A fund for training entrepreneurs, using local institutions to train them in accounting and other business skills
- A line of credit structured to encourage the bank to provide funds to small and medium-sized businesses

The potential recipients of the technical assistance and the line of credit to be provided by the project are Rwandan owners of small and medium-sized businesses, employing between five and twenty people. The entrepreneurs will be primarily engaged in agriculture-related business, such as food crop marketing and transportation, agricultural commodity supply, and providing other services to



the rural population, though other kinds of businesses should not be excluded. The multiplier effect resulting from making local business more efficient, from increasing employment, and from expanding markets will benefit a substantially greater portion of the economy and of the population.

SÃO TOMÉ AND PRINCIPE

TRILATERAL PROJECT FOR AGRICULTURE (658-0002)

10/1/85–9/30/92

Project status: Active

Life-of-project funding: \$1,700,000

The Trilateral Project for Agriculture project is designed to help the government of São Tomé and Príncipe to train essential agricultural personnel, specifically, foremen and supervisors for cacao *empresas* (estate farms). The project, which also includes minor participant training and farmer training elements, will be funded trilaterally by A.I.D., the government of Portugal's Institute for Economic Cooperation (ICE), and the government of São Tomé and Príncipe and will be implemented primarily by ICE.

Project training will be narrowly focused. Specifically targeted as offering the greatest potential for improvement are three cacao *empresas* (Belavista, Ubabudo, and Santa Margarida) that are under the management of private firms; other *empresas*, if transferred to private management, may subsequently be included in the project. Some 100 *empresa* foremen and 150 first-line supervisors will receive specific technical training in cacao production methods, administrative skills, book-

keeping and accounting, harvesting and postharvest techniques, and in maintenance and repair of machinery. The training will be conducted at Empresa Belavista.

ICE will provide a long-term tropical crops and agricultural education specialist for three years who will develop curricula and materials, teach some of the courses, and devise posttraining support systems within the *empresas* themselves; the institute will also provide twenty to thirty person-months of short-term advisors to teach courses. A policy will be set early regarding *empresas*' obligations to pay moderate training fees or help defray local costs.

In addition, the project will

- Provide degree training in agricultural education and administration in Portugal for the director of the government of São Tomé and Príncipe's Agricultural Training Center (CATAP), as well as some short-term participant training for key *empresa* personnel
- Provide smallholders and other private farmers with pepper seedlings and thirty days of training in pepper production

SENEGAL

AFRICAN ECONOMIC POLICY REFORM PROGRAM II (TECHNICAL SUPPORT GRANT) (685-0299)

10/1/90–9/30/93

Project status: Active

Life-of-project funding: \$3,000,000

African Economic Policy Reform Program II (Technical Support Grant) is designed to support the African Economic Policy Reform Program II (685-0292), which aims at establishing



a viable banking system in Senegal. The project will finance

- Consultancies in the areas of accelerated debt recovery, bank management, and bank privatization, including senior advisors for a new bank that will consolidate the performing assets of four former public banks
- Studies of monetary and financial policies
- Efforts in program implementation, monitoring, and evaluation

BANKING SECTOR REFORM (685-0292)

10/1/90–9/30/95

Project status: Active

Life-of-project funding: \$35,000,000

The Banking Sector Reform program is designed to provide a \$32 million sector grant to the government of Senegal conditioned on policy reforms to help establish a viable banking system in Senegal, characterized by

- Adequate levels of solvency, liquidity, and profitability
- Increased sectoral and term diversification
- Increased mobilization of domestic savings

Local currency made available under the program will be used to accelerate repayment of government liabilities to the banking system.

Program conditionality is designed to

- Reduce government of Senegal ownership to less than 25 percent of any bank and allow bank managers to make lending and personnel decisions without government interference
- Reorganize, consolidate, or close illiquid or insolvent banks, with appropriate oversight by the Central Bank of the West African Monetary Union (BCEAO), including consolidation into a new bank of the

assets of four former public banks (BNDS, SONAGA, SONABANQUE, and SOFISEDIT)

- Establish targets and timetables for the recovery of bad debts
- Encourage the mobilization of domestic savings
- Increase the frequency of BCEAO inspections and improve bank supervision
- Improve the allocation of credit and of outreach to all sectors of the economy

Complementary technical assistance and studies will be provided under African Economic Policy Reform Program II (685-0299).

FAMILY HEALTH SERVICES II (685-0248)

10/1/84–9/30/92

Project status: Active

Life-of-project funding: \$20,600,000

Family Health Services II, a follow-on to the Senegal Family Health project (685-0217), is designed to expand public and private sector family-planning (FP) services in Senegal; support extensive information, education, and communication activities and FP training; and improve demographic data collection and analysis. The Ministry of Social Development will have primary implementation responsibility.

To increase public FP services, the Senegal Family Health Project, an urban, clinic-based program of the Ministry of Health and the Ministry of Social Development, currently operational in only selected regions, will be extended into secondary urban and rural health posts and to the whole nation. To increase private sector FP provision, small grants (for training, contraceptives, equipment, renovations, and other expenses) will be awarded and



extensive technical assistance will be provided to private organizations that offer FP services. It is expected that by the project's end, contraceptive acceptors will total 200,000 (15 percent of married women of reproductive age, up from 3 percent) and the crude birth rate will be reduced from 48 to 42 per 1,000 population.

To support the above approaches, information, education, and communication materials, some for mass media, will be prepared for a wide range of audiences, and FP and information, education, and communication training will be added to the curriculum of the National Training Center for Extension Agents, where at least 350 Ministry of Social Development outreach personnel will be trained in FP and information, education, and communication techniques. Public opinion leaders, especially Islamic leaders, will be assisted playing a larger role in increasing public awareness of the health benefits of child spacing. In FP training, initial emphasis will be on integrating FP into the curriculum at the School of Midwives and training faculty; at least three hundred midwives will be trained. Training will also be provided to physicians, health post workers (including nurses), logistics and supply personnel, and probably pharmacists. The project will also support diagnosis of infertility and sexually transmitted disease and will fund pilot projects to provide income generation training for women along with FP services.

To provide Senegal with improved demographic data upon which development plans can be based, technical assistance and training will be provided to help the Direction de la Statistique conduct the 1987 population census and intercensal surveys, and process and analyze data therefrom.

TRANSFER OF TECHNOLOGY II (685-0281)

10/1/84-9/30/93

Project status: Active

Life-of-project funding: \$10,297,000

Transfer of Technology II is designed to introduce or expand the use of technology and improved management practices in Senegal's public and private sectors. USAID/Senegal will implement the project, which will consist of participant training, pilot activities, and consultant services.

The project will focus on the transfer of important technology and management practices too small to merit project status. Activities will be selected by USAID/Senegal and the government of Senegal's Ministry of Plan, linked as much as possible to USAID/Senegal's agricultural production and health concerns and to general A.I.D. concerns (for example, women in development, the environment) and in some cases coordinated with other U.S.-supported projects and programs.

Training will normally be short term and not degree oriented, consisting of seminars, observation tours, and courses of up to nine months in duration. Key institutions and groups will be targeted, and curricula for the expected 110 trainees will be designed as appropriate to their individual jobs. Follow-up activities will include formal surveys of participants upon completion of training and again after a longer period, maintenance of participant rosters, and provision of A.I.D. or U.S. Information Agency publications in participants' fields of specialty.

Pilot projects will do prefeasibility or development work that is directly related to the USAID/Senegal program but does not fit into an existing project. They will be experimental, limited, and innovative in nature and carried out under controlled conditions. Pilot projects will require significant Senegalese



interest and thorough advance planning and will be implemented by technical assistance or subgrants. It is expected that six pilot projects will be implemented, with beneficiaries financing 10 to 25 percent of cost.

Long- or short-term technical assistance will help identify, introduce, and evaluate proposed technology or management practices for improved health and agricultural performance. An average of sixteen person-months per year is projected.

An amendment (6/28/88) extends the project three years (through September 1993) and doubles its funding in light of its success to date. The project is modified slightly to

- Focus more directly on key government of Senegal and USAID/Senegal priorities (health, agriculture, natural resources management, and private enterprises)
- Streamline pilot project approval
- Encourage greater private sector participation

SOMALIA

LIVESTOCK MARKETING AND HEALTH (649-0109)

10/1/83-9/30/91

Project status: Suspended

Life-of-project funding: \$19,160,000

The Livestock Marketing and Health project is designed to upgrade Somalia's livestock industry in the areas of marketing and animal health, to foster the private livestock sector, and to develop a conceptual framework for future livestock projects. The project will be implemented by the government of Somalia's Ministry of Livestock, Forestry, and Range.

To meet international trade requirements and support the government's expanded animal health and vaccination procedures, the project will construct quarantine pens at collecting areas accessible to Somalia's three major ports. Each pen, measuring one square kilometer, will be fully equipped and will hold up to twenty thousand cattle. Marshaling yards at the ports will be upgraded to facilitate the orderly movement of cattle.

The project will also provide an engineer to finalize design of the facilities and two veterinarians, one to advise the Ministry of Livestock, Forestry, and Range's proposed Livestock Quarantine Unit, the other to help implement new field procedures; these advisors will also provide on-the-job training to Livestock Quarantine Unit personnel.

Also, in-country workshops and U.S. training will be conducted, and specialized training (for example, in agricultural economics) will be made available to the Ministry of Livestock, Forestry, and Range's Department of Planning, Training, and Research.

The project will provide essential animal health supplies and equipment to the Serum and Vaccine Institute in Mogadishu, the Kismayo Veterinary Laboratory, and the Central Diagnostic Laboratory in Mogadishu.

To help the private sector adjust to the increased need for fodder and livestock transportation, the project will establish a livestock investment fund of up to \$2 million at the Commercial and Savings Bank of Somalia, which can be used for equipment related to the export of quarantined cattle. An advisor will assist with equipment purchasing, fodder production, and storage and will also monitor use of the fund in view of a possible long-term project.

A series of studies will be conducted to form the conceptual base for a longer-term program.



The data-gathering program will include two marketing studies (livestock and export), an in-depth social analysis, a study of the feasibility of a Somali private sector drug formulation and packaging enterprise, and a user fee study.

An amendment (8/20/86) extends the project to December 31, 1989, and funds the increased construction costs of the quarantine stations (increases are due mainly to revised specifications for separation of holding pens). The amendment also provides additional funding for the livestock investment fund, quarantine unit equipment and training, and the operational costs of the field support unit, and reduces funds for technical assistance.

Another amendment (1/24/89) adds funding needed to complete construction of the quarantine stations. The project will now focus exclusively on the preparation and health certification of export cattle and will no longer include such activities as marketing and fodder production.

POLICY INITIATIVES AND PRIVATIZATION (649-0132)

10/1/89-9/30/95

Project status: Suspended

Life-of-project funding: \$51,045,000

The Policy Initiatives and Privatization project is designed to promote economic recovery in Somalia by providing the country's public and private sectors with technical assistance to undertake studies of major macroeconomic policies affecting national development and identify ways to increase private sector participation in the economy. The government of Somalia's Ministry of National Planning will implement the project.

Consultants will help the ministry identify, in collaboration with USAID/Somalia and other

donors, major macroeconomic policy issues requiring detailed analysis and to conduct six to ten analytical studies of these issues. Workshops, seminars, and conferences will be held to discuss and disseminate the conclusions and policy recommendations stemming from these studies. The studies themselves are expected to provide the needed analytical base permitting the government of Somalia to implement specific reforms—for example, civil service, tax, and budget allocation reforms—to which it is already committed and to enable it to explore other issues already identified as critical, such as migrant workers and remittances, banking and interest rates, export diversification, and the divestiture of parastatals.

Tours will be arranged to allow government officials and private sector entrepreneurs to observe and study institutional arrangements, laws, and operating procedures used by other countries in dealing with macroeconomic problems. Consultants will also be provided to help the government and private sector entrepreneurs address the particular constraints facing privatization (the transfer of the management of a business or industry from the public sector to the private sector) in Somalia, develop approaches to overcome these constraints, and make recommendations for appropriate government action to place greater reliance on the private sector in providing goods and services to the economy.

The project will provide technical and financial support to select industries and businesses that are to be privatized.

An amendment (8/25/86) extends the project from March 1987 to September 1990 at increased funding. Activities will focus on government of Somalia policy reform, taxation, and fiscal issues.



SOUTH AFRICA

BLACK PRIVATE ENTERPRISE DEVELOPMENT (674-0303)

10/1/86-9/30/97

Project status: Active

Life-of-project funding: \$19,500,000

The Black Private Enterprise Development project is designed to increase the opportunities of South African blacks to participate equitably in the nation's economy as owners, managers, or employees of private enterprises. The project will be implemented through grants to South African nongovernmental organizations. It includes activities to promote institutional development and advocacy, micro- and small enterprise development, and participation in the primary economy.

The institutional development and advocacy component will support black entrepreneurs, businesspersons, and business organizations in their efforts to develop networks and structures to lobby for and promote black business. These networks and structures will allow blacks to play a leadership role in advocating black participation in the economy, and as they become stronger and develop their information-gathering and analytical capacities, they will be able to communicate effectively with the broader black community, the white private sector, international organizations, and the government of South Africa.

The micro- and small enterprise development component will support groups responding to the financial and business skills needs of both potential and existing informal and small-scale black entrepreneurs. This support will expand black interaction with free enterprise and increase income generation and employment opportunities.

The participation in the primary economy component will provide assistance to black businesspersons and organizations to enable them to increase their influence and decision-making power in the primary economy. Organizations and individuals will be helped to overcome complex financial, skills-related, and attitudinal constraints that reduce black leadership in and limit the formation and ownership of medium- and large-scale enterprises. Initially, the project will finance management development programs and feasibility studies for specific businesses or sectors; later, equity or credit assistance may be warranted.

SUDAN

COMMODITY IMPORT PROGRAM IV (650-K604)

10/1/82-9/20/90

Project status: Terminated

Life-of-project funding: \$60,250,000

Commodity Import Program IV for fiscal year 1983 consists of a cash grant of \$30 million to provide foreign exchange support to the government of Sudan. Government of Sudan ministries and the Bank of Sudan will use program funds to purchase fertilizer, jute and lubricants, capital equipment, chemicals, and related technical services. The government will use local-currency generations to fund agriculture and transportation infrastructure projects. Disbursement of program funds is contingent upon the government of Sudan's adoption of International Monetary Fund reforms.

An amendment (6/83) authorizes an additional grant of \$18 million, contingent, as above, on government of Sudan economic reforms. Private sector imports under the



program will be increased. All other conditions are the same.

Another amendment (9/29/83) provides an additional \$12.25 million grant, up to \$1 million of which may be used for program-related technical assistance.

KORDOFAN RAINFED AGRICULTURE (650-0054)

10/1/84-9/30/92

Project status: Terminated

Life-of-project funding: \$25,548,000

The Kordofan Rainfed Agriculture project is designed to increase rainfed-farming profits in the Kordofan region of Sudan by constructing feeder roads and grain warehouses and providing credit. Road construction will be implemented by the government of Sudan's Roads and Bridges Public Corporation and the regional government, and storage and credit components by the Agricultural Bank of Sudan.

Eventually, 455 kilometers of feeder roads will link farm areas to main arterial roads. Phase I will consist of two sections, totaling 301.6 kilometers: Kadugli to Talodi and Abu Gubeiha to Umm Ruwaba. If phase I goes well, phase II—to complete the loop, running from Talodi to Kologi to Abu Gubeiha—will be authorized in an amendment.

To develop an indigenous capacity to construct and, later, maintain roads, engineering will be performed by a U.S.-Sudanese joint venture and construction will be performed entirely by Sudanese firms. Technical assistance will be provided to Sudanese firms, and, in view of their inexperience, a conservative construction schedule (forty to fifty kilometers over thirty months) has been set. Technical assistance will also be provided to strengthen the regional government's contracting capabilities. Several provisions to ensure maintenance

are included in the project, among them that the government of Sudan, USAID/Sudan, the Roads and Bridges Public Corporation, and the regional government work out a funded maintenance plan before the project ends.

The storage and credit components will allow farmers to hold crops and capture profits from seasonal price fluctuation. Seven grain warehouses will be constructed, six with three-thousand-metric-ton capacity and one of six-thousand-metric-ton capacity; design and construction will be performed by Sudanese firms. The Agricultural Bank of Sudan will own and operate four of the three-thousand-metric-ton warehouses. In a pilot effort, three warehouses will be offered to private merchants via a variety of lease and purchase options.

Training will be provided to personnel at all the warehouses, and technical assistance will be provided in warehouse design, construction, management, and transfer to private merchants. Farmers will be offered both production loans before planting and inventory loans at harvest (loans may equal 70 percent of crop harvest value). The loans, which will be channeled through farmer cooperatives, will be coordinated with Agricultural Bank of Sudan grain warehouses; that is, stored crops will constitute repayment of production loans while providing collateral on inventory loans. A private voluntary organization will provide technical assistance to the Agricultural Bank of Sudan.

SOUTHERN ROADS MAINTENANCE AND REHABILITATION I (650-0043)

10/1/82-9/30/90

Project status: Terminated

Life-of-project funding: \$19,700,000

Southern Roads Maintenance and Rehabilitation I is phase I of a long-term effort to



rehabilitate and maintain priority primary roads in southern Sudan. The project will focus on Equatoria and Bahr El Ghazal regions and will be implemented primarily by the Ministry of Construction and Public Works acting through the Roads and Bridges Corporation.

The project will rehabilitate to Sudan's modified minimum commercial access standard 290 kilometers of key sections along the Juba-Torit-Kapoeta and Wau-Rumbek-Mundri road links and concurrently will conduct maintenance and regraveling operations over 1,469 kilometers of existing road sections. A U.S. firm will supervise these activities and provide on-the-job training to Sudanese foremen, equipment operators, mechanics, and other skilled workers; in addition, B.S. training will be provided to four Sudanese engineers and short-term third-country training will be provided to twenty foremen.

Three subregional equipment maintenance shops or camps will be established at Mundri, Torit, and Rumbek. A.I.D. will provide heavy road machinery and support equipment as well as shop equipment, tools, and fuel. Existing labor-intensive maintenance camps will be provided with hand tools and limited technical assistance. The capacity of the existing equipment workshop at Juba to provide major repair and maintenance services (those beyond the capabilities of the subregional shops) will also be upgraded through technical assistance, on-the-job training, and provision of tools, equipment, and spare parts.

In addition, a Caterpillar component exchange and rebuild program will be established with the Sudan Tractor Company (Caterpillar dealer in Khartoum); the company will open a minor repair facility in Juba and perform major repairs and rebuilding at the Caterpillar shop in Wad Medani, providing on-the-job training at both locations. Project headquarters will be established in Juba, where two coun-

terparts will be trained on the job in spare parts management and accounting.

Local construction contractors will implement several of the project's ancillary activities, for example, construction of the subregional workshops and of staff housing, and, possibly, installation of simple drainage structures. Since the capability of these firms is limited, support will be provided in the form of equipment, construction materials, and technical supervision.

SWAZILAND

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING (645-0229)

10/1/88-9/30/93

Project status: Active

Life-of-project funding: \$7,601,000

The Commercial Agricultural Production and Marketing project is designed to stimulate investment in small- and medium-scale commercial agriculture and agribusiness in Swaziland and to promote increased domestic and export agricultural marketing. The project, the first of a planned two-phase effort, will help the government of Swaziland and the private sector to identify opportunities for private agricultural investments and will upgrade related personnel and institutions. Most project activities will support government of Swaziland and private sector efforts already under way.

In cooperation with the private sector, the government will carry out policy and program analyses to identify and prioritize constraints (for example, lack of grades and standards for fresh fruit) on small-scale commercial farming and on job opportunities for subsistence-level households and will develop practical options



to address these constraints. Options selected for action will be undertaken either during phase I (which will address only options that can be accomplished solely with phase I inputs) or during phase II. Linkages between and among specific government and private sector policy-making agencies and analysts will be developed.

To more directly help the private sector to expand its activities in commercial farming, the project will fund prefeasibility studies of selected investment opportunities and will provide technical assistance to agribusinesses initiating new ventures. In this regard, the project will also assess

- Possibilities for government divestiture of some agricultural assets
- The role of private cooperatives
- Potential export markets

The project will strengthen the capacity of the University of Swaziland to support commercial agriculture by providing two staff members with advanced U.S. training in agricultural economics and management, revising the university's curriculum in these areas, and creating special short courses. The project will also fund other skills training (for example, formal courses and workshops and observation tours) and on-the-job training for public and private personnel. Additional institution-building activities will include, inter alia, upgrading of various University of Swaziland and government of Swaziland agricultural and marketing information systems and data bases, renovation of University of Swaziland farm training facilities, and standardization of procedures for analyzing business opportunities.

ECONOMIC AND ENTREPRENEURIAL DEVELOPMENT SUPPORT (645-0232)

10/1/89–9/30/90

Project status: Completed

Life-of-project funding: \$620,000

The Economic and Entrepreneurial Development Support project is designed to support the government of Swaziland's efforts to reduce its direct involvement in economic enterprises and to stimulate greater private sector initiative. The project will build on the interministerial coordination and policy analysis and program reviews initiated and supported through the Commercial Agriculture Production and Marketing project.

The Ministries of Agriculture and Cooperatives, Economic Planning, Finance, Commerce and Industry, and Natural Resources and the Swaziland Industrial Development Corporation share responsibility for stimulating greater commercial agricultural production and expanding value-adding enterprises that capitalize on the production of raw agricultural products. Technical assistance and training will be used to help the public and the private sectors to jointly and creatively address perceived constraints on the development and expansion of private sector production and marketing. Project resources will be used to

- Absorb the transition costs associated with the policy adjustments needed to stimulate private sector expansion
- Assist the government of Swaziland with the transfer of economic activities to the private sector
- Stimulate private sector initiatives in direct response to government development objectives



Special attention will be given to encouraging the formation of informal enterprises. Pilot finance programs will be designed and tested to evaluate the potential for stimulating informal as well as formal agricultural processing.

FAMILY HEALTH SERVICES (645-0228)

10/1/87–9/30/93

Project status: Active

Life-of-project funding: \$2,600,000

The Family Health Services project is designed to increase contraceptive use and family-planning (FP) practices in Swaziland by providing technical assistance and training to strengthen the capacity of the Family Life Association of Swaziland (FLAS), an indigenous private voluntary organization, in the areas of FP program management and service delivery, the latter with emphasis on the private sector. The project will include two phases, each of 2.5 years' duration.

Phase I will upgrade FLAS in several management areas. Short courses and in-country workshops will enhance the skills of senior FLAS management and staff, and FLAS will create a new research and evaluation unit to collect program service statistics, monitor program implementation, test new delivery techniques, study client satisfaction with and demand for services, and assess and plan for the future. The project will strengthen the ability of the FLAS information, education, and communication unit to produce and disseminate FP materials through mass media and other channels, enabling the unit to become the main supplier of information, education, and communication materials for the Ministries of Health and Education and for all public and private clinics. Production costs for information, education, and communication materials will be covered until a multimedia center is operational. Work-

shops and seminars will help create an awareness of FP issues among national leaders; the project will also finance the latter's participation in international and regional conferences on population. An advisor will help FLAS assess its contraceptive supply needs, and an A.I.D./Washington program will provide contraceptives in the event of a shortfall. The project will also help FLAS upgrade its accounting and budgeting systems, computerize its information system, pursue cost recovery, and learn fund-raising techniques. All long-term technical assistance for FLAS will be provided by the Pathfinder Fund. During phase I, the project will upgrade FLAS clinical services by assessing clinical needs, training FLAS clinic staff in FP counseling techniques, and initiating clinical outreach services in the private sector.

Phase II will expand these efforts by helping FLAS employ a market-oriented approach to the private sector. Specific targets are to

- Promote employer-based delivery systems for FP services, beginning with the largest companies in a given industry, with priority to those already having health care services
- Introduce employer-subsidized employer-based delivery programs
- Recover costs by marketing FLAS technical assistance and information, education, and communication services to the companies

SWAZI BUSINESS DEVELOPMENT (645-0235)

10/1/91–9/30/94

Project status: Active

Life-of-project funding: \$6,000,000

The Swazi Business Development project, a follow-on to the Small Enterprise Support (PVO) project (645-0222) and the Rural



Reconstruction project (645-0224), is designed to stimulate the growth of Swazi-owned small businesses. The Swazi Business Growth Trust (SBGT), to be created at project start-up, will

- Create a small business loan program
- Strengthen linkages between small and large firms
- Provide business training
- Strengthen business associations

The project will establish a credit unit within the SBGT to operate two distinct loan programs for small businesses:

- A small loan program, for loans ranging from E1,000 to E20,000
- A loan assistance program, for loans over E20,000 to promising businesses that have been unable to obtain commercial credit

The SBGT will provide credit guarantees to commercial banks for both types of loans; it will also provide borrowers with credit application, appraisal, and monitoring assistance. All SBGT credit unit staff will receive training, including a two-month study tour of the Get Ahead Foundation in South Africa. The SBGT will create a business development unit to help small businesses develop business relationships with large local companies and the government of Swaziland. The unit will

- Survey large businesses to identify potential linkage opportunities
- Select about thirty small businesses to receive intensive direct management assistance and a lesser number to receive less intensive assistance through extension services
- Help business owners prepare business plans
- Provide advice to businesses not receiving direct management assistance

- Develop a construction management training program to increase the number of small firms contracted by the government of Swaziland and large private firms

Where possible, local and regional training facilities and institutions will be used to provide management assistance.

In addition to the direct management assistance provided by the business development unit, the project will provide training to upgrade other small business skills. Workshops will be conducted in both technical and management skills. A total of 1,700 business owners and employees will receive some form of management assistance or technical training during project.

The project will strengthen approximately seven business organizations (including organizations serving women entrepreneurs). Types of assistance may include

- Organizational advisory services
- Administrative and management personnel support
- Commodity support
- Program strengthening through newsletters, leadership training, and the like

It is expected that these seven associations will have a key role in providing the above-mentioned training.

SWAZILAND MANPOWER DEVELOPMENT (645-0218)

10/1/84-9/30/92

Project status: Active

Life-of-project funding: \$20,131,000

The Swaziland Manpower Development project, a follow-on to the Southern Africa Manpower Development project (645-0069), is designed to expand the capacity of Swazi



modern and traditional institutions to promote development. Swazi ministries will implement the project, which will develop an administrative and leadership cadre, orient traditional leaders and women's organizations to development, upgrade development communications, and promote institutional development and technology transfer.

To develop a critical mass of professional development personnel, the project will provide overseas graduate training (mostly master's) in development fields to 130 public and private sector Swazis, as well as short-term, nondegree training and specialized in-country training to 64 and 500 others, respectively. To bolster leadership in the traditional sector, technical experts will upgrade the abilities of the Community Development and Home Economics units of the Ministry of Agriculture and Cooperatives to provide 150 traditional leaders and 150 members of women's organizations, respectively, with seminars and workshops oriented to development and development management. To develop Swazi capabilities to disseminate development information (especially via radio, but also via siSwati language newspapers), the project will

- Help the Swaziland Broadcasting Service establish a center for rural broadcasting and information by providing U.S. academic training to the center's five staff members
- Provide three or four in-service workshops annually for rural journalists and for Swaziland Broadcasting Service and other development broadcasters, as well as short-term, third-country training to members of the larger development information community

A modest amount of equipment and commodities will help renovate two additional Swaziland Broadcasting Service radio studios. Institutional linkages between six Swazi train-

ing institutions and six U.S. institutions will be established to strengthen the former's academic and administrative leadership and their programs via joint activities, such as faculty exchanges, research, colloquia, seminars, and faculty refresher training. Long-term operational experts and short-term specialists will promote technology transfer among select Swazi institutions.

An amendment (12/19/89) extends the project assistance completion document three years, to June 28, 1994, and modifies the project to maintain continuity in USAID/Swaziland's participant training program and provide a bridge to planned new human resource and private sector projects (Swaziland Training and Institutional Development project [645-0231] and Swazi Business Development project [645-0235]). Key changes are to

- Increase the number of long-term academic trainees from 130 to 167
- Refine the in-country training program for upper and middle managers
- Increase assistance to the Ministry of Agriculture and Cooperatives' Home Economics Department and to the Community Development section of the ministry's Tinkhundla office
- Fund additional business skills training for home economics officers and group leaders of rural women's associations
- Procure broadcast equipment and provide related training for the University of Swaziland's development communication program (inaugurated under the project in 1988)
- Increase operational expert assistance, especially to the University of Swaziland, the Public Enterprise Unit, the Swaziland Institute for Accountants, and the Ministry of Labor and Public Service



**SWAZILAND TRAINING AND
INSTITUTIONAL DEVELOPMENT
(645-0231)**

10/1/89–9/30/97

Project status: Active

Life-of-project funding: \$10,000,000

The Swaziland Training and Institutional Development project, a follow-on to the Swaziland Manpower Development project (645-0218), is designed to strengthen managerial capabilities in Swaziland's private and public sectors by

- Training managers and administrators
- Strengthening university programs
- Strengthening policy implementation

Managerial training will be both external and in country. External training will include U.S. academic scholarships for forty-two participants (six B.A.'s, thirty-two M.A.'s, and four Ph.D.'s, the latter for University of Swaziland faculty). At least 33 percent of the scholarships will go to private sector candidates, and 35 percent will go to women. In addition, forty participants, half from the private sector, will receive short-term external training. In-country short-term training will be provided to 660 participants in such areas as financial management, personnel supervision, and strategic planning.

Assistance to tertiary training institutions will focus on the University of Swaziland and the Swaziland College of Technology. The project will contract a U.S. university to establish a linkage with the business and accounting programs of both universities. The linkage will help the University of Swaziland modify curricula, develop new courses, identify instructional materials (textbooks and computer

software), and adapt courses to private sector needs. The linkage with the Swaziland College of Technology will help the college to upgrade faculty quality, expand curricula, and obtain computers. Peace Corps volunteers will replace Swaziland College of Technology faculty who are away on training. The project will strengthen implementation of Swaziland's economic policies, already geared to the private sector, in two ways:

- The project will improve administrative efficiency by providing sixteen person-months each of short-term technical assistance and local consultancies to selected government of Swaziland institutions. Possible interventions include helping the Ministry of Finance to improve budget management and the Ministry of Works to manage construction contracts with private firms.
- The Community Development Department of the Tinkhundla, the government of Swaziland ministry responsible for local training, will build on training provided under the Swaziland Manpower Development project (645-0218) by training community leaders in local business development, community participation in development projects, financial management, and other administrative skills. Two types of leaders will be trained:
 - Traditional leaders, such as chiefs and their subordinates
 - Officers of community development committees

Community Development Department staff will themselves receive training in the areas noted above.



TANZANIA

AGRICULTURAL TRANSPORT ASSISTANCE PROGRAM (621-0166)

10/1/87-9/30/93

Project status: Active

Life-of-project funding: \$12,410,000

The Agricultural Transport Assistance Program is designed to support policy and institutional reforms in Tanzania's agricultural transport sector. The program, consisting of a commodity import program and a complementary technical assistance and training support project, will help the government of Tanzania to

- Consolidate responsibilities for the rural road network in the Ministry of Communication and Works
- Increase budget allocations for road maintenance
- Expand the use of private firms for road rehabilitation and maintenance

The commodity import program (grant 621 T 602) will provide foreign exchange to Tanzania's public and private sectors for the importation of equipment, machinery, and spare parts, along with related services, in support of a program of policy and institutional reforms in the agricultural transport sector.

Conditions precedent to the commodity import program include, inter alia, government of Tanzania actions to

- Establish a rural roads division (RRD) in the Ministry of Communication and Works with national responsibility for the rehabilitation and maintenance of rural roads

- Develop a written plan for the financing of road maintenance
- Award at least \$1 million of road rehabilitation contracts for gravel and earth roads to private firms

Local-currency generations will be deposited in a special account and used to finance rural road rehabilitation and maintenance activities by private contractors (including design and supervision services), the costs of staff training and development for the RRD, and other jointly agreed-upon purposes, except that 5 percent shall be reserved for local USAID/Tanzania costs.

Under the technical assistance and training support project (grant 6210166), A.I.D. will finance a long-term advisor to help establish contracting systems and train counterparts for the RRD. Short-term technical assistance will be provided to the RRD and other Ministry of Communication and Works units in the areas of maintenance management; road inventorying; tracking of donor projects, programs, and financing; performance budgeting; private sector capacity to repair and service road equipment; and training. This component will also finance short-term in-country or regional training in road maintenance management and technical methods, and limited commodities.

FINANCE AND ENTERPRISE DEVELOPMENT (621-0176/621-0175)

10/1/92-9/30/97

Project status: Active

Life-of-project funding: \$50,000,000

The Finance and Enterprise Development program has four elements, as follows:

- *Import Financing Facility:* A.I.D. will make available to the government of Tanzania approximately \$40 million to finance private



sector imports. The funds will be used primarily to procure equipment and supplies required to expand manufacturing and industrial output, either for domestic or for export markets. These funds will be untied and are likely to be released in three tranches over a thirty-six-month period. The first tranche will be linked to successful implementation of ongoing financial sector reforms. The second and third tranches will be linked to the adjustment of policies constraining business establishment and growth. Specific conditions for the release of funds will be the subject of further discussion with the government of Tanzania.

- *Financial Sector Support Activity:* In collaboration with the Bank of Tanzania, A.I.D. will provide assistance to deepen and consolidate the achievements of ongoing reforms in the financial sector. Detailed plans for this activity will be prepared in collaboration with appropriate departments of the Bank of Tanzania and other relevant institutions.
- *Private Sector Support Activity:* In collaboration with a broad range of organizations representing Tanzania's private sector, A.I.D. will provide assistance to strengthen the private sector's contribution to economic growth in Tanzania. This activity, tentatively budgeted at about \$6 million, will
 - Provide direct assistance to enterprises seeking to solve specific technical, marketing, financial, or management problems
 - Provide direct assistance to membership-based business and professional organizations seeking to expand their business support activities
 - Seek to enhance the role of Tanzania's private sector in public policy debate and formulation

Detailed plans for the private sector support activity will be prepared in collaboration with key business and professional organizations in Tanzania.

- *Local Currency Trust Fund:* The import financing facility will generate approximately \$40 million worth of local currency, constituting proceeds from the sale of foreign exchange to the private sector. This local currency will be used to capitalize a non-profit trust, to be established in accordance with Tanzanian law and practice. The objectives of the trust will be

- To invest in the Tanzanian private sector, working through existing financial institutions and new institutions as they arise
- To make grants to nongovernmental organizations to strengthen social services that are important over the long term for private sector growth

Detailed plans for the local-currency trust will be finalized after further discussions with the government of Tanzania and other relevant institutions.

TOGO

RURAL INSTITUTIONS AND PRIVATE SECTOR (693-0227)

10/1/87-9/30/93

Project status: Active

Life-of-project funding: \$12,000,000

The Rural Institutions and Private Sector project, a follow-on to The Credit Union Development (PVO) project (693-0224) and the Sio River Economic Development project (693-0226), to expand the participation of



Togo's private sector in rural financial markets by improving the legislative environment for credit union (CU) development, improving policy dialogue for private sector development, and strengthening the CU movement and local private producer groups and enterprises. The Credit Union National Association, CARE, and the Ministry of Rural Development will implement the project.

At the national level, the project will encourage the government of Togo to improve the legislative environment for CU development by updating legislation to give clear legal identity to CUs, approving insurance for CU savings and loans, and establishing the rights of Togo's Credit Union Federation to inspect CU records and enforce corrective measures. Policy dialogue to improve the environment for private sector development will focus on completing and reviewing five Ministry of Rural Development policy studies on the private sector and sponsoring observation and study tours and seminars to familiarize Ministry of Rural Development and government of Togo officials with private sector issues.

The Credit Union National Association will strengthen the Credit Union Federation and its member CUs by helping to

- Create eighty new CUs throughout Togo, but especially in the high-potential central region
- Increase total CU membership from 16,000 to 38,000
- Train 540 CU officers and 240 employees or volunteer managers
- Reduce average CU loan delinquency from 35 to 15 percent
- Create a risk management program for at least fifty CUs
- Assist the Credit Union Federation toward budgetary self-sufficiency

- Increase dues collection by the Credit Union Federation from 60 to 80 percent.

Activities to foster private producer groups and private enterprises will be implemented by CARE. It is expected that 3,400 farmers in the Zio Prefecture of southwest Togo will be organized into producer groups, while a total of 7,500 farmers will receive project training in group sessions. To expand the producer groups beyond Zio Prefecture, thirty training programs and ten operations research activities will be held for other development organizations; at least fifty producer groups are expected to be established as a result. CARE will also provide technical assistance and credit to some 250 microenterprises and 10 small enterprises in Zio and will help to develop ten rural trade associations.

UGANDA

AGRICULTURAL NON-TRADITIONAL EXPORT PROMOTION PROGRAM (617-0113)

10/1/87-9/30/93

Project status: Active

Life-of-project funding: \$35,500,000

The Agricultural Non-Traditional Export Promotion Program is a commodity import program designed to increase nontraditional exports of agricultural products by Uganda's private sector. A total of \$12.5 million will be disbursed to the Bank of Uganda in two tranches for financing private sector imports of items needed to increase nontraditional exports; these will include seed, raw jute or jute bags, steel for the manufacture of agricultural

hand tools and farm implements, and packing materials for exported commodities.

The government of Uganda will contribute \$5 million to the commodity import program and will deposit local-currency generations in a special account for use in mutually agreed upon purposes. In addition, the government will covenant to

- Reduce the Produce Marketing Board's participation in the commercial trade of nontraditional exports
- Establish a trade policy analysis and monitoring unit within the Ministry of Planning and Economic Development
- Formulate an integrated production export strategy designed to increase the productivity and trade of nontraditional exports in line with the unit's recommendations

The program includes a technical assistance component to provide a long-term trade economist and short-term consultancies to the trade policy analysis and monitoring unit, as well as office support and the costs of training and conferences.

REHABILITATION OF PRODUCTIVE ENTERPRISES (617-0104)

10/1/83-9/30/94

Project status: Active

Life-of-project funding: \$29,900,000

The Rehabilitation of Productive Enterprises project is designed to develop self-sustaining systems for agricultural enterprise credit in Uganda, primarily by providing technical assistance and training to intermediate credit institutions and to borrowing enterprises. The Uganda Development Bank and a U.S. contractor will implement the project under the

direction of the Bank of Uganda. The project will be implemented in two phases:

- *Phase I (1986-88):* Studies, intensive technical assistance and training, and lending start-up
- *Phase II (1989-91):* Expanded lending, phasedown of U.S. technical assistance and training

The project will provide start-up capital to establish a dual-level system for agricultural investment credit, under which the Bank of Uganda will onlend funds to the Uganda Development Bank (through which 65 percent of project funds will be channeled), Grindlay's Bank, and, eventually, at least two other commercial intermediate credit institutions (such as Barclay's or Standard Bank). Interest reflows, complemented by expected other donor resources during phase II, will ensure that the system becomes financially self-sustaining. In all, some 120 loans (averaging \$85,000, and totaling \$13.9 million) will be made on commercial terms to private enterprises (including cooperatives and private voluntary organizations), for example, dairy and poultry farms, hatcheries, and feed mills; about two thousand jobs will be created.

Long- and short-term technical assistance and training (mostly via seminars, observation tours, and overseas short courses) in credit management will focus on consolidating two Uganda Development Bank departments into a single agricultural division; developing outreach (branch or mobile) operations and a data collection and processing system; and upgrading loan approval, processing, and administration. Other participating intermediate credit institutions will probably receive modest short-term technical assistance and in-country training.



A separate technical assistance program will strengthen agricultural enterprises borrowing under the project. An entity, staffed initially by four U.S. advisors and five or more Ugandans, will be set up to assist enterprises (on a fee basis) in such areas as financial analysis, accounting, and marketing. This entity will become responsible for project data management functions during phase II, and by project end, the entity, consisting of eight or nine professionals, will be a financially independent private Ugandan consulting firm, able to cover all technical assistance needs of the sector except those of the largest of the industrial enterprises linked to agriculture.

An amendment (12/16/86) extends the project assistance completion document by eighteen months, to March 30, 1991, reduces life-of-project funding from \$32 million to \$18.2 million, adds more foreign exchange credit for private investment in war-damaged agricultural enterprises, and decreases technical assistance for borrowers (entrepreneurial talent and motivation among business owners has been found to be strong) and intermediate credit institutions.

STRENGTHENING PRIVATE SECTOR AGRIBUSINESS (617-0115)

10/1/88-9/30/95

Project status: Active

Life-of-project funding: \$7,575,000

The Strengthening Private Sector Agribusiness commodity import program is designed to provide Uganda with balance-of-payments support and to strengthen private agribusiness. Foreign exchange provided under the commodity import program will be for the exclusive use of

- Importers whose clients are small- to medium-scale farmers

- Local, export-oriented agribusiness firms or those identified as potentially efficient import substitution firms

UGANDA FOOD PRODUCTION SUPPORT (617-0102)

10/1/80-9/30/90

Project status: Completed

Life-of-project funding: \$14,999,000

The Uganda Food Production Support project is designed to rehabilitate Uganda's agricultural sector by supplying small farmers with farm implements and other inputs and by strengthening the cooperative movement's ability to support small farmers. The Ugandan Ministry of Cooperatives and Marketing will implement the project.

The cooperative movement will distribute 515,000 hoes; three hundred metric tons of seed (groundnut, soybean, and vegetable), to produce forty thousand metric tons of food; five thousand bales of gunnysacks for marketing; and eight thousand bicycles with related spare parts, along with one hundred thousand bicycle tires for transportation. Three pickup trucks will be supplied for commodity delivery. The Uganda Ministry of Cooperatives and Marketing Steel and Engineering Corporation will be supplied with steel billets and flats to enable it to produce 375,000 hoes annually.

Technical assistance totaling forty-nine work months will be provided to strengthen the cooperative distribution channel. Activities include

- Establishing a Ministry of Cooperatives and Marketing planning unit
- Preparing a long-term cooperative development plan with detailed recommendations to improve procurement, handling, storage, and distribution



- Preparing a forecast of community requirements and a comprehensive procurement plan

An inventory of transportation assets and a forecast of future transport needs, with a plan to meet them, will also be prepared. Cooperative agricultural credit requirements will be outlined, a program to address these needs will be developed, and recommendations will be made to improve cooperative banking procedures. A prioritized list of library materials will be delivered to the Uganda Cooperative College. Training activities will include

- An M.S. (agricultural economics) and an M.B.A. (transportation) for two Ugandans
- On-the-job training for four or five Ugandans
- One-week in-country seminars for five hundred junior Ministry of Cooperatives and Marketing field officers and senior secretaries and managers

Two or three Ugandans will be trained to conduct the one-week seminars, and one or two others will be trained to conduct four-week training seminars for about fifty officers of district and national cooperatives. Ten participants will complete four- to nine-month out-of-country courses in procurement, transportation management, distribution and merchandizing, project analysis, and finance.

An amendment (7/29/86) extends the project to September 30, 1988, and increases funding in order to help finance a UNICEF emergency water supply and sanitation program in the Luwero Triangle and to expand the delivery by the private and public sectors of productive farm inputs to areas disturbed by the recent guerrilla and civil wars.

ZAIRE

AGRICULTURAL INPUTS SUPPORT II (660-0103)

10/1/84-9/30/92

Project status: Terminated

Life-of-project funding: \$10,000,000

Agricultural Inputs Support II, a follow-on to Agricultural Inputs Support I (660-0100), is designed to support or improve the agricultural and agricultural transport sectors in Zaire by providing foreign exchange to finance the importation of commodities. The project will be implemented by private sector importers and the government of Zaire's Ministry of Planning.

A small number of private sector manufacturers and distributors will be selected to import commodities for resale in both the public and private sectors; priority will be given to importers who have local maintenance and service capacities. Commodities to be procured include

- Raw materials and chemicals used in the manufacture of truck tires
- Marine engines
- Generator sets
- Road construction and earth-moving equipment
- Agricultural production and processing machinery and equipment
- Trucks
- Spare parts for all eligible items

USAID/Zaire and the Ministry of Planning will allocate the local currency generated by the sale of these goods.



PRIVATE SECTOR SUPPORT (660-0120)

10/1/88–9/30/92

Project status: Terminated

Life-of-project funding: \$40,000,000

The Private Sector Support project is designed to support the development of Zaire's private sector by

- Providing funds to address the immediate credit needs of small- and medium-scale private enterprises
- Promoting government of Zaire policy changes necessary for long-term private sector growth

The project is the centerpiece of A.I.D.'s private sector development strategy for Zaire.

To ameliorate foreign exchange shortages, \$35 million in project funds (along with \$13.5 million in local currency) will be made available for short- and medium-term loans to small and medium enterprises for imports of essential raw materials, spare parts, and equipment. Funds will be channeled in a process similar to a commodity import program through commercial banks, which will establish terms for, and collect, loan repayments (in local currency) by small and medium enterprises; the banks themselves, however, will bear the credit risk. Long- and short-term technical assistance will be provided to monitor the commercial banks' lending to the private sector and to identify further obstacles to private sector credit provision.

A total of \$5 million in project funds and \$1.5 million in local currency will be provided for technical assistance, studies, and other activities to help the government of Zaire implement a financial sector reform program promoting commercial bank lending to the private sector. The program, which will be developed in close collaboration with the Bank of Zaire within the framework of the World

Bank's Financial Sector Adjustment Credit Program, will consist of

- Basic covenants concerning government continuation of stabilization and liberalization measures, especially regarding control of the deficit and liberalization of prices, interest rates, and exchange rates
- Conditions precedent to the initial release of funds stipulating government of Zaire commitments to long-term financial sector development and to U.S. participation in the reform program
- Conditions precedent to subsequent releases of funds stipulating specific measures promoting domestic resource mobilization and allocation to the private sector by commercial banks; two key measures are
 - Helping establish market-determined interest rates by promoting a more active money market among banks and other financial institutions
 - Improving the incentives for banks to expand credit provision to private enterprise by mobilizing a larger share of national liquidity

ZAMBIA

HUMAN AND INSTITUTIONAL RESOURCES DEVELOPMENT (611-0206)

10/1/83–9/30/91

Project status: Active

Life-of-project funding: \$18,666,000

The Human and Institutional Resources Development project is designed to provide long- and short-term training and technical assistance to help the government of Zambia



develop its human and institutional resources in critical technical and managerial areas in the public, private, and parastatal sectors. The lead implementing agency will be the National Commission for Development Planning. The project will provide U.S. postgraduate (largely M.A.) training in economic, technical, and managerial skills to Zambians currently employed in high- and midlevel positions and to those with the potential to be promoted to such posts, but requiring additional training, to replace the expatriates now employed. The training will be chiefly for those already holding undergraduate degrees in business administration, accounting, statistics, management, and economics.

A total of 160 person-years of long-term training will be provided, resulting in approximately sixty-four graduate degrees. In addition, about three hundred person-months of short-term U.S. or third-country training will be provided for senior managers and administrators in the civil service and parastatals, and another one thousand person-months of short-term in-country training (in the form of short courses, analytical workshops, seminars, and conferences) will be provided to senior- and midlevel professionals generally. The project will provide nineteen person-years of long-term technical assistance to strengthen government institutions, especially those involved in technical and managerial training. Specifically, the project will supply

- A public administration advisor for the National Institute of Public Administration
- A senior statistician and a personnel economist/planner for the National Commission for Development Planning
- A statistics professor for the University of Zambia Lusaka campus
- An accounting professor and a business administration/management professor for the University of Zambia Ndola campus

A total of five person-years of short-term technical assistance in such areas as economics and development planning will also be available as needed. Some supporting commodities (for example, educational materials for the National Institute of Public Administration and the University of Zambia Ndola campus and computers for the University of Zambia) will also be financed.

An amendment (12/4/89) codifies several changes already informally in effect. It

- Reduces funding by \$2 million (due to an October 1985 reallocation of funds to Zambia's currency auction)
- Extends the project assistance completion document nine months, to June 1991
- Reduces targets to seventy-five person-months of long-term training, sixty person-months of short-term external training, and one hundred person-months of short-term in-country training
- Reduces the number of long-term advisors to three
- Eliminates development of a Zambian institutional capability to provide development-related training as an end-of-project status indicator

ZIMBABWE

ZIMBABWE BUSINESS DEVELOPMENT (613-0232)

10/1/91-9/30/98

Project status: Active

Life-of-project funding: \$5,540,000

The Zimbabwe Business Development project is designed to facilitate local and foreign investment and expand the small-scale



enterprise (SSE) sector in Zimbabwe. The project will include pilot efforts in business development, investment promotion, and studies and analyses. The business development component will include six activities:

- A comprehensive SSE needs assessment, to serve as the basis of a broader, multidonor SSE initiative
- Increased participation of the Zimbabwean corporate sector in supporting SSE development
- Increased SSE contracting with large firms
- Support for SSE accessing of manufacturing premises
- Expansion of technical assistance to SSEs by the International Executive Service Corps
- Establishment of junior achievement programs in selected secondary schools

The project will promote investment by

- Helping to create free zones
- Supporting the International Executive Service Corps's American Business Linkages Enterprise and Joint Venture Service programs
- Providing training and technical assistance to the Reserve Bank of Zimbabwe's Investment Center

The project will fund several studies and evaluations of, inter alia, Zimbabwe's regulatory environment, linkages between black- and white-owned enterprises, and types of available entrepreneurial support mechanisms.

ZIMBABWE MANPOWER DEVELOPMENT II (613-0229)

10/1/89-9/30/95

Project status: Active

Life-of-project funding: \$15,000,000

Zimbabwe Manpower Development II is a project designed as a follow-on to the Zimbabwe Manpower Development project (613-0215) to help Zimbabwe meet its needs for trained professional, technical, and managerial personnel. The project, which will be implemented by the Ministry of Labor, Manpower Planning, and Social Welfare, will continue training and support activities begun under its predecessor, while putting increased emphasis on developing indigenous training capabilities.

Overall, the project will provide 79 long-term (M.S. and Ph.D.) and 105 short-term participants employed in Zimbabwe's public and private sectors with U.S. or third-country training in such areas as health (a high priority due to emigration of professionals), agriculture, management, personnel development, and engineering. Hundreds of persons will attend in-country seminars and workshops. Some 35 percent of project trainees will be women.

The main focus, however, will be the development of the University of Zimbabwe (UZ) and other local training institutions. Several participant training slots are reserved for UZ staff, including thirty-five long-term scholarships for staff development fellows from UZ's Faculties of Commerce and Law, Engineering, Medicine, Science, and Veterinary Science. Also, twenty-one U.S. faculty will be provided to serve as instructional staff while fellows are in training. Of \$1.8 million set aside for commodities (books, journals, and training supplies), \$1 million will be used to upgrade the UZ Library. Local-currency contributions (required from private sector recipients of



training and commodities) will be used to fund scholarships for women and low-income persons in UZ medical education and M.B.A. programs.

In addition to training, long- and short-term technical assistance will be provided to public agencies responsible for personnel planning and for management of training programs, including the Ministry of Labor, Manpower Planning, and Social Welfare, the Public Services Commission, and the Ministry of Community Development and Women's Affairs. Short-term technical assistance and training will be provided to private management training programs, especially those for midlevel managers, supervisors, and small businesses. Management technical assistance and training will be provided to indigenous nongovernmental organizations through Voluntary Organizations in Community Enterprises (VOICE).

An amendment (7/31/90) reflects significant changes that have occurred in Zimbabwe's economy and the composition of its labor force since project inception by redirecting the bulk of technical assistance and training from the public sector to the private sector and altering the project's stated purpose accordingly.

ZIMBABWE PRIVATE SECTOR HOUSING PROGRAM (613-0236)

10/1/92-9/30/96

Project status: Active

Life-of-project funding: \$12,680,000

The Zimbabwe Private Sector Housing Program is designed to support policy reforms to enable Zimbabwe to proceed with its financial sector reforms envisioned under the Economic Structural Adjustment Program while establishing a system to meet the demand for low-cost housing on a sustainable basis by significantly expanding private sector partici-

pation. The program will address three primary constraints:

- An insufficient supply of construction plant materials, resulting in costly delays in construction
- Inadequate incentives for attracting financial resources to housing, resulting in limited availability of mortgage finance for low-income housing
- Outdated regulations that hinder needed site development and that unnecessarily increase the cost of low-income shelter, resulting in low or no incentives for private sector participation in the sector

The program will support policy reforms to alleviate each of the three major constraint areas.

AFRICA REGIONAL

Although the Compendium is intended to include only mission projects, seven particularly interesting regional projects that promote private sector development are included in the following pages. They are implemented primarily through subprojects with missions.

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS (698-0475)

10/1/89-9/30/91

Project status: Active

Life-of-project funding: \$140,000,000

The African Training for Leadership and Advanced Skills project, a follow-on to the African Graduate Fellowship III program (AFGRAD III; 698-0455) under the AFGRAD program, is designed to provide professional



and technical training to African public and private sector personnel. The project will support

- U.S. scholarships
- A posttraining program
- A technical impact study

The project will finance U.S. training for 1,500 African students at three academic levels, including

- Ph.D. degrees for 250 high-level personnel who require advanced academic, analytical, or technical skills, for example, teaching faculty at universities, staff of national and regional research institutions, and senior members of planning agencies
- Master's degrees for 1,000 participants
- Bachelor's degrees for 250 students (100 persons from countries with no national universities and 150 women studying in traditionally male-dominated fields, such as engineering)

Overall, at least 30 percent of the participants are expected to be women.

The posttraining component will enhance the performance of returned participants and help establish or strengthen networks among African professionals. Short-term nondegree study will be available to some 350 persons with master's or Ph.D. degrees who are fluent in English and who have made contributions to their country's development for at least four years. Approximately forty support grants will be given to national and regional professional organizations in Africa (including women's groups) for activities that promote networking and direct attention to development concerns (for example, conferences, publications, and

technical assistance). Additional posttraining activities will include

- Semiannual national and regional symposia for thirty participants per session
- Dissemination of an alumni directory and other informative materials to graduates and interested institutions
- Modest cash awards to alumni who are making significant contributions to their country's development
- Enrollment of each returning graduate in an appropriate U.S. professional society (including a three-year subscription to the society's journal)

The training impact study component will assess the long-term effectiveness of A.I.D.-sponsored U.S. academic training. All U.S. participant training programs will be in the scope of the study, including this project and other AFGRAD programs. The project differs from the AFGRAD III program in two key areas:

- All training is now paid through bilateral funds only; no more regionally funded scholarships are provided
- Follow-up activities for returning participants are much more comprehensive than before

FAMILY HEALTH INITIATIVES II (698-0462)

10/1/86-9/30/94

Project status: Active

Life-of-project funding: \$35,599,000

Family Health Initiatives II is an umbrella project, a follow-on to Family Health Initiatives I (698-0662), designed to increase the acceptability and availability of affordable family-planning information and services in



countries under the purview of A.I.D.'s Africa Bureau. The project, in accordance with A.I.D.'s four priority emphases, will

- Promote policy dialogue aimed at formulating or strengthening host-country population policies and at reviewing laws and directives affecting family-planning service delivery
- Build indigenous capacities by providing management-oriented long- and short-term technical assistance and training to public and private sector development planners and service delivery managers and by supplying basic equipment and supplies, such as examining tables and contraceptives
- Transfer technology through population and family-planning information, training, and operational program review by direct-hire and cooperating-agency advisors
- Study ways to stimulate use of the private sector to increase the delivery of contraceptives

Proposals for individual subprojects, which will have a funding limit of \$3 million, will be accepted from host-country government agencies, universities, statistical institutions, research centers, and other public and private institutions or companies and from international private voluntary organizations working in the country. Priority will be given to countries that have a high overall priority for A.I.D., have large populations and high population growth rates, are in the early stage of population program development, lack a bilateral program, are ready to make a significant increase in policy development and service commitment, and have good absorptive capacity. Subproject selection will also depend in part on the stage of A.I.D. programming in the candidate countries.

Subproject content will depend on the status of a country's population policy devel-

opment. All subprojects will take into consideration what other donors and centrally funded cooperating agencies are doing, as well as the potential for programmatic impact, replication, and cost-effectiveness. It is expected subprojects will be allocated as follows:

- Policy development, 10 percent
- Information and education, 15 percent
- Training and personnel development, 20 percent
- Public and private sector service delivery, including contraceptive commodities, 50 percent
- Operations research and data collection, analysis, and dissemination, 5 percent

Some three or four major subprojects per year are anticipated; provision is also made for grants, not classified as subprojects, to satisfy small, ad hoc targets of opportunity.

HUMAN RESOURCES DEVELOPMENT ASSISTANCE (698-0463)

10/1/86-9/30/95

Project status: Active

Life-of-project funding: \$76,027,000

The Human Resources Development Assistance subproject is designed to provide training to personnel in the public and private sectors. One of the subprojects is in Cameroon. In that country the training, which will be mostly short-term, will focus on the priority areas of agriculture, primary education, health care, rural economic development, and private enterprise development. If warranted, long-term training will also be provided. It is expected that 50 percent of the participants will be from the private sector and that 35 percent will be women.

Training will take place in the United States, in other African countries, and in Cameroon itself. U.S. training will be given by training



institutions and universities specializing in development-related areas and by Entrepreneurs International. Training in other African countries will include seminars, workshops, and technical courses offered, for example, by the Pan African Institute for Development, the African Training and Research Center in Administration and Development, the International Institute of Tropical Agriculture, and the Institute of Economic Development and Planning. In-country training will include seminars, workshops, and conferences conducted by specialized institutes of government ministries, such as the Centre National d'Administration et de Magistrature, and by private institutions, such as Input Output Computer Services.

Subprojects also are taking place in several other countries.

SAHEL REGIONAL

SAHEL HUMAN RESOURCES DEVELOPMENT III (625-0977)

10/1/85-9/30/93

Project status: Active

Life-of-project funding: \$19,000,000

An important subproject in Mali under Sahel Human Resources Development III is designed to provide long- and short-term training for public and private sector Malians in key development areas, including, but not limited to,

- Economic planning
- Management
- Agricultural policy, research, and education
- Private sector development
- Health
- Forestry

Training, which will be geared to USAID/Mali's approved country development strategy, will be primarily third country (long- and short-term) and in country (short-term only). Long-term U.S. training, most of it at the master's level, will be limited to ten participants over the course of the project. The project will fund in-country English language training for all long-term U.S. participants, and for short-term U.S. participants on a case-by-case basis.

Training plans will be prepared annually; year 1 training will include

- Four long-term and seven short-term U.S. trainees
- Two long-term and two short-term third-country trainees
- Fifty in-country trainees

Training opportunities for women and private entrepreneurs will be encouraged.

SAHEL POLICY PROJECT (625-0970)

10/1/86-9/30/95

Project status: Active

Life-of-project funding: \$11,368,000

Under the Sahel Policy Project a grant is provided to the government of Senegal designed to strengthen its capacity to formulate and maintain economic policies that support appropriately balanced roles for the public and private sectors. The grant supports analyses of economic and other policies and proposed reforms; the development of guidelines for formulating and implementing policy reforms; and the compilation of data bases needed for policy formulation. All activities financed under the project will support USAID/Senegal's country development strategy.



Initially, project activities will be concentrated in the following areas:

- Improving agricultural data collection and analysis pertaining to such subjects as agricultural supply and demand elasticities, farm assets, labor, cultural practices, ability to change crops
- Investigating the pros and cons of charging for basic health services provided at clinics
- Helping the government of Senegal explore means of conserving foreign exchange and increasing tax revenues
- Exploring the possibilities for the private sector to absorb government workers dropped from the payroll
- Studying the impact of the removal of subsidies on commodity consumption
- Helping the government of Senegal formulate population policies.

Grants are also made to other Sahel countries for a variety of activities.

SAHEL POPULATION INITIATIVES (625-0969)

10/1/89-9/30/91

Project status: Active

Life-of-project funding: \$4,827,000

Under Sahel Population Initiatives a grant is provided to Burkina Faso. It is designed to increase the abilities of private associations in Burkina Faso to provide child-spacing information and services. The subproject will be executed by USAID/Burkina Faso with the concurrence of the government. The project will underwrite the costs of the following:

- The Burkinabe Midwives Association will receive medical equipment for its high-risk clinic and logistic support for supervision and information visits to the provinces

- The Burkinabe Association for Family Welfare will receive medical equipment for its family-planning clinic, equipment for its family-planning reference library, and support for an information campaign in secondary schools and for the introduction of family-planning activities in selected nutrition rehabilitation centers
- The Entr'Aide Familiale Association will develop teaching aids for natural family planning and receive travel, per diem, and other logistical support for a volunteer to train one hundred couples during four sessions
- Other activities will be supported as approved by the Burkina Faso government and the USAID mission

Similar grants are made to other countries under this project.

SOUTHERN AFRICA REGIONAL

AFRICAN PRIVATE ENTERPRISE FUND (690-0235)

10/1/84-9/30/90

Project status: Terminated

Life-of-project funding: \$2,000,000

The African Private Enterprise Fund project is designed to assist A.I.D. missions in Southern Africa in supporting private enterprises, especially small and medium-sized rural enterprises and agribusinesses, by providing long- and short-term technical assistance in project design and business development. Many activities are carried out under the project.