

**Agricultural Marketing
and Technology
Project (Amtt),
*Chad***

Final Report

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I. PROJECT PURPOSE AND GOAL

The Project Paper describes the AMTT Project's goal and purpose as follows:

"The goal of the AMTT project 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. The project will seek: to make it easier to register a business and to qualify for incentives under the investment code; to achieve market integration by broadcasting market information; to promote private-sector investment in agribusiness; and to improve GOC agricultural policy decisions by timely provision of pertinent studies to policy makers."

AMTT was designed with three distinct components:

- the market information system (MIS or SIM in French);
- the pilot agribusiness support center (ASC or CAPAGRI in French); and
- the agricultural marketing and policy study (AMP) component.

The SIM had a goal of producing a demand-driven weekly market report on Radio Chad covering up to 10 cereals in 50 markets and a minimum of 4 vegetables in 4 markets. The ASC was to establish a pilot agribusiness support center and the AMP was charged with overseeing four studies in agricultural marketing to provide GOC decision-makers information on policy alternatives and the effects of those alternatives.

II. MARKET INFORMATION SYSTEM -SIM

A. Purpose

From August to October 1990 a DIAPER/CILSS sponsored field survey evaluated the topology of cereal markets in Chad. From these 30 markets were chosen to represent geographically and characteristically the markets of Chad. At the ministerial-level Seminar National du Tchad Feb./Mar 1991 the *Systeme d'Information sur les Marches* was officially declared to be a unit of the DSA. This represents the birth of the Chad's agricultural Market Information Service (SIM, in French) for non-animal products. The results of this topology study was the first published document of the SIM. In December 1991 the SIM began producing a bulletin which reported price data in 30 markets across the country.

SIM was intended to work with the Bureau de Statistique Agricole of the Ministry of Agriculture (BSA later changed to DSA). Its purpose was:

- to improve market participant access to information in order to support market liberalization, increase producer bargaining power, improve market flows, and increase consumer choice; and
- to improve market intelligence in order to facilitate policy formulation by government decision makers and donor agencies.

SIM support took the form of four major activities:

- a diagnostic phase including a rapid appraisal of the marketing system for key horticultural crops; a more detailed study of the millet and sorghum commodity sub-system, and an initial survey of user needs, and periodic user assessment of SIM effectiveness;
- an on going reliable and timely collection, processing, analysis, and dissemination of price and market information for key cereal and horticultural crops in an increasing number of markets and products of the life-of-project;
- the development of institutional capacity through training, internal evaluation, and phasing of improvements; and
- an annual external evaluation of SIM performance.

B. Outputs

Three Listener Needs-Assessment Surveys

- 1) The principle assessment of the type of information requested by listeners was completed in March, 1993 (Rapport sur les Besoins de Prix Radiodiffuse de Cereales). This study, targeted for listeners of cereal prices, of was conducted in Chad's three largest towns as well as six small to medium town across Chad.
- 2) A similar assessment was conducted in Nov./Dec. 1993 for vegetable prices. This survey (Needs Assessment for the Market News Service Vegetable Price Broadcast in Chad) covered a wider area of Chad and all four major towns.
- 3) A follow-up to the cereal price listener survey was conducted in Nov/Dec. 1993. The purpose of this survey (Impact Assessment for the Market News Service Cereal Price Broadcast in Chad) was to assess whether the then existing broadcast was meeting listener needs and to attempt to determine the impact of the broadcast.

Weekly Price Dissemination - Radio

The notion of a rapid price collection and dissemination effort was institutionally adopted at an AMTT sponsored Workshop April 1 to 3, 1993. The first price broadcast began on April 29, 1993 following a few weeks of promotional and educational publicity. The prices were collected from four market towns (N'Djamena, Sarh, Moundou and Abeche) and included millet, sorghum and bebéré. Another cereal, corn, was added to the price broadcast in October 1993. Prices are quoted in units of the *grand coros* or by sack rather than kilogram, meeting the needs expressed the aforementioned surveys. Peanuts were added to the broadcast in November of 1994, a direct result of the Impact/Needs assessment studies completed in February of 1994.

In October 1993, vegetable prices (whole dried and powdered tomato, onion, garlic, okra, and fresh tomato) were added to the broadcast as observed in the towns of N'Djamena, Sarh, Moundou and Abeche.

In October 1993, cereal and vegetable prices began to be broadcast by Radio Sarh, in December 1993 Radio Abeche began disseminating price information in several languages (French, Arabic and Ouidian).

By the end of the project prices of seven cereals (millet, red sorghum, white sorghum, red berbéré, white berbéré, corn and peanuts) and six vegetables (dry whole tomatoes, powdered tomatoes, fresh tomatoes, onion, garlic and dry okra) were being broadcast once a week in "prime" radio time within 30 hours of their collection in the four markets (N'Djamena; Marche du Mil and Marche Central), Sarh, Moundou and Abeche.

Price Dissemination - Supplemental to Radio

In September 1993 billboards were authorized to be placed in three markets of N'Djamena where daily vegetable or weekly cereal prices began being posted. In October 1993 this service was expanded to Sarh, Moundou and Abeche. In November of 1994, billboards were placed in 10 other rural markets.

In October 1993 SIM price data began to be printed in Chad's second largest newspaper *Le Progres* following their request to be provided a copy of our communiqué.

Capacity Improvement - Third-Country Training

The capacity enhancement activities of the AMTT project, apart from the on-the-job training by the component TA, were the thrust of 1994 work plan. Third country training consisted of 17 person month in 9 separate programs.

There were three main themes of the training, data base management, internships with SIM in Mali, Senegal and Niger and organizational management. The table on the following page outlines the third country training.

Capacity Improvement - Local Training

Thirteen roundtables, workshops and seminars were organized by the MIS component. They covered a range of themes including user-need assessment, computer training, means of improving the radio broadcast and new price collection methodology. Through these group meetings the purpose and goals of the SIM were illustrated, shaped, reinforced and improved. They were also used as tools to develop institutional links between SIM (Ministry of Agriculture) and RNT (Ministry of Information and Culture).

Third country training under SIM component

Participant Name	Program	Institution	Dates and Duration	Organized by	Person Months
Mr. Godoulo Touatongar Mr. Nadjiressem Nathan	1st observation tour	Mali, Sénégal and Niger	19 Mar-12 April 94(4 weeks)	AMTT	2

Participant Name	Program	Institution	Dates and Duration	Organized by	Person Months
Mr. Godoulo Touatongar	<i>Communication performante et dissémination de l'infomation</i>	Organized by l'ENCR(Ecole Nationale des Cadres Ruraux de Bambey (Sénégal)	2 May-24 June 94 (8 weeks)	IIE	2
Mr. Docteur Paul Mr. Mbairabé Xavier	2nd observation tour	Niger, Mali et Sénégal	28 May-24 June 94 (4 weeks)	IIE	2
Mr. Docteur Paul Mr. AL Hadji Ali Mr. Pierre Ngonganguem Mr. Nadjiressem Nathan	Database and Statistical software programs Paradox, SPSS	Organized par SPSS/PRO-BASE Paris (France)	7-25 July 94 (3 weeks)	IIE	3
Mr. Godoulo Touatongar	Internship	Mali	18 Aug-20 Sept 94 (4 weeks)	IIE	1
Mr. Docteur Paul	Formation en management	Organized by CAMPC (Centre Africain de Management et de perfectionnement des cadres Abidjan (COTE D'IVOIR)	29 Sept.94 31 Jan. 95 (12 weeks)	IIE	3
Mr. Al Hadji Aii	Internship	Mali	29 Sept.-1 Nov 94 (4 weeks)	IIE	1
Mr. Mbairabé Xavier Mr. Djimtangar	Internship	Niger	29 Sept.-1 Nov 94 (4 weeks)	IIE	2
Mrs. Torah Djasrangar	Internship	Mali	14 Oct. 15 Nov 94 (4 weeks)	IIE	1
				Total	17 PM

Workshops and seminars conducted under the SIM component

	Date	Theme	Days	Participants			PM*
				Male	Women	Total	
01	1 Apr 93	SIM retreat (DOUGUIA, consultant NANGO DEMBELE summary paper available)	3	28	1	27	3.6
02	9 June 93	Computer Training (Chambre Consulaire N'Djamena, summary paper available)	5	3	2	5	1
03	28 June 93	Database development SIM N'DJAMENA, Selhorst summary paper available	3 weeks	2	0	2	1.5
04	22/26 Nov 93	Workshop for the development of survey questionnaires for MNS staff (N'djamena, Cathy Sagui, summary paper available)	5	14	4	18	4
05	21 Feb/5 Apr 93	Window, Excel (TILANDO/BIEP AT SIM, summary paper available)	2 weeks	4	1	5	2.5
06	4 Jan 94	Development of extension program by radio to enhance the market news service, summary paper available	1	9	0	9	0.3
07	10 Mar/7 May 94	New observation collection methodology training for price collectors conducted in a total 6 localities Kélo 7 (participants) Koumra 6, N'Djaména 5 Am-Timan 4, Oum-Hadjer 5, Moussoro 2, summary paper available	24 (4 days per locality)	28	1	29	5.25
			Total	86	9	95 Participant Days	PM Total 18.1

* PM = Session days/22

Round tables conducted under the SIM component

SIM Round Tables	Date	Theme	Days	Male	Female	Total	PM
01	5 Aug 93	Preliminary needs and impact assessment of rural RNT price news listeners SIM(Danamadji, SIM Staff, summary paper available)	1 day	40	0	40	1.75
02	8 Aug 94	Preliminary needs and impact assessment of rural RNT price news listeners SIM(Bodo) SIM staff, summary paper available)	1 day	18	0	18	0.75
03	5 Oct 93	Preliminary needs and impact assessment of rural RNT price news listeners SIM(Marchout, SIM staff, summary paper available)	1 day	5	7	12	0.5
04	8 Oct 93	Preliminary needs and impact assessment of rural RNT price news listeners SIM (Abeche SIM staff, summary paper available)	1 day	5	7	12	0.5
05	18 Nov 93	Round table with central market traders on SIM price news service (N'Djamena, SIM staff summary paper available)	1 day	34	4	38	1.75
06	Nov 93	Pre-Survey training on good survey methodology for the SIM impact and needs assessment survey (N'DJAMENA, Cathy Sagui, summary paper available)	1 day	8	4	12	0.5

SIM Round Tables	Date	Theme	Days	Male	Female	Total	PM
07	12 Feb 94	Round table with CTPS, donors, RNT and Ministerial representative on the results of the SIM impact and needs assessment survey(N'DJAMENA, Cathy Sagui, summary paper available)	1 day	24	4	28	1
			Total	134 Session Days	26 Session Days	160 Session Days	7 PM

Capacity Improvement - Training by Short Term Consultants

All the STTAs which worked with the MIS put a heavy emphasis on training for, and participation by, the SIM staff. This manifested it self in several ways, such as working side-by-side work with a computer expert doing data base development, and traveling with survey teams for listener surveys.

MIS Training Conducted by STTAs

Short-term Advisor	Training Program
Nango Dembele	Development of an organizational structure for the SIM, following the model in Mali. Resulted in an Arete approved by the Minister of Agriculture
Michael Selhorst	Use of a data base manger, and programming. Resulted in a new SIM data base program
Cathy Sagui	Methods to conduct listener needs and impact assessment studies SIM personnel assisted with the survey design and testing, field interviews, and data entry

Short-term Advisor	Training Program
James Gockowski	Use of Correlation coefficients to determine quantitatively the level of market integration Seminar - Workshop was used to practice these techniques
Andrew Cook	Developing a radio based extension/publicity programs which explains how the SIM collects information. Three programs themes in three languages (French, Sara and Arab) plus a program in Kanembou were co-produced by SIM and RNT/RR
Michael Bertelsen	Use of Paradox and SPSS to enter newly updated data base and new reporting format. The programs were put into operation before the consultant left.

Equipment Installed at the SIM

The following major equipment items were installed at the SIM Central Office. These items were put in place with sufficient time for on-the-job training in their care and operation. These items differ somewhat from the project papers very detailed list, following consultation and approval with the USAID project manager several adjustments were made. Other equipment was installed or provided directly by USAID. And, at the end of project USAID approved the transfer of other items to the SIM which were previously located at the project administrative office.

Major Equipment Installed at Ministry of Ag, SIM

Item	Quantity
Fax	1
386/486 Desktop computers with French language software (Windows based) and French keyboards	7
Laser Printers	3
Uninterruptable Power Supply	1

Item	Quantity
Stencil Machine	1
Photocopiers	2

C. Impact

The *Nouvelles du Marche du SIM* (NMS), the weekly market news broadcast by Radiodiffusion National, Radio Sarh and Radio Abeche, is heard by a survey estimate of 70% of adults at least once a month. This can be considered as a regular audience of one million people. Further, 50% of those interviewed listen to the broadcast each week. Detecting changes in behavior by the radio broadcast is a much more difficult task.

On Producers

Among rural listeners 80% listen at least once per month, with 74% listening each week. As rural populations are expected to benefit most from this type of public service, this level of listener ship quite encouraging.

From the impact survey, over 20% of producers said the NMS increased their bargaining power with traders, and 10% said they thought they had obtained a better price because of it. Though a very difficult figure to prove a true price benefit, even a small increase in price, distributed over 10% of all Chadian farmers would accrue a significant increase in farm revenues.

On Traders

Among traders, listenership is, as expected, even higher, with 90% of all traders interviewed listening regularly, and 100% of wholesalers listening regularly. Among retailers and intermediaries 93% and 80% listen regularly respectively.

Among traders, 25% indicated that SIM broadcasts help negotiations with suppliers. This is because producers now have correct information of a fair price in the cities and therefore can also have realistic expectations on the prices they can expect to receive from traders or wholesalers. A lesser percentage of traders, 14%, said that the NMS complicates negotiations. This may be reflected in the survey data where 10% of producers feel they got a better price because of the broadcasts and the 7% of traders who reported *that producers* were using the NMS information in negotiations.

On Consumers

The listener survey also revealed that 90% of the consumers interviewed listen to the broadcast on a regular basis. The advantages they cited of the NMS were simple, it helped them to determine when to purchase, 43%, and to negotiate a better price, 46%.

Women

The listener survey indicated a significant level of listener ship by women, with of those who listen 30% of the whole sample, and 50% of the traders, are women.

D. Lessons Learned Regarding Sustainability of SIM operations

Budget: donor funding will keep SIM functioning, but GOC funding must be increased to ensure long term sustainability

SIM has funds allocated from the new DIAPER III project which will cover a majority of the operating expenses. In particular funding is available for price surveyor salaries, supervision trip fuel, maintenance and per diem, producing the monthly bulletin, postage, and surveyor supplies. Further, promising progress has been made with the World Bank to sponsor some expanded price collection work. SIM should be able to function effectively, if with reduced flexibility, with these funds.

However, operational funds from GOC remain essentially non-existent. This will present a problem and a challenge to the SIM, as many donors are restricting against their funds being used for normal operations.

Human Resources: more training is needed in data base design and utilization once SIM staff have had an opportunity to put to use training received under AMTT.

The SIM has a much greater capacity to carry out its mandate than at the beginning of the project. Price surveyor training was conducted from March to May 1994, in the field, for all the price surveyors in the new "observation" price methodology, which was follow up within two months by a supervisory visits to ensure correct application of the methodology. All the SIM staff have had a chance to visit similar organizations in neighboring countries and learn from their experiences. Formal and on-the-job training was conducted for most of the staff, with a particular emphasis on the more technical areas such as data base design and programming. For example, four SIM staff were sent to an intensive course in France on the data base and statistical packages installed at SIM. Afterwards, AMTT assigned the project computer specialist to SIM to begin the data base reformatting (to conform to the new data being collected). This in turn, was followed up with a four week STTA consultancy who worked side by side with the SIM staff to complete and verify the system. As will be mentioned below, longer term training in data base

design and use and statistics would be highly valuable follow up to base of experience, training and background that has been provided.

Radio broadcasting: collaboration between SIM and RNT must be improved; further links should be established with Radio Rural

The RNT has shown a commitment, if with some reluctance, to broadcast the price information. SIM can depend on an inter-ministerial accord which obligates the radio to provide the 7 to 15 block of time needed to announce the prices. The project worked with Radio Rural, to produce a special educational program for listeners, which also served to widened the institutional linkages between the radio and SIM. Further it would provide a means of either broadcasting prices if RNT decided, capriciously, to stop the program, or to expand the price broadcast to a new time slot. Other radio stations (Sarh and Abeche) have also shown a commitment to broadcast their prices. The collaboration between SIM and RNT is a weak area of the price dissemination system, and would be a useful area for future development in Chad.

Pubic Relations: SIM benefits from a strong level of public support; the fact that a minority of traders have expressed negative reactions to SIM broadcasts is actually a strong argument for continuing them.

The public reaction to SIM has been quite favorable, particularly in terms of the total number of satisfied listeners. Among traders, who are likely to be considerably more wealthy and influential than the average Chadian, dissatisfaction runs highest. However, this should not be considered a strong negative. In Cathy Sagui's listener survey 45% of traders gave a positive response to the general utility of the broadcast (22% had not yet decided and 33% gave a negative response, in contrast to producers and retailers who 76% gave a positive response, 18% not decided and 6% negative response). The fact that some traders do not favor the SIM broadcasts reflects mainly their loss of control over market information, as SIM price dissemination work has "democratized" market knowledge which used to be only available to traders with the necessary information networks. Thus while for some trader, SIM has broken their monopoly on market information, it has facilitated market entry for others. It is worthwhile to note that more traders exhibited a positive opinion of SIM than felt it had hurt them.

Organizational Development: SIM is now on sound organizational footing

Here, the administrative text provides a clearly defined organizational structure, solidified by the ministerial approved *Arête (067/MAE/94)*. This assures that SIM will not simply disappear if another project demands personnel and resources.

Further, SIM is effectively collaborating with two other Chadian organizations, ONC and ONDR, both of which can supply some level of support for the SIM, in addition to the price surveyors they presently make available.

Regional Networking: the basis for future collaboration with sister institutions in the Sahel has been established

Since several individuals have visited the SIMs in Niger, Mali and Senegal, there exists a certain fraternal and organizational familiarity between these organizations. The SIM personnel could use these ties to share information on methodology, financing and operation should the need arise. If regional projects become operation they should be able to tie in better with the SIM since many of the SIM staff have familiar people they could contact in the three countries mentioned.

E. Recommendations for Future Projects/Assistance Programs

Training - Short Term

Further short term training will enhance SIM sustainability. It is certain that the GOC will not be providing significant operational funds for the foreseeable future. Therefore, practical training in vehicle maintenance, computer, stencil machine and photocopier cleaning and maintenance would be a way to extend the useful lives of these devices.

Training - Long Term

More in-depth training in agricultural statistics, and agricultural marketing economics would be the most important. Secondly, computer science, with an emphasis in data base operation would be very useful.

SIM-Radiodiffusion National Tchad Collaboration

The RNT was virtually left out of all training program (except local workshops). The valuable collaboration would be enhanced if the key individuals at the radio could see the effects of the MNS in the rural area of Chad, and then perhaps visit counter parts in other countries who have operational SIM broadcasts. The radio could certainly profit from an refurbishing of their facilities to produce the NMS program.

SIM-DSA Collaboration

In theory there should be better collaboration between the DSA and the SIM, especially in using early information from the *campagne agricole* to enhance the analysis of the SIM broadcast. The two groups could do more to collaborate at virtually no cost. Staffs from both organizations need to understand the potential benefits of such collaboration and allocate the necessary time.

Short Term Technical Support (Database, Radio Net, Analysis)

A number of areas could still benefit from STTA. The reformatted data base and reporting system, while fully operational will possibly benefit from some assistance after a few months of use. This is especially true given the radio network should be operation in the next few months. A STTA of two to four weeks would ensure it is meeting SIM's needs. The short-wave radio network, not yet installed, could benefit from someone to train SIM central staff and operators on its most effective use and maintenance. Finally, the curtailing of the project duration eliminated the possibility of sufficient time to develop capacity to do meaningful market economic analysis of the collected data. A multi-month program to educate several SIM staff in methods, theory and ruse of market analyses would fulfill one of the goals of the SIM.

Completion of the radio network and expansion of radio price broadcasts

The biggest disappointment of the SIM component was USAID's delay in the installation to the SIM short-wave radio network. This was to be the means of gathering data on prices from a wide area of Chad, including rural markets, and doing so at low a operational cost, (compared to paying the telephone service). There certainly will be "growing pains" if or when it is installed which should be addressed by STTA or training interventions. Once the short wave network is installed, SIM could fairly rapidly incorporate larger regional markets, such as Mongo, Doba and Am-Timan into the radio communiqué.

III. Agribusiness Support Center-*CAPAGRI*

A. Purpose

The Agribusiness Support Center (ASC, or in French, CAPAGRI), was intended to support, on a pilot basis, the creation of a Center to provide technical assistance and information services to agribusinesses in Chad. Its specific activities were to:

- work with local entrepreneurs to identify and undertake feasibility studies of and develop business plans for new or expanded agribusiness in Chad;
- provide agribusiness technology information appropriate to the Chadian agribusiness environment; and
- strengthen local consulting firms so that they may better service the needs of their existing and potentially new agribusiness clients.

The purpose of these activities was to increase private capital invested in Chadian agribusiness. Through local, U.S. and third-country training, the analytical and entrepreneurial capacity was to be strengthened for new and existing small and medium sized Chad businesses, as well as for the local consultants who assisted them. Appropriate studies and assessments were to be completed by the ASC which would identify profitable agribusiness investments and technology. Through direct and indirect contact with the Chadian business sector, business plans and loan proposals would be prepared which would increase both equity and loan capital investments. The strong participation of private Chadian agribusiness consultants in all of these activities was to improve both their profitability and sustainability. The ASC was also noted as a potential long-term source of information and consulting services after the project.

The major outputs from ASC activities were to be:

- private Chadian capital invested in agribusiness will have increased;
- the number and volume of loans to male and female owned agribusiness will have increased; and
- a private Chadian agribusiness consulting capability will be established, as measured by consultant rosters and client lists.

B. Approach

The approach with which ASC was to address its purpose and goals was to respond to existing demand for agribusiness assistance, as well as stimulate additional demand by undertaking and marketing illustrative studies, business plans, and loan requests. Initial work was to be viewed as experimental, with an evaluation of results after two years. If the pilot ASC results were positive, further development of the Center could be proposed. After three years, however, the ASC was to become entirely self-financed and privatized. During the same time period, the few local agribusiness consulting firms were to be viable.

Early in the project, DAI requested and obtained permission by the USAID representative to slightly modify ASC's approach. Rather than rush into preparing illustrative business studies and analyses, it was proposed that an initial baseline study of the demand for agribusiness consulting services be conducted. From the results of this study, practical work would be proposed for actual Chadian businesses. Secondly, the objective of creating the ASC to compete with existing consulting firms for agribusiness clients was questioned. It was proposed that the ASC attempt to develop local resources before emphasizing its own sustainability.

Throughout the project, the ASC promoted training, both formal and informal, as the primary tool in attaining its objectives. Obtaining and disseminating information on new technologies and markets also played a key role, but always with the motive of somehow continuing the provision of this information on a long-term basis either through a coalition of agribusinesses, or through the local consultants which served them.

C. Environment

The ASC was affected by the same difficult operating environment as the rest of the project. More importantly, so were its clients. The basic assumptions of the Project Paper -- stable government, availability of agribusiness credit, and a favorable investment climate -- never existed during the project. Instead, factors such as frequent ministerial shake-ups, coup attempts, terrorism, de facto civil war in some parts of the country, and a major devaluation of the local currency combined to slow business investment to a trickle throughout the country. The standard problems of poor infrastructure, road blocks, lack of market information, and a shifting tax and regulatory environment were minor in comparison.

As a result of this environment, USAID's decision to pull out of Chad after only 18 months of ASC implementation was appropriate in regards to the ASC component. Similarly, however, it should be noted that ASC's results are impressive in that they emphasized attainable activities and achieved a certain degree of sustainability under impossible circumstances.

D. Outputs

The ASC was an integral part of the AMTT Project. As the proposal and annual work plans graphically demonstrated it shared market information with both the SIM and AMP components. More importantly, however, it took this information and worked with the Chadian private sector to use it to improve and increase agribusiness investments. ASC's own analysis and studies were the result of partnerships with banks, businesses, and consultants. Its intense lobbying efforts met with limited short-term results, but business and personal relationships and understandings established through ASC activities laid the groundwork for future results should the investment climate improve.

Studies, Business Plans, Loan Proposals

Some of the ASC activities included specific studies and business proposals. The following sectors were addressed by this work:

- Fruit juice production
- Ice-cream production
- Feta cheese production from local milk
- Rouaba (a local sour milk product) production and marketing
- Peanut oil production
- Fresh vegetable/fruit production and marketing
- Algae production and marketing for export and as a local food supplement
- Corn flour milling
- Cookie manufacture
- Processing cassava into the locally consumed product *gari*
- Profitability and marketing for local veterinarian services

Given a favorable investment environment, all of these studies as well as the business plans and loan proposals developed around them, would have been quickly used to increase investment in Chad's agribusiness sector. Unfortunately, due to the factors already discussed, only a few (algae, rouaba, and veterinarian services are some examples) were actually implemented. For example, an accord was signed to finance the *gari* production by the Canadian Development Fund and a local group after having received assistance from the ASC. The remainder were analyzed and put on hold by either investors or bankers who await decreased risk before commencing activities. The studies therefore remain a valuable resource for future investment in Chad.

Local Roundtables, Seminars, and Workshops

Other ASC activities included the roundtables which brought business people, bankers, and donors together to exchange information, create business relationships, and discuss ways to address constraints to investment. The ASC worked in partnership with banks to pinpoint

industry requirements for agribusiness lending, and then widely disseminated this information to potential investors. Unfortunately, during AMTT's tenure, commercial banks were forced to require extremely high equity investments (50% or more) before even considering a loan. Their claim that this requirement was necessary due to the elevated risk of doing business in Chad was certainly reasonable, but made the achievement of ASC goals almost impossible. On the positive side, the contacts and increased understanding accomplished by the ASC meetings will remain long after the end of the project, and as the studies, may bear fruit if the political and economic situation in Chad improves.

The information obtained by ASC's initial roundtables was later used as a basis for more specific seminars and workshops organized by the Center. The primary beneficiaries were actual agribusiness investors and the local consultants assisting them. Topics included financial auditing, marketing, market information, financial management, training of trainers, post-harvest technology, and agricultural processing. Overall 47.5 person months of in-country training was completed by the ASC.

A training document *Techniques de Negociation de Credit* was prepared by the ASC and over a thousand copies were distributed to business promoters, entrepreneurs and private consultants. Another document was aimed at privatizing veterinary services presently under the direction of the ministry of Livestock and Rangelands who were seeking funds for the World Bank and FED. A list of documents which were produced by the ASC is attached as an annex.

ASC sponsored Round Tables

ASC Round Tables	Date	Theme	Days	Number of Participants			PM
				Men	Women	Total	
01	15 Mar 93	Exporters of gum Arabic (USA/Mrs. Gilmore/AMTT at AMTT, summary paper available)	1 day	27	3	30	1.25
02	15 Jul. 93	Needs of local consultants (N'Djaména, CNAR, summary paper available)	1 day	25	5	30	1.25
03	28 Oct 93	Possibilities for private investment in Chad (N'Djaména, CNAR, summary paper available)	1 day	27	5	32	1.5
		Total training this category	3 days	Session Days 79	Session Days 13	Session Days 92	4 PM

ASC Seminars and Workshops

ASC Seminars and Workshops	Date	Themes (Location, Presenter, Subcontractor)	Days	Number of Participants			Person Months
				Men	Women	Total	
01	13 to 19 Dec 93	Techniques for financial audits (Moundou, Golsala, summary paper available)	1 week	12	1	13	3.5
02	21 to 22 Jan 94	Self-Marketing for Chadian agribusiness consulting firms (N'Djamena, Moore/Starchy, Fintrac, summary paper available)	2 days	24	8	32	3
03	4 Feb 94	Start up of a network of information on buyers and sellers of agricultural products (N'Djaména, Lusby/Fintrac, summary paper available)	1 days	18	2	20	1.0
04	20 to 22 Jul 94	SME Financial management training (N'Djamena N'Djaména, Lusby/Bishop, Fintrac, summary paper available)	3 days	16	3	19	2.5
05	25 to 29 Jul 94	Training of trainers (N'Djamena N'Djaména, Lusby/Bishop, Fintrac, summary paper available)	1 week	12	4	16	3.5

ASC Seminars and Workshops	Date	Themes (Location, Presenter, Subcontractor)	Days	Number of Participants			Person Months
				Men	Women	Total	
06	1 to 3 Aug 94	SME Financial management training (Moundou, Lusby/Bishop, Fintrac, summary paper available)	3 days	12	6	18	2.5
07	26 Sep to 6 Oct 94	Post-Harvest Technology (N'Djamena CIRAD: JP Cruz, Harvard Genevieve)	2 weeks	22	6	28	15.25
08	7 to 15 Oct 94	Processing of agricultural products (N'Djamena CIRAD: JP Cruz, Harvard Genevieve)	1 weeks	27	5	32	8.75
09	22 to 25 Nov 94	Management of Finances and Accounting for SMEs (Sarh, Kohom Ngar-One)	3 days	20	5	25	3.5
		Totals	Days of training 41	Session Days 768	Session Days 188	Session Days 956	43.5 PM

U.S. and Third Country Training

Three people received training in the United States and an additional ten people participated in third country training in the Ivory Coast, Cameroon, and Burkina Faso under ASC organized programs. Participants represented private agribusiness entrepreneurs, consultants who serve them, and one project staff (Kohom Ngar-One). Training was oriented once again around practical topics including agribusiness technology, finance, and entrepreneurship for small and medium enterprises.

Training under ASC completed in the USA

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	PM
Mr. Simon Gaaissouma; Président du Bureau d'étude BDR (Bureau du Dév. Rural)	Development of entrepreneurship for SMEs	Clark Atlanta University, Atlanta (USA)	23 May-1 Jul 94 (6 weeks)	IIE	1.5 PM
Mrs. Kaltouma Toné Amane, Directrice de l'école Thilam-Thilam Mrs. Gulbel Rachel Directrice du centre Polyvalent pour la Promotion Féminine de Moundou	Women and Development: Creation and Development of SMEs)	Atlanta Management Institute/Impact Atlanta (USA)	8 At - 2 Sept. 94 (4 weeks)	FINTRAC	2 PM
				Total training in this category	3.5 PM

Third Country Training under the ASC component

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	Person Months
Mr. Kohom Ngar-oné David AgBus Specialist CAPAGRI	Banking Procedures (1st session)	Institut Technique de Banque (ITB) Yaoundé, Cameroon	8-14 Feb. 94 (1 week)	FINTRAC	0.25

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	Person Months
Mr. Mahamat Nour, Secrétaire Général de l'ATDCD (Association Tchadienne pour la défense des Commerçants Détaillants) Mr. Mailbé Ngaranan, BEADES (Bureau d'Etude Agro pour le Dév Econ et Social)	Strategic Planning for Agribusinesses	U.S, Department of Agriculture, Abidjan Ivory Coast	7-12 Mar 94 (1 week)	FINTRAC	0.5
Mr. Jacques Golssala, Bureau d'étude fudiciaire Mr. Sanga Ndem; Bureau d'étude sanga Mr. Avouk Souma Djoula, bureau d'étude Djoula	Computer Assisted Training in the Financial Analysis of Businesses	Centre Africain de management et de Perfectionnem ent des Cadres (CAMPC) Abidjan Ivory Coast	7-12 Mar 94 (1 week)	FINTRAC	0.75
Mr. Kohom Ngar-Oné David AgBus Specialist CAPAGRI	Financial Banking (2nd session)	ITB, Yaoundé, Cameroon	15-21 April 94 (1 week)	FINTRAC	0.25

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	Person Months
Mr. Emmanuel (Morombaye, Responsable de SCCL (société Commerciale du Logone/Chari) Mr. Berassal Klamadji, Yaouterie de N'Djaména Mr. MBaiham Kadji Coopérative d'achat et vente des produits céréaliers Mrs. Eleonore Touadé Processor of agricultural products	Observation Tour of Agribusinesses in Burkina Faso	l'AMTT and Programme régional de Céréales locales au sahel (PROCELOS) Burkina Faso	26 May to 7 Jun 94 (2 weeks)	FINTRAC	2.0
Mr. Kohom Ngar-oné David AgBus Specialist CAPAGRI	Banking Training (3rd session)	ITB, Yaoundé, Cameroon	1-5 Jul 94 (1 week)	FINTRAC	0.25
				Total training in this category	4.0 PM

Promotion of local consulting resources

Given its previously stated priority on assuring the sustainability of project activities, the ASC placed a large emphasis on assisting local agribusiness consultants. The first study undertaken by the component was the identification of local resources and a description of the environment in which they worked. In addition to including local consultants in the seminars, roundtables, workshops, and training mentioned above, individual support was regularly offered. The private firms were used extensively by all three project components to undertake studies, market analyses, business plans, training programs, and even computer programs. The resulting practical experience significantly improved the quality and timeliness of their work.

The ASC also promoted and marketed the capabilities and experience of the local consultants to potential clients in the agribusiness, government, and donor communities. Not only were these clients pleased to receive the information, but they also showed their interest and support by

significantly increasing their use of the consultants. While the quality of work of some of the consulting firms remains variable, by the end of the project the number of consultants had increased significantly and many consultants offered an extremely important resource for Chadian agribusiness development.

E. Impact.

By the end of the project, only one of the ASC's three objectives had been completely attained -- "Development of the capabilities of private Chadian agri-industrial consulting firms." Success was proven by the consulting firms client rosters, number of contracts, and quality of work. In addition, the creation of an independent Federation of Chadian Private Consultants will assure the continuation of some of the ASC's activities after the project. Given the continued disorder and uncertainty in Chad's political arena, this accomplishment is perhaps one of the most important of the entire project -- USAID's input will influence agribusiness investment long after its departure.

The objectives to increase private capital investment as well as increase the number of loans to agribusinesses were only modestly attained. Some equity investment and new loans were made as a direct result of ASC activities, but nowhere near the levels hoped for by both USAID and the ASC. As mentioned previously, the potential for significantly increasing the level of investment remains high, due to ASC work completed but remaining in limbo due to the economic and political risk of doing business in Chad. Encouragingly, at the end of the project a host of new activities were beginning, including the development of new agricultural products, improvement of existing products, and the introduction of loan requests to non-bank lenders such as the Ministry of Livestock veterinary program, the Canadian Development Fund, and other European Community loan funds. As a result, one can confidently state that the ASC accomplished its goal of establishing a successful "pilot" Agribusiness Support Center. Similarly, however, the case for ceasing these activities can be strongly supported given little or no prospect for an improved Chadian investment climate in the near future.

F. Lessons Learned

Despite the lack of favorable conditions and the early termination of the project, the efforts of USAID, DAI, and the Chadian Government to promote agribusiness investment through an Agribusiness Support Center merit some analysis. The following are conclusions drawn from the experience obtained during the 18 months of full-time ASC activities.

Project Design

The role of the ASC as one of the three AMTT components took some getting used to. At times its activities went in innovative new directions quite different from the other components. Often the pace of work by all three components caused ASC work to be less noticed. Even so, by the

end of the project the exchange of information between the ASC and other components became very important -- especially with the AMP. Consultants frequently used ASC information and contacts to accomplish their studies. Similarly, the ASC used AMP political contacts to promote its private sector political issues. While the role of an ASC could be incorporated into a wide variety of project designs, it can be concluded that with effort and cooperation its role within AMTT worked quite well.

Physical Requirements

The location and physical inventory of the ASC made a moot point of the issue of ASC sustainability -- there was no way the agribusiness consulting client base could support the rent and depreciation of the ASC, much less its payroll, at the CotonTchad building. On the other hand, the substantial ASC offices did allow the component to offer an initial positive impression for its political efforts. In the future, however, USAID must consider the physical plant ramifications on any project in which USAID provided accommodations are combined with the objective of sustainability.

Training

The ASC delayed much of its training activities until after it had obtained a good understanding of the agribusiness investment and consulting environment. As a result, much of the effects of training will occur after project close-out. This is unfortunate, since it will be impossible to determine the effectiveness of the training and thereby conclude whether the delay in training was a successful strategy. The reorientation of project training by the USAID mission to emphasize local training programs (as opposed to U.S. and third-country training), however, was proven to offer benefits to far more recipients in a shorter time frame, and should be taken to heart by future project design efforts.

Initiative and Incentive in Development

The independent creation of the Federation of Chadian Private Consultants proves the strength of African initiative and incentive when market forces identify potential profits. Despite the almost unparalleled financial and political risks found in Chad, people are searching for ways to succeed. USAID needs to continue to orient future programs toward areas already identified by market forces and avoid artificially stimulating sectors which have already been rejected by those same forces.

Banks and Project Design

All too frequently, donor funded projects state that the reason banks in Africa do not make loans to local businesses is due to those businesses' lack of financial management capabilities. In fact, as the Chadian experience shows us, loans are accepted or rejected due to much different factors.

Economic and financial risk eliminated almost all commercial lending by Chadian banks well before the start of the AMTT project. The later devaluation and governmental instability only fortified the exiting condition. The only way around this constraint had nothing to do with management capabilities, and everything to do with seriously reducing bank risk by offering high levels of liquid collateral. Commercial lending which occurred prior to the project also apparently had little to do with management, and was more oriented toward the "character" of the person requesting the loan.

Future projects should be extremely wary of including numbers and amounts of commercial bank loans as indicators of project success. Instead projects should be given more flexibility by basing success on total investment. This is of course more difficult to monitor, but would be more representative of the effects of project activities.

Risk and Investment

Projects which promote financial investment by the private sector should have a very good understanding of the current and projected risk level in the country where they are proposed. When the project began, return on equity for SME's in Chad often varied from 100% to 1500% per year. Such returns are understandable given the investment climate in the country, but seemed to go completely ignored by project designers. It goes without saying, that investment in new technologies and physical plant for agribusinesses are almost always prohibitive under these parameters. Too often project design seems to assume away very real constraints to development such as investment risk so as to address the more important political objectives of the project. This is a very dangerous trend, and the balance sheet of ASC results should remain as an important memorial to its folly.

Women in SME agribusiness investment

The ASC purposely did not design a special program for women in agribusiness. It was the opinion of the project that women investors faced most of the same issues as men, and therefore would benefit from all ASC activities. By the end of the project, it was clear that this strategy was appropriate. While there were far fewer women-run businesses and consultants in Chad, the ones that did exist clearly understood the environment in which they were operating. They loudly stated that they should be evaluated on the same standards as men, since in the marketplace they had to compete as equals. The strength of the women who worked with the ASC did provide an important example for other Chadian women. This could lead to the conclusion that women may not need separate programs under private sector development projects, but rather that their successes should be publicized to a greater degree.

G. Recommendations for Future Projects/Assistance Programs

The ASC experience has several important implications for future projects that attempt to promote the development of private sector agribusinesses in Chad. These are listed below.

Training

Offering training opportunities through in-country programs and, occasionally, through regional study tours has proven to be more cost effective than offering US-based or European training programs. This permits a much higher participation rate. Furthermore, such programs are usually more relevant to the Chadian agribusiness situation than are courses in more developed countries.

Use of local consultants

More attempts should be made to bring local consulting firms into project design and implementation activities. Encouraging local consultants to become more familiar with project identification and design work would encourage a greater commitment to the success of such projects by local consultants and provide useful contextual information for the design efforts.

Investment promotion

The investment climate in Chad during the life of the AMTT project was extremely poor. This must improve before any realistic goals regarding investment promotion in agribusiness activities can be set. Investment in the present climate is likely to be heavily reliant on donor subsidies or guarantees. The investment climate must improve and stabilize (and interest rates must drop) before it will be possible to carry out reasonable assessments of what sort of long run agribusiness activities may provide acceptable returns to attract private investment. Donor projects would do well to focus, in the short term, on improving the investment climate by encouraging activities which result in a more stable civil society and integrated financial system.

Projects which aim to create "sustainable" local organizations must not burden them with high fixed costs

The goal of turning the ASC into a self-supporting structure was compromised by the selection of the Coton Tchad office site. The high cost of office space in this location eliminated any chance of ASC becoming sustainable by the end of the project. USAID projects, if they are to create enduring local organizations, must not allow such organizations to run expenditures that are clearly out of line with long-run sustainable levels, even during the initial "project" phase.

IV. Agricultural Marketing and Policy-AMP¹

A. Purpose

The Agricultural Marketing Policy (AMP) Component of AMTT was designed to provide inputs which would lead to an improved policy and regulatory environment for agricultural marketing activities.

B. Approach

DAI's approach to this component emphasized:

- the production of a number of major policy studies to provide analytical input and concrete recommendations to Chadian policy makers;
- the production of occasional papers and informal policy memoranda to generate discussion and spread awareness of issues affecting agricultural marketing;
- the dissemination of results and findings from policy study activities utilizing round tables involving donors, government officials, and interested stakeholders, policy memoranda and networking activities; and
- the building of Chadian policy analysis capacity by involving Chadians in all aspects of the policy study process, from definition of the scopes of work to implementation and dissemination activities; in addition, a number of Chadian policy analysts received specific training in policy analysis methods.

Chadian ownership of policy initiatives developed under this component was encouraged by developing a Bilateral Policy Oversight Committee (BPOC) including key Chadian policy makers and USAID officials which made recommendations and approved Scopes of Work for the major policy studies.

¹ USAID decided to close the AMP Component at the end of the second quarter of 1994, six months before the modified end of project date. The AMP Policy Analyst departed the field in April 1994.

C. Outputs

Major Policy Studies

The initial project workplan called for 4 major policy studies to be completed. One of these, a study on Private Capital Markets and Financial Services was dropped in contract amendment number 5. The main conclusions of the other 3 studies are presented below.

Private Transport Industry Study

The Transport Study found that the Chadian road transport industry suffered from a number of serious structural problems which are not directly related to the transport sector and can only be modified in the long run. These include: high capital costs, high physical and personal risk to transport operators from insecurity, and the existence of a narrow domestic market with serious back-haul problems. Nevertheless, government actions in the short run that would have a much more immediate benefit on the transport sector include: (1) elimination of road barriers and road barrier payments; (2) the establishment of some sort of technical fitness control capability in tandem with a phased implementation schedule and technical training for private sector transport operators; (3) liberalization of the "commis de charge" freight brokerage system which was found to add substantially to the cost of freight transport in the informal market.

Women in Agricultural Marketing Study

This study examined interventions designed to help women engaged in agricultural marketing in three specific areas: (1) training, (2) finance and credit, and (3) appropriate technology. In the area of training, the study team found that women engaged in agricultural marketing related activities often lacked desirable literacy, numeracy and business training and that the absence of such training constitutes a constraint on the development of women's enterprise. However, many GOC and NGO training programs were found to be inappropriate or hard for women to use. The team recommended setting up "market women centers" to dispense business and literacy training to women at convenient times and in market locations near their centers of economic activity. In the area of finance, the study team found that an expansion of the VITA micro lending program beyond its current geographic scope could play an important part in expanding credit opportunities to women--who constitute 80 percent of the credit recipients. For this expansion to be sustainable however, the current 13 percent interest ceiling must be lifted. Concerning appropriate technology, the study team recommended halting subsidies for manual powered machines (which did not produce significant labor savings over traditional technology) and to down-play efforts at encouraging rural women to invest in mechanical cereal mills (which were found to be borderline investments and for which few women have the necessary management skills to operate on a profitable basis).

Millet-Sorghum Marketing Study

The Millet-Sorghum Marketing study, which was by far the Project's most intensive policy study effort, found that, contrary to the findings of most studies, the Chadian cereals market is relatively efficient and flexible in meeting the needs of both consumers and producers. The study found that production patterns are highly variable on both the national and regional levels and that areas of surplus and deficit change radically from one year to another. Furthermore, the study found that the main long distance flows of cereals in Chad occur within the Sahelian region from West to East, rather than from the southern Sudanian zone to the Sahel. Little evidence was found of trader exploitation of farmers--who tended to space their sales relatively evenly throughout the year. Margins for traders were found to be small, once corrections were made for imputed capital costs. They were also found to be quite variable for cereals wholesalers with many running the risk of negative returns. Seasonal and spatial price differences were generally found to be lower than the differentials reported in other studies. The study recommended: (1) eliminating road barriers and administrative restrictions on cereals movements imposed at the local level, (2) maintaining a liberal trading by not subsidizing parallel marketing initiatives that compete with unsubsidized private sector traders, (3) expand the market information service's price and market information broadcasts, and (4) improve the transportation situation through road improvement and lowering transportation taxes.

Working Papers and Policy Memoranda

AMP personnel produced a number of smaller "policy reports" during the life of the project. These are listed below.

John Staatz, Fauba Padacke and Abdelwahid Yacoub, "Quelques éléments des analyses préliminaires sur l'évolution récente de la commercialisation du mil et du sorgho au Tchad." December 7, 1992.

John Staatz, "Report on TDY to Chad," DAI/AMTT Project, December 1992.

Fauba Padacke and Abdelwahid Yacoub, "Rapport de mission initiale de reconnaissance rapide au Guera et au Salamat: Pourquoi le Salamat?" December 24, 1992.

Lawrence Kent, "Quelques analyses préliminaires sur les flux céréaliers vers N'Djaména," February 22, 1993.

Lawrence Kent, "Administrative Restrictions to cereals circulation," February 24, 1993.

Lawrence Kent, "Restrictions administratives à la circulation des céréales au Tchad," February 24, 1993.

Lawrence Kent, "Les banques de céréales au sahel: encore un effort pour éviter les commerçants privés," February 1993.

Lawrence Kent, Abdelwahid Yacoub and Fauba Padacke, "Mise à jour de la méthodologie de l'étude sur la commercialisation du mil et du sorgho," February 1993.

Sheldon Gellar, "Le rôle de la commune dans l'organisation et le fonctionnement des marchés de céréales au Tchad: Appui ou obstacle?," November 2, 1993.

Sheldon Gellar, "Institutional problems and constraints in agricultural marketing," January 1994.

AMP, "Les ventes des céréales par les agriculteurs au Tchad: une investigation empirique," January 1994.

James Gockowski, "A training workshop on the use of correlation coefficients to monitor market performance," April 1, 1994.

Larry Herman, Fauba Padacke and Abdelwahid Yacoub, "Analyse des barrières routières au Tchad: incidences économiques sur le transport de céréales," September 1994.

Policy Study and Analysis Dissemination Activities

The AMP Component utilized a number of different vehicles in its policy dissemination efforts. These are detailed below.

Seminars and Workshops

Seminars and workshops were organized to present major findings and sensitize Chadian officials to the necessity of carrying through on recommendations made in AMP policy studies. Seminar and Workshop activities completed under the project are listed below.

- Workshops on Administrative Restrictions to Cereals Flows. Three separate workshops were given by AMP personnel: in N'Djamena on April 29, 1993; in Moundou on May 29, 1993; and in Abéché on October 4, 1993. These workshops were essential in bringing the issues involved in the suppression of administrative restriction before the eyes of local administrators who were the main supporters of such measures. A total of 106 people attended these three workshops.
- Workshop on Price Correlation Coefficients. This three day workshop (March 24-27, 1994) was to teach government officials in the Ministry of

Agriculture and the Environment (as well as various other public organizations) to understand and use correlation coefficients as a measure of market integration. A total of 41 people attended this workshop.

- National Cereals Conference. This two-day conference held June 16 and 17, 1994 was used as a high profile forum to present the main results of the Millet-Sorghum Marketing Study. A total of 277 people attended the Conference.

Round Tables

AMP Round Tables were used to discuss preliminary findings and solicit comments on AMP policy works in progress. A total of 16 such Round Tables were held during the LOP, each with an average of about 30 attendees. A list of the AMP Round Tables is provided in the Annex. 2.

BPOC Meetings

The Periodic BPOC meetings ensured that GOC officials maintained close contact over project activities and allowed them to provide input into the implementation of AMP activities. A total of 9 such meetings of the BPOC were held during the life of the AMP Component. A list of BPOC meetings is provided in Annex 2.

Informal Networking and Dissemination efforts

AMP Personnel engaged in frequent meetings and interactions with all actors involved in the agricultural marketing policy environment in Chad. Although it is impossible to list all such activities here, some of the more important networking activities included:

- an AMTT staff member presenting a paper at an Office Nationale de Development Rurale (ONDR) conference on Cereals Banks;
- AMP personnel supplied farmers and traders in Southern Chad with photocopies of a decree issued by the Interior Ministry banning local authorities from placing administrative restrictions on cereals movements; at least 2,000 such copies were distributed by Millet Sorghum study researchers and 4,500 copies by ONDR extension agents; copies were also distributed by millet-sorghum study personnel in other regions surveyed for the study and
- AMP assisted the Association for the Defense of Retail Traders (ATDCD) in airing a radio spot to denounce the continuing practice of illegal taxes on cereals movements; as a result of these actions an official

announcement was read in local languages restating the official decree banning these practices.

Training Activities

A number of specific US and third country training programs were completed under the AMP component. These are detailed below. Informal in-country AMP training activities are listed in Annex 2.

Third Country Training under the AMP Component

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	Person Months
Mr. Zoua Massou, Agent de la Direction d'Etude et de la Planification (Ministere des Transports et des Travaux Publics) Mr. Abderamane Mouctar, AMTT Computer Specialist	Computer software training, Paradox and SPSS	Probase (for Paradox) and SPSS France	7 to 25 Jul 94 (3 weeks)	IIE	1.5
Mr. Namba Yallah, Coordinateur de la Cellule Technique de Suivi du Ministere de l'Agriculture	Strategies for Development	Centre National d'Etude Agronomique de Regions Chaudes (CNEARC)	3 to 28 Oct 94 (4 weeks)	IIE	1
Mr. Lam Tchiroue, Dir General Adjoint, Ministere de l'Agriculture	Agricultural Policy	Centre National d'Etude Agronomique de Regions Chaudes (CNEARC)	2 to 25 Nov 94 (4 weeks)	IIE	1
				Total training in this category	3.5 PM

Training under AMP component completed in the USA

Name of the Participant and Title	Description of the Training	Institution	Dates and Duration	Sub-Contractor	Person Months
Mr. Issaka Palkoubou, Direction d'Etude et de la Planification (Ministere des Transports et des Travaux Publics)	Seminar on the economies of developing countries	CRED University of Michigan	25 Jun to 16 Aug 93 (8 weeks)	IIE	2
Mr. Moustapha A. Lesemi Président de l'ATDCD (Association Tchadienne pour la défense des Commerçants Détaillants) Mr. Sadick Djalal, Président du Groupement Professionnel Cerealier)	Democrat- asation	Clark Atlanta University	25 Jul to 19 Aug 94 (4 weeks)	IIE	2
				Total training in this category	4 PM

In addition to these specific training activities, Chadians received continual training in policy analysis methods through their integral involvement in the policy studies completed under the AMP component. All of the three major studies were carried out in close collaboration with Chadian officials (Transport study and Women in Agricultural Marketing Study) or directly by Chadian researchers hired by the Project (the Millet-Sorghum Marketing Study). Particularly through this last study, the two main Chadian co-authors have become intimately familiar with the principal policy issues and analytical methods surrounding the promotion of efficient cereals markets.

D. Impact

Two major Chadian Policy decisions made during the life of the project are directly traceable to AMP activities. These are:

- the Ministry of the Interior's letter specifying to provincial authorities that the imposition of taxes on cereal movements in their jurisdictions is illegal (Ministry of the Interior; letter No. 0268/MIS/SE/DG/DI/93) and
- the Ministry of Transport and Public Works circular liberalizing access to the profession of freight brokers ("commis de charge"), thus breaking the de-facto local monopolies of existing freight broker cartels (Ministry of Transport Decision No. 004/MTPT/DG/DTS/94).

Another major decision, the Presidential decree banning road barriers and road barrier payments on freight transport, also came out during project activities addressing this issue. While there is no direct link between project activities and this decree, subsequent AMP investigation proved the continued existence of barriers after the decree--pointing out to Chadian government policy makers the need for concerted implementation efforts.

Each of these measure has contributed to an improved policy environment for marketing by allowing traders more freedom and decreasing marketing costs. The letter banning administrative restrictions, in particular, represents a major regulatory improvement which, if it is thoroughly enforced, should significantly improve Chad's food security performance.

E. Implications for Future Projects/Assistance Programs

Work under the AMP component demonstrated that, in Chad, there is a big gap between achieving policy reform on paper and carrying it through to actual implementation. The persistence of administrative restrictions on cereals movements, road barriers and local freight-broker cartels after government policy decisions aimed at eliminating these policy constraints underlines the government's limited capacity to implement policies determined at the central level. AMP actions to involve private sector actors such as the ATDCD and even individual traders and farmers by making them aware of central government policy decisions presents a promising approach for overcoming this problem. To carry on with this work, future policy activities in the area of agricultural marketing should:

- provide private sector groups with advocacy support and policy analysis to encourage them to take an active role in the policy dialogue;
- make sure that such activities are carried out not only in N'Djaména, but also in the main producing areas of Chad; actions as simple as

photocopying and distributing copies of government policy decisions in rural areas where these initiatives are not well understood or respected can help ensure that these decisions actually have some real economic effect; and

- work with public agencies AFTER policy decisions have been made to help them implement reforms and monitor compliance. In Chad, where many Ministries lack funds to send personnel beyond N'Djamena, such actions are vital if policy reforms are to have any real impact. Interest in such assistance on the part of Chadian officials is quite high.

IV. Level of Effort

Delivery of LOE and Scope of Work Accomplished:

The levels of effort as originally stated and as last modified are illustrated in the table below:

Position or Activity	Original	Amendment Six	Delivered
Personnel			
<i>Long Term Advisors</i>	126	84	76
<i>Short Term Advisor</i>	107	103	54
<i>Long and Short Term Local Specialist</i>	798.5	794	555
Total Technical Assistance	1031	994	685
<i>Home Office Support</i>	47	47	32
Total Level of Effort	1078	1028	717

Summary of Training Activities

Training Activity	Original Contract	Amendment Six	Training Accomplished
Third Country	36 Person Months	36 Person Months (PM)	24.5 PM
USA	6 Person Months	7* PM <small>*(Previously was 6 PM but modified by RCO on June 1, 1994)</small>	7 PM
In-Country	54 Sessions	54 Sessions	56 Sessions

V. PROJECT OBJECTIVES

A summary of the progress made under the AMTT project towards meeting its 8 specified objectives is provided below.

Objective 1: Functioning market information system for cereals and horticultural crops

By the end of the project SIM was broadcasting prices of seven cereals and six horticultural crops in four major market centers (N'Djamena, Moundou, Sarh and Abéché) on a weekly basis within 30 hours of their collection. These broadcasts are being done in both French and local languages. In addition, SIM is supplying price data to Chad's largest newspaper and is posting billboards with prices in markets in N'Djamena, Sarh, Moundou and Abéché in addition to 10 rural markets. SIM personnel have been thoroughly trained in data base management and have been supplied with desktop computers, photocopiers, printers, a fax machine, a stencil machine and an uninterrupted power supply. With additional training received in price survey methods and through observation tours of similar organizations in neighboring countries, SIM personnel are now fully capable of continuing to collect, disseminate and store reliable market price information.

Objective Status: 100% attained

Objective 2: Raising private capital to be invested in agro-industries

End of project levels of private investment are much less than hoped for at project inception. Some equity investments have been made as a direct result of ASC activities, but these are still relatively insignificant. As already noted, the general investment climate in Chad over the life of the project has been extremely poor. Problems related to the unsure security situation, lack of short term capital, doubts about the implementation of UDEAC customs reforms, the CFA devaluation have seriously undermined private sector confidence in the Chadian economy. ASC has made a contribution at the margin, but it remains a relatively small one.

Objective Status: 40% attained

Objective 3: Increase the number and volume of loans made to agro-industries.

As with the case of equity capital described above, little progress was made by ASC in increasing the supply of loans to agro-industries. In general, the same problems that plagued investment finance (primarily insecurity and lack of confidence in business prospects), also combined to shut off short term financing for agro-industries. Nevertheless, several encouraging signs were appearing at project end: namely actions by the BEAC to reduce interest rates and the

introduction by ASC of loan requests to non-bank lenders such as the Ministry of Livestock veterinary program, the Canadian Development Fund and various loan funds offered by the European Community.

Objective Status: 30% achieved

Objective 4: Development of the capacities of private Chadian agro-industrial consulting firms

This was the area where ASC had the biggest impact. Training supplied to local consultants, both through overseas training opportunities and as a part of AMTT studies and collaborative has made a significant impact in the capabilities of Chadian consultants.

Objective Status: 85% attained

Objective 5: Improved regulatory environment for agribusiness institutes by GOC

AMP and ASC actions have made a significant impact on the regulatory environment facing agribusiness enterprises in Chad. ASC analysis of the Regime A of the investment code has contributed to a better understanding of the codes impact on investors. In addition, work completed by AMP under the Millet-Sorghum Marketing Study has led to the abolition of numerous local taxes and restrictions on cereals movements--thereby facilitating a freer market for cereals traders and the many downstream small scale agribusiness activities based on cereals processing. the Millet-Sorghum study has also brought to Chadian policy makers attention the potential pitfalls of investing too heavily in subsidized marketing schemes that try to bypass the private sector--mainly Association Villageois marketing activities and cereals banks.

Objective Status: 100% attained

Objective 6: Detailed analyses of behavior, incentive structures, and expectations of private investors/financial instruments completed

The three major AMP studies and numerous smaller papers, as well as the ASC work on the investment code have provided substantial insights into the problems blocking increased private investment and working capital supply in those sectors of the economy related to transport and agricultural marketing. More analyses of other sectors would have been provided to meet this objective by the projected study on capital markets. But the cancellation of this study, at the

request of USAID, substantially reduced the amount of project inputs devoted to fulfilling this objective. Given this scaling down of expectations, the results obtained in the above mentioned studies have been quite useful.

Output Status: 90% attained

Objective 7: Strategy for improving private transport industry efficiency developed by GOC and private transporters

The transport study, completed in collaboration with the Ministry of Transport and Public Works made three priority recommendation: (1) the establishment of a system for checking vehicle technical fitness, (2) the elimination of road barriers, and (3) the liberalization of the regulatory regime governing freight brokers ("commis de charge") in the informal segment of the trucking market so as to allow open access to the profession. The last two recommendations have been fully adopted in GOC policy pronouncements. The incidence of road barriers has been drastically reduced, although occasional incidents do still occur. On the ground implementation of measures to ensure open access to the market for freight brokerage, following the Ministry of Transport's circular repealing the monopoly rights of local freight broker cartels, has been slower. This is due mainly to a lack of coordination between local civil authorities responsible for order in truck parks and the Ministry of Transport, as well as to a general lack of publicity. The recommendation concerning the establishment of a technical control center, which would require substantial donor support to be implemented has not received favorable review, mainly due to an unenthusiastic reception by the donor community. Overall, however, substantial progress has been made towards identifying key issues to promote an increase in the efficiency of the transport sector and the GOC has shown some commitment (if not always capability to implement) to following this strategy.

Objective status: 100% attained

Objective 8: Strategy for enhancing women's roles in agricultural marketing developed by GOC

Fieldwork for the Women in Agricultural Marketing Study was completed in 1993. More than 700 people were interviewed including business people, merchants, and farmers who participated directly in the marketing chain of agricultural products. Findings were presented in two meetings with the GOC, one BPOC meeting and in a meeting with USAID. A seminar with 66 participants was held in December 1993 on the subject. This report has brought to the attention of GOC policy makers, a number of concrete issues related to the content and form of training and to appropriate technology policies that could make critical impacts in the well being of women.

Objective status: 85% attained

Annex 1: List of Documents for the AMTT Project

No.	TITLE	DATE WRITTEN	AUTHOR
1	AMTT/DAI Quarterly progress report No. 1 (March 1 - May 1994)	July 92	GREG LASSITER
2	Rapport trimestriel AMTT/DAI No. 1 (1 Mars-31 Mai 1994) (French version of report 1)	July 92	GREG LASSITER
3	AMTT/DAI Annual work plan No. 1 (1 march 93 - 28 Feb. 93)	July 92	GREG LASSITER
4	Plan de travail annual AMTT/DAI No.1 (1 Mars 92 - 28 Feb. 93) (French version of report 3)	July 92	GREG LASSITER
5	Terms of reference for the CRED Millet and Sorghum marketing study (MSMS)	July 92	LARRY HERMAN
6	Termes de référence de l'étude sur la commercialisation du mil et du sorgho (MSMS) (French version of report 5)	July 92	LARRY HERMAN
7	AMTT/DAI Quarterly report No. 2 (June 1-AUG 31, 1992)	Sept 92	GREG LASSITER
8	Rapport trimestriel AMTT/DAI No.	Sept 92	GREG LASSITER
9	Quelques éléments des analyses préliminaires sur l'évolution récente de la production et de la commercialisation du mil et du sorgho au Tchad	7 Déc 92	JOHN STAATZ FAUBA PADACKE ABDELWAHID YACCOUB
10	Report on TDY to Chad, DAI/AMTT Project (Nov 30-DEC 8, 1992)	Dec 92	JOHN STAATZ
11	Practical Plan for the establishment of a public broadcast market news service on a pilot basis	15 Dec 92	
12	Plan pratique pour le lancement d'une émission publique du service des Nouvelles du marché sur une base pilote (french version of REP 13)	15 Dec 92	

No.	TITLE	DATE WRITTEN	AUTHOR
13	Rapport de mission initiale de reconnaissance rapide au Guéra et au Salamat (15/21 DEC 92) Pourquoi le Salamat?	24 Dec 92	FAUBA PADACKE ABDELWAHID YACOUB
14	AMTT/DAI Quarterly report No. 3 (Sept 1-Déc 31, 1992)	Jan 93	BILL DALRYMPLE
15	Rapport trimestriel AMTT No.3 (Sept 1-DEC 31, 1992) (French version of report 10)	Jan 93	BILL DALRYMPLE
16	AMTT/DAI Annual work Plan No.2 (JAN-DEC 93)	Jan 93	BILL DALRYMPLE
17	Plan de travail annuel AMTT/DAI No.2 (JAN-DEC 93)	Jan 93	ABDELWAHID YACOUB
18	Spirulina market survey by BDR	Jan 31, 93	BDR
19	Quelques analyses préliminaires sur le flux céréaliers vers N'Djaména	22 Feb 93	LAWRENCE KENT
20	Administrative restriction to Cereales circulation	24 Feb 93	LAWRENCE KENT
21	Restrictions administratives à la circulation des céréales au Tchad (French version of report 19)	24 Feb 93	LAWRENCE KENT
22	Les banques de céréales au sahel: encore un effort pour éviter les commerçants privés	Feb 93	LAWRENCE KENT
23	Mise à jour de la méthodologie de l'étude sur la commercialisation du mil et du sorgho (Fev 93)	Feb 93	LAWRENCE KENT ABDELWAHID YACOUB FAUBA PADACKE
24	Rapport sur les besoins de prix radiodiffusés de céréales volume I	Mars 93	BDR
25	Rapport sur les besoins de prix radiodiffusés de céréales volume II	Mars 93	BDR
26	AMTT/DAI Quarterly report No.4 (JAN 1-March 30, 1993)	7 Apr 93	BILL DALRYMPLE

No.	TITLE	DATE WRITTEN	AUTHOR
27	Rapport trimestriel AMTT/DAI No. 4 (JAN 1-March 30, 1993) (French version of report 23)	7 Apr 93	BILL DALRYMPLE
27	Analyse des capacités de gestion du dispositif SIM d'un service de nouvelles du marché (version provisoire)	1 May 93	NANGO DEMBELE
28	Analyse des capacités de gestion du dispositif SIM d'un service des nouvelles du marché (version finale)	Mai 93	NANGO DEMBELE
29	Suggested format for Ministry of livestock veterinarian privatization	23 June 93	BILL DALRYMPLE
30	The market of Chadian agribusiness Consulting	25 June 93	BILL DALRYMPLE
31	Le marché de consultation agro-industrielle au Tchad	25 June 93	BILL DALRYMPLE
32	A survey of agribusiness technologies in Chad	June 93	ATOUGA LAPODNI
33	Rapport relatif aux difficultés des bureaux de consultation locaux (présentation et discussion pour le CAPAGRI)	Juin 93	Dr. KA-GARA IDABAYE
34	Rapport semestriel d'activités, SIM (du 1er Jan - 30 Juin 1993)	Juin 93	Dr. PAUL
35	Prêts accordés aux agro-industriels (1er trimestre) (version révisée)	Juin 93	BDR
36	AMTT/DAI Quarterly report No.5 (April 1-JUNE 30, 1993)	July 93	BILL DALRYMPLE
37	Rapport trimestriel AMTT/DAI No. 5 (Avril 1-JUNE 30, 1993) (French version of report 26)	July 93	BILL DALRYMPLE
38	Republic of Chad: private transport industry report (1 st version)	Sept 93	EROL HAKER TOM LENAGHAN
39	AMTT/DAI Quarterly report No.6 (July 1-Sept 30, 1993)	Oct 93	BILL DALRYMPLE

No.	TITLE	DATE WRITTEN	AUTHOR
40	Rapport trimestriel AMTT/DAI No.6 (Juillet 1-Sept 30, 1993) (French version et discussion pour le CAPAGRI)	Oct 93	BILL DALRYMPLE
41	Le rôle de la commune dans l'organisation et le fonctionnement des marchés de céréales au Tchad (appui ou obstacle?)	2 Nov 1993	SHELDON GELLAR
42	Summary aval. et interventions de la table ronde sur les diffusions du SIM	20 NOV 93	SIM
43	Suggestions relatives aux procédures d'accès au regime "A" du code des investissements du Tchad	Nov 93	KHOM NGAR-ONE
44	Prets accordés aux agro-industriels (2ème trimestre)	Dec 93	BDR
45	Les techniques de Negociation du credit	Dec 93	KOHOM NGAR-ONE
46	1994 Annual workplan	Dec 93	AMTT staff
47	Prêts accordés aux agro-industriels (3ème trimestre)	Jan 94	BDR
48	Institutional problems and constraints in agricultural marketing	Jan 94	SHELDON GELLAR
49	Les ventes des céréales par les agriculteurs au Tchad: une investigation empirique (brouillon preliminaire)	Jan 94	AMP
50	innovation en marketing et management pour les bureaux de coopératives et les acheteurs agricoles au Tchad	Jan 94	KATHLEEN MOORE CLAIRE STARKEY
51	AMTT/DAI Quarterly report N0.7 (Sept 1 - DEC 31 93)	Jan 94	BILL DALRYMPLE
52	Marketing for Chadian agribusiness firms: a report on the 1994 seminar and recommendations for future initiatives	Jan 94	CLAIRE STARKEY KATHLEEN MOORE

No.	TITLE	DATE WRITTEN	AUTHOR
53	Development of an information network for cooperative sellers and agricultural buyers in Chad	Feb 94	FRANK LUSBY
54	Need assessment for the market news service vegetable price broadcast in Chad	Feb 94	CATHERINE SAGUI
55	Développement d'un réseau d'information pour les vendeurs de coopérative et les acheteurs agricoles au Tchad	Feb 94	FRANK LUSBY
56	Women in Agricultural Marketing	Feb 94	ELLEN BROWN GREGORY KRUSE JOHN SMITH
57	Etude sur le rôle des femmes dans la commercialisation des produits agricoles au Tchad	Feb 94	ELLEN BROWN GREG KRUSE JOHN SMITH
58	Rapport trimestriel AMTT/DAI No.7	Feb 94	BILL DALRYMPLE
59	Impact assessment for the market news service cereal price broadcast in Chad	Feb 94	CAHTY SAGUI
62	Evaluation des besoins radiodiffusés de prix des légumes au Tchad, service des nouvelles sur le marché (french version of pub 54)	Feb 94	CATHY SAGUI
60	A training workshop on the use of correlation coefficients to monitor market performance	1 Apr 94	JAMES GOCKOWSKI
61	Republic of Chad; private transport industry report (final version)	Apr 94	EROL HAKER TOM LENAGHAN
63	Millet-Sorghum Marketing Study Report	Jun 94	LARRY HERMAN FAUBA PADACKE ABDELWAHID YACOUB

No.	TITLE	DATE WRITTEN	AUTHOR
64	Analyse des barrières routières au Tchad: incidences économiques sur le transport de céréales	Initial Date: Feb 94 Revised Date Sept 94	LARRY HERMAN FAUBA PADACKÉ ABDELWAHID YACOUB
65	Rapport sommaire sur l'exécution du programme de formation du projet AMTT	Nov 94	ASSAN OUMAR
67	AMTT/DAI Quarterly progress report No. 10 (July 1-Sept 30, 94)	Nov 94	J CAMPBELL
68	Millet and Sorghum Marketing in Chad Volume One: Report and Volume Two: Annexes (final version)	Dec 94	LARRY HERMAN FAUBA PADACKÉ YACOUB ABDELWAHID
69	Commercialisation du mil et du Sorgho au Tchad: Volume 1: Rapport (French version report 68)	Déc 94	LARRY HERMAN FAUBA PADACKÉ YACOUB ABDELWAHID

Annex 2: AMP: Training Through Seminars and Workshops

	Date	Theme	Days	Participants			Person Months
				Men	Women	Total	
01	29 Apr 93	Admin. Restrictions to cereal circulation Chad (N'Djaména, CNAR, summary aval.	1 day	30	0	30	1
02	29 May 93	Admin. Restrictions to cereal circulation in Chad (Moundou, summary aval.)	1 day	36	1	37	1
03	4 Oct 93	Admin. Restrictions to cereals circulation in Chad (Abeche, summary avail.)	1 day	39	0	39	1
04	24 Mar 94	Price correlation coefficient (James Gockowski, summary aval.	3 days	35	6	41	4
05	16 & 17 Jun 94	National cereal conference (N'djamena summary aval.)	2 days	Est. 120	Est 10	Est 130	8
			Total	Session Days 260	Session Days 17	Session Days 277	15 PM

AMP: Round Tables

AMP Round Tables	Date	Theme	Days	Participant			Person Months
				Male	Women	Total	
01	7 Dec 92	Présentation de l'étude MSMS (MSMS Team, summary aval.)	1 day	35	0	35	1
02	22 Feb 93	Recherches céréalières (MSMS Team, summary aval.)	1 day	15	1	16	0.5
03	18 Mar 93	Exchange d'info sur la commercialisation de la gomme arabique (MSMS Team summary aval.)	1 day	30	0	30	1
04	26 Apr 93	Sécurité alimentaire banques céréalières (SAP/MSMS, summary aval.)	1 day	18	0	18	0.5
05	03 Jun 94	Organisation des marchés de transport, activités CAPAGRI (Lenaghan/Hacker, summary aval.)	1 day	16	1	17	0.5
06	26 Jun 93	Etat d'avancement de l'étude MSMS (MSMS Team, summary aval.)	1 jour	20	2	22	0.5
07	28 Jul 93	Flux des céréales (MSMS Team summary aval.)	1 day	20	0	20	0.5
08	31 Aug 93	Catégories de participants des marchés céréalières (MSMS Team, summary aval.)	1 day	7	1	8	0.25
09	28 Sep 93	Les problèmes du secteur transport au Tchad(AMP/DEP/, summary aval.)	1 day	19	2	21	0.5

AMP Round Tables	Date	Theme	Days	Participant			Person Months
				Male	Women	Total	
10	8 Oct 93	Description structure des marchés céréaliers (MSMS Team, summary aval.)	1 day	13	2	15	0.5
11	2 Nov 93	Rôle de la commune dans l'organisation fonctionnement des marchés (Gellar, summary aval.)	1 day	22	3	25	1
12	2 DEC 93	Présentation des résultats préliminaires de l'étude WAMS (Kruze, Smith, Brown, summary aval.)	1 day	45	21	66	2
13	6 Jan 94	Analyse des prix de céréales et leurs comportement (MSMS Team, summary aval.)	1 day	28	4	32	1
14	28 Jan 94	Présentation résultats préliminaires de l'étude "Unité de production et habitudes des paysans vis a vis de l'achat et vente des céréales summary aval."	1 day	41	8	49	1.5
15	14 Feb 94	Effets de la dévaluation sur filière céréalière (Herman, summary aval.)	1 day	41	13	64	2
16	4 Mar 94	Femme rurale et modernisation (Senafet, summary aval.)	1 jour	70	30	100	3
			Total	440	88	528	16.25 PM

AMP: Meetings of the BPOC

AMP: Meetings of the BPOC	Date	Theme	Days	Participants			Person Months
				Men	Women	Total	
02	16 Mar 93	Discussion etude MSMS, restriction administrative a la circulation des céréales au tchad (summary aval.)	1 day	12	3	15	0.5
01	13 Jan 93	Contact et orientation (AMTT, summary aval.)	1 day	5	0	5	0.1
02	16 Mar 93	Discussion etude MSMS, restriction administrative a la circulation des céréales au tchad (summary aval.)	1 day	12	3	15	0.5
03	15 Apr 93	Discussion sur la note N° 0268 Plan de travail annuel AMTT.93 Termes de référence étude de transport (summary aval.)	1 day	7	1	8	0.2
04	1 Jul 93	Présentation des résultats préliminaires étude transport (summary aval.)	1 day	8	2	10	0.3
05	14 Oct 93	Retouche aux termes de référence du wams; discussions sur les conclusions et les recommandations de l'étude de transport (summary aval.)	1 day	10	2	12	0.5

06	30 Nov 93	Présentation des résultats préliminaires de l'étude wams (summary aval.)	1 day	11	2	13	0.5
07	22 Dec 93	Discussion sur le programme d'activités AMP.94 (summary aval.)	1 day	9	0	9	0.3
08	31 Mar 94	Présentation activités réalisées par l'AMP au cours du 1er Trimestre 94 et ses activités prévues pour le 2 ND trimestre 94 (summary aval.)	1 day	10	2	12	0.5
09	20 Apr 94	Discussion sur l'avenir du volet AMP (summary aval.)	1 day	8	1	9	0.3
			Total	Session Days 80	Session Days 13	Session Days 93	3.2 PM