

XD-AAU-243-A

ISN 51908

(corrected)

April, 1985

Mid-Term Evaluation
of the
SMALL FARMER MARKETING ACCESS PROJECT

A Report Submitted to
S&I/ED
Agency for International Development

003647
3

Lehman B. Fletcher
John Abbott

936-5313

57

Table of Contents

	<u>Page</u>
I. Introduction to the Evaluation	2
II. Project Background and Status	2
A. Project Goal and Purposes	3
B. Specific Outputs Expected from the Project	5
III. Evaluation Results	7
A. Importance of the SFMA Project	7
B. Project Scope and Feasibility of Attaining Objectives	9
C. Appraisal of Specific Project Components	10
D. Project Implementation Mechanism	18
E. Appointment of a Team Leader	19
F. Coordination With Other Related Programs	20
IV. Need for an AID/Bureau/Office Strategy for Research and Technical Support	21

Mid-term Evaluation
of the
Small Farmer Marketing Access (SFMA) Project

Lehman B. Fletcher
John Abbott

I. Introduction to the Evaluation

The evaluation took place in Washington, D.C. during February 18-26. Background documents were provided to the evaluators prior to the evaluation. A full set of project materials were made available during the evaluation period. Informal reviews were held with project staff and management at the end of the evaluation period. The report was prepared in final form following the discussion meetings.

Extensive meetings were held with the project staff, management of the Rural Development office and the Science and Technology Bureau, and other AID personnel. All meetings were conducted in a spirit of full and frank discussion and constructive exchange of views among peers. We express our appreciation to the project manager, the project leader, the project staff, and all others who contributed to the positive atmosphere for our work. In the time available we attempted to appraise the objectives and accomplishments of the project as well as appreciate its role in the broader perspective of AID's research and technical assistance programs.

II. Project Background and Status

The SFMA project is a five-year project implemented by the International Programs Division of the USDA Graduate School. Although the actual agreement to implement the project was not signed with the Graduate School until August

1982, work began earlier during FY 1982. Several field assignments were undertaken to provide country technical service on marketing projects and problems. USAID missions were contacted to determine their interest in receiving technical assistance from the SFMA project. Twenty-two USAID's indicated positive interest in receiving such technical assistance.

The project leader, formally assigned in August 1982, had previously participated as a member of the project design team and also had undertaken several pre-project field assignments on work related to the project. Table 1 shows the staffing history of the project over time. A new project leader is being recruited to replace the existing leader who is moving to a new project within S&T/RD. The project is expected to continue through FY 86 with funding currently provided through September 1986.

A. Project Goal and Purposes

1. Project Goal

To enhance the design, implementation and evaluation of marketing programs that increase the productivity, income and quality of life among the rural poor.

2. Project Purposes

- a) To develop a better understanding of the range of market structures and the problems most commonly associated with each.
- b) To test marketing interventions for effectiveness in order to ascertain the most appropriate interventions in each situation.
- c) To provide continuing technical assistance to field missions in the elimination of marketing constraints in their

Table 1

Small Farmer Marketing Access Project
Staffing Pattern Over Time

Contract Employees	1981	1982	1983	1984	1985
Abe Waldstein	5				present
Melissa Collins	10		8		
John Holzman		11			present
Merle Menegay		10	2		present
Cheri Rasses			10		present
Jerry Martin				1	present
Dandria Parker				10	present
Edgar Ariza-Nino					1 present
Ruth Chersonson					2 present
<u>AID Direct Hire/IPA</u>					
Gordon Appleby			12		
Dick Suttor				6	
Wendell Moree			12		
Joe Beausoleil			8		
Duncan Miller			6		
Donald E. Anderson			6		present
Ken Swanberg		9			present
Thomas Mahan				10	present
<u>Other</u>					
Marshall Godwin*			8		
Cliff Barton*		6			

*OIDS employee - not on project budget.

development projects.

B. Specific Outputs Expected from the Project

- a) Multi-disciplinary, analytic descriptions of rural marketing arrangements in delimited areas of at least six LDCs. These arrangements, which will focus on the structure and operation of different marketing arrangements in each area, will provide the necessary systematic information for comparative evaluation of the efficiency and equity of marketing patterns. For the USAID missions, these assessments will provide baseline profiles for marketing and other development projects in these areas.
- b) Assistance to missions in the development and design of project documents (PIDs and PPs) to be made available to missions on a short-term basis as a result of these direct assessments. The resources will be used to assess on-going projects in order to eliminate known or potential obstacles in marketing so that missions can more readily achieve their goals. Multiple visits to the same projects over the life of the SFMA project will facilitate the development of evaluation criteria for testing interventions while also serving as a check on the performance of those project activities.
- c) Clearer operational understanding of small-farmer marketing systems through the analytic syntheses of the project development and technical assistance work provided to missions. The advances in this and allied projects will be assessed in seven workshops. Six workshops are planned beginning at the end of

the third year. These include two in Africa, one in Asia and three in Latin America and the Caribbean (one each in Central America, Caribbean, and South America). Besides serving as a forum to disseminate project outputs, relevant literature, and other recent applied field research, USAID project experiences will be reviewed in an effort to set regional guidelines for a future action agenda in the area of small farmer marketing.

- d) Publication of relevant information and dissemination to all USAIDs and other professionals interested in LDC marketing programs. These will include analytical reports and workshop proceedings which will be published soon after each regional workshop. In addition to the direct dissemination of country assessment and analytical reports, regional workshops will be sponsored through close collaboration with the regional bureaus and USAIDs in order to provide direct communication with an expanded set of field S&T personnel and host country officials.
- e) Compilation of a roster of qualified individuals who will be available to the Agency and missions for technical assistance and project development. This roster will be updated periodically and will crosslist consultants by country experience, language ability, and topical specialization. The consultant roster will include marketing specialities in agricultural economics, production science (cereals) and grains, tubers, horticulture, livestock, poultry, and dairying), producer

cooperatives (credit and physical inputs, assembly, grading and packing transport) economic anthropology and rural sociology (indigenous production and marketing systems).

III. Evaluation Results

A. Importance of the SFMA Project

The need for this project is clear. If farmers in the developing countries are to take advantage of the new technologies that have become available and of the investments that have gone into the provision of water and other infrastructural improvements there must be adequate incentives. Production incentives must come through the marketing systems and their capacity to effectively handle additional output. There must also be in place input delivery systems that are responsive to farmers' needs. In the absence of such output and input marketing systems technological advances and investments in irrigation, etc., are likely to remain unused, or used to a degree far below the optimum. The marketing requirements of the small farmers that constitute the bulk of the agricultural production units in the developing countries are complex. Widely ranging conditions and varying mixes of resources, attitudes and tradition preclude the simple transfer of marketing systems developed elsewhere. The objective of this project is to extend and consolidate knowledge of the marketing packages that do work under particular sets of conditions, and of ways of removing constraints on marketing efficiency and strengthening the performance of marketing systems. The approach adopted is:

- 1) To carry out assessments in depth of marketing systems in a selection of countries representative of varying sets of conditions in the developing regions.
- 2) Assemble information on cases where a particular approach to marketing improvement has proved effective.
- 3) Incorporate into this applied research program knowledge and experience gained by direct provision of technical assistance in response to AID field mission requests where it seems likely to complement that gained from the research activities per se. This approach calls for considerable skill in management, but it seems well adapted to the nature and purposes of the project, its administrative location, and the financial resources directly and indirectly available to it.

Supported by a central pool of research, information and analysis of experience, the field missions of AID are likely to perform much more efficiently in this often delicate and controversial area of technical assistance in marketing. The financial outlays of the Agency will be better guided and afford greater returns. Without access to such technical support a succession of consultants are likely to propose actions reflecting their own particular experience and without awareness of the outcome of other such recommendations in the past.

The Small Farmer Marketing Access project has been slow in gathering momentum. There has been some in-fighting on methodology; this is not untypical of a research project in its early stages. There have been differences of view on its scope. One interpretation was that it should concentrate on rural marketing limiting its focus to small farmers and

the market outlets within their immediate reach. This would have been erroneous. Sound planning of production for the market begins with evaluation of the demand of domestic consumers or export outlets. The ability of the marketing system to pass back such signals to farmers is critical. So the project must be concerned with marketing channels as a whole!

In this context the Evaluation Team welcomes the work on the diversification of export markets and the building of food retailer/wholesale supply systems that has been initiated since the project was originally formulated. These work areas constitute a logical complement to the original SFMA orientation. At present, the main thrust of these activities is in technical assistance. They should be broadened and built up through applied research into a technical support unit parallel to the SFMA project and working in close collaboration with it.

Together, these programs must be maintained in operation for a further five years as a minimum. Without such continuity the returns on the outlays already made on the project will be lost and the Agency funds will be dissipated on short-term approaches that do not result in the organizational and institutional changes needed in developing countries.

B. Project Scope and Feasibility of Attaining Objectives

According to the project paper, the purposes of the project are three:

- 1) To undertake field assessments of marketing systems in various countries to develop a better understanding of the range of market structure and the problems most commonly associated with

- each;
- 2) To test marketing interventions for effectiveness in order to ascertain the most appropriate interventions in each situation; and
 - 3) To provide continuing technical assistance to field missions in the elimination of marketing constraints in their development projects.

Obviously, these objectives are broad and ambitious. With limited time, human, and financial resources, tradeoffs in achieving the various objectives are inevitable. Project management faces a continual challenge to balance mission requests for technical support with the broader research and knowledge generation activities required to accomplish the other objectives of the project. It is clear that the project has established a demand for its technical services. We suggest that more emphasis is now needed in selecting those mission requests that are most complementary with the other purposes of the project.

C. Appraisal of Specific Project Components

1. Marketing Assessment Methodology

Developing a methodology for applied research on agricultural marketing has been a major focus of the project especially during the last year. This methodology needs to be viewed from the perspective of the changing orientation of the project.

The project paper was directed to the study of local marketing structures within given geographic districts containing large numbers of smallholder producers. The emphasis on small farmers reflected the growing recognition of the importance of small scale producers

both as contributors to, and recipients of, agricultural and economic development in the low income countries. An anthropological approach to studying the organization and operation of these local markets was advocated.

At the present time, the project has shifted to a concern with the marketing system that links producers to the utilization of what they sell. This shift is well illustrated by the recent inclusion in the project of work on urban food retailing and wholesaling and the promotion of export of non-traditional products in Central American and Caribbean countries.

The project staff has moved much closer to the "food system" view in which food production, processing, and distribution activities are seen as a set of interrelated activities. This system includes production, rural assembling, processing, and both rural and urban distribution activities. This move to a broader concept of marketing is in no way inconsistent with the focus on small farmers since there is serious need for research that shows what marketing policies and programs will benefit small farmers and rural communities in which the majority of the population is poor.

It is somewhat curious that the shifting view of marketing in the project has not been broadened to include more than output marketing. The local availability of reasonably priced agricultural inputs and consumer goods are also important in the linkage of smallholder producers to the larger economy, both through activities that take place within rural towns and communities as well as those in larger urban centers.

The methodological approach adopted by the project consists of four phases:

Phase I - Gathering of necessary background information on the basic characteristics of the crops/commodities targeted for research, macroeconomic indicators and basic features of the regional economy, and key institutions affecting agricultural marketing.

Phase II - Overview of the marketing system with the principal objective of identifying and analyzing key system constraints. Criteria of feasibility and payoff apply in selecting problems for further research.

Phase III - Diagnosis of key constraints to improving marketing system efficiency, which will enable analysts to prescribe interventions for alleviating those constraints. Presentation of prescriptions to policy-makers. Prediction of likely consequences of implementing prescriptions on system performance.

Phase IV - Monitoring and evaluation of any implemented prescriptions in order to assess their impact on marketing system performance.

Time requirements are 1 month for Phase I; up to 3 months for Phase II; one to two months to design Phase III; up to a year to implement Phase III and present findings and policy recommendations; and an unspecified period for the completion of Phase IV.

It is important to stress that an "assessment" as defined in the project documents includes all of these phases. (Obviously, Phase IV, involving the monitoring and evaluation of interventions implemented in response to recommendations from Phase III, cannot be

completed within the existing time limits of the present project.)

The methodology proposed is an adaptation of the structure, conduct, and performance approach that originated in the economics industrial organization. Briefly, this approach characterizes market types in terms of their economic structure and draws inferences about resulting firm behavior and industry performance in each market type.

As applied in this project, the methodology begins by selecting 1) economic efficiency, 2) marketing system progressiveness, and 3) distributional equity as the focus of the SFMA assessments. These performance criteria are described in general terms but not in specific operational terms.

Although some discussion of allocative accuracy and operational efficiency is given, it is not adequate to show how efficiency will be evaluated in practice. The other two criteria are left even less operational. While the most recent project documents do attempt to develop the performance criteria more explicitly, the criteria are still left more conceptual than operational. In addition, there is some lack of rigor in the definition and discussion of the operational and allocative efficiency concepts, as well as spatial and temporal pricing patterns.

Pricing efficiency is the only reference made to the "price discovery" function of markets. Yet this function is central to the role of markets in coordinating decentralized decision making both horizontally and vertically within production-marketing systems. No connection is forged between market types and anticipated

performance. The methodology stops short of specifying testable causal hypotheses in the structure-conduct-performance tradition.

A "rapid reconnaissance" (RR) approach has been incorporated as a component phase of the overall assessment methodology. A systematic design for the "rapid reconnaissance" overview is a significant and useful achievement of the project. This approach is expected to produce a report that summarizes and weighs performance goals, identifies key problem areas, and specifies further research needs.

The "RR" procedure calls for assembly of secondary data and observation of the subject marketing system. It is descriptive and diagnostic in character. It does not specify how the descriptive data can be used to evaluate performance or identify key problem areas. It appears that the "RR" approach is now being advocated more as an end in itself rather than a component of an integrated research process. (The fact that the Bolivian Training seminar was organized around the "RR" concept provides some support for this conclusion.) The same "healthy skepticism" commended in the "RR" approach for interpreting opinions of participants in marketing systems could well be applied to the "RR" approach itself. Unless tested theoretical constructs that link structural-organizational variables to performance is provided, the descriptive data generated through an "RR" will not be sufficient for policy recommendations. The "RR" procedures do not show how the data gathered will be used to identify key problem areas and make policy recommendations.

The results of Phase II described in the methodology include neither policy recommendations nor conclusions about alternative

interventions. Both country policy decision-makers and USAID staff will be anxious to have such conclusions and recommendations. It will be difficult to stick to the phased approach and resist the pressures/temptations to circumvent the intensive research phase and move directly from description to prescription. There is certainly a role for "RR" procedures in the pragmatic process of project identification and design. The SFMA staff should "spin off" this approach through the preparation of guidelines and the referral of consultants with experience and expertise in diagnostic procedures and prescriptive evaluations.

The project paper calls for the project to "develop a better understanding of the range of market structures," and the methodology states that the assessments will focus on "a limited number of key researchable problems". What is the range and specification of market structures to be understood? How are these market structures to be characterized? What are the key issues to be researched? Unless these are specified and consistent with the country-level activities of the project, the project is not likely to achieve its stated research objectives.

2. Case Histories of Alternative Approaches to LDC Marketing Problems

The Team endorses the approach to the assembly of knowledge of successful marketing improvements under different conditions as one of the most easily pursuable and potentially most productive. This is well illustrated by the case from Thailand, "Market research and development/marketing extension, approach for irrigated agriculture:

The case of the Lam Nam Oon irrigation project," written by A. M. Zola. Its lessons come out very clearly. While the Project should continue to look for opportunities to commission similar studies, maximum use should be made of material already available in the professional literature and in reports of other agencies, The World Bank, FAO, etc. Where not already in such a form such materials could be edited to conform to the guidelines established by the Project and so build out its dossier.

If the case studies are to play a more central role in the project, especially in revealing the costs and benefits of alternative intervention, their preparation should begin by determining which interventions are to be evaluated and where those specific interventions have been implemented. Then, case histories prepared by outside experts using a consistent format should be commissioned. Otherwise, the case studies will consist of "targets of opportunity" that will have considerable inherent interest but will not contribute much to the cumulative knowledge about the impacts of alternative interventions as envisaged in the project methodology.

3. Training

In preparing its first intensive training course for AID personnel in June, 1984, the Project assembled a team of eminent university instructors and marketing practitioners. The course provided a systemic coverage of appropriate subject matter and issues. However, the range of experience of the participants meant that for some the material presented was already familiar! Overall appreciation of the course, however, as indicated by the

participants' evaluation, was high. A further positive indicator has been requested - on the basis of particular participants' experience - to present similar courses in several developing countries with mission co-financing. The training materials are conveniently available for such uses together with videotape interviews of course lecturers. Many of them can be used to strengthen presentations by third parties of their lectures and case studies.

The Team saw the film "After the Harvest," prepared on the basis of a technical assistance mission to Costa Rica. This can be presented to appropriate groups as a broad promotion of improvement work in food wholesaling and merchandising. For the more critical and better informed audiences it will need editing to correct a specific mis-statement and other overstatements and, if feasible, include more illustrations of group wholesale servicing of small retail outlets.

4. Consultant Rosters

The Team was informed that a roster of 350 specialists in marketing and related fields has been built up. Because of a temporary computer break down it was not possible to review this roster during the evaluation. It should, however, provide a useful service both for the SFMA project and, through it, for the technical assistance activities of AID. While such a roster provides convenient access to potential candidates for various types of assignments contacts with reliable referees will still be necessary to confirm the suitability of these candidates for specific work assignments.

5. Technical Services to Missions

The project has provided an impressive list of technical assistance to mission activities. As noted earlier, mission requests now exceed the project's capacity to respond. We have two suggestions to make.

First, the project should make greater use of its roster to identify competent consultants that can assist missions. (This recommendation follows from the discussion of the roster in the previous section.)

Second, guidelines for mission staff should be prepared to assist them in developing scopes of work for projects and project components dealing with marketing problems. The guidelines can be an important means for disseminating results of the project and can substitute for direct technical service provided to missions. Staff in other offices in AID who were interviewed during the evaluation identified preparation of these mission guidelines as a priority activity for the SFMA project.

D. Project Implementation Mechanism

Project implementation was based on the concept of an "in-house" project staff that would be responsive to AID needs and allow for more AID control over project operations. A RSSA with the USDA Graduate School offered cost savings with low overhead charges. Both were considered as advantages in comparison to cooperative agreements with universities.

We see no reason to question that the RSSA has provided a project staff very close to "direct hire" status. Nevertheless, it

has created no continuing capacity within the implementing institution. Moreover, the particular RSSA now seems seriously threatened by legal questions. Some mechanism must be found to continue the work of the project and not let the staff disperse. Also, S&T/ED must address the issue of "capacity creation." If a direct-^{line} ~~line~~ approach is not admissible, then the use of a university or other organization should be reconsidered so that the knowledge and competence could be internalized in the institution.

E. Appointment of a Team Leader

The process of selecting a successor to the present project leader is already underway. It will be evident from the foregoing that the combination of qualifications required is rather specific. The person appointed should possess the requisite command of research procedures, be a good manager both at the team level and within the administrative frame of the Agency, and have demonstrated capacity to ensure that information is presented logically and to the point. Work experience under the conditions of the developing countries and sympathy for their attitudes and constraints will also be required. As between professional qualifications in economics and marketing, strength in economics should have priority. In academic inspiration it would be desirable also that he complement rather than reinforce that prevailing among the existing staff. It will be difficult to meet such rigorous requirements particularly if the duration of the assignment is limited to the year and a half remaining of the present project period. Ability to offer some prospect of continuation over a fairly long period will be essential.

F. Coordination With Other Related Programs

Close continuing contacts between the SMFA project and work underway on food distribution and export diversification will be essential in view of the inherent linkages between these subject areas. Work in these areas must also proceed in close contact with that on farm input supply, also that on transaction costs and the privatization of input/output marketing parastatals, and alternative rural development strategies. Cross representation on committees to review work plans in these subject areas, formation of joint teams to handle research and advisory issues, and the holding of periodic seminars which bring together staff dealing with these related subject areas are recommended.

Continuing programs of technical and financial assistance in the marketing of food and agricultural products are being maintained by international agencies such as FAO, IBRD and IDB and bilateral aid agencies such as that of the Federal Republic of Germany. FAO has a continuing technical support service in this area, including the assembly of relevant experience, documentation and information and the issuance of advisory publications. None, however, is in a position to undertake applied research on the scale feasible for AID; other institutions will look to it as a leader in such work. Continuing initiatives and contacts at the technical staff level are recommended to help ensure that the findings of research and experience of all these bodies and those of universities and other institutions engaged in this field are exchanged to the mutual advantage of all.

IV. Need for an AID/Bureau/Office Strategy for Research and Technical Support

We have noted that a variety of activities in the marketing area are underway in AID. Other offices in the S&T bureau and other bureaus in the Agency are involved along with the RD office. We suggest that AID should develop a concepts paper that clearly identifies the major issues AID needs to address, the research agenda that is needed to better understand those issues, the relationship among the existing and planned projects, and the technical assistance and training priorities for assisting recipient countries, AID missions, and other donor agencies. This paper should show why marketing is an important area of concentration for AID and what goals AID wishes to pursue in the subject area. The push to private market activity and its implication for appropriate governmental interventions is an important focus for the AID strategy. It should develop the common knowledge generation and country assistance needs that tie together work in food merchandising, export diversification, input marketing, rural marketing, and promotion of private enterprise activity in marketing systems.

UNCLASSIFIED
Department of State

OUTGOING
TELEGRAM

PAGE 01 OF 02 STATE 062251
ORIGIN AID-02

7643 020016 AID1202

ST/VE 062251

7643 02

ORIGIN OFFICE TEL-01
INFO AALP-02 AFAA-02 AFZA-02 AFBA-02 AFFU-04 AFCH-03 ZEPD-01
PPA-02 SERT-01 AALA-02 LACA-02 LACA-03 LASH-03 AFTA-03
SECS-02 ANAD-01 SETH-02 PDPH-01 PPPB-02 EC-01 SESS-02
PDC-03 ANTH-06 KAY-01 STAG-02 PPR-01 EAST-02 ES-01
STFA-01 ANYS-03 RELO-02 TELE-02 LACA-02 STOR-01 PRE-06
ANEA-02 ANEG-02 ANAA-01 ANSA-02 /003 00

INFO L04-00 /002 R

DRAFTED BY: AID/ST/RO/DA: T/VEK: PAL
APPROVED BY: AID/ST/AD: ECE/TVK
AID/AFR/TR/ABD/PA: REDWARDS (DRAFT) AID/EX: G/ME
AID/LAC/BR: SUIMBERT (DRAFT) AID/LAC/DR: ESTELLE (DRAFT)
AID/ST/RO/DA: ALKOPNER (DRAFT) AID/ANE/TO/AGD: COPPARD (DRAFT)
AID/ST/AGS: JHALCOP (PHONE) AID/ST/ABR: HORTON (PHONE)
AID/PPC/PDPH/PP: DWCLALLACC (INFO)
AID/ST/AGR: PCHURCH (INFO)
AID/ST/ABR: FRIERTERS (DRAFT)

-----22245 0715142 /00

R 071505Z MAR 87 ZEX
FM SECSTATE WASHDC
TO AID WORLDWIDE

UNCLAS STATE 062251

ADM AID

E.O. 12336: N/A

AGRICULTURAL MARKETING PROJECT

1. THE PURPOSE OF THIS CABLE IS TO REQUEST USAIDS TO REVIEW REQUIREMENTS RELATED TO EXISTING OR PLANNED PROGRAMS FOR TECHNICAL ANALYSIS AND ASSISTANCE IN AGRICULTURAL MARKETING. PLEASE RESPOND BY WHICH IS TO ENABLE ST/RO AND REGIONAL BUREAU TECHNICAL OFFICES TO ESTIMATE FIELD PROCUREMENT NEEDS FOR NEW CONTRACT.

2. ST/RO IS CURRENTLY AMENDING THE SMALL-FARMER MARKETING ACCESS (SMA) PROJECT. IT WILL BE GIVEN A NEW TITLE (SMALL AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (SMIS) INITIATIVE WHICH REFLECTS CHANGES FROM THE ORIGINAL PP DESIGN WHICH CONCENTRATED ON THE FIRST SAMPLER LINK WITH THE PRODUCER. THE AMENDED PROJECT WILL CONCERN ITSELF WITH OVER-ALL MARKETING SYSTEM PERFORMANCE FROM PRODUCER TO CONSUMER. OUR VIEW IS THAT INTERESTS OF SMALL FARMER ARE NOT ADEQUATELY SERVED BY SO NARROW CONCENTRATION ON FIRST STAGE PROD-SEL. THIS

EXPANDED VIEW ENDED DURING SPM's IMPLEMENTATION. THE SMIS PROJECT WOULD BE CARRIED OUT IN A COLLABORATIVE MANNER WITH USAIDS INTERESTED IN PARTICIPATING. WE ARE AT THIS POINT ATTEMPTING TO GAIN POTENTIAL LEVELS OF OUTPUTS FOR THE NEXT FIVE YEARS.

3. USUALLY, THE SMIS PROJECT WILL HELP USAIDS TO: (A) DIAGNOSE MARKETING SYSTEMS IN A TIMELY AND EFFECTIVE MANNER; (B) DESIGN PILOT INNOVATIONS TO IMPROVE MARKETING ACTIVITIES; AND, (C) CARRY OUT LONGER TERM RESEARCH ON MARKETING PROBLEMS.

4. DIAGNOSIS OF MARKETING SYSTEMS -- THE SMIS PROJECT WILL BUILD UPON PROGRESS MADE UNDER THE SPM PROJECT WHICH DEVELOPED RAPID MARKET APPRAISAL TO BE USEFUL IN ALL PHASES OF PROJECT CYCLE: DESIGN, IMPLEMENTATION AND EVALUATION. THE RAPID APPRAISAL WILL CONCENTRATE ON A SPECIFIC COMMODITY FOR A GIVEN GEOGRAPHIC REGION TRACKING

ITS FLOW FROM PRODUCER TO CONSUMER. IT WILL ATTEMPT TO IDENTIFY INSTITUTIONAL, ORGANIZATIONAL, TECHNOLOGICAL AND INFRASTRUCTURAL IMPEDIMENTS. AS SUCH IT SHOULD PROVE HELPFUL IN POLICY DIALOGUE AND A USEFUL COMPLEMENT TO ST'S AGRICULTURAL POLICY PROJECT.

5. PILOT INNOVATIONS -- THE SMIS PROJECT WILL DEVELOP AN INVENTORY OF INNOVATIVE EFFORTS IN AGRICULTURAL MARKETING. THE WORK WILL HELP MISSING/POOR COUNTRIES DECIDE ON THE APPROPRIATE BALANCE BETWEEN PUBLIC AND PRIVATE SECTORS AND CHANGES IN INSTITUTIONAL, ORGANIZATIONAL AND/OR TECHNOLOGICAL ARRANGEMENTS WHICH CONTRIBUTE TO IMPROVED PERFORMANCE. THE TYPES OF CHANGES MIGHT BE:

- A) ESTABLISHMENT OF A COMMODITY EXCHANGE;
- B) ORGANIZATION OF A VOLUNTARY CHAIN OF RETAILERS;
- C) INTRODUCTION OF FARMER COLLABORATIVE ARRANGEMENTS TO IMPROVE CROP ASSEMBLY AND MARKETING;
- D) ESTABLISHMENT OF INFORMATION SYSTEMS AND/OR OTHER MECHANISMS TO REDUCE RISK;
- E) INTEGRATION OF ASSEMBLY, PROCESSING, WAREHOUSING AND/OR RETAILING;
- F) INTRODUCTION OF NEW CONTRACTING PROCEDURES; AND,
- G) INTRODUCTION OF NEW IDEAS, HUMAN CAPITAL EXPERTISE AND TECHNOLOGY TO HOST COUNTRY BUSINESSES AND/OR AGENCIES VIA EXTERNAL FINANCES WHEN APPROPRIATE.

THIS LIST IS ILLUSTRATIVE. THE SMIS PROJECT WILL ANALYZE THE PARTICULAR CONDITIONS AND FACTORS WHICH ARE NEEDED TO PROMOTE SUCCESS OF THE INNOVATIONS AND ALSO IDENTIFY GROUPS OR INDIVIDUALS WITH CAPABILITY TO IMPLEMENT THESE ACTIVITIES.

SPECIFIC RECOMMENDATIONS FOR PILOT INNOVATIONS SHOULD stem FROM SMIS'S FIELD WORK IN CONNECTION WITH RAPID APPRAISAL AND APPLIED RESEARCH. SMIS WILL BE IN A POSITION TO IDENTIFY BOTH THE NEED AND POTENTIAL CANDIDATES -- IF USAIDS AND LOCAL EXPERTS EXHIBIT INTEREST IN PROMISING INTERVENTIONS. SMIS WILL TAKE AN ACTIVE ROLE IN MONITORING THE PROGRESS OF THE PILOT INNOVATION ONCE INITIATED AND WILL BE CONCERNED WITH RECORDING THE LESSONS LEARNED FROM THE APPLICATION.

6. APPLIED RESEARCH IS AN IMPORTANT ELEMENT OF THE SMIS PROJECT. WE BELIEVE THIS WILL BE ACCOMPLISHED THROUGH NETWORKING WITH COMPLEMENTARY ST PROJECTS (I.E. AGRICULTURAL POLICY - NET; GRAINS - GARDAS ST.; FRUITS AND VEGETABLES - FRAND, SEEDS - MESSICOPPI ST., FERTILIZER - FFC) AND DEVELOPING A MORE SYSTEMATIC BASIS FOR COORDINATING WORK AND SHARING RESULTS ON CROSS-CUTTING ISSUES. PRIORITY AREAS FOR APPLIED RESEARCH INCLUDE:

- (A) ANALYZE KEY FACTORS IN AGRICULTURAL MARKETING SYSTEMS; (B) DETERMINE RELATIVE ROLES FOR PUBLIC-PRIVATE SECTORS WITHIN A GIVEN COUNTRY SETTING, INCLUDING THE COMPONENTS AND STRUCTURES WITHIN BOTH SECTORS AND IDENTIFY GUIDELINES FOR HELPING ENSURE THAT THE MOST EFFECTIVE ROLES ARE BE HONORED; (C) DETERMINE WAYS TO MOTIVATE IMPROVED PERFORMANCE FROM MARKETING FIRMS, INCLUDING THE ANALYSIS OF SUCH FACTORS AS THE COSTS OF INFORMATION, THE COMMERCIAL CODE, CONTRACTING

UNCLASSIFIED

UNCLASSIFIED
Department of State

OUTGOING
TELEGRAM

PAGE 02 OF 02 STATE 062231
7001 020016 A101202
COSTS, AND THE AVAILABILITY OF CREDIT; (C) IDENTIFY NEW
MARKET OPPORTUNITIES, INCLUDING BOTH GEOGRAPHIC AREAS
AND GOODS AND SERVICES WHERE EXPANSION AND EFFICIENCY
GAINS COULD BE PROMOTED; (D) EXAMINE THE ROLE SMALL
MARKETING SYSTEMS CAN PLAY IN BETTER COORDINATION AND
INTEGRATING ASSEMBLY, PROCESSING, WHOLESALE AND
RETAILING TO IMPROVE OVERALL EFFECTIVENESS; AND, (E)
IDENTIFY PRINCIPAL DRIVING FORCES THAT CAUSE THE SYSTEM
TO BE ORGANIZED AS IT IS AND FUNCTION AS IT DOES.

STATE 062231 7001 020016 A1
FY 07/08 SHOULD DO SO, AND WILL BE GIVEN PREFERENCE FOR
INITIATION OF COLLABORATIVE EFFORTS OVER THE NEXT YEAR.

11. PLEASE ADVISE. WITHEAD

(B) IDENTIFY AND EVALUATE ALTERNATIVE MARKETING

INITIATIVES - THIS WOULD INCLUDE THE FOLLOWING:
(1) DELINEATE INSTITUTIONAL ARRANGEMENTS AND GOVERNMENT
INTERVENTIONS THAT MIGHT BE CONSIDERED TO IMPROVE
IDENTIFIED PROBLEMS; (2) ESTIMATE PROBABLE COSTS,
BENEFITS AND FEASIBILITY OF ALTERNATIVE INTERVENTIONS
THAT WOULD PROMOTE SYSTEM-WIDE MARKETING IMPROVEMENTS,
AND, THROUGH SPECIALIZATION OF MARKETING AND PRODUCTION,
ENHANCE OVERALL PERFORMANCE OF THE AG ECONOMY; AND,
(3) IDENTIFY AREAS WHERE GOVERNMENTAL PARASTATAL
INTERVENTIONS HAVE BECOME CONSTRAINTS TO EFFICIENT
AGRICULTURAL MARKETING AND RECOMMENDED WAYS FOR
TRANSFERRING THESE FUNCTIONS TO THE PRIVATE SECTOR.

THE ANIC PROJECT WOULD TAKE THE LEAD IN RESPONDING TO
USAID INTEREST FOR WORK IN THESE AREAS, BUT WOULD DO SO
BY INCORPORATING WHERE POSSIBLE AND FEASIBLE ELEMENTS OF
THE OTHER ST PROJECTS.

7. CONTRACTING - THE PROJECT WILL CONTRACT WITH A JOINT
PRIVATE CONSULTANT/UNIVERSITY ARRANGEMENT WHICH WILL
PROVIDE THE REQUIRED OPERATIONAL AND KNOWLEDGE
GENERATION CYCLES. WHAT WE ARE AFTER IS TO ESTABLISH A
SOLID INSTITUTION. THE WHICH WILL OFFER CONTINUOUS SER-
VICES IN AGRICULTURAL MARKETING TO USAID.

8. OPERATING APPROACH - THE ANIC PROJECT WILL HAVE
LIMITED CORE FUNDS. THESE WILL BE UTILIZED PRIMARILY TO
FUND RETURNING WITH OTHER ST PROJECTS AND THE INITIAL
PLANNING AND PREPARATION ACTIVITIES FOR APPROXIMATELY
TWO OR THREE RAPID APPRAISALS PER YEAR FOR THE FIVE YEAR
LIFE SPAN. THE PREPARATION COSTS INCLUDE CORE FUNDS
FOR AN INITIAL IN-COUNTRY MISSION TO DISCUSS AND
EXPLAIN THE APPROACH. THE RAPID APPRAISAL WOULD TAKE
APPROXIMATELY FOUR MONTHS - SIX MONTHS TO COMPLETE. IT
WOULD BE EXPECTED THAT USAID WOULD SHARE THE COSTS FOR
CARRYING OUT THESE ACTIVITIES, AND FURTHER APPLIED
RESEARCH ACTIVITIES OR PILOT PROJECT DESIGN WHICH SEEM
FROM THE RAPID APPRAISAL.

9. TRAINING - TRAINING WILL BE A COMPONENT OF THE RAPID
DIRECT APPRAISALS AND APPLIED RESEARCH EFFORTS IN ORDER
TO ENHANCE ANALYTICAL SKILLS OF HOST COUNTRY
PARTICIPANTS. DUE TO LIMITED CORE FUNDS, OTHER TYPES OF
TRAINING ARE NOT ENVIAGED UNLESS BIDDING ARE WILLING
TO PROVIDE STRONG SUPPORT.

10. BIDDERS ARE REQUESTED TO PROVIDE EXPRESSIONS OF
INTEREST AND ESTIMATES OF POSSIBLE, BEYOND POSSIBLE,
OFF-IN COMMITMENTS FROM LAST QUARTER FY 2007 THROUGH

FY 02. IT HAS BEEN STAFF'S EXPERIENCE OVER AND OVER
THAT OFF-IN ESTIMATES ARE ALWAYS TOO LOW OR COMMITMENTS OF
SEVERAL YEARS DURATION. HENCE, WE WOULD USUALLY TO GO
IN WITH HIGH ESTIMATES. THEY WILL NOT BE TAKEN AS FIRM
COMMITMENTS UNLESS BIDDERS SO INDICATE. BIDDERS WOULD
BY SOME REASON BECAUSE OF CHANGING PRIORITIES WILL
ALMOST CERTAINLY BE USED BY OTHERS. BIDDERS WHO ARE
ABLE TO PROVIDE STRONG EXPRESSIONS OF INTEREST FOR

UNCLASSIFIED

UNCLASSIFIED

Department of State

ACTION COPY

PAGE 01 ACTION AID-00

GABORD 01020 111143Z

INCOMING TELEGRAM

5783 023305 AID4636

ACTION OFFICE STED-31

INFO AAAF-02 AFSA-03 SEDP-01 FPA-02 SERP-01 AFTR-05 SECS-02

SETH-01 PDPR-01 PPPB-02 GC-01 SEOS-02 PSC-03 KAY-01

STAG-02 PPR-01 SAST-01 ES-01 STFA-01 RELO-01 STHR-01

PRE-06 /042 A1 X13

INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 /008 W

-----045068 111612Z /38

R 111140Z MAR 87

FM AMEMBASSY GABORONE

TO SECSTATE WASHDC 9229

UNCLAS GABORONE 01020

AIDAC

E.O. 12356: N/A

SUBJ: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

IN RESPONSE TO YOUR REQUEST PER REFTEL, USAID/BOTSWANA DOES NOT HAVE ANY NEED FOR THE SERVICES PROVIDED BY THE SMALL FARMER MARKETING ACCESS PROJECT AT THIS TIME.

BELLOCCHI

UNCLASSIFIED

81

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 WAGAD 01792 071743Z
ACTION AID-00

3807 02176 A101521

WAGAD 01792 071743Z

3807 02176 A101521

ACTION OFFICE STP-01
INFO AFM-04 AMAB-01 GC-01 OCAF-01 PSC-03 NAY-01 PMP-01
SAL-01 IS-01 FELO-01 TLE-01 STP-01 PTE-06 .824 AD

INFO LG-00 AF-00 CIAE-00 EB-02 DOD-00 /001 V
005311 271746Z /38

D 271731Z MAR 87
FM AMEMBASSY WASHINGTON
TO SECSTATE WAGAD IMMEDIATE 2307

UNCLAS WASHINGTON 01792

AIDAC

AID/M POF ST/ED

E.C. 12356: N/A
SUBJECT: BURKINA/AGRICULTURAL MARKETING IMPROVEMENT
STRATEGIES (MHS) PROJECT.

REF: STATE 6251.

1. USAID/BURKINA WERE EXPRESSED INTEREST IN SUBJECT PROJECT AND APPROVES PROPOSED ST/ED AMENDMENT TO BROADEN COVERAGE TO "OVERALL MARKETING SYSTEM PERFORMANCE FROM PRODUCER TO CONSUMER."
2. USAID/BURKINA'S ONGOING INVOLVEMENT IN CEREAL MARKETING THROUGH A GRAIN MARKETING DEVELOPMENT PROJECT HAS GIVEN USAID/BURKINA A STRONG UNDERSTANDING OF THE NECESSITY FOR WIDE-RANGING CHANGES IN THE BURKINA GRAIN MARKETING SUB-SECTOR IN ORDER TO PROMOTE MORE PRIVATE SECTOR INVOLVEMENT AND ENHANCED MARKETING EFFICIENCIES. THEREFORE, MHS PROJECT ASSISTANCE TO THE MISSION TO FURTHER POLICY DIALOGUE WITH THE GOVERNMENT OF BURKINA (MB) AND TO INTRODUCE INNOVATION INNOVATIONS WOULD BE C...ABLE.
3. IN MORE GENERAL TERMS, THE MHS PROJECT MIGHT ALSO CONTRIBUTE A GREAT DEAL TO OUR POLICY DIALOGUE WITH THE GOVERNMENT OF BURKINA IN THE BROAD AREA OF PRIVATE SECTOR DEVELOPMENT AND PROMOTION OF SOUND ECONOMIC REASONS, BY PROVIDING COMPLEMENTARY FOLLOW-UP TECHNICAL ASSISTANCE TO THE PRICE POLICY SYMPOSIUM TO BE ORGANIZED IN JUNE 1987 BY THE BURKINA CHAMBER OF COMMERCE (CNC) AND THE MINISTRY OF COMMERCE (MOC).
4. THE ORIGINAL CCG REQUEST INCLUDED A MARKETING COMPONENT WHICH, IN ORDER NOT TO DIFFUSE THE IMPACT OF THE PRICE POLICY SYMPOSIUM, WAS DEFERRED BY MUTUAL AGREEMENT. ASAS OF PARTICULAR INTEREST IN THE MHS PROJECT WHICH WOULD COMPLEMENT AND FOLLOW UP ON THE PRICE POLICY SYMPOSIUM WOULD BE: (1) ORGANIZATION OF A VOLUNTARY CHAIN OF RETAILERS, (2) ESTABLISHMENT OF INFORMATION SYSTEMS AND/OR OTHER MECHANISMS TO REDUCE RISK, (3) INTRODUCTION OF NEW IDEAS, MANAGERIAL EXPERTISE AND TECHNOLOGY TO HOST COUNTRY BUSINESS AND/OR AGENCIES VIA EXTERNAL SOURCES WHEN APPROPRIATE.
5. AT THIS POINT IN TIME, USAID/BURKINA NEEDS TO SUBMIT UP TO:
 - (1) \$100,000 TO ASSIST MISSION TO DEVELOP POLICY DIALOGUE WITH THE GOVERNMENT OF BURKINA (MB) AND TO INTRODUCE MARKETING INNOVATIONS. THE STUDY COULD BEGIN DURING EARLY FY 88. A 60 PERSON/DAYS TEAM

WOULD BE REQUIRED TO UNDERTAKE FIELD STUDY IN COLLABORATION WITH CCG THIS EFFORT WOULD COMPLEMENT OTHER CONCORD AND C... BUILDING EFFORTS TOWARDS GRAIN MARKETING POLICY REFORM.

- (1) \$100,000 FOR COMPLEMENTARY/FOLLOW-UP ACTIVITIES TO THE PRICE POLICY SYMPOSIUM AS SPECIFIED IN PARA 4.

6. THE LEVEL OF MISSION DA CTE FOR FY 87 AND FY 88 IS ONLY \$2,000,000 ALREADY PLANNED FOR PRIORITY PROJECTS. THUS, WE CAN BUY-IN THE MHS PROJECT ONLY OUT OF CENTRALLY FUNDED SOURCES SUCH AS THE CEREAL POLICY PROJECT (625-0370). FYI, MISSION HAS REQUESTED FOR FY 88 \$100,000 OF SUBJECT PROJECT FUNDS TO SUPPORT FOLLOW-UP ACTIVITIES TO THE PRICE POLICY SYMPOSIUM.

7. URGENT DELAY IN RESPONSE. URGENT

Mehen

UNCLASSIFIED

82

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01
ACTION AID-00

BUJUMB 01272 210956Z

2712 029160 AID5885

ACTION OFFICE STRD-01
INFO AFCW-03 AFPD-04 AFTR-05 AMAD-01 KAY-01 SAST-01 RELO-01
STHR-01 /018 AD

INFO OG-00 AF-00 CIAE-00 EB-00 DODE-00 /008 W
-----000145 210958Z /38

R 201204Z MAR 87
FM AMEMBASSY BUJUMBURA
TO SECSTATE WASHDC 7501

UNCLAS BUJUMBURA 1272

AIDAC

FOR: ST/RD

E. O. 12356: N/A

TAGS:

SUBJECT: AGRICULTURE MARKETING PROJECT

REF: (A) STATE 068251

USAID/BURUNDI DOES NOT ANTICIPATE PARTICIPATION (BUY-IN) IN THIS PRO
J

ECT

AT THIS TIME.

APPROVAL OF NEW MISSION AGRICULTURAL DEVELOPMENT STRATEGY BY AID/W IN
APRIL OF THIS YEAR MAY CHANGE THIS SITUATION. WILL ADVISE.

PHILLIPS

UNCLASSIFIED

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 YAMND 0200 240637Z

1636 030300 A187517

YAMND 0200 240637Z

1636 030300 A187517

ACTION OFFICE ATTN-E
INFO AFCC-02 AFCA-AJ SESP-01 AFED-02 AFPO-04 CTFP-01 ANAD-01
SETA-01 PPEC-01 GC-01 SCAP-01 STSD-01 PSC-03 RAY-01
STAG-02 PPR-01 CTPA-02 SASI-01 ES-01 TVA-01 BELD-01
AFW-03 STOR-01 PRE-06 /047 40

INFO L06-00 AF-00 CIAE-02 IS-00 DDDE-00 /DDK U
134154 240632 /30

R 231242Z MAR 67
FM AMEMBASSY YAMND
TO SECSTATE WASHDC 1940

UNCLAS YAMNDZ 0200

AIDAC

FOR AFR/FR; ST/RC

E.O. 12306: N/A

TAGS:

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 008251

1. THE DESCRIPTION OF THE AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES PROJECT IS HIGHLY SUPPORTIVE OF THE INTERVENTIONS UNDER SERIOUS STUDY BY USAID/CAMEROON. YOU WILL NOTE IN THE COSS UPDATE PRESENTED IN JANUARY 1967 THAT THE ACTIVE AND PLANNED PROJECTS INCLUDE SEEDS MULTIPLICATION, FERTILIZER SUPPLY, BEANS AND CORN/PEAS STORAGE, AND INPUT MARKETING. WE ARE ALSO CLOSELY MONITORING CEREALS SUPPLY/PRICE INFORMATION IN THE DOMESTIC BENEFITING FROM RECENT INTRODUCTIONS OF NEW HIGH-YIELD VARIETIES.

2. AN AGRICULTURAL SECTOR ASSESSMENT WILL BE CONDUCTED DURING CY1967 WHICH WILL AMONG OTHER THINGS MORE FULLY DEFINE THE STRATEGY FOR ASSISTANCE TO THE MARKETING SYSTEMS. THE OIC IS ALSO ORGANIZING A STUDY TEAM FOR EVALUATION OF THE COOPERATIVES AND FOR CONSIDERING THE AIMS AND MEANS OF IMPROVEMENT OF THESE ORGANIZATIONS. WITH THESE TWO STUDIES AND FURTHER WORK BY THE DEPARTMENT OF STUDIES OF THE MINISTRY OF AGRICULTURE AND SOME NEW WORK BY THE AGRICULTURAL ECONOMICS DEPARTMENT OF THE AGRICULTURAL UNIVERSITY CENTER AT SOUMANG, THE OIC/USAID EXPECTS TO OBTAIN A SIGNIFICANTLY SHARPER DEFINITION OF THE PROBLEMS AND FEASIBILITIES FOR DEVELOPMENT ASSISTANCE IN THE AGRICULTURAL MARKETING SYSTEMS.

3. AN ESTIMATION OF USAID/CAMEROON REQUIREMENTS FOR SERVICES UNDER THE PROPOSED PROJECT WILL BE APPROPRIATE FOR THE REASONS EXPRESSED ABOVE.

A. SEEDS MARKETING. 2 PERSONS FOR 1 MONTH IN PROBLEMS SOLVING/EVALUATION IN FY68 AND FY69.

B. FERTILIZER MARKETING. 3 PERSON MONTHS PER YEAR IN SHORT TERM CONSULTANCY DURING FY68-69.

C. INPUT MARKETING (TO INCLUDE SEEDS, FERTILIZER PESTICIDES AND FARM EQUIPMENT) IN FARM SERVICE STORES PROJECT DESIGN WORK IN FY68 OF A 3 PERSON TEAM FOR 6 MONTHS AND SHORT TERM TECHNICAL ASSISTANCE OF 3 PERSON MONTHS PER YEAR FOR FY69 THROUGH FY72.

ON PRODUCE MARKETING SYSTEMS. THE APPROACH IN THIS AREA MAY BE REVISED BY THE SECTOR ASSESSMENT HOWEVER IT APPEARS THAT PRIVATE SECTOR ENTREPRENEURS ARE SUCCESSFULLY MOVING INTO THIS AREA TO REASONABLY TAKE ADVANTAGE OF COMMERCIAL OPPORTUNITIES. USAID PROPOSES TO REGULARLY MONITOR PERFORMANCE AND WOULD USE CONSULTANTS FROM THE PROPOSED PROJECT FOR ANNUAL FIELD STUDY OF ELEMENTS OF CONCERN IN

THE MARKETING INFRASTRUCTURE. FOR EXAMPLE IN FY68 THE CORN MARKET IN THE NORTHWEST AND THE BEANS AND CORN/PEAS MARKET IN THE NORTH SEEM TO BE IN OVER SUPPLY. IN FY68 THE FRUIT AND VEGETABLE MARKETS COULD BE EVALUATED FOR THEIR CAPACITY TO SUPPLY HIGHEST SCALE PROCESSING INDUSTRIES. IN FY69 IT MAY BE USEFUL TO STUDY THE MEANS AND MEANS OF IMPROVING THE MARKET INFORMATION SERVICES.

2. AGRICULTURAL PRODUCE MARKETING IN EQUATORIAL GUINEA AND THE CENTRAL AFRICAN REPUBLIC. HEADS PROJECTS IN THESE TWO COUNTRIES MAY ALSO DRAW UPON THE PROPOSED PROJECT FOR ABOUT ONE PERSON-MONTH PER YEAR OF PROBLEMS SOLVING CONSULTANCY.

4. USAID/CAMEROON WOULD WELCOME TOY BY MEMBER OF PROJECT DESIGN TEAM TO REVIEW/UPDATE ABOVE TENTATIVE APPROACH AND LAY OUT PLAN OF WORK THAT COORDINATES PROJECT RESOURCES WITH STRATEGY FOR COUNTRY ASSISTANCE. FREDMETTE

UNCLASSIFIED

84

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 NOJAME 01621 170023Z 0201 020244 AIDP930

ACTION OFFICE 2000-01
INFO 2000-04 2010-05 PDRR-01 STAG-02 EAST-01 IS-01 RELO-01
010 02 1017

INFO LOG-00 /000 W
-----841000 170020Z 00

Mcken

R 170010Z MAR 87
FM AMEMBASSY NOJAMENA
TO SECSTATE WASHDC 0540.

UNCLAS NOJAMENA 01621

ADM AID

E. O. 12386: N/A

TAGS:

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 00231

NOJ FILE CODE: AGR 2-2 MARKETING

1. MISSION HAS REVIEWED REPTTEL AND FINDS AMIS PROJECT MAY BENEFIT CHAD'S DEVELOPMENT PROGRAM. MISSION AND GOC BELIEVE THAT A MAJOR CONSTRAINT FOR PROJECTS AIMED AT IMPROVING INCOME OF RURAL POPULATION THROUGH INCREASING AGRICULTURAL PRODUCTION IS IN FACT LACK OF MARKETS OR MARKETING CHANNELS. FARMERS IN CHAD FOR THE MOST PART ARE SUBSISTENCE FARMERS WHO MAY BE VERY CAPABLE OF INCREASING PRODUCTION IF THERE WERE A PROFITABLE MEANS TO SELL SURPLUSES. AT PRESENT WE ARE PARTICULARLY INTERESTED IN STUDYING THE CHADIAN GRAIN MARKETING SYSTEM IN ORDER TO IDENTIFY THE ROLE WHICH THE SMALL PRIVATE MERCHANT PLAYS AND TO IDENTIFY MEANS OF IMPROVING PRIVATE SECTOR MARKETING CHANNELS FOR MAJOR FOOD CROPS. FINDINGS AND RECOMMENDATIONS OF SUCH STUDIES WOULD BE INCORPORATED INTO MISSION'S ONGOING AGRICULTURAL DEVELOPMENT PROJECTS.

2. SINCE MISSION HAS RECENTLY BEGUN PRELIMINARY PLANS FOR STUDYING CHAD'S AGRICULTURAL MARKETS THROUGH THE SAHEL POLICY PROJECT (20-0070), WE CAN ONLY SAY THERE IS SOME POSSIBILITY FOR MISSION BUY-INS TO THE AMIS PROJECT. STARTING FY 88 THROUGH FY 92 WE ESTIMATE A NEED FOR SIX PERSON WEEKS OF TECHNICAL SERVICES FOR EACH OF THE FIVE YEARS. BLANE

UNCLASSIFIED

025

Department of State

INCOMING TELEGRAM

PAGE 01
ACTION 219-00

OSCAR 00066 1013702

1305 077007 4103705

OSCAR 00066 1013702

1305 077007

ACTION OFFICE 1109-01
INFO AF1-04 2109-01 AF10-07 AF19-04 2109-01 AF10-05 100-01
2105-02 AF10-01 2110-01 10-01 2105-01 AF1-01 2101-01
2109-00 2110-01 2102-01 1015 00

INFO LOG-00 AF-00 2102-00 10-00 0001-01 1000 0
244734 1010412 100

R 101212Z MAR 67
FM AMEMBASSY OSCAR
TO SECRETARY WASHDC 4300

OSCAR 00066

AIRAC

FOR ST/00

I.R. 12306 N/A

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 00021

1. SUMMARY: OSAR/OSCAR IS INTERESTED IN THE AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES WHICH PROJECT CURRENTLY BEING PLANNED BY ST/00. WE ANTICIPATE UTILIZING IT TO PROMOTE THE SERVICES OF CONSULTANTS WHO WOULD ANALYZE THE PERFORMANCE OF THE AGRICULTURAL MARKETING SYSTEM AS PART OF OUR ANNUAL REVIEW OF THE GAMBIA'S PL AND TITLE II SECTION 300 PROGRAM. WE ESTIMATE THAT OUR BUY-IN REQUIREMENT WOULD BE APPROXIMATELY 20,000 DOLLARS FOR FY 66 AND FY 67. IF OUR AFRICAN ECONOMIC POLICY REFORM PROGRAM (AEP) IS APPROVED BY AID/F, WE MAY REQUIRE AN ADDITIONAL BUY-IN OF ABOUT 20,000 DOLLARS FOR FY 66 AND FY 67 TO HELP EVALUATE THAT PROGRAM. END SUMMARY.

2. AT THIS TIME OSAR/OSCAR IS INVOLVED IN A THREE YEAR PL AND TITLE II SECTION 300 PROGRAM BY OS-001 DESIGNED TO IMPROVE THE GOVERNMENT MARKETING SYSTEM IN THE GAMBIA BY STUDYING AND PRIORITIZING THE GAMBIA FOREIGN MARKETING GOALS AND BY SUPPORTING POLICY REFORMS IN THE GOVERNMENT SECTOR. DURING EACH ANNUAL REVIEW OF THIS PROGRAM WE ARE ANALYZING THE PERFORMANCE OF THE MARKETING SYSTEM IN ORDER TO DETERMINE IF ADDITIONAL RESOURCES ARE NECESSARY TO HELP IT OPERATE MORE EFFICIENTLY AND EFFECTIVELY. WE ARE IN THE MIDDLE OF OUR FIRST ANNUAL EVALUATION, BUT WE ANTICIPATE SOME SIGNIFICANT EVALUATIONS OF THE GOVERNMENT MARKETING SYSTEM, AROUND JANUARY-FEBRUARY 1968 AND 1969. BY BUYING INTO THE OSIS PROJECT WE WOULD HOPE TO BENEFIT THE EXPERIENCED CONSULTANTS HELD ON A TIMELY BASIS TO DIAGNOSE THE MARKETING SYSTEM AND RECOMMEND FURTHER IMPROVEMENTS.

3. WE ARE ALSO DEVELOPING AN AEPF WHICH WOULD SUPPORT POLICY REFORMS IN THE FINANCIAL SECTOR, INCLUDING MEASURES TO MAKE THE GAMBIA COOPERATIVES WHICH NOW OPERATE ON A COMMERCIAL BASIS AS COMPETITION WITH PRIVATE ENTERPRISES. THE AEPF, IF APPROVED, WOULD BE A THREE YEAR PROGRAM BY 67-69. WE ANTICIPATE THE NEED FOR ANNUAL REVIEWS OF THE PROGRAM'S PROGRESS DURING THAT TIME. THE REVIEW WOULD EMPHASIS AN ANALYSIS OF THE PERFORMANCE OF THE OSU AND THE EFFECTIVENESS OF THE POLICY REFORMS ON ITS PERFORMANCE. THIS WOULD INVOLVE ECONOMIC INPUT AND CREDIT MARKETING GOALS OUR PL AND PROGRAM JOINTLY DIAGNOSING OUTPUT MARKETING.

4. WE DO NOT ANTICIPATE THE NEED FOR ADDITIONAL BUY-INS UNDER THE THIS PROJECT. HOWEVER, WE HAVE PASSED THIS INFORMATION ON TO THE GAMBIA AIDIER SERVICES WHICH IS INVOLVED IN A SESAME SEED PRODUCTION PROJECT, AND ON TO THE TECHNICIANS INVOLVED IN THE AID-FUNDED GAMBIA AGRICULTURAL AND DIVERSIFICATION TRAINING PROJECT. IF ADDITIONAL REQUIREMENTS ARE IDENTIFIED BY THE CS OR BY GAMB THAT CAN BE MET UNDER OSIS, WE WILL REVIEW THEM AND MAKE THEM KNOWN TO ST/00.

5. WE LOOK FORWARD TO RECEIVING FURTHER INFORMATION ABOUT OSIS AS IT IS DEVELOPED.

ROBOWITZ

UNCLASSIFIED

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 ACCRA 01003 1016022 2307 02007 0100003
ACTION 010-00

ACCRA 01003 1016012 2307 02007 0100003

THIS STRATEGY (VALUES AND IT) COMPONENT ACTIVITIES ARE MORE CLEARLY IDENTIFIED, THE MISSION WILL IMPROVE THIS OF THE EXACT NATURE OF ASSISTANCE REQUIRED UNDER THE VARIOUS COMPONENTS OF AMIC. THE MISSION WANTS TO PARTICIPATE IN THE PROJECT BUT IS CONSTRAINED BY THE LACK OF DOLLAR FUNDS. WE WOULD LIKE TO KNOW FROM ADDRESSEES IF THERE ARE WAYS IN WHICH FUNDS COULD BE PROVIDED FOR REAIS GAMA TO BUY-IN TO THE AMIC PROJECT. RETURN

ACTION OFFICE AFYD-02
INFO AFYD-03 AFYD-04 AFYD-05 AFYD-06 AFYD-07 AFYD-08 AFYD-09
STAG-01 PPO-02 EAST-03 IS-04 STFA-05 HELD-06
/002 AD

INFO L00-00 AF-00 CIAK-00 ED-00 DEER-00 /000
-----20611 102122 /3

R 101057Z MAR 07
FM AMEMBASSY ACCRA
TO SECRETARY WASHDC 4255
INFO AMEMBASSY ABIDJAN

UNCLAS ACCRA 01003

ATDRC

SECRETARY FOR AFYD/AFYD, SEC/AFYD
AF'AJAN FOR RE000/AFYD

22306: N/A

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 00251

1. THE OVERALL GOAL OF THE MISSION'S AGRICULTURAL DEVELOPMENT STRATEGY IS TO DEVELOP A SELF-RELIANT AND PRODUCTIVE AGRICULTURAL SECTOR BY IMPROVING AGRICULTURAL INFRASTRUCTURE AND INSTITUTIONAL SUPPORT SYSTEMS IN ORDER TO ENHANCE THE INCENTIVE ENVIRONMENT. A MAJOR INITIATIVE IN THIS DEVELOPMENT STRATEGY AND THE RESULTANT POLICY DIALOGUE AGENDA IS TO IMPROVE THE AGRICULTURAL SECTOR THROUGH EMPHASIS ON NON-PRICE POLICIES AND FACTORS SUCH AS WHICH DETERMINE THE LEVELS OF BOTH PRODUCTION AND MARKET EFFICIENCY. THE NEED FOR THIS POLICY AND STRATEGY ORIENTATION IS DERIVED FROM TWO CONSIDERATIONS; THE IMPACT OF IMPROVED TECHNOLOGY ON AGRICULTURAL PRODUCTIVITY, AND THE CRUCIAL ROLE OF IMPROVED PROCESSING AND MARKETING IN REDUCING MARKETING MARGINS, LOWERING DOMESTIC PRICES, PROVIDING INCREASED PRICE INCENTIVES TO PRODUCERS, STABILIZING PRICE AND INCOME LEVELS AND ADDING VALUE TO AGRICULTURAL PRODUCTS. THE MAJOR ELEMENTS OF THE MISSION STRATEGY ARE TO IMPROVE THE PRODUCTION INCENTIVE STRUCTURE AND INCREASE INPUT AVAILABILITY. OUR OBJECTIVES WILL BE ACHIEVED THROUGH AN IMPROVED AND MORE EFFICIENT PRODUCT MARKETING AND INPUT DISTRIBUTION SYSTEM. THIS INCLUDES INCREASING THE ROLE OF THE PRIVATE SECTOR IN FOOD MARKETING, DEVELOPING VILLAGE-LEVEL GROP PRESERVATION AND STORAGE FACILITIES AS WELL AS PROMOTING AND PROFESSIONAL OTHER MEASURES REQUIRED TO IMPROVE MARKET EFFICIENCY ARE TO PROGRESSIVELY PRIORITY AGRICULTURAL INPUT MARKETING, CONSTRUCT RURAL FARM SERVICE CENTERS (MULT-PURPOSE CENTERS FOR SUPPLYING INPUTS, PROMOTING FARM PRODUCE, CONDUCTING EXTENSION, ETC) AND ELIMINATE THE POLICY OF UNIFORMLY ADMINISTERED (PUN-TERRESTRIAL) INPUT PRICES.

2. THE BROAD AIMS AND ILLUSTRATIVE SCOPE OF ACTIVITIES OF THE AMIC PROJECT ARE RELEVANT TO THE CURRENT MARKET SITUATION AND THE MISSION'S POLICY FRAME ON AND STRATEGY FOR IMPROVING AGRICULTURAL MARKETING IN GENERAL. IN PARTICULAR, ANALYZING KEY FACTORS IN AGRICULTURAL MARKETING SYSTEMS, IDENTIFYING AND EVALUATING ALTERNATIVE MARKETING INITIATIVES AND INTRODUCING INNOVATION TO THE SYSTEM AS PLANNED UNDER AMIC WILL BE USEFUL TO THE MISSION IN EVALUATING ITS AGRICULTURAL SECTOR STRATEGY AND IMPLEMENTING THIS STRATEGY TO DEVELOP AN EFFICIENT MARKETING SYSTEM. AS

TOM MEHEN
ST/RD

UNCLASSIFIED

87

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01
ACTION AID-00

CONAKR 01455 021035Z

6057 041228 AID2405

ACTION OFFICE STRD-01
INFO AFCW-03 AFTR-05 AMAD-01 KAY-01 SAST-01 RELO-01 STHR-01
/014 AB

INFO LOG-00 COPY-01 AF-00 AGRE-00 AS-01 /002 W
-----007660 090322Z /72

R 081034Z APR 87
FM AMEMBASSY CONAKRY
TO SECSTATE WASHDC 2619

UNCLAS CONAKRY 01455

AID/AC

STATE FOR ST/RD AND AFR/TR

E.O. 12356: N/A

SUBJECT: AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES.

REF: A. STATE 80468 B. AGRICULTURAL-
MARKETING IMPROVEMENT STRATEGIES PP AMENDMENT FOR SMALL FARMER
MARKETING ACCESS PROJECT, MARCH 1987 DRAFT.

USAID/GUINEA CAN NOT, AT THIS TIME, COMMIT ITSELF TO BUYING-IN TO
THE SUBJECT PROJECT.
WENTLINE

UNCLASSIFIED

98

UNCLASSIFIED

Department of State

ACTION COPY

INCOMING TELEGRAM

PAGE 01 ABIDJA 06183 110942Z
ACTION AID-00

4352 022701 AID4432

ACTION OFFICE STRD-01
INFO AFCW-03 AMAD-01 KAY-01 SAST-01 RELO-01 STHR-01
/009 AB

INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 /008 W
-----027320 111020Z /38

R 110938Z MAR 87
FM AMEMBASSY ABIDJAN
TO SECSTATE WASHDC 6053

UNCLAS ABIDJAN 06183

AIDAC

FOR T. MEHEN, ST/RD

E. O. 12356 N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT (AMIS)

REF: STATE 68251

REDSO/WCA STRONGLY ENDORSES THE PROPOSED PROJECT AND WELCOMES THIS TO COVER THE VOID CREATED BY THE TERMINATION OF SFMA. THE TECHNICAL CONTENT OF PARAS 4 AND 6A AND B WILL DEFINITELY MEET NEEDS OF WCA AGRICULTURAL PORTFOLIO. WE SUGGEST THAT ADEQUATE CORE FUNDS BE ALLOCATED TO MEET SHORT-TERM MISSION NEEDS. PLEASE KEEP REDSO/WCA/PADS INFORMED OF PID AND PP PROGRESS. KUX

UNCLASSIFIED

899

**ACTION
COPY**

**UNCLASSIFIED
Department of State**

**INCOMING
TELEGRAM**

PAGE 01 041000 11240 00 OF 02 311007Z 7903 030301 4104120
ACTION A10-00

041000 11240 00 OF 02 311007Z 7903 030301
INCREASE IN PRODUCTION FOLLOWING THE RETURN TO NORMAL
RAINFALL IN THE 1984-5 SEASON. HAS IT NOT BEEN FOR THE
ADEQUATE MARKETING INFRASTRUCTURE INCLUDING BOTH THE
PRAESTALS AS WELL AS PRIVATE SECTOR, ZIMBABWE WOULD
NOT HAVE BEEN ABLE TO ADEQUATELY MEET THE REQUIREMENT OF
THE DOMEST OR TO EFFECTUALLY MARKET THEIR SURPLUS AFTER
THE DROUGHT.

ACTION OFFICE 2700-01
INFO AFEA-02 AFPO-04 AFTR-06 POPP-01 STAG-02 EAST-01 1-01
RELO-01 /010 04 331

INFO L00-00 COPY-01 AF-00 CIAE-00 ED-00 0000-00 / V
-----170402 211000Z /11/79

R 201302Z MAR 87
FM AMEMBASSY 0410001
TO SECSTATE WASHDC 0370

UNCLAS 0410001 11240

AIDAC

FOR S AND T

'E.O. 12958: O/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 06231

1. ALTHOUGH REDD/ESA HAS NO ESTIMATED BUY-IN
REQUIREMENTS FOR THE PROJECT, IT APPRECIATES THE CHANCE
TO CONDUIT ON THE GENERAL TONST OF THE ACTIVITIES TO BE
UNDERTAKEN UNDER THE NEWLY TITLED QUOTE AGRICULTURAL
MARKETING IMPROVEMENT STRATEGIES UNQUOTE QUOTE PROJECT.

2. THE REDD/AGRICULTURAL STAFF AGREES THAT MARKETING
HAS LONG BEEN THE POOR STEP-CHILD TO THE EXTENSIVE
EFFORTS AID HAS MADE ON THE PRODUCTION SIDE OF
AGRICULTURE. IT IS ALSO BECOMING APPARENT FROM THE WORK
THAT THE REDD/ESA STAFF DOES THROUGHOUT EAST AND
SOUTHERN AFRICA (EAS) THAT MARKETING IS AN EVER
INCREASING CONSTRAINT TO OUR GENERAL TONST OF
INCREASING AFRICA
TOTAL OUTPUTS AND PROD
SELF-SUFFICIENCY THROUGH GREATER INVOLVEMENT OF THE
PRIVATE SECTOR.

3. THE MOST SUCCESSFUL AGRICULTURAL PRODUCTION
COUNTRIES ARE THOSE THAT HAVE ADEQUATE MARKETING
INFRASTRUCTURE. THE ACTIVITIES IMPLIED OR SUGGESTED
UNDER THE NEW MMS PROJECT WOULD BE A GOOD START IN
HELPING ESA COUNTRIES STRENGTHEN THEIR MARKETING
CAPACITIES.

4. REDD/ESA AND Z. AMSTROM HAS BEEN INVOLVED IN
MARKETING ACTIVITIES IN A NUMBER OF ESA COUNTRIES.
- A. HIS WORK ON THE INITIAL DESIGN OF THE ZIMBABWE
LIVESTOCK MARKETING AND HEALTH PROJECT, INDICATED THAT
THE MARKETING SKILLS, EVEN IN A COUNTRY WHICH HAS A
LONG TRADITION OF LIVESTOCK TRADING, WERE VERY LIMITED
PARTICULARLY CONCERNING THE SOPHISTICATED MODERN
MARKETING TECHNIQUES PERMISED IN THE INTERNATIONAL
AGRICULTURAL MARKETING SYSTEMS.

- B. HIS REVIEW OF A PRODUCE MARKETING ACTIVITY IN
SOMALILAND SHOWED A SIMILAR SHORTAGE OF SKILLS EVEN GIVEN
THE FACT THAT SOMALILAND IS WELL LOCATED IN TERMS OF
AVAILABLE TALENT FROM THE SURROUNDING PART OF THE ENVIRONMENT.

- C. THE MARKETING CONSTRAINTS IN SUCH COUNTRY'S AS
TANZANIA, UGANDA AND ZIMBABWE ARE OF COURSE WELL KNOWN.

- D. ON A MORE POSITIVE NOTE, FROM THE RESULTS OF
THE EVALUATIONS OF THE ZACA PROGRAM IN ZIMBABWE, IT WAS
APPARENT THAT MUCH OF THE SUCCESS OF THE ZACA PROGRAM
WAS DUE TO THE CAPACITY OF THE ZIMBABWEANS TO MARKET THE

5. IN CONCLUSION, THE WORK THAT THE REDD/AGRICULTURAL
STAFF HAS DONE IN EAST AFRICA INDICATES THAT MARKETING
IS A MAJOR CONSTRAINT IN THIS PART OF THE WORLD AND THE
COUNTRIES THAT ARE MORE SUCCESSFUL IN MEETING THEIR FOOD
NEEDS ARE THOSE THAT HAVE A CAPACITY TO DEAL WITH THE
MARKETING REQUIREMENT OF THE AGRICULTURE SECTOR. REDD
THEREFORE ENCOURAGES AND ENDORSES THE NEWLY DEVISED
INITIATIVE OF THIS PROJECT. CONTABLE

UNCLASSIFIED

90.

ACTION COPY

UNCLASSIFIED Department of State

INCOMING TELEGRAM

PAGE 01 OF 02 NAIROBI 10479 00 OF 03 241338Z 5057 031464 4108247

ACTION OFFICE 2413-01 INFO AFEA-03 AFPO-04 AFTH-05 POFB-01 PPOB-02 PPR-01 CAST-01 AFPE-05 AGR1-01 RELO-01 /026 AA 325

INFO LOG-00 COPY-01 AF-00 AGR2-00 /001 V 151071 2410

R 241201Z MAR 87 FM AMEMBASSY NAIROBI TO SECSTATE WASHDC 6043

UNCLAS NAIROBI 10479

AIDAC

L.O. 12336: 4/4 SUBJECT: AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES PROJECT

REF: STATE 68251

1. USAID/KENYA REVIEWED THE SUBJECT PROJECT DESCRIBED IN REFTEL. IT IS OUR ASSESSMENT THAT THE AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (AMIS) PROJECT MAY OFFER A SIGNIFICANT CONTRIBUTION IN BOTH THE AGRICULTURAL INPUT (FERTILIZER) AND AGRICULTURAL OUTPUT (GRAIN) MARKETING SUB-SECTORS OF THE USAID/KENYA AGRICULTURAL SECTOR STRATEGY. THE FOLLOWING PRESENTS A SUMMARY OF THE RELEVANT ON-GOING ACTIVITIES WITH COMMENTS REGARDING HOW USAID/KENYA MAY UTILIZE AMIS RESOURCES TO SUPPORT THESE ACTIVITIES.

2. FERTILIZER MARKETING

WE SEE GOOD POSSIBILITIES FOR THE AMIS PROJECT TO ASSIST IN DEVELOPING STRATEGIES FOR OUR EST FUNDED FERTILIZER MARKET DEVELOPMENT PROGRAM. UNDER THIS PROGRAM, USAID IS WORKING WITH THE GOV TO INCREASE FERTILIZER USE AND DISTRIBUTION THROUGH IMPROVED POLICIES, PLANNING, AND ADMINISTRATIVE PROCEDURES. A MAJOR THrust OF THE PROGRAM IS TO INCREASE PRIVATE SECTOR INVOLVEMENT IN FERTILIZER DISTRIBUTION IN KENYA. USAID ANNUALLY FINANCES APPROXIMATELY 30,000 TONS OF DAP FERTILIZER FOR IMPORTATION TO KENYA, ALMOST 20 PERCENT OF THE COUNTRY'S REQUIREMENT. SINCE 1984, THE GOV HAS IMPLEMENTED USAID RECOMMENDED PROCEDURES WHEREBY IT ALLOCATES SPECIFIC AMOUNTS OF DAP TO PRIVATE SECTOR DISTRIBUTORS FOR SALE TO END USERS. PRIOR TO 1984, NEARLY ALL FERTILIZER USED IN KENYA WAS DISTRIBUTED BY ONLY THREE GOVERNMENT ORGANIZATIONS. THE LARGEST WAS THE KENYA FARMERS ASSOCIATION (KFA), A GOV CONTROLLED ORGANIZATION WHICH DISTRIBUTED MORE THAN 80 PERCENT OF ALL SUPPLIES. FOLLOWING THE USAID SCHEME, OVER 30 PRIVATE SECTOR DISTRIBUTORS ARE NOW DISTRIBUTING USAID FINANCED DAP. OTHER DONORS ARE ALSO DISTRIBUTING THEIR FERTILIZER UNDER THE USAID SCHEME RATHER THAN A DIRECT CONTRIBUTION TO THE KFA. THIS HAS RESULTED IN WIDER GEOGRAPHIC DISTRIBUTION AND INCREASED PRICE COMPETITION.

WITH THE OBJECTIVE OF PRIVATE SECTOR DISTRIBUTION LARGELY MET, USAID AND THE GOV ARE NOW FOCUSING EFFORTS ON IMPLEMENTING POLICIES WHICH PROMOTE RETAIL MARKETING AND DEVELOPING CAPABILITIES OF PRIVATE SECTOR DISTRIBUTORS TO BECOME RETAIL MARKETING ORGANIZATIONS. THIS INCLUDES IMPLEMENTING A NUMBER OF PRICING POLICY CHANGES, REFERRING TO THE COMMERCIAL IMPORT ALLOCATION PROCESS, AND BETTER COORDINATION OF DONOR AND COMMERCIAL

IMPORTS. WE HAVE CONDUCTED A NUMBER OF STUDIES TO IDENTIFY THE PROBLEMS AND TO DEVELOP A STRATEGY TO ADDRESS THEM THROUGH CONDITIONS AND COVENANTS IN THE EST FERTILIZER MARKET DEVELOPMENT PROGRAMS. THE ULTIMATE GOAL OF OUR EFFORTS IS TO HAVE IN PLACE A FERTILIZER MARKETING SYSTEM IN WHICH THE MARKET-PLACE DETERMINES THE QUANTITIES, TYPES, AND TIMING OF FERTILIZER IMPORTS, AND THE WHOLESALE AND RETAIL PRICES OF FERTILIZER SOLD IN KENYA. THE GOVERNMENT INVOLVEMENT WOULD BE LIMITED TO DATA COLLECTION AND MONITORING FOR PLANNING PURPOSES, AND TO ASSURE POLICIES ARE IN PLACE TO PROMOTE COMPETITION AT THE RETAIL LEVEL. THE INTERNATIONAL FERTILIZER DEVELOPMENT CENTER (IFDC) HAS BEEN OF MAJOR ASSISTANCE TO USAID IN HELPING TO IDENTIFY THE PROBLEMS AND DEVELOP STRATEGIES.

OVER THE NEXT 3-5 YEARS, WE INTEND TO CONDUCT PERIODIC EVALUATIONS AND ASSESSMENTS OF OUR PROGRAM TO APPRAISE ITS EFFECT ON THE OVERALL DEMAND AND DISTRIBUTION OF FERTILIZER. THESE EVALUATIONS AND ASSESSMENTS ARE NEEDED TO HELP TEST OUR ASSUMPTIONS ABOUT WHAT IS NEEDED TO EXPAND THE USE OF FERTILIZER IN KENYA, AND TO ALERT US IF WE ARE MOVING OFF WHAT WE THINK IS THE RIGHT TRACK IN OUR POLICY DIALOGUE WITH THE GOV ON FERTILIZER SECTOR REFORMS. THE INFORMATION WOULD ALSO CONSTITUTE USEFUL MATERIAL FOR THE DESIGN OF FUTURE USAID FERTILIZER MARKETING PROGRAMS AND CONTINUED POLICY DIALOGUE.

THE AMIS PROJECT COULD HELP US WITH THESE EVALUATIONS AND ASSESSMENTS, AND ALSO TO HELP DESIGN FUTURE FERTILIZER MARKET DEVELOPMENT PROGRAMS. THIS TYPE OF ACTIVITY FALLS UNDER REFTEL PARA 4 - DIAGNOSIS OF MARKETING SYSTEMS. GIVEN THE POSSIBILITY THAT AMIS CAN TIE INTO THE IFDC, IT WOULD HELP ENSURE CONTINUITY OF EFFECTIVE PROGRAMS ALREADY IN PLACE.

GRAIN MARKETING

HISTORICALLY, THE EFFICIENCY OF KENYA'S GRAIN MARKETS HAS BEEN IMPERED BY EXCESSIVE GOVERNMENT REGULATION OF THE GRAIN MARKET. THESE POLICIES WERE LARGELY INHERITED FROM A COLONIAL REGIME WHERE INTERESTS WERE THE RAPID COLLECTION AND MOVEMENT OF GRAIN FROM A RELATIVELY FEW LARGE FARMERS AND WERE COMFOUNDED BY INSUFFICIENT PHYSICAL AND MARKET INFRASTRUCTURE. DURING THE YEARS IMMEDIATELY FOLLOWING INDEPENDENCE, THERE WAS A TRANSFER OF LAND RESOURCES TO THE NEW POLITICAL ELITE WHO CONTINUED TO BENEFIT FROM THE GUARANTEED MARKETS, GUARANTEED PRICES, AND LIMITED COMPETITION. THE FIRST SERIOUS THOUGHT OF GRAIN MARKET LIBERALIZATION BEGAN IN THE MID-1970'S AS THE RESULT OF A GROWING AWARENESS OF THE IMPORTANCE OF SMALLHOLDERS WITHIN THE AGRICULTURAL SECTOR. WITH RAPID POPULATION GROWTH, THE FORMER ESTATES HAVE EXPERIENCED A RAPID SUB-DIVISION WHICH IS EXPECTED TO CONTINUE AND ACCELERATE THROUGH THE END OF THE CENTURY. SUCH A TREND REQUIRES THAT THE MARKET STRUCTURE EVOLVE IN ORDER THAT THE SMALLHOLDER MAY BE ENCOURAGED TO PRODUCE A MARKETABLE SURPLUS. IT IS KENYA'S STRATEGY TO ENCOURAGE EFFICIENT AND COMPETITIVE MARKETS WHICH ARE EXPECTED TO BENEFIT BOTH THE PRODUCERS AND CONSUMERS OF THE AGRICULTURAL COMMODITIES. IT IS OUR ASSESSMENT THAT THE COMMERCIALIZATION OF TRADITIONALLY EXISTENCE FROM PRODUCTION SYSTEM BASED ON COMPARATIVE ADVANTAGE WHICH WILL PERMIT THE SHIFT OF LAND RESOURCES TO HIGHER VALUE COMMODITIES AND ENCOURAGE THE DEMANDD GROWTH WITHIN THE AGRICULTURAL SECTOR.

A FUNDAMENTAL PROBLEM IN KENYAN AGRICULTURAL POLICY,

UNCLASSIFIED

Best Available Document

91

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 02 OF 02 HAITRO 10479 06 OF 03 241938Z 5057 031404 4100207
ESPECIALLY WITH REGARD TO GRAIN MARKETS, IS THAT THE GOV HAS HISTORICALLY ANNOUNCED POLICY DECISIONS PRIOR TO THE DEVELOPMENT OF IMPLEMENTATION PLANS WHICH WOULD ALLOW A GRADUAL EVOLUTION WITHOUT CAUSING UNDESIRABLE SHOCKS TO THE GRAIN ECONOMY. MISMANAGEMENT AND FAILURE TO DEVELOP VIABLE PLANS RESULTED IN THE ABORTED EFFORT TO LIBERALIZE THE MARKETS IN 1973 AND 1986.

IN SPITE OF THE RECENT PRESIDENTIAL DECREE OUTLAWING DIRECT PURCHASES BY MILLERS, GOV OFFICIALS ARE FULLY AWARE THAT THE GRAIN MARKET STRUCTURE MUST EVOLVE AND PERFORMANCE IMPROVE IN THE NEAR FUTURE. IT IS FOR THIS REASON THAT THE GOV HAS COMMISSIONED A STUDY ON GRAIN MARKETS FINANCED BY THE ECC TO UPDATE THE 1983 BOHNER STUDY AS WELL AS UTILIZE ITS OWN RESOURCES AS WELL AS AN IDB LOAN TO STUDY THE LONG-TERM DIMENSION OF FOOD SECURITY. BOTH THESE STUDIES SHOULD BE RELEASED IN MID-1987 AND WILL SERVE AS THE BASIS FOR A GRAIN MARKETING REFORM PROGRAM. GIVEN THE CURRENT LEVEL OF UNCERTAINTY REGARDING THE NATURE OF THE REFORMS, IT IS PREMATURE TO DEFINE USAID/KENYA INPUTS. WE HAVE BEEN ADVISED INFORMALLY, HOWEVER, THAT THE PROPOSED REFORMS WILL FOCUS ON PRICE STABILIZATION. IT IS EXPECTED THAT OVER A 3-5 YEAR PERIOD THE REAL GAZETTED PRICES WILL BE ALLOWED TO FALL FROM THE CURRENT AVERAGE PRICE BASED ON IMPORT/EXPORT PARITY PRICES TO ONE CONSISTENT WITH A PRODUCER FLOOR PRICE STRATEGY. THIS EFFECTIVELY WILL RESULT IN A PROGRESSIVELY SMALLER MARKET SHARE FOR WCP (CURRENTLY 50 PERCENT).

IT MUST BE NOTED THAT USAID/KENYA AND THE GOV HAVE ENGAGED IN HIGH PROFILE POLICY DIALOGUE. WHILE THIS PRACTICE IS BELIEVED TO HAVE ENCOURAGED THE GOV TO FOCUS MORE ATTENTION TO THE ISSUES ASSOCIATED WITH GRAIN MARKETING, IT HAS ALSO RESULTED IN THE PERCEPTION THAT USAID/KENYA HAS PREJUDICED RECOMMENDATIONS WHICH ARE NOT EASILY IMPLEMENTED IN THE KENYAN CONTEXT. FOR THIS REASON USAID/KENYA HAS ATTEMPTED TO MAINTAIN A SUPPORTIVE BUT LOWER PROFILE DURING THE CURRENT DISCUSSIONS.

SHOULD THE POLICY REFORM DISCUSSED ABOVE EVOLVE AS EXPECTED, IT WILL BE NECESSARY TO RAPIDLY INCREASE PRIVATE BOTH ON-FARM AND OFF-FARM STORAGE, IMPROVE THE SHORT-TERM CAPITAL AVAILABILITY TO GRAIN MERCHANTS, AS WELL AS CAPITALIZE WCP IN ORDER THAT IT HAS THE RESOURCES TO PAY THE FARMER AT THE TIME OF PURCHASE. O.R. THIS IS ESSENTIAL TO GUARANTEE AN EFFECTIVE FLOOR PRICE STRATEGY. MOST IMPORTANTLY, HOWEVER, THE GOV WILL HAVE TO IMPLEMENT A SYSTEM OF COOP FORECASTS AND MARKET REPORTS IN ORDER THAT PRODUCERS, CONSUMERS, AND MARKET AGENTS HAVE ACCESS TO INFORMATION FOR RATIONAL ECONOMIC DECISIONS.

FOR THESE REASONS, WE CAN ENVISION WCP ACTIVITIES AS A POTENTIAL RESOURCE FOR THE ESTABLISHMENT OF INFORMATION SYSTEMS AND OTHER MECHANISMS TO REDUCE RISK AS WELL AS THE INTRODUCTION OF NEW IDEAS AND FINANCIAL EXPERTISE APPROPRIATE TO SMALL AND MEDIUM-SCALE ENTREPRENEURS. A THIRD AREA MAY BE SUPPORT FOR PRE-COOPERATIVE VILLAGE LEVEL CEREAL BANKS WHICH ARE BEING EXPLORED BY WCP. A FINAL AREA MAY BE SHORT-TERM TRAINING IN RAPID RECONNAISSANCE TECHNIQUES AS INPUT TO MARKET INFORMATION SYSTEM DEVELOPMENT.

4. MISSION IS UNABLE TO GIVE A FIRM COMMITMENT OF BUY-IN LEVELS FOR THE PROPOSED FERTILIZER OR GRAIN MARKETING ACTIVITIES AT THIS TIME. THIS IS BECAUSE

HAITRO 10479 06 OF 03 241938Z 5057 0314
INTENDED TO CONFIRM OUR INTEREST IN THE PROJECT. FUNDING WOULD MOST LIKELY COME FROM PDS, AND WE WOULD ENVISION A BUY-IN FOR FY 89 AT A LEVEL OF 100,000-150,000 DOLLARS. WE REPEAT, THIS IS NOT A FIRM COMMITMENT. WE WOULD LIKE TO REQUEST ADDITIONAL INFORMATION REGARDING THE AREAS OF INTEREST EXPRESSED ABOVE.

5. MISSION PLANS TO CONDUCT AN ASSESSMENT OF RECENT FERTILIZER PRICING POLICY CHANGES ON THE DISTRIBUTION AND USE OF FERTILIZER IN KENYA. WE PLAN TO COMPLY WITH THIS ASSESSMENT IN LATE FY 87 USING KENYAN CONSULTANTS. IN ADDITION, WE PLAN PERIODIC ASSESSMENTS OF GRAIN MARKETING POLICY REFORMS. THERE ARE SEVERAL CONSULTANTS AVAILABLE LOCALLY WHO UNDERSTAND AGRICULTURAL INPUT AND OUTPUT MARKETING POLICIES AND PROGRAMS IN KENYA AND ARE QUALIFIED TO DO THIS WORK. IT ALSO GIVES OUR PROGRAM MORE CREDIBILITY WITH THE GOV IF WE WORK CLOSELY WITH LOCAL CONSULTANTS. IF THE MISSION IS TO GOY INTO THE WCP PROJECT FOR TECHNICAL ASSISTANCE, WE WOULD PREFER THAT THE WCP TEAM SUB-CONTRACT WITH AND WORK JOINTLY WITH KENYAN CONSULTANTS. WE WILL NEED ASSURANCES THAT THIS ARRANGEMENT IS POSSIBLE. TRAIL

Best Available Document

UNCLASSIFIED

92

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01
ACTION AID-10

MASERU 00762 180714Z

0855 026503 AID1921

ACTION OFFICE STPD-01

INFO AFSA-03 AMAD-01 KAY-01 SAST-01 RELO-01 TELE-01 STHR-01
/DID AB

INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 /008 W

-----117675 180714Z /38

O 180706Z MAR 67
FM ANEMBASSY MASERU
TO SECSTATE WASHDC IMMEDIATE 8741

Mehem

UNCLAS MASERU 00762

AIDAC

FDR ST/RD

E. O. 12356 N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 68251

BECAUSE MISSION'S AGRICULTURAL PROJECTS PORTFOLIO HAS
VARIOUS MARKETING COMPONENTS, USAID/LESOTHO WILL NOT BE
INVOLVED IN THE SUBJECT PROJECT. ABBOTT

UNCLASSIFIED

AB

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01 DAKAR 03385 011242Z 0563 036278 A1D5342
ACTION AID-00

ACTION OFFICE STSD-01
INFO AFFW-04 AFTR-05 AMAD-01 GC-01 GCAF-01 PSC-03 GCCM-02
KAY-01 PPR-01 EAST-01 ES-01 RELO-01 STMR-01 PRE-06
/030 AS

INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 L-03 /011 W
-----273488 0:1326Z /30

R 011238Z APR 87
FM AMEMBASSY DAKAR
TO SECSTATE WASHDC 9879

UNCLAS DAKAR 03385

AIDAC
FOR ST/RD, AMIS PROJECT OFFICER

E.O. 12386: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: (A) STATE 060281

1. MISSION REGRETS DELAY IN RESPONDING TO REPTTEL DUE TO TIME TAKEN TO REVIEW OUR CURRENT APPLIED RESEARCH PROGRAMS TO ASSESS RESEARCH NEEDS AND FUNDS AVAILABILITY.

2. MISSION IS VERY MUCH INTERESTED IN AGRICULTURAL MARKETING RESEARCH AS WELL AS MARKET REFORMS. REDEFINITION OF PUBLIC AND PRIVATE SECTOR ROLES. WE ARE CURRENTLY PROVIDING SUPPLEMENTAL FUNDING FOR A COLLABORATIVE PROGRAM OF APPLIED RESEARCH WITH THE GOAL OF DETERMINING WAYS OF IMPROVING FOOD SECURITY IN SENEGAL. MSU, THROUGH THE FOOD SECURITY IN AFRICA (FSA) COOPERATIVE AGREEMENT AND IN CONJUNCTION WITH THE SENEGALESE INSTITUTE OF AGRICULTURAL RESEARCH (SIRA), IS IMPLEMENTING THIS PROGRAM. RESULTS OF THIS APPLIED RESEARCH PROGRAM ENTITLED: "THE RESPONSE OF CEREALS PRODUCERS AND MARKET PARTICIPANTS TO PRIVATIZATION OF INPUT AND OUTPUT MARKETING", EXPECTED BY DEC. 1987, ARE INTENDED TO HELP IDENTIFY APPROPRIATE AGRICULTURAL AND MARKETING STRATEGIES FOR ACHIEVING FOOD SECURITY IN SENEGAL.

3. MISSION STRONGLY SUPPORTS PROJECT IDEA, ESPECIALLY THE APPLIED RESEARCH ELEMENT DESCRIBED IN PARA 6 OF REPTTEL. HOWEVER, AT THIS TIME WE DO NOT ENVISAGE ANY BUY-INS DUE TO THE CONTINUATION OF THE ABOVE-MENTIONED WORK OF MSU.
WALKER

Mehner

UNCLASSIFIED

94

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01

MBABAN 01522 260658Z

4893 031986 AID9668

ACTION AID-00

ACTION OFFICE STRD-01

INFO AFSA-03 AFTR-05 AMAD-01 KAY-01 SAST-01 RELO-01 STHR-01
/014 AB

INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 /008 W
-----267277 200659Z /38

P 260650Z MAR 87
FM AMEMBASSY MBABANE
TO SECSTATE WASHDC PRIORITY 7162

UNCLAS MBABANE 01522

AIDAC

FOR: ST/RD, T. MEHEN AND AFR/TR/ARD

E.Q. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: (A) MARTELLA - CHURCH TELCON OF 3/28.
(B) STATE 68251

MISSION MOST INTERESTED IN PROPOSED AMENDMENT TO SFMA AS DEVELOPED IN REF B). MISSION'S PROPOSED NEW AG PROJECT INCLUDES SUPPORT FOR POLICY STUDIES ON INSTITUTIONAL CONSTRAINTS TO AGRICULTURAL DEVELOPMENT AND OUR INITIAL ASSESSMENT INDICATES MANY OF THESE ARE RELATED TO MARKETING. MISSION CAN BE MORE SPECIFIC FOLLOWING DEVELOPMENT AND REVIEW OF THE NEW AGRICULTURAL PID, PRESENTLY PROGRAMMED FOR FY88 NEW START. NELSON

UNCLASSIFIED

UNCLASSIFIED

UNCLASSIFIED

Department of State

ACTION COPY

INCOMING TELEGRAM

PAGE 01 ACTION AID-00

KINSHA 04145 241444Z

4085 031350 AID0061

ACTION OFFICE STRD-01

INFO AAAF-02 AFCW-03 SEOP-01 AFPD-04 SERP-01 AFTR-05 SEPS-03
SECS-02 PDPR-01 PPPB-02 GC-01 GCAF-01 SENS-02 PSC-03
GCCM-02 STAG-02 PPR-01 IT-06 AFDA-02 ES-01 AGRI-01
STFA-01 RELO-01 PRE-06 /055 A1 1125

INFO LOG-00 /000 W

-----142053 241704Z /38

R 241438Z MAR 87
FM AMEMBASSY KINSHASA
TO SECSTATE WASHDC 5333

Mehen

UNCLAS KINSHASA 04145

ADM AID

E. O. 12536: N/A

SUBJECT: AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (AMIS)

REF.: STATE 068251

USAID/ZAIRE SEES POSSIBLE FUTURE COLLABORATION BETWEEN AMIS AND SEVERAL PROJECTS. ASPECTS OF INTEREST ARE:
A) DIAGNOSIS OF MARKETING SYSTEM WITH A STRONG TRAINING PROGRAM IN METHODOLOGY FOR HOST COUNTRY PARTICIPANTS;
B) RESEARCH IN CLOSE COLLABORATION WITH APAP AND ZAIRE POLICY PROJECT; C) PILOT INNOVATIONS SUCH AS VOLUNTARY ORGANIZATION OF TRADERS. EARLIEST INTEREST WOULD BE FY 88. GROVE

UNCLASSIFIED

AL: JKH
COPY

UNCLASSIFIED

Department of State

INCOMING
TELEGRAM

PRAC 01 LUSAKA 01000 010012 2445 032978 4301304

ACTION OFFICE AF-01 AF-01 AF-01 AF-01 AF-01 AF-01 AF-01
INFO AF-01 AF-01 AF-01 AF-01 AF-01 AF-01 AF-01

INFO LOG-00 AF-00 CIAE-00 EB-00 DCDE-00 000 W
-----373712 271439Z 738

R 271336Z MAR 87
FM AMEMBASSY LUSAKA
TO SECSTATE WASHDC 0450

UNCLAS LUSAKA 01308

AIDAC

AID/W FOR ST/RO

E. O. 12366: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 064251

1. THE MISSION READ WITH INTEREST OF THE REDESIGN OF THE SMALL FARMER MARKETING ACCESS (SFMA) PROJECT INTO THE AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (AMIS) PROJECT. WE AGREE THAT THE ORIGINAL FOCUS WAS TOO NARROW AND THAT A SYSTEMS APPROACH IS NEEDED IN AGRICULTURAL MARKETING. IN THIS REGARD, WE QUESTION THE RAPID MARKET APPRAISAL WITH ITS SINGLE COMMODITY, LIMITED GEOGRAPHICAL CONCENTRATION AND WONDER IF THIS IS NOT ALSO TOO NARROW.

2. THE MISSION'S THRUST IS ON AGRICULTURAL POLICY REFORM WITH EMPHASIS ON AGRICULTURAL MARKETING POLICY. WHILE THE MISSION FEELS CONFIDENT IN ITS OWN ABILITY TO IDENTIFY INSTITUTIONAL, ORGANIZATIONAL AND INFRASTRUCTURAL IMPEDIMENTS, ASSISTANCE MAY BE NEEDED IN IDENTIFYING IMPEDIMENTS ON THE TECHNICAL SIDE. OUR POTENTIAL INTERESTS AT THIS TIME ARE:

(A) ASSESSMENT OF EXPORT POTENTIAL FOR SELECTED ZAMBIAN COMMODITIES;

(B) MARKET INFORMATION SYSTEM DEVELOPMENT; AND

(C) TECHNICAL ASSISTANCE IN WAREHOUSE MANAGEMENT, GRAIN SILO OPERATION, FIELD GRADING OF GRAIN CROPS, CARGO HANDLING, ETC.

3. THE MISSION IS RELUCTANT TO COMMIT ITSELF TO ANY SPECIFIC BUY-IN BUT MIGHT REPEAT MIGHT HAVE NEED FOR UP TO TWELVE (12) PERSON MONTHS OVER THE LOP AND UP TO FOUR (4) PERSON MONTHS OF TA DURING THE REMAINING PART OF FY 87 AND THE FIRST HALF OF FY 88. HARE

UNCLASSIFIED

97

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01

RANGOON 01431 110437Z

2693 022574 AIL4092

ACTION AID-00

*George Tom-Yam
Action*

ACTION OFFICE STPD-01

INFO ANDP-03 ANPD-05 PDPR-01 ANTR-06 STAG-02 SAST-01 ES-01
AGRI-01 STFA-01 RELO-01 ANEA-02 /025 A1 1113

INFO LOG-00 /000 W

-----010640 110457Z /38

R 110351Z MAR 87
FM AMEMBASSY RANGOON
TO SECSTATE WASHDC 1416

UNCLAS RANGOON 01431

ADM AID

E.O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

AID/BURMA ANTICIPATES NO VIABLE OPPORTUNITIES TO
AVAIL OF SUBJECT PROJECT'S SERVICES DURING THE NEXT
FEW YEARS. O'DONOHUE

UNCLASSIFIED

98

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 BUVA 01237 100317Z 7600 027000 1003200

ACTION OFFICE
INFO SECDEF-01 SECSTATE-02 SECDEF-01 SECDEF-02 SECDEF-03 SECDEF-04 SECDEF-05 SECDEF-06 SECDEF-07 SECDEF-08 SECDEF-09 SECDEF-10 SECDEF-11 SECDEF-12 SECDEF-13 SECDEF-14 SECDEF-15 SECDEF-16 SECDEF-17 SECDEF-18 SECDEF-19 SECDEF-20 SECDEF-21 SECDEF-22 SECDEF-23 SECDEF-24 SECDEF-25 SECDEF-26 SECDEF-27 SECDEF-28 SECDEF-29 SECDEF-30 SECDEF-31 SECDEF-32 SECDEF-33 SECDEF-34 SECDEF-35 SECDEF-36 SECDEF-37 SECDEF-38 SECDEF-39 SECDEF-40 SECDEF-41 SECDEF-42 SECDEF-43 SECDEF-44 SECDEF-45 SECDEF-46 SECDEF-47 SECDEF-48 SECDEF-49 SECDEF-50 SECDEF-51 SECDEF-52 SECDEF-53 SECDEF-54 SECDEF-55 SECDEF-56 SECDEF-57 SECDEF-58 SECDEF-59 SECDEF-60 SECDEF-61 SECDEF-62 SECDEF-63 SECDEF-64 SECDEF-65 SECDEF-66 SECDEF-67 SECDEF-68 SECDEF-69 SECDEF-70 SECDEF-71 SECDEF-72 SECDEF-73 SECDEF-74 SECDEF-75 SECDEF-76 SECDEF-77 SECDEF-78 SECDEF-79 SECDEF-80 SECDEF-81 SECDEF-82 SECDEF-83 SECDEF-84 SECDEF-85 SECDEF-86 SECDEF-87 SECDEF-88 SECDEF-89 SECDEF-90 SECDEF-91 SECDEF-92 SECDEF-93 SECDEF-94 SECDEF-95 SECDEF-96 SECDEF-97 SECDEF-98 SECDEF-99 SECDEF-00

INFO LOG-00 CIAE-00 IS-00 DODE-00 EAP-00 /000 W
-----212045 100620Z /36

R : 003142 MAR 87
FM AMEMBASSY BUVA
TO SECSTATE WASHDC 9638

UNCLAS BUVA 01237

AIDAC

E. O. 12958: N/A
TAGS: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 060251

1. USAID/BUVA IS INTERESTED IN SUBJECT ST/RD PROJECT AND AGREES THAT THE BROADER PROJECT PERSPECTIVE INCREASES THE POTENTIAL FOR POSITIVE IMPACT IN A CRUCIAL SUPPORT AREA.
2. MISSION HAS FREQUENTLY HAD PROBLEMS WITH THE BUY-IN MECHANISM OF S&T PROJECTS. THIS IS DUE PRIMARILY BECAUSE OF INSUFFICIENT FUNDS AVAILABLE FOR NON-PROJECTIZED ACTIVITIES DUE TO THE SIZE OF ANNUAL OYS AND PROGRAM MORTGAGE. HOWEVER, MISSION HAS BENEFITTED FROM RESULTS OF S&T PROJECTS IN GENERAL AND IN PARTICULAR FROM THE LEVEL OF SUPPORT PROVIDED TO THE SOUTH PACIFIC REGION FROM CENTRALLY FUNDED PROJECTS I. E., SMS, FSP, ETC.
3. BASED ON ON-GOING AND PLANNED PROGRAM INITIATIVES IN FISHERIES AND PRE AND HOPEFULLY IMPROVED MISSION BUDGET PICTURE, USAID/BUVA WOULD BE INTERESTED IN A BUY-IN LEVEL OF DOLS 100,000. WE ANTICIPATE NEED TO ACCESS SERVICES MADE AVAILABLE UNDER THE AGRICULTURE MANAGEMENT PROJECT BEGINNING FOURTH QUARTER FY 88. OUR PRIMARY NEEDS WILL GENERALLY FALL INTO CATEGORIES (B) AND (C) AS DESCRIBED IN REFTEL, PARA 3. DILLERY

Mehen

UNCLASSIFIED

099

**ACTION
COPY**

UNCLASSIFIED

Department of State

**INCOMING
TELEGRAM**

PAGE 01
ACTION AID-88

JAKARTA 08188 030346Z

0171 037484 AID7898

 ACTION OFFICE STUD-01
 INFO ANPD-08 AMAD-01 ANTR-08 STAG-02 EAST-01 RELO-01 STMR-01
 ANEA-02 /020 AD

INFO LOS-08 CGAE-08 EG-08 DCDE-08 EAF-09 /008 W
 -----022628 030828Z /38

R 030258Z APR 87
FM AMEMBASSY JAKARTA
TO SECSTATE WASHDC 3528

UNCLAS JAKARTA 08188

AIDAC FOR ST/RD

E. O. 12388: N/A

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF.: STATE 088281

1. AID/INDONESIA REGRETS DELAYED RESPONSE TO REF. CABLE.

2. THROUGH AID/INDONESIA'S SECONDARY FOOD CROPS DEVELOPMENT PROJECT, MISSION HAS BEEN ASSISTING MINISTRY OF AGRICULTURE IN STRENGTHENING CAPACITY TO MONITOR AND ANALYZE MARKETING CONSTRAINTS TO NON RICE FOOD CROPS. TO DATE THREE DETAILED MARKETING STUDIES HAVE BEEN CONDUCTED UNDER SFCDP. MISSION NOW CONSIDERING TWO YEAR NO COST EXTENSION TO PROJECT WHICH WOULD CONTINUE MARKETING ASSISTANCE TO MOA.

3. HOWEVER, MISSION WOULD BE INTERESTED IN TRAINING INDONESIAN COUNTERPARTS IN RAPID RURAL MARKET APPRAISAL TECHNIQUES UNDER AGRICULTURAL MARKETING PROJECT CORE FUNDS. IF THIS TRAINING IS SUCCESSFUL, MORE ACTIVE INVOLVEMENT WOULD BE CONSIDERED DURING SECOND AND SUBSEQUENT YEARS.

HOWLAND

UNCLASSIFIED

100

UNCLASSIFIED

ACTION COPY

Department of State

INCOMING TELEGRAM

PAGE 01
ACTION AID-00

NEW DE 07181 231214Z

6393 030076 AID6653

ACTION OFFICE STRD-01

INFO PDPR-01 SAST-01 ES-01 RELO-01 ANSA-02 /007 A2 1023

INFO LOG-00 CIAE-00 EB-00 DODE-00 NEA-07 /015 W

-----042166 231215Z /38

R 231213Z MAR 87
FM AMEMBASSY NEW DELHI
TO SECSTATE WASHDC 3140

Mehe

UNCLAS NEW DELHI 07181

AIDAC

E. O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REFERENCE: STATE 868251

1. SUBJECT PROJECT IS OF INTEREST. WE WONDER, HOWEVER, HOW WELL CENTRALIZED PROJECT CAN SERVICE VERY LOCATION, TIME, COMMODITY, COUNTRY, ETC. SPECIFIC NEEDS.
2. USAID/INDIA THROUGH 1992 WILL PROBABLY NEED SOMETHING LIKE 36 PERSON MONTHS OF ASSISTANCE IN THE SUBJECT AREA. AIMS COULD QUITE POSSIBLY SERVE AS A VEHICLE FOR THOSE SERVICES. DEAN

UNCLASSIFIED

ACTION
COPY

UNCLASSIFIED

Department of State

INCOMING
TELEGRAM

PAGE 01 KATHMA 0202 180-462 0208 026774 AID1-14

INFO 100-03 024E-00 08-03 000E-00 NEA-07 018 W

R 170933Z MAR 87
FM AMEMBASSY KATHMANDU
TO SECSTATE #48400 1260

UNCLAS KATHMANDU 0202:

AIDAC

FOR ST/AD

E. D. 12388: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 54251

1. MISSION IS SUPPORTIVE OF PROPOSED AMENDED AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES PROJECT (AMIS). THIS PROJECT COULD PROVIDE ASSISTANCE TO USAID STRATEGY OF CONTRIBUTING TO MOVING NEPALESE AGRICULTURE FROM A SUBSISTENCE STATE, ESPECIALLY IN THE HILLS, TO AN INTEGRATED, MARKET-ORIENTED STAGE BASED MORE EXTENSIVELY ON CASH CROPS, COMPARATIVE ADVANTAGE, AND FOOD SELF-RELIANCE.
2. SPECIFIC AREAS OF POSSIBLE AMIS ASSISTANCE AND POSSIBLE MISSION BUY-IN ARE UNDER THE NEW PHASE II PARTI DEVELOPMENT PROJECT (RDP) (067-0185). THE RDP INCLUDES PROCESSING AND MARKETING ACTIVITIES FOR CEREALS AND LIVESTOCK PRODUCTS; A VEGETABLE, FRUIT AND CASH CROP PROGRAM THAT IS PRIVATE AND MARKET ORIENTED; AND PRIVATE ENTERPRISE ACTIVITIES THAT INCLUDE MARKETING FUNCTIONS. RDP COULD USE ASSISTANCE IN EACH OF THE THREE BROAD AREAS IDENTIFIED FOR AMIS: (A) DIAGNOSIS OF PROBLEMS IN MARKETING SYSTEMS IN A TIMELY AND EFFECTIVE MANNER; (B) DESIGN OF PILOT INNOVATIONS TO IMPROVE MARKETING ACTIVITIES; AND, (C) APPLIED RESEARCH ON MARKETING PROBLEMS, AND INTERREGIONAL COMPETITION ANALYSIS OF NEPAL AGRICULTURE VS INDIA AND INTRAREGIONAL COMPETITION ANALYSIS OF HILLS VS TERAI IDENTIFYING VIABLE CASH CROPPING ALTERNATIVES FOR EACH REGION. ESTIMATED LEVEL OF POSSIBLE BUY-IN UNDER RDP OVER NEXT FIVE YEARS IN DOLS 300,000. MORE SPECIFIC PLANS FOR RDP BUY-IN WILL BE DEVELOPED LATER IN YEAR AFTER IMPLEMENTATION START-UP. INTER AND INTRAREGIONAL ANALYSIS ACTIVITY POSSIBLE FY 87, IF RDS FUNDS AVAILABLE.
3. PLEASE KEEP US/ID INFORMED ON STATUS OF AMIS PROJECT AND ON POSSIBLE TOY OF PERSONS INVOLVED TO MORE FULLY EXPLORE POSSIBLE WORK IN NEPAL.
MACFARLANE

UNCLASSIFIED

102

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01
ACTION AID-06

ISLAMA 06203 190550Z

1600 028027 AID3839

ACTION OFFICE STRD-11

INFO SEOP-01 FPA-02 ANDP-03 SERP-01 SECS-02 SETN-01 PDPR-01
PPPB-02 GC-01 SEOS-02 PSC-03 ANTR-06 STAG-02 PPR-01
SAST-01 ES-01 AGRI-01 STFA-01 RELO-01 STHR-01 PRE-06
ANSA-02 /043 A1 X19

INFO LOG-00 COPY-01 EB-00 NEA-07 /016 W

-----251410 191937Z /42

R 190550Z MAR 87
FM AMEMBASSY ISLAMABAD
TO SECSTATE WASHDC 4882

Mehen

UNCLAS ISLAMABAD 06203

AIDAC

E. O. 12356 N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

THE PROPOSED AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (AMIS) PROJECT COVERS AREAS OF CONSIDERABLE INTEREST TO THE MISSION. HOWEVER, AT THE PRESENT TIME MISSION CANNOT INDICATE BUY-IN ESTIMATES DURING THE LAST QUARTER OF FY 1987 THROUGH FY 1992. MISSION IS CURRENTLY DEVELOPING PROGRAM ASSISTANCE APPROVAL DOCUMENT (PAAD) FOR ITS FORTHCOMING AGRICULTURE SECTOR SUPPORT PROGRAM AND BUY-IN REQUIREMENTS FOR AMIS WOULD BECOME CLEAR WHEN PAAD IS FINALIZED. HINTON

UNCLASSIFIED

103

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 COL 090 01902 210514Z
ACTION A-0-00

2067 020954 4105724

CO 090 01902 210514Z

2067 020954 4105724

ACTION OFFICE 1100-01
INFO GCAM-02 STIN-01 POPR-01 GC-01 SEC-02 PCC-03 JCCP-03
STAG-02 PFR-01 EAST-01 STFA-03 RELB-01 STNR-01 PFI-04
/024 04 0223

INFO L04-00 CIAI-00 EG-00 DDC-00 MEA-07 /013 0
-----373062 2107242 /58

R 210400Z MAR 67
FM AMEMBASSY COLOMBO
TO SECSTATE WASHDC 1831

UNCLAS COLOMBO 01902

AIDAC

E.O. 12958: O/A
SUBJECT: AGRICULTURE MARKETING PROJECT

REF: STATE 065131

1. USAID/COLOMBO ANTICIPATES UTILIZING THE AMIS PROJECT AS IT MAY BE A VALUABLE RESOURCE FOR OUR FUTURE PROGRAM NEEDS. ALTHOUGH IN THE IMMEDIATE FUTURE LITTLE OPPORTUNITY FOR COLLABORATION WITH AMIS EXISTS, USAID/COLOMBO IS IN THE PROCESS OF RE-EVALUATING ITS STRATEGY OBJECTIVES FOR THE NEXT FEW YEARS. WE HAVE RECENTLY UNDERTAKEN A COOP UPDATE AND WILL CONTINUE OUR FOCUS ON INCREASING RURAL INCOME AND PRIVATE SECTOR DEVELOPMENT IN THE MISSION PROGRAM. TO THIS END, MARKETING AND THE SERVICES THAT SUPPORT MARKETING, FOOD DISTRIBUTION AND FOOD QUALITY WILL BE MORE CLOSELY EXAMINED.

2. WE HAVE ALREADY BEGUN TO DESIGN TWO NEW PROJECTS IN THE MIMBELI THAT WILL SUPPORT THE INVESTMENT THAT WE HAVE MADE IN IRRIGATION. WE PLAN TO TACKLE ISSUES DIRECTLY INVOLVED WITH THE MARKETING OF AGRICULTURAL OUTPUTS, INCREASED PRODUCTION AND PRODUCTIVITY AND THE ESTABLISHMENT OF PRIVATE SECTOR ENTERPRISES IN RURAL SETTLEMENT AREAS, SO AS TO ENHANCE RURAL INCOME. THESE MIMBELI PROJECTS WILL REQUIRE USAID TO DIAGNOSE AND ADDRESS THE MARKETING SYSTEM, MARKET PERFORMANCE AND MANAGEMENT ISSUES THAT WILL ARISE AS A CONSEQUENCE. WE HAVE ALREADY DONE A NUMBER OF STUDIES THAT DEFINE THE NEED FOR A DIVERSIFIED COOP BASE AND FOR IMPROVEMENTS IN THE TECHNOLOGY CURRENTLY AVAILABLE. LAST YEAR USAID FUNDED A STUDY ON POST-HARVEST LOSSES, AND EXAMINED THE OPPORTUNITIES FOR PROVIDING ASSISTANCE IN RESEARCH, MANAGEMENT AND OTHER NEEDED FOOD TECHNOLOGY IMPROVEMENTS. WE HAVE ALSO EXAMINED OPPORTUNITIES FOR BRIDGING THE PRIVATE SECTOR'S ROLE IN PROCESSING AS WELL AS HOW TO MAKE THE PUBLIC SECTOR MORE COMPETITIVE AND EFFECTIVE THROUGH THE INVESTMENTS THEY HAVE MADE IN RICE PROCESSING. WE HAVE TENTATIVELY IDENTIFIED A SEPARATE MARKETING PROJECT FOR DEVELOPMENT DURING FY 68. THE SERVICES AND RESOURCES IDENTIFIED AS AVAILABLE THROUGH AMIS MAY BE VALUABLE TO USAID AS WE MORE SERIOUSLY EXAMINE OTHER OPPORTUNITIES TO STRENGTHEN THE MARKETING SYSTEM.

3. USAID/COLOMBO WILL BE INTERESTED TO HEAR MORE ABOUT THE DEVELOPMENT OF THE AMIS PROJECT AS WE FEEL IT COULD BE AN EXTREMELY USEFUL TOOL FOR OUR AGRICULTURE AND PRIVATE SECTOR INITIATIVES IN THE FUTURE. WE ARE UNABLE AT PRESENT HOWEVER, TO OFFER AN ESTIMATE OF THE SERVICES WE MAY SEEK FROM THE AMIS PROJECT. WE WILL PROBABLY NOT REQUEST AMIS TO ASSIST IN MARKET RESEARCH BUT WOULD BE MORE INTERESTED IN PRACTICAL AND LONG-TERM APPROACHES TO INTEGRATING MARKETS AND IMPROVING MARKET EFFICIENCY. WE WOULD BE INTERESTED IN DISCUSSING AMIS ASSISTANCE TO THE EXTENT THAT OUR NEEDS CAN BE ACCOMMODATED WITHIN THE FRAMEWORK OF THE AMIS PROJECT. SPAIN

UNCLASSIFIED

104

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01 MANILA 11510 150748Z 6374 043311 A107522
ACTION: A10-00

MANILA 11510 150748Z 6374 043311 A107522
CONSIDER TAPPING AID/M RESOURCES AVAILABLE. PLEASE
ADVISE AS TO TIME SCHEDULE FOR AID OBLIGATION, HIRING
CONTRACTORS, INITIAL DISBURSEMENT AND SAT OVERALL
FUNDING LEVEL. NAPLAN

ACTION OFFICE STR-02
INFO SEOP-01 AMP-02 SERP-01 AMAD-01 CETH-01 ANTR-06 SAST-01
TVA-01 RELO-01 STR-01 ANEA-02 /022 AB

INFO LOG-03 CIAZ-01 ES-00 BODE-00 AMAD-01 TRZE-00 EAP-00
/000 J

-----013742 150752Z /38

R 150745Z APR 67
FM AMEMBASSY MANILA
TO SECSTATE WASHDC 6045

UNCLAS MANILA 11510

AIDAC

FOR C&T/ED, AME/TR/401

R.O. 12336: N/A
SUBJECT: AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES
 (WHIS) PROJECT

REF: STATE 068231

1. MISSION INTERESTED IN EXPLORING POSSIBILITY OF BUY-IN TO PROPOSED AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (WHIS) PROJECT. THE SUBJECT PROJECT APPEARS TO BE COMPLEMENTARY TO USAID/MANILA'S AGRICULTURAL AND RURAL DEVELOPMENT STRATEGY FOCUS ON IMPROVING THE EFFICIENCY AND PRODUCTIVITY OF AGRICULTURAL MARKETING SYSTEMS. THE MAJOR ELEMENTS OF THIS STRATEGY CONCERN REDEFINITION OF ROLES OF PRIVATE AND PUBLIC SECTORS IN AGRICULTURAL MARKETING; PLANS OF INTRODUCING MORE SUPPORTIVE TRADE AND SECTOR POLICIES; REMOVAL OF COUNTERPRODUCTIVE REGULATIONS; REDUCTION OF DIRECT GOVERNMENT PARTICIPATION IN COMMERCIAL MARKET ACTIVITIES; AND IDENTIFYING POTENTIAL MARKETS AND RELIEVING CONSTRAINTS TO THEIR ACCESS.
2. THE MISSION WELCOMES THE BROADER PERSPECTIVE ON MARKETING ISSUES CONTEMPLATED UNDER THE SUBJECT PROJECT (I.E. FOCUS ON OVERALL MARKETING SYSTEM PERFORMANCE FROM PRODUCER TO CONSUMER). WE STRONGLY CONCUR WITH REPTEL PARA 2 THAT INTERESTS OF FARMERS NOT ADEQUATELY SERVED BY NARROW CONCENTRATION ON FIRST HANDLER LINKS WITH FARMERS AND PARA 6 ON THE COORDINATIVE EFFORTS WITH OTHER SAT PROJECTS IN RELATED AREAS, E.G. SEEDS, FERTILIZER, FRUITS AND VEGETABLES, AGRICULTURAL POLICY.
3. MISSION CONTEMPLATES LONG TERM MARKETING EFFORT UNDER THE ACCELERATED AGRICULTURAL PRODUCTION PROJECT (NO. 492-0335), AUTHORIZED AT THE END OF FY 66. THE CENTRAL FEATURE OF THIS EFFORT WILL BE TO IDENTIFY CONSTRAINTS TO IMPROVING THE PERFORMANCE OF MARKETING SYSTEMS FROM THE FARMER TO END CONSUMER. SECONDARILY, PILOT INNOVATIONS MAY BE DESIGNED TO IMPROVE MARKETING ACTIVITIES. FINALLY, THE PROJECT WILL STRENGTHEN THE CAPACITY OF LOCAL INSTITUTIONS TO ASSESS PROBLEMS AND IDENTIFY OPPORTUNITIES FOR IMPROVING MARKETING SYSTEMS.
4. FOR THE SUBJECT PROJECT, THE MISSION IS INTERESTED IN THE FOLLOWING: (1) 2-3 MARKETING ASSESSMENTS FOR 2-3 COMMODITIES (INCLUDING DIAGNOSIS, DESIGN OF PILOT INNOVATIONS, AND LIMITED LONGER TERM RESEARCH ON MARKETING PROBLEMS); (2) EXAMINATION OF CONSTRAINTS TO MARKET ACCESS (DEFINED BROADLY), BOTH DOMESTIC AND EXPORT; (3) TRAINING OF DEPARTMENT OF AGRICULTURE, BOARD OF INVESTMENT, UNIVERSITY AND PRIVATE AGRIBUSINESS PERSONNEL IN MARKETING ASSESSMENT METHODS. GIVEN CURRENT INTEREST IN ABOVE ACTIVITIES MISSION WILL

UNCLASSIFIED

105

**ACTION
COPY**

UNCLASSIFIED
Department of State

**INCOMING
TELEGRAM**

PAGE 01
ACTION AID-00

CAIRO 06000 201340Z

7000 020000 AID4000

ACTION OFFICE STED-C.
INFO ANPD-00 AMAD-C. ANTR-00 EAST-01 RELO-01 STHR-01 ANES-02
/010 AB

INFC LOG-00 CIAE-00 EB-00 SOOE-00 NEA-07 /010 W
022003 201020Z /30

R 201340Z MAR 87
FM AMEMBASSY CAIRO
TO SECSTATE WASHDC 0170

Mehen

UNCLAS CAIRO 06000

AIDAC

FOR: ST/RO AND ANE/TR/ARD, DEAN ALTER

E. O. 12300: N/A

SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 000201

1. THE PURPOSE OF THIS CABLE IS TO EXPRESS POSSIBLE INTEREST IN BUY-IN ON SUBJECT PROJECT PER REPTEL PARAGRAPH 2. IT SHOULD NOT BE INTERPRETED AS A MISSION COMMITMENT.

2. USAID HAS BEGUN INITIAL DISCUSSION WITH THE MOA REGARDING RELATIVE ROLES OF PRIVATE - PUBLIC SECTORS WITHIN EGYPTIAN AGRICULTURAL MARKETING STRUCTURE. IT IS QUITE CONCEIVABLE THAT THROUGH THE NATIONAL AGRICULTURAL RESEARCH PROJECT (NARP 203-0102), SERVICES SUCH AS THOSE DESCRIBED IN REPTEL WILL BE REQUIRED.

3. IT IS ANTICIPATED, THAT IF THE MISSION WERE TO REQUEST A BUY-IN, IT WOULD NOT OCCUR BEFORE MID-PY 88.
WISNER

UNCLASSIFIED

106

ACTION COPY

UNCLASSIFIED Department of State

INCOMING TELEGRAM

PAGE 01 RABAT 03165 020011Z

1200 030319 0106293

RABAT 03165 020011Z

1200 030319 0106293

ACTION OFFICE 2700-01 INFO AMPD-05 GCAM-02 MPAD-01 GC-01 PCE-03 AMTR-06 STAG-02 PPR-01 SASI-01 LS-01 AMRE-03 BELD-01 LIND-01 PRE-01 /003 AB

INFO LOG-00 CIAE-00 ED-00 DODS-00 MEA-07 /015 U 751407 020011Z /20

P 020022 APR 07 FM AMEMBASSY RABAT TO SECSTATE WASHDC PRIORITY 1120

UNCLAS RABAT 03165

AIBAC

FOR ST/ED

E.O. 12356: N/A

SUBJECT: PLANNED AGRICULTURAL MARKETING PROJECT

REF: STATE 00251

1. USAID IS CURRENTLY CONSIDERING A PROJECT THAT WOULD ASSIST THE GOV IN RESTRUCTURING ITS CEREALS MARKETING SYSTEM. IN THE COURSE OF DESIGNING AND IMPLEMENTING THIS PROJECT, THE PARTICIPATION OF THE PROPOSED STATE AGRICULTURE MARKETING PROJECT COULD BE VERY HELPFUL.

2. REFORM OF THE CEREALS MARKETING SYSTEM IS A MAJOR POLICY OBJECTIVE OF THE GOV'S AGRICULTURE SECTOR ADJUSTMENT PROGRAM. THE BURDEN ON THE GOVERNMENT OF FLOW SUBSIDIES AND MARKETING OVERHEADS, LOSSES ON GOVERNMENT-OWNED STORAGE OPERATIONS, AND COSTLY REDUCTIONS IN MARKETING EFFICIENCY ARE AN INTOLERABLE BURDEN ON PUBLIC FINANCES. IN ADDITION, THERE IS EVIDENCE THAT INAPPROPRIATE PRICING POLICIES HAVE BEEN A MAJOR FACTOR IN THE FAILURE OF CEREAL PRODUCTION TO KEEP PACE WITH POPULATION GROWTH. FINALLY, THE CURRENT OFFICIAL PRICE SYSTEM SERIOUSLY DISTORTS SEASONAL, LOCAL, AND QUANTITATIVE PRICE DIFFERENTIALS.

3. FACED WITH THESE PROBLEMS, THE GOV PLANS TO:

A. VERIFY THE PROCEDURES FOR CALCULATING FIXED PRICES FOR DOMESTIC WHEAT GREAT SUBSTITUTING A TARGET-PRICE SYSTEM BASED UPON THE WORLD MARKET PRICE FOR THE CURRENT SYSTEM WHICH IS BASED UPON ESTIMATED COSTS OF PRODUCTION;

B. DEREGULATE THE DOMESTIC CEREALS MARKET BY ELIMINATING LICENSING REQUIREMENTS, REVISING TRANSPORT AND STORAGE SUBSIDIES, ELIMINATING FIXED CHARGES ON STORAGE, AND ELIMINATING FIXED MARKETING CHARGES;

C. PRIORITIZE THE GOVERNMENT-OWNED AND MANAGED CEREALS MARKETING COOPERATIVES (BANDS AND SHAL); AND

D. ESTABLISH A FOOD SECURITY STOCK IN LIEU OF TOTAL CONTROL OF IMPORTS AND DOMESTIC MARKETING TO PROTECT CONSUMERS FROM FLUCTUATIONS IN WORLD SUPPLIES AND PRICES.

3. USAID'S PROPOSED CEREALS MARKET RESTRUCTURING PROJECT (000-0100) WOULD INVOLVE THREE MAJOR ELEMENTS:

A. ASSISTANCE TO THE GOV TO DEVELOP A COMPREHENSIVE CEREALS MARKETING REFORM STRATEGY.

B. ASSISTANCE TO SHICL, THE CEREALS MARKETING BOARD, TO MOVE FROM A ROLE OF REGULATING THE DOMESTIC CEREALS MARKET TO THAT OF MONITORING THE MARKET AND PROMOTING COMPETITION.

C. ASSISTANCE IN TRANSFORMING THE CEPIS AND SHICL INTO TRUE COOPERATIVES OR IN THEIR TRANSFER TO THE PRIVATE SECTOR.

4. IT IS CLEAR THAT THE AGRICULTURAL MARKETING PROJECT, WITH ITS MAJOR CONCERN FOR IMPROVING OVER-ALL MARKETING SYSTEM PERFORMANCE FROM PRODUCER TO CONSUMER THROUGHOUT COULD BE OF SIGNIFICANT BENEFIT TO THE NATION IN CARRYING OUT THIS PROJECT.

5. ASSUMING THAT APPROPRIATE EXPERTS CAN BE ACCESSED UNDER THE PROJECT DESCRIBED IN REFTEL, THE PP DESIGN EFFORT FOR 000-0100, TO TAKE PLACE ABOUT TO SEPTEMBER 1987, WOULD OFFER A POSSIBLE OUT-OF-APPROXIMATELY 45,000 DOLLARS. IN ADDITION, POSSIBLE EVALUATION/MONITORING ACTIVITY DURING PROJECT IMPLEMENTATION COULD COST ANOTHER 150,000 DOLLARS FURTHER. THE RAPID APPRAISAL MIGHT BE OF INTEREST. HOWEVER, IT WOULD HAVE TO BE SHORTER THAN FOUR TO SIX MONTHS, WOULD HAVE TO BEGIN IMMEDIATELY, AND THE COST SHARING ARRANGEMENTS WOULD HAVE TO BE APPROPRIATELY ATTRACTIVE TO USAID. 00251F

107

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 TUNIS 03700 231646Z 1451 030203 AID0100
ACTION: AID-00

ACTION: OFFICE STED-01
INFO SEOP-01 SERP-01 SECS-32 SETN-01 PDPR-01 STAG-02 PPR-01
SAST-01 RELO-01 PRE-06 '018 14 GB03

INFO LOG-00 CIAE-00 RB-00 DODE-00 NEA-07 '015 W
-----102264 840023Z /38

R 031646Z APR 87
FM AMEMBASSY TUNIS
TO SECSTATE WASHDC 9874

UNCLAS TUNIS 03700

AIDAC

E.O. 12386: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

1. USAID/TUNIS COULD POSSIBLY BE INTERESTED IN A FUTURE BUY-IN TO SUBJECT PROJECT. HOWEVER, NEEDS CANNOT BE SPECIFIED AT THIS TIME.
2. PRIMARY VEHICLE FOR UNDERTAKING AGRICULTURAL MARKETING ANALYSIS IS THE FY87 AGRICULTURAL POLICY IMPLEMENTATION PROJECT (APIP) WHICH IS EXPECTED TO COMMENCE IN APRIL. DEVELOPMENT OF THE DETAILED RESEARCH AGENDA WILL BE INITIATED WHEN THE PROJECT-FINANCED TA ADVISOR IS IN PLACE IN LATE CY87. UNDER THE APIP PROJECT, AN IN-DEPTH ANALYSIS OF THE AGRICULTURAL INPUT DISTRIBUTION SYSTEM IS SCHEDULED DURING 1988-89. AN ESTIMATED 12 PM OF TECHNICAL ASSISTANCE WILL BE REQUIRED. EXPORT CASE STUDIES FOR MAJOR COMMODITIES WILL ALSO BE UNDERTAKEN AT THIS SAME TIME AND REQUIRE UP TO 18 PM OF TA. HOW MUCH OF THE TECHNICAL ASSISTANCE NEEDS WILL BE FILLED FROM THE PROJECT'S PRIMARY CONTRACTOR OR FROM OUTSIDE HAS NOT YET BEEN DETERMINED.
3. UNDER THE ON-GOING PRIVATE SECTOR PROJECT THE MISSION ENVISIONS POSSIBLE ANALYSES OF AGRICULTURAL PARASTATAL MARKETING SUB-SECTOR AND ROLE OF PRIVATE COOPERATIVES IN MARKETING ACTIVITIES. OBJECTIVE OF THESE STUDIES WOULD BE TO DETERMINE FEASIBILITY OF EXPANDING PRIVATE SECTOR PARTICIPATION IN PUBLICALLY-CONTROLLED COMMERCIAL ACTIVITIES, AND TO SUBSEQUENTLY DEVELOP STRATEGIES FOR PROMOTING PRIVATIZATION IN THESE SUB-SECTORS.
4. GOT WILL BE HOSTING A CONFERENCE ON PRIVATIZATION IN LATE APRIL, WHICH WE EXPECT WILL GENERATE MORE CONCRETE IDEAS ON FUTURE RESEARCH AGENDAS OF BOTH APIP AND THE PRIVATE SECTOR PROJECT. AFTER THIS CONFERENCE WE SHOULD HAVE A CLEARER IDEA OF OUR TECHNICAL ASSISTANCE NEEDS AND WHETHER A MISSION BUY-IN TO THE AGRICULTURAL MARKETING PROJECT IS POSSIBLE. BROWN

UNCLASSIFIED

100

UNCLASSIFIED

Department of State

INCOMING TELEGRAM

PAGE 01 SANAA 00000 000710Z P104 001072 A01615

 ACTION OFFICIAL STED-01
 INFO GCA-02 AMMO-01 GC-01 SEC-03 SIBD-01 DIR-01 SWS-01
 ES-01 AME-03 RELO-01 STRA-01 TRF-00 12N 40

 INFO LOG-00 CIAE-00 ED-00 CODE-00 NEA-07 D.S.W

 201100 250710Z '38

P 251007Z MAR 87
FM AMEMBASSY SANAA
TO SECSTATE WISDCC PRIORITY, 3755

UNCLAS SANAA 02238

AIDAC FOR ST. RD AND ANE. TRIARD RESSEGUE

E.O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

Handwritten notes:
1/11
NAN h... MAR 17

REF: STATE 068251

1. USAID SANAA IS INTERESTED IN BUY-IN TO AMIS AS EXPLAINED IN REPTEL. LEVEL OF REQUIREMENTS DIFFICULT TO ESTABLISH AT THIS TIME
2. MISSION COMMISSIONED STUDIES HAVE POINTED OUT THE NEED FOR AN IMPROVED SYSTEM TO COLLECT AND DISTRIBUTE MARKET INFORMATION. FURTHER DIAGNOSES OF THE MARKETING SYSTEM PER REPTEL PARA 4 MAY BE NEEDED IN IMPORTANT COMMODITY AREAS NOT YET WELL DOCUMENTED BY STUDY.
3. WE FIND SEVERAL OF THE SUGGESTED PILOT INNOVATIONS SUGGESTED IN PARA 5 OF INTEREST AND IN NEED OF INTRODUCTION AND/OR STRENGTHENING IN YEMEN CONTEXT. INNOVATIONS 5D AND 5G ARE ESPECIALLY APPROPRIATE.
4. PARAS 5A AND 5B ALSO APPEAR APPROPRIATE FOR POTENTIAL INTERVENTIONS IN YEMEN PARTICULARLY THOSE ASPECTS FOCUSING ON PUBLIC/PRIVATE SECTOR ROLES. A USEFUL BASE FROM WHICH TO ASSIST AND GUIDE POLICY MAKERS IN THESE AREAS IS URGENTLY NEEDED. WE ANTICIPATE AMIS COULD BE OF CONSIDERABLE HELP IN THIS AREA.
5. MISSION ANTICIPATES FIRST OPPORTUNITY TO UTILIZE AMIS WILL BE IN 2ND QTR OF FY 88. ANTICIPATED LEVEL OF BUY IN FOR APPROXIMATELY 2 MONTHS ASSISTANCE IS USD 40,000. FY 89-91 REQUIREMENTS ARE NOT YET CLEAR AND WILL DEPEND ON RESULTS OF INITIAL COOPERATION AND OTHER ONGOING PROJECT ACTIVITIES. RUGH

Handwritten signature:
Tim
Mahan

UNCLASSIFIED

109

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01
ACTION AID-00

AMMAN 04853 2613412

0046 051X24 A101646

ACTION OFFICE STRIP-01

INFO AMAD-01 AMTR-00 EAST-01 ANME-03 RELO-01 STR-01
014 AD

INFO LOS-00 CIAE-00 ES-00 DODE-00 NEA-07 AMAD-01 TRSE-00
016 W

-----276345 2613412 /38

P 261303Z APR 87
FM AMEMBASSY AMMAN
TO SECSTATE WASHDC PRIORITY 0948

UNCLAS AMMAN 04853

AIDAC

FOR ST/RO
INFO BCB RESSIGUIE, ANE/TR/ARD, JIM LOWENTHALL, ANE/TR

E. O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 060251

1. USAID/JORDAN IS STRONGLY INTERESTED IN THE S AND T AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES (AMIS) PROJECT. WE ARE CURRENTLY ENAGED IN DISCUSSIONS FOR THE INITIATION IN FY 1988 OF AN AGRICULTURAL MARKETING DEVELOPMENT (AMD) PROJECT WHICH WILL ADDRESS SEVERAL CONSTRAINTS REGARDING MARKETING OF FRUITS AND VEGETABLES. THERE ARE A NUMBER OF SIMILARITIES BETWEEN AMIS AND AED. THESE INCLUDE, BUT ARE NOT LIMITED TO: (A) IDENTIFICATION OF AGRICULTURAL MARKETING PROBLEMS, NEEDS, AND POTENTIAL REGIONAL MARKETS THROUGH DIAGNOSING MARKETING SYSTEMS, (B) TRAINING IN MARKETING, (C) POLICY DIALOGUE, (D) MARKETING RESEARCH, AND (E) ROLES OF PUBLIC AND PRIVATE SECTORS. COLLABORATION THUS WOULD BE MUTUALLY BENEFICIAL.

2. INDICATED BELOW IS A BREAKDOWN OF FUNDING IN THOUSAND US DOLLARS THAT MIGHT BE AVAILABLE FOR USAID/JORDAN TO BUY-IN TO THE AMIS PROJECT. THESE ARE ROUGH ESTIMATES, THEY SHOULD NOT BE CONSTRUED AS COMMITMENTS AT THIS TIME.

FY 1987 (4TH QUARTER ONLY) -- 40.0
FY 1988 -- 60.0
FY 1989 - FY 1992 -- 150.0
TOTAL -- 250.0

3. WE REGRET DELAY IN RESPONDING TO REPTTEL.
DRAFT: FOUSHAIR/APPR; CUMMINGS; BOEKER

Mehen

UNCLASSIFIED

UNCLASSIFIED

Department of State

INCOMING TELEGRAM

ACTION COPY

PAGE 01 ACTION AID-00

GUATEM 02691 162011Z

2426 026158 AID041

Mehen

ACTION OFFICE STRD-01

INFO SEOP-01 FPA-02 SERP-01 AALA-01 LACE-02 LADR-03 SECS-02
 SETM-01 PDPR-01 PPPB-02 GC-01 SEOS-02 GCLA-03 PSC-03
 STAG-02 PPR-01 SAST-01 ES-01 AGRI-01 STFA-01 RELO-01
 STHR-01 PRE-06 /041 A1 X16

INFO LOG-00 CIAE-00 EB-00 DODE-00 ARA-00 /008 W
 -----011724 162142Z /38

R 162014Z MAR 87
 FM AMEMBASSY GUATEMALA
 TO SECSTATE WASHDC 2858

UNCLAS GUATEMALA 02691

AIDAC

ROCAP

E.O. 12356 N/A
 SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

1. ROCAP DOES NOT FORESEE BUY-IN REQUIREMENTS FROM
 SUBJECT PROJECT. PLASTER. PIEDRA

ACTION
COPY

UNCLASSIFIED

Department of State

INCOMING
TELEGRAM

PAGE 01
ACTION AID-00

SAN JO 03002 201903Z

0072 029873 AID000

ACTION OFFICE STPD-01
INFO SEOP-01 FPA-02 SERP-01 LADR-03 STAG-02 PPR-01 SAST-01
STFA-01 RELO-01 LACA-03 STHR-01 PRE-06 /024 A4 GB23

INFO LOG-00 CIAE-00 EB-00 DODE-00 ARA-00 /008 W
-----3:6227 202358Z /38

R 201556Z MAR 87
FM AMEMBASSY SAN JOSE
TO SECSTATE WASHDC 3222

Mehen

UNCLAS SAN JOSE 03002

AIDAC

E. O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

1. MISSION CURRENT PROGRAMS FOCUS ON NON-TRADITIONAL AGRICULTURAL EXPORTS FOR WHICH MARKETING ACTIVITIES NEEDS ARE ALREADY COVERED BY MISSION CONTRACTS AND ROCAP MARKET INFORMATION TA PROJECT.

2. USAID/COSTA RICA DOES NOT ANTICIPATE BUY-INS FROM SUBJECT PROJECTS. MELTON

UNCLASSIFIED

112

COPY

Department of State

TELEGRAM

PAGE 01

SANTO 02994 241313Z

3710 030660 AID/981

ACTION AID-00

ACTION OFFICE STRD-01

INFO LADR-03 AMAD-01 SAST-01 RELO-01 LACA-03 STHR-01
/011 AD

INFO LOG-00 CIAE-00 EB-00 DODE-00 ARA-00 /008 W
-----137100 241556Z /38

R 241313Z MAR 87
FM AMEMBASSY SANTO DOMINGO
TO SECSTATE WASHDC 3405

UNCLAS SANTO DOMINGO 02994

AIDAC

FOR: ST/RD

E. O. 12356: N/A

SUBJECT: AGRICULTURAL MARKETING PROJECT.

REF: STATE 068251

USAID/DR DOES NOT FORESEE FUTURE BUY-INS TO THE AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES PROJECT. USAID'S NEAR TERM STRATEGY FOCUSES ON THE DEVELOPMENT OF NON-TRADITIONAL EXPORT CROPS AND PROMOTING OR JOINT VENTURE BETWEEN LOCAL AND U.S. COMPANIES AS THE MEANS TO MARKET PRODUCTS. THIS APPROACH IS WORKING RELATIVELY WELL. THEREFORE, USAID/DR PLANS NO BUY-INS TO SUBJECT PROJECT. KILDAY

UNCLASSIFIED

113

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01

QUITO 0320Z 1815Z

5436 027365 AID2834

ACTION AID-00

ACTION OFFICE STED-11

INFO LASA-03 LADR-03 PDPR-01 STAG-02 SAST-01 RELO-01
/012 A2 1219

INFO LOG-00 CIAE-00 EB-00 DODE-00 ARA-00 /008 W
-----167344 190030Z /33

R 181518Z MAR 87
FM AMEMBASSY QUITO
TO SECSTATE WASHDC 7833

UNCLAS QUITO 0320Z

AIDAC

E.O 12356: N/A
SUBJECT: AGRICULTURAL MARKETING PROJECT

REF: STATE 068251

MISSION HAS EVALUATED THE PROPOSED REVISION OF THE SMALL FARMER MARKETING PROJECT. THE PROPOSAL APPEARS TO BE A DESIRABLE REVISION AND THE PROPOSED ACTIVITIES SHOULD BE BENEFICIAL. A LARGE SHARE OF THE PROPOSED ACTIVITIES ARE CURRENTLY BEING CARRIED OUT IN ECUADOR BY TECHNICAL ADVISORS FUNDED UNDER THE MISSION'S AGRICULTURAL SECTOR REORIENTATION PROJECT. BECAUSE OF THIS SITUATION AND THE VERY TIGHT FUNDING COMBINED WITH EXISTING COMMITMENTS, MISSION DOES NOT CONTEMPLATE ANY BUY-INS TO THE PROPOSED PROJECT. RONDON

UNCLASSIFIED

ACTION
COPY

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01
ACTION AID-30

MSGT 02824 231794Z

7859 028617 AID6943

ACTION OFFICE STDP-31
INFO LADR-33 AMAD-31 SAST-01 RELO-01 LACA-03 STHR-01
311 49

INFO LOG-00 CIAE-00 EB-00 ODDE-00 ARA-00 .000 W
061362 231627Z /38

R 231794Z MAR 67
FM AMEMBASSY KINGSTON
TO SECSTATE WASHDC 3892

Mehen

UNCLAS KINGSTON 02824

AIDAC

FOR ST/RO AND LAC/DR/RO

E.O. 12356: N/A
SUBJECT: AGRICULTURAL MARKETING IMPROVEMENT STRATEGIES

REF: STATE 069281

1. REPTEL WAS INFORMATIVE AND HELPFUL.
2. GIVEN THE DYNAMICS OF ITS PROGRAM, USAID FINDS IT DIFFICULT TO PROJECT ITS TECHNICAL ASSISTANCE REQUIREMENTS OVER A PERIOD AS EXTENSIVE AS THAT MENTIONED IN PARA 10 OF REPTEL. HOWEVER, WITH USAID IN THE PROCESS OF TERMINATING A LARGE AGRICULTURAL MARKETING DEVELOPMENT PROJECT, IT IS UNLIKELY THAT IT WILL HAVE A NEED TO BUY INTO THE SUBJECT PROJECT'S PROPOSED TECHNICAL ASSISTANCE, RESEARCH AND TRAINING ACTIVITIES.
ORFTRD: ARDO: TO: HARE/APRVD: OPDS: EKADUNCI
SOTIRHOS

MARKETING PARTICIPANTS

Private Sector

Public Sector

<p>MARKETING FUNCTIONS</p> <ul style="list-style-type: none"> Physical Functions <ul style="list-style-type: none"> Manufacturing Inputs Cultivating/Rearing Harvesting/Slaughtering Storing Transporting Processing/Manufacturing Canning Market Functions <ul style="list-style-type: none"> Buying Selling Collecting Distributing Inputs Distributing Outputs <ul style="list-style-type: none"> - Wholesale - (assembling/dispersing) - Retailing Facilitative Functions <ul style="list-style-type: none"> financing Risk-bearing Market Intelligence * Standardization * Research * Grading Informing Regulating Contracting * 	<p>MARKETING PARTICIPANTS</p> <p>Private Sector</p> <ul style="list-style-type: none"> INPUT SUPPLIERS PLANNING (FARMERS) COLLECTING ASSEMBLING CLASSIFYING WHOLESALE/RETAILING PROCESSING/MANUFACTURING WHOLESALE/RETAILING STORAGE TRANSPORTATION MARKETING CONTRACTING FINANCING (banks, insurance, investment associations, etc.) 	<p>Public Sector</p> <ul style="list-style-type: none"> Farmers Associations Marketing Boards (Cooperatives) REGULATORS <ul style="list-style-type: none"> - Agricultural - Industry - Commerce - Health - Labor, etc. Public Information Media Market Intelligence Units Extension, Vocational Schools, etc. Municipal, State Managers etc.
--	---	--

Appendix IV

TYPES OF CHANGE

- Structural
- Organizational
- Technological
- Managerial
- Supervisory
- Operational

ANALYTICAL COMPONENTS

- Marketing Research
- Marketing System Organization
- Marketing System Operation
- Marketing System Evaluation
- Marketing System Control
- Marketing System Development
- Marketing System Maintenance
- Marketing System Improvement
- Marketing System Innovation
- Marketing System Adaptation
- Marketing System Flexibility
- Marketing System Resilience
- Marketing System Sustainability
- Marketing System Viability
- Marketing System Profitability
- Marketing System Competitiveness
- Marketing System Effectiveness
- Marketing System Efficiency
- Marketing System Reliability
- Marketing System Accuracy
- Marketing System Precision
- Marketing System Consistency
- Marketing System Timeliness
- Marketing System Availability
- Marketing System Accessibility
- Marketing System Usability
- Marketing System Interoperability
- Marketing System Scalability
- Marketing System Portability
- Marketing System Security
- Marketing System Privacy
- Marketing System Integrity
- Marketing System Confidentiality
- Marketing System Authenticity
- Marketing System Accountability
- Marketing System Transparency
- Marketing System Openness
- Marketing System Inclusiveness
- Marketing System Diversity
- Marketing System Inclusivity
- Marketing System Equity
- Marketing System Justice
- Marketing System Fairness
- Marketing System Honesty
- Marketing System Trustworthiness
- Marketing System Credibility
- Marketing System Reputability
- Marketing System Reliability
- Marketing System Consistency
- Marketing System Accuracy
- Marketing System Precision
- Marketing System Consistency
- Marketing System Accuracy
- Marketing System Precision
- Marketing System Consistency
- Marketing System Accuracy
- Marketing System Precision

* Functions likely to be found in more advanced agricultural marketing systems, also packaging, advertising, inspection, branding, etc.