

AMTT/DAI Annual Work Plan No. 1:

March 1, 1992 to February 28, 1993

Chad Agricultural Marketing and Technology Transfer Project (AMTT)

USAID/DAI¹ Contract No. 677-0062

by

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Abbreviations Used

AID/C	USAID Mission/Chad
AMTT	Agricultural Marketing and Technology Transfer Project
ASC	Agribusiness Support Center
BPOC	Bilateral Policy Oversight Committee
CRED	Center for Research on Economic Development, University of Michigan, Ann Arbor MI USA
DSA	Division des Statistiques Agricoles (renamed 4/92; formerly BSA)
DAI	Development Alternatives, Incorporated
DAI/W	Development Alternatives, Inc./Washington DC
GOC	Government of Chad
LT	Long Term
LTTA	Long Term Technical Assistance
MIS	Market Information System
MPS	Market Policy Studies
PM	person-month
PP	Project Paper
PROAG	Project Agreement
RCO	Regional Contracts Office, USAID, Yaoundé, Cameroon
MSMS	Millet and Sorghum Marketing Study
SPSS	Statistical Package for the Social Sciences
ST	Short Term
STTA	Short Term Technical Assistance
TOR	Terms of Reference
USAID	U. S. Agency for International Development

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Summary of Key Targets and Milestones for the Current Period

AMTT Administration (COP):

1. Establish, staff, and equip a fully functioning AMTT office 12/31/92
2. Complete AMTT/DAI computer and office equipment procurement 12/31/92

Marketing Policy Studies (MPS):

3. Finalize TOR for CRED Millet and Sorghum Marketing Study (MSMS) 07/31/92
4. Complete MSMS background data review and bibliographic reports 12/31/92
5. Conduct initial MSMS rapid reconnaissance (RR) surveys 01/15/93
6. Finalize MSMS data collection methodology 01/31/93
7. Draft TOR for Women in Marketing Study (WAM) 02/15/93
8. Begin MSMS village cluster survey and formal RR surveys 02/28/93

Agribusiness Support Component (ASC)

9. Establish database of local consultants and agribusinesses 10/15/92
10. Report on agribusiness environment and market for ASC consultants 12/31/92
11. Begin agribusiness investment monitoring system 12/31/92
12. Local STTA in agribusiness technology in Chad 01/31/93
13. Two agribusiness feasibility studies or business plans 02/28/93
14. Roundtable on studies completed to date 02/28/93

Market Information System (MIS)

15. Resolution of MIS budget crises (prerequisite to below) 11/31/92
16. MIS Users survey 01/31/93
17. Final MIS systems design, action plan, and workshop 02/28/93
18. Computer training (by STTA MIS software specialist) 02/28/93
19. MIS annual report 02/28/93

Introduction

This work plan describes projected activities under the institutional contract (USAID Contract No. 677-0062-C-00-2003-00) of USAID's Agricultural Marketing and Technology Transfer Project (AMTT) during its first year of implementation, March 1, 1992 - February 28, 1993. Development Alternatives, Inc. (DAI), is the institutional contractor for AMTT with primary responsibility for the provision of the technical assistance and training components of the project, plus limited procurement (computers), during its contract period of March 1, 1992 through December 31, 1995.

Thus this report focuses on the implementation of the technical assistance and training components under the AMTT/DAI contract. This report does not cover other AMTT activities funded outside the AMTT/DAI contract, such as commodity procurement, other technical assistance and training, and the provision of MIS local costs, which are administered directly by USAID/Chad (AID/C) and the Government of Chad (GOC).

This report is structured to provide an overview of the AMTT project and individual work plans for each of the AMTT/DAI technical assistance components: marketing policy studies (MPS), agribusiness support center (ASC), and market information systems (MIS). This is followed by a summary of key targets and milestones for the current work plan period. A summary calendar of AMTT/DAI short term technical assistance (STTA) detailing the timing of TDY's is provided in Annex A. A detailed calendar of research activities, STTA TDY's, and results dissemination for the CRED Millet and Sorghum Marketing Study (MSMS) is provided in Annex B. For the full terms of reference of the CRED MSMS, the reader is referred to AMTT/DAI Report No. 5.

Due to delays in the arrival of the long term technical assistance (LTTA) team, this report was originally written in late July, three months after the arrival of the COP/MPS LTTA. At that time, the MIS and ASC LTTA had only six weeks and three weeks, respectively, in Chad, so their components were not yet well established. Also, the original report was written at a time when there was much uncertainty about when minimal AMTT logistical support would be available. In late September, AID/C requested revisions in the original report which are incorporated in this revised version. Now that logistical components are falling into place and MIS and ASC LTTA have had more time in country, this revision provides more accurate predictions of AMTT/DAI activities.

This first annual AMTT/DAI plan of work is unusual in three respects which make this report different from what can be expected in future annual plans. First, due to late LTTA arrival and slow project startup, this report covers far less than a full year of normal project activity. Second, both the ASC and MIS components are presently in a state of transition and development which creates many unknowns about their future implementation. ASC has always been considered an experimental component requiring redesign and development work. Because the ASC coordinator Bill Dalrymple arrived in late August, he is only beginning to lay the foundation for ASC's development, so the next few months will be pivotal in shaping ASC's future plan of work. The MIS component has been facing a local cost budget crisis which has made current working conditions and future planning exercises nearly impossible. Until this longstanding budget impasse is solved, the MIS work plan is almost an academic exercise. Third, due to the developmental and changing state of the ASC and MIS components, this report lacks the cohesion and complementarity that can be expected in future work plans.

Because of the ongoing transition in the ASC and MIS components, we feel it preferable that the current work plan extend only until February 28, 1993. By that time, we expect that ASC's development path will be far better known, that MIS's local cost budget will be known, and that all three components will have begun normal implementation sufficiently to permit more realistic planning for the next one year period.

Overview of the AMTT Project

As stated in the AMTT Project Agreement (PROAG) of April 29, 1991, the goal of AMTT is to improve the efficiency of the agricultural marketing system in Chad. The project purpose is to increase the capacity of the private sector to engage in agricultural marketing activities and to improve the public sector capacity to facilitate those activities. To meet these ends, AMTT will sponsor two GOC regulatory reforms: streamlining procedures both to register a business and to qualify under Regime A of the Investment Code.

To complement and reinforce these regulatory reforms, the project will be comprised of three components: 1) support to the market information system (MIS) in the Division des Statistiques Agricoles (DSA, formerly BSA), 2) pilot-level support to promote private sector investment in agribusiness, and 3) support for the conduct of market and policy analyses designed to provide GOC decision makers with an assessment of policy alternatives for promoting private investment in agricultural marketing.

To assist in implementing these three components, an institutional contractor, Development Alternatives, Inc. (DAI), was selected to be responsible for providing long and short-term technical assistance (LTTA and STTA), short-term third country training, U.S. and third country study tours, and limited commodity procurement.

The DAI long term technical assistance (LTTA) team consists of: 1) Chief of Party/Senior Policy Analyst Greg Lassiter with primary responsibilities for AMTT/DAI contract administration and execution of the marketing policy studies (MPS), 2) Agribusiness Development Specialist Bill Dalrymple who manages AMTT's Agribusiness Support Center (ASC) and coordinates agribusiness promotion and support activities, and 3) Market News Coordinator Bruce Schulte who provides technical assistance to the Market Information System (MIS) at the Division des Statistiques Agricoles.

The AMTT/DAI contract is designed and funded to provide three LTTA for 3½ years each, 96.5 person-months (PM) of US based STTA, 82.5 PM of Chadian STTA, four full-time enumerators, and a support staff of 12, including 3 professionals. In addition, the AMTT/DAI contract provides for 42 PM of short-term training, including 6 PM in the US and 36 PM in Africa and Europe, plus a wide range of in-country workshops and roundtables on various marketing policy, agribusiness, and MIS topics. AMTT/DAI is responsible for procurement of 24 computers, 15 printers, limited software, 3 typewriters, 3 photocopiers, 2 mobylettes, and expendable office supplies. All other AMTT major procurement is administered directly by USAID.

Marketing Policy Studies (MPS) Component and COP Work Plan

The Marketing Policy Studies (MPS) Component of AMTT is under the responsibility of Chief of Party/Senior Policy Analyst Greg Lassiter. Since the AMTT/DAI Chief of Party (COP) administrative responsibilities normally comprise half of Lassiter's workload, this work plan provides a joint MPS/COP activity calendar, but attempts to separate Lassiter's MPS and COP activities.

Chief of Party responsibilities: As described in the AMTT/DAI contract, the COP has five major responsibilities, which Lassiter will or already is in the process of implementing during the current year. These responsibilities and their implementation plans are shown in the COP/MPS work plan calendar (next page) and summarized below:

- 1) Establish and manage AMTT office: Recruitment and hiring of office staff for the AMTT office in the Cotontchad building will be completed during September and October. The office should be partially functional by early November and fully functional by late December. It is anticipated that the COP must commit 65% of his time [1] to set up the new office, staffing, office systems, and accounting during the first two months of office occupancy. Office management responsibilities should drop to more normal levels thereafter and average 20% of Lassiter's time by March 1993.
- 2) Develop annual AMTT work plan: The first COP/MPS annual work plan was due 90 days after arrival in Chad and was submitted 7/30/92. The AMTT/DAI contract implies that the COP should provide the overall contractor work plan; however, the contract states elsewhere that the ASC and MIS work plans are due 90 days after arrival of the ASC and MIS LTTA. Given the staggered and late startup dates for DAI LTTA (COP/MPS 4/30/92, ASC 5/26/92 for 3 week TDY with LTTA to begin 8/20/92, and MIS 6/13/92), it was not possible to allow 90 days for each component work plan and still provide a joint plan on time. However, it would have made little sense to submit a contractor work plan without the ASC and MIS plans. Therefore, despite limited in-country for the MIS and ASC LTTA--six and three weeks, respectively--their plan were included in the 7/30/92 work plan. At AID/C's request, a revised work plan is being submitted in October.
- 3) Assure implementation of the annual work plans and provide AID/C with quarterly progress reports: Implementation of annual work plans and coordination of AMTT/DAI components will be ensured by the COP through weekly DAI staff meetings and more frequent informal meetings at both AMTT/DAI sites (Cotontchad and DSA). The first quarterly report covered 3/1/92 - 5/31/92 (AMTT/DAI Report No. 1). Based on the AMTT/DAI contract effective date of 3/1/92, quarterly progress report will be submitted within 30 days following the last day of August, November, February, and May.
- 4) AMTT/DAI procurement and accounting: A procurement, inventory, computerized accounting, and detailed financial reporting system has been transferred from DAI's Rwanda Agricultural Surveys and Policy Analysis Project (ASPAP). Some adjustments must be made to adapt the system to the AMTT/DAI budget structure, which will be completed during the October-November AMTT office setup.

[1] The allocation of COP/MPS time by activity as a percent of total time is shown in the "%TIME" column of the COP/MPS calendar.

AMTT/DAI's major commodity procurement (computers and limited office equipment) began in early September and awaits AID/C approval. A partial shipment is scheduled for early November, with the remainder scheduled for December. Locally manufactured office furniture will be procured in October.

5) Supervise the Market News Coordinator and the Agribusiness Development Specialist: The COP sees this as more of a coordination and monitoring role to be implemented via weekly staff meetings and informal meetings at both office sites. Also, given the amount of overlap between the COP's MPS activities and both the ASC and MIS components, there should be sufficient collaboration on substantive issues to ensure timely communication and coordination.

6) Short-term training administration (Marketing Policy Analysis): Identify training needs, candidates, and ST training opportunities for the MPS component. Assist ASC and MIS components in implementing their ST training activities. It is not anticipated that any ST training will be implemented under the MPS component during Year 1, but training needs will be assessed.

Market Policy Studies responsibilities: The following four areas of COP/MPS responsibility in the area of marketing policy analysis are described in the AMTT/DAI contract:

7) Work collaboratively with the Bilateral Policy Oversight Committee (BPOC): The ProAg envisioned that the GOC would form a senior-level multi-ministry BPOC to review the findings of completed studies, assess progress of on-going studies, propose topics for future studies, and sponsor dissemination activities such as seminars and roundtables. The BPOC is intended to include representatives from the GOC ministries of Agriculture, Plan and Cooperation, Commerce and Industry Development, and Public Works and Transport. The BPOC is not yet operational and awaits GOC nomination of representatives. Once the BPOC reorganization is completed, it is anticipated that quarterly meetings will begin.

8) Maintain current and professional knowledge of the policy and regulatory environment affecting agricultural marketing in Chad: An activity scheduled early in the CRED MSMS programs the COP/MPS LTTA to collaborate on a review of existing research and documentation on cereals marketing in Chad. In addition, Lassiter intends to increase his networking efforts with other marketing specialists and agents once the AMTT office setup is completed in November.

9) Develop the Market and Policy Studies annual work plan in collaboration with AID/C and the BPOC: The current MPS work plan is included in this report and will be reviewed by BPOC once it is operational.

10) Develop TOR and supervise all marketing policy studies to be implemented under AMTT/DAI: A major component of the MPS year 1 work plan is the CRED Millet and Sorghum Marketing Study, for which the terms of reference are provided in AMTT/DAI Report No. 5. Lassiter is programmed to play a major role in MSMS implementation over the next year.

Given the critical importance of women in the cereals marketing chain and the potential for collaboration with the on-going MSMS study, it is proposed that the study "Role of Women in Agricultural Marketing" be scheduled for implementation in May-June of 1993. While some WID issues are addressed in the MSMS, the detailed TOR for the Women in Agricultural Marketing (WAM) study will be developed in late January, after the Herman MSMS TDY.

STTA Needs for the MPS Component: Annex A. provides a summary calendar of STTA needs for the AMTT/DAI for year one. All STTA planned for the MPS component are listed under the CRED Millet and Sorghum Marketing Study. The calendar presents tentative scheduling and planned level of effort chargeable to AMTT/DAI in person-months (PM). The consultancies for MSMS include:

- 1) Larry Herman, CRED marketing economist, lead researcher and designer of MSMS--1.75 PM split between one TDY in July to write the TOR and a second TDY in January to evaluate field work. Another 1.75 PM of on-campus time for research design, backstopping and substantive monitoring of field research, and preliminary analysis.
- 2) Yacoub Abdelwahid, agricultural economist and head CRED field researcher of MSMS--6.0 PM in Chad out of the AMTT office working under direction of CRED and in collaboration with COP/MPS Greg Lassiter.
- 3) Charles Steedman, Assistant Director of CRED, policy economist, and DAI/CRED subcontract coordinator--0.5 PM during a November TDY to assist Abdelwahid to finalize MSMS methodology, collaborate with GOC marketing policy makers, and plan CRED research backstopping and program CRED MSMS results dissemination.
- 4) Fauba Padacke, agricultural economist and local hire consultant--6.5 PM in Chad working in collaboration CRED and under direction of COP/MPS Greg Lassiter out of the AMTT office .
- 5) John Staatz (tentative), marketing economist and MIS specialist at Michigan State University--0.5 PM TDY approximately in November (to be scheduled to shirt-tail onto other MSU MIS related travel in the Sahel) to assist CRED MSMS researcher Abdelwahid on methodology and the market typology survey of MIS.

The scopes of work for these STTA are included in the CRED MSMS terms of reference in ADR No. 5. All consultants except Padacke and Staatz will be hired under the DAI/CRED subcontract.

Agribusiness Support Component (ASC) Work Plan

The following pages describe projected activities for the first contract year of the Agribusiness Support Component (ASC). Because long-term assistance for the ASC did not start until last August, the workplan covers only six months of activities ending 2/28/93. As a result, short-term consultants and training programs have been delayed until the second contract year. This will allow the ASC to gain experience and thereby better match consultants and training to local needs.

The second item to keep in mind is that the ASC is designed as a "high risk pilot project". Experience gained as the project moves forward may therefore warrant significant changes in the work plan. Any such changes will, of course, be properly documented in AMTT quarterly reports.

Diagnosing the Agribusiness Environment and Potential Client Base

During his first three months in country (Sept. - Nov. 1992), the Agribusiness Development Specialist will begin the process of diagnosing the agribusiness environment, familiarizing himself with all relevant policies and regulations, and getting to know the relevant institutions and business people (see ASC Work Plan Calendar on next page). He and his counterpart will review literature and conduct individual interviews, as well as organize focus groups with key actors in the sector in order to assess:

- the capabilities and needs of Chad's local business consulting services, including those addressing businesses run by women, and those which are run from within non-consulting businesses (e.g. VITA, banks, PVO's, etc.);
- the prevalence of promising investment ideas in agribusiness that may need only to be fleshed out through feasibility study and business plan preparation;
- the availability, need, and ability to manufacture appropriate technology agribusiness equipment; and
- the availability of credit, the degree to which entrepreneurs need assistance in preparing bankable loan requests, and the form those requests must take.

In addition, the ASC will conduct a market study to define the client base for agribusiness consulting services. Potential clients as outlined in the AID/GOC Accord, will initially have the following attributes:

- be an existing Chadian PME (individual or cooperative). It should be noted that by U.S. standards, as well as by standards set by the GOC, almost no Chadian businesses can be classified as "large". Indeed, it will probably be easier for the market study to identify the few firms with which the ASC cannot work.
- work in ag. storage, packaging, processing, or transportation
- not be a government or foreign entity
- not be in the micro or informal sector (i.e. must be registered or willing to register with government authorities)

Table 2. Agribusiness Support Component (ASC) Work Plan Calendar--March 1, 1992 to Feb. 28, 1993

Activity/Task	1992						1993					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
<u>ASC Establishment</u>												
Establish ASC and hire counterpart and support staff				■*			■	■				
Diagnosis of agribusiness environment and market study				■*			■	■	■	■		
<u>Developing Marketing Tools</u>												
Deepening expertise and developing marketing tools [1]									■	■	■	■
<u>Marketing Consulting Services</u>												
Aggressive Networking				■*			■	■	■	■	■	■
Roundtables, Seminars, Focus Groups												■
Half-day business evaluations (trial)												■
<u>ASC Operations</u>												
Appropriate Technology Materials [2]												■
<u>Institution Building/Training</u>												
On-the-job training of consulting firms									■	■	■	■
Cooperation: consultant focus group									■	■	■	■
Management/marketing advice to local consulting firms									■	■	■	■
<u>Monitoring and Evaluation</u>												
Baseline of quantifiable indicators									■	■		
Monitoring of quantifiable indicators												■
Annual Leave												■

*Three week TDY: 5/26/92 - 6/16/92

[1] Two consultancies (local hire STTA)

[2] One consultancy (local hire STTA)

- uses local resources, and has the potential to increase employment and increase the value of agricultural goods
- operates around N'Djaména or in the Moundou-Lac Chad corridor
- must be at least 30% women

Final reports on the agribusiness environment and on the market study for agribusiness consulting will be completed by 12/31/92.

From the start, the ASC will attempt to run all of its activities through existing or potential agribusiness consultants (private, NGO, and in a few instances possibly public or parastatal). Long-term sustainability of such services will remain a primary objective of the ASC. As a result, the initial market study will also take into account factors affecting the suppliers of agribusiness consulting services (e.g. pricing, taxes, legal restrictions, risk, and competition).

If at all possible, the ASC will not be set up as an independent business competing with consultants and organizations already providing business advice and info to the ag sector (e.g. NGO's, BEPROCA, BEC, VITA, etc). Instead, it will try to stimulate demand for such services by assisting the existing consultants with marketing and product development. As a result, the ASC will not try to build up a clientele for its own services directly from agribusiness entrepreneurs. It must be kept in mind, however, that if the initial study proves that local consultants are unwilling or unable to provide timely and affordable services to Chadian businesses, the goal of the ASC will revert back to that of an independent consulting business.

Developing Marketing Tools

During the last half of the first contract year (Nov. 92 - Feb. 93), the ASC will work closely with its consultant colleagues to undertake at least two feasibility studies/business plans for Chadian agribusinesses. These studies should be completed by 2/28/93. Funding for these studies will ideally come from the businesses themselves, and will cover actual costs for the consultant involved. It is likely, however, that the market study will show current demand for such services to be low, and that the first studies will be partially, if not entirely, subsidized by the ASC.

Two types of studies are initially envisioned:

- Expansion or replication of an existing activity. The potential client group for this type of study will be entrepreneurs seeking assistance in evaluating and/or preparing "bankable" loan requests for familiar, relatively low-risk investments that are nonetheless productive and profitable.
- New agroprocessing technology. The potential client group will be dynamic entrepreneurs interested in new technologies, but in need of clear documentation of the profitability of these technologies.

For the ASC to meet its target of 30 percent women clients, a profound understanding of that market must be gained. If the initial studies are not with women run businesses, they must at least analyze demand by women for similar such studies. Agricultural exports, while not included in the first year's work plan, may be addressed by the ASC in the second contract year.

Completion of these first studies will give the ASC and its consulting colleagues a better idea of demand for various types of products. Cost and price data will be gathered and analyzed in order to perfect market analysis. From this information, market segmentation and new product development may arise to match demand for consulting services while turning a reasonable profit (or at least covering costs in the case of NGO's).

Marketing Agribusiness Consulting Services

Assuming the initial studies prove there is a potential profitable demand for consulting services such as business plans, market studies, new technologies, etc., those services must then be marketed to clients. The ASC and its consultant colleagues may use a variety of marketing techniques including:

Networking. During September - November, ASC will meet with all of the banks, donor organizations, NGO's and business organizations in N'djaména to explain the purpose and services of the ASC and agribusiness consultants. Special emphasis will be focused on female entrepreneurs and consultants. This networking process will quickly incorporate the agribusiness consultants themselves, and will continue throughout the project life, bolstered by an ASC bulletin if warranted. A database with names, telephone numbers, addresses, and areas of interest will be started at the ASC by 10/15/92 to better access this network.

Roundtables and Seminars. As each consultancy study is completed, the ASC and its consultant colleagues will determine how the study can be modified to be used in marketing efforts while respecting the confidentiality of the client. Marketing materials, such as hard copy advertising, radio ads, brochures, and newsletters may be developed. Perhaps more important, however, will be presentations to potential clients in the form of seminars or roundtables to discuss the progress of the project, and any new generic information or technologies developed. It is projected that at least one roundtable will be organized toward the end of the first contract year.

Half-day Business Evaluations. Quite successful in the Caribbean, this marketing technique of offering free advice as an enticement for a longer term contract will be introduced to local agribusiness consultants. If possible, it will be tested in the Chadian business context before the end of the first contract year.

ASC Operations

Once it is established, the ASC will be involved in two categories of activities during the first contract year. These are discussed below.

- 1) Acting as a clearinghouse for demands of agribusinesses for feasibility studies, market studies, business plans, and assistance in the preparation of loan application requests.

ASC will contract out most requests for business assistance, where feasible. Particularly during the first half of the project, ASC will work closely with the contracted consultants to assure product quality, and to act as advisor where necessary. When a client needs a level of expertise that is unavailable locally, ASC may arrange for an outside short-term consultant to assist local

ASC staff, although it is doubtful that such a consultancy will be needed in the first contract year.

2) Serving as a source of agribusiness technology information.

The ASC will serve as a central clearinghouse for information on appropriate agribusiness technology in Chad. In January 1993, the ASC will hire a local consultant to investigate all of the sources of agribusiness technology information in Chad, and to begin to assemble a library of information at the ASC. When completed with further work in the project's second year, this library will be used by consultants and entrepreneurs as a source of potential technologies in which they may want to invest. In addition, some of the technologies may be tested at a later date by the ASC in some of its non-firm specific research. Outside consultants and training programs will be used when local expertise is not available.

Institution Building and Training

To promote sustainability and skills-enhancement among Chadians, AMTT will emphasize institution building and training. The ASC will work with local private sector businesses and PVO's in an attempt to ensure that they can, and will, provide quality post-project agribusiness support. The ASC will work toward this goal by:

On-the-job training. The Agribusiness Development Specialist's counterpart and agents of local firms offering management consulting, particularly private firms, will be contracted to do all assignments conducted by the ASC, unless specific technical capabilities do not exist for the task. This hands-on experience will allow them to develop their own skills while cultivating future clients.

Cooperation. From the start of ASC's work in Chad, local providers of agribusiness management assistance will be included in the design of the component's activities. Through focus groups, retreats, roundtables, seminars, etc. these firms and individuals will be encouraged to share information in order to improve their profitability and develop their markets in an unstable economic environment. It is possible that a professional group will emerge to address their mutual concerns.

Competition. By encouraging, at first even subsidizing if necessary, various consulting businesses and organizations, competition (and competitive prices) will develop, and businesses will identify their own market niche.

Structured Training. Will be organized for the ASC counterpart and local private consultants. Training has been proposed in both the United States and third countries, but is not projected until early in the second contract year.

Management, marketing, and organizational advice. Perhaps the most important aspect of the ASC, the Agribusiness Development Specialist and his Chadian counterpart will work directly with the local consulting firms to help them market, price, and manage their services to insure profitability while offering a quality product to the consumer. This work will begin immediately upon entering the first market study phase.

Interaction with Other AMTT Components

Cooperation between the Agribusiness Support component and the Market Policy Analyses Component of the AMTT will center on (1) the ASC's role of communicating regulatory and policy changes to agribusinesses and consultants; (2) the ASC's role of communicating the policy and regulatory concerns of businesspersons to the Bilateral Policy Oversight Committee; and (3) the exchange of information on the issues to be studied by Market and Policy Analyses Component consultants, for example, the role of women in agricultural marketing and constraints related to financial services and capital markets. The ASC will also collaborate with the MIS Component to share insights about the specific needs of agribusiness persons for market information and their reactions to information provided by the MIS. Frequent inter-component communication and weekly DAI team meetings will facilitate coordination.

Monitoring and Evaluating the ASC's Impact

The Agribusiness Development Specialist will establish a baseline for measurement of the indicators of ASC impact. The DAI team will monitor these indicators closely during project implementation by keeping a log of all visits to the ASC, all inquiries responded to, all services rendered, and the results obtained. A monitoring system also will be established to track the number of loans to agribusinesses, by gender of owner, at VITA/PEP, BDT, BTCO, and BIAT. A system will be set up to monitor changes in the number of private agribusinesses registered with the Chamber of Commerce. Data on all of these indicators will be compared with the baseline statistics in each quarterly report to facilitate DAI and USAID's task of evaluating the progress of the component in meeting its objectives. This initial monitoring system will be set up by 12/31/92.

Market Information System (MIS) Work Plan

Introduction

"...Improvement in market transparency is probably the most important single support which can be given to the establishment and protection of a competitive marketing system."

- (E. Ruesse in Food Policy, November, 1987)

The MIS work plan originally prepared in July was contingent on the availability of essential resources, particularly operating funds, but also adequate office accommodations and equipment. While an office for the Market News Coordinator finally came available in late September, the "MIS Budget Crisis" (i.e. the complete lack of operating funds and serious equipment shortages) remains largely unresolved, with no real solution currently in sight until at least November or December. Furthermore, salaries for counterparts in the MIS are at present four months in arrears and even the very modest financial support from CILSS is temporarily unavailable. Hence, activities have been greatly scaled back, and even the present plan remains tentative until the budget issue is settled. Still, the MIS staff and LTTA Team continue to be optimistic and have made every attempt to move forward, using what little resources are available.

In the immediate term, considerable attention must be given to resolving the budget difficulties. This will likely involve designing an MIS which is more modest in scope than previously envisioned, but which will still have an impact on the efficiency of the country's agricultural marketing systems and on enhanced food security. The design process, using a systems analysis approach, will be the major focus of activities in 1992 and early 1993.

Previously planned activities including an MIS "public relations campaign", regular market news radio bulletins, installation of computers and procurement of SSB radios are also delayed. The market typology study which was to have started with this season's grain harvest will be postponed and eventually will likely have to be reduced in scope due to budget limitations. However, this will be offset through strengthened ties with the Millet and Sorghum Marketing Study. A special "mini-survey" on the maize marketing system with collaboration between the DSA and the ACIDI marketing project was not possible due to lack of funds.

Objectives of the National Market Information System

A concise description of the two main objectives of the MIS can be found in the "Proceedings of the MIS National Seminar" held in N'Djaména in March 1991:

1. Improve principal market participants' accessibility to cereals market information with a view towards:

Contributing to the markets' auto-regulation;

Re-enforce producers' bargaining power;

Allow merchants to bring about more rational flows of cereals based on market conditions;

Offer greater choice of goods to consumers.

2. Serve as a key input to improved decision making by government, financial institutions, international aid agencies and other organizations.

Price Statistics vs. Market News

For a market information system to positively affect the marketing system, the data it collects must be used by private and public decision makers. For public decision makers, these needs usually include uniform and complete series of data that can be used to monitor and analyze market performance over time and space. The "sub-system" targeted at this segment of the MIS's users will be known as the Price Statistics Service.

For private decision makers, particularly traders, information needs are quite different. They require accurate information expressed in familiar units that is immediately valid and reliable. They are much less concerned about complete series of prices over the past year, for example, than they are about the price of a sack of millet in Bokoro today. Private decision makers need information that assists them to earn a living, and their demands for accuracy and immediacy are substantial. A Market News Service will be developed to meet the needs of the market participants, particularly farmers and traders.

In short, it is important to distinguish between the Price Statistics and Market News components of the MIS. Each has to serve the needs of distinct target groups and therefore the objectives and outputs of each subsystem are quite different. The DSA has developed a respectable Price Statistics Service over the past several years. With the establishment of a Market News Service which will disseminate "real time" market information, the MIS will enter a new era. The challenges and resource needs will increase substantially - this should kept in the forefront of planning for the future of the MIS.

Implementation Plan for the Market Information System Component

Careful planning is always vitally important for projects involving agricultural market information systems. The main criteria for designing and operating a market information system can be summarized as follows:

Provides timely, relevant, accessible and consistent information to targeted user groups in an effective and efficient manner;

Adaptable structurally and conceptually to changing conditions;

Consistent with human, financial and institutional capabilities.

Systematic planning is crucial in order for the MIS to meet its goals, and also to avoid potential stumbling blocks to an effective MIS, which mainly center around institutional factors and management of the system. The relatively complex logistics and substantial resource requirements of running an effective MIS are often underestimated. The challenges are especially great in Chad given the scarcity of human and financial resources, the extremely limited communications systems and high degree of marketing risks.

The fact that a number of institutions are involved in the MIS also greatly complicates matters. The pooling of extremely limited resources through cooperation of various institutions may appear advantageous or even necessary given Chad's difficult situation. However, building a well-functioning MIS on a foundation consisting of a number of weak, mostly public sector institutions presents potential management and logistics difficulties of nightmarish proportions. Under these circumstances, and particularly given the budget difficulties, efforts during the first year of activities will focus on carefully designing a functional and effective MIS, based on the above criteria.

The systems analysis approach will be carefully followed and will result in a detailed and functional plan of operations for the MIS. Local MIS staff will actively participate in this process, thereby: 1) providing intensive training in the MIS planning and management, 2) fostering a feeling of "ownership" of the MIS, 3) insuring that the MIS design is realistic and workable and 4) reaching a consensus among the numerous groups involved.

Activities have now been grouped into two categories as presented the attached calendar (next page): 1) System Design Process and 2) Improvements in Physical and Institutional Infrastructure.

System Design

The first phase of activities of the Market News Coordinator (MNC) will be dedicated to a thorough diagnosis of current MIS procedures, the institutional framework, staff capabilities, and users' needs. The major outputs during this phase include preparation of tentative work plans, resolving current serious budget difficulties, and rapid surveys of cereals markets. Another important output, as discussed above, is the experience and significantly deepened knowledge of market information systems which the MIS staff will acquire through active participation in the system design process. These efforts will lead up to an in-depth evaluation, whose results will be presented and carefully examined at a three to four-day workshop in January 1993. The workshop will serve as a forum for finalizing a detailed MIS Plan of Action.

Preparation of Work Plans and Roundtable Discussions

Both the previous and present work plan were designed in close collaboration between the Market News Coordinator and MIS staff. The process began with a careful review by the MNC of existing documents relevant to the Chad MIS. A preliminary review was made of the existing operations and resources of the MIS. Several visits were made to markets in and around N'Djaména and Lake Chad. Visits to other major markets were not possible due to lack of a vehicle, driver, and per diem for MIS counterparts. Discussions were held with representatives of a number of institutions with interests in the MIS such as the Office National des Céréales, Projet Diagnostic Permanente, Système d'Alerte Précoce, Radio Rurale, CARE, FEWS and ACDI. Communication with these and other interested institutions will continue.

The MNC has provided the MIS staff with a number of documents in French relating to experiences with market information services in a number of countries. These materials have been exceptionally well received and have led to a series of round table discussions within the MIS which will serve as the first step in the systems design process by raising the MIS staff's

Table 3. Market Information System (MIS) Component Work Plan Calendar--March 1, 1992 to Feb. 28, 1992

Activity/Task				1992						1993		
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
<u>SYSTEM DESIGN</u>												
Preliminary work plan & budget					■			■				
MIS "Budget Crisis" resolution						■	■	■	■	■		
Rapid recon. & millet/sorghum study										■		
Users survey									■	■	■	
Final systems design & action plan											■	■
<u>INSTITUTION BUILDING</u>												
On the job training & roundtables							■	■	■	■		
Supervision of field staff									■	■		
Computer installation & training							■		■		■	■
Office & other equipment installation								■	■	■	■	■
Improving Monthly Bulletin							■		■			
Publication MIS Annual Report											■	■
Annual Leave										■		

* (MNC on leave in December).

understanding of basic concepts in establishing and operating agricultural market information systems in developing countries.

Resolution of GOC Budget Difficulties

The major stumbling block to both the present and long-term success of the MIS lies in the fact that the GOC is expected to cover the operating costs of the MIS, which is extremely unlikely under GOC's current budget crisis. The issue of MIS funding under the AMTT project has been discussed at several meetings beginning in July. The MIS staff, with the assistance of the MNC prepared several budgets and work plans for consideration by USAID. The "budget crisis" will likely continue to occupy a substantial portion of the MNC's time through November-December.

The urgency of the financing problem clearly means that preliminary budgets for the MIS need to be estimated and presented immediately. Every effort will be made to arrive at a revised budget which will allow the MIS to function on a more reduced scale than was foreseen in the Project Paper. Still, a final budget can not be realistically completed until the size and scope of the MIS is carefully determined through the system design process.

Rapid Reconnaissance Surveys of Cereals Marketing Systems

Rapid surveys of potential users of the MIS's Market News Service--primarily the farmers and traders--will be undertaken starting in late 1992. The main goal is to have a sound understanding of cereals marketing systems on which to base the MIS design. The rapid surveys will help resolve key issues such as how many and which markets should be covered, price/quality relationships, product flows as well as potential MIS users's information requirements. This effort will be carefully coordinated with the millet and sorghum study (MSMS), in which the MNC will play an active role, particularly in those aspects of the study which are most directly related to the MIS. Such collaboration should prove mutually beneficial to the MIS and to the MSMS and will help optimize the relatively limited resources available to these two activities. Outputs will include detailed trip reports which will later be used as background documents for the system design process and the MSMS.

Resolving the issue of the MIS's coverage in terms number and location of markets as well as the products included, will be a primary concern of this study. An "optimal" level of coverage must be determined, using the criteria listed earlier and following discussions among interested parties. Given the budget crisis, it is now even more questionable whether the previously stated project goal of covering up to 50 markets in the MIS is feasible or even necessary to meet the needs of target user groups. One possible solution is to continue to have a relatively low cost Price Statistics Service covering a large number of markets with price data transmitted primarily by mail and a Market News Service covering a limited number of key markets on a "real time" basis using a combination SSB radios, phones and fax machines.

Users' Surveys

Ensuring that the MIS meets the needs of its users is vitally important. An MIS Users Survey will be conducted over a eight week period beginning in early November, as one key element in the system design process. A local consultant

and several survey assistants will work closely with the MNC, and in close consultation with MSMS researchers. Potentially, MIS headquarters staff and field staff could contribute, although the funding difficulties will likely limit participation to a few members of the MIS management staff. Once radio broadcasts and other dissemination methods such as market bulletin boards have been in place, more extensive user surveys will be conducted using MIS market enumerators in order to monitor the MIS's impact.

The November users' survey will cover current and potential users of the MIS's existing Price Statistics Service, with a focus on recipients of the MIS "Monthly Bulletin". This part of the survey will consist of a combination of questionnaires and selected interviews. Field visits in selected locations will cover potential MIS users in the private sector. Attached are terms of reference for the local consultant who will head up this effort.

In-depth Evaluation of MIS and Final System Design

In January 1993, a short-term consultant with significant Sahelian MIS expertise will join the Market News Coordinator, the Chargé du MIS, and the Director of DSA in a formal diagnosis exercise. Over a four-week period, the team will carefully examine MIS operating procedures, capabilities, and users' needs. Based on its findings, the team will prepare a working document of analysis and recommendations to be presented and debated during a three to four-day workshop held at the conclusion of the evaluation. The workshop will include representatives of the GOC, USAID, PVO's, CILSS, and the private sector, but every effort will be made to keep the workshop small and results-oriented. The goal will be to reach a consensus on an MIS design that both respects the work that has already occurred and ensures that users' needs can be met on a sustainable basis. The workshop's final product will be a detailed, pragmatic plan of action which will include new operating procedures contained in a draft operations manual for the MIS.

Integrating Horticultural Crops and Market Analysis into the MIS

The steps outlined in this workplan will serve to strengthen the ability of DSA to manage an MIS for any type of food crop. However, during the first year, support will concentrate mainly on cereal crops. Only after the basic system for managing MIS operations for cereals is well established should the project move to integrate vegetables into the MIS. However, during the first year, the MIS will establish informal ties to existing efforts among PVO's to establish market information systems with a view towards mutually beneficial sharing of experiences and possibilities of eventual formal collaboration. In the second year, further attention will also be given to improving the MIS's ability to more detailed, yet practical market analysis. This will be accomplished by drawing on the extensive experience of the MNC in commodity market analysis, in market information systems and in food security early warning systems. In addition, short term consultants with exceptionally strong backgrounds in market analysis in the Sahel will be called upon.

Improving Physical and Institutional Infrastructure

The second group of planned activities involve institution building. These relate to management and training as well as to installation of equipment and the establishment of an adequate MIS office.

Management and Supervision

The MNC, the Chargé du MIS and the Chief of the DSA will work together and give priority to a management review covering the following potential "weak links" in the MIS:

How to standardize data collection and ensure reliability;

How to speed up the process of data collection, transmission and dissemination;

How to control and motivate field staff;

How to provide effective overall management to enable "operational discipline and continuity of the supply of resources" (especially funds);

How to assure financial sustainability.

The examination of these questions began soon after the MNC's arrival, and will be fully incorporated into the in-depth MIS evaluation and workshop scheduled for early 1993.

As noted, one particular challenge lies in the fact that the Chad MIS consists of a number of institutions. Therefore, considerable efforts will be directed at maintaining close links among the collaborating institutions through regular meeting of the inter-agency Technical Committee which oversees the MIS.

The Market News Coordinator will establish an intensive program of field visits and control of rural enumerators in order to encourage careful data collection, to provide on-the-job training, and to build awareness among local officials about the purpose and importance of the enumerators' work. No formal training of field staff will take place until new operating procedures and questionnaires are developed and approved at the January 1993 workshop.

Computer Installation and Training

Working in collaboration with the FEWS representative, the Market News Coordinator will define a training program in computer skills starting in October. The MNC has provided software and computer literature to the MIS, as well as informal training and trouble-shooting. The Systems Analyst and Data Base Manager at the DSA recently took the initiative to train nearly all the DSA headquarters staff in the basics of spreadsheets, data bases and wordprocessing. Beginning in the second project year, more advanced computer training for DSA staff will occur, most likely in France or possibly the U.S.

It now appears that the six computers ordered for the MIS will likely arrive in December 1992 at the earliest. Short term technical assistance from a Computer Specialist for approximately six weeks is tentatively scheduled for February 1993, although the timing may have to be delayed slightly, given the heavy schedule of activities for early 1993. As detailed in the attached terms of reference, the specialist will set up state of the art software for the MIS, provide on the job training for MIS computer operators and help define a long term training plan for MIS staff.

Improvements in the MIS Monthly Bulletin

The Market News Coordinator will assist MIS staff in improving the timeliness as well as the quality of the Monthly Bulletin of the MIS. The presentation will be greatly improved once appropriate desktop publishing and graphics software arrives and is installed. An important goal in the second year of the project will be to significantly enhance the market analysis contained in the Bulletin as noted earlier.

Preparation of Annual Report

During early 1993, the MNC will provide on the job training to MIS staff on producing the MIS Annual Statistical Report. The quality of this already respectable report will be improved in terms of presentation by use on state of the art software. The content will also be improved upon, through more rigorous market analysis and by incorporating suggestions uncovered in the Users Survey already described.

Installation of MIS Office and Equipment

At the time of this writing in late September, 1992, procurement of essential equipment had been seriously delayed - a vehicle was provided for the MNC in mid-August and an office in late September. At present, the MIS staff continue to await adequate office space - this was an "urgent" issue raised in the May 1991 report on the MIS prepared by FEWS for USAID/Chad. Access to computing equipment was another serious problem. Phone lines for the MIS will not likely be available for the foreseeable future, thereby seriously hindering communications.

A high priority will be on the establishment of the SSB radio network in order to allow for what may well be a six-month lead time prior to their arrival. In addition to technical questions regarding which types of radios will be most appropriate, the fact that the project paper budgeted radios at US\$2,000 each when in fact they apparently cost approximately \$8,000 probably means the number of radios will have to be reduced, although these can to some extent be replaced by use of public and or/MIS fax machines as well as phones.

Annex A. AMTT/DAI Short Term Technical Assistance (STTA) TDY Calendar: 3/1/92 - 2/28/93

	PM	1992						1993					
		MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
<u>Market Policy Studies (MPS)</u>													
CRED Millet-Sorghum Marketing Study													
Larry Herman [2]	3.5	■	■	■	■	■	■	■	■	■	■	■	■
Yacoub Adbelwahid	6.0			■	■	■	■	■	■	■	■	■	■
Charles Steedman [3]	0.5	■	■	■	■	■	■	■	■	■	■	■	■
Fauba Padacke	6.5				■	■	■	■	■	■	■	■	■
John Staatz [1],[4],[5]	0.5	■			■	■	■	■	■	■	■	■	■
<u>Agribusiness Support Component (ASC)</u>													
Local hire STTA--business plan case study	1.5									■	■	■	■
Local hire STTA--agroprocessing case study	1.5											■	■
Local hire STTA--agribusiness technology in Chad	1.0											■	■
<u>Market Information System (MIS)</u>													
Communications Specialist [1]	1.0											■	■
Market Information Specialist [1]	1.5											■	■
Computer Specialist [1]	1.0											■	■
TOTAL STTA	24.5												
<u>AMTT/DAI Project Management Visits</u>													
Tony Barclay	0.3											■	■

NOTE: Color codes for amount of time: ■ = high (full-time) ■ = medium ■ = low

- [1] Tentative schedule
- [2] ■ = time in Chad; CRED STTA chargeable campus time is shown as ■ = full-time or ■ = part-time
- [3] ■ = time in Chad; other chargeable time at CRED is administrative backstopping and is shown as ■ = full-time or ■ = part-time. Administrative backstopping time is not shown in the 1.0 STTA total for Steedman.
- [4] Joint consultancy between CRED MSMS and MIS
- [5] ■ = time in Chad; other campus time is donated by MSU and is shown as ■ = full-time or ■ = part-time

Annex B. CRED Millet and Sorghum Marketing Study (MSMS) Calendar

Activity/Task	STAFF	1992			1993											
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Review of Cereals Production Patterns and Trends	P,L	■	■	■ W												
Review of Cereals Marketing Patterns and Trends	A,H	■	■	■ W												
Annotated biblio, data inventory	P,A,L	■	■	■ W												
Steedman TDY	L,A,P		■													
Prep for and Initial RR mission	L,A,P,S	■	■	■	■											
Design Market Typology Study (MIS BUDGET PROBLEMS)	A,S,H,C		■	■	■	■	■	■	■	■	■	■	■	■	■	■
Design survey forms (trader, producer)	A,P,L,H			■	■											
Schedule for RR missions and select research sites	A,P,L,H			■	■											
Staatz TDY	A,P,L,S		■													
Selection and training of enumerators	A,P,L,H		■		■	■										
Herman TDY	A,P,L,S			■	■	■	■	■	■	■	■	■	■	■	■	■
RR missions: trader and producer interviews	P,A,L,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Market cluster survey data collection	A,P,L,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Foreign trade survey	P,L			■	■	■	■	■	■	■	■	■	■	■	■	■
Demand survey	A,H,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Herman TDY	A,P,L,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Institutional Survey (Gellar TDY)	H,A,P,L			■	■	■	■	■	■	■	■	■	■	■	■	■
Production Unit and Producer Outlet Study	P,L			■	■	■	■	■	■	■	■	■	■	■	■	■
Market Organization Study	A,H,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Herman TDY	A,P,L,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Market Operation and Margins Study	A,H,S			■	■	■	■	■	■	■	■	■	■	■	■	■
Price Analysis and Market Integration Study	A,S,H			■	■	■	■	■	■	■	■	■	■	■	■	■
Demand Study	A,S,H			■	■	■	■	■	■	■	■	■	■	■	■	■
Cereals Cross-Border Trade Study	P,L			■	■	■	■	■	■	■	■	■	■	■	■	■
Policy Survey and Analysis	A,P,H			■	■	■	■	■	■	■	■	■	■	■	■	■
Post-field Analysis	ALL			■	■	■	■	■	■	■	■	■	■	■	■	■
Presentation of Draft Report	ALL			■	■	■	■	■	■	■	■	■	■	■	■	■
Natl Cereals Conference	ALL			■	■	■	■	■	■	■	■	■	■	■	■	■

NOTE: Color codes for amount of time: ■ = high ■ = medium ■ = low

Staff Code: A = Abdelwahid, C = CRED backstop, G = Gellar, H = Herman, L = Lassiter, P = Padacke, S = Schulte

Report Code: T = Trip Report W = Working Paper F = Final Report

Terms of Reference: Communications Specialist for MIS Users Survey

Over an eight week period beginning in January 1992, the consultant and two research assistants will complete the following tasks:

1. Work closely with MNC to finalize a survey plan of action and questionnaires. Supervise survey assistants to ensure quality of work.
2. Conduct survey of current and potential users of the MIS's existing Price Statistics Service, with a focus on recipients of the MIS "Monthly Bulletin". This will consist of a combination of questionnaires and selected interviews. Results should cover the recipients' views on the timeliness and usefulness of the present reports as well as suggestions for improvements.
3. Using rapid survey techniques, conduct field visits in selected locations covering potential MIS users in the private sector (farmers, traders, market women, consumers and others). Cereals and cereal products should be given priority, but other crops can be included. Key issues to be answered:
 - a) current sources of information, including "test" of users' knowledge of current prices in markets of possible relevance to them;
 - b) type of information which would be useful, including which products, markets, product qualities, units (sack, koro, etc), levels of market (wholesale, retail, etc.), and additional information (ex. product quantities, transport, and crop prospects);
 - c) general reactions to government launching an MIS;
 - d) users' views on how they would benefit from MIS's reports; and
 - e) users' level of access to information (questions on radio ownership, literacy, language, etc.) as basis for designing means of dissemination.
4. Provide suggestions on the most effective means for information dissemination to target groups, with particular emphasis on farmers and traders. This should include content and presentation of MIS reports, collaboration with the mass media, optimal use of communications systems, and overcoming language and literacy barriers.
5. Make preliminary recommendations on how the MIS should organize its future "public relations" activities which will serve to:
 - a) educate users groups and the general public about the goals of the MIS and how to benefit from its reports; and
 - b) ensure a favorable image for the MIS so as to maintain support from key parties such as information sources, GOC officials and donor agencies.
6. Outline a plan for future user surveys taking into account areas perhaps not covered in this initial effort and also how to conduct future users surveys to measure the results of new methods of information dissemination which are expected to start in mid-1993 such as radio reports and market bulletin boards.
7. Present survey results at one a 1-2 day workshop attended by select members of target user groups, MIS staff and other interested parties. Include observations and recommendations resulting from the workshop in final report.

Terms of Reference: Market Information Systems Design Specialist

Over an approximately six-week period beginning January, 1993, the consultant will work in collaboration with the AMTT Market News Coordinator and the Chargé du MIS to finalize a system design and comprehensive Plan of Action for the MIS through the end of 1995. This effort will be the culmination of previous system design activities carried out in during 1992, including rapid reconnaissance of cereals marketing systems, a preliminary survey of potential MIS users, and numerous roundtable discussions, among MIS staff and others.

Specific tasks include:

1. Assist in defining requirements which will ensure a firm institutional base for the MIS. Particular emphasis will be on:
 - a) resolving serious potential management difficulties due to the fact that MIS consists of numerous institutions;
 - b) ensuring sufficient autonomy, continuous flow of resources as well as support from key government officials responsible for the MIS;
 - c) specifying staffing requirements, including terms of reference, schedules of activities - all to be presented in a draft operations manual for the MIS; and
 - d) addressing outstanding budget and disbursement issues.
2. Finalize optimal MIS design including geographical and product coverage, frequency of data collection, product grades and standards issues, and types of information collected.
3. Refine data collection, transmission and analysis methods.
4. Provide MIS staff with documents and other materials used in successful market information systems in other countries as basis for deepening knowledge of Chadian MIS staff through a brief seminars and/or roundtable discussions lead by the consultant.
5. Assist in defining future training and technical assistance requirements for the MIS.
6. Review Users Survey Report and further define plan for information dissemination and "public relations" aspect of MIS.
7. Organize three-day workshop at which findings of mission will be discussed among selected representatives of cooperating institutions and other interested parties. Incorporate recommendations and conclusions into final detailed Plan of Action.
8. Establish project monitoring and evaluation program including iterative process of MIS re-design at end of each phase of the project.

Terms of Reference: MIS Computer Specialist

Over a six week period in or around February 1993, the Computer Specialist will work with the Market News Coordinator and selected MIS staff in taking the first steps towards the effective computerization of the MIS. Specifically, the focus will be on immediate installation of appropriate software for the MIS, and on drawing up a practical plan for the long term development of computer expertise among local staff.

Tasks of the Specialist will include:

1. Draw up a practical long term plan for all information management aspects of the MIS plan through the end of 1995.
2. Develop user friendly programs that will a) efficiently process, edit and store raw data from the field; b) permit ready analysis of data such as price trends (short term, seasonal and long term trends), comparison of prices among markets, (including correlation coefficients and marketing margins); c) provide highly flexible reports capabilities to produce tables, graphs and text which can be easily incorporated into MIS reports and publications.
3. In addition to those noted in 2), other criteria for the programs include flexibility and room for modifications as the MIS expands and develops. It is also critical that every effort is made to ensure that local staff become fully capable of maintaining and modifying the programs prior to the end of the project.
4. Carry out in-service training of selected MIS staff to the extent possible, and draw up long term training plan.
5. Work closely with local staff and MNC in designing appropriate formats for the MIS reports, including internal transmissions to and from the field and those for dissemination to the public.
6. Recommend any immediate and long term improvements in hardware, software and computer-based communications systems which might prove beneficial.

SCOPE OF WORK FOR ASC CONSULTANT TO STUDY
AGRIBUSINESS TECHNOLOGY IN CHAD

PRIMARY ROLE:

The Agribusiness Technology consultant will investigate all sources and potential sources of agribusiness technology in Chad., begin a library of information at the ASC, and suggest technologies from other countries which may be appropriate to Chad.

PRIMARY RELATIONSHIPS:

The consultant will report to the ASC Agribusiness Development Consultant . In addition, the consultant will work closely with the ASC staff, as well as with AMTT, NPA, AID, and Ministry of Ag. advisors when necessary.

PRIMARY TASKS:

Design a questionnaire to discern existing and potential agribusiness technology manufacturers, importers, wholesalers, retailers, consumers (demand) including projects, and prices. Survey Ndjamena - Moundou corridor. Add additional information concerning technologies being used in neighboring countries. Create an easy access library for informational materials obtained. Create a database which includes information on materials available, prices, suppliers, and consumers. Identification of potential market niches where possible is encouraged. Complete a summary report on the Chadian agribusiness technology market and environment.

REQUIRED QUALIFICATIONS:

Business Skills: Preferably several years experience in agribusiness technology appropriate to the Sahel (ag. inputs, processing, transportation, storage, etc.). Ability to conduct research, and write up results. Good public relations skills. Ability to interact with both the public and the private sector.

Academic Qualifications: At least a BAC in the appropriate field. Preferably a Bachelors or Masters in agricultural economics or agricultural engineering.

Language Skills: Fluency in French. Preferably in Chadian Arabic as well. Local languages also a plus.

Computer Skills: Computer literate with MS-DOS machines and software. Preferably experience with WordPerfect, Lotus 1-2-3, and dBase.