

PN-ABN-493

92123

FINAL REPORT

GUINEA ECONOMIC POLICY  
REFORM SUPPORT PROJECT

November 1996

Project N° : 675-0218

Contract N° : 624-0218-C-00-3079-00

Submitted to:

USAID/Guinea  
Conakry, Guinea

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## LIST OF ACRONYMS

API	AGRICULTURAL PROJECT IMPLEMENTATION ADVISOR	LPDA	AGRICULTURAL POLICY LETTER
APME	AGRICULTURAL PROJECT MONITORING AND EVALUATION ADVISOR	MA	MANAGEMENT ASSISTANT
BCPA	OFFICE FOR COORDINATION OF AGRICULTURAL POLICY	MAEF	MINISTRY OF AGRICULTURE, LIVESTOCK AND FORESTS
BCRG	CENTRAL BANK OF GUINEA	MARA	MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES
BIP	BUDGET AND INVESTMENT PLANNING ADVISOR	MDR	MINISTRY OF RURAL DEVELOPMENT
BSD	OFFICE FOR STRATEGY AND DEVELOPMENT	MPC	MINISTRY OF PLAN AND COOPERATION
COPIC	RURAL INITIATIVES WORKSHOPS	MRAFP	MINISTRY OF REFORM AND PUBLIC ADMINISTRATION
DAAF	DIRECTORATE FOR FINANCIAL AND ADMINISTRATIVE AFFAIRS	MIS	MANAGEMENT INFORMATION SYSTEM
DAC	DEVELOPMENT ASSISTANCE CORPORATION	MSCOP	MANAGEMENT SPECIALIST CHIEF OF PARTY
DNA	NATIONAL DIRECTORATE FOR AGRICULTURE	NASPAA	NATIONAL ASSOCIATION OF SCHOOLS OF PUBLIC AFFAIRS AND ADMINISTRATION
DNIP	NATIONAL DIRECTORATE FOR PUBLIC INVESTMENT	NGO	NON-GOVERNMENTAL ORGANIZATION
DPDRE	PREFECTORAL DIRECTORATE FOR RURAL DEVELOPMENT	OJT	ON-THE-JOB TRAINING
EPRS	ECONOMIC POLICY REFORM SUPPORT PROJECT	PIP	PUBLIC INVESTMENT PROGRAM
FAO	FOOD AGRICULTURAL ORGANIZATION	PIS	PERSONNEL INFORMATION SYSTEM
GOG	GOVERNMENT OF GUINEA	PVO	PRIVATE VOLUNTARY ORGANIZATION
HRA	HUMAN RESOURCES ASSISTANT	SNSA	NATIONAL AGRICULTURAL STATISTICS SERVICE
HRDA	HUMAN RESOURCES DEVELOPMENT ADVISOR	STTA	SHORT-TERM TECHNICAL ASSISTANCE
KR2	KENNEDY ROUND 2	USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

## INTRODUCTION

The following is Development Assistance Corporation's final report on its implementation of USAID contract number 624-0218-C-00-3079-00, the Guinea ECONOMIC POLICY REFORM SUPPORT (EPRS) project. It summarizes DAC's activities under the contract, describes the lessons learned, and makes recommendations for future projects of this nature.

Development Assistance Corporation would like to thank those staff members at USAID/Conakry who helped implement the EPRS project, particularly Mr. Wilbur Thomas, Mr. Thomas E. Park, Mrs. Sally Sharp and Mr. Ralph Conley. Mr. Mohamed Lamine Fofana and Mr. Mamy Keita enabled the project from beginning to end.

DAC would also like to thank all of the project's counterparts and colleagues in the Ministry of Agriculture and the Ministry of Plan for their support, guidance, and friendship. In particular, Mr. Oury Diallo, Mr. Mohamed Joe Bangoura and Mr. El Hadj Baldé provided able assistance.

## PROJECT SUMMARY

### A. Project Name

Economic Policy Reform Support (EPRS)  
USAID Guinea Project no. 675-0218

### B. Project Purpose

To strengthen management capabilities of selected entities of the Government of Guinea (GOG) in the following areas:

- (1) human, material and financial resources efficiency;
- (2) private-sector led agricultural development;
- (3) transparency and accountability of government transactions;
- (4) policy and programs.

### C. Executing Agencies

Ministry of Agriculture, Livestock and Forests (MAEF)  
Ministry of Plan and Cooperation (MPC)  
Central Bank of Guinea (BCRG)

### D. Contractor

Development Assistance Corporation (DAC)

### E. Duration of the Contract

July 9, 1993 - July 8, 1996

## **PROJECT DESCRIPTION**

### **A. The Project as Proposed in the Project Paper**

#### **1. Project Background**

The Guinea Economic Policy Reform Support (EPRS 657-0218) project began in 1986. USAID designed the project to provide the Government of Guinea (GOG) with technical assistance to facilitate the implementation of its economic policy reform program. The Mission intended the project to complement the African Economic Policy Reform Program (AEPRP 657-0217), which focused on liberalization policies affecting the agricultural sector.

The original project sought to provide Guinea with technical personnel, such as economists, credit specialists and statisticians, to enable the GOG's ambitious economic policy reforms. This first phase of the project targeted primarily the private sector. The early stages of project implementation, however, proved that the GOG's poor managerial and bureaucratic infrastructure was a constraint to reforms. In 1990, USAID amended the EPRS project in order to provide specific technical assistance and training to strengthen key GOG institutions.

While the amended project operated through the Ministry of Plan and International Cooperation (MPC), it provided assistance primarily to the Ministry of Agriculture and Animal Resources (MARA) and the Ministry of Health. The Mission used two add-ons to AID/Washington managed cooperative agreements to implement the project:

- ◆ the National Association of Schools of Public Affairs and Administration (NASPAA) provided institutional strengthening and capacity building assistance to the MARA;
- ◆ the Cornell University Food and Nutrition Policy Program assisted the Ministry of Health to analyze nutrition, food security and the impact of adjustment policies on at-risk populations in Conakry.

At the request of the GOG, USAID also agreed to provide a balance of payments advisor and a bank regulatory policy and operations advisor for the Central Bank of Guinea (BCRG) under the auspices of the project.

USAID had determined that revitalizing Guinea's agricultural base was central to economic recovery. In April 1992, the Mission initiated a second amendment that refined the goals of the project, marshaling resources in support of the Mission's strategic objective number one, the "growth and increased efficiency of agricultural markets." This second amendment highlighted several governance issues that the GOG needed to address if the project was to continue to be effective:

- ◆ a weak bureaucratic capacity and limited technical expertise presented a constraint to policymaking and implementation;
- ◆ a general lack of transparency and accountability in government functions threatened to undermine the progress of economic reforms.

The second project amendment continued and expanded assistance to the MARA. It also continued to support the BCRG. Because the Ministry of Plan and Finance (MPF) played an important role in public investment planning, the amended project provided limited technical assistance to the MPF as well.

According to the project paper, the final three years of the project would center on the following activities:

- ◆ assistance to the MARA to strengthen its overall agricultural sector planning and project implementation capability, and to improve institutional and project management;
- ◆ assistance to the BCRG on bank regulation and balance of payments;
- ◆ assistance to the MPF to support agricultural sector planning.

On July 9, 1993, USAID signed a contract with Development Assistance Corporation (DAC) to provide the technical assistance necessary to implement this final phase of the project.

## 2. Level of Effort

Under the terms of the original contract, DAC was to provide 180 person-months of long-term technical assistance, as shown in table 1 below:

Table 1. Level of effort as initially planned

POSITION	ASSIGNMENT	PERSON MONTHS
Management Specialist/ Chief of Party (MS/COP)	Ministry of Agriculture/Cabinet	36
Management Assistant (MA)	Ministry of Agriculture/DAAF	24
Agricultural Sector Planning, Monitoring & Evaluation Advisor (APME)	Ministry of Agriculture/BCPA	30
Agricultural Project Implementation Advisor (API)	Ministry of Agriculture/DNA	30
Human Resources Development Advisor (HRDA)	Ministry of Agriculture/DAAF	36
Budgeting and Investment Planning Advisor (BIP)	Ministry of Plan/DNIP	24
<b>TOTAL</b>		<b>180</b>

In addition to this, DAC was to provide 25 person-months of short-term technical assistance in such areas as systems management, human resources development, agricultural policy, and agricultural economics and statistics.

## 3. Expected Results

The goal of the EPRS project, which corresponded to the Mission's first policy subgoal, was increased per capita income from non-mining sources. The purpose of the project was to assist the GOG, through short- and long-term technical assistance and training, to understand, develop, analyze, implement and assess the impact of economic reforms. The project paper assigned DAC's technical assistance team to strengthen the management capabilities of selected GOG entities in the following areas:

- ◆ human, material and financial resources efficiency;
- ◆ effectiveness in promoting private-sector led development;
- ◆ transparency and accountability of governmental transactions;

- ◆ effectiveness in formulating policies and programs.

To achieve those objectives, the project paper outlined a certain number of activities, which are recapitulated in table 2 below:

**Table 2. Initial objectives of the EPRS project**

<b>OBJECTIVES</b>	<b>ACTIVITIES</b>	<b>TARGETS</b>	<b>TECHNICAL ASSISTANTS</b>
A. Improve management systems	A.1. Facilitate delegation of authority, decentralization and supervision	MARA/DAAF	MS/COP MA
	A.2. Establish improved, pro-active management techniques	MARA/DAAF MARA/BCPA	MS/COP MA APME
B. Strengthen the planning system	B.1. Improve strategic planning, annual operating plans, investment planning, and monitoring and evaluation	MARA/DNA MARA/DAAF MARA/BCPA	API MS/COP APME
	B.2. Assist the design and evaluation of agricultural projects	MARA/DNA	API
	B.3. Improve public investment planning	MPF/DNIP	BIP
	B.4. Improve negotiations with the donor community	MARA/BCPA MPF/DNIP	APME BIP
	B.5. Improve program analysis and implementation	MPF/DNIP MARA/BCPA	BIP APME
B. Improve internal organization		BCRG	HRDA STTA
C. Improve the budgeting system	C.1. Enhance transparency	MPF/DNIP	BIP
	C.2. Improve coordination with MARA	MARA/BCPA	APME
		MPF/DNIP	BIP

The Mission, DAC and the GOG revised these activities several times during the implementation of the project. None of those revisions substantially altered any of the project's initial objectives.

## B. The Project as Implemented

### 1. Project Background

#### **The Impact of Structural Adjustment**

In 1985, after three decades of centralized management under a socialist economic system, Guinea began a series of macro-level adjustments designed to encourage a market economy. With the technical and financial support of bilateral and multilateral donors, the government liberalized all trade, credit and market policies. This structural adjustment package, known as the *Programme de réformes économiques et financières* (PREF) included:

- ◆ a devaluation of the currency;
- ◆ the replacement of state banks by private banks;
- ◆ the divestiture of state-owned enterprises;
- ◆ limitations on price controls;
- ◆ the liberalization of external and internal trading;
- ◆ the promotion of legal and institutional environments conducive to private sector investment.

In order to effectively implement these changes, Guinea began a sweeping reform of its administrative system. A primary objective was the reduction of the size of the civil service.<sup>1</sup> The GOG compelled employees with over thirty years of service to retire. With donor assistance, it created a special office (BARAF) to encourage additional civil servants to transfer to the private sector. Under the BARAF program, voluntary retirees could benefit from soft loans and technical assistance to help them enter private enterprise.

The GOG compressed the civil service hierarchy from seven grades to three. It transformed employees in the D, E, F, and G grades into contractual workers with limited benefits. The A, B, and C category civil servants had to face a test to determine their competency.

The A hierarchy comprises university graduates who have been confirmed as functionaries. The B grade is made up of employees who attended the university, whose jobs have not been confirmed. These B grade civil servants are labelled "interns," despite the fact that most of them have been in the

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<sup>1</sup> Gellar, Sheldon, Bill Roberts et al  
1991 Guinea Social and Institutional Profile, USAID, Washington

administration for years. The C grade is made up of technical staff, most of whom have attended some type of trade school.

By the end of the test, a number of civil servants had left voluntarily. Of the 23,000 functionaries who took the test, 13,000 passed and remained on the payroll. The GOG dismissed most of the 5,000 who failed, but it provisionally retained a fourth group of 5,000 who were rated “trainable.”

Finally, the government ended its policy of guaranteeing employment to university graduates. Since 1985, it has implemented a hiring freeze that has prevented almost all graduates of post-secondary institutions from finding employment in the public sector. In addition to affecting the civil service, this policy has compelled large numbers of educated young people to emigrate overseas.

The fact that the private sector does not generate sufficient employment opportunities to absorb either former civil servants or recent university graduates remains the major contradiction in the GOG’s ongoing reforms. It has led to social tensions and reinforced opposition to reducing the size of the public sector. Ten years after the test, hundreds of “retrained” former bureaucrats still periodically flood the halls at the Ministry of Agriculture, disrupting activities and demanding to be rehired. Meanwhile, according to a Cornell University study financed by USAID, the most undernourished families in Conakry are those whose head of household is a former civil servant.<sup>2</sup>

Combined with the fact that most current GOG employees originally entered the civil service in the 1970s and 80s, the freeze on hiring has created several unusual manpower constraints. These are best illustrated by plotting the Ministry of Agriculture’s future staffing patterns, as in figure 1 below:

- ◆ hardly any of the Ministry’s employees will retire until the year 2007;
- ◆ between the year 2007 and 2016, however, over 81% will retire.

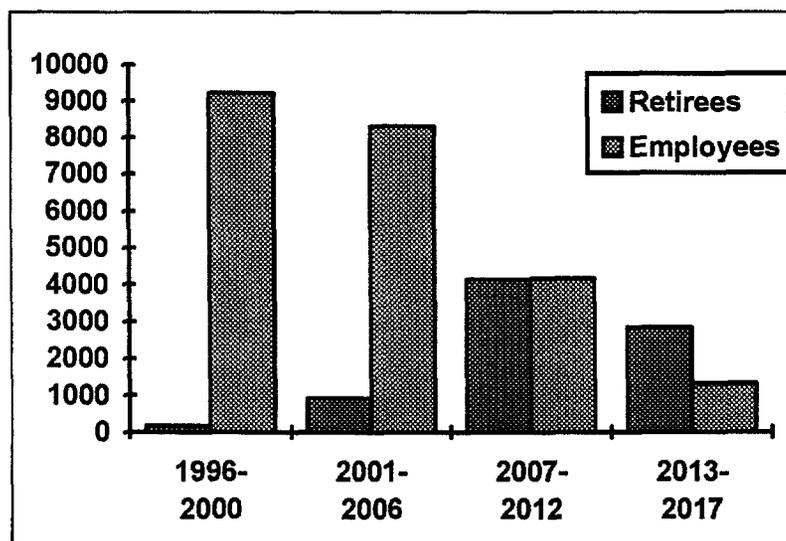
This situation has important implications for the future of public services. In ten years’ time, the GOG will have to face the cost of pensioning the majority of

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<sup>2</sup> Glick, Peter and David E. Sahn  
1993 Labor Force Participation, Sector of Employment and Earnings in Conakry, Guinea. Cornell Food and Nutrition Policy Program Working Paper 43. Cornell University, Ithaca, N.Y.

employees now on the payroll. Because of the hiring freeze, there will be no trained younger functionaries available to take over the vacant positions. Furthermore, implementing effective reforms will become increasingly difficult over the next ten years, because of the advancing age of GOG employees.

Figure 1. Projected Ministry of Agriculture Staffing Levels



Source: MAEF Census

The staff of the Ministry of Agriculture consists mostly of educated functionaries in the A and B hierarchies. They are all approximately the same age, and the majority of them share a common educational and professional background. Most importantly, these are the same civil servants who were charged with implementing the centralized economic policies of the First Republic.

The uncertainty of their present situation contributes to a general professional dissatisfaction. Civil servants feel that they are bearing the brunt of administrative reforms, since promoting a private enterprise system seems to come at the expense of their jobs. They are apprehensive about their job security, dissatisfied with their low salaries (the average functionary in Conakry earns the equivalent of \$150 per month), and frustrated by the loss of former privileges, such as rice and gasoline subsidies.

This sense of dissatisfaction is manifested by:

- ◆ low morale among mid-level employees;

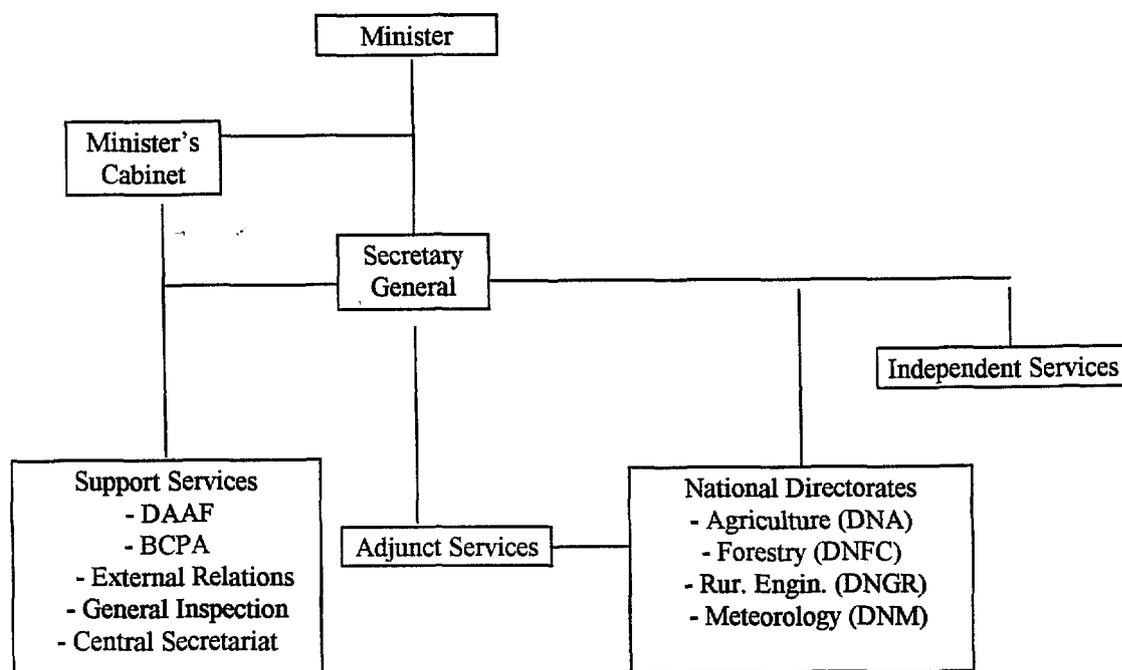
- ◆ a cursory knowledge and fulfillment of functional job requirements;
- ◆ and an underutilization of employee skills and training.

The Ministry of Agriculture's functionaries have little experience with making the bureaucracy work, and their jobs provide them with few incentives to do so. While the EPRS project tackled many of the Ministry's management problems, there was little the technical assistance team could do to mitigate the effects of general socioeconomic and political constraints on the civil servants who were the project's beneficiaries.

### The Reorganization of the Ministry of Agriculture

During the first phase of structural adjustment, the GOG reduced the staff of the Ministry of Rural Development (MDR) from 15,000 to 9,500. It also reorganized the MDR's services into a new Ministry of Agriculture and Animal Resources (MARA). The GOG partitioned the MARA into functional divisions known as *Directions Nationales* and *Services Nationaux*. The number and nature of these directorates and services has changed several times over the last few years. For the purpose of this report, the basic organizational chart remains as shown in figure 2 below:

Figure 2. Organizational Chart of the Ministry of Agriculture



Source: EPRS Project

Most of the Ministry's directorates and services have benefited from the support of projects with institutional strengthening components. The *Direction Nationale de l'Agriculture* (DNA) is a notable exception.

Over the last ten years, the DNA has lost many of its original functions (such as export promotion and agricultural statistics) to other services or projects. Several important services (such as crop protection, land tenure and quality control) remain a part of its mandate. The DNA is also responsible for overseeing ten of the most important agricultural projects in the Ministry. One of the EPRS project's tasks was to improve the management performance of the DNA, through the technical assistance of the API advisor.

### **The Decentralization of the Ministry of Agriculture**

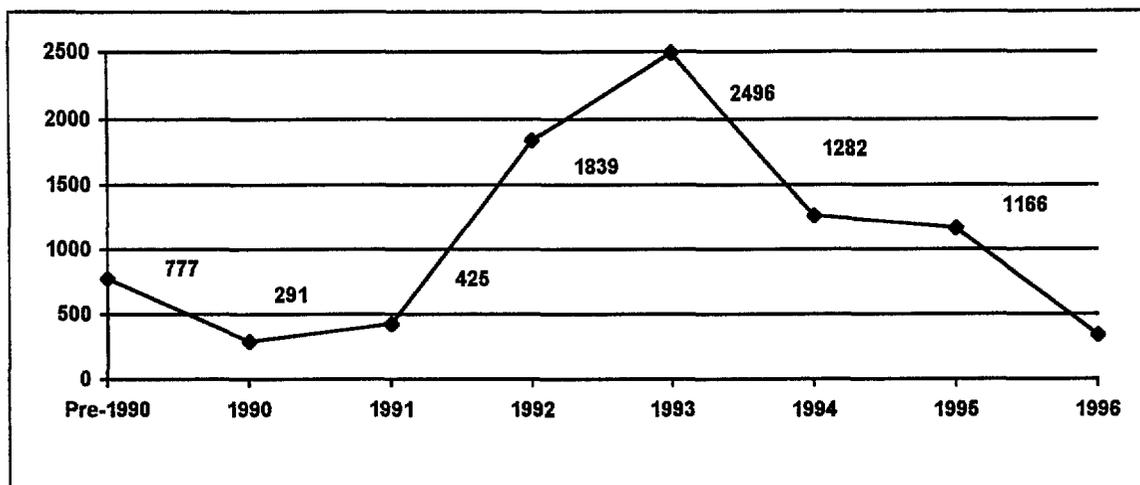
In theory, the main thrust of the MARA's reforms at the regional and prefectural levels was "decentralization." In practice, this concept amounted to:

- ◆ the *déconcentration* (dissaggregation) of technical and administrative services to work more closely with the agricultural base;
- ◆ the creation of new local government bodies, such as the *Directions du Développement Rural et de l'Environnement* (DPDRE);
- ◆ the promotion of smaller-scale, more locally managed development projects than the large integrated rural development projects of the past.

While the Ministry of Agriculture changed its structure at the central level several times since succeeding the MDR, it did not always make the corresponding administrative adjustments to its decentralized field units. Today, some prefectural and sub-prefectural level services still reflect the organizational chart and the terms of reference of the MDR. The weakness of formal organizational linkages between the central and decentralized levels disrupts the chain of command and hinders the effective delivery of public agricultural services to rural populations.

From 1992 to 1993, the MARA reassigned or confirmed the assignment of 4,335 civil servants, most of whom were at the decentralized level. The Ministry did not, however, provide any of these employees with the functional task descriptions, supervisory mechanisms, or financial and material resources necessary to do their jobs.

Figure 3. Number of Ministry of Agriculture employees assigned per year



Source: MAEF Census

A major challenge to the EPRS project was to find ways to improve the nexus between the central level of the Ministry and its field units.

### Administration and Financial Management

As an element of its administrative reforms, the GOG established a *Direction des Affaires Administratives et Financières* (DAAF) in every ministry. This office's basic function is to manage the ministry's material, financial and human resources. During NASPAA's tenure, the EPRS project had begun to train the DAAF employees at the MARA in personnel management, inventory control and budget analysis. DAC continued and expanded these training efforts, under the auspices of the HRDA, the MA and the FMA advisors.

The DAAF has two main divisions:

- ◆ the Central Personnel Office;
- ◆ the Material and Financial Resources Management Office.

The Central Personnel Office's main task consists of tracking the Ministry's personnel. Until recently, the Office's personnel managers did this manually, based on scant information from the field. This task was complicated by the fact that, in addition to the Minister of Agriculture, various local authorities had taken it upon themselves to reassign MARA employees of their own initiative.

By 1993, the personnel situation at the decentralized level was chaotic. Many of the functionaries whom the Ministry had assigned to new locations either had not moved or were still receiving their salaries at their former place of

assignment. Others were not where they were supposed to be to begin with, because a prefect or a governor had assigned them somewhere else.

The Ministry of Agriculture had basically lost track of its personnel, and official estimates of the number of its employees varied from 7,500 to 11,000. The Ministry of Reform and Public Administration (MRAFP) was acting as the de facto administrator of the MARA's decentralized employees in the interior of the country. The MRAFP maintains a database on civil service employees that, until recently, was able to do little more than calculate salaries every month. Neither the MARA nor the MRAFP could determine how many people on the Ministry's payroll were fictitious, how many were actually at their job site, or what any of them were doing. One of the EPRS project's tasks was to clarify the Ministry's personnel situation, through the technical assistance of the MS/COP, the HRA and the HRDA advisors.

The DAAF's Material and Financial Resources Management Office's main task is preparing the annual budget. In this budget, the ratio between funds allocated to salaries and those allocated to recurrent operational costs is completely disproportionate. The Ministry's 1995 budget, for instance, provided US \$17 million for salaries, but only US \$300,000 for operating expenses. Preparing the budget was further complicated by the fact that the Ministry had no discernible system of accounting in place. The EPRS project created a further long-term position, that of the FMA advisor, in order improve this situation.

### **Planning and Policymaking**

The GOG created a *Bureau de Stratégie et Développement* (BSD) in the Ministry of Agriculture in 1986. The BSD's role was to provide logistical support, analytic capacity and policy advisory services inside the Ministry of Agriculture. Its activities included project study and analysis, macroeconomics and planning, and monitoring and evaluation.

Staff members of the BSD contributed to the GOG's definitive agricultural policy statement, the *Lettre Politique de Développement Agricole* (LPDA). Published in 1991, this document outlines the GOG's agricultural sector strategy and targets four main objectives for the development of Guinean agriculture:

- ◆ increased economic efficiency;
- ◆ food security;
- ◆ increased and diversified rural incomes;

- ◆ the sustainable use of natural resources.

Among other concerns, the LPDA sought to justify the existence of those major projects already being implemented in the field. As a consequence, the “letter” is several volumes long and covers a vast array of activities. Most critically, the LPDA provides no clear analysis of the role of the private sector in agricultural development, nor of the role of public sector in supporting the private sector.

When the World Bank ceased funding the BSD in 1989, most of the BSD staff transferred to other departments or went to work in the private sector. The MARA’s lack of human resources with experience in agricultural sector analysis, agricultural policymaking and project formulation was a constraint to the implementation of the LPDA. By 1993, the MARA’s planners were operating in an informational vacuum, with little input from rural producers, the private sector, or even the decentralized level of the Ministry. The Ministry of Agriculture’s few active field units functioned within the closed framework of donor projects. Since most of these projects failed to issue regular progress reports, the Ministry had little first-hand information to feed into the planning process.

In 1993, the GOG created a streamlined “central coordinating unit” within the Ministry, the *Bureau de Coordination de la Politique Agricole* (BCPA). The BCPA’s mandate is to design annual operational and investment plans, and to devise strategies to achieve the objectives outlined in the LPDA. One of the components of the EPRS project was to provide institutional support to the BCPA, through the technical assistance of the APME advisor.

### **Agricultural Project Management**

In 1993, the Ministry of Agriculture was coordinating over 90 different development projects. The GOG had set up a *Programme d’Investissement Prioritaire* (PIP) to handle the budgeting of National Investment Budget funds for these projects. The National Directorate for Public Investment (DNIP) of the MPF was running the PIP exercise on an annual basis, and many projects were experiencing difficulties or delays in obtaining their allocated national investment budget funds or even counterpart funds.

Inside the Ministry, the DNA assumed the technical supervision of the most important agricultural projects, while it was the BCPA’s role to track and evaluate expenditures versus accomplishments. Poorly defined scopes of work

and contentious areas of responsibility meant that neither the DNA nor the BCPA were providing adequate feedback on these projects to the DNIP.

The lack of monitoring and evaluation feedback on virtually all of the Ministry of Agriculture's projects was a constraint to the PIP exercise. Since projects failed to account for the previous year's expenditures and the Ministry did not bother to evaluate any of their technical accomplishments, budgeting for the following year was based on guesswork. One of the EPRS project's tasks was to improve the data on agricultural projects in order to facilitate the PIP exercise, through the assistance of the APME and the BIP advisors.

### **Human Resources Development**

By 1993, the Ministry of Agriculture had effectively constrained its own attempts at bureaucratic reforms. The contributing factors to this situation were:

- ◆ frequent reorganizations;
- ◆ large reassignments of personnel;
- ◆ the promotion of inexperienced staff to management positions;
- ◆ weak administrative linkages between the central and decentralized levels.

Considering this context, the EPRS project targeted human resources development as a priority area of capacity building. The profile of the Ministry's human resources base is unusual in comparison to other francophone West African countries<sup>3</sup>:

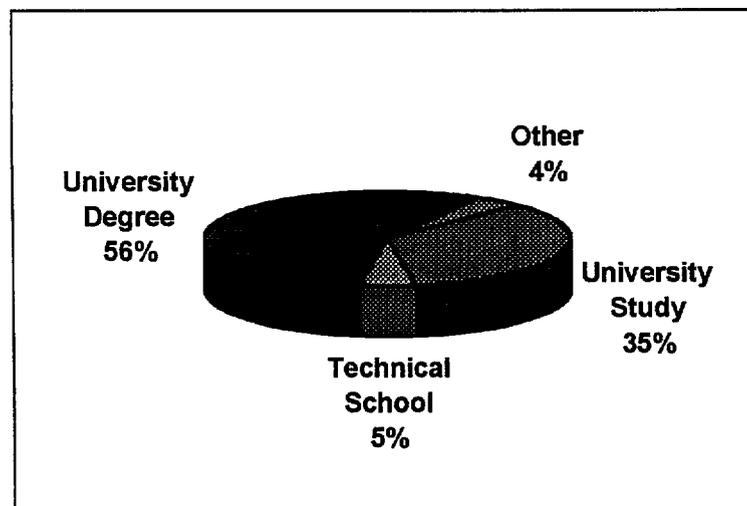
- ◆ 87% of its employees are between the ages of 37 and 44;
- ◆ 56% of them have university degrees;
- ◆ 61% of those university graduates hold degrees in agronomy,
- ◆ 92% of those university graduates attended Guinean universities;
- ◆ of the 8% who attended foreign universities, 84% obtained their degrees from socialist, or former socialist, countries.

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<sup>3</sup> Diallo, Julianna

1996 Rapport Final sur le Recensement des Effectifs du MAEF.  
Ministère de l'Agriculture, de l'Élevage et des Forêts. Conakry.

**Figure 4. Educational Level of Ministry of Agriculture Personnel**



Source: MAEF Census

Few of the Ministry's human resources have any background in such fields as public administration, financial management, agricultural economics, sociology or information management. While its employees have benefited from over 2,000 participant training opportunities, the Ministry's lack of human resources development capacity has diluted the impact that training. Since promotion in the Guinean bureaucracy does not depend on skills or experience, overseas and third country training have not had their anticipated catalytic effect.

Considering this profile, the EPRS project targeted two types of human resources development as particular objectives:

- ◆ the improvement of individual job skills through on-the-job training and,
- ◆ the design of a more efficient system for manpower planning and tracking.

In order to improve the Ministry's human resources development management, the EPRS project needed to gather baseline data on its personnel. The MS/COP, HRA and HRDA advisors planned and carried out a census of all MAEF employees. The project then fed the census data into a Personnel Information System (PIS) it designed. This component of the EPRS project absorbed more time and effort than any other area of project activity. It eventually enabled the Ministry of Agriculture to regain control of its human resources situation.

## 2. Level of Effort

The original level of effort called for six technical assistants: the MS/COP, the MA, the BIP, the API, the APME and the HRDA. Soon after implementation began, the Mission and DAC suggested adding a technical assistant in the area of financial management and accounting to the team. USAID agreed to amend the contract to include the services of a Financial Management Advisor (FMA). In order to make room for this consultant without altering the budget, contract modification 3 amended the original person-months of several other long-term positions, including the MS/COP, the BIP and the HRDA.

With the Mission's approval, the project also hired a Human Resources Assistant (HRA) as a temporary replacement for the HRDA. DAC recruited a local consultant for this position, who performed exceptionally well. Because the HRDA position continued to experience staffing problems, the Mission decided to extend the HRA's contract until the end of the project.

According to contract modification 3, DAC was responsible for providing 183 person-months of long-term technical assistance. If the Human Resources Assistant (HRA) is considered as a long-term advisor, DAC provided 23 person-months more than contracted for, as shown in table 3.

**Table 3. Planned versus actual level of effort**

<b>POSITION</b>	<b>ACTUAL</b>	<b>PLANNED</b>
Management Specialist/Chief of Party (MS/COP)	36	34
Management Assistant (MA)	24	24
Agricultural Sector Planning, Monitoring & Evaluation Advisor (APME)	24	24
Agricultural Project Implementation Advisor (API)	30	30
Human Resources Development Advisor (HRDA)	16	29
Budgeting and Investment Planning Advisor (BIP)	18	18
Financial Management/Accounting Advisor (FMA)	24	24
Human Resources Assistant (HRA)	34	0
<b>TOTAL</b>	<b>206</b>	<b>183</b>

In addition to the long-term technical assistance, DAC was to provide 23 person-months of short-term technical assistance (STTA) to the project. DAC actually supplied 10 fewer person-months of STTA than stipulated, as shown in table 4 below. DAC had recruited and prepared short term technical assistants in the areas of agricultural economics and agricultural policy, but the Mission

could not approve the deployment of these consultants, due to budgetary constraints.

**Table 4. Actual short-term technical assistance provided**

<b>POSITION</b>	<b>PERSON MONTHS PROVIDED</b>
Logistics	3
Management Information Systems	3
Public Administration	1
Computer Training	3
Systems Management	3
<b>Total</b>	<b>13</b>

The project hired a local instructor for 18 person-months to train the GOG staff in computers. When this individual left for participant training in the United States, DAC replaced him with an instructor from the University of Conakry. This instructor worked for a further 11 person-months, until the end of the project. In addition to these two local hire positions, DAC also used project funds to engage support staff, such as secretaries, drivers and guards. For a complete list of project local hires, see Annex D.

### 3. Project Expenditures

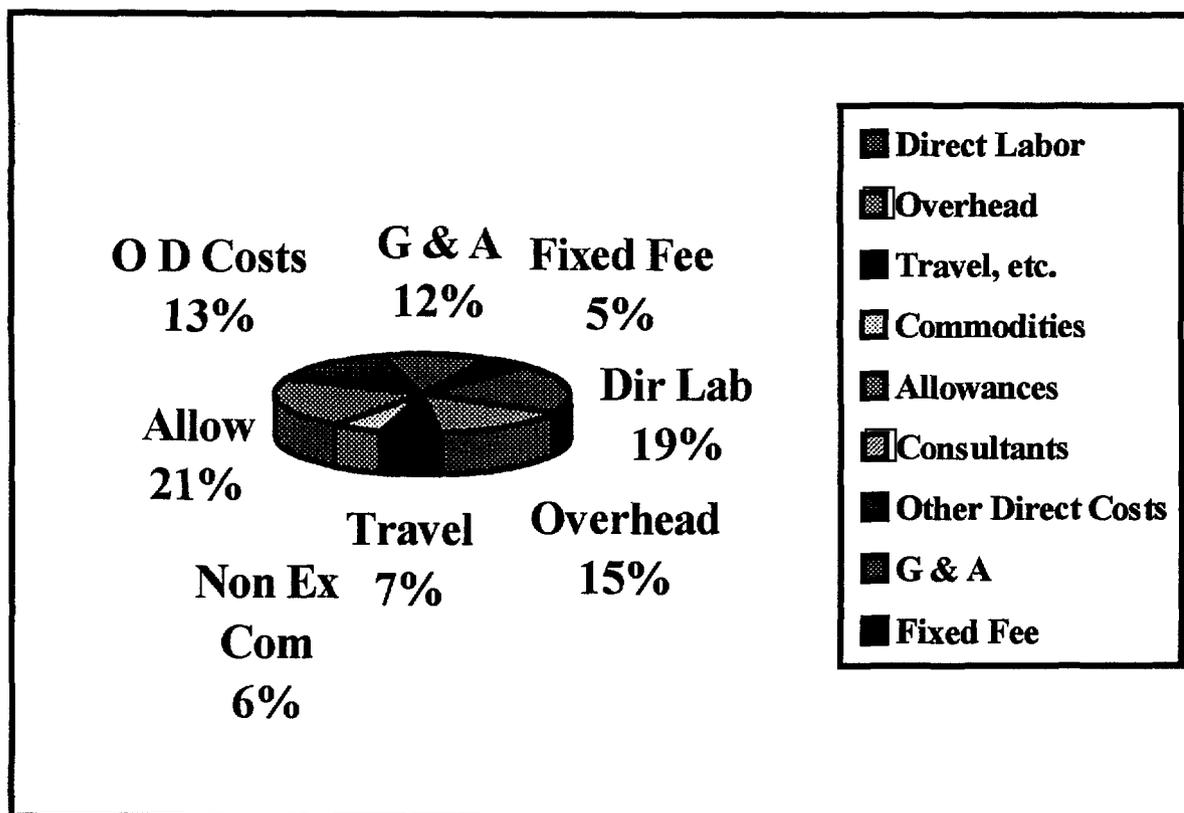
The project budget was amended several times during the implementation of the project. Table 5 compares the final project budget as itemized in contract amendment 3 against actual expenditures:

**Table 5. Project budget versus actual expenditures**

<b>CATEGORY</b>	<b>BUDGETED</b>	<b>EXPENDED</b>	<b>DIFFERENCE</b>
Direct Labor	951,123	950,818	305
Overhead	795,611	804,107	<8,496>
Allowances	694,247	1,075,375	<381,128>
Consultants	144,679	119,597	25,082
Travel, Transportation & Per Diem	500,689	357,334	143,355
Non-Expendable Equip- ment & Commodities	541,912	286,479	255,433
Other Direct Costs	855,584	655,185	200,399
G & A	656,883	622,463	34,420
Fixed Fee	282,740	267,925	14,815
<b>Total</b>	<b>5,423,468</b>	<b>5,139,284</b>	<b>284,184</b>

Figure 3 shows overall project expenditures disaggregated according to budget category:

Figure 5. Expenditures per category as percentage of total



At the end of the project, the Mission transferred most of the non-expendable commodities to the Ministry of Agriculture (see Annex A). This included many commodities that the project had originally procured under NASPAA's contract. Certain commodities were transferred to organizations other than the MAEF (see Annex B).

#### 4. Revised Project Objectives

According to the revised logframe based on contract modification 3, DAC's technical assistance on the EPRS project had three major objectives:

- ◆ the effective implementation of regulatory and administrative frameworks in the Ministry of Agriculture, Livestock and Forests

(MAEF), the Central Bank of Guinea (BCRG), and the Ministry of Plan and International Cooperation (MPC);

- ◆ increased public sector support of private agricultural investment;
- ◆ improved human resources development in the MAEF, BCRG and MPC.

The revised logframe divided these three components into the sub-objectives listed in table 6 below:

**Table 6. Revised project objectives**

<b>COMPONENT</b>	<b>OBJECTIVES</b>	<b>TARGETS</b>	<b>TECHNICAL ASSISTANTS</b>
A. Strengthen regulatory & administrative frameworks	A.1. Improve management capacity	MAEF/CAB MAEF/DAAF	MS/COP MA
	A.2. Support transparency & accountability	MAEF/DAAF	FMA
	A.3. Enhance planning & budgeting in support of ag. projects	MAEF/DNA MAEF/BCPA MPC/DNIP	API APME BIP
B. Increase public sector support of private ag. investment	B.1. Promote policy changes to encourage private sector led agricultural development	MAEF/CAB MAEF/BCPA MAEF/DNA	MS/COP APME API
C. Improve human resources development	C.1. Establish personnel management systems	MAEF/DAAF MAEF/Directorates BCRG/DRHC	MS/COP HRDA HRA

## 5. Problems in Project Implementation

### Fielding Technical Assistants

The initial fielding of consultants for the six long-term positions was the major constraint to DAC's implementation of the EPRS project. While DAC was generally able to find candidates with the requisite experience and educational background who were willing to live and work in Guinea, fielding those candidates was another matter. The beginning of the project coincided with civil unrest surrounding the presidential elections. Several approved candidates had second thoughts about coming to Guinea, while others experienced scheduling problems that delayed their arrival in the field.

While DAC continually improved its recruitment procedures, refining and expanding reference checks on proposed personnel, even thorough background

investigations proved to be a poor indicator of actual performance in the field. Within the first six months of project implementation, DAC voluntarily withdrew its initial hires for the BIP, the MA and the MS/COP positions from Guinea for lack of performance. At USAID's request, DAC also withdrew the initial HRDA advisor because of insufficient French ability. DAC quickly proposed alternative candidates for each of the vacant positions.

In January 1994, however, the Mission placed a hiring freeze on the EPRS project as a gesture of protest against the perceived unfairness of the presidential elections. At that point, DAC had only half of its technical assistance team in the field. USAID lifted the hiring freeze in the beginning of March 1994. After six months of further negotiation with the Mission, DAC was able to fill all the positions. At the beginning of project year 3, the second HRDA returned to the United States for personal reasons. The Mission decided not to recruit another advisor for this position. Otherwise, the team remained stable for the duration of the project.

### **Ministerial Reorganizations**

At the beginning of project year 2, the GOG reorganized many of its ministries. The National Directorate for Fisheries split from MARA, and MARA became the Ministry of Agriculture, Livestock and Forestry (MAEF). The GOG replaced the Minister of Agriculture, the Secretary-General and all of the National Directors. It reconfigured many of the divisions inside the National Directorates, as well.

The Ministry of Planning and Finance split. Finance became a separate ministry and Planning merged with International Cooperation to become the Ministry of Plan and Cooperation (MPC). The GOG also created a presidential committee to review and monitor large development projects. This new body drew a number of its employees from the National Directorate for Public Investment (DNIP) at the MPC, including several of the BIP advisor's counterparts. Confusion regarding the respective roles of the DNIP and the presidential committee persisted until the end of the project.

### **Technical Assistance to the BCRG**

The project's interventions at the Central Bank of Guinea (BCRG) got off to a good start. In project year 2, the BCRG decided to make its new Banking Institute a priority. This institution, designed to train employees from commercial banks and insurance companies as well as from the BCRG, faced several constraints in starting up, including the lack of a curriculum. While the

Central Bank solicited the project's help in setting up the Institute, the Mission decided that such assistance fell outside of the scope of work of the project. This and other changes in strategic objectives at the Bank led USAID to phase out the project's technical assistance to the BCRG in year 2.

**Budgetary Restrictions**

The budget impasse in the US Congress in fiscal year 1996 adversely affected project year 3. The project managed to squeeze by on a skeleton budget from October 1995 to January 1996, but the budget crunch forced the Mission to cancel much of the critical short-term technical assistance scheduled for that period. This cancellation had an especially negative impact on the agricultural policy component of the project.

## **PROJECT ACCOMPLISHMENTS**

### **A. Improved Management Capacity**

#### **1. Creating Management Systems in the MAEF**

DAC's assumption from the beginning of the EPRS project was that the introduction of new technology would legitimate change in the administration and create opportunities for management reform. As a consequence, the project team concentrated a major portion of its efforts on computer procurement, computer training, and designing management systems.

Shortly after DAC's start-up, the project was fortunate to benefit from the last phase of NASPAA's procurement. USAID delivered 15 computer stations to the Ministry of Agriculture one month after the DAC team arrived in the field. The team transformed the Chief of Party's office at the Ministry into a computer training center. The project hired two local American consultants to begin training the Ministry's decision-makers in word processing and spreadsheets.

In project year 2, the HRDA and a local hire computer trainer designed a series of courses to train GOG employees in the use of Microsoft Office Professional (which includes WORD, EXCEL and ACCESS). The Ministry of Agriculture subsequently adopted the Microsoft Office suite as its standard. The project procured the requisite number of copies of this software package and installed it on every computer in the central level of the Ministry. This standardization greatly improved information management at the MAEF.

Beginning in year 2, the MS/COP and the HRDA organized computer classes at the DAC office. A full course lasted six weeks: a one week introduction to computers, two weeks on WORD, and a week each on EXCEL and ACCESS. Twelve individuals attended per course, and received from one to two hours instruction per day. These classes were extremely popular, and at the request of the GOG, ran until the last week of the project. The project trained 241 individuals in WORD and EXCEL.

At the end of project year 2, the project delivered 21 desktop computers, and 18 printers to the Ministry of Agriculture, with the Microsoft Office package already installed. In addition to this, DAC procured 12 further computers, 8 printers and 14 UPS machines, which were handed over to the Ministry at the

end of the project. The Mission, the DAC team and the Ministry of Agriculture combined to decide how to optimize the use of this equipment. Among other activities, the MAEF used some of this equipment to support the following management systems:

- ◆ a Personnel Information System (PIS) in the Central Personal Office of the DAAF and a customized PIS in each of the MAEF's various directorates and services;
- ◆ a project monitoring and evaluation database in the BCPA;
- ◆ financial and materials resources management software in the DAAF;
- ◆ a database to track technical assistance in the Central Secretariat.

In project year 3, the project purchased the SAARI/MAESTRIA financial management software package. The FMA trained several counterparts at the DAAF and the BCPA in its use. The MS/COP also drafted the terms of reference for a local area network in the MAEF.

Over the three years of the project, the MAEF went from an organization with no computer equipment or computer skills, to one that has been thoroughly systematized. Today, most employees at the central level have acquired the ability to use a computer. Wordprocessing has replaced hand-written manuscript reports, and decision-makers use spreadsheets on a daily basis. The systems that the project put in place help keep track of human resources, the Ministry's budget, recurrent costs, inventory, development projects, and the national investment budget.

## 2. Restructuring the MAEF

At the beginning of project year 1, the local-hire human resources assistant (HRA) began working with the staff of the Central Personnel Office at the Ministry of Agriculture's DAAF. Along with the personnel managers from each of the *Directions Nationales* and *Services Nationaux*, this team compiled organizational charts of all administrative units at the central and decentralized levels of the Ministry.

At the beginning of project year 2, the MS/COP became an active member of an internal committee to review and revise the legal documents structuring the Ministry of Agriculture. The committee's goal was to reach the optimal form of

organization for each administrative unit without fundamentally altering staff size or composition. This committee used the organizational charts compiled by the project as a basis for decision-making. It recommended a number of structural changes that the MRAFP eventually adopted. Several of these changes were of direct relevance to the project:

- ◆ the MAEF officially defined the role and status of the BCPA, and limited the size of that office to 18 employees;
- ◆ with much input from the EPRS project, the MAEF reorganized the DNA to better conform to its mandate under the LPDA.

### 3. Sponsoring Management Workshops and Seminars

At the beginning of project year 2, the MA undertook a ministry-wide management resource-and-needs assessment in the Ministry of Agriculture. The assessment was based on structured interviews with most of the Ministry's directors and heads of services. The major management constraint uncovered by this study was poor information management. Considering the findings of the report, the Minister agreed to implement several of the recommended management reforms, including:

- ◆ setting annual objectives for each service;
- ◆ increasing follow-up and evaluation of performance;
- ◆ implementing strategic and operational planning;
- ◆ designing and implementing improved MIS systems.

The project organized two week-end workshops in Mamou that were co-financed by the World Bank. These workshops focused on information management and provided the occasion to review the progress of the Ministry of Agriculture's management reforms. Five USAID/AFGRAD management graduates from different areas of the public and private sectors facilitated these workshops. The Ministry's fifty top managers attended, including the Secretary-General.

A local management training firm, financed by counterpart funding, provided a series of one-week training modules that continued the work begun at Mamou. In addition to this formal training, the MS/COP, the MA and the FMA provided on-the-job training in management to their counterparts, following a curriculum that the project established. In order to reach an even wider audience, the MA

started a bi-weekly management newsletter, which the project distributed to all the Ministry's managers during project year 2.

#### 4. Building Capacity at the DNA

At the request of the Minister of Agriculture, the project concentrated significant efforts on improving the managerial capacity of the DNA. While the DNA is the Directorate with the greatest number of employees, other services and projects had absorbed many of its allocated tasks over time. The EPRS advisors who participated in the census of the Ministry of Agriculture observed that many of the DNA functionaries in the interior seemed less than fully occupied.

As a result of the ministerial shake-up at the beginning of project year 2, the entire management staff at the DNA changed. The API and the MS/COP began working with the new director and division heads to describe and evaluate the core activities of the DNA.

At the beginning of project year 3, the project financed a short-term technical assistant in public administration. This individual teamed up with a consultant in agricultural services financed by a World Bank project on a four-week TDY. The Director of the DNA, the MS/COP, the API and the HRA accompanied the two consultants into the field for two weeks. This team analyzed the DNA's role in a changing development environment and yielded concrete recommendations to improve its performance in the field.

Considering these recommendations, the DNA wrote a four-year action plan. The plan calls for a progressive revitalization of DNA activities, beginning with the privatization of crop protection services. In addition to furnishing the DNA with 8 computers in year 3, the project used counterpart funds to refurbish a building across the street from the Ministry that now houses the new DNA.

#### 5. Strengthening the Decentralized Level of the MAEF

In project year 1, all of the DAC advisors were members of MARA teams delegated to the *Comités Préfectoraux pour les Initiatives Concertées* (COPIC). These prefectural seminars allowed various rural actors to report on their activities and identify problems related to their areas. Since the COPIC

exercise covered the entire country, it provided an opportunity for the DAC team to get a good understanding of the decentralized level of the Ministry, and to participate actively in the debates.

During the MAEF census, the team confirmed the impressions it had gathered during the COPIC. The Ministry was “decentralized” only in the simplest sense of the term. The central level made little attempt to manage local-level MARA employees, and left them mostly to their own devices.

In project year 2, the DAC team began shifting the emphasis of the project’s management reforms towards better decentralized management. With the Director of the DNA, the MS/COP undertook several field trips to talk with the Regional Inspectors, the DPDREs and their staffs. These interviews led to propositions for restructuring the Ministry’s rural services. The HRA also began writing job descriptions for the local-level positions. In year 3, the MS/COP and the HRA assisted the MAEF in designing a plan to strengthen the decentralized level. The World Bank has agreed in principle to finance this plan in the context of the National Agricultural Services Project.

## 6. Improving Personnel Management at the MAEF

In project year 1, the HRA held a series of workshops with the central personnel managers and the assistant personnel managers from each of MARA’s directorates and services. The purpose of these bi-weekly workshops, which lasted for ten weeks, was for the managers to describe and agree upon MARA’s personnel management practices and to suggest improvements. The personnel managers designed an prototypical management system that incorporated new procedures to ease bottlenecks and increase overall administrative efficiency.

At the beginning of project year 2, the managers incorporated these suggestions into an action plan that became the basis for a revised procedures manual. The Minister later institutionalized these reforms by decree. An important secondary result of these workshops was the development of a working relationship between the Central Personnel Office staff and the assistant personnel managers in MARA’s various administrative units. This same team was part of an interministerial task force that included three DAC team members and representatives from the MRAFP. The task force began to design the personnel information system (PIS), that the short-term Management Information Specialist later formalized.

At the end of project year 2, the MS/COP, the HRDA and the HRA organized and participated in a census of the Ministry of Agriculture's personnel. Together with the personnel managers of the Central Personnel Office and the assistant personnel managers, they compiled over 9,500 individual census sheets from all 33 prefectures of Guinea. In addition to training the personnel managers in database management, the project hired and trained four interns to enter the data from the census forms into the database that constitutes the core of the PIS.

### 7. Improving Financial Management at the MAEF

In project years 2 and 3, the MA and FMA advisors assisted and advised their counterparts in the DAAF in preparing the Ministry of Agriculture's annual budget. In project year 3, the APME helped the Ministry defend this budget for the first time in front of the new National Assembly. At the end of project year 3, the DAAF staff was able to prepare a very adequate budget for fiscal year 1997, without any technical assistance.

In project year 3, the project installed the SAARI/MAESTRIA software package in the DAAF. The Ministry has since standardized its financial reporting formats and now requires that all projects and administrative units make use of this software package. The FMA and his counterparts at the DAAF also computerized all data relating to material resources owned by the Ministry on EXCEL spreadsheets. The resultant report listed office furniture, technical equipment and rolling stock by administrative section or division.

### 8. Improving Management Procedures at the BCRG

The project's first priority at the BCRG was to map the Bank's organizational structure. The Human Resources Assistant (HRA) worked closely with counterparts in the Bank's Directorate for Human Resources and Communication (DRHC) to compile functional organizational charts and job descriptions. The HRA's analysis showed that while the Bank's management structure was "decentralized," the ratio of managers to employees was very top-heavy. The HRA suggested ways of streamlining the chain of command in a follow-up report.

The Mission also asked DAC to provide a short-term balance-of-payments advisor to the Bank. While DAC was able to provide a highly qualified candidate, internal changes at the BCRG led the Mission to cancel this STTA. Shortly thereafter, the Mission terminated the project's assistance to the BCRG.

## B. Policymaking and Planning

### 1. Sponsoring the LPDA Seminars

In year 2, the project co-financed two major seminars with the FAO, to review the implementation of the LPDA and establish a series of impact indicators to evaluate agricultural projects. The purpose of the first seminar was to narrow down and prioritize the list of activities under the LPDA. During the seminars, the EPRS project advisors insisted on two points:

- ◆ the LPDA needed to be more explicit concerning government activities that could and would be privatized over the next several years;
- ◆ the GOG needed to improve the linkage between the central and the decentralized levels of the Ministry of Agriculture.

As a result of these seminars, the Ministry realized that it needed to revise and abridge the LPDA in order to render it operational. In project year 3, after a number of meetings between USAID, the World Bank and the GOG, the Ministry agreed to revise the LPDA, placing an emphasis on the privatization of government activities. While the Ministry sought the project's assistance for this revision, the Mission declined, because it would have entailed prolonging the APME's contract for several weeks.

### 2. Supporting Policy and Planning Capacity in the MAEF

In project year 3, the APME advisor and his colleagues at the BCPA produced a five-year plan for the agricultural sector that presented a preview of the strategic objectives for the revised LPDA. In addition to this seminal document, the same team produced the following studies:

- ◆ "A Strategic Framework for Promoting Agricultural Marketing and Development in Guinea," 1994, in English and French;
- ◆ "A Brief Summary of the Agricultural Situation in Guinea," 1994, in English only;
- "A Summary of the Current Situation of Agriculture in Guinea," 1995, in English and French;
- ◆ "Agricultural Sector Summary and Perspective," 1995, in French only;

- ◆ an English translation of “Promoting Private Investment in the Agricultural Sector - a Strategic Framework for Agricultural Development,” 1996.

The MS/COP and/or the APME advisor participated in virtually all official internal meetings on agricultural policy during project years 2 and 3. These included meetings organized by the World Bank, the FAO and French *Coopération*. In project year 2, the MS/COP became a member of the *Comité Directeur du MAEF*, a committee that comprised the Ministry’s top managers. The MS/COP was thus able to actively participate in policy debates and discussions.

### **C. Agricultural Project Management**

#### **1. Creating a Project Database in the BCPA**

In project year 2, the APME and the API went into the field with their counterparts from the DNA and the BCPA to evaluate the Ministry’s most important agricultural projects. At the Ministry’s request, the APME and his BCPA counterparts took a number of further field trips to evaluate projects.

At the end of project year 2, the APME and his counterpart, the Director of the BCPA, produced a report on investment projects in the agricultural sector. This was the first time that the GOG had released a report containing standardized information on all agricultural projects. The report analyzed the investment budget for fiscal year 1994, compared it with actual disbursements and project implementation costs, and discussed the investment budget for 1995. Most importantly, it provided data on all agricultural projects from 1987 to 1995 and tracked the evolution of those projects.

In project year 3, the APME established a project database in the BCPA. The database covers all projects since 1987 and provides information according to project, or according to specific speculations. This database greatly facilitated the Ministry’s first budget presentation to the new National Assembly.

## 2. Improving PIP Procedures in the MPC and the MAEF

Improving the annual PIP exercise laid an essential foundation for public sector agricultural planning. The DAC team's work created mechanisms for integrating data from the Ministry of Agriculture's monitoring and evaluation system into the investment budgeting process. This linkage was the key to providing the GOG with the type of cost-benefit analysis it needed, both in order to evaluate present projects and to plan future projects.

In project year 2, the BIP developed a two-page form that enabled the BCPA to monitor, evaluate and compare the progress of all agricultural investment projects. This form allowed the MAEF and the DNIP to apply an efficiency rating to each project. In an official letter to all GOG institutions, the Ministry of Plan officially widened the use of this form to all ministries with investment projects.

In project year 3, for the first time, the GOG had to submit the annual investment project budget for approval to the new National Assembly. The BIP designed specific tables for this presentation, presenting the data in ways that increased their legibility to the freshmen National Assembly members. The resultant document, Title V of the *Loi des Finances*, became the National Assembly's basic work instrument.

The APME and his counterparts at the BCPA submitted an analysis of the Ministry of Agriculture's PIP budget for 1995. This report analyzed foreign aid and the national investment budget by sector (agriculture, livestock, rural engineering, forestry, and rural water development), by source of financing, and by geographical distribution. This document was the basis for a two-day televised discussion between the Minister of Agriculture and the National Assembly and received written praise from the Minister.

Following the BIP's recommendation, in project year 3, the Ministry of Plan created a *Service de Suivi et Evaluation* (SSE) in the DNIP to track investment projects. The BIP was able to work up a project paper and a procedures manual for this new service before the end of his contract.

## **D. Human Resources Development**

### **1. Creating a Personnel Information System in the MAEF**

In year 2, the project hired a short-term management information systems specialist to set up a Personnel Information System at the Ministry of Agriculture. This STTA returned three more times to Guinea before completing the PIS. The project designed the PIS in Microsoft ACCESS. It includes three main files: personnel, jobs and training.

The purpose of the personnel file is to store individual employee files (including identification, family history, professional history and professional training) and to facilitate access to those data. The personnel file allows searches on multiple criteria to locate individuals with specific competencies, as well as sorts by characteristics (such as age, professional level, seniority, and educational background).

The purpose of the jobs file is to store the jobs inventory, including job identification, activities, required competencies, and resources. The purpose of the training file is to store training information: topics, titles, training organizations, locations, duration, cost and source of financing. By enabling the Ministry to track the career histories of individual trainees, the project intended the training file as the first component of a career management system. The file also allows an annual inventory of all training done in the Ministry and a calculation of the costs by training, trainee, organization, and administrative unit.

At the end of project year 2, the MS/COP, HRA and HRDA organized and participated in the MAEF census. The census gathered over 9,500 individual questionnaires that the project had designed to feed into the PIS. In project year 3, local hire computer interns entered these data into personal computers. At the end of project year 3, the personnel management unit of each directorate and service in the Ministry received a computer with its personnel files already loaded into its customized PIS.

## **LESSONS LEARNED AND RECOMMENDATIONS**

### **A. Improved Management Capacity**

#### **1. Improving Project Management**

While the EPRS project did much to increase the GOG's capacity to coordinate investment projects, this is still an area that requires improvement. The project made definite strides in improving the performance of the BCPA, but most of the National Directorates still lack the capacity to play an active role in the design, implementation and evaluation of projects in their specific subsectors. This means that the MAEF as a whole is as yet unable to capitalize on the accomplishments of its projects or on the lessons learned during their implementation.

The organizational chart of the MAEF is burdened with parallel management structures that emerged from development projects. Many of these structures originally drew their personnel from the national directorates, and were designed as stand-alone projects to improve on the services of those directorates. Once their donor funding ceased, most of these structures were unable to sustain their operations. Rather than dismantling them and reintegrating their resources into the national directorates, the GOG has a tendency to turn them into "services," that are "attached" to various administrative units. Unable to support the recurrent costs of the services they were designed to provide, these units remain in a type of institutional limbo.

For the sake of organizational stability and capacity building, the GOG should resist projects that create parallel management structures to existing institutions. While stand-alone projects may enjoy more flexibility and a greater likelihood of achieving short-term goals, they risk being unsustainable in the long term. They also undermine the GOG's organizational ability and complicate human resources management in the line ministries.

The current trend of bypassing the administration altogether and devolving project management directly to NGOs and PVOs may be premature when it comes to agricultural projects. The MAEF's control over certain resources in the sector makes it difficult for agricultural projects to be implemented without public sector intervention. At this point in time, most Guinean NGOs lack the capacity to implement agricultural services without relying on direct or indirect links to the administration.

## 2. Improving Human Resources Management at the MAEF

The first condition for improving development management in Guinea is to continue reforming and strengthening the civil service. Efforts to improve human resources development in the Ministry of Agriculture should be continued so as to consolidate and increase the MAEF's achievements in that area. The MAEF should continue the exercise of writing job descriptions that was begun under the EPRS project. The Ministry should use these job descriptions in conjunction with the training file in its PIS to design training plans based on job requirements. In the absence of other potential incentives, the MAEF should use training as a motivational tool, in order to acknowledge and reward exceptional job performance.

While establishing a meritocracy based on an incentive system is a feasible objective for the Guinean civil service, it will take time to attain. In the meantime, institutional strengthening projects should continue to concentrate on empowering senior level officials in the planning units of the MAEF. This will allow the Ministry to build the capacity to systematically assess needs, establish priorities, and rationalize the use of its resources.

## 3. Designing Management Information Systems

The Personnel Information System that the project installed in the Ministry of Agriculture addressed an obvious constraint, as did the database to track agricultural projects. At the time the project was designing these systems, no one was really sure whether the Ministry would actually ever use them. Today, these MIS systems have greatly increased the overall efficiency of the Central Personnel Office and the BCPA. Given the success of this experience, donors should consider financing other types of MIS in the Ministry. The questions are how to prioritize the informational needs of various services, how to most efficiently bring new systems on line, and how to optimize their use.

The MAEF should first make an inventory of existing data and data sources and identify what information decision-makers are currently using. The National Rural Infrastructure Project (PNIR), for example, has set up a monitoring and evaluation system that regularly measures a wide set of indicators for production and marketing. Once the Ministry has determined how it will use the information the new system will generate, it should assess the cost of data

collection and analysis. Then it should solicit technical assistance to design a simple system for generating field-level information on an as-needed basis.

Reliable statistics concerning agricultural production and marketing should be a priority. These data are necessary for enhancing planning and policymaking, evaluating the impact of public services, and encouraging private investment in the agricultural sector. Until 1992, the Service National des Statistiques Agricoles (SNSA) carried out a yearly national survey that generated macro-level statistics. Since then, however, the SNSA has not been able to complete its yearly agricultural census. The SNSA has been seeking to redefine its mandate, and now plans to produce agricultural statistics on demand.

For the time being, the MAEF could collect new data most effectively through field trips originating at the central level. The MAEF could train personnel from the BCPA, the DNA and/or the SNSA in rapid rural appraisal techniques for these missions. As the Ministry's decentralized units come on line, the MAEF could train local employees to gather the necessary data on an iterative basis.

#### 4. Strengthening the MAEF's Decentralized Administration

The extent to which field-level administrative and technical services personnel have assimilated or understood the MAEF's administrative and managerial reforms is uncertain. Before restructuring its field services, the MAEF should solicit technical assistance to analyze current constraints to its decentralized management. This is all the more urgent since the MAEF has already begun reorganizing its extension services on a national scale.

The study could target two regions and up to a dozen prefectures. Focusing on the DPDRE as a unit of analysis, the study should probe field managers' understanding of their mission and evaluate their qualifications. The study should also examine feedback mechanisms between the MAEF's field units and the central level, as well as between field personnel and local populations.

Considering the constraints and opportunities revealed in this decentralized management study, the MAEF should encourage donors to finance a pilot project in several prefectures. This project would seek to build the capacity of several well-chosen DPDREs in regions of high agricultural potential. An essential component of this project would be coalition building, modeled on

what the Ministry was trying to promote with the COPIC exercise. Such coalitions should preferably cut across formal lines of organizational authority, and comprise the beneficiaries of the services provided, the decentralized administrative and technical executives of the MAEF, and other actors in the development process.

## 5. Improving On The Job Training

Even the most detailed training plans failed to contend with the frequent interruptions and social obligations that Guinean counterparts submit to as part of their daily routine. The one-on-one training sessions of senior-level decision-makers such as the Minister or the Secretary General were often cut short or postponed due to the sheer volume of distractions they were forced to contend with. In this sense, the decision to hold all other computer training sessions at DAC headquarters directly contributed to the success of this component.

The EPRS advisors found that “horizontal” training seemed to work best. This type of OJT focused on groups of up to a dozen individuals of same rank or hierarchy, but from different administrative or technical units, who were working on a common project. This approach allowed new techniques and procedures to be spread across several organizational units at once. Peer pressure effectively limited absenteeism and kept outside distractions to a minimum.

While there is no shortage of training needs in the MAEF, future management training needs to be closely linked to organizational priorities that the Ministry itself has established. Furthermore, planners and trainers should be careful to distinguish between performance changes that can be achieved through training and those that require changes in policies, procedures and incentives.

## 6. Improving Transparency and Accountability

The Guinean bureaucracy operates according to its own internal logic. A public institutions’ lack of progress in attaining formal objectives should not be construed as a sign that it does not work. From the perspective of an actor on the inside, the system works exactly the way it is intended.

Guinean management is highly personalized. Decision-makers in the administration are an elite, with large numbers of dependent relatives and strong ties to their home communities. They have extensive social obligations and feel strong moral and social pressure to fulfill those obligations. While they admire the efficiency of our public administration, many Guineans managers view the deliberate impersonality of the American bureaucratic ethic as somewhat immoral.

Transactions based on patron-client relationships form the basis of daily management in Guinean public administration. While many mid-level civil servants are compelled to pursue daily activities outside of their organizations in order to make ends meet, managers make full use of their organizational status to achieve personal, informal objectives. They know that their tenure is limited. At any point in time the administration may change. As redundant managers, they will most likely be consigned to professional limbo, as “unposted” functionaries, cut off from any perks. For these and more selfish reasons, Guinean public managers tend to maximize personal goals first, and formal organizational goals second.

Largely because of this fact, the administration operates in a perpetual state of “crisis” management. Managers generally do not delegate tasks until some crisis level is reached, and then tend to use informal networks rather than the formal hierarchy to get the job done. A lack of organization at the formal level does not reflect inadequate managerial skills. Guinean public servants are practiced at organizing to execute complex tasks when faced with an imminent deadline. These reflexes have been honed over years of dealing with the unpredictability of all systems in Guinea.

Future institutional strengthening projects should examine these coalition-building mechanisms in periods of crisis and seek ways to integrate them into capacity building. Future projects should also address how policies and decisions are actually made in the Guinean administration. This would involve an organizational culture study to map the intricate sets of organizational and political interactions that constitute the decision-making process. The study could use decision trees or game theory to develop a suitable model for analysis.

## B. Policymaking and Planning

### 1. Increasing Agricultural Marketing

While Guinea officially opted for a private enterprise system over ten years ago, its economy is still very much in transition. While the government has privatized most parastatals and enacted legislation favoring free markets, GOG institutions continue to influence key sectors of the economy in subtle ways. The active presence of a lively informal economy also distorts markets and affects social and economic development. At this point, development managers do not know enough about the dynamics between public sector institutions and markets to design projects that would have a positive effect on agricultural marketing activities.

A stalled investment climate and complex land tenure constraints preclude any immediate prospect of creating an export base that relies on plantation-scale agriculture. Instead, short-term gains in marketing activity depend on promoting linkages between the majority population of subsistence farmers and the formal economy. It is important to recognize that, given the current institutional climate, this transition involves major risks for Guinean smallholders.

Increased commercialization means increased dependence on adequate and timely supplies of inputs, credit, information and transport, as well as on a whole series of prices. Critical inputs such as fertilizer, seeds and pesticides are in short supply in Guinea. The Ministry of Agriculture controls the importation and sale of these key inputs through the DNA's Kennedy Round II (KR2) program. The only inputs currently available in Guinea that are not from this source are those imported directly by development projects. While this is a very lucrative trade for the Ministry, the fact that the Government of Japan makes these inputs available as a grant distorts the market in several ways:

- ◆ private importers are not able to compete with KR2 prices;
- many inputs arrive too late in the agricultural cycle to be of any use;
- ◆ competition by GOG projects and agencies thwarts private distributors.

The MAEF should solicit technical assistance to help the DNA design and implement a national input policy. This policy should specify that the MAEF will remove itself from all but the inspection and certification aspects of input marketing. Allowing the importation and distribution of inputs to be handled on

a fair and competitive basis by private firms would have a direct and immediate impact on agricultural production and marketing in Guinea.

## 2. Encouraging the Private Sector

One reason investment in Guinea has stalled lies in the public sector managers' lack of understanding of the private sector. It is important to realize that current civil servants are the same functionaries who were in charge of implementing the policies of the First Republic. They have no personal experience with private enterprise. Decision-makers need to learn how a strong private sector can create resources for government as well as for entrepreneurs. In project year 3, the EPRS project suggested that the MAEF's executives enroll in USAID-sponsored PRIDE microenterprise management seminars. The World Bank is currently considering whether to finance this activity in the context of the National Agricultural Services project.

Donors should actively support the MAEF's efforts to update the LPDA. Specifically, they should provide technical assistance in the areas of privatization and agricultural marketing. The Ministry is still searching for its role in a private enterprise system. It requires outside assistance to define policies that encourage private sector-led agricultural development.

Considering the cost of maintaining over 7,000 employees in the field, the Ministry urgently needs to find new ways of providing rural services. Following the Directorate for Livestock's example of privatizing veterinary services, the MAEF should consider privatizing other services, such as crop protection. The Ministry could grant qualified employees a subsidy to establish a private rural service, perhaps by providing housing, equipment or supplies. Even if only half the cases work out, real services in the rural area will have expanded. Government resources would not be required after the initial subsidy, and the explicit introduction of private practice would likely encourage competition.

**ANNEX A: LIST OF COMMODITIES TRANSFERRED TO MAEF**

## DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Doumbouya</i>				<i>Projet 218 DAC / USAID</i>	<i>Mise à Jour le 01/02/96</i>		
<b>NOMBRES</b>	<b>DESCRIPTION</b>	<b>QUANTITE</b>	<b>N° CONTROLE</b>	<b>DATE d'ACQUISITION</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
1	Table Basse		26486	12/02/94	Isabel	François	
2	Table à Manger		26487	12/02/94	Isabel	François	
3	Miroir Vertical		26488	12/02/94	Isabel	Jim	
4	Table Blanc Formica		26489	12/02/94	Isabel	Jim	
5	Buffet		26490	12/02/94	Isabel	François	
6	Bibliothèque		26491	12/02/94	Isabel	François	
7	Garde Robe		26492	12/02/94	Isabel	François	
8	Sofa 3 Places		26493	12/02/94	Isabel	François	
9	Table Basse		26494	12/02/94	Isabel	François	
10	Chaise		026495 et 026496	12/02/94	Isabel	François	
11	Buffet		26427	12/02/94	Isabel	François	
12	Bureau		026428 et 026429	12/02/94	Isabel	François	
13	Chaise pour Bureau		26434	12/02/94	Isabel	François	
14	Chaises , Salle à Manger	6	26435	12/02/94	Isabel	Jim	
15	Lit		26436	12/02/94	Isabel	François	
16	Matélas		26443	12/02/94	Isabel	François	
17	Sofa Cuir	1		12/02/94	Isabel	Jim	
18	Fauteuils Cuir	2	29029	12/02/94	Isabel	Jim	
19	Machine à Laver	1	192	11/22/94	Isabel	François	
20	Secheuse	1	29078	11/22/94	Isabel	François	
21	Réfrigérateur	1	26175	11/22/94	Isabel	François	
22	Cuisinière	1	26183	11/22/94	Isabel	François	

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# DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Doumbouya</i>			<i>Projet 218 DAC / USAID</i>		<i>Mise à Jour le 01/02/96</i>	
<b>NOMBRES</b>	<b>DESCRIPTION</b>	<b>N° CONTROLE</b>	<b>DATE ACQUIS</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
1	Split SPG 13		09/02/94	Chan		
1	Split SPG 18		09/02/94	Chan		
1	Cuisinière		31/05/94	Chan		
1	Machine à Laver		31/05/94	Chan		
1	Sècheuse		31/05/94	Chan		
2	Chevets		31/05/94	Chan		
1	Lit Bois Rouge		31/05/94	Chan		
1	Matélas		31/05/94	Chan		

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## DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Doumbouya</i>			<i>Projet 218 DAC / USAID</i>		<i>Mise à Jour le 01/02/96</i>	
<b>NOMBRES</b>	<b>DESCRIPTION</b>	<b>N° CONTROLE</b>	<b>DATE ACQUIS</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
2	Armoire		11/08/93	DAC		
1	Armoire avec Vitre		11/08/93	DAC		
1	Armoire Metallque		11/08/93	DAC		
2	Armoires avec Battants		11/08/93	DAC		
20	Batteries		15/02/94	DAC		
2	Bibliothèques		11/08/93	DAC		
1	Boîte Téléphonique		11/08/93	DAC		
1	Buffet		11/08/93	DAC		
1	Buffet en Bambou		11/08/93	DAC		
2	Bureaux		10/12/93	DAC		
1	Bureau en Bois Rouge		11/08/93	DAC		
1	Caisson sur Roulettes		11/08/93	DAC		
2	Calculatrices Electroniques		15/02/94	DAC		
3	Chaises Visiteur Cassées		11/08/93	DAC	MAEF	Mauvais Etat
18	Chaises Visiteurs		11/08/93	DAC		
13	Chargeurs		11/08/93	DAC		
1	Classeur Dactylo		21/01/94	DAC		
6	Claviers AST		03/05/94	DAC		
6	Claviers DELL		03/05/94	DAC		
2	Claviers IBM		03/05/94	DAC		
1	Climatiseur		11/08/93	DAC		
10	Climatiseurs		11/08/93	DAC	MAEF	4 Mauvais Etat
1	Colfeuse		11/08/93	DAC		
1	Commode		11/08/93	DAC		
1	Congelateur		11/08/93	DAC	MAEF	
1	Congelateur		11/08/93	DAC		Mauvais Etat
3	Coussins		21/01/94	DAC		
1	Cuisinière		03/05/94	DAC	MAEF	Mauvais Etat
1	Cuisinière		11/08/93	DAC	MAEF	Mauvais Etat
1	Cuisiniere Electrique		11/08/93	DAC	MAEF	
1	Etagère en Osier		11/08/93	DAC		
3	Extincteurs		11/08/93	DAC		
3	Fauteuils		11/08/93	DAC		
1	Fauteuils Bas Dossier		10/12/93	DAC		

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## DEVELOPMENT ASSISTANCE CORPORATION

1	Fax Machine		11/08/93	DAC	MAEF	
3	Groupes Electrogène ( 6KVA )		11/08/93	DAC	MAEF	
1	Imprimante HP DeskJet		03/05/94	DAC		
2	Imprimante HP DeskJet 520		03/05/94	DAC		
1	Imprimante Laser 4L		03/05/94	DAC		
1	Imprimante Laser IBM		03/05/94	DAC		
1	Imprimante Matricielle		03/05/94	DAC		
2	Lampe de Bureau		11/08/93	DAC		
1	Land-Cruiser IT 0619 RG		21/01/94	DAC		
4	Lave Linge		11/08/93	DAC	MAEF	Mauvais Etat
3	Lits Adulte		11/08/93	DAC	MAEF	Mauvais Etat
3	Lits Enfant		11/08/93	DAC	MAEF	Mauvais Etat
1	Machine à Ecrire Electronique		11/08/93	DAC		
1	Moniteurs ACCEL		11/08/94	DAC		
5	Moniteurs AST		11/08/93	DAC		
7	Moniteurs DELL		11/08/93	DAC		
1	Neon		11/08/93	DAC		
3	Onduleurs		03/05/94	DAC		
4	Ordinateurs Portables COMPACT		03/05/94	DAC		
1	Petite Table		03/05/94	DAC		
1	Photocopieuse Xerox		11/08/93	DAC		
10	Radio		11/08/93	DAC		
2	Refrigerateur		11/08/93	DAC	MAEF	Mauvais Etat
1	Retour		11/08/93	DAC		
1	Retour Dactylo		14/02/94	DAC		
1	Retour Secrétaire		11/08/93	DAC		Mauvais Etat
1	Rocky Daihatsu		10/12/93	DAC		
1	Salon en Bambou		11/08/93	DAC		
1	Sèche Linge		11/08/93	DAC	MAEF	Mauvais Etat
3	Sofa		01/03/94	DAC		
11	Souris pour L'ordinateur		11/08/93	DAC		
2	Split		11/08/93	DAC		
12	Stabilisateurs		03/05/94	DAC		
5	Support de Matelas		11/08/93	DAC		
1	Table		11/08/93	DAC	MAEF	Mauvais Etat
1	Table Basse		11/08/93	DAC		
1	Table de Conference		11/08/93	DAC		
1	Table Longue Rectangulaire		11/08/93	DAC		

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## DEVELOPMENT ASSISTANCE CORPORATION

2	Table Ovale		11/08/93	DAC		
2	Table Rectangulaire		11/08/93	DAC		
1	Tapis pour Salon		11/08/93	DAC	MAEF	Mauvais Etat
8	Téléphones		11/08/93	DAC		1 Mauvais Etat
1	Televiseur		11/08/93	DAC		
1	Toyota Tercel IT 0621 RG		11/08/93	DAC		
1	Toyota Tercel IT 2288 RG		11/08/93	DAC		
1	Toyota Tercel IT 2289 RG		11/08/93	DAC		
1	Toyota Tercel IT 2290 RG		03/05/94	DAC		
13	Tuyaux pour Rideaux		11/08/93	DAC		
1	Unité Central ACCEL 386		11/08/93	DAC		
6	Unité Central AST		03/05/94	DAC		
5	Unité Central DELL 450/L		03/05/94	DAC		
1	Unité Central IBM PS2		03/05/94	DAC		
1	Veilleuse		11/08/93	DAC		Mauvais Etat
1	Ventilateur de Planfon		11/08/93	DAC	MAEF	Mauvais Etat
1	Video ( VCR )		03/05/94	DAC		
1	Voltamètre 1500V		11/08/93	DAC		Mauvais Etat

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## DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Doumbouya</i>			<i>Projet 218 DAC / USAID</i>		<i>Mise à Jour le 01/02/96</i>	
<b>NONBRES</b>	<b>DESCRIPTION</b>	<b>N° CONTROLE</b>	<b>DATE ACQUIS</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
3	Etagere Bambou		11/08/93	Marie France	DAC	Mauvais Etat
2	Petit Matelas		11/08/93	Marie France	DAC	Mauvais Etat
1	Table		11/08/93	Marie France	DAC	Mauvais Etat
1	Grand Matelas		11/08/93	Marie France		Mauvais Etat
7	Chaise		11/08/93	Marie France		
6	Chaise Table à Manger		29/11/93	Marie France	JOHN	
3	Chevet Bois Local		11/08/93	Marie France		
2	Chevet Bois Local		11/08/93	Marie France		
1	Cuve à Gasoil		12/02/94	Marie France		
1	Congélateur		30/11/93	Marie France	JOHN	
1	Cuisinière Électrique Gaz		30/11/93	Marie France		
1	Dressoir		29/11/93	Marie France		
4	Fauteuil Bambou		29/11/93	Marie France		
3	Fauteuil Tissu		29/11/93	Marie France		
1	Filtre à Eau		11/08/93	Marie France	DAC	
1	Garde Robe 3 Portes Bois Blanc		30/11/93	Marie France		
1	Lit Deux Places Bois Blanc		11/08/93	Marie France		
1	Groupe Electrogène		12/02/94	Marie France	MAEF	
1	Lit 1 Place		11/08/93	Marie France		
1	Lit Enfant Non Monté		11/08/93	Marie France		
2	Lit Grand /2 Places		30/11/93	Marie France		
1	Machine à Laver		30/11/93	Marie France	DAC	
3	Matelas		11/08/93	Marie France		
1	Miroir		30/11/93	Marie France		
2	Réfrigérateur		11/08/93	Marie France	PAUL	
2	Rideaux		11/08/93	Marie France	JIM	
1	Sèche Linge		30/11/93	Marie France		
1	Sofa 2 Places en Bambou		11/08/93	Marie France		
1	Sofa en Tissu Devos		29/11/93	Marie France		
3	Split SPG 13		29/01/94	Marie France		
3	Split SPG 18		29/01/94	Marie France		
1	Table à Manger		29/11/93	Marie France	JOHN	
1	Table Basse Verre		29/11/93	Marie France		
1	Table Basse en Bambou		11/08/93	Marie France		

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**DEVELOPMENT ASSISTANCE CORPORATION**

2	Table d'Appui Verre		29/11/93	Marie France		
1	Vitrine		29/11/93	Marie France		

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## *DEVELOPMENT ASSISTANCE CORPORATION*

*Projet DAC/USAID Situation du 5 Mars 1996*

*Rapport Etabli par Djiba Cheik Kouyaté*

NOMBRE	DESCRIPTION	N° CONTROLE	DATE ACQUIS	LOCATION	CHANGE	CONDITION
1	Lit Bois Rouge		08/12/94	Francois		
1	Sofa 3 Places BR		08/12/94	Francois		
2	Tables Chevet BR		08/12/94	Francois		
1	Bibliotheque BR		08/12/94	Francois		
1	Commode BR		08/12/94	Francois		
2	Machines a Laver		08/12/94	Francois		
2	Machines a Secher		08/12/94	Francois		
1	Cuisiniere		08/12/94	Francois		
1	Filtre a Eau		08/12/94	Francois		
1	Fauteuil BR		08/12/94	Francois		Mauvais
2	Sofas 3 Places BR		08/12/94	Francois		
1	Table a Manger		08/12/94	Francois		Mauvais
3	Chaises BR		08/12/94	Francois		
1	Bibliotheque BR		08/12/94	Francois		
1	Table de Chevet BR		08/12/94	Francois		
1	Sofa BR 3 Places		08/12/94	Francois		
3	Fauteuils BR		08/12/94	Francois		
1	Climatiseur W12		08/12/94	Francois		
1	Split Technibel		03/22/94	Francois		
1	Table Salle a Manger		08/12/94	Francois		
3	Chaises Salle Manger		08/12/94	Francois		
1	Groupe 27 KVA		08/12/94	Francois		
1	Cuve 1000 l		08/12/94	Francois		
1	Surpresseur		08/12/94	Francois		
1	Bibliotheque BR		08/12/94	Francois		
1	Buffet BR		08/12/94	Francois		

## DEVELOPMENT ASSISTANCE CORPORATION

*Projet DAC/USAID · Situation du 5 Mars 1996*  
*Rapport Etabli par Djiba Cheick Kouyaté*

NOMBRE	DESCRIPTION	N° CONTROLE	DATE ACQUIS	LOCATION	CHANGE	CONDITION
1	Congelateur Vertical		08/12/94	Francois		
1	Split		08/12/94	Francois		
1	Filtre a Eau		08/12/94	Francois		
1	Table de Cuisine		08/12/94	Francois		
1	Chaise Salle a Manger		08/12/94	Francois		
1	Lit			Francois		
1	Climatiseur W9		08/12/94	Francois		
1	Petit Bureau		08/12/94	Francois		
1	Grand Bureau		08/12/94	Francois		
1	Fauteuil BR		08/12/94	Francois		
1	Chaise Salle a Manger		08/12/94	Francois		
2	Lits		08/12/94	Francois		
2	Armoires		08/12/94	Francois		
2	Fauteuils BR		08/12/94	Francois		
2	Tables Chevet		08/12/94	Francois		
3	Commodes		08/12/94	Francois		
1	Meuble Television		08/12/94	Francois		
1	Veilleuse		08/12/94	Francois		
1	Climatiseur W12		08/12/94	Francois		
2	Tables Chevet		08/12/94	Francois		

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## DEVELOPMENT ASSISTANCE CORPORATION

*Projet DAC/USAID Situation du 5 Mars 1996*  
*Rapport Etabli par Djiba Cheick Kouyaté*

NOMBRE	DESCRIPTION	N° CONTROLE	DATE ACQUIS	LOCATION	CHANGE	CONDITION
1	Miroir		08/12/94	Francois		
1	Meuble Television		08/12/94	Francois		
1	Tabouret		08/12/94	Francois		
2	Fauteuils BR		08/12/94	Francois		
2	Tables Chevet		08/12/94	Francois		
1	Lit		08/12/94	Francois		
1	Table Cuisine		08/12/94	Francois		
1	Climatiseur W9		08/12/94	Francois		
2	Fauteuils BR		08/12/94	Francois		
1	Tabouret		08/12/94	Francois		

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## DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Doumbouya</i>			<i>Projet 218 DAC / USAID</i>		<i>Mise à Jour le 01/02/96</i>	
<b>NOMBRES</b>	<b>DESCRIPTION</b>	<b>N° CONTROLE</b>	<b>DATE ACQUIS</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
1	Armoire		11/08/93	John		
1	Bibliothèque		11/08/93	John		
1	Buffet		11/08/93	John		
1	Bouteille de Gaz		11/08/93	John		
13	Chaise		11/08/93	John	6 DAC	
1	Chaise pour Table de Cuisine		11/08/93	John		
1	Chaise Visiteur		11/08/93	John		
6	Chevets		11/08/93	John		
1	Citernes (Gasoil Cuve)		12/02/94	John		
3	Commodos		11/08/93	John		
2	Congélateur		11/08/93	John		
1	Cuisinière		11/08/93	John		
1	Dressoir		29/11/93	John		
3	Fauteuil Bois Rouge		11/08/93	John		
4	Fauteuils Ski		29/11/93	John		
1	Filtre à Eau		11/08/93	John		
1	Groupe Électrogène		12/02/94	John		
2	Lit 2 Places		11/08/93	John		
1	Machine à Laver		30/11/93	John		
2	Matelas		11/08/93	John		
1	Petit Meuble en Bois Noir		11/08/93	John		
1	Pétite Table		11/08/93	John		
1	Réfrigérateur		11/08/93	John		
4	Rideaux		11/08/93	John		
1	Sèche Linge		30/11/93	John		
1	Sofa		11/08/93	John		
1	Sofa en Ski		29/11/93	John		
1	Sofa Bois Rouge		11/08/93	John		
1	Tapis		11/08/93	John		
1	Table à manger		29/11/93	John	DAC	
1	Table Basse		11/08/93	John		
1	Table Basse en Verre		29/11/93	John		
2	Table d'Appui		11/08/93	John		
2	Table d'Appui en Verre		29/11/93	John		

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## DEVELOPMENT ASSISTANCE CORPORATION

1	Table de Cuisine		11/08/93	John		
1	Table TV		29/11/93	John		
1	Vitrine		29/11/93	John		
1	Vitrine Diamant		29/11/93	John		

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# DEVELOPMENT ASSISTANCE CORPORATION

<i>Rapport Etabli par Sory Dounbouya</i>			<i>Projet 218 DAC / USAID</i>		<i>Mise à Jour le 01/02/96</i>	
<b>NOMBRES</b>	<b>DESCRIPTION</b>	<b>N° CONTROLE</b>	<b>DATE ACQUIS</b>	<b>LOCATION</b>	<b>CHANGE</b>	<b>CONDITION</b>
1	Pompe Surpresseur Pour l'Eau		11/08/93	Jim		Mauvais Etat
1	Veilleuses		11/08/93	Jim		Mauvais Etat
2	Matelas Mousse Adulte		11/08/93	Jim		Mauvais Etat
2	Réfrigérateur		11/08/93	Jim		Mauvais Etat
1	Climatiseur		11/08/93	Jim		Mauvais Etat
1	Veilleuse de Bureau		11/08/93	Jim		Mauvais Etat
1	Lit deux Places Local		11/08/93	Jim		Mauvais Etat
1	Armoire		11/08/93	Jim		
1	Armoire Grise		11/08/93	Jim		
1	Bureau Bois Rouge		11/08/93	Jim		
1	Buffet Bois Rouge		11/08/93	Jim		
2	Bouteilles De Gaz		11/08/93	Jim		
1	Congelateur Vertical		11/08/93	Jim		
1	Climatiseur Alaska		11/08/93	Jim		
1	Climatiseur Sanyo		11/08/93	Jim		
2	Calssons Noir		11/08/93	Jim		
8	Chaise Table à Manger		11/08/93	Jim		
1	Chaise Bois Rouge		11/08/93	Jim		
1	Chevets Bois Rouge		11/08/93	Jim		
2	Chevets		11/08/93	Jim		
1	Coiffeuse Grise		11/08/93	Jim		
1	Cuisinière		11/08/93	Jim		Mauvais Etat
4	Fauteuils Plastique (Jardin)		11/08/93	Jim		
3	Fauteuils en Bois Rouge		11/08/93	Jim		
2	Fauteuils en Bambou		11/08/93	Jim		
2	Fut à Poubelle		11/08/93	Jim		
1	Sofa Plastique		11/08/93	Jim		
1	Filtre pour l' Eau		11/08/93	Jim		
1	Imprimante Canon		11/08/93	Jim		
1	Lit 2 Places Bois Rouge		11/08/93	Jim		
1	Lit 2 Places Gris		11/08/93	Jim		
1	Lit Enfant Superposé		11/08/93	Jim		
2	Matelas Enfant		11/08/93	Jim		
1	Matelas Adulte		11/08/93	Jim		

ANNEX A

## DEVELOPMENT ASSISTANCE CORPORATION

1	Moustiquaire		11/08/93	Jim	François	
1	Petit Etagère		11/08/93	Jim		
1	Placard de Cuisine		11/08/93	Jim		
1	Sèche Linge		11/08/93	Jim		
1	Sofa Bambou		11/08/93	Jim		
1	Sofa Bois Rouge		11/08/93	Jim		
1	Stabilisateur		11/08/93	Jim		
1	Table à Manger		11/08/93	Jim		
2	Table de Travail		11/08/93	Jim		
1	Table Basse Bois Rouge		11/08/93	Jim		
1	Table Basse Local Bois Noir		11/08/93	Jim		
2	Table d' Appui Bois Rouge		11/08/93	Jim		
3	Ventilateurs		11/08/93	Jim		
1	Vitrine		11/08/93	Jim		

ANNEX A

**Rapport Etabli par Djiba Cheick Kouyaté**

NOMBRE	DESCRIPTION	LOCATION	CONDITION
1	Table en Bois Rouge	Paul	BON
4	Chaises en Bois Rouge	Paul	BON
1	vaisselière en Bois Rouge	Paul	BON
1	Split Westpoint	Paul	BON
6	Climatiseurs Windows	Paul	BON
2	Climatiseurs Windows	Paul	MAUVAIS
1	Frigo Climax	Paul	BON
1	Frigo Tropical	Paul	BON
1	Cuisinière Gaz-Electrique	Paul	BON
1	Machine à laver	Paul	BON
1	Etagère Bois Rouge	Paul	BON
1	Filtre à Eau	Paul	BON
1	Table de cuisine	Paul	BON
5	Chaises Rotin	Paul	BON
2	Bouteilles de Gaz	Paul	BON
1	Table à café (Bois Rouge)	Paul	BON
1	Bibliothèque (Bois Rouge)	Paul	BON
2	Tables d'angle (Bois Rouge)	Paul	BON
5	Fauteuils Bois Rouge	Paul	BON
1	Sofa trois(3) places (Bois Rouge)	Paul	BON
1	Split Alaska	Paul	BON
1	Bureau (Bois Rouge)	Paul	BON
1	Lit (Bois Rouge)	Paul	BON
1	Buffet (Bois Rouge)	Paul	BON
1	Penderie (Bois Rouge) trois(3) Portes	Paul	BON
1	Buffet (Bois Rouge)	Paul	BON
2	Tables de Nuit(Bois Rouge)	Paul	BON
1	Lit (Bois Rouge)	Paul	BON
1	Penderie (Bois Rouge)	Paul	BON
1	Groupe de 31KVA	Paul	BON
1	Cuve de 2000L	Paul	BON
1	Split Technibel	Paul	BON

ANNEX A

Reçu le 15 Mai 1996 à Conakry

*James R. Dean*



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**ANNEX B: LIST OF COMMODITIES TRANSFERRED TO OTHER ORGANIZATIONS**

Rapport Etabli par Djiba Cheick Kouyaté			
NOMBRE	DESCRIPTION	LOCATION	CONDITION
2	Bureaux	FAWE	BON
3	Sofas	FAWE	BON
4	Fauteuils	FAWE	BON
1	Armoire	FAWE	BON
6	Chaises	FAWE	BON
2	Lampes	FAWE	BON
2	Bibliothèques	FAWE	BON
1	Table à Manger	FAWE	BON
2	Chaises bureau	FAWE	BON
8	Matelas GM	ORPHELINAT	MAUVAIS
3	Matelas	ORPHELINAT	MAUVAIS
2	Tables	ORPHELINAT	BON
1	Moquette	ORPHELINAT	MAUVAIS
1	Lampe	ORPHELINAT	BON
1	Berceau	ORPHELINAT	MAUVAIS
1	Table Basse(Bois Rouge)	ORPHELINAT	BON
1	Sofas	ORPHELINAT	BON
1	Table Basse en Bambou	ORPHELINAT	MAUVAIS
3	Sofas en Bambou	ORPHELINAT	MAUVAIS
2	Fauteuils en Bambou	ORPHELINAT	MAUVAIS
1	Petit Armoire à Pharmacie	ORPHELINAT	MAUVAIS
2	Petits Tabourets	ORPHELINAT	BON
1	Garde Manger	ORPHELINAT	BON
7	Lits GM	ORPHELINAT	BON
3	Lits PM	ORPHELINAT	BON

ANNEX B

Reçu le 5 Mars 1996 à Conakry

Transféré par

Signé

*Djiba Cheick Kouyaté*  
 USAID Co 19/04/96

Signé



NOMBRE	DESCRIPTION	CONDITION	LOCATION
2	Laveuses Philips Whirlpool	BON	ORPHELINAT
2	Laveuses Ocean	BON	ORPHELINAT
2	Secheuses Philips Whirlpool	BON	ORPHELINAT

Reçu le 4 Juin 1996 à Conakry

Transféré par

Signé  
*Aliou* 6/4/96.  
USAID

Signé  
*James R. Dean*  
Chef du Projet

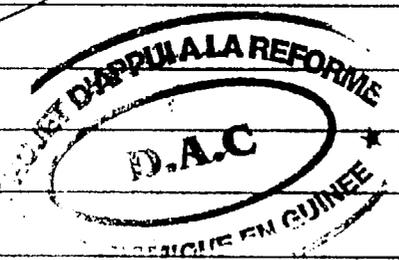
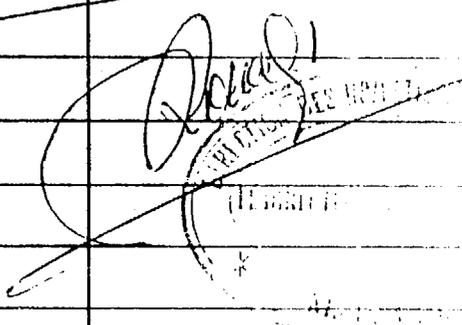


ANNEX B

Bureau de François Picotte à la DNIP

Transféré le 20 Juin 1996

BEST AVAILABLE COPY

Nombre	Désignation	Location	Condition
1	Bureau Ministre	Plan	Bon
1	Classiers Métallique	Plan	Bon
1	Fauteuil Ministre	Plan	Bon
2	chaises visiteurs	Plan	Bon
1	Split	Plan	Bon
1	Buffet / Armoires	Plan	Bon
1	<del>classeurs tampe</del>	<del>Plan</del>	<del>Bon</del>
			
			M. Oumar Kouyaté

ANNEX B

Maintenir en 1996.



UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT



UNITED STATES ADDRESS:

USAID / Conakry  
Department of State  
Washington D.C.  
20521 - 2110

INTERNATIONAL ADDRESS:

USAID B.P. 603  
c/o American Embassy  
2nd Blvd & 9th Ave  
Conakry, Guinea

TELEPHONE:

(224) 41-21-63  
(224) 41-25-02  
(224) 41-20-29  
(224) 41-19-85 (FAX)

Ref.: 0176 /96

April 4, 1996

Mr. James Dean  
Chief of Party  
DAC  
Conakry

Dear Mr. Dean:

This is to inform you that USAID has authorized the transfer of the Lister Petter Generator, serial No. 4400013 CRK 34001, that was used by François Picotte to the Agricultural Marketing Project. Mr. Alan Small will arrange the pick up.

Sincerely,

Ralph L. Conley  
Chief RDO

cc: Alan Small, SHELADIA

ANNEX B

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DAC

PROJET D'APPUI A LA REFORME ECONOMIQUE  
NO. USAID 675-0218  
CERTIFICAT DE TRANSFERT DE VEHICULES A VITA

DESIGNATION	NO.	ORIGINE	KILOMETRES	OBSERV.
DAIHATSU ROCKY WAGON, GASOLINE, 4 WD, 2 DOORS	IT 2615	DAC	41949	GOOD

Transférés le 2<sup>e</sup> Juillet 1996  
Par Mamy Keita, GDO/USAID  
Reference:

① Malcalé Comara / John B. Flynn  
letter No. 0220/96

② John B. Flynn letter to DAC  
COP No. 0294/96, June 10, 1996

Received by: PAUL RIPPEY

Date: 2/7/96

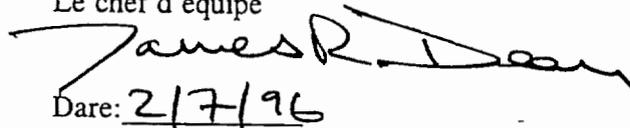
Volunteers in Technical Assistance (VITA)

Signature:



Pour DAC:

Le chef d'équipe



Date: 2/7/96

- 1 Vignette
- 1 Assurance (sept. 1996)
- 1 Attestation prorogative (sept. '96)
- 1 72 immatriculation (23-2/95)

ANNEX B

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**PROJET D'APPUI A LA REFORME ECONOMIQUE  
NO. USAID 675-0218  
CERTIFICAT DE TRANSFERT DE VEHICULES A PSI**

DESIGNATION	NO.	ORIGINE	KILOMETRES	OBSERV.
TOYOTA LAND CRUISER. 4WD, GASOLINE, 2 DOORS	IT 3222	DAC	21 221	GOOD

Transférés le 2<sup>e</sup> Juillet 1996

Par Mamy Keita, GDO/USAID

Reference:

① Makala Camara / John B. Flynn  
letter No. 0220/96

② John B. Flynn letter to DAC  
COP No. 0294, June 10, 1996.

Received by:

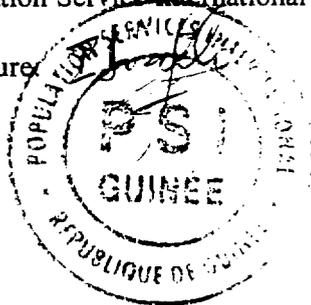
*ILYASSOUM DIALO, Admin -*

Date:

*02/07/96*

Population Service International (PSI)

Signature:



Pour DAC:

Le chef d'équipe

*2/7/96*

Date:

*James R. Dean*

**ANNEX B**

BEST AVAILABLE COPY

**BON DE LIVRAISON**

Reçu du projet DAC le 5 Juillet 1996:

- 1 Ordinateur Portable Compaq Contura Aero 8 Mo RAM

*James R. Dean*

Le Chef de Projet DAC

*AN Boutra*

Le Directeur National  
de l'Agriculture



**ANNEX B**

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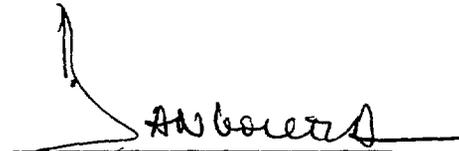
# BON DE LIVRAISON

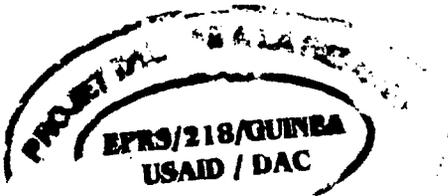
Conakry, le 20 Août 1996

Il a été délivré à la DIRECTION NATIONALE DE L'AGRICULTURE par le projet DAC les équipements informatiques qui suivent:

- 1 Imprimante HP Deskjet 520
- 1 Conditionneur de ligne IMMUNELEC
- 1 Ordinateur portable Compaq Contura Aero

  
Le Chef de Projet DAC

  
Le Directeur National  
de l'Agriculture



ANNEX B

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**ANNEX C: LIST OF MAEF EMPLOYEES TRAINED ON  
COMPUTERS**

NOM	DOS	WINDOWS	WORD	EXCEL	ACCESS
Ibrahima Bactchily	X	X	X	X	
Mamby Sylla	X	X	X	X	
N'koya Souaré	X	X	X	X	
Mariama Dalanda Sow	X	X	X	X	
Aminata Camara	X	X	X	X	
Daniël Asecna Condé	X	X	X	X	
Mamadou Coulibaly	X	X	X	X	
Oumou Koultoumy Diallo	X	X	X	X	
Ouessou Nabé	X	X	X	X	
Jacqueline Traoré	X	X	X	X	X
Mohamed Youssouf Camara	X	X	X	X	X
Fatoumata Sylla	X	X	X	X	
Hawa Diarra	X	X	X	X	
Saran Mara	X	X	X	X	
Amadou Diallo	X	X	X	X	X
Mamadouba Soumah	X	X	X	X	X
Tequet Condé	X	X	X	X	
Ibrahima Dia	X	X	X	X	
Toumany Sidibé	X	X	X	X	
Thierno Mouctar Diallo	X	X	X	X	X
Hady Lamine Touré	X	X	X	X	
Thierno Souleymane Oularé	X	X	X	X	
Fodé Issiaga Fofana	X	X	X	X	
Hassimiou Diallo	X	X	X	X	
Kaba Kourouma	X	X	X	X	X
Nansamoudou Traoré	X	X	X	X	X
Balla Moussa Kouyaté	X	X	X	X	X
M'Bemba Traoré	X	X	X	X	X
Amadou Diallo	X	X	X	X	X
Ismaël Soumah	X	X	X	X	X
Djénabou Diallo	X	X	X	X	X
Mamadou Alpha Sow	X	X	X	X	X
Moussa Kouyaté	X	X	X	X	
Saoudatou Bah	X	X	X	X	
M'Bemba Samba Diakité	X	X	X	X	
Fatoumata Tounkara	X	X	X	X	
Dembo Diawara	X	X	X	X	

NOM	DOS	WINDOWS	WORD	EXCEL	ACCESS
Alhassane Sylla	X	X	X	X	
Kalil Diawara	X	X	X	X	X
Ousmane Fofana	X	X	X	X	X
Mohamed Touré	X	X	X	X	X
Fodé Laye Camara	X	X	X	X	X
Boye Touré	X	X	X	X	X
Alpha Abdoulaye Camara	X	X	X	X	X
Boubacar Kébalý Diallo	X	X	X	X	
Amadou Dieng	X	X	X	X	X
Mohamed Camara	X	X	X	X	
Mariama Camara	X	X	X	X	
Vincent Koundouno	X	X	X	X	
M'balia Sylla	X	X	X	X	
Daouda Damba	X	X	X	X	
Yady Camara	X	X	X	X	
Youssef Kahn Diallo	X	X	X	X	X
Safiatou Souaré	X	X	X	X	
Ousmane Ly	X	X	X	X	
Abdoulaye Condé	X	X	X	X	
Jacques Gomez	X	X	X	X	
Hamirou Diallo	X	X	X	X	
Mariatou Fofana	X	X	X	X	
Sékou Tidiane Sylla	X	X	X	X	
Abdoulaye Cherif Sylla	X	X	X	X	
Abdou Soumah	X	X	X	X	
Ibrahima Kalil Bangoura	X	X	X	X	
Mabinty Camara	X	X	X	X	
Ahmadou Camara	X	X	X	X	
Aboubacar Sidibé	X	X	X	X	
Mohamed Lamine Magassouba	X	X	X	X	
Sidiki Cissé	X	X	X	X	
Thierno Souleymane Oularé	X	X	X	X	
Issiaga Fofana	X	X	X	X	
Alpha Oumar Yembereng Diallo	X	X	X	X	
Bountourabi Camara	X	X	X	X	
Abdourahmane Camara	X	X	X	X	
Bintou Bangoura	X	X	X	X	

NOM	DOS	WINDOWS	WORD	EXCEL	ACCESS
Boubacar Diallo	X	X	X	X	
Mohamed Diané	X	X	X	X	
Abdoul kadel Diakité	X	X	X	X	
Mohamed Traoré	X	X	X	X	
Hassanatou Diallo	X	X	X	X	
Jacky Traoré	X	X	X	X	
Moriba Sossouadouno	X	X	X	X	
Kanfory Camara	X	X	X	X	
Dr. Mamadou Aliou Diallo	X	X	X	X	X
Barry F. Fily Diallo	X	X	X	X	
Alpha Issaga Diallo	X	X	X	X	
Mamadou Sylla	X	X	X	X	
Amadou Mouctar Diallo	X	X	X	X	
Kanfory Camara	X	X	X	X	
Sory Oularé	X	X	X	X	
Sikou Sakho	X	X	X	X	
Oumou Diallo	X	X	X	X	
Oumoul Diallo	X	X	X	X	
Mariam Diallo	X	X	X	X	
Morikany Camara	X	X	X	X	
Alphonse Gomez	X	X	X	X	
Kandas Kanté	X	X	X	X	
Aboubacar Sayon Këta	X	X	X	X	
Fatou Konaté	X	X	X	X	
M'Balía Sylla	X	X	X	X	
Nabé Idrissa Conté	X	X	X	X	
Mory Diaby	X	X	X	X	
Souleymane Bah	X	X	X	X	
Ousmane Baldé	X	X	X	X	
Abdou Soumah	X	X	X	X	
Abdourahmane Baldé	X	X	X	X	
Moussa Sagno	X	X	X	X	
Jacouba Camara	X	X	X	X	
Bemba Sylla	X	X	X	X	
Ibrahima Kalil Cissoko	X	X	X	X	X
Rouguiatou Diallo	X	X	X	X	
Fatoumata Yébhé Bah	X	X	X	X	
Jeanette Béavogui	X	X	X	X	
Sékou Sako	X	X	X	X	
Batouly Mara	X	X	X	X	

NOM	DOS	WINDOWS	WORD	EXCEL	ACCESS
Salématou Diaby	X	X	X	X	
M'Mah Fofana	X	X	X	X	
Aminata N'Gom	X	X	X	X	
Fatoumata Saran Diallo	X	X	X	X	
Aïba Koïta	X	X	X	X	
Oumou Sadio Bah	X	X	X	X	
M'Mafoudia Camara	X	X	X	X	
Kadiatou Barry	X	X	X	X	
N'Gady Damba	X	X	X	X	
Aminata Fofana	X	X	X	X	
Mata Souaré	X	X	X	X	
Younoussa Soumah	X	X	X	X	
Mamadouba Soumah	X	X	X	X	
Batouly Barry	X	X	X	X	
Aïssata Camara	X	X	X	X	
Abdoulaye Condé	X	X	X	X	
Ibrahima Fofana	X	X	X	X	
Bernard Mansaré	X	X	X	X	
Algassimou Diallo	X	X	X	X	
Ismaël Diallo	X	X	X	X	
N'Faly Fofana	X	X	X	X	
Kadé Diallo	X	X	X	X	
Sékou Sakho	X	X	X	X	
Marlyatou Diallo	X	X	X	X	
Mickaël Bangoura	X	X	X	X	
Ousmane Kallo	X	X	X	X	
Thierno Hamidou Baldé	X	X	X	X	

**ANNEX D: LIST OF PROJECT LOCAL HIRES**

# EMPLOYES D.A.C.

*Situation du 01/02/96*

N°	Nom et Prénom	Date d'Embauche	Poste	Lieu	Remarque
1	Haïdar Curtis Nawale	Novembre 1993	Adjointe Administrative	Bureau	Fin Contrat
2	Diallo Mariama Sira	Avril 1994	Sécrétaire	Bureau	
3	Condé Mamady	Août 1993	Commis	Bureau	Fin Contrat
4	Touré Moussa	Novembre 1993	Chauffeur	Bureau	
5	Fodé Kaba Condé	Août 1993	Chauffeur	Bureau	
6	Keïta Mamoudou	Août 1993	Chauffeur	Bureau	
7	Camara Alkaly Aly	Decembre 1993	Gardien	Marie France	Fin Contrat
8	Diallo Abdoulaye	Janvier 1994	Gardien	Marie France	Fin Contrat
9	Garley Nelson	Février 1994	Gardien	François	Fin Contrat
10	Diallo Mamoudou	Septembre 1993	Gardien	Bureau	
11	Bangoura Momo	Octobre 1993	Gardien	Bureau	
12	Sylla Alkaly	Octobre 1993	Gardien	Bureau	
13	Diallo Mamadou Oury	Novembre 1993	Gardien	John	
14	Sylla Abou	Mars 1994	Gardien	John	
15	Diallo Moustapha	Novembre 1993	Gardien	Jim	
16	Cissé N' Faly	Octobre 1993	Gardien	John	
17	Bah Mohamed Lamarana	Janvier 1994	Gardien	Jim	
18	Dramé Mamadou	Janvier 1994	Gardien	Chan	
19	Barry Abdoulaye	Janvier 1994	Gardien	Jim	Fin Contrat
20	Bah Boubacar	Novembre 1993	Gardien	Jim	
21	Keïta Moussa	Mars 1994	Gardien	Bureau	
22	Bah Ibrahima Tély	Mars 1994	Gardien	Jim	
23	Kouyaté Djiba Cheïck	Mars 1994	Assistant	Bureau	
24	Keïta Ibrahima Sory	Février 1994	Gardien	Chan	
25	Jalloh Souleymane	Juin 1994	Gardien	Isabel	Paul
26	Toino Alphonse	Juin 1994	Gardien	Marie France	Paul
27	Doumbouya Mamoudou	Juillet 1994	Gardien	Marie France	John
28	Traoré Massé Moussa	Juillet 1994	Chauffeur	Bureau	
29	Fidel Moses	Juillet 1994	Chauffeur	Bureau	Fin Contrat
30	Diallo Ourmoul Khaïry	Juillet 1994	Sécrétaire	Bureau	
31	Kébé Joseph	Juillet 1994	Gardien	Chan	Fin Contrat
32	Keïta Adama	Juillet 1994	Gardien	Chan	
33	Diallo Amadou	Août 1994	Gardien	Isabel	
34	Teindie Ouamouno	Août 1994	Gardien	Marie France	Fin Contrat
35	Keïta Mamadi	Août 1994	Gardien	Marie France	François

ANNEX D

# EMPLOYES D.A.C.

Situation du 01/02/96

N°	Nom et Prénom	Date d' Embauche	Poste	Lieu	Remarque
36	Benjamin Sâa Tagbino	Août 1994	Gardien	Marie France	François
37	Sow Alpha Mamadou	Août 1994	Gardien	Isabel	Fin Contrat
38	Camara Mamadou Ibounou	Novembre 1994	Gardien	Paul	
39	Kolie Frank	Juillet 1994	Gardien	Paul	Fin Contrat
40	Camara Lansana	Septembre 1994	Gardien	Paul	Fin Contrat
41	Soumah Mamadouba	Octobre 1994	Gardien	François	
42	Diallo Mamadou Saliou	Septembre 1994	Gardien	Marie France	Fin Contrat
43	Camara Mamadou Siré	Octobre 1994	Gardien	Chan	
44	Doumbouya Sory	Octobre 1994	Assistant en Informatique	Bureau	
45	Konaté Abdouramane	Décembre 1994	Gardien	François	
46	Diané Mamady	Décembre 1994	Gardien	Marie France	Fin Contrat
47	Diallo Mamadou Aliou Sank	Décembre 1994	Gardien	Chan	
48	Kourouma Mohamed	Décembre 1994	Gardien	Paul	Fin Contrat
49	Condé Aly	Décembre 1994	Gardien	Chan	
50	Boubacar Bah	Décembre 1994	Gardien	Paul	Fin Contrat
51	Condé Yaya	Mars 1995	Gardien	Paul	Fin Contrat
52	Bangoura Fodé Momo	Mars 1995	Gardien	Paul	Fin Contrat
	<b>STAGIAIRES</b>				
53	Doumbouya Aïssata		Stagiaire	Bureau	
54	Cissé Hawa		Stagiaire	Bureau	Fin Contrat
55	Dieng Amadou		Stagiaire	Bureau	Fin Contrat
56	Camara Makoto		Stagiaire	Bureau	
57	Condé Jacqueline		Stagiaire	Bureau	

ANNEX D

3

**ANNEX E: SAMPLE MAEF MANAGEMENT NEWSLETTER**

# Le management

Volume 1 No 3

EPRS 218/DAC/USAID/MAEF

1er juillet 95

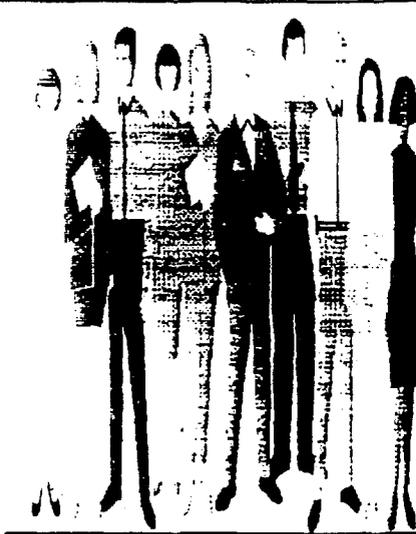
## LA DELEGATION

### La délégation du pouvoir décisionnel

On peut définir la décentralisation comme étant le processus par lequel le pouvoir de décision est délégué aux cadres inférieurs d'une organisation. Il faut par ailleurs noter qu'une organisation ne peut être ni totalement centralisée ni totalement décentralisée.

En effet, si une organisation était totalement centralisée, cela signifierait que les cadres intermédiaires et inférieurs n'auraient jamais de décisions à prendre, qu'ils n'auraient rien à faire. Dans le cas d'une organisation totalement décentralisée, cela signifierait que les unités administratives situées au bas de la structure hiérarchique n'auraient aucune relation les unes avec les autres puisqu'il n'y aurait personne à la tête de la structure pour les coordonner ou les unir.

Aussi, lorsque l'on parle de décentralisation, faut-il entendre décentralisation partielle et la nécessaire présence d'un équilibre entre les deux. Prenons pour exemple, le Département de l'Agriculture, dont le siège se trouve à Conakry. Les fonctions hiérarchiques et fonctionnelles se



trouvent au siège, à savoir le Cabinet et ses services d'appui, ce qui en constituent les postes-clés, de même que l'Etat Major composé des cadres supérieurs des directions techniques, des services rattachés, services nationaux et Etablissements Publics. Dans les Préfectures, on retrouve les représentants des différentes directions techniques qui répondent hiérarchiquement à leur service de tutelle. Par conséquent, le pouvoir de décision s'effectue très majoritairement au siège.

**Dans la structure organisationnelle décentralisée sur une base géographique, certains cadres intermédiaires exercent leurs fonctions à ce niveau et ces**

derniers relèvent d'une Direction régionale qui exerce un certains nombres de pouvoirs décisionnels. Dans le cas, d'une décentralisation par fonction, la structure hiérarchique demeure la même sauf que chaque Directeur Régional peut effectuer sa propre recherche, faire une planification plus sérieuse sur une base régionale et déterminer ses stratégies en fonction des orientations et des priorités d'action tracées par le Central. Pour pouvoir bénéficier au maximum de l'apport d'une structure décentralisée, l'organisation centrale doit donc déléguer un pouvoir d'autorité aux cadres intermédiaires et inférieurs. Les gestionnaires qui sont directement impliqués dans l'application des politiques et des stratégies à la base exercent ainsi un pouvoir réel sur les actions à mener et sur ceux qui les mènent.

Certains facteurs nuisent cependant à la délégation de l'autorité. Plusieurs ouvrages démontrent en effet que, de deux choses l'une, ou les hauts cadres hésitent à déléguer une partie de leur autorité ou les subordonnés ne sont pas prêts à assumer les responsabilités qui y sont reliées. Selon William Newman, les principales raisons qui freinent la délégation du pouvoir décisionnel sont les

## Sommaire

- 1 La délégation du pouvoir décisionnel
- 2 Quelques réflexions

**ANNEX F: SAMPLE PIP DATA SHEET**

**MINISTRE DE L'AGRICULTURE, DE L'ELEVAGE ET DES FORETS**  
**BUREAU DE COORDINATION DE LA POLITIQUE AGRICOLE**  
**Cellule Suivi du PIP**

- 1. INTITULE DU PROJET:** PROJET NATIONAL D'INFRASTRUCTURES RURALES (PNIR)  
**2. N° PIP:** 1161  
**3. SERVICE TECHNIQUE:** Direction Nationale du Génie Rural  
**4. ZONES D'IMPACT:** Toute la Guinée  
**5. PREFECTURE (S):**  
**6. ANNEE DE DEMARRAGE EFFECTIVE:** 1991  
**7. DELAI D'EXECUTION:** 6 ans  
**8. COUT TOTAL DU PROJET:** 96.320 millions FG.

	MONTANT (*) (en devise ou en FG)	DON ou PRET	Taux d'intérêt	Durée du prêt	Taux de change	Total (en millions FG)
BAILLEUR DE FONDS N°1: <b>I.D.A. (*)</b>	43,82 M US\$	PRET	1 %	30 ans	1 \$US= 1000 FG	43 820
BAILLEUR DE FONDS N° 2 <b>USAID</b>	33 M US\$	DON			1 \$US= 1000 FG	33 000
BAILLEUR DE FONDS N°3 <b>KFW</b>	8,5 M US\$	DON			1 \$US= 1000 FG	8.500
BAILLEUR DE FONDS N°4 <b>FAC</b>	0,8 M US\$	DON			1 \$US= 1000 FG	800
ETAT (RG): (FG) - BND (res.propre) - FDCP - Apport en nature - Bénéficiaires	10,2 MUS\$					10 200
<b>TOTAL (prévu)</b>	<b>96,32 MUS\$</b>					<b>96 320 MFG</b>

Selon le Rapport d'Activités 1995 de la DNGR, en dehors du PNIR, les autres réalisations « hors du PNIR » sont aussi financés par les bailleurs de fonds suivants:

<u>Engagements</u> (millions US\$)	<u>Décaissements</u> <u>au 31/10/95</u> (millions US\$)	<u>Taux de</u> <u>décaissement</u>
I DA : 4,08	0,3	7%
FED: 2,43	2,43	100%
BAD: 7,58	2,3	30%
HCR 1,1	1,55	141%
CFD: 22,02	15	68%

## **9. OBJECTIFS**

### **9.a. Objectifs principaux:**

- Développement d'infrastructures rurales
- Désenclavement des zones de productions isolées
- Amélioration de circuits de commercialisation des produits agricoles
- Contribution à l'augmentation de production agricole et le revenu des paysans ainsi que leur standard de vie.

### **9.a. Objectifs spécifiques:**

- - la construction de bureaux et leurs équipements,
- - l'assistance technique et la formation du personnel
- - la création de capacité technique pour la DNGR et services rattachés (BTGR et UME) .
- - la réfection et l'entretien de 2500 Km de pistes rurales ;
- - l'aménagement de 2000 ha de bas-fonds ;
- - l'alimentation en eau potable dans 140 villages par le forage de 220 puits ;
- - l'appui à l'émergence du secteur privé dans le bâtiment et les TP par :
- - les travaux à haute intensité de main d'oeuvre ( HIMO) avec le BIT ;
- - des actions pilotes de cantonnement avec le BIT ;
- - des opérations pilotes d'aménagement de bas-fonds en s'appuyant sur les ONG

**A l'issue du programme actuel d'investissement (horizon décembre 1996), les projets dont la DNGR assure la maîtrise d'oeuvre auront permis de réaliser des objectifs spécifiques suivants:**

- ◆ 600 km de pistes;
- ◆ 900 km d'entretien cumulé de pistes
- ◆ ouvrages qui auront rendu praticables près de 1.400 km de pistes;
- ◆ 000 ha d'aménagements de bas-fonds;
- ◆ 700 ha d'aménagements de plaines côtières.

## **10. COMPOSANTES ESSENTIELLES OU PRINCIPALES ACTIVITES**

1. Pistes rurales
2. Bas-fonds
3. Forages
4. Constructions
5. Equipements
6. Assistances technique et formation
7. Renforcement institutionnel
8. Fonctionnement
9. Appui au secteur privé ( promotion des PME)

# 11. NIVEAU D'EXECUTION

(P= Prévion. R = Réalisation. MFG= millions FG)

## 11.a. Financière:

EXECUTION FINANCIERE.		1991	1992	1993	1994	1995	1996	TOTAL
BND (en millions FG)	P	600	1 266	1 925	3300	6927,77	1 800	
	R	399	660	1 650	1 100	377,86		
FINEX (en millions FG)	P	5 840	11 436	19 890	28770	28717,51	12 036	
	R	612	6 545	?	?	6793,79		
TOTAL (en millions FG)	P	6 440	12 702	21 815		45515,78		
	R	1 011	7 205			7108,65		

Note: Les décaissements au 31 octobre 1995 par bailleurs de fonds peuvent se résumer comme suit:

### P.N.I.R.

BAILLEURS DE FONDS	Engagements (en millions US\$)	Décaissement au 31/10/95 (millions US\$)	Taux de décaissement
IDA	43,82	34,99	80%
CF	0,8	1,62	203%
USAID	33	18,03	55%
KFW	8,5	8,46	100%
RG	10,2	9,63	94%
TOTAL	96,32	72,63	76%

Source : Rapport Annuel d'Activités de la DNGR, Janvier 1996

## 11.b. Physique (indicateurs clés quantifiables)

ANNEE/ACTIVITES		1991	1992	1993	1994	1995	TOTAL
Pistes rurales (km) (investissements)	P					1 230	
	R	635	962	975	1 249	890	5 620
Pistes entretien (km)	P						
	R					902	
Aménagements (Bas-fonds)	P						
	R					1 010	6 000 ha
Aménagement de Plaines littorales (ha)	P						
	R					800	
Ouvrages de franchissement (unités)	P						
	R					120	
Infrastructures d'appui (m <sup>2</sup> )	P						
	R					1 400	
Autres Infrastructures (élevage, marché) (unité)	P						
	R					12	
Forages	P						
	R						100
Constructions de ponts	P						
	R						10
Formation des cadres	P						
	R					134	520

Appui au secteur privé (nb de PME formés)	P R						393
--	--------	--	--	--	--	--	-----

## 12. EFFECTIF DU PROJET:

CATEGORIE	1991	1992	1993	1994	1995
P. de fonctionnement (nb)				633	<b>688</b>
P. temporaire (nb)				166	<b>168</b>
A. technique (pers/mois)				200	<b>85</b>

## 13. CONTRAINTES OU DIFFICULTES RENCONTREES

1. Contraintes humaines:
2. Contraintes techniques:
3. Contraintes financières:

## 14. OBSERVATIONS

### *Restructuration*

Une structuration de la Direction National du Génie Rural (DNGR) a été réalisée. Elle se compose de la création d'une nouvelle « Division Entretien des Infrastructures Rurales » (DEIR) et les nouvelles sections (i) Constructions Rurales, et (ii) Hydraulique Rurale. Ces aménagements au niveau du cadre organique ont été rendus nécessaires pour permettre de répondre aux nouveaux besoins en matière de développement et de pérennité des infrastructures notamment de l'entretien des pistes par l'exécution d'un vaste programme d'investissement dans le cadre du PNIR et des programmes associés.

### *Programme à moyen terme.*

La DNGR a su à la lumière des résultats et expériences acquises au cours de la réalisation du PNIR et des programmes associés, relever le défi de préparer des programmes à moyen terme dans le souci de prolonger et consolider les actions déjà entreprises, de diversifier les champs d'intervention (mécanisation, aménagement de plaines..) de procéder à des rééquilibrages régionaux et de mettre en oeuvre un dispositif à grandes échelle au niveau d'entretien.

Le programme présenté, repose sur la mise en oeuvre d'un plan d'action ambitieux sur 6 ans dont le coût estimatif s'élève à près de 160 millions US\$. Plusieurs partenaires de coopération ont manifesté un intérêt prononcé au cofinancement de ce programme. Il convient de citer les intentions de financements exprimées par

- la CFD : 82 millions FRF dont :
  - 52 millions FRF en vue de la réalisation de 11 grands ponts
  - 30 millions de FRF pour le programme d'aménagements de 5 000 ha de plaine de mangrove et bas-fonds;
  - un programme de réhabilitation de 1 500 km de pistes.

- la KFW: 12 millions DM
  - Réhabilitation de près de 300 km de pistes
  - Réalisation de plus de 200 ouvrages de franchissement,
  - Amélioration de près de 150 km de plate-forme et
  - Entretien de 300 km des pistes.
  
- la Banque Mondiale (IDA): 61 millions US\$ (période de 6 ans)
  - Entretien des pistes
  - Désenclavements
  - Aménagements des bas-fonds (neufs et restauration)
  - Développement de la mécanisation,
  - Promotion des P.M.E.
  - Appui institutionnel.
  
- la BADEA - Aménagement des bas fonds : 3 000 ha,
  
- l'Union Européen : 12 à 15 millions ECUS
  - Réalisation d'un programme de retenues collinaires à vocation agro-pastorale,
  - Réalisation d'un vaste programme d'infrastructures rurales.
  
- la Coopération Française Assistance technique bilatérale et réalisation d'une étude sur la riziculture.
  
- l'OPEP : 40 millions US\$
  - Programme de pistes rurales en Guinée Forestières et Haute Guinée (30 MUS\$).
  - Programme de retenues collinaires (10 MUS\$)
  
- la JICA 4 millions US\$
  - Réalisation d'un programme pilote de développement de la petite irrigation sur l'ensemble du territoire nationale.

Il faut noter que la DNGR, en 1995, a mis au point, et mis en oeuvre une stratégie d'entretien novatrice et complexe dont les résultats tant en étendue qu'en nature ont été salués par tous les partenaires du développement, précondition de mobilisation des ressources extérieures présentes au profit des programmes à moyen terme.

**ANNEX G: NATIONAL INVESTMENT BUDGET FOR  
AGRICULTURE 1986-1996**

**REPUBLIQUE DE GUINEE**  
**MINISTERE DE L'AGRICULTURE, DE L'ELEVAGE ET DES FORETS**

**BUDGET D'INVESTISSEMENTS PUBLICS 1986-1996**  
**INSCRIPTIONS BUDGETAIRES ET DECAISSEMENTS PAR ANNEE ET PAR PROJET**

**Mars 1996**

BILANPIP86-96

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REPUBLIQUE DE GUINEE								
MINISTERE DE L'AGRICULTURE, DE L'ELEVAGE ET DES FORETS								
BUDGET D'INVESTISSEMENTS PUBLICS 1986								
INSCRIPTIONS BUDGETAIRES ET DECAISSEMENTS PAR PROJET								
(en million de GNF)								
						Taux de change est.: 1US\$=300 GNF		
N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND (*)	FINEX(**)	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1101	Opération riz signi	150	2100	2250	132,8	1 818,90	1 951,70
2	1102	Centre Vulgarisation Maraichère DALABA	10	156,8	166,8	9,7	98,1	107,80
3	1103	Projet agricole Guékédou (PAG)	90	450	540	116,5	234,90	351,40
4	1105	Centre agricole Tinbo (FARANAH)	30	75	105	9,1	0	9,10
5	1107	Centre de Recherche Kilissi	34	0	34	16	0	16,00
6	1108	Bureau Stratégie de Développement Rural (BSD)	53	315	368	30,1	219,3	249,40
7	1111	Dévt Agric, H, Guinée (ext, proj, végétaux)	206	1530	1736	149	1124,3	1 273,30
8	1112	Labo, protec, végétaux Foulayah	50	76	126	0	81	81,00
9	1113	Reduct, pertes après récolte	10	119,5	129,5	8,6	107,7	116,30
10	1114	Production palmiers select, NZE	20	0	20	0	0	0,00
11	1115	Enquêtes statist, agricoles	60	140	200	50,9	0	50,90
12	1116	Promotion des Entreprises Agricoles Privées	6,3	51,5	57,8	0	0	0,00
13	1419	Projet Intégré de Développement Rural Labé	27,4	249	276,4	0	0	0,00
14	1120	Appui au Développement Rural	0	272	272	0	92	92,00
15	1121	Centre nat, d'info, dvt rural	9	0	9	2,2	0	2,20
16	1125	Programme Pilote de Vulgarisation	0	0	0	0	10,5	10,50
17	1133	Projet de recherche agronomique	0	0	0	0	44	44,00
18	1136	Huileries coopératives MACENTA	0	0	0	2,5	0	2,50
19	1143	ONADER	0	0	0	0	225,9	225,90
<b>S/total Agriculture</b>			<b>755,7</b>	<b>5534,8</b>	<b>6290,5</b>	<b>527,4</b>	<b>4056,6</b>	<b>4584</b>
(*) B.N.D. = Budget National de Développement								
(**) FINEX = Financement Extérieur								

		<b>Elevage</b>						
20	1201	Sélection race N'dama Boké	12	83	95	0	135	135,00
21	1202	Développement élevage	30	195	225	0	0	0,00
22	1204	Ferme de DITINN	0	0	0	2,2	0	2,20
		<b>S/total Elevage</b>	<b>42</b>	<b>278</b>	<b>320</b>	<b>2,2</b>	<b>135</b>	<b>137,2</b>
		<b>Forêts</b>						
23	1401	Forêts communautaires Pita	0	0	0	0	45	45,00
24	1402	Rebois, 4 bass, versants Kokoulo	19	168	185	8,4	272,4	280,80
25	1403	Amenagement Intégré Fouta-djalon	9	37,3	46,3	11,5	0	11,50
26	1404	ONAF-Niger Faranah	50	0	50	5,9	0	5,90
27	1405	ONAF-Konkouré Kindia	40	0	40	6,4	0	6,40
28	1406	Brigade Lutte feu de brousse	15	21	36	3,8	0	3,80
29	1407	Ecole technique forestière	35	25	60	0	0	0,00
30	1415	Inventaire forêt dense	5	22,5	27,5	0	0	0,00
31	1416	Inventorier Forestier National	2	0	2	0	0	0,00
		<b>Sous/total Forêts</b>	<b>175</b>	<b>271,8</b>	<b>448,8</b>	<b>36</b>	<b>317,4</b>	<b>353,4</b>
		<b>Génie Rural</b>						
32	1104	Plaine de Monchon (2ème phase)	0	0	0	0	1 023,80	1 023,80
33	1106	Réfection urgente instal KOBA	15	40	55	0	0	0,00
34	1109	Brigade Génie Rural Labé & Kankan	49,3	0	49,3	6,8	0	6,80
35	1110	Aménagement Rio Sumba Dubréka	8,8	8	16,8	0	0	0,00
36	1117	Micro-Réalisation du FED	29,4	171,1	200,5	9,2	34,5	43,70
37	1118	Pistes Rurales	0	150	150	0	0	0,00
		<b>S/total Génie Rural</b>	<b>102,5</b>	<b>369,1</b>	<b>471,8</b>	<b>16</b>	<b>1058,3</b>	<b>1074,3</b>
		<b>Hydraulique Villageoise</b>						
38	1414	Projet Pilote SNAPE	145	392	537	85,6	210,4	296,00
39	1417	SNAPE Point Beyla, KK, Macenta	11,5	402,3	413,8	0	120,3	120,30
40	1418	Hydraulique Villageoise DINGUI.DALA.FARANAH	16	150	166	0	0	0,00
41	1420	Programme spécial des pays Sahéliens	0	90	90	0	54,6	54,60
42	1421	Aliment eau Gaoual Koundara	9	348,8	357,8	0	337,5	337,50
43	1422	Réalisation 120 forages SIGUIRI	26,2	255,9	282,1	0	0	0,00
44	1423	Dvt forestier	0	68	68	0	0	0,00
45	1430	Renforcement DNH	15	42	57	0	0	0,00
46	1432	Aménagement buts multiples OMVG	1,9	20,7	22,6	5,6	0	5,60

47	1433	Labo eau et environ, Labé (OMVG)-DNIH	78	0	78	0	0	0,00
48	1437	Rénovation mins;centrales Labé,Sérédou	1,5	19,2	20,7	0	0	0,00
		<b>S/total Hydraulique Villageoise</b>	<b>304,1</b>	<b>1788,9</b>	<b>2093</b>	<b>91,2</b>	<b>722,8</b>	<b>814</b>
		<b>Météo</b>						
49	1408	Agro-Météo Alerte Rapide	2	25	27	0	0	0,00
50	1409	Batiment Direction Nationale Météo	0	0	0	7,3	0	7,30
51	1410	Renforcement agro-météo	10	0	10	0	0	0,00
52	1411	Pièces de Rechange Météo	0	63	63	69,4	0	69,40
53	1413	Télé détec tion Météo	8	65	73	0	35,8	35,80
		<b>S/total Météo</b>	<b>20</b>	<b>153</b>	<b>173</b>	<b>76,7</b>	<b>35,8</b>	<b>112,5</b>
		<b>Pêche</b>						
53	1301	ODEPAG	50	210	260	9,9	0	9,90
54	1302	Motorisation des pirogues	15	90	105	3,5	0	3,50
55	1303	Centres de fumage CKY et BOFFA	0	0	0	3	36,9	39,90
		<b>S/total Pêche</b>	<b>65</b>	<b>300</b>	<b>365</b>	<b>16,4</b>	<b>36,9</b>	<b>53,3</b>
		<b>GRAND TOTAL 1986</b>	<b>1464,3</b>	<b>8695,6</b>	<b>10159,9</b>	<b>765,9</b>	<b>6362,8</b>	<b>7128,7</b>
F1\Chan\BilanPIP 21/3/1996								

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# MINISTERE DE L'AGRICULTURE, DE L'ELEVAGE ET DES FORETS

## BUDGET D'INVESTISSEMENTS PUBLICS 1987

(en million de GNF)

		Taux de change est. = 429 GNF						
N°	CODE	INTITULE	PREVISION			REALISATION		
ordre	PIP		BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1101	Opération riz, signiri	151,8	2232	2383,8	97,9	1 022,30	1 120,20
2	1102	Centre vulg, maraichère DALABA	13,2	54	67,2	7,9	58,6	66,5
3	1103	Projet agricole Guékédou (PAG)	310,8	1428	1738,8	233,3	1 339,00	1 572,30
4	1105	Centre agricole Tinbo (FARANA)	82,2	0	82,2	44,5	0	44,5
5	1108	Bureau strat, Dévt, rural (BSD)	224	443,5	667,5	112	577,5	689,5
6	1111	Dévt Agric, H, Guinée (ext, proj, végétaux)	199,8	850	1049,8	91	1642,9	1 733,90
7	1112	Labo, protec, végétaux Foulayah	58	32,4	90,4	0	37,7	37,7
8	1113	Reduct, pertes après récolte	13	299	312	3,8	158,1	161,9
9	1114	Production palmiers select, NZE	20	0	20	16,8	0	16,8
10	1115	Enquêtes statist, agricoles	105	157	262	109,2	71	180,2
11	1119	Dvt rural par actions décent,	0	576	576	0	170,4	170,4
12	1120	Appui au dvt rural	3	250	253	0	250	250
13	1121	Centre nat, d'info, dvt rural	11,9	0	11,9	7,6	0	7,6
14	1123	Palmiers-hévées YOMOU (2ème phase)	225	987,6	1212,6	226,7	961,3	1 188,00
15	1124	Dévelop, intégré FORECARIAH	5	0	5	0	0	0
16	1125	Programme pilote vulgaris,	15	115	130	13,2	57	70,2
17	1127	Dvt rural int, Kissidougou	76,7	300	376,7	28,1	245,1	273,2
18	1130	Formation analyse de projets	5	92	97	3	92	95
19	1131	Dvt rural int, GAOUAL-KOUNDARA	19,7	326	345,7	0	0	0
20	1133	Projet de recherche agronom,	130,8	400	530,8	116,4	400	516,4
21	1134	Services cent, et rég, agric,	1	50	51	0,9	125	125,9
22	1135	Aménagement KOLENTE (réalisation)	23,1	100	123,1	16,2	54,3	70,5
23	1136	Huileries coopératives MACENTA	16	0	16	0	0	0
24	1137	Projet semencier riz	6,1	75,6	81,7	5,6	75,6	81,2
25	1139	Un, pilote pâte de mangue SIGUI	20	28,8	48,8	0	28,8	28,8
26	1140	Projet semencier national	9,1	86,4	95,5	7	48,3	55,3
27	1141	Et, écon, filières grands produ,	7,9	0	7,9	0	0	0
28	1142	Projet Reg, Dvt cult, maraichères	11	90,1	101,1	0	90,1	90,1
<b>S/total Agriculture</b>			<b>1764,1</b>	<b>8973,4</b>	<b>10738</b>	<b>1141,1</b>	<b>7505</b>	<b>8646,1</b>

Elevage								
29	1201	Sélection race N'dama Boké	13	32,4	45,4	0	46,1	46,1
30	1202	Développement élevage	204	500	704	129,6	325	454,6
<b>S/total Elevage</b>			<b>217</b>	<b>532,4</b>	<b>749,4</b>	<b>129,6</b>	<b>371,1</b>	<b>500,7</b>
Forêts								
31	1401	Forêts communautaires Pita	12	0	12	4,8	129	133,8
32	1402	Rebois, 4 bass, versants Kokoulo	60	162	222	33,3	151,8	185,1
33	1403	Amenagement intégré Fouta-djalou	47,2	15	62,2	29,4	15	44,4
34	1404	ONAF-Niger Faranah	65	0	65	19,9	0	19,9
35	1405	ONAF-Konkouré kindia	50	0	50	58,7	0	58,7
36	1407	Ecole technique forestière	35	25	60	0	25	25
37	1415	Inventaire forêt dense	15	126	141	0	94	94
38	1423	Dvt forestier	10	75	85	0	45	45
39	1427	Plantations villageoises	0	22,3	22,3	0	36,8	36,8
40	1432	Aménagement buts multiples OMVG	1,8	50	51,8	13,8	0	13,8
41	1433	Labo eau et environ, Labé (OMVG)	140	0	140	27,5	0	27,5
42	1438	Revue secteur forestier	0	60	60	0	60	60
43	1439	Législation forestière	0	11	11	0	0	0
<b>S/total Forêt</b>			<b>436</b>	<b>548,3</b>	<b>982,3</b>	<b>187,4</b>	<b>556,6</b>	<b>744</b>
Génie Rural								
44	1104	Plaine de monchon:2ème phase	88	200	288	40,8	200	240,8
45	1106	Réfection urgente instal, Koba	25	60,8	85,8	25	60,8	85,8
46	1109	Brigade génie rural Labe, Kanka	90	197	287	14,6	197	211,6
47	1110	Aménagement Rio soumba Dubréka	21,3	30	51,3	7,1	30	37,1
48	1117	Micro-réalisat, rurales du FED	110	345	455	17,6	131,1	148,7
49	1118	Pistes rurales (I)	0	108	108	0	0	0
50	1128	Réhabilitation BANCO (FARANAH)BANIE	30	0	30	0	0	0
51	1132	Aménagement hyd-agr./pistes MAM/N'ZER	0	100	100	0	100	100
52	1138	Pistes rurales (II)	15	30	45	0	0	0
53	1144	Aménagement S,E, Fouta	0	0	0	0	137,7	137,7
<b>S/total Génie Rural</b>			<b>379,3</b>	<b>1070,8</b>	<b>1450,1</b>	<b>105,1</b>	<b>856,6</b>	<b>961,7</b>
Hydraulique Villageoise								
54	1414	Projet pilote SNAPE (poursuite)	129	526	655	84,9	526	610,9
55	1417	Snape :E,pot,BEYLA-kk-Ma(suivi)	13,8	487,5	501,3	0	1168,9	1168,9
56	1418	Hydrau,vil,DINGUI,DAB,FAR,	21	460	481	0	72	72

57	1419	Projet intégré dvt rural LABE	18,7	180	198,7	0	180	180
58	1421	Alimentation eau Gaoual-Koundara	9	390,6	399,6	0	390,6	390,6
59	1422	Réalisation 120 forages SIGUIRI	25,8	116	141,6	0	181,7	181,7
60	1424	Forages KOUROUSSA, KANKA sud	10,2	207	217,2	0	0	0
61	1428	350 forages GUINEE MARITIME	10	200	210	0	0	0
62	1429	Assistance SNAPE	0	115	115	0	115	115
63	1430	Renforcement DNH	18	0	18	0	0	0
64	1431	Labor, qualité des eaux CKY	11,2	0	11,2	0	0	0
65	1434	Bâtiment tech, Dir, Nat, hydraul	23,2	0	23,2	15,2	0	15,2
66	1436	Bâtiment ,Dir, Reg,hydrau, LA, KI, N'ZE	40	0	40	0	0	0
67	1437	Réno, min, ctrales Labe, Sérédou	1,7	11,5	13,2	0	11,5	11,5
		<b>S/total Hydraulique Villageoise</b>	<b>331,4</b>	<b>2693,6</b>	<b>3025</b>	<b>100,1</b>	<b>2645,7</b>	<b>2745,8</b>
		<b>Météorologie</b>						
68	1408	Agro-météorologie alerte rapide	2	27	29	0	0	0
69	1409	Bâtiments Direction nat, météo	43	0	43	12,8	0	12,8
70	1411	Pièces rechange météo	11,1	0	11,1	0	0	0
71	1413	Téledétection météo (poursuite)	20,8	172,5	193,3	7,1	37,5	44,6
		<b>S/total Météorologie</b>	<b>76,9</b>	<b>199,5</b>	<b>276,4</b>	<b>19,9</b>	<b>37,5</b>	<b>57,4</b>
		<b>Pêche</b>						
72	1301	ODEPAG	197,6	1080	1277,6	4,3	685,9	690,2
73	1302	Motorisation des pirogues	29,3	0	29,3	20,9	0	20,9
74	1303	Centres de fumage CKY et BOFFA	10	90,3	100,3	6,9	90,3	97,2
75	1304	SOGUIPECHE	0	982,5	982,5	0	1159,1	1159,1
76	1305	Lab, pêche BOUSSOURA-Recherche	91,5	126	217,5	9	126	135
77	1309	Centre Fabriques, filets et corde	0	180	180	0	0	0
78	1310	Base de pêche de KAMSAR	0	200	200	0	0	0
		<b>S/total Pêche</b>	<b>328,4</b>	<b>2658,8</b>	<b>2987,2</b>	<b>41,1</b>	<b>2061,3</b>	<b>2102,4</b>
		<b>GRAND TOTAL 1987</b>	<b>3533,1</b>	<b>16675</b>	<b>20208</b>	<b>1724,3</b>	<b>14033,8</b>	<b>15758,1</b>
F1\Chan\Bilan PIP 21/3/1995								

**BUDGET D'INVESTISSEMENTS PUBLICS - 1988**

		Taux de change: 1 US\$ = 475 GNF						
N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1101	Opération riz siguiri	151,9	1322,8	1474,7	0	0	0
2	1102	Centre vulg,maralchère DALABA	19,3	0	19,3	20,1	0	20,1
3	1103	Projet Agricole Guékédou (PAG)	470,9	1904	2374,9	431,3	1162,6	1593,9
4	1105	Centre Agricole Tinbo (FARANAH)	76,8	0	76,8	46,8	0	46,8
5	1108	Bureau Strat,Dévt, Rural (BSD)	195,6	868	1063,6	111	883,4	994,4
6	1111	Dévt Agricol,H.Guinée (ext,proj,végétaux)	284,8	1252,3	1537,1	408,7	2140	2548,7
7	1112	Labo,protec,Végétaux Foulayah	20,4	35,6	56	9,4	42	51,4
8	1114	Production Palmiers select,NZE	0	0	0	9,3	0	9,3
9	1115	Enquêtes Statist,Agricoles	88,5	196,6	285,1	88,5	156,1	244,6
10	1117	Micro-réalisat,Rurales du FED	39,5	700	739,5	18,3	617,4	635,7
11	1118	Pistes Rurales (I)	22,8	649,8	672,6	1,3	986,4	987,7
12	1119	Dvt Rural par actions décent,	10	0	10	0	501,6	501,6
13	1123	Palmiers-hévées YOMOU (2ème phase)	393,7	2600,6	2994,3	506,7	1911,3	2418
14	1125	Programme pilote vulgaris,	27	215,9	242,9	15,8	200	215,8
15	1126	PDR GUIN2E Maritime	0	755,7	755,7	0	265,3	265,3
16	1127	Dvt Rural int,KISSIDOUGOU	150	339,5	489,5	32,9	204,5	237,4
17	1128	Réhabilitation BANCO (FARANAH)BANIE	10,9	0	10,9	16,2	0	16,2
18	1129	PDR:Haute Guinée	0	792,4	792,4	0	270	270
19	1131	Dvt,Rural int, GAOUAL-KOUNDARA	50	194,3	244,3	49,8	173,5	223,3
20	1133	Projet de recherche Agronomique	130,8	77,7	208,5	89,5	80	169,5
21	1136	Huilleries Coopératives MACENTA	0	0	0	3,7	0	3,7
22	1139	Un, Pilote pâte de mangue SIGUI	11	0	11	0	0	0
23	1140	Projet Semencier National	165	503,1	668,1	0	350	350
24	1145	Reduct,Pertes après rec,(ext.)	42,5	0	42,5	15,7	0	15,7
25	1146	Crédit Rural (Test)	23,8	116,6	140,4	0	0	0
26	1147	Relance Caféière	123,8	241	364,8	50	270,6	320,6
27	1150	Appui act,Villageoises Gui,Mar,	40	357,5	397,5	0	345,5	345,5
28	1160	Microreal, Rural en Moy, et Bas,GUI,	0	0	0	0	131,1	131,1
		<b>S/total Agriculture</b>	<b>2549</b>	<b>13123,4</b>	<b>15672,4</b>	<b>1925</b>	<b>10691</b>	<b>12616,3</b>
<b>Elevage</b>								
29	1201	Sélection race N'dama Boké	22	0	22	22	16	38
30	1202	Développement Elevage	306	2710,7	3016,7	141	1008,6	1149,6
		<b>S/total Elevage</b>	<b>328</b>	<b>2710,7</b>	<b>3038,7</b>	<b>163</b>	<b>1024,6</b>	<b>1187,6</b>

<b>Forêts</b>								
31	1401	Forêts communautaires Pita	20,6	71,2	91,8	16,4	71,2	87,6
32	1404	ONAF-Niger Faranah	30	0	30	16,2	0	16,2
33	1405	ONAF-Konkouré kindia	20	0	20	6	0	6
34	1415	Inventaire Forêt dense	20	250,6	270,6	0	353,1	353,1
35	1423	Dvt forestier	22	217,5	239,6	0	212,8	212,8
36	1426	Reboisement Bois d'Oeuvre	80	0	80	0	0	0
37	1427	Plantations villageoises	0	54,5	54,5	0	0	0
38	1450	Etude Amen, Hauts Bassins Niger	0	381,6	381,6	0	101,2	101,2
39	1451	Projet gest,ress,Forestières	25	356,2	381,2	0	47,5	47,5
40	1452	Plant,Forest,croissance rapide	0	0	0	0	11,2	11,2
41	1453	Schéma Dir,Aménagement Mangrove	0	136,3	136,3	0	0	0
42	1455	Appui Dir,Nat,Eaux et Forêts	87	0	87	0	0	0
43	1456	Rest,Amén,massif FD:2°p,am,F,DJ,	40,2	243,7	283,9	18,8	0	18,8
44	1458	BRP Guetoya (2°p,am,F,DJ,)	66,3	396,9	463,2	41,4	212,8	254,2
45	1459	BRP Balé et Bafing (2°p,am,F,DJ,)	112,3	299	411,3	0	450,9	450,9
<b>S/total Forêts</b>			<b>523,4</b>	<b>2407,5</b>	<b>2931</b>	<b>98,8</b>	<b>1460,7</b>	<b>1559,5</b>
<b>Génie Rural</b>								
46	1104	Plaine de Monchon:2ème phase	21,8	215,9	237,7	14,8	420	434,8
47	1106	Réfection urgente instal,Koba	11,1	0	11,1	0	67,2	67,2
48	1109	Brigade Génie Rural Labe,Kanka	85,6	0	85,6	21,7	0	21,7
49	1110	Aménagement Rio Soumba Dubréka	25	0	25	0	18,4	18,4
50	1120	Appui au Dvt Rural	0	329,9	329,9	0	329,9	329,9
51	1121	Centre Nat,d'Info, Dvt Rural	7,4	0	7,4	5,3	0	5,3
52	1135	Aménagement KOLENTE(réalisation)	33,4	131,9	165,3	32,8	131,9	164,7
53	1144	Aménagement S,E, FOUTA	13,5	716,8	730,3	8,4	1101	1109,4
54	1149	PSTR	32,2	298,8	331	4,6	0	4,6
55	1162	Appui au Dvt Rural	0	0	0	0	355,3	355,3
56	1164	Petite Mécanisation agricole	0	0	0	0	112,7	112,7
<b>S/total Génie Rural</b>			<b>230</b>	<b>1693,3</b>	<b>1923,3</b>	<b>87,6</b>	<b>2536,4</b>	<b>2624</b>
<b>Hydraulique</b>								
57	1414	Projet Pilote SNAPE (poursuite)	24	272,6	296,6	44,4	250	294,4
58	1417	SNAPE :E,pot,BEYLA-kk-Ma(suivi)	28,1	557,5	585,6	0	557,5	557,5
59	1418	Hydrau,vil,DINGUI,DAB,FAR,	18,7	914,9	933,6	29,6	1315	1344,6
60	1419	Projet Intégré Dvt Rural LABE	33,5	237,5	271	0	237,5	237,5
61	1422	Réalisation 120 forages SIGUIRI	9,5	0	9,5	0	19,8	19,8
62	1424	Forages KOUROUSSA,KANKA sud	0	237,5	237,5	0	0	0

63	1428	350 forages GUINEE MARITIME	9,2	1055,6	1064,8	9,2	1780,9	1790,1
64	1429	Assistance SNAPE	0	0	0	0	134,5	134,5
65	1431	Labor,qualité des eaux CKY	38,5	12,1	50,6	0	12,1	12,1
66	1433	Bâtiment Tech,Dir,Nat,hydraul	112,4	0	112,4	48,4	0	48,4
67	1434	Labo Eau et environ,LABE (OMVG)	13,4	0	13,4	12	0	12
68	1436	Bâtiment ,Dir,Reg,Hydrau,LA,KI,N'ZE	80	0	80	0	0	0
69	1437	Réno,min,Ctrales LABE,SEREDOU	0	60,1	60,1	0	60,1	60,1
70	1440	Plan d'Amenag,Hydrau,FOUTA DJ,	3,3	75,6	78,9	0	75,6	75,6
71	1470	Alimentation en Eau île de Kakossa	22,3	58	80,3	0	58	58
72	1471	SNAPE:AT 6ème FED	0	108	108	0	108	108
73	1473	Hydraulique Villag,(PDR H.G.)	0	345,5	345,5	0	0	0
74	1476	Législation des Eaux de Guinée	2,5	0	2,5	1,6	0	1,6
		<b>S/Total Hydraulique</b>	<b>395,4</b>	<b>3934,9</b>	<b>4330,3</b>	<b>145,2</b>	<b>4609</b>	<b>4754,2</b>
		<b>Météorologie</b>						
75	1409	Bâtiments Direction nat,météo	20,7	0	20,7	29,3	0	29,3
76	1410	Renforcement Agro, Météo	10,8	161,9	172,7	0	0	0
77	1412	Télécommunication Météo	29,1	364,5	393,6	0	0	0
78	1413	Téledétection Météo(poursuite)	6,1	35,9	42	0	87,3	87,3
79	1441	Renf,res,Hydro,Météor,FOUTA DJ,	14,4	75,6	90	0	60	60
80	1490	Renf,infr, d'accueil Météo, Pref,	71,1	0	71,1	0	0	0
81	1491	Cons,et trait,Données Météo	3	0	3	0	0	0
		<b>S/total Météorologie</b>	<b>155,2</b>	<b>637,9</b>	<b>793,1</b>	<b>29,3</b>	<b>147,3</b>	<b>176,6</b>
		<b>Pêche</b>						
82	1301	ODEPAG	213,1	1684,1	1897,2	27,1	557,5	584,6
83	1302	Motorisation des Pirogues	69,2	0	69,2	15,9	0	15,9
84	1303	Centres de fumage CKY et BOFFA	15	7,2	22,2	12	7,2	19,2
85	1304	SOGUIPECHE	0	3265,6	3265,6	0	4382,5	4382,5
86	1305	Labo,Pêche BOUSSOURA-Recherche	100,5	0	100,5	69,4	142,3	211,7
87	1309	Centre Fabric, filets et corde	12,2	194,3	206,5	0	0	0
88	1310	Base de pêche de KAMSAR	15	0	15	0	0	0
89	1313	Chalutiers et Bateaux de Pêche	0	0	0	1028,1	0	1028,1
		<b>S/total Pêche</b>	<b>425</b>	<b>5151,2</b>	<b>5576,2</b>	<b>1152,5</b>	<b>5089,5</b>	<b>6242</b>
		<b>GRAND TOTAL 1988</b>	<b>4606</b>	<b>29658,9</b>	<b>34265</b>	<b>3601,4</b>	<b>25559</b>	<b>29160,2</b>
F1\CHAN\BILANPIP 22-03-96								

## BUDGET D'INVESTISSEMENTS PUBLICS - 1989

		Taux de change: 1 US\$ = 573 GNF						
N°	CODE	INTITULE	PREVISION			REALISATION		
ordre	PIP		BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1101	Opération riz signi	185	286,5	471,5	153,6	210,2	363,8
2	1102	Centre vulg, maraichère DALABA	10	0	10	10	0	10
3	1103	Projet Agricole Guékédou (PAG)	490	2161,8	2651,8	480	1230,5	1710,5
4	1104	Plaine de Monchon: 2ème phase	24	833,5	857,5	27,1	0	27,1
5	1105	Centre Agricole Tinbo (FARANAH)	50	0	50	37,2	0	37,2
6	1108	Bureau Strat, Dévt, Rural (BSD)	171	687,6	858,6	161,3	978	1139,3
7	1111	Dévt Agricol, H. Guinée (ext, proj, coton)	0	0	0	0	1968,1	1968,1
8	1112	Labo, protec, Végétaux Foulayah	28,1	0	28,1	28,1	14,2	42,3
9	1115	Enquêtes Statist, Agricoles	56	82,9	138,9	56	190,5	246,5
10	1117	Micro-réalisat, Rurales du FED	23	911,6	934,6	5,4	1048,3	1053,7
11	1119	Dvt Rural par actions décent,	46,2	656,3	702,5	46,2	1359,1	1405,3
12	1120	Appui au Dvt Rural	0	398	398	0	279	279
13	1121	Centre Nat, d'Info, Dvt Rural	11	50,4	61,4	11	16,8	27,8
14	1123	Palmiers-hévéas YOMOU (2ème phase)	520	2489,9	3009,9	520	6115,2	6635,2
15	1126	PDR Guinée Maritime	0	2252,5	2252,5	0	2038,7	2038,7
16	1127	Dvt Rural int, KISSIDOUGOU	200	1457	1657	46,2	1102,5	1148,7
17	1129	PDR: Haute Guinée	0	2647	2647	0	1534,4	1534,4
18	1131	Dvt, Rural int, GAOUAL-KOUNDARA	35	234,4	269,4	35	250,2	285,2
19	1133	Projet de recherche Agronome,	150	342	492	125	203,7	328,7
20	1135	Aménagement KOLLENTE (réalisation)	15	0	15	15	0	15
21	1140	Projet Semencier National	170	1000,1	1170,1	156,5	1041,5	1198
22	1144	Aménagement S, E, FOUTA	10	831,4	841,4	10	859	869
23	1145	Reduct, Pertes après rec, (ext,)	15,7	0	15,7	10,5	0	10,5
24	1146	Crédit Rural (Test)	73	62,7	135,7	73	116,6	189,6
25	1147	Relance Cafélière	106	494,9	600,9	106	365,5	471,5
26	1148	PDR /H, G (2ème phase coton)	411	573	984	410	1130,3	1540,3
27	1150	Appui act, Villageoises Gui, Mar,	186	862,6	1048,6	18,9	618,3	637,2
28	1152	Projet Nat, Vulgarisation	60	286,5	346,5	70	95,5	165,5
29	1158	ODRIK Kouroussa volet agricole	151,2	935,9	1087,1	50	433,3	483,3
30	1159	Réabil, Agric, F, DJALLON	25	573	598	25	0	25
31	1160	Micro-réalisat, Rural en M, & B, Guinée	0	250	250	0	186	186
32	1162	Appui au Dvt Rural	0	275	275	0	804,8	804,8
33	1419	Projet Intégré Dvt Rural LABE	18,7	477,5	496,2	0	468,9	468,9
<b>S/total Agriculture</b>			<b>3240,9</b>	<b>22114</b>	<b>25354,9</b>	<b>2687</b>	<b>24659,1</b>	<b>27346,1</b>

49

		<b>Elevage</b>						
34	1201	Sélection race N'dama Boké	25,3	234,4	259,7	25,3	0	25,3
35	1202	Développement Elevage	380	2083,6	2463,6	0	2268,8	2268,8
36	1203	Lutte contre la Trypanosomiase	10	0	10	6,5	0	6,5
37	1205	Centre Exp,et Appui Aviculture	0	43	43	0	0	0
<b>S/total Elevage</b>			<b>415,3</b>	<b>2361</b>	<b>2776,3</b>	<b>31,8</b>	<b>2268,8</b>	<b>2300,6</b>
		<b>Forêts</b>						
38	1401	Forêts communautaires Pita	12	0	12	12	0	12
39	1404	ONAF-Niger Faranah	7	0	7	0	0	0
40	1405	ONAF-Konkouré kindia	20	0	20	20	0	20
41	1408	Agro-météorologie alerte rapide	3,4	69,7	73,1	0	23,2	23,2
42	1415	Inventaire Forêt dense	5	0	5	4,7	0	4,7
43	1423	Dvt forestier	20	133,7	153,7	4,8	301,5	306,3
44	1424	Forages KOUROUSSA,KANKA sud	16	573	589	0	191	191
45	1427	Plantations villageoises	0	83,3	83,3	0	0	0
46	1450	Etude Amen, Hauts Bassins Niger	0	263	263	0	282,6	282,6
47	1451	Projet	0	0	0	0	111,4	111,4
48	1455	Appui Dir,Nat,Eaux et Forêts	0	427,6	427,6	0	220,5	220,5
49	1456	Rest,Amén,massif FD:2°p,am,F,DJ,	80	27,5	107,5	17	6,9	23,9
50	1458	BRP Guetoya (2°p,am,F,DJ,)	30	477,5	507,5	30	484,1	514,1
51	1459	BRP Balé et Bafing (2°p,am,F,DJ,)	0	392	392	0	325,5	325,5
52	1460	BRP Mini-Dingui, (2°p,am,F,DJ,)	0	162,8	162,8	0	0	0
53	1461	BRP Nialen-Dabola (2°p,am,F,DJ,)	0	169,2	169,2	0	0	0
<b>S/total Forêts</b>			<b>193,4</b>	<b>2779,3</b>	<b>2972,7</b>	<b>88,5</b>	<b>1946,7</b>	<b>2035,2</b>
		<b>Génie Rural</b>						
54	1110	Aménagement Rio Soumba Dubréka	47	45	92	50,5	62	112,5
55	1118	Pistes Rurales (I)	20	1096,4	1116,4	15,2	1852,3	1867,5
56	1138	Pistes Rurales II	0	114,6	114,6	0	0	0
57	1149	PSTR	32	234,4	266,4	22,1	163,8	185,9
58	1156	Infr,Rur,Pref,Mamou-Kiss,(PNIR)	0	306,5	306,5	0	0	0
59	1161	Projet NI.infras,Rurales (PNIR)	0	0	0	0	400,6	400,6
60	1164	Petite Mécan,Agricole	0	0	0	0	133,5	133,5
<b>S/total Génie Rural</b>			<b>99</b>	<b>1796,9</b>	<b>1895,9</b>	<b>87,8</b>	<b>2612,2</b>	<b>2700</b>
		<b>Hydraulique</b>						
61	1414	Projet Pilote SNAPE (poursuite)	291	65,8	356,8	116,4	44	160,4
62	1417	SNAPE :E,pot,BEYLA-kk-Ma(suivi)	0	0	0	0	157,5	157,5
63	1418	Hydrau,vil,DINGUI,DAB,FAR,	18,7	689,7	708,4	18,7	811,9	830,6
64	1428	350 forages GUINEE MARITIME	6,8	1113,8	1120,4	6,8	1549,7	1556,5
65	1429	Assistance SNAPE	8,8	128,9	137,7	8,8	223,2	232
66	1430	Renforcement DNH	10	0	10	10	0	10

67	1431	Labor, qualité des eaux CKY	30,8	0	30,8	9,1	0	9,1
68	1432	Amenag. Buts multiples OMVG	2,3	325,5	327,8	0	250	250
69	1433	Bâtiment Tech, Dir, Nat, Hydraul	64,1	0	64,1	0	0	0
70	1434	Labo Eau et environ, LABE (OMVG)	12,5	0	12,5	9,8	0	9,8
71	1435	Etude petit amén, Hydraul, Nimba	0	63,3	63,3	0	0	0
72	1436	Bâtiment, Dir, Reg, Hydraul, LA, KI, N'ZE	58	0	58	48,1	0	48,1
73	1437	Réno, min, Ctrales LABE, SEREDOU	28,2	72,5	100,7	0	24,2	24,2
74	1440	Plan d'Amenag, Hydraul, FOUTA DJ,	6,3	306,1	312,4	0	0	0
75	1470	Alimentation en Eau Ile de Kakossa	22,4	0	22,4	0	0	0
76	1471	SNAPE: AT 6ème FED	0	164,4	164,4	0	0	0
77	1472	Hydraulique Villag, (PDR G, Ma)	0,8	1206	1206,8	0	402	402
78	1473	Hydraulique Villag, (PDR H, G.)	0	443,5	443,5	0	120	120
79	1475	Hydraulique Villag, Labé-Dalaba-Tougé	9,6	916,8	926,4	0	709	709
80	1476	Législation des Eaux de Guinée	5	0	5	5	0	5
81	1478	Hydraulique Villag, Mamou	10	329	339	0	0	0
		<b>S/Total Hydraulique</b>	<b>585,3</b>	<b>5825,1</b>	<b>6410,4</b>	<b>232,7</b>	<b>4291,5</b>	<b>4524,2</b>
		<b>Météorologie</b>						
82	1409	Bâtiments Direction nat, météo	50	0	50	0	0	0
83	1410	Renforcement Agro, Météo	10,2	511,6	521,8	0	170,5	170,5
84	1412	Télécommunication Météo	24,1	340,5	364,6	0	30	30
85	1413	Téledétection Météo (poursuite)	2	0	2	0	0	0
86	1441	Renf, res, Hydro, Météor, FOUTA DJ,	9,8	110,8	120,6	0	0	0
87	1480	Renf, infr, d'Accueil Météo, Pref,	35,6	0	35,6	21,3	0	21,3
88	1491	Cons, et trait, Données Météo	20	0	20	19,5	0	19,5
89	1301	ODEPAG	767	2292	3059	730,8	1139,8	1870,6
90	1302	Motorisation des Pirogues	15	0	15	15	0	15
91	1303	Centres de fumage CKY et BOFFA	20	0	20	18,3	0	18,3
92	1304	SOGUIPECHE	0	4621,8	4621,8	0	4141,9	4141,9
93	1305	Labo, Pêche BOUSSOURA-Recherche	101	364	465	90,3	283,7	374
94	1309	Centre Fabric, filets et corde	0	338,6	338,6	0	0	0
95	1310	Base de pêche de KAMSAR	40	436,7	476,7	0	0	0
96	1312	AT Pêche Artisanale	17,3	22,3	39,6	0	7,4	7,4
97	1313	Chalutiers et Bâteaux de Pêche	2119,4	0	2119,4	2181,4	0	2181,4
		<b>S/total Pêche</b>	<b>3231,4</b>	<b>9038,3</b>	<b>12269,7</b>	<b>3076,6</b>	<b>5773,3</b>	<b>8849,9</b>
		<b>GRAND TOTAL 1989</b>	<b>7765,3</b>	<b>43914,6</b>	<b>51679,9</b>	<b>6204,4</b>	<b>41551,6</b>	<b>47756</b>
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**BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1990**

Taux de change: 1 US\$ = 661 GNF

N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1103	Projet agricole Guékédou (PAG)	350	2313,5	2663,5	310,5	1 497,10	1 807,60
2	1105	Centre agricole Tinbo (FARANAH)	14,2	0	14,2	12,2	0	12,2
3	1119	Dvt rural par actions décent,	70	2076,8	2146,8	70	3 141,80	3 211,80
4	1123	Palmiers-hévéas YOMOU (2ème phase)	344	3467,4	3811,4	344	7 159,00	7 503,00
5	1126	PDR Guinée Maritime	0	2492,9	2492,9	0	3 375,00	3 375,00
6	1127	Dvt rural int, Kissidougou	101	557,1	658,1	94,9	550	644,9
7	1129	PDR Haute Guinée	0	1135	1135	0	1 382,70	1 382,70
8	1131	Dvt rural int, GAOUAL-KOUNDARA	70	70,7	140,7	70	129,2	199,2
9	1133	Projet de recherche agronomique	180	1695	1875	150	1 750,00	1 900,00
10	1140	Projet semencier national	74,2	1472,1	1546,3	74,2	1 315,00	1 389,20
11	1145	Réduction des pertes après récolte	15	35,4	50,4	14,7	0	14,7
12	1146	Crédit rural (test)	70,7	143,5	214,2	70,7	120,8	191,5
13	1147	Relance Cafélière	120	1119,9	1239,9	120	983	1 103,00
14	1148	PDR Haute Guinée (2 ème phase coton)	300	3961,3	4261,3	300	3 230,80	3 530,80
15	1149	PSTR	17,3	20,7	38	17,3	0	17,3
16	1150	Appui Action Villageoise Guinée Maritime	36	842	878	36	618,4	654,4
17	1152	Projet National de Vulgarisation	80	1586,4	1666,4	57,5	1 350,00	1 407,50
18	1158	ODRIK Koussoura (volet agricole)	120	1153,5	1273,5	120	678,7	798,7
19	1159	Réhabilitation Agricole Fouta Djalon	65	1322	1387	0	2 320,00	2 320,00
20	1160	Microréal. rurales en Moyen et Basse Gui.	33	200	233	33	135	168
21	1162	Appui au Développement Rural	0	636	636	0	350	350
22	1164	Petite mécanisation agricole	5	64,1	69,1	5	64,1	69,1
23	1165	Opération Riz SIGUIRI II	65	450	515	64,1	87,2	151,3
24	1166	CEPERMAG	10	102	112	10	150	160
25	1167	Système permanent statistique agricole	56	226,7	282,7	56	500	556
26	1168	Promotion des exports agricoles	0	330,5	330,5	0	0	0
27	1169	Planification dvt agricole	17,3	100	117,3	17,3	95	112,3
28	1170	Crédit Mutuel	0	231,7	231,7	0	230	230
29	1171	Filière Riz	0	255,8	255,8	0	300	300
30	1173	Centre de Vulga. Cult. mar Dalaba.	29	0	29	29	0	29
		<b>S/total agriculture</b>	<b>2242,7</b>	<b>28062</b>	<b>30304,7</b>	<b>2076,4</b>	<b>31513</b>	<b>33589,2</b>

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		<b>Elevage</b>						
31	1201	Sélection race N'dama Boké	60	661	721	0	0	0
32	1202	Développement élevage	250	2842,3	3092,3	159,1	2 499,10	2 658,20
33	1203	Lutte contre la trypanosomiase	10	0	10	9,9	0	9,9
<b>S/total élevage</b>			<b>320</b>	<b>3503,3</b>	<b>3823,3</b>	<b>169</b>	<b>2499,1</b>	<b>2668,1</b>
		<b>Forêts</b>						
34	1423	Dvt forestier	5	133,5	138,5	0	133,5	133,5
35	1426	Reboisement de bois d'Oeuvre	0	122,2	122,2	0	0	0
36	1432	Aménagement buts multiples OMVG	0	734,5	734,5	0	105	105
37	1451	Projet Gestion ressource forestières	90	859,3	949,3	90	790,5	880,5
38	1452	Plant. forest. croissance rapide	0	206,8	206,8	0	0	0
39	1455	Appui Direction National des Eaux et For.	0	450,4	450,4	0	35	35
40	1456	Rest. amén. massif FD2°Pan FD	94,9	109,1	204	94,9	95	189,9
41	1458	BRP Guetoya (2° p.an.F Dj)	53,1	431,3	484,4	52,8	702,5	755,3
42	1459	BRP Bafing (2° p.an.F. Dj)	0	427	427	0	327	327
43	1460	BRP Mini-Dingui (2° p.an. F.Dj)	15	262,3	277,3	15	260	275
44	1461	BRP Nialen Dalaba	30	300,6	330,6	0	300,6	300,6
45	1462	Prog. rég; HB Niger et Gamnie	0	2625	2625	0	391,7	391,7
46	1463	Protect. ress. nat. (PDR H.Guinée)	0	217,3	217,3	0	0	0
47	1464	Appui programme de reboisement	25	0	25	0	0	0
<b>S/total Forêts</b>			<b>313</b>	<b>6879,3</b>	<b>7192,3</b>	<b>252,7</b>	<b>3140,8</b>	<b>3393,5</b>
		<b>Génie Rural</b>						
48	1104	Plaine de monchon:2ème phase	0	2950,8	2950,8	0	2 957,00	2 957,00
49	1108	Bureau Stratégie Dév;Rural (BSD)	87	367,1	454,1	69,9	363,8	433,7
50	1118	Pistes rurales (I)	34,5	1068	1102,5	34,5	950	984,5
51	1144	Aménagement S,E, Fouta	27,2	1113,8	1141	27,2	428,8	456
52	1161	Projet National d'Infrastructure Rural (PNIR)	250	3305	3555	250	63	313
53	1172	Réf. Piste Rurale Pela Nzerékoré	231	0	231	231	0	231
<b>S/total Génie Rural</b>			<b>629,7</b>	<b>8804,7</b>	<b>9434,4</b>	<b>612,6</b>	<b>4762,6</b>	<b>5375,2</b>
		<b>Hydraulique</b>						
54	1414	Projet pilote SNAPE (poursuite)	100	0	100	100	0	100
55	1417	Snape :E,pot,BEYLA-kk-Ma(suivi)	0	226,3	226,3	0	139	139
56	1418	Hydrau,vil,DINGUI,DAB,FAR,	6,4	902,2	908,6	6,4	902,2	908,6
57	1419	Projet intégré dvt rural LABE	15	539,1	554,1	15	0	15
58	1424	Forages KOUROUSSA,KANKA sud	0	760,1	760,1	0	0	0
59	1429	Assistance SNAPE	13,5	191,7	205,2	13	170	183
60	1430	Renforcement DNH	31	0	31	30,9	0	30,9

61	1431	Labor, qualité des eaux CKY	20	0	20	3,5	0	3,5
62	1434	Lab eau et envrion Labé (OMVG)	5	0	5	8,8	0	8,8
63	1436	Bata Direct. Reg. Hydrau. LA, KI, N'DJ	16	0	16	0	0	0
64	1471	SNAPE AT 6è FED	0	333,1	333,1	0	331,1	331,1
65	1472	Hyraulque villageoise (PDR Basse Guinée)	0	432	432	0	432	432
66	1473	Hyraulque villageoise (PDR Haute Guinée)	0	330,5	330,5	0	674,7	674,7
67	1478	Hyraulque villageoise (Mamou)	0	769,6	769,6	0	0	0
68	1481	750 forages Guinée (sanitaire 2 phase)	0	1228	1228	0	8 583,70	8 583,70
69	1482	Aliment en eau Ile de Kaback	14	132,2	146,2	14	0	14
70	1483	Plan Directeur et Etude Hydraulique	398,3	0	398,3	382,4	0	382,4
		<b>S/total hydraulique</b>	<b>619,2</b>	<b>5844,8</b>	<b>6464</b>	<b>574</b>	<b>11233</b>	<b>11806,7</b>
		<b>Météorologie</b>						
71	1410	Renforcement agro-météo	18	731,9	749,9	0	0	0
72	1412	Télécommunication météo	0	855,6	855,6	0	0	0
73	1490	Renf. Infra.d'acceuil météo préf.	43		43	43	0	43
		<b>S/total Météorologie</b>	<b>61</b>	<b>1587,5</b>	<b>1648,5</b>	<b>43</b>	<b>0</b>	<b>43</b>
		<b>Pêche</b>						
74	1301	ODEPAG	179	3635,5	3814,5	197,7	3 355,00	3 552,70
75	1302	Motorisation des pirogues	60	200	260	19,1	350	369,1
76	1303	Centres de fumage CKY et BOFFA	10	0	10	9,9	0	9,9
77	1304	SOGUIPECHE	0	1302,4	1302,4	0	4 350,00	4 350,00
78	1305	Lab. pêche BOUSSOURA-Recherche	36	432	468	34,4	320	354,4
79	1307	Surv. et gest. Pêches étrang.	125	330,5	455,5	125	0	125
80	1309	Centre Fabriques, filets et corde	45	556	601	45	190	235
81	1310	Base de pêche de KAMSAR	0	745,6	745,6	0	0	0
82	1313	Chalutier s et bateaux de pêche	1039	0	1039	651	0	651
83	1314	Appui institutionnel pêche	0	273,9	273,9	0	173	173
84	1315	Projet Crevette Koba	98	611,9	709,9	98	250	348
		<b>S/total Pêche</b>	<b>1592</b>	<b>8087,8</b>	<b>9679,8</b>	<b>1180,1</b>	<b>8988</b>	<b>10168,1</b>
		<b>GRAND TOTAL 1990</b>	<b>5777,6</b>	<b>62769,4</b>	<b>68547</b>	<b>4907,8</b>	<b>62136</b>	<b>67043,8</b>
F1\CHAN\BILAN\PIP-87-95								

### BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1991

		Taux de change: 1 US\$ = 730 GNF						
N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1101	Opération riz siguiri	0	0	0	0	597	597
2	1103	Projet agricole Guékédou (PAG)	372	1230	1602	372	618,5	990,5
3	1108	Bureau strat, Dévt, rural (BSD)	63	463	526	62,8	175,2	238
4	1111	Dévt Agricul, H, Guinée (ext, proj, coton)	0	0	0	0	109,8	109,8
5	1119	Dvt rural par actions décent,	191,8	702	893,8	112,6	1165,6	1 278,20
6	1123	Palmiers-hévéas YOMOU (2ème phase)	230	1600	1830	230	10037,6	10 267,60
7	1126	PDR Guinée Maritime	0	5451,5	5451,5	0	3808,8	3 808,80
8	1127	Dvt rural int, Kissidougou	169	445,5	614,5	82,5	0	82,5
9	1129	PDR Haute Guinée	0	3508	3508	0	6613,7	6 613,70
10	1131	Dvt rural int, GAOUAL-KOUNDARA	97	475,4	572,4	97	924	1 021,00
11	1133	Projet de recherche agronomique	270	1273	1543	270	401,6	671,6
12	1135	Aménagement KOLENTE (réalisation)	21,8	0	21,8	21,8	0	21,8
13	1140	Projet semencier national	191,6	1267,7	1459,3	191,6	2935	3 126,60
14	1144	Aménagement S.E. Fouta	50	1027	1077	49,9	353,3	403,2
15	1145	Reduct. perte après récoltes	49,7	542	591,7	45,4	0	45,4
16	1146	Crédit Rural (test)	52,8	1330	1382,8	52,8	45,1	97,9
17	1147	Relance Cafetière	154,5	731,7	886,2	154,5	829,4	983,9
18	1148	Projet dvt HG (2è phase coton)	310	250	560	310	5566,6	5 876,60
19	1150	Appui act. villageoise Guinée Maritime	50	736,9	786,9	46,5	431,9	478,4
20	1152	Projet National de Vulgarisation	291,7	1188,5	1480,2	291,7	0	291,7
21	1158	ODRIK KOUROUSSA volet agricole	150	135	285	150	150,2	300,2
22	1159	Réhabilitation agricole F.DJ	128,3	1356	1484,3	126,1	2715	2 841,10
23	1160	Microreal.rurales en M et BG	35	177,7	212,7	0	84,5	84,5
24	1162	Appui au développement rural	0	986,7	986,7	0	871,6	871,6
25	1165	Opération Riz Siguiri II	201	690,8	891,8	201	0	201
26	1167	Système permanent stat.agricole	80	150	230	80	263	343
27	1168	Promotion des exports agricoles	0	0	0	0	196	196
28	1170	Crédit Mutuel	0	216	216	0	155,6	155,6
29	1171	Filière Riz	20	474,2	494,2	20	243,7	263,7
30	1173	Centre vulgarisation mar. Dalaba	27,4	135,4	162,8	27,4	0	27,4
31	1174	PDR Forécariah (étude et réalisation)	57,6	0	57,6	57,2	0	57,2
32	1175	Riz prospère	7,8	474,5	482,3	7,8	450,4	458,2
33	1176	Plan foncier	0	416,7	416,7	0	0	0
34	1177	Appui condit/ctrole qual.denrée	43,8	138,7	182,5	43,8	0	43,8
35	1183	Crédit rural et agricole	0	0	0	0	741,7	741,7
<b>S/total Agriculture</b>			<b>3316</b>	<b>27573,9</b>	<b>30889,7</b>	<b>3104,4</b>	<b>40484,8</b>	<b>43 589,20</b>

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		<b>Elevage</b>						0
36	1201	Sélection race N'dama Boké	130	345	475	130	0	130
37	1202	Développement élevage	315	2349,9	2664,9	236	4583,6	4 819,60
		<b>S/total Elevage</b>	<b>445</b>	<b>2694,9</b>	<b>3139,9</b>	<b>366</b>	<b>4583,6</b>	<b>4 949,60</b>
		<b>Forêts</b>						
38	1451	Projet gest.ress. Forestières	237,7	1064,8	1302,5	100,7	457,8	558,5
39	1452	Plant. forestière croissance rapide	0	103,9	103,9	0	0	0
40	1455	Appui Direction Nat. Eau et Forêts	80	439,2	519,2	80	0	80
41	1458	BRP Guetoya	55,5	521,5	577	55,5	0	55,5
42	1459	BRP Balé et Bafing (2è)	15	143,7	158,7	15	0	15
43	1460	BRP Mini-Dingui. (2è)	27,1	567,2	594,3	27,1	0	27,1
44	1461	BRP Nialen-Dalaba (2è)	30,6	567,2	597,8	30	0	30
45	1462	Prog. Rég.HB Niger et Gambie	0	4606	4606	0	0	0
46	1463	Protect.res.naturelle.(PDR Haute Guinée	0	280,6	280,6	0	529	529
47	1464	Appui Programme de Reboisement	30	0	30	29,9	0	29,9
48	1485	Forêts communauté PITA (poursuite)	27	0	27	27	0	27
		<b>S/total Forêt</b>	<b>502,9</b>	<b>8294,1</b>	<b>8797</b>	<b>365,2</b>	<b>986,8</b>	<b>1352</b>
		<b>Génie Rural</b>			0			0
49	1104	Plaine de monchon.2ème phase	0	3591,9	3591,9	0	2422,2	2 422,20
50	1118	Pistes Rurales (I)	11	320,4	331,4	11	0	11
51	1161	Projet National Infrastructure Rurales (PNIR)	600	5840	6440	399	612,1	1 011,10
		<b>S/total Génie Rural</b>	<b>611</b>	<b>9752,3</b>	<b>10363,3</b>	<b>410</b>	<b>3034,3</b>	<b>3444,3</b>
		<b>Hydraulique Villageoise</b>						
52	1417	Snape :E.pot,BEYLA-kk-Ma(suivi)	5	162,3	167,3	0	0	0
53	1418	Hydrau.vil,DINGUI,DAB,FAR,	55,9	0	55,9	55,9	377,4	433,3
54	1424	Forages KOUROUSSA,KANKA sud	0	1207	1207	0	0	0
55	1428	350 forages GUINEE MARITIME	0	0	0	0	205,8	205,8
56	1430	Renforcement DNH	45,9	106,5	152,4	45,6	0	45,6
57	1431	Labor, qualité des eaux CKY	34	29,5	63,5	7,3	0	7,3
58	1433	Bâtiment Direct.Nat.Hydraulique	114	0	114	113,9	0	113,9
59	1434	Bâtiment tech,Dir,Nat,hydraul	13,5	21,8	35,3	13,5	0	13,5
60	1436	Bâtiment ,Dir,Reg,hydrau,LA,KI,N'ZE	14	0	14	0	0	0
61	1471	SNAPÉ :AT 6è FED	0	424,4	424,4	0	0	0
62	1472	Hydraulique Villageoise (PDR M.G)	0	1219,5	1219,5	0	841,5	841,5
63	1473	Hydraulique Villageoise (PDR H.G)	0	1715	1715	0	3233,3	3 233,30
64	1474	450 forages Moyenne Guinée	0	1400	1400	0	0	0
65	1478	Hydraulique Villageoise Mamou	7	1095	1102	0	1373,4	1 373,40
66	1479	220 forages Kissd.-Gueckédou	10	1211,9	1221,9	10	0	10
67	1481	750 forages Guinée Maritime	49,3	879,5	928,8	0	1965,3	1 965,30

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68	1482	Aliment en Eau Ile Kaback	0	213,5	213,5	0	0	0
69	1483	Plan Directeur et Etude Hydraulique	464	0	464	461,6		461,6
70	1495	Renforcement station synoptique	9,8	300	309,8	9,8		9,8
		<b>S/total Hydraulique Villageoise</b>	<b>822,4</b>	<b>9985,9</b>	<b>10808,3</b>	<b>717,6</b>	<b>7996,7</b>	<b>8714,3</b>
		<b>Météorologie</b>			0			0
71	1413	Téledétection météo (poursuite)	0	201,2	201,2	0	0	0
		<b>S/total Météorologie</b>	<b>0</b>	<b>201,2</b>	<b>201,2</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Pêche</b>						0
72	1301	ODEPAG	800	3292	4092	800	3702,7	4 502,70
73	1302	Motorisation des pirogues	32,1	219	251,1	32,1	0	32,1
74	1303	Centres de fumage CKY et BOFFA	15	25	40	15	0	15
75	1304	SOGUIPECHE	0	0	0	0	741,3	741,3
76	1305	Lab, pêche BOUSSOURA-Recherche	58	402,8	460,8	41	69	110
77	1307	Surveil et gestion Pêche	150	1095	1245	149,9	0	149,9
78	1309	Centre Fabricat, filets et corde	45,6	730	775,6	35,4	0	35,4
79	1310	Base de pêche de KAMSAR	76	297,7	373,7	76	210,7	286,7
80	1311	Projet dtv. intég. pêche et art. KABAK	0	336,6	336,6	0	245,1	245,1
81	1313	Chalutiers et bateaux de pêche	1600	0	1600	1600	0	1 600,00
82	1314	Appui institutionnel de pêche	0	459,7	459,7	0	177,1	177,1
83	1315	Projet Crevette Koba	150	0	150	150	0	150
		<b>S/total Pêche</b>	<b>2927</b>	<b>6857,8</b>	<b>9784,5</b>	<b>2899,4</b>	<b>5145,9</b>	<b>8045,3</b>
		<b>GRAND TOTAL 1991</b>	<b>8624</b>	<b>65360,1</b>	<b>73983,9</b>	<b>7862,6</b>	<b>62232,1</b>	<b>70094,7</b>
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### BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1992

		Taux de change: 1 US\$ = 880 GNF						
N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1103	Projet agricole Guékédou (PAG)	385	500	865	385	550,6	915,6
2	1119	Dvt rural par actions décent,	129	1197,5	1326,5	129	519,9	648,9
3	1123	Palmiers-hévéas YOMOU (2ème phase)	440	11500	11940	290	13975,8	14 265,80
4	1126	PDR Guinée Maritime	700	4461,5	5161,5	550	3900	4 450,00
5	1129	PDR Haute Guinée	700	2237	2937	0	3500	3 500,00
6	1131	Dvt rural Int. GAOUAL-KOUNDARA	165,4	2260	2425,4	165,4	1328,9	1 494,30
7	1133	Projet de recherche agronomique	470,1	3550	4020,1	470,1	5957,5	6 427,60
8	1135	Aménagement KOLENTE (réalisation)	135	1003,6	1138,6	134,8	734,1	868,9
9	1140	Projet semencier national	300	1450,5	1750,5	400	1411,9	1 811,90
10	1144	Aménagement S.E. Fouta	55	563,1	618,1	54,9	195,5	250,4
11	1145	Reduct.perte après récoltes	33,2	199,5	232,7	33,2	0	33,2
12	1146	Crédit Rural (test)	0	0	0	0	22,9	22,9
13	1147	Relance Caféière	0	0	0	0	13,1	13,1
14	1148	Projet dvt HG (2è phase coton)	310	3978,7	4288,7	310	7994,9	8 304,90
15	1150	Appui act. villageoise Guinée Maritime	95,4	572,5	667,9	95,4	254,8	350,2
16	1152	Projet National de Vulgarisation	300	3533	3833	400	8116,2	8 516,20
17	1158	ODRIK KOUROUSSA volet agricole	287	4713	5000	287	1257	1 544,00
18	1159	Réhabilitation agricole F.DJ	170	2380,1	2550,1	170	0	170
19	1160	Microreal.rurales en M et BG	0	585,9	585,9	0	0	0
20	1162	Appui au développement rural	0	0	0	0	849,7	849,7
21	1167	Système permanent stat.agricole	60	240	300	59,8	0	59,8
22	1168	Promotion des exports agricoles	300	1760	2060	330	1188,3	1 518,30
23	1170	Crédit Mutuel	0	216	216	0	0	0
24	1171	Filière Riz	0	1045,2	1045,2	0	222,5	222,5
25	1173	Centre vulgarisation mar. Dalaba	13,5	301,1	314,6	34,3	0	34,3
26	1175	Riz prospère	10	150,5	160,5	9,9	0	9,9
27	1176	Plan foncier	35,4	463,6	499	35,4	0	35,4
28	1178	Aménagement rizi.vallée Banié	42,5	430	472,5	42,5	0	42,5
29	1179	Dév. Rural Inté.KISSIDOUGOU (3èph)	231,6	1837,5	2069,1	231,6	0	231,6
30	1180	Proj. dev.rural SIGUIRI (II)	257	2781	3038	252,6	2,5	255,1
31	1182	Relance Caféière (2è ph)	150	1335,5	1485,5	150	943,7	1 093,70
32	1183	Crédit rural et agricole	5	1500	1505	0	481,2	481,2
<b>S/total Agriculture</b>			<b>5760,1</b>	<b>56746</b>	<b>62506,4</b>	<b>5000,9</b>	<b>53421</b>	<b>58421,9</b>

		<b>Elevage</b>						
33	1202	Développement élevage	291,5	2683,6	2975,1	291,3	2128	2 419,30
34	1206	Centre d'Appui Elevage Boké (2° phase)	75	114	189	74,9	0	74,9
<b>S/total Elevage</b>			<b>366,5</b>	<b>2797,6</b>	<b>3164,1</b>	<b>366,2</b>	<b>2128</b>	<b>2494,2</b>
		<b>Forêts</b>			0			0
35	1451	Projet gest.ress. Forestières	269,3	2504	2773,3	269,3	4549	4 818,30
36	1452	Plant forestière croissance rapide	0	151	151	0	0	0
37	1455	Appui Direction Nat. Eau et Forêts	51,5	676,2	727,7	51	0	51
38	1458	BRP Guetoaya	75,3	225,7	301	75,3	0	75,3
39	1462	Prog. Rég.HB Niger et Gambie	0	2000	2000	0	4700	4 700,00
40	1463	Protect.res.naturelle.(PDR Haute Guinée	0	247,7	247,7	0	0	0
41	1464	Appui Programme de Reboisement	75	0	75	74,9	0	74,9
42	1488	Gestion espace rural et forêt Mamou	10	457	467	10	0	10
43	1489	Rest. amén. massif FD:2° p.an.FD	55	0	55	128,6	0	128,6
44	1492	Gestion des ressources naturelles	800	1909	2709	0	361,3	361,3
<b>S/total Forêt</b>			<b>1336,1</b>	<b>8170,6</b>	<b>9506,7</b>	<b>609,1</b>	<b>9610,3</b>	<b>10219,4</b>
		<b>Génie Rural</b>			0			0
45	1161	Projet National Infrastructure Rurales (PNIR)	1266	11436	12701,7	660	6545,2	7 205,20
46	1181	PSTR (2ème phase)	0	580	580	0	0	0
<b>S/total Génie Rural</b>			<b>1266</b>	<b>12016</b>	<b>13281,7</b>	<b>660</b>	<b>6545,2</b>	<b>7205,2</b>
		<b>Hydraulique Villageoise</b>						0
47	1424	Forages KOUROUSSA,KANKA Sud	0	1343	1343	0	1700	1 700,00
48	1428	350 forages GUINEE MARITIME	0	0	0	0	48,7	48,7
49	1429	Assist.Prog./Planif.SNAPE	0	122,4	122,4	0	0	0
50	1471	SNAPE :AT 6è FED	0	250,3	250,3	0	0	0
51	1473	Hydraulique Villageoise (PDR H.G)	0	1300	1300	0	1200	1 200,00
52	1478	Hydraulique Villageoise Mamou	0	1125	1125	0	3179,3	3 179,30
53	1479	220 forages Kissd.-Gueckédou	60	1651,2	1711,2	0	0	0
54	1481	750 forages Guinée Maritime	0	887,6	887,6	0	1958,7	1 958,70
55	1483	Plan Directeur et Etude Hydraulique	146,2	0	146,2	98,9	0	96,9
56	1487	Projet Pilote Points d'Eau (2ème phase)	0	1500	1500	0	0	0
<b>S/total Hydraulique Villageoise</b>			<b>206,2</b>	<b>8179,5</b>	<b>8385,7</b>	<b>96,9</b>	<b>8086,7</b>	<b>8183,6</b>
		<b>Pêche</b>						
57	1301	ODEPAG	645	2114,5	2759,5	747,5	2639,7	3 387,20
58	1307	Surveil et gestion Pêche	204,2	1005,3	1208,5	650	1164,7	1 814,70
59	1309	Centre Fabrice, filets et corde	72	1500	1572	71,9	0	71,9

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60	1310	Base de pêche de KAMSAR	73	982,6	1055,6	62,5	0	62,5
61	1311	Projet dvt. intég. pêche et art. KABAK	0	387	387	0	0	0
62	1316	Appui office promotion pêche artisan.	150,5	135	285,5	149,7	146	295,7
		<b>S/total Pêche</b>	<b>1144,7</b>	<b>6124,4</b>	<b>7269,1</b>	<b>1681,8</b>	<b>3950,4</b>	<b>5632</b>
		<b>GRAND TOTAL 1992</b>	<b>10079,6</b>	<b>94034</b>	<b>104114</b>	<b>8414,7</b>	<b>83741,6</b>	<b>92156,3</b>
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### BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1993

		Taux de change : 1US\$= 956GNF						
N°	CODE	INTITULE	PREVISION			REALISATION		
ordre	PIP		BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1103	Projet agricole Guékédou (PAG)	180	1 850,0	2 030,0			
2	1104	Plaine de Monchon (2ème)	100	0,0	100,0			
3	1119	Dvt rural par actions décent,	199,6	1 198,8	1 398,4			
4	1123	Palmiers-hévéas YOMOU (2ème phase)	917	11 755,3	12 672,3			
5	1126	PDR Guinée-Maritime	0	4 860,0	4 860,0			
6	1129	PDR Haute Guinée	0	2 189,6	2 189,6			
7	1131	Dvt rural int,GAOUAL-KOUNDARA	208,7	3 259,2	3 467,9			
8	1133	Projet de recherche agronomique	702,9	3 529,9	4 232,8			
9	1135	Aménagement KOLENTE (réalisation)	70	4 163,0	4 233,0			
10	1140	Projet semencier national	450	2 471,0	2 921,0			
11	1144	Aménagement S.E. Fouta	80	941,6	1 021,6			
12	1148	Projet dvt HG (2è phase coton)	60	7 298,0	7 358,0			
13	1150	Appui act. villageoise Guinée Maritime	50	524,1	574,1			
14	1152	Projet National de Vulgarisation	180	1 995,4	2 175,4			
15	1158	ODRIK KOUROUSSA volet agricole	300	6 337,0	6 637,0			
16	1159	Réhabilitation agricole F.DJ	418	2 456,5	2 874,5			
17	1167	Système permanent stat.agricole	40	603,0	643,0			
18	1168	Promotion des exports agricoles	350	3 520,0	3 870,0			
19	1171	Fillère Riz	45	1 635,4	1 680,4			
20	1173	Centre vulgarisation mar. Dalaba	17	999,0	1 016,0			
21	1174	PDR Forécariah (étude)	35	941,0	976,0			
22	1176	Plan foncier	20	509,9	529,9			
23	1178	Aménagement rizi.vallée Banié	80	1 199,0	1 279,0			
24	1179	Dév. Rural Inté.KISSIDOUGOU (3èph)	350	1 690,3	2 040,3			
25	1180	Proj. dev.rural SIGUIRI (II)	190	4 159,1	4 349,1			
26	1182	Relance Caféière (2è ph)	160	2 572,0	2 732,0			
27	1183	Crédit rural et agricole	5	2 637,6	2 642,6			
28	1184	PDR Haute Guinée Ouest	1 288,00	6 240,0	7 528,0			
29	1185	PDR Guinée Maritime Ouest	644	2 576,0	3 220,0			
30	1187	Appui de la Mise en Ouvre LPDA	260	709,8	969,8			
<b>S/total Agriculture</b>			<b>7 400,20</b>	<b>84 821,5</b>	<b>92 221,7</b>			

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<b>Elevage</b>					
1	1202	Développement élevage	275	1 870,0	2 145,0
2	1206	Centre d'Appui Elevage Boké (2° phase)	150	999,0	1 149,0
<b>S/total Elevage</b>			<b>425</b>	<b>2 869,0</b>	<b>3 294,0</b>
<b>Forêts</b>					
1	1451	Projet gest.ress. Forestières	300	3 477,0	3 777,0
2	1455	Appui Direction Nat. Eau et Forêts	27	651,3	678,3
3	1458	BRP Guetoya	27	946,0	973,0
4	1462	Prog.Rég. HB Niger etGambie	0	12 751,0	12 751,0
5	1464	Appui Programme Reboisement	150	0,0	150,0
6	1488	Gestion espace rural et forêt Mamou	92	525,0	617,0
7	1492	Gestion des ressources naturelles	1 206,40	1 978,0	3 184,4
8	1493	Réhabilitation et développement	116,2	374,0	490,2
<b>S/total Forêt</b>			<b>1 918,60</b>	<b>20 702,3</b>	<b>22 620,9</b>
<b>Génie Rural</b>					
1	1161	Projet National Infrastructure Rurales (PNIR)	2 464,00	19 890,0	22 354,0
<b>S/total Génie Rural</b>			<b>2 464,00</b>	<b>19 890,0</b>	<b>22 354,0</b>
<b>Hydraulique Villageoise</b>					
1	1424	Forage Kouroussa	0	515,2	515,2
2	1474	300 forage MG	37,1	1 446,5	1 483,6
3	1478	Hydraulique Villageoise Mamou	0	1 805,5	1 805,5
4	1479	220 Forage Kissidougou Gueckedou	100	2 481,9	2 581,9
5	1482	Aliment en eau Ile Kaback	0	234,8	234,8
6	1483	Plan Directeur	495	0,0	495,0
7	1494	Projet Hydraulique rural	322	1 537,6	1 859,6
8	1495	Prog. Hydrau. Vill. Mali et Koubia	0	1 171,9	1 171,9
9	1496	Prog. Hydraulique en Guinée	0	4 318,2	4 318,2
<b>S/total Hydraulique Villageoise</b>			<b>954,1</b>	<b>13 511,6</b>	<b>14 465,7</b>
<b>Météorologie</b>					
1	1491	Cons. et Traitement des données	75	104,5	179,5
2	1497	Station d'observation	38	500,0	538,0
<b>S/total Météorologie</b>			<b>113</b>	<b>604,5</b>	<b>717,5</b>

Tableau

		Pêche					
1	1305	Labo pêche	82	1 256,0	1 338,0		
2	1309	Centre Fabricat, filets et corde	40	115,7	155,7		
3	1316	Appui office promotion pêche artisan.	150	550,0	700,0		
<b>S/total Pêche</b>			<b>272</b>	<b>1 921,7</b>	<b>2 193,7</b>		
55	<b>GRAND TOTAL 1993</b>		<b>13 547</b>	<b>144 321</b>	<b>157 867,5</b>		
<b>Source</b>		Ministère du Plan et de la Coopération, Conakry."Programme d'Investissements Publics 1993-1995					
F1\Chan\BILANPIP85-95			(*)	Non inscrits dans le PIP1993-1995			

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BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1994							
		Taux de change: 1 US\$ = 994 GNF					
CODE PIP	INTITULE	PREVISION			REALISATION (*)		
		BND	FINEX	TOTAL	BND	FINEX	TOTAL
	<b>Agriculture</b>						
1103	PROJET A. GUECKEDOU	100	988,0	1 088,0	138,25		138,25
1104	PROJET AMENAG. MONCHON	400	94,0	494,0	103,72		103,72
1123	SOGUIPAH (2è phase) YOMOU	796	10 262,9	11 058,9			0
1131	PDR GAOUAL KOUNDARA	168,5	1 856,0	2 024,5			0
1133	INSTITUT RECH. AGRO. GUINEE (IRAG)	300	1 763,4	2 063,4	200		200
1135	PROJET AGRICOLE KOLENTE	60	1 358,0	1 418,0	16,34		16,34
1140	PROJET SEMENCIER NATIONAL	20	66,6	86,6	20		20
1148	PDR HAUTE GUINEE (2è & 3°PHASE)	65	5 475,0	5 540,0			0
1150	APPUI ACTIONS VIL. B. GUINEE (KAPACTCHEZ)	100	433,5	533,5	138,63	645,26	783,89
1152	PROJET NAT. VULGARISATION AGRICOLE (PNVA)	208	285,2	493,2	113,74	1 125,41	1239,15
1158	ODRIK/KOUROUSSA	200	3 592,7	3 792,7	0	164,05	164,05
1159	P. REHABIL. AGRICOLE FOUTA DJALLON (PRAFD)	200	1 563,0	1 763,0			0
1168	P. CADRE EXPORT. AGRICOLE (PCPEA)	100	1 692,0	1 792,0			0
1171	P. NAT. APPUI A LA SECURITE ALIMENTAIRE	20	401,3	421,3			0
1173	CENTRE VUL. MARAICHER. DALABA 2°PHASE	15	522,0	537,0			0
1174	PDR/FORECARIAH	80	465,2	545,2	41,92		41,92
1176	OPERATION PILOTE PLAN FONCIER RURAL (OPFR)	5	244,7	249,7		459,78	459,78
1179	PROJET DEV. RURAL KISSIDOUGOU (DERIK)	100	1 070,0	1 170,0			0
1180	PROJET DEV. RURAL SIGUIRI 2 (PDRS2)	100	1 819,6	1 919,6			0
1182	RELANCE CAFEIERE 2è PHASE (RC'2)	150	1 478,7	1 628,7	200		200
1183	PROJET CREDIT RURAL ET AGRICOLE DE GUINEE	5	1 309,6	1 314,6			0
1184	PROGRAMME DEV. RURAL HAUTE GUINEE OUEST	600	3 713,6	4 313,6			0
1185	PROGRAMME DEV. RURAL GUINEE MARITIME II	0	4 391,1	4 391,1	0	1 283,82	1283,82
1187	PROJET GUI/92/019/ APPUI MISE EN OEUVRE LPDA	50	409,8	459,8			0
1188	PROJET DEV. PETITS EXPLOITANTS G.F. (PDPEGF)	50	826,0	876,0	46,32		46,32
1189	PROJET COMM. AGRICOLE PICA/USAID	658,1	993,7	1 651,8			0
1191	P. APPUI AUX FEMMES RURALES	25	202,2	227,2			0
1194	PDR MOYENNE GUINEE	114,9	1 733,1	1 848,0			0
	<b>S/total Agriculture</b>	<b>4 690,50</b>	<b>49 010,9</b>	<b>53 701,4</b>	<b>1 018,92</b>	<b>3 678,32</b>	<b>4697,24</b>

<b>Elevage</b>							
1202	PRSE	170	1 155,2	1 325,2	98,75		98,75
1206	C A E BOKE PROG.AMELIORATION N'DAMA (2è PH.)	70	835,0	905,0	34,86		34,86
1207	CENTRE PRODUCT.GENITEURS N'DAMA (FAMOILA)	50	250,7	300,7	60		60
1208	APPUI AUX FILIERES DE PRODUCT.ANIMALE	0	447,2	447,2			0
1209	DEVELOP.AGRO-PASTORAL BEYLA-KEROUANE	50	1 710,0	1 780,0	30,93		30,93
	<b>S/total Elevage</b>	<b>340</b>	<b>4 398,1</b>	<b>4 738,1</b>	<b>193,61</b>	<b>0</b>	<b>193,61</b>
<b>Forêts</b>							
1451	GESTION DES RESSOURCES FORESTIERES	200	2 090,4	2 290,4	99,31		99,31
1462	PROG.REG.D'AMENAG.DES H.B. DU NIGER	0	2 718,5	2 718,5			0
1464	APPUI AU PROG. DE REBOISEMENT	80	0,0	80,0	169,79		169,79
1488	GESTION ESPACE RURAL ET FORET MAMOU( GERF)	30	490,0	520,0			0
1492	GESTION DES RESSOURCES NATURELLES	600	1 089,5	1 689,5	0		0
1493	PROJET REHAB.ET DEV.DES RES.FOREST. (PAM)	20	372,0	392,0			0
	<b>S/total Forêt</b>	<b>930</b>	<b>6 760,4</b>	<b>7 690,4</b>	<b>269,1</b>	<b>0</b>	<b>269,1</b>
<b>Génie rural</b>							
1161	P. NATIONAL INFRASTRUCTURES RURALES (PNIR)	3300	12 712,0	16 012,0	1 100,00		1100
1190	PISTES DE DESERTE RURALES	0	2 409,5	2 409,5			0
	<b>S/total Génie rural</b>	<b>3300</b>	<b>15 121,5</b>	<b>18 421,5</b>	<b>1 100,00</b>	<b>0</b>	<b>1100</b>
<b>Hydraulique</b>							
1474	300 FORAGES MOYENNE-GUINEE	0	1 004,4	1 004,4			0
1483	PLAN DIRECTEUR HYDRAUL. (réalisation)	220	0,0	220,0	78,53		78,53
1487	PROJET PILOTE DES POINTS D'EAU (2° PHASE)	50	1 347,2	1 397,2			0
1494	PROG.D'HYDRAUL.RURAL 7° FED	0	2 972,0	2 972,0			0
1496	PROG. HYDRAUL. EN GUINEE (3°PHASE)	0	2 442,5	2 442,5			0
	<b>S/Total Hydraulique villageoise</b>	<b>270</b>	<b>7 766,1</b>	<b>8 036,1</b>	<b>78,53</b>	<b>0</b>	<b>78,53</b>
<b>TOTAL GENERAL 1994 (non y compris pêche)</b>		<b>9 530,50</b>	<b>83 057,0</b>	<b>92 587,50</b>	<b>2 660,16</b>	<b>3 678,32</b>	<b>6 338,48</b>
NBILANPIP85-85 25 mars 1993							
(*) Situation de décaissement du 30 Octobre 1993.							

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BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1995								
INSCRIPTIONS BUDGETAIRES PAR PROJET								
(en Million GNF)								
						Taux de change 1US\$=990 GNF		
N°	CODE	INTITULE	PREVISION			REALISATION		
ordre	PIP		BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture</b>								
1	1103	PROJET A. GUECKEDOU	100	1 154,9	1 254,90			
2	1104	PROJET AMENAG. MONCHON	250	0,0	250			
3	1123	SOGUIPAH (2è phase) PALMIERS - HEVEAS YOMOU	475	5 905,4	6 380,40			
4	1131	PDR GAOUAL KOUNDARA	32	1 314,6	1 346,60			
5	1133	INSTITUT RECH. AGRO. GUINEE (IRAG)	320,5	1 306,9	1 627,40			
6	1135	AMENAGEMENT KOLENTE (Réalizations)	30	1 024,0	1 054,00			
7	1140	PROJET SEMENCIER NATIONAL	0	529,0	529			
8	1148	PDR HAUTE GUINEE (2è & 3è PHASE)	70	1 750,0	1 820,00			
9	1150	APPUI ACTIONS VIL. B. GUINEE (KAPACTCHEZ)	40	1 389,0	1 429,00			
10	1152	PNVA + LUTTE BIOLOGIQUE (133+35)	168	1 651,7	1 819,70			
11	1158	ODRIK/KOUROUSSA	420	2 699,0	3 119,00			
12	1159	P. REHABIL. AGRICOLE FOUTA DJALLON (PRAFD)	292	1 516,3	1 808,30			
13	1168	P. CADRE EXPORT. AGRICOLE (PCPEA)	295	3 439,0	3 734,00			
14	1174	PDR FORECARIAH (Etude et réal)	250	2 548,9	2 796,90			
15	1179	PROJET DEV. RURAL KISSIDOUGOU (DERIK)	153	1 776,2	1 928,20			
16	1180	PROJET DEV. RURAL SIGUIRI 2 (PDRS2)	100	3 061,1	3 161,10			
17	1182	RELANCE CAFEIERE 2è PHASE (RC'2)	250	2 179,3	2 429,30			
18	1184	PROGRAMME DEV. RURAL HAUTE GUINEE OUEST	1 000,00	3 267,0	4 267,00			
19	1185	PROGRAMME DEV. RURAL GUINEE MARITIME II	200	3 897,0	4 097,00			
20	1187	PROJET GUI/92/019/ APPUI MISE EN OEUVRE LPDA	160	708,6	868,6			
21	1188	PROJET DEV. PETITS EXPLOITANTS G.F. (PDPEGF)	66,3	1 538,8	1 605,10			
22	1189	PROJET COMM. AGRICOLE PICA/USAID	460	1 768,5	2 228,50			
23	1194	PDR MOYENNE GUINEE	307,9	1 572,6	1 880,50			
24	1195	PDR Kakossa (Etude et Réal.)	70	819,2	889,2			
25	1196	Synthèse informatisé (PNASA)	65	0,0	65			
<b>S/total Agriculture</b>			<b>5 574,70</b>	<b>46 815,0</b>	<b>52 389,70</b>			

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<b>Génie Rural</b>							
1	1161	P. NATIONAL INFRASTRUCTURES RURALES (PNIR)	2 906,00	12 675,7	15 581,70		
2	1190	PNIR(PISTES DE DESERTE RURALES)	0	1 921,2	1 921,20		
<b>S/total Génie Rural</b>			<b>2 906,00</b>	<b>14 596,9</b>	<b>17 502,90</b>		
<b>Elevage</b>							
1	1202	PRSE	182	1 675,0	1 857,00		
2	1206	C A E BOKE PROG.AMELIORATION N'DAMA (2è PH.)	111,7	850,3	962		
3	1207	CENTRE PRODUCT.GENITEURS N'DAMA (FAMOILA)	128,5	2 013,8	2 142,30		
4	1208	APPUI AUX FILIERES DE PRODUCT.ANIMALE	0	1 320,4	1 320,40		
5	1209	DEV.AGRO PASTORAL BEYLA-KEROUANE	85	1 939,0	2 024,00		
<b>Sous - total Elevage</b>			<b>507,2</b>	<b>7 798,5</b>	<b>8 305,70</b>		
<b>Forêt</b>							
1	1451	GESTION DES RESSOURCES FORESTIERES	125	1 795,0	1 920,00		
2	1452	PROJET D'APPUI FORET TROPICAL (PAFT)	0	1 815,0	1 815,00		
3	1462	PROG.REG.D'AMENAG.DES H.B. DU NIGER	0	4 477,0	4 477,00		
4	1464	Lieu Saint de l'Islam (80)+Forêt communautaire (40) (*)	120		120		
5	1488	GESTION DE L'ESPACE RURAL ET FORET MAMOU	80	485,0	545		
6	1492	GESTION DES RESSOURCES NATURELLES	380	153,6	533,6		
<b>S/total Forêts</b>			<b>705</b>	<b>8 705,6</b>	<b>9 410,60</b>		
<b>Hydraulique villageoise</b>							
1	1413	270 FORAGES KEROUANE	0	1 115,4	1 115,40		
2	1414	RENFORC. RESEAU SYNOPTIQUE NAT.	147	0,0	147		
3	1483	PLAN DIRECTEUR HYDRAUL. (réalisation)	92	0,0	92		
4	1487	PROJET PILOTE POINT D'EAU (2è phase)	0	1 150,0	1 150,00		
5	1494	PROG.D'HYDRAUL.RURAL 7° FED	150	2 767,0	2 917,00		
6	1496	PROG. HYDRAUL. EN GUINEE (3°PHASE)	0	2 100,0	2 100,00		
7	1498	CREATION P.D'EAU FNAD-DAL-DYE	50	881,1	931,1		
<b>Sous - total Hydraulique villageoise</b>			<b>439</b>	<b>8 013,5</b>	<b>8 452,50</b>		
45	<b>GRAND TOTAL 1995</b>		<b>10 131,9</b>	<b>85 929,5</b>	<b>96 061,4</b>		
F1\CHAN\BILAN\PI8795 25 mars 1996							
Actualisé : 22 Aout 1995							

**BUDGET D'INVESTISSEMENTS PUBLICS (PIP) - 1996 (\*)**

**INSCRIPTIONS BUDGETAIRES PAR PROJET**

(en Million GNF)

		Taux de change 1US\$=1004 GNF						
N° ordre	CODE PIP	INTITULE	PREVISION			REALISATION		
			BND	FINEX	TOTAL	BND	FINEX	TOTAL
<b>Agriculture et Génie Rural</b>								
1	1103	Projet agric. Gueckédou (PAG)	100	626	726			
2	1123	Palmier Hévéa Yomou (SOGUIPAH)	160	7 248,20	7 408,20			
3	1131	PDR Gaoul Koundara	180	1 592,60	1 772,60			
4	1135	Projet Agricole Kolenté	200	2 858,00	3 058,00			
5	1148	PDR Haute Guinée (2 & 3 ème phase)	70	1 207,90	1 277,90			
6	1150	Appui act.villag. GM (1&2è phase)	100	1 370,50	1 470,50			
7	1158	ODRIK Kouroussa (2èm phase)	300	2 069,00	2 369,00			
8	1168	Promotion des exports agri. (PCPEA)	160	1 516,80	1 676,80			
9	1174	PDR Forécariah	200	4 878,10	5 078,10			
10	1179	PDRI Kissidougou (3ème p. DERIK)	100	1 024,00	1 124,00			
11	1180	Proj. Dev. Rural Siguiri 2	100	1 161,10	1 261,10			
12	1182	Relance Cafénière	0	1 510,00	1 510,00			
13	1184	PDR Haute Guinée Ouest	1 000,00	3 488,30	4 488,30			
14	1185	PDR Guinée Maritime II	1 000,00	3 543,50	4 543,50			
15	1187	Appui à la mise en oeuvre LPDA	100	290,1	390,1			
16	1188	Proj.Dvt.exploitants agricole GF	80	1 080,30	1 160,30			
17	1189	Proj. Commercialisation Agr.(PICA)	1 000,00	1 368,80	2 368,80			
18	1190	Programme Spécial Riz FAO (C.vivriers)	48	351,5	399,5			
19	1194	PDR Moyenne Guinée	132	1 176,90	1 308,90			
20	1196	Système informatisé (PNASA)	75	351,5	426,5			
21	1197	Proj.Dev.Rural Provincial MALI-Yembering	25	750	775			
22	1198	Proj.Petits Exploitants (BG/Nord)	180	750	930			
23	1199	Projet Services Agricoles (PSA?)	300	2 507,20	2 807,20			
		<b>S/total Agriculture</b>	<b>5 610,00</b>	<b>42 720,3</b>	<b>48 330,30</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
<b>Génie Rural</b>								
24	1161	Proj.Nat. Infrastructure Rural (PNIR)	1 800,00	12 036,6	13 836,60			
		<b>S/Total Génie Rural</b>	<b>1 800,00</b>	<b>12 036,6</b>	<b>13 836,60</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>

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		<b>Elevage</b>					
25	1206	Centre d'appui d'élevage Boké II	146,5	481,9	628,4		
28	1207	Centre production géniteurs Famoila	100	232,4	332,4		
27	1208	Appui filière de production animale	0	1 098,00	1 098,00		
28	1209	Dév. agro-pastoral Beyla-Kérouané	85	2 693,00	2 778,00		
29	1210	Parc Guinée I	75	750	825		
<b>S/total Elevage</b>			<b>406,5</b>	<b>5255,3</b>	<b>5661,8</b>		
		<b>Forêts et Ressources Naturelles</b>					
30	1420	Proj. Promotion Foresterie Villageoise	30	1 539,70	1 569,70		
31	1452	Proj.Appui Forêt Tropical (PAFT)	0	750	750		
32	1462	Proj.Rég.HB Niger et Gambie	0	7 063,00	7 063,00		
33	1492	Gestion Ressources Naturelles	364	1 036,00	1 400,00		
34	1499	Proj.Gestin Ress.Rurales (PGRR)	165	4 855,80	5 020,80		
<b>S/total Forêts et Ressources Naturelles et Rurales</b>			<b>559</b>	<b>15244,5</b>	<b>15803,5</b>		
		<b>Hydraulique Villageoise</b>					
35	1413	270 Forage Kérouané (Prg.hy.vil.Ké)	0	2 024,00	2 024,00		
38	1487	Projet Pilote Points D'Eau (UNICEF)	100	1 350,00	1 450,00		
37	1494	Projet hydrau.rurale (7è FED)	348	2 315,70	2 663,70		
38	1496	Prog. hydraulique rurale en Guinée	0	1 347,40	1 347,40		
39	1498	Création Points d'Eau Fnah-Dia-Dye	260	1 296,10	1 556,10		
<b>S/total Hydraulique Villageoise</b>			<b>708,00</b>	<b>8 333,2</b>	<b>9 041,20</b>		
39	<b>GRAND TOTAL 1996</b>		<b>9 083,50</b>	<b>83 589,9</b>	<b>92 673,40</b>	<b>0,00</b>	<b>0,00</b>
F:\CHAN\BILANPIP8796 25 mars 1996							
NOTE : Proposition du Ministère du Plan à l'Assemblée Nationale de la République de Guinée, 1996							

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**ANNEX H: MINISTERIAL DECREE INSTUTIONALIZING NEW  
HUMAN RESOURCES MANAGEMENT PROCEDURES**



Conakry, le 18 JUIN 1995 19

REPUBLIQUE DE GUINEE  
TRAVAIL - JUSTICE - SOLIDARITE

MINISTERE  
DE L'AGRICULTURE  
DE L'ELEVAGE ET DES FORETS

*Le Ministre*

N° 1425 MAEF/CAB

à M \_\_\_\_\_  
Messieurs les

N/R :

V/R :

Objet

- ~~Directeurs Nationaux~~
- Directeurs des Etablissements Publics
- Chefs des Services Personnalisés
- Chefs des Services Rattachés
- Inspecteurs Régionaux
- Directeurs Préfectoraux

du Ministère de l'Agriculture, de l'Elevage et des Forêts

**MESURES POUR LA MAITRISE DES MUTATIONS**

Messieurs.

Le Département a engagé des efforts et des moyens importants dans l'objectif de maîtriser les effectifs. Le recensement du personnel est achevé dans les préfectures et la compilation des données collectées est en cours de réalisation. Parallèlement à ces efforts, les mutations continuent à se faire, souvent même sans que le Bureau Central du Personnel en soit informé.

Les contraintes majeures qui rendent impossible la maîtrise des mouvements des effectifs sont identifiées :

- les mutations se font à plusieurs niveaux souvent sans passer par le Bureau Central du Personnel: Cabinet, Directeurs Nationaux, Chefs de Services Centraux, Inspecteurs Régionaux, Gouverneurs, Préfets;
- les actes de mutation ne sont pas réguliers et ne comportent pas les informations nécessaires à une gestion efficace;
- la décision de mutation n'est souvent pas réalisée à cause principalement du fait qu'elle n'entraîne pas automatiquement le transfert du salaire.

Compte tenu des investissements humains et financiers effectués en vue de mettre en place une gestion rationnelle des ressources humaines du Département, j'ordonne le respect des dispositions et des mesures qui suivent :

**1. TOUT ARRETE OU DECISION DE MUTATION DOIT ETRE SIGNE PAR LE MINISTRE :**

Les Directeurs Nationaux, les Directeurs des Etablissements Publics, les Chefs des Services Rattachés, les Inspecteurs Régionaux, les Gouverneurs et les Préfets

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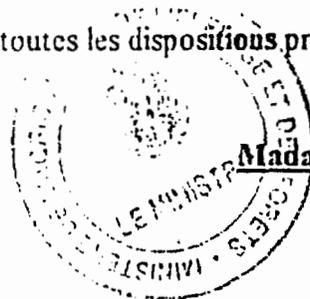
préparent désormais des projets de mutation à approuver par le Ministre. Seule la décision ministérielle est reconnue, aucune autre forme de mutation ne peut être considérée par les responsables du MAEF, ni par les responsables du MRAFP

2. AVANT MEME SA VENTILATION, TOUT ARRETE OU DECISION DE MUTATION DOIT OBLIGATOIREMENT PASSER PAR LE BUREAU CENTRAL DU PERSONNEL DE LA DAAF POUR ETRE VISEE;  
L'AMPLIATION ET LA NUMEROTATION DES DECISIONS DE MUTATION SE FAIT SOUS LA RESPONSABILITE DU DAAF.
3. TOUT ARRETE OU DECISION DE MUTATION DOIT NECESSAIREMENT COMPORTER:
  - A. Une ampliation correcte selon les niveaux de gestion concernés;  
L'ampliation doit être définie par le Bureau Central du Personnel.
  - B. Le numéro de matricule de l'agent muté, son ancien poste ( lieu et fonction ) et le nouveau poste ( lieu et fonction, si possible numéro de poste conformément aux cadres organiques ).
  - C. Les références de l'acte : numéro accordé par le Bureau Central du Personnel, la date de signature et la date d'effet.
4. Le projet de décision de mutation élaboré par un Directeur, un Préfet ou autre responsable doit comporter le numéro de matricule de l'agent muté, son ancien poste ( lieu et fonction ) et le nouveau poste ( lieu et fonction, si possible le numéro de poste ) ; Les projets d'acte qui ne sont pas conformes à ces exigences ne seront pas acceptés.
5. LE PROJET DE DECISION DE MUTATION ELABORE AU NIVEAU PREFECTORAL DOIT ETRE VISE PAR L'INSPECTEUR REGIONAL.
6. LA NUMEROTATION DES DECISIONS DOIT SE FAIRE UNIQUEMENT PAR LE BUREAU CENTRAL DU PERSONNEL.
7. TOUT ARRETE OU DECISION DE MUTATION ENTRAINE UN TRANSFERT DE SALAIRE AUTOMATIQUE INITIE PAR LE BUREAU CENTRAL DU PERSONNEL; AUCUNE RAISON SOCIALE OU FAMILIALE NE DOIT PERMETTRE LE CONTOURNEMENT DE CETTE REGLE DU TRANSFERT AUTOMATIQUE DU SALAIRE.
8. LE TRANSFERT DU SALAIRE NE PEUT ETRE EFFECTUE PAR LE MINISTERE DE LA REFORME ADMINISTRATIVE ET DE LA FONCTION PUBLIQUE (MRAFP) SAUF DECISION MINISTERIELLE VISEE PAR LE BUREAU CENTRAL DU PERSONNEL.

A travers de ces mesures le Département pourra maîtriser les mouvements de personnel, réduire le nombre d'agents n'ayant pas rejoint leur poste et mettre à jour les cadres organiques.

Je vous salue gré, Messieurs, de toutes les dispositions prises pour le respect des présentes instructions.

BEST AVAILABLE COPY



Madame Bangoura Makalé Camara