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FERTILIZER PRIVATIZATION ASSESSMENT
UNDER APPP-GHANA

AS A CONTRIBUTION TO APPP NOVEMBER 1990
EVALUATION REPORT

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I EXECUTIVE SUMMARY

FERTILIZER PRIVATIZATION UNDER APPP - GHANA

Removal of all subsidies on fertilizer and freeing therefore the market of imports, supply and distribution to give more incentives to Private Businesses and operators in taking over these activities is the whole purpose of this program. But an overall analysis of the situation as it occurs now on farmers' level reveals very serious constraints hindering the successful completion of this policy.

A. High Cost of Fertilizer

Under the current economic conditions in Ghana: increased prices due to the large devaluation of cedis, removal of government subsidies on farm inputs, the golf crisis and still low yield on small holders level... very few farmers will actually be able to purchase and apply fertilizer at recommended rates, mostly when credit facilities are lacking.

It is therefore recommended to develop farmers assistance programs such as GLOBAL 2000 through which farmers will obtain inputs on loan basis. FASCOMS as private entities will successfully play this role if backed by the Ghanaian agricultural development Bank (ADB) and other commercial banks.

B. CREDIT ISSUE

All national policy and decision makers, economic operators, International Development Agencies, know credit needs for small scale farmers in Ghana, but still these farmers cannot get credit. Large scale farmers entitled to farm loans hardly get them sufficiently and timely.

It is my recommendation, to start efforts in direction of making farm land a marketable asset for farmers. It will solve mortgage problems and have farmers improve their production technologies, while natural resources preservation will be emphasised.

C. MARKETING

Commodity pricing by government, high cost of transportations, high post harvest losses (over 30%) due to lack of drying and storage facilities, low market prices during harvest period contribute to render marketing very hazardous for farmers. Generally farmers are losers and cannot plan for farm input such as fertilizers. Reducing post harvest losses will increase significantly farm income.

We recommend then to develop market centers as in NKORANZA with the support of donors to set up dryers and build storage facilities. Farmers will be charged for drying and storing their produce, and wait for better market prices.

D. FERTILIZER DEALERS DIFFICULTIES

They are left to themselves: no credit, no relevant training, no profit incentive on fertilizer retailing, no organised structure discount rates don't cover real retailing costs..

Discounts Rates

<u>Minimum Purchase (50kg bags)</u>	<u>Discount (Per bag)</u>
Wholesale 2000	C 600
Retail 500	C 350
50	C 200

It is recommended that Fertilizer dealers serve as commission agents for the wholesalers and be trained efficiently to assist farmers effectively. It is also recommended to increase their margin from C200/bag to C300/bag.

E. FASCOMS

Privatization of Fascoms will complete Fertilizer Privatization scheme in Ghana and set up a definite structure. It is then recommended to sell off Government shares in this enterprise and allow small dealers to purchase them so that in the long run they be owners.

II. SCOPE OF WORK

The statement of work presented by AID Mission in Ghana stipulated: the team of experts shall evaluate the agricultural productivity Promotion Programs:

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To review progress to date in realizing outputs for the program conditionality and local currency activities;

To identify constraints and solutions to implementation problems and asses the level and quality of policy dialogue;

To assess program management and monitoring;

To reassess the validity of program assumptions and appropriateness of the program and its design; and

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To make recommendations for improving program implementation.

The team shall provide a profile of what has happened in each of the target areas of APPP: Fertilizer Privatization, Seed Industry, Program Monitoring, Agricultural Extension, Feeder Roads, Policy Studies.

In each target area, as far as the team is concerned there is a specialist or consultant in charge of digging into the subject. My contribution would focus on the Fertilizer issue. Here the problem is not exactly the validity or appropriateness of the program, but rather what are the constraints and possible solutions to implementation. The point is that several studies and analysis, several donors (World Bank, USAID etc.), the Government of Ghana (GOG) have agreed already since 1987 to privatise the sector. But up to now, late 1990, the program seems hardly to have started. Why?

An analytical review of the main parameters hindering full take off of the program will enable decision makers achieve their target.

To fulfill this analysis, main observations and conclusions lay on informations gathered from the program; and mostly interviews and field investigations in the four project localised regions: Volta, Ashanti, Brong Ahafo and Northern; where more than fifteen meetings and debates with farmers, fertilizer local dealers, seed growers, extension service local and district officers, agricultural district and regional officers, Directors, Deputy secretaries, were organised to apprehend actual technical and social facts.

III. BACKGROUND OF THE PROJECT

APPP has been designed to promote increased food production in Ghana, in response to cereal production decline since mid '70's. Per capita food index dropped from 100 in 1974-76 to 62 in 1983 and 55 between 1983 and 1987. From 1974 to 1987/88 cereal imports rose from 177 MT to 228 MT; Food Aid in cereals, from 33 MT to 110 MT. Although potentials exist (e.g. only 30% of the 13 million hectares of cultivable land actually under cultivation). The main constraints to realization of self-sufficiency in Food production is low productivity of Ghanaian small scale farmers, who account for 90% of agricultural production in the country, Roots to this situation come from " limited use or non availability of improved technology, untimely delivery of inputs (particularly fertilizer), weak agricultural services, limited availability of credit, and poor infrastructure".(1)

Therefore APPP aimed at strengthening small scale farmer's food crop Productivity. The project was built with four major components:

(1): Review of the Ghana Agricultural Research System Vol. 1 Report , page 3

- (i) fertilizer Privatization
- (ii) Seed Industry Privatization
- (iii) Strengthening extension services
- (iv) Feeder roads

IV. FERTILIZER SUPPLY AND DISTRIBUTION PRIVATIZATION

4.1 Existing Supply and Market Systems

Since mid 1960's when GOG introduced fertilizer subsidies, private sector has withdrawn from fertilizer imports and distribution. The basic responsibility for fertilizer supply and distribution to farmers was then supported by the Ministry of Agriculture which determines annual needs and requirements for fertilizer, arranges for procurement and importations and distributes through its network of warehouses sales points, and extension services.

Their distribution system became rapidly inefficient and costly. IFCD July 1986 draft final report attributes the deficiencies to five factors:

- 1) Lack of organised sales planning and monitoring functions
- 2) Untimely availability of fertilizer due to delays in Government funding for fertilizer imports,
- 3) Ineffective physical distribution,
- 4) improper warehouse management practices;
- 5) Inability of the MOA staff to handle both fertilizer marketing and extension activities.

The first step to overcome this burden was the creation of FASCOMS of VORADEP and URADEP, staffed and equipped to operate in a more efficient commercial manner than MOA. Now it is nationwide agreed upon, that the private sector is better indicated to take over this activity. It has financial means of relieving the Government of the burden of funding Fertilizer purchase every year and also the management skill and the distribution facilities needed to operate efficiently.

4.2 Fertilizer Privatization Under APPP

Increasing rural incomes through improved agricultural practices will enable Ghanaian Economic Recovery Program achieve the national per capita income growth. Two main ways will contribute to reach this goal: increasing crop productivity and improving the climate for agri-business. Fertilizers play a major role in these directions. Privatizing fertilizer

supply and distribution will then definitely help achieve per capita income growth in rural area i.e. in the whole country.

4.2.1 Principal Objectives

The major objective of this Fertilizer program is to eliminate Government imports of fertilizer to free the market and give incentives to the private sector to take over this activity. Secondly, government inventories of Fertilizer will be reduced and finally liquidated. The third objective concerns the privatization of FASCOMS according to a phased strategy to develop. Then discontinue the sale of Fertilizer by the Government. Finally all Fertilizer provided by donors will be sold to the Private sector.

4.2.2. Benchmarks

By January 1, 1991, Government of Ghana (GOG) will have to sell to private sector companies all buffer stocks of fertilizer. By then GOG will announce a plan for the sales of all donor fertilizer to private sector.

4.2.3. Implementation Plan

Three phases are possible: (i) phase 1, privatization at the retail level. A pilot operation will start in the volta region for the first year. Then the program will spread countrywide during the second year. (ii) Phase 2 will correspond to privatization at the wholesale level. (iii) phase 3 finalises the Program as total privatization of the fertilizer operation will be settled.

4.3 MAJOR CONSTRAINTS (Problems in Implementation)

4.3.1 Cost of Fertilizer

Fertilizer prices even under subsidies have increased overwhelmingly for the last ten years. In 1980, 15-15-15 NPK were sold at C15/50 kg bag. In 1990, the same bag is sold at C4200. Not only subsidy removal but also very large devaluation of cedis explain this skyrocketing increase in price. The average subsidy level over the last ten years is around 44% (from 80% in 1979 to 15% in 1989). Inflation rate in Ghana by the end of 1990 fluctuates around 30%. With all the other farm inputs prices following the same movement, it becomes a nightmare for all small scale farmers to think of fertilizer. On the other hand, farm commodity prices remain generally low (no storage facilities) for widespread low yields due to scarcity of rain falls and sometimes improper practice of improved technologies. Obviously, except few large-scale farmers well organised, the large majority of farmers cannot stand such a situation. And no matter the policy in place, they will demand less and

less for fertilizer. Fertilizer requirement and use survey in Ghana in 1989 shows that about 73% of all farmers applying fertilizer in 1989 will reduce or stop applying fertilizer in case of subsidy removal i.e. price increase by 15%.

4.3.2 Lack of Credit

One of the major problems impeding rural producers activity remains surely lack of credit. Small holders in rural areas have seldom access to bank loans. Global 2000 for the last three years has initiated some positive experience serving as intermediary institution between farmers and banks. This kind of experience needs to be analysed more cautiously to be expanded.

4.3.3: Marketing

The overall issue here shows that farmers do not obtain sufficient net returns on their activities. Farmers always "lose" due to difficult marketing system. With a close look, the problem breaks down into four items.

No quality improvement facilities (driers, storage);
Post harvest losses estimated at 30% and sales at Harvest period when prices are the lowest; High cost of transportation (fuel price jumped lately from C350 to C1000/gallon).
Difficult access to main production zones (poor rural roads)
sometimes no buyers.

If farmers cannot get a positive return from the market, they necessarily do not have actual possibility to purchase farm inputs (fertilizer and others)

4.3.4 Fertilizer Retailers' Difficulties

Most of them initiated retailing operation since 1989. Countrywide, lots of people have registered (about 600) but very few are effectively active (less than 50). Their most relevant difficulties?

a) No access to credit from banks and from their wholesalers (Fascoms or MOA or WIENCO). They start this business with only their personal means.

b) Very short margin compared to real retailing costs (loading, transportation, rent, watchman's salary, income taxes etc.)

c) They are not professionals. They need a complete training program.

d) They are not yet organised. A tentative association is being initiated in the Ashanti Region , namely "agro-chemical retail salers association."

4.3.5 Fascoms

Fascoms of VORADEP and URADEP are growing nationwide. As a parastatal Fascoms role must be a real support to the formation and establishment of private dealers. Therefore the company should not compete with fertilizer retailers, even farm inputs retailers on the same land. Several dealers have dropped out because of FASCOMS retailing activities in their zones.

4.3.6 Importers' Case

There are several private businessmen and companies willing to get into Fertilizer imports, but they are still asking for more reliable business conditions in terms of taxes and fees regulations.

4.3.7 Extension Services

Extension work is a permanent advory work with farmers. In african countries where the only way for the farmers to acced to new technologies is the local extension service officer, the public service worker plays a determinant role in farmers' annual activities. Extension services evolve educational programs to promote fertilizer use among small scale farmers. If private fertilizer dealers come in to sell and make profit, extensionists will not have that much incentive promoting fertilizer use.

4.3.8 Land Ownership

When this problem is not direclty attached to fertilizer privatization program it plays a major role in fertilizer use by farmers. For, as far as farmers will have the opportunity to move from land to land, they will rarely feel the absolute necessity of ferilizer use. It has been shown that fertlizer use in Ghana is low and has been declining since the early 80's. This is not a very positive signal for privatization.

4.4

OTHER ISSUES IMPEDING IMPLEMENTATION

4.4.1 MOA Buffer Stock

The large stock still holding in government warehouses disturbs private sector importers. They need to know what will happen to this stock before they take any step further in importation.

4.4.2 MOA Storage facilities

While going through all this policy change process in

the fertilizer privatization program it is of first importance not to let any aspect covered. Therefore, and to sustain the program GOG will have to say clearly what will happen to MOA fertilizer storage facilities of Tema, warehouses around the country and sales points in the districts.

4.4.3 Donor Fertilizer

Donors will be providing GOG with fertilizers. Measures have to be taken now to prepare how these fertilizers will be managed within the privatization framework.

V RECOMMENDATIONS

Fertilizer privatization program under APPP has made some progress for the last two years: 1989 and 1990. Very courageous decisions and measures have been taken by the government of Ghana (GOG) to succeed this operation, but still lots of constraints remain to be removed. Anyhow, sustainable changes go step by step.

At this stage of the program, in conformance with its successful achievement my recommendations will address three main areas:

A) Fertilizer Retailers

Starting block of the program they must be given full support in (i) training and (ii) credit. It is recommended that FASCOMS while serving as wholesaler to retailers, provide them a full training in fertilizer use and warehouse management. It is recommended that a climate of confidence be established between wholesalers and retailers so that the last one works on a commission basis for the wholesalers.

It is recommended that retailers' margin be increased as to cover retailing costs and to generate a little profit. The base line of 300 cedis per bag and for 50 bags seems efficient.

B) Government's Plan

Importers are still holding back by precaution. It is recommended that the government publishes as soon as possible its plans and all related regulations so that importers plan their activities for the next crop campaign starting in February or March.

C) Farmers's Assistance Programs

Farmers should be explained totally the fertilizer pricing system to keep them confident. Credit and marketing represent the bottlenecks of all farmers income improvement policies.

Tremendous works, studies and thoughts have been given specially to credit problems in african countries, still they remain unsolved. It is my assumption that land ownership constitutes the nerve of the problem. As long as farm land has not a marketable value, farm credit problems will remain hardly solvable.

It is then recommended that more attention be given to farm land problems. Studies may be undertaken in this direction.

ANNEX 1: APPP EVALUATION TEAM

Don McCune	Fertilizer Specialist - Consultant
Toure Vehi	Fertilizer Privatization Assignment, Regional Agricultural Advsiior, REDSO
John Harding	Seed Specialist - Consultant
Tej Mathur	Feeder Roads Specialist, Civil Engineer, REDSO
Sanath K. Reddy	Extension Specialist, Team Leader Agricultural Development Officer REDSO
Seth Vordzorgbe	Economist - Consultant
Carl Van Haften	Monitoring and Evaluation Specialist Consultant

Annex 2: Team Work Schedule

Tuesday, Nov. 13, 1990

9:30 am: Meet USAID Officials
11:00 am Meet APPP Officials Ministry of Finance
and Economic Planning (MFEP)

Wednesday Nov. 14

9:00 am Crops Department, Seed certification
staff,
MOA: Dr. Ofori, Mr. Otenkorang
2:00 pm: Department of Feeder Roads:
Mr. Sahibu, Mr. Oppong
4:00 pm Extension Department, MOA: Mr. Korang
Amoako, Mr. Donkor, Ms. Tetebo

Thursday Nov. 15

9:00 am: Policy planning, Monitoring and
Evaluation Department MOA: Mr Dapaah,
staff
2:00 pm: FAO Ghana, Dr. Mathew Okai

Friday Nov. 16

6:00 am: Field Trip to Ho (Volta region)
Depart Accra
8:30 am: Arrive Ho
9:30 am: Meeting with Regional Agricultural
Director and staff, Feeder Roads Staff &
FASCOMS' representatives
2:00 pm: Meeting with farmers and seed growers at
Sokode village
4:30 pm: Depart Ho
7:00 pm Arrive Accra

Saturday Nov. 17

3:00 pm: Team meeting on field trip to Ho
debriefing.
4:00 pm: Team meets with AID Director - overview
of work progress.

Sunday Nov. 18

3:00 pm: Depart Accra
8:30 pm: Arrive Kumasi

Monday Nov. 19

8:30 am: Debriefing with Feeder roads Regional Service.
9:15 am: Crops Research Institute (Researchers and GGDP staff.
11:00 am: Visit Kumasi Seed Processing plant, discussions with seed growers.
2:35 pm: Grain and Legume Development Board (GLDB)
4:00 pm: Meeting with Fertilizer Dealers

Tuesday, Nov. 20

7:00 am: Depart Accra
10:30 am: Arrive Techiman
10:45 am: Meeting with Fertilizer Dealers and Seed Growers.
5:00 pm: visit Feeder Roads contractor, Nkoranza district: Asakyi- Abusua Feeder Roads.

Wednesday, Nov. 21

10:30 am: Meeting with Farmers Fertilizer dealers, seed growers, and extension service officers at Kintampo.
1:30 pm: Meeting with women in Ntankro village (women extension service).
5:00 pm: Depart Techiman.

Thursday Nov. 22

(Tamale)

8:30 am: Courtesy meeting with Deputy Secretary of Agriculture, Adam Kaleem, and the Regional Agricultural Director: Anana B.S.
2:30 pm: Meeting at Kulkpegu, village in Yendi District.
3:50 pm: Meeting with seed growers, fertilizer dealers, Farmers, and FASCOM Officer Yakubu Brahima.

Friday Nov. 23

9:30 am: Depart Tamale for Accra.
11:00 am: Arrive Accra.
Afternoon: Rest.

Saturday Nov. 24

Readings.

Sunday Nov. 25

3:00 pm: Meeting with AID Director.

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Monday Nov. 26

9:00 am: World Bank - Dr. Hong
10:00 am: PPMED - MOA -Dr. Dapaah and Assistants.
1:30 am: WIENCO - H.J.M. Wientjes.
3:00 pm: Global 2000 - Dr. Galiba.

Tuesday Nov. 27

Preliminary observations and
recommendations report.

Wednesday Nov. 28

3:00 pm: Government debriefing
Draft report: observations and
recommendations. (MFEP, MOA, Feeder
Roads).

Thursday Nov. 29

3:30 pm: Individual final report
Meeting with AID Director.

Friday Nov. 30

Individual report.

Saturday Dec. 1

2:00 pm: Depart Accra.
2:45 pm: Arrive Abidjan

ANNEX 3: APPP EVALUATION. 1990

Documents Consulted

- A. Research and Extension
1. Review of the Ghana Agricultural Research System, Vl. 1: Report, December 1989
 2. Maize and cowpea production Guide for Ghana, Ghana/CIDA Grains Development Project, Jan., 1990
 3. Ghana Grains Development Project Eleventh Annual Report, 1989 - Part 2 research results
- B. Fertilizer Privatization
1. Ghana Fertilizer Privatization study - Draft Final Report, International Fertilizer Development Center, July 1990.
 2. Recommendations for Improved Agricultural Input Distribution via increased Private sector involvement, Michael Borish.
 3. Fertilizer requirements and use in Ghana, Tropical Agricultural Development consultancy, Accra, March 1990.
 4. Fertilizer Consultant Terminal Report.
 5. FASCOM (VR) Limited Proposals for Restructuring Privatization and Rehabilitation.
 6. Privatization of Fertilizer marketing in Cameroon First year assessment of the Fertilizer Sub-Sector Reform program - Technical Report, June 1989.
- C. World Bank Documents
1. Agricultural services Rehabilitation Project, Staff Appraisal Report, Ghana, April 22, 1987.
- D. USAID Documents
1. Program Grant Agreement, APPP, August 29, 1989.
 2. PL-480 Food for Progress Program - Ghana.
- E. GOG Documents
1. First Annual Report on APPP Activities, February 6, 1990.

In connection with the development of Private seed industry in Ghana in the framework of the Agricultural Productivity Promotion Program financed by USAID, two USAID/Accra consultants visited Abidjan from December 7 to 11, 1990.

Mr. John Harding (North American Plants Breeder) and Mr. Seth Vordzorgbe (Agricultural Economist consultancy in Accra) with the assistance of REDSO/WCA Regional Agricultural Advisor, Mr. Vehi Toure, met with Pioneer, OSP, CDC and REDSO officials in Abidjan. They accomplished a field trip to CDC seed farm facilities at Serebou - Comoe (350 km from Abidjan). The most relevant issues covered constitute the frame of this present report.

I. Consultation with Pioneer-CI General Manager (Dr. Suh)

Pioneer involvement in the seed industry in Côte d'Ivoire since 1986 is primarily for research purposes. But for the last three years the company has been providing the Young Farmers' Pilote Program at Yamoussoukro with required hybrid seeds. The consultants tried to appreciate the interest of PIONEER in the current Ghanaian seed issue. Pioneer officials did not see a direct interest in the privatization of Ghana seed industry. But if GOG offers clear and fair conditions to private sector, Pioneer will participate in setting up the Private Seed operations in Ghana.

For further analysis and considerations, Dr. Suh requested for a complete documentation on APPP Evaluation report.

II. Consultation with OSP Technical Director (Mr. Cherif)

Mr. Cherif pointed out that Côte d'Ivoire is undergoing the same seed privatization requirements as in Ghana. Although, the national seed company, OSP (Office des semences et plants) still continues operating five of the six state farms: Bouafle, Touba, Odienne(2), Dikodougou. The sixth seed farm: Serebou - Comoe being currently under CDC management.

Seeds are provided free to registered farmers through extension services. Therefore all the privatization proposals made until now have been delayed. Only CDC has started a trial privatization scheme on Serebou Seed farm. Considering all the Ivorian seed industry privatization difficulties, OSP is largely interested in participating to the national seed seminar recommended by APPP-Ghana evaluation report, and scheduled for mid-february 1991.

OSP has to be restructured in a National Seed certification office. The main problem to solve is to find private investors or enterprises that will take over all the state farms: 1, 2, or 3000 ha farms fully equipped. CDC involvement now at Serebou aims at demonstrating the profitability of these seed farms in Côte d'Ivoire with a sound management system.

III. Field Trip to CDC Seed Farm (Mr. Molin)

Serebou - Comoe project was formerly a sugar cane plant (farms and factories, housing). Due to inefficient technical results (low rate of sugar content in the sugar cane) and consequently high operating costs, GOCI closed down the sugar plant in 1983; and OSP converted it into a seed farm later. After three years of technical assistance CDC took over the Project management in 1989.

For this year 1990, 2030 ha were planted in seed corn and rice totally irrigated. CDC is then operating 2/3 of the Serebou farms. Farms under pumping stations D & E (see map) are attributed to the Ivorian Young Farmers Project. Loan investment in this operation is about 2.5 million pound sterling. The average clean seed yield of corn obtained is 2T/Ha, Seed corn produced costs cfa 200 to 300/kg. Special agreement with GOCI fixed government seed purchase price at cfa 400/kg. Some 3000T of seeds have been processed and ready for delivery. Sample seed has been sent to Global 2000 in Ghana.

CDC produces some little quantity of Hybrid seed (IRAT 81 IRAT 83 and WANINO 2) priced at cfa 600/kg. while hybrids from Pioneer cost around cfa 1,200/kg.

Hybrid Seed Vs. Composite Seed Issue

It appears clearly that farmers cannot afford buying hybrid seeds. They do not have all the facilities required to get more benefit from hybrid seed use. CDC farm management is quite satisfied with farm preliminary outputs.

IV Consultation with Mr. Romanos (CDC Regional Representative for West Africa)

Seed in Africa is a priority for CDC. From 1974 to 1975 CDC helped set up a national seed company in Malawi. Later similar projects were built in Zimbabwe and Tanzania. Since 1986 CDC has been directly involved in the seed industry in Côte d'Ivoire, providing technical assistance to OSP to support Serebou project and working capital when the project passed under CDC management control.

Conditions of CDC Investment Loan

1. Privatize the seed industry.
2. Take off all seed subsidies.

Because seeds are still provided free to farmers GOCI will remain the main customer and purchase the necessary seed from CDC operated farms at a fixed price (CFA 400/kg)

Following are some of the issues discussed:

a) Improved Seed Awareness: Ivorian farmers are well aware of the benefits they can get from improved seeds compared to traditional seeds. For the last years seed request from farmers estimated at 35,00T cannot be satisfied.

b) Private seed Marketing: Until now farmers were getting seeds freely so the problem arises as to whether they can now afford to buy private seeds. CDC is definitely positive. If we consider the significant black market going on in free distribution of seeds (corn and rice) we can assume that farmers are even paying more than needed to obtain these "free seeds": They pay registration fees; farmers who cannot be registered purchase seeds from registered farmers at no control price; the destination of "free seeds is out of control.

c) Distribution Network: Only state companies or parastatales in charges of extension services provide seeds and plants to farmers. Several private enterprises sell other inputs: Agro-chemicals, equipments, tools, but not seeds. Seeds retail outlets have to be organised.

d) Financing: Farmers still cannot get necessary farm loans.

CDC plans for the future is to have Côte d'Ivoire sell off all the state seed farms to private investors, ivorian or non ivorian, or in joint venture, within five (5) or seven (7) years, after CDC controlled management has proved the agricultural potentials of the project and made it an attractive operation.

V Meeting with REDSO/WCA Deputy Director(Mr. Howard Handler)

A debriefing session with REDSO/WCA Deputy Director, Mr. Howard Handler was organized to draw conclusions on the trip and activities before consultants' departure for Accra. The consultants recommended that REDSO, CDC and OSP participate in the mid-february 1991 seed industry privatization seminar in Ghana.