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AN AFRICAN SUCCESS STORY

Submitted by

Cook and Associates

Under Contract No. LAI-AID-8059-SUB-90-C-149-8400

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A FABLE

ONCE UPON A TIME THERE WAS A VILLAGE, NESTLED IN A SPACIOUS, LUSH, GREEN VALLEY WITH LARGE MEADOWS, PLENTY OF WATER AND PERFECT WEATHER. SURROUNDING THE VALLEY WERE HIGH MOUNTAINS, ACROSS WHICH NO ONE HAD EVER GONE. ON THE BASE OF THE MOUNTAIN WERE FINE TREES, WHILE UNDERNEATH, A TREASURE OF MINERALS. THE PEOPLE OF THE VILLAGE WERE FRIENDLY AND HARDWORKING; MOTIVATED BY THE SAME DRIVES THAT SEEM TO MOVE ALL HUMANS.

HOWEVER, DURING THE PAST 10 YEARS, THINGS HAD CHANGED. EVERY WEEK A LARGE BALLOON HAD SAILED OVER THE MOUNTAIN. AS IT HAD CRUISED UP AND DOWN THE VALLEY, A HANDSOME MAN IN THE BALLOON HAD DROPPED LOAVES OF BREAD.

THE PEOPLE OF THE VALLEY HAD LIKED THE BREAD, AND IT HAD CERTAINLY BEEN A LOT EASIER THAN GROWING WHEAT, MILLING AND BAKING.

IN TIME, THE PEOPLE FORGOT HOW TO GROW. AFTER ALL, IT HAD BEEN NO LONGER NECESSARY. THEY HAD SAT AROUND IN THE SHADE AND WAITED FOR THE NICE MAN IN THE BALLOON.

THEN ONE DAY AN UNEXPECTED THING HAD HAPPENED. A STRANGE MAN HAD APPEARED IN THE VALLEY. HE WAS DIFFERENT THAN THE MAN IN THE BALLOON; NOT UNCOMELY, JUST STRANGELY DIFFERENT. HIS NAME WAS LIB.

LIB DROVE A WAGON, WHICH WAS FILLED WITH EVERY WONDERFUL THING THE VILLAGERS COULD HAVE EVER WANTED: EXOTIC FOODS, SUPER TOYS, EVERYTHING. EVERYONE WAS EXCITED! LIB HAD FOUND A WAY THROUGH THE MOUNTAINS AND HAD COME TO TRADE THE WHOLE WAGON LOAD TO THE VILLAGERS. HOWEVER, AFTER A GREAT SEARCH, NOTHING OF VALUE WAS FOUND IN THE VILLAGE; NOTHING WITH WHICH TO HAVE FILLED HIS WAGON. QUITE DISCOURAGED, LIB LEFT THE VALLEY, AND TOOK WITH HIM ALL THE WONDERFUL THINGS HE HAD BROUGHT.

THE NEXT WEEK THE BALLOON AGAIN CAME OVER THE VALLEY. THE BEAUTIFUL MAN DROPPED THE LOAVES OF BREAD TO THE VILLAGERS. SOME OF THE VILLAGERS, HOWEVER, SHOUTED UP TO THE MAN, "SEND US SOME NICE THINGS LIKE THE STRANGE MAN HAD". ALAS, HE COULD NOT. THE MAN IN THE BALLOON DID NOT HAVE SUCH WONDERFUL THINGS. BREAD WAS ALL HE HAD! ONLY THE MAN IN THE WAGON HAD THE GOOD THINGS. THE ATTITUDES OF THE VILLAGERS SLID DOWNHILL. THEY WANTED MORE, BUT DID LESS. THE BEAUTIFUL MAN IN THE BALLOON BECAME THE BUTT OF THEIR FRUSTRATIONS, AS THEY DEMANDED MORE.

THEN 3 YEARS LATER, A WONDERFUL THING HAPPENED. LIB AGAIN SHOWED UP IN THE VALLEY. THIS TIME, HOWEVER, HE HAD ONLY A SACK OF SEED OVER HIS BACK AND A HOE IN HIS HAND.

"THESE ARE MAGIC BEANS", SAID LIB, "IF YOU PLANT THEM AND PICK THE HARVEST, I WILL BRING THE WAGON BACK LATER. THEN, I WILL PICK UP THE HARVEST AND GIVE YOU ALL THE NICE THINGS, TOGETHER WITH MORE MAGIC SEEDS".

"THIS IS A WONDERFUL IDEA. BUT WHO WILL TEACH US HOW TO HOE, TO PLANT AND TO HARVEST?", ASKED THE VILLAGERS.

"I WILL!", SAID LIB. THUS, FOR TWO YEARS LIB SETTLED IN WITH THE PEOPLE AND BECAME THEIR TEACHER. HE INTRODUCED THEM TO MANY NEW SEEDS. TOGETHER, SIDE BY SIDE, THEY PLANTED THE MAGICAL SEEDS AND WATCHED THEM GROW. LIB PATIENTLY TAUGHT THE PEOPLE HOW TO HARVEST, CLEAN AND PACK THESE SPECIAL SEEDS. AT THE END OF THE FIRST YEAR, ONE WAGON LOAD OF MAGIC BEANS LEFT THE VALLEY, AND ONE WAGON LOAD OF NICE THINGS WERE GIVEN TO THE VILLAGERS. THEY BECAME EXCITED AT SEEING THEIR FINE RESULTS. THE GROWING INCREASED RAPIDLY.

AT THE BEGINNING OF THE THIRD YEAR THERE WERE MANY WAGON LOADS OF MAGIC BEANS. THE VILLAGE WAS PROSPEROUS AND A HAPPY PLACE. ONE OF THE NICE THINGS ON THE WAGON THAT YEAR WAS A LARGE BULLDOZER WITH COMPLETE INSTRUCTIONS. WITH THIS MACHINE THE VILLAGER WENT TO THE MOUNTAIN AND CUT A PASS. AS SOON AS THE ROAD WAS OPENED, OTHER WAGONS SUDDENLY APPEARED IN THE VILLAGE. LOOK, THERE WAS HANS, SVEN, YAKAMOTO; ALL WITH GOODS TO TRADE FOR THE MAGIC BEANS.

LIB WAS NOW JUST ANOTHER OF THE MANY MEN WITH WAGONS.

ONE EVENING ALL THE WAGON PEOPLE WERE SHARING DINNER. HANS ADDRESSED LIB, "I CONSIDER YOU TO BE A SILLY MAN, LIB. FOR TWO YEARS YOU WORKED WITH LITTLE RETURN IN THIS VALLEY. NOW THAT THE MAGIC BEANS ARE KNOWN TO BE SUCCESSFUL HERE, ALL THE WAGON PEOPLE HAVE THE SAME ADVANTAGE AS YOU, AND WE DID NOT WASTE TWO YEARS LIKE YOU."

"NONE OF THIS WOULD HAVE RESULTED HAD I NOT WORKED FOR TWO YEARS", RESPONDED LIB, AS HE INVENTORIED THE PROSPERITY OF THE VILLAGE. "I WOULD NOT HAVE DONE THIS HOWEVER, HAD NOT THE MAN IN THE BALLOON NOT GIVEN ME ENOUGH BREAD."

INTRODUCTION:

AN AFRICAN SUCCESS STORY

BOOK STORES ARE FILLED WITH VOLUMES ON AFRICA. USDA PERIODICALS AND SITUATION REPORTS ARE DISSEMINATED THROUGHOUT THE WORLD. USAID DESKS ARE PILED HIGH WITH CONSULTANT'S REPORTS. THIS MATERIAL CONTAINS DETAILS OF WHERE AFRICA IS NOW AND HOW IT GOT INTO ITS PRESENT SITUATION. IT IS ASSUMED THAT THE READER IS FAMILIAR WITH THESE MATERIALS, SO NO EFFORT THEREFORE, HAS BEEN MADE TO RE-HASH THEM IN THIS PAPER.

"THE TERRIBLE COLONIALIST, THE (JUST AS BAD) NEO-COLONIALISTS, THE MISSIONARIES, MOHAMMAD"; THESE ARE NOT OF PARTICULAR CONCERN IN THIS WORK. ONLY WHEN IT HELPS MAKE A PARTICULAR POINT IS HISTORY USED; THEREFORE, THE *FIRST AXIOM* IS:

WE ARE, WHERE WE ARE TODAY.

THE LAND

WITH THE EXCEPTION OF THE GREAT PLAINS OF NORTH AMERICA, THERE IS NO OTHER PLACE IN THE WORLD SO VAST, CONTAINING ALL THE ELEMENTS FOR PRODUCTIVITY: GOOD EARTH, PLENTIFUL WATER, AND AN ACCOMMODATING CLIMATE.

ADD THE FOLLOWING AS THE *SECOND AXIOM*:

THE POTENTIAL IS UNLIMITED FOR AGRICULTURAL PRODUCTION IN AFRICA.

THE PEOPLE

AGAIN, PUBLICATIONS ARE FULL OF INFORMATION ABOUT THE AFRICAN PEOPLE AND THE CAVEATS WHEN DEALING WITH THEM: "THEY WILL NOT TRUST YOU, BECAUSE OF WHAT THE COLONIALISTS DID", "THEY ARE NOT NATIONALISTIC; THEY ARE TRIBAL" AND "THEIR CUSTOMS DO NOT ALLOW THEM TO DO THAT".

MUCH OF THIS HAS VALIDITY. WHAT HAS NOT BEEN STRESSED HOWEVER, YET VERY TRUE, IS THE *THIRD AXIOM*:

THE AFRICAN RESPONDS TO THE SAME MOTIVATION AS ALL OTHER HUMAN BEINGS: THEY WANT FOR THEIR CHILDREN; THEY LOVE THEIR PARENTS; THEY WANT FOR THEMSELVES.

BUT THERE IS SOMETHING MORE. IN WORKING WITH FARMERS ALL OVER THE WORLD, IT IS AMAZING THAT IN EVERY COUNTRY, THE WORKERS OF THE LAND, THE FARMERS, ARE ALL THE SAME. THEY RESPOND EXACTLY THE SAME AS EVERY OTHER FARMER IN THE WORLD. THE SOPHISTICATION OF THE FRENCH FARMER MAY BE DIFFERENT THAN THAT OF THE CHINESE FARMER IN INNER-MONGOLIA, BUT BOTH RESPOND THE SAME WAY AS THE FARMER IN GAMBIA, GHANA OR IOWA. HENCE, THE *FOURTH AXIOM*:

THE AFRICAN FARMER IS THE SAME AS ALL OTHER FARMERS.

YET THE *UNIVERSALLY HELD AXIOM* OF ALL AGRI-BUSINESS PEOPLE IS ALSO TRUE:

EVERY FARMER IS DIFFERENT.

IN A MEETING OF 30 FARMERS, ANYWHERE IN THE WORLD, 30 DIFFERENT OPINIONS WILL LIKELY BE GIVEN ON ANY SUBJECT. THERE IS A DIFFERENCE BETWEEN THE PLANTATION WORKER AND A FARMER. THE PLANTATION WORKER DOES WHAT HE'S TOLD AND RECEIVES HIS WAGES. THE FARMER ON THE OTHER HAND, MAKES A DECISION TO DO SOMETHING AND RECEIVES PRODUCTION. HIS LIFE IS FILLED WITH CONTINUAL DECISION MAKING. HE DETERMINES WHETHER TO PLANT 2 INCHES DEEP OR 1-1/2 INCHES DEEP; 3 INCHES APART TO SAVE SEED, OR 2 INCHES APART FOR HIGHER YIELD; 20 POUNDS OF FERTILIZER FOR A BIG CROP, 10 POUNDS TO SAVE MONEY, OR SOMETHING IN BETWEEN. HE IS QUITE AN INDIVIDUAL.

FOREIGN INPUT

FANTASTIC AMOUNTS OF MONEY HAVE BEEN POURED INTO AFRICA BY FOREIGN GOVERNMENTS, AND SOCIAL AND RELIGIOUS GROUPS; ALL INTENT ON CREATING AND EXPANDING THE AGRI-BASE. HOWEVER, UNLIKE PETER THE GREAT, THEY HAVE YET TO "DRAG THEM (THE AFRICAN) KICKING AND SCREAMING INTO THE 20TH CENTURY".

HERE'S ONE KEY TO THEIR INEFFECTIVENESS: DEVELOPED NATIONS AND GROUPS HAVE TRIED TO MOVE THE AFRICAN FARMER FROM PRIMITIVE FARMING (STEP 1), TO SOPHISTICATED EXPORTING (STEP 20), WITHOUT ALLOWING THE FARMER TO EXPERIENCE THE STEPS IN BETWEEN (STEPS 2 -19). OTHER GROUPS, UNFORTUNATELY, HAVE NOT ASKED THE GROWER TO MOVE AHEAD FROM STEP 1 TO STEP 2.

HERE IS AN EXAMPLE OF EACH, TAKEN FROM THE CITRO FARMS IN THE GAMBIA. SUBJECT: IRRIGATION.

THERE IS A PLOT OF LAND, FIVE HECTARES, WHICH INCORPORATED THE CENTURY OLD SYSTEM OF THE DUG WELL, AND A BUCKET. THE FARMER WOULD DIG A HOLE, 10 FEET DEEP, SHORE THE SIDES WITH ROCKS AND STICKS. THE WATER LEVEL IS 8 FEET. THE FARMERS WOULD THEN TIE A ROPE ON A BUCKET, THROW IT DOWN THE WELL, LIFT IT OUT, AND WATER HIS CROPS WITH THE BUCKET.

SOME FOREIGN GROUPS NOTICED THAT THE SIDE WALLS OF THE WELL WERE CONTINUALLY DETERIORATING AND CAVING IN. IT WAS DECIDED THAT A WELL WITH CONCRETE SIDE WALLS WOULD SERVE THE PURPOSE MUCH BETTER. THEY BUILT THIS AT SOME EXPENSE. THE FARMER, OF COURSE, IS STILL DOING THE SAME STEP 1; THROW THE BUCKET DOWN THE WELL, PULL IT UP, WATER THE CROP. THERE WAS NO ADDITIONAL KNOWLEDGE GIVEN TO THE FARMER. NO STEP 2.

APPARENTLY, THE FOREIGN GROUP ALSO NOTED THAT THINGS WERE NOT REALLY DIFFERENT, DESPITE THE FACT THAT "THEY WERE THERE TO MAKE A DIFFERENCE". THEIR SOLUTION: 38 SUCH WELLS WERE PLACED ON THE 5 HECTARE SITE!

THE NEXT EXAMPLE IS ALSO ON A 5 HECTARE PLOT OF FARM LAND. HERE IS INSTALLED A STATE OF THE ART, HIGH PRESSURE SPRINKLER SYSTEM. THE MAMMOTH DIESEL ENGINE, TANKS AND POWER PUMP FEEDS THE 4 INCH LINES. IT IS A TRULY SOPHISTICATED

APPARATUS. WHEN THE EX-PATRIOT IS PRESENT, THE RAINS FALL. WHEN HE IS ABSENT, THEY DON'T. YET THE FARMER STILL FILLS HIS BUCKET FROM THE HOSE, AND PROCEEDS TO WATER HIS CROPS. TOO MANY STEPS. THE FARMER ISN'T FOLLOWING. HE IS STILL ON STEP 1.

BUT, "DON'T CRITICIZE WITHOUT AN ALTERNATIVE"!

IN THE ABOVE EXAMPLES OF IRRIGATION, THERE ARE A NUMBER OF THINGS THAT MIGHT HAVE BEEN DONE AS A STEP 2:

- INSTALL A SIMPLE PITCHER PUMP. IT HAS ONLY 2 MOVING PARTS AND WOULD WORK PERFECTLY FOR THE CITRO PLOTS. THE MACHINERY IS SIMPLE AND SHOULD BE UNDERSTOOD BY NEARLY EVERYONE, THUS ADVANCING THEM INTO THE TECHNOLOGICAL AGE.
- RILL IRRIGATION. WATER RUNS DOWNHILL.

THE COLUMBIA BASIN IN WASHINGTON STATE OPENED FOR AGRICULTURE IN 1955, WITH MORE ACRES UNDER IRRIGATION THAN THE TOTAL LAND MASS OF THE GAMBIA. IT WAS ALL RILL IRRIGATION. ONLY RECENTLY, IN THIS EXTREMELY HIGH TECH AREA WERE HIGH PRESSURE IRRIGATION SYSTEMS CONSIDERED.

THESE EXAMPLES ARE GIVEN, NOT TO RIDICULE DONORS, BUT RATHER TO SET THE STAGE FOR THE *NEXT AXIOM*:

IN AGRICULTURE, THE FARMER MUST BE ALLOWED TO EXPERIENCE THE STEPS IN AGRI-EVOLUTION, ONE AT A TIME!

CONSIDER, FOR EXAMPLE, THE ANCIENT HOE THAT IS IN USE THROUGHOUT AFRICA. WITH THE PROPER HAND TOOL, THE FARMER COULD TILL THE LAND IN HALF THE TIME AS IT NOW TAKES. JUST THINK OF IT! DOUBLE THE PRODUCTIVITY BY REPLACING ONE SIMPLE TOOL. THIS IS A GOOD STEP 2.

THESE AXIOMS ARE THE FOUNDATION OF THE PROGRAM THAT WILL GET THE AFRICAN FARMER FROM WHERE HE IS TO WHERE HE SHOULD BE. THE PROGRAM "THE AFRICAN SUCCESS STORY" CONTAINS THREE INGREDIENTS:

***THE PLAN
THE IMPLEMENTATION
EXPANSION***

THE PROGRAM IS DESIGNED TO TAKE THE FARMERS FORWARD, STEP-BY-STEP. REWARDS FOR EACH STEP ARE NOT A GIFT, BUT THE PRODUCTS OF THEIR OWN WORK. CONFIDENCE AND SELF MOTIVATION ARE THE BI-PRODUCTS. THESE BI-PRODUCTS BECOME KEY INGREDIENTS TO THE SUCCESS OF THIS PROGRAM, PERHAPS HAVING BEEN ABSENT IN LESS SUCCESSFUL ENDEAVORS IN AFRICA.

THE TOTAL PROGRAM IS BUILT ON PRINCIPLES THAT WORK. EACH SPECIFIC SUGGESTION AND PARTICULAR IN THIS PROGRAM HAS ITS ROOT IN A TIME TESTED PRINCIPLE. THEREFORE, WHEN FOLLOWED, A GUARANTEE CAN BE MADE THAT THIS PROGRAM CANNOT FAIL.

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TO PUT THE PLAN INTO ACTUAL USE. EXPORT THE SELECTED COMMODITY. DURING THE SAME PERIOD, TEST AND EVALUATE NEW COMMODITIES. FINE TUNE THE PLAN.	

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PART I - THE PLAN

OBJECTIVE:

DEVELOP A WORKABLE OUTGROWER PROGRAM THAT CAN BE USED FOR THE CONTRACTING, GROWING AND PROFITABLE EXPORTATION OF ONE OR MORE COMMODITIES NOW BEING GROWN IN EITHER GHANA OR THE GAMBIA. THIS PROGRAM WHEN REFINED SHALL HAVE THE ABILITY TO BE USED ON OTHER COMMODITIES, AS WELL AS IN OTHER COUNTRIES IN AFRICA.

IN ORDER TO REACH THIS OBJECTIVE, THREE SUB-OBJECTIVES ARE ABSOLUTELY NECESSARY:

- 1.) PAY IMMEDIATELY FOR CROPS. GET CASH INTO THE HANDS OF THE PRODUCERS. THIS CASH MUST BE TRULY REFLECTIVE OF THE PRICE AND THE VALUE OF THE COMMODITIES. THE MORE THAT CAN BE PAID, THE BETTER. THERE IS NOTHING THAT SMELLS MORE LIKE DEATH TO A PROGRAM, THAN UNDER-PAYING THE PRODUCER.**
- 2.) BUILD THE CONFIDENCE OF THE GROWER TOWARD THE PROGRAM TO A VERY POSITIVE LEVEL; HOPEFULLY, FANATICAL. THEN, NEW PRODUCTS WILL BE READILY ACCEPTED. HIS ENTHUSIASM WILL CREATE A HUNGER FOR KNOWLEDGE OF HOW TO DO THINGS BETTER. HIS MIND WILL BE OPEN FOR TRAINING. NEW TECHNIQUES CAN EASILY BE INTRODUCED.**
- 3.) FUND THE PROGRAM ADEQUATELY SO AS TO SUSTAIN IT UNTIL IT BECOMES PROFITABLE AND SELF-SUSTAINING.**

CHAPTER A THE COMMODITY

ALL OF THE COMMODITIES NOW GROWN IN THE REGION HAVE BEEN IDENTIFIED. THROUGH THE PROCESS OF ELIMINATION, THOSE COMMODITIES BEST SUITED AROUND WHICH TO BUILD THE PROGRAM HAVE BEEN SELECTED. WITH SELECTED COMMODITIES IN MIND, THE AREA IN WHICH TO BUILD THE PROGRAM WAS CHOSEN, THE EXPORT MARKET IDENTIFIED, AND THE IMPORT REGULATIONS NOTED.

1. THE LIST OF COMMODITIES BEING GROWN

	EXPORTABLE UNDER THE PROGRAM	EXPORTABLE OTHERWISE	POSSIBLE FUTURE EXPORT	NO POSSIBILITY	REMOVE FROM LIST
AUBERGINE (EGGPLANT)	X			X	1-2-9
AVOCADOS		X		X	2-6-9
BANANAS			X	X	2-6-9-11
BEANS, LIMA	X			X	13
CASHEWS		X		X	5-6
CASSAVA			X	X	3-11
CHILIES (PEPPERS, GREEN)	X			X	1-2-9-11
COCOA BEANS		X		X	5-6-12
COTTON SEED			X	X	1-6-10
GROUNDNUTS, CAKE		X		X	5-11
GROUNDNUTS, IN SHELL		X		X	5
GROUNDNUTS, OIL		X		X	5
LEMONS		X		X	5-6-7
LETTUCE			X	X	1-2-9
LIMES		X		X	5-6-7
MAIZE			X	X	1-3
MANGOES	X			X	2-6-9-11
MELONS	X			X	2-9
MILLET			X	X	1-3-13
OKRA	X			X	1-2-9
ONIONS, DRY			X	X	1-2-13
ORANGES		X		X	5-6-7
PEAS, COW	X			X	4-12
PEAS, CHICK	X			X	4-12
PEAS, PIGEON	X				
PEPPERS, BELL TYPE	X			X	2-9-11
PIMENTO	X			X	2-9
PINEAPPLES		X		X	2-6-9
PLANTAINS			X	X	2-3-6-11
PULSES; GENERAL	X				
RICE, PADDY			X	X	1-3-6
SESAME	X				1-8
TOMATOES			X	X	1-2-13
YAMS			X	X	2-3-13

1. THE LIST OF COMMODITIES BEING GROWN (CONT.)

EXPLANATION:

EXPORTABLE UNDER THE PROGRAM:

THESE ARE COMMODITIES THAT HAVE IMMEDIATE EXPORT POTENTIAL AND MARKETS AVAILABLE. HOWEVER, PRESENT INFRASTRUCTURES MAY OTHERWISE PROHIBIT THEIR ACTUAL EXPORTATION. THESE COMMODITIES WOULD BE THE FIRST TO BE EXPANDED UPON ONCE THE OVERALL PROGRAM IS IN OPERATION. THE SUBJECT IS DETAILED AND EXPANDED UPON IN TESTING 1,2,3; NEW COMMODITIES WITH EXPORT POTENTIAL.

EXPORTABLE OTHERWISE:

THESE COMMODITIES HAVE GOOD EXPORT POTENTIAL. HOWEVER, THERE ARE OTHER REASONS THAT PRECLUDE THEM FROM WORKING INTO OUR PROGRAM. SUCH COMMODITIES ARE THOSE THAT ARE UNDER GOVERNMENT OWNERSHIP OR LEND THEMSELVES TO PLANTATION FARMING. MORE IS COVERED IN BUILD THE MIDDLE CLASS; FROM THE TOP-DOWN.

POSSIBLE FUTURE EXPORT:

THERE IS A POSSIBILITY OF EXPORTING THESE COMMODITIES. HOWEVER, THE NECESSARY ADDED INFRASTRUCTURES ARE EXTENSIVE. AT THIS TIME THEREFORE, NO CONCENTRATION WILL BE MADE ON THESE COMMODITIES. A NUMBER OF THESE WILL GO FROM FUTURE TO PRESENT IN ETHNIC HORTICULTURE; PROCESSING PLANT.

NO POSSIBILITY:

THESE COMMODITIES LEND THEMSELVES TO BEING NON-EXPORTABLE FOR ECONOMIC REASONS. THESE WILL NOT WORK!

REMOVE FROM LIST:

THESE COMMODITIES WILL NOT BE USED IN THE INITIAL STAGE OF THIS PROGRAM. MOST OF THEM HOWEVER, WILL BE GROWN LATER, AS WILL BE SEEN.

2. REASONS FOR REMOVAL FROM LIST

THE NUMBERS LISTED IN THE PROCEEDING COMMODITY LIST CORRESPOND TO THE FOLLOWING NOTES:

NOTE #1) CHEMICALS (FERTILIZER, PESTICIDES, HERBICIDES)

THE AVERAGE FARMER IN AFRICA IS NOT FAMILIAR WITH THE USE OF CHEMICALS: FERTILIZER, PESTICIDES, AND HERBICIDES. TRAINING THE GROWER IN THE TOTAL CONCEPT AND USE OF CHEMICALS MUST BE TAKEN A STEP AT A TIME. MOST CHEMICALS ARE VERY DANGEROUS, SOME DEADLY. FURTHER, CHEMICALS, ESPECIALLY IN AFRICA, ARE VERY EXPENSIVE. IT IS ESSENTIAL, THEREFORE, TO START THE PROGRAM WITH COMMODITIES THAT REQUIRE LITTLE OR NO CHEMICALS.

FOR THESE REASONS, ALL COMMODITIES THAT REQUIRE THE EXTENSIVE USE OF CHEMICALS (FERTILIZER, PESTICIDES, HERBICIDES) HAVE BEEN REMOVED.

HOWEVER, THESE COMMODITIES ARE NOT NECESSARILY BEING RULED OUT. LATER ON, ONCE WE GET MONEY BACK TO THE FARMERS, THEY MAY BE MORE OPEN TO LEARNING ABOUT SUCH CHEMICALS AND THE IMPORTANT ROLE THEY CAN PLAY IN FARMING.

NOTE #2) QUALITY CONTROL

THE GAMBIA, AS WELL AS MOST OF AFRICA, HAS A PROBLEM WITH QUALITY CONTROL IN AGRICULTURE; PARTICULARLY IN HORTICULTURE. THE DEFINITION OF QUALITY TO THE GAMBIA IS DIFFERENT THAN THAT OF ENGLAND, WHICH IN TURN IS DIFFERENT THAN THAT OF AMERICA. THE JAPANESE DEFINITION OF QUALITY IS AGAIN FAR DIFFERENT THAN THAT OF THE AMERICAN. IN ORDER TO PROPERLY ENTER THE HORTICULTURAL MARKET, IT IS ABSOLUTELY IMPERATIVE THAT HORTICULTURE FROM THE GAMBIA BE ALWAYS "A+, EXCELLENT". ONLY IN THIS WAY, WILL IT GAIN A GOOD REPUTATION ON THE WORLD MARKET AND HAVE THE ABILITY TO GROW IN THE FUTURE.

FOR EXAMPLE, SUPPOSE A BUYER FROM THE UNITED STATES IMPORTED UNCLEARED FRUIT AND DISTRIBUTED IT TO THE MARKET. AS A CONSEQUENCE, PEOPLE GOT SICK. THIS WOULD STRIKE A DEVASTATING BLOW TO THE HORTICULTURAL SCHEME. THE GAMBIA IMMEDIATELY WOULD BE BLACK-LISTED BECAUSE OF THEIR INSUFFICIENT CLEANLINESS AND DISEASE. NO COMPANY WOULD LOOK THERE FOR BUSINESS. IT WOULD TAKE MANY YEARS TO RECOVER.

WALK SLOWLY IN THIS AREA!

FOR THIS REASON, ALL COMMODITIES WITH POTENTIAL QUALITY CONTROL PROBLEMS, PARTICULARLY HORTICULTURE, HAVE BEEN REMOVED.

2. REASONS FOR REMOVAL FROM LIST (CONT.)

NOTE #3) LOW EXPORT PRICE

COMMODITIES FOR WHICH A LOW WORLD PRICE PRECLUDES SUFFICIENT RETURNS TO THE GAMBIAN FARMERS NEED TO BE EXCLUDED. THESE ARE COMMODITIES LIKE CORN AND WHEAT, THAT ARE TRADED IN LARGE VOLUMES AND AT HISTORICALLY LOW PRICES. THESE COMMODITIES GENERALLY LEND THEMSELVES TO LARGE SCALE MECHANIZED FARMING AND CANNOT BE ECONOMICALLY ADAPTED TO THE INSUFFICIENCIES OF HAND LABOR. AT THE PRESENT TIME, THE GAMBIAN FARMER CANNOT BE EXPECTED TO PRODUCE CORN AS CHEAPLY AS THE IOWA FARMER, NOR WHEAT AS CHEAPLY AS THE MONTANA RANCHER.

NOTE #4) LACK OF ADEQUATE GROWING TECHNIQUES

THERE IS GREAT FUTURE POTENTIAL FOR SUCH COMMODITIES. HOWEVER, PRESENTLY GROWERS DO NOT HAVE THE NECESSARY GROWING TECHNIQUES NEEDED TO EXPAND THESE COMMODITIES. WITH THE PROPER TRAINING BY AN AGRONOMIC STAFF, THIS WILL BE REMEDIED. TODAY, HOWEVER, THESE ARE NOT THE COMMODITIES THAT SHOULD BE USED IN BUILDING A PROGRAM. THEY THEREFORE, HAVE BEEN REMOVED FROM THE LIST.

NOTE #5) GOVERNMENT CONTROL

THESE COMMODITIES ARE PRESENTLY OWNED OR CONTROLLED BY STATE OR PARASTATAL ORGANIZATION. SOME ARE SCHEDULED FOR A PRIVATIZATION. THEY HAVE A GREAT FUTURE IN AFRICA, BUT NOT IN OUR PROGRAM.

OUR PROGRAM IS DESIGNED TO EFFECT THE GROWER DIRECTLY, AND TO CREATE NEW ENTERPRISES. THESE COMMODITIES THEREFORE, HAVE BEEN REMOVED FROM THE LIST.

NOTE #6) PLANTATION FARMING

THESE ARE COMMODITIES THAT LEND THEMSELVES TO PLANTATION TYPE FARMING. THERE IS CERTAINLY A LOT OF ROOM FOR PLANTATION FARMING IN ALL OF AFRICA.

THE PRESENT LEVEL OF TECHNICAL EXPERTISE IS NOT ENOUGH IN AFRICA TO SUPPORT PLANTATION FARMING. IT CALLS RATHER FOR THE USE OF EX-PATRIOTS TO MANAGE. ALTHOUGH THIS IS A GREAT WAY TO PUT SOME PEOPLE TO WORK, IT DOES NOT BUILD THE NATIVE GROWER'S ABILITY AND CONFIDENCE. OUR PROGRAM DOES THIS.

WE HAVE, THEREFORE, REMOVED THESE COMMODITIES FROM THE LIST.

2. REASONS FOR REMOVAL FROM LIST (CONT.)

NOTE #7) CITRUS

THE DEVELOPMENT OF AN OPERATION FOR FRESH-SQUEEZING CITRUS FRUIT INTO CONCENTRATE COULD BE A GREAT BUSINESS VENTURE. THIS IS BEST SUITED FOR PLANTATION FARMING. ONCE THIS IS OPERATIONAL, HOWEVER, PRIVATE GROWERS COULD CONTRIBUTE.

NOTE #8) SESAME SEED

OTHER CRITERIA WOULD NORMALLY CAUSE IT'S REMOVAL FROM THE LIST. WE HAVE RETAINED IT, HOWEVER, AS SESAME IS PRESENTLY BEING GROWN IN SUFFICIENT QUANTITIES FOR EXPORTATION.

NOTE #9) HORTICULTURE

IN NOTE #2, ALL HORTICULTURE WAS REMOVED FROM THE LIST. BUT, THERE'S HORTICULTURE; AND THEN THERE'S HORTICULTURE. ITEMS OF HORTICULTURE WITH A NOTE #9 ARE STILL LISTED UNDER EXPORTABLE UNDER PROGRAM. SUCH COMMODITIES CAN EASILY BE WASHED, CLEANED AND SANITIZED; LIKE MANGOES, MELONS, EGGPLANT.

THE GAMBIA WILL EXPORT AT LEAST \$25,000,000 OF HORTICULTURE IN THE FUTURE. THIS WILL BEGIN WHEN THE SPECIALIZED PROCESSING PLANTS AND WASHING & PACKING FACILITIES ARE ESTABLISHED. THIS IS COVERED IN DETAIL IN EXPANSION: PROCESSING PLANTS.

NOTE #10) PRO. LEMS WITH USDA/USAID

EACH OF THESE DEPARTMENTS OF THE UNITED STATES GOVERNMENT HAS ITS OWN PARTICULAR AREAS OF RESPONSIBILITY AND OBJECTIVES. SOMETIMES THESE OVERLAP AND ARE CONTRADICTORY.

COTTON IS AN EXCELLENT EXAMPLE. WHILE THE USAID MAY FIND THAT THE PROMOTION OF COTTON IN A CERTAIN AFRICAN COUNTRY WOULD BE BENEFICIAL, THE USDA IS SUBSIDIZING THE GROWING OF COTTON IN THE UNITED STATES. THEREFORE, IF USAID DOES NOT "STAY CLEAR" OF COTTON PROMOTION IN AFRICA, TEA-TIME AT THE EMBASSY MIGHT BE JUST A LITTLE UPSETTING.

SUCH COMMODITIES HAVE THEREFORE, BEEN REMOVED FROM OUR POTENTIAL LIST.

2. REASONS FOR REMOVAL FROM LIST (CONT.)

NOTE #11) LIMITED EXPORT MARKET

THE WORLD SUPPLY OF THESE COMMODITIES ALREADY FILLS THE WORLD MARKET. SOME EXPORT MARKETS CAN ONLY ABSORB A CERTAIN AMOUNT OF NEW SUPPLY SOURCES BEFORE THE COMMODITY FLOODS THE MARKET. IF THIS WERE A COMMODITY AROUND WHICH OUR PROGRAM WERE BUILT, THE FLOOD MIGHT HAVE THE POTENTIAL OF DESTROYING THE PROGRAM.

SUCH COMMODITIES ARE, THEREFORE, REMOVED FROM THE LIST WITH THE UNDERSTANDING THAT THEY WILL BE RE-EVALUATED IN THE EXPANSION PERIOD.

NOTE #12) PRODUCTS GROWN IN GHANA, BUT HAVE POTENTIAL IN THE GAMBIA

THESE COMMODITIES ARE NOT NOW BEING GROWN IN THE GAMBIA. HOWEVER, WE ARE NOT RULING OUT THEIR POTENTIAL.

PLEASE NOTE THAT BOTH COW PEAS AND CHICK PEAS ARE INCLUDED IN THE EXPORTABLE UNDER PROGRAM COLUMN.

NOTE #13) INAPPROPRIATE VARIETY

THESE COMMODITIES GROW EXTREMELY WELL IN THE REGION. THE MARKET ACCEPTANCE IS VERY BROAD AND STRONG. HOWEVER, THE PARTICULAR VARIETY PRESENTLY BEING GROWN IS NOT TOTALLY ACCEPTABLE. FOR EXAMPLE: LIMA BEANS. ALTHOUGH PERFECTLY SHAPED AND OF VERY HIGH QUALITY, THE VARIETY BEING GROWN IS WHITE WITH BROWN SPOTS. ALTHOUGH THE BROWN SPOTS HAVE NOTHING TO DO WITH QUALITY, IT IS UNACCEPTABLE ON THE WORLD MARKET FOR COSMETIC REASONS. VARIETIES THAT ARE PURE WHITE AND/OR LIME GREEN MUST BE INTRODUCED AND TESTED. SINCE THE BEAN DOES GROW WELL, NEW VARIETIES WILL HAVE GOOD MARKET VALUE. THIS IS COVERED UNDER TESTING 1,2,3; DIFFERENT VARIETIES OF PROVEN COMMODITIES.

3. THE "SELECTED COMMODITIES"

ON THE COMMODITY LIST, THERE ARE THREE COMMODITIES THAT HAVE NOT BEEN REMOVED: **SESAME SEED, PIGEON PEAS AND PULSES, GENERAL (BEANS).** IT IS THESE COMMODITIES AROUND WHICH WE WILL BUILD OUR PROGRAM.

SESAME SEED

ALTHOUGH THIS COMMODITY WOULD OTHERWISE BE A POOR CHOICE AS A FOUNDATION, IT IS THE ONLY CROP BEING GROWN IN THE GAMBIA TODAY IN VOLUMES NECESSARY FOR EXPORT.

THE SESAME GROWERS ASSOCIATION HAS UPWARD OF 40,000 FARM MEMBERS, LINKED TOGETHER BY FOURTEEN AGRONOMISTS, ON THE PAYROLL OF THE CATHOLIC RELIEF SERVICE (CRS). THIS GROWER ASSOCIATION IS ALMOST TAILOR MADE AS THE SKELETON FOR AN OUTGROWER SCHEME.

WE BELIEVE THIS COMMODITY WILL PROVE VERY SUCCESSFUL AT THE START OF THE PROJECT, HOWEVER WE ARE NOT CONVINCED THAT SESAME SEED WILL BE THE BEST LONG RANGE PRODUCT, AS THE CURRENT PRODUCTION SITUATION IS UNLIKELY TO IMPROVE.

PIGEON PEAS

THIS IS A MAGICAL LEGUME, LIVING UP TO 20 YEARS. IT CAN BE HARVESTED YEAR-ROUND BY THE FAMILY. ANNUAL YIELDS ARE ABOUT 2000 LBS. PER HECTARE, WITH A VALUE OF \$100-\$150 PER METRIC TON.

THE WORLD MARKET FOR #1 PIGEON PEAS IS ABOUT \$300 PER M/T FOB BANJUL. LESS QUALITY PEAS ARE TO BE USED LOCALLY AS THE HIGH PROTEIN BASE FOR POULTRY AND/OR FISH FOOD. BANJUL PRICE IS ABOUT \$125 PER M/T.

IN ADDITION, THE FRESH PIGEON PEAS CAN BE BOILED AT HOME AND MIXED WITH RICE FOR A WELL BALANCED MEAL, AS IS DONE AROUND THE WORLD.

THE TECHNOLOGY IS CURRENTLY IN PLACE TO GROW PIGEON PEAS. NO SPECIALIZED EQUIPMENT OR TRAINING IS NECESSARY. WHAT EQUIPMENT THAT IS NECESSARY, IS READILY AVAILABLE, AS IS THE NECESSARY LABOR. NO EXTENSIVE WEEDING OR MAINTENANCE IS NEEDED.

THE INPUT COSTS OF GROWING PIGEON PEAS ARE LOW. THEY REQUIRE NO ADDED FERTILIZERS. IN FACT, THEY GROW EQUALLY AS WELL WITH THEM AS WITHOUT THEM. LIKEWISE, PIGEON PEAS DO NOT REQUIRE THE USE OF APPLIED PESTICIDES, AS THEY HAVE FEW, IF ANY, NATURAL PREDATORS WHICH MIGHT NECESSITATE THEIR USE.

THE "ABC's" OF THE PIGEON PEAS ARE EASILY TAUGHT AND READILY TRANSFERRED TO THE NEIGHBORS. THIS MAKES THE PIGEON PEAS A GREAT PLACE TO START.

3. THE "SELECTED COMMODITIES" (CONT.)

BEANS, GENERAL (PULSES)

THIS COMMODITY IS MOST APPROPRIATE FOR THE AREA. THE SHORTAGE AND COST OF NITROGEN FERTILIZER PROHIBIT THE RAPID DEVELOPMENT OF ADEQUATE TONNAGE OF MOST COMMODITIES NECESSARY FOR THE PROGRAM. PULSE CROPS, HOWEVER, PRODUCE THEIR OWN NITROGEN.

ALSO, PULSE CROPS ARE A DRY COMMODITY. POST HARVEST LOSSES ARE A FRACTION OF SOME OTHER COMMODITIES. THEY ARE EASILY GROWN AND HARVESTED BY FARMERS WITH LIMITED SKILLS.

THE MARKET FOR PULSES IS WORLDWIDE AND WELL ESTABLISHED. THE FREIGHT IS ALREADY IN PLACE. PULSES, THEREFORE, ARE THE MOST OBVIOUS CHOICE OF COMMODITIES AROUND WHICH TO BUILD OUR PROGRAM.

4. BEST AREA TO CONCENTRATE THE PROGRAM

GENERAL:

THE REGION HAS THE ABILITY TO GROW MOST PRODUCTS, AS THE CLIMATE IS CONDUCIVE AND WATER IS PLENTIFUL. HOWEVER, GROWER KNOWLEDGE IS SLIGHT. QUALITY STANDARDS ARE RELATIVELY LOW IN COMPARISON TO WORLD STANDARDS. BOTH THE GAMBIA AND THE GHANA HAVE THE BASIC BUILDING BLOCKS FOR A STRONG AND LASTING AGRI-EMPIRE.

THE SCOPE OF WORK CALLS FOR CHOOSING EITHER GHANA OR THE GAMBIA.

GHANA:

THE GHANA FARMERS, AS A WHOLE, ARE MUCH BETTER EDUCATED AND MORE HIGHLY MOTIVATED FOR THE OPPORTUNITY OF PROGRESSING THAN THE FARMERS IN THE GAMBIA.

THE COCOA INDUSTRY HAS PROBABLY HAD A LOT TO DO WITH THE FARMERS TECHNIQUES AND KNOWLEDGE. THEY ARE ALREADY RECEIVING RETURNS FROM COCOA RESULTING IN THEIR USE OF BETTER MACHINERY AND TOOLS. THEY ARE ALREADY, SO TO SPEAK, ON STEP 2 OF THEIR AGRICULTURAL EVOLUTION.

ANOTHER CONSIDERATION IS MADAME OCLOO'S PROGRAM IN USING HIGH SCHOOL GRADUATES FOR HER BLOCK FARMING PROJECT AND THE POSSIBILITIES FOR ITS SUCCESS. GHANA IS ON THE EDGE OF AN EXPLOSIVE FUTURE. THE OPPORTUNITIES ARE VERY GREAT IN GHANA.

4. BEST AREA TO CONCENTRATE THE PROGRAM (CONT.)

THE GAMBIA:

CONSIDER A COUNTRY THAT IS 400 MILES LONG, ALL OF WHICH IS NOT MORE THAN 10 MILES TO DEEP WATER WITH A PORT EVERY 30 MILES. THIS IS WHAT THE GAMBIA REALLY IS! IT'S THE CLOSEST AFRICAN COUNTRY TO THE UNITED STATES, AND ON DIRECT ROUTE TO EUROPE. ACCESSIBILITY TO THE MARKET GIVES IT, THE GAMBIA, GREAT EXPORT POTENTIAL.

THE GAMBIA HAS A SESAME SEED GROWERS ASSOCIATION WITH OVER 40,000 MEMBERS. ORGANIZED BY THE CRS, THE 14 AGRONOMISTS ON THE STAFF HAVE QUICK AND EASY ACCESS TO THESE 40,000 FARMERS. THEY COULD DISSEMINATE KNOWLEDGE AND INTRODUCE NEW PRODUCTS. NO OTHER ORGANIZATION LIKE THIS EXISTS IN AFRICA. NOT USING IT WOULD BE A MISTAKE.

THE GAMBIA HAS AN ADDITIONAL ASSET. A KEY ELEMENT OF THIS PROGRAM, AS WILL BE SEEN, IS THE TRADING COMPANY WHICH REQUIRES THE USE OF EX-PATRIOTS. IN THE TRADING BUSINESS, THE EX-PATRIOTS ARE RATHER PARTICULAR PEOPLE. THEY LIKE THEIR CREATURE COMFORTS. BANJUL IS A RESORT AREA WITH COMPLETE RESORT INFRASTRUCTURES. ATTRACTING A TRADING COMPANY TO BANJUL WILL BE MUCH EASIER THAN IT WOULD BE TO ACCRA.

ALSO, THE GOVERNMENT OF THE GAMBIA IS MORE OPEN TO THE IDEA OF FREE ENTERPRISE THAN IS TRADITIONALLY SO IN GHANA. THIS IS NOT TAKEN LIGHTLY.

WE HAVE THEREFORE, CHOSEN THE GAMBIA AS THE "BEST AREA". IT IS HERE THAT OUR PROGRAM WILL BE LAUNCHED.

5. EXPORT NICHE

AS WE HAVE ALREADY IDENTIFIED THE SELECTED COMMODITIES AS SESAME SEEDS, PIGEON PEAS AND OTHER PULSE CROPS. THESE CROPS WERE CHOSEN IN PART BECAUSE OF THEIR EXPORT NICHE. ALL OF THESE COMMODITIES WILL TRADE WORLDWIDE. THEY ARE NOT SPECIALIZED TO ANY GIVEN AREA. THE TRADING ARM WILL ALWAYS HAVE A PRICE FOR THESE COMMODITIES FOR EXPORT TO NEARLY ALL THE FREE TRADE COUNTRIES IN THE WORLD. WE REFRAINED FROM CHOOSING A COMMODITY THAT IS EXPORTABLE TO ONLY ONE COUNTRY. THE RISKS TO THE PROGRAM ARE TOO GREAT.

6. IMPORT REGULATIONS

THE COMMODITIES CHOSEN, AS MENTIONED IN THE EXPORT NICHE, ARE TRADED WORLDWIDE. THERE ARE ALMOST NO REGULATIONS REGARDING THE FREE MOVEMENT OF THESE COMMODITIES. LOCAL IMPORT TAXES MAY VARY. THESE HOWEVER ARE CONSISTENT FROM ONE EXPORTING COUNTRY TO ANOTHER. THE ONLY IMPORT LIMITATIONS WITH THE SELECTED COMMODITIES ARE THOSE RESULTING FROM POOR QUALITY CONTROL. SUCH PROBLEMS CAN BE ELIMINATED BY PROPER HANDLING IN THE GAMBIA.

FUMIGATION OF THESE PRODUCTS ARE OFTEN REQUIRED BY IMPORTING COUNTRIES AS WELL AS PHYTOSANITARY CERTIFICATES. THE PHYTOSANITARY CERTIFICATES CAN BE OBTAINED AT THE LOCAL GOVERNMENT AGENCIES IN THE GAMBIA.

FUMIGATION, ALTHOUGH IT MAY NOT BE REQUIRED, WOULD BE ESSENTIAL TO OUR PROGRAM. IN NO WAY DO WE WANT THE GAMBIA TO DEVELOP A POOR NAME IN THE SHIPMENT OF COMMODITIES. "BUGGY GAMBIA" IS NOT THE DESIRED LABEL FOR ITS EXPORTS. FUMIGATION OF THESE SELECTED COMMODITIES IS EASILY DONE AT THE PORT OF EMBARKATION, AT NOMINAL COST. THIS WILL BE COVERED FURTHER UNDER EXPORT TRANSPORTATION.