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## OPERATION OF THE AGRICULTURAL MARKET INFORMATION SYSTEM IN GUINEA-BISSAU

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## I. INTRODUCTION

Studies conducted during the last three months of 1993 indicate the possibility to implement the information activities of the Agricultural Market in Guinée-Bissau, and the establishment of a comprising National System was recommended, operating in those regions where the commerce of agricultural products and cattle is more intense. The system foresees the daily collection of prices and conditions at the level of the wholesale market, traders and producers, in interior markets and in the capital of the country, with the production of regional and national information bulletins as a result of the exchange of data among the different regions.

It was also planned the inclusion of the most important products for the economy of Guinée-Bissau, especially those produced and commercialized at a national level. The study indicated a maximum of 23 products for the activities of the system.

The flux of information generated should meet the needs of the national and regional agencies and sub-agencies located in the markets of Bissau and the capitals of the regions and sectors respectively, as a result of the market research work, collection of data, compilation and analysis of the data, news for communication through the media and other available means of communication.

The implementation of the activities of the system was placed in the hands of the private sector, through the Chamber of Commerce, Industry and Agriculture (CCIA) with the participation of the National Producers Association of Guinée-Bissau (ANAG).

All recommendations show the need for big investments for the total structure of the system, expressive expenditures with operational costs independent from the time necessary for its total and effective operation.

The reduced availability of resources, mainly for personnel suggests the implementation of the system in steps, with the support of the TIPS/USAID Program during the whole initial phase.

## II. OBJECTIVE AND GOAL

In general, the goal is the implementation of the system recommended. Specifically the aim is:

- to implement the activities of SIMA in Guinéé-Bissau in three phases, of short, medium, and long term
- to define the structures of the National Agencies, Regional Agencies, and Sub-agencies of the system
- to describe the competencies and attributions of the units of SIMA
- to install the units of the system in the CCIA's offices, headquarters, and delegations
- to establish that, in the short term, the activities of the system will be limited to five (5) national products in all agencies, national and regional, beginning with an experimental work
- to begin the medium-term phase, raising the number of products to 13, with an addition of eight (8) more with national characteristics
- to begin the long-run phase, raising the number of products to 23, incorporating those of regional interests, as explained in the initial study
- to execute the long-term phase, extending the system to the sectors with the installation of the sub-agencies, in which markets there is concentration and transport of production
- to adequate the forms proposed to the execution of the short-term work
- to estimate the implementation costs of the activities in relation to the work planned for the short-term phase
- to suggest action to create revenues from the second year of operation.

## III. STRATEGY

A set of activities directed towards the specific goals includes carrying out actions, a part referring exclusively to the implementation of the experimental work, and others concerning any other operational phase.

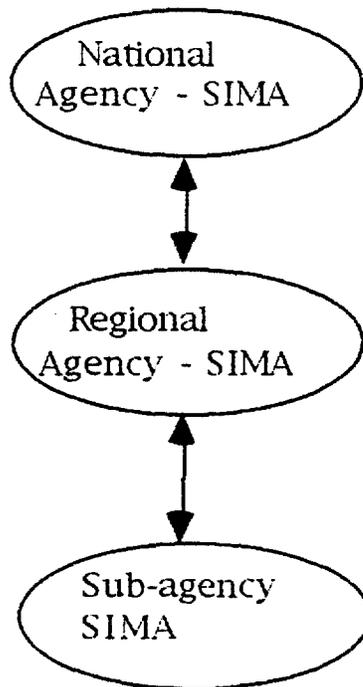
Therefore, we present here the activities, describing their actions as though to make it more simple to execute the activities.

### 3.1. ORGANIZATION OF THE SYSTEM

Considering that the Agricultural Market National Information System is institutionalized by the CCIA, its Directors will designate one executive with the responsibility of the general coordination of the works of the system. We recommend that one person from the executive office of ANAG be designated to work with SIMA to give support in the development of the works.

The functioning of the system should be based on units organized, within a well-defined structure, either in the capital or the interior, with the recommendation for the adoption of organograms for both the national and regional agencies, as well as, in the long run, for the sub-agencies, keeping always in mind the information fluxogram.

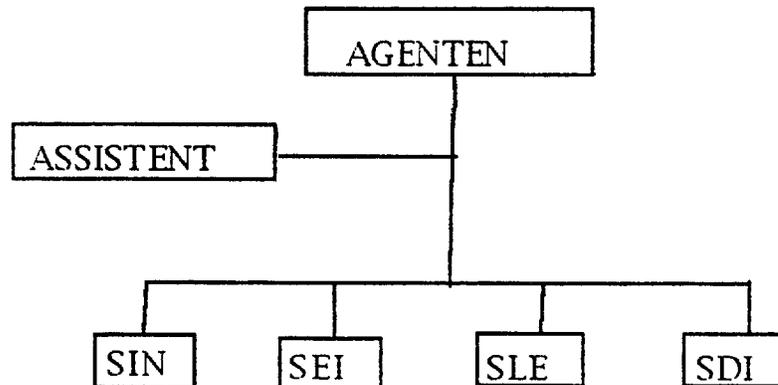
#### FLUXOGRAM



### 3.2. ORGANIZATIONAL STRUCTURE OF THE UNITS

The national and regional agencies specifically, and also the sub-agencies, must adopt the organizational structures that follow:

#### 3.2.1. Structure of the National Agency



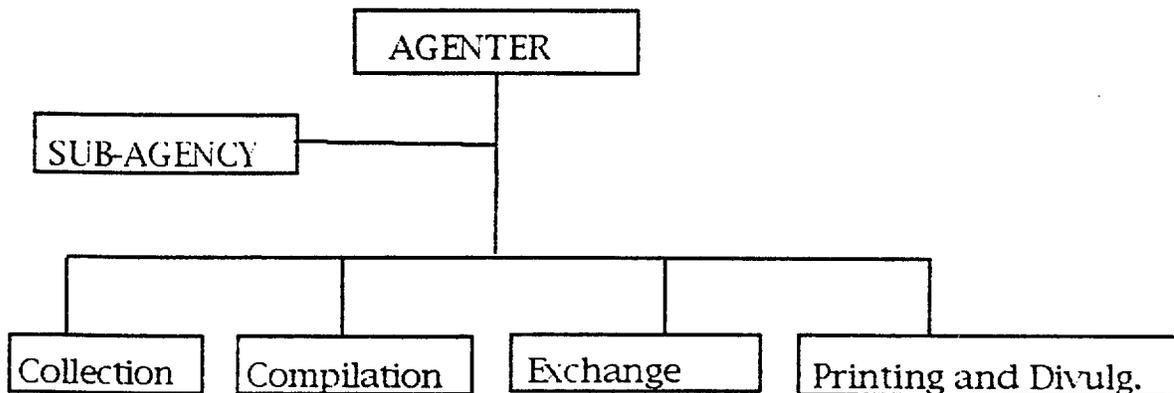
SLE - Statistical Collection Service

SIN - Information Exchange Service

SEI - Statistics and Computer Service

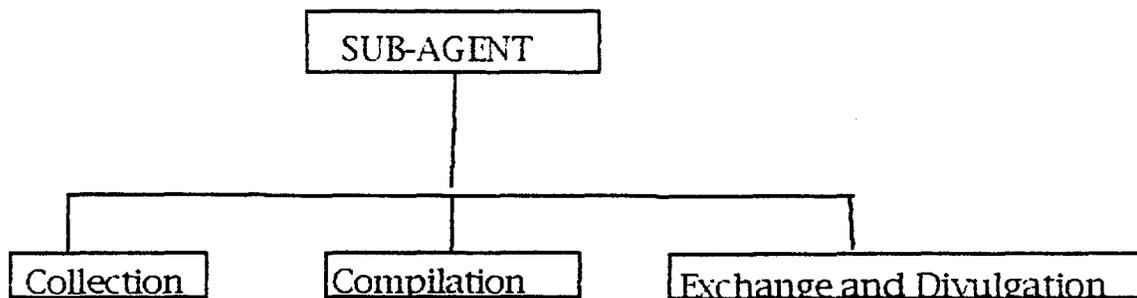
SDI - Communication and Information Service

#### 3.2. 2. Structure of the Regional Agency



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### 3.2.3. Structure of the Sub-agencies



### 3.2.4. Competencies and Attributions

The organization and structure of the system show a distribution of competencies and attributions among the different areas of SIMA.

#### 3.2.4.1. It is the competence of the National Agency to

- maintain, coordinate, control, and evaluate the national system of collection, compilation, exchange, and communication of information on the agricultural market able to take to producers, buyers, sellers, and consumers of agricultural products the useful knowledge of the conditions, movement, and prices in the different markets;
- coordinate and supervise the collection of data, modifying, whenever necessary, the methodology adopted, always keeping in mind the uniformity of the works at the national level;
- plan, orient, and offer the system units the equipment for communication and computer services able to attend to the needs of exchange and data processing as well as be responsible also for designing the norms referring to the use of this equipment;
- exchange with international organizations and divulge, through publication, the data on the situation of the external market;
- prepare and propose pacts, protocols of cooperation, and agreements with national and international entities about the information on the agricultural market, aiming at the betterment of agencies, implementation of sub-agencies or any other form of expansion;

- maintain the necessary communication with organizations and institutions which work in the agricultural sector;
- promote or participate in assemblies, meetings, conferences, and seminars of the interest of the system at the national or international levels;
- execute the activities attributed to the regional agencies for the Bissau/Biombo region.

#### **3.2.4.2. It is the competence of the Statistics and Computer Service to**

- register daily, or when it happens, on appropriate forms, the quotation of the agricultural products of the regional agencies;
- maintain the forms updated, on a file, with the objective of offering information to the users of the same at any time;
- maintain the data bank updated for the use of these data in studies and market analyses;
- follow, criticize, control, and evaluate the data exchanged by the national agency.

#### **3.2.4.3. It is the competence of the Information Exchange Service to**

- carry out, daily, the exchange of market data through its own communication system;
- plan, propose and carry out, when approved, methodological changes in the reception and transmission of market information;
- propose ways to minimize the operational costs of the communication system;
- offer orientation for the expansion of the communication system, as well as suggest possible alternatives for its execution;
- watch over the conservation of each and every existing communication equipment with the objective of guaranteeing their perfect operation;
- propose the necessary measures to improve and expand the communication services;
- program and put into effect training for personnel on communication;
- register, daily, on proper forms, the transmission time of the market information by agency;
- take to higher instances the daily work occurrences;
- register and take to superior instances any irregularities occurred during the execution of the activities so that those responsible for them can be identified.

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#### **3.2.4.4. It is the competence of the Information Release Service to**

- plan, coordinate, control, and evaluate the information collected at the national level, through bulletin, newspapers, television, and any other means of communication able to reach the beneficiary of this information;
- propose to the immediate supervisor the line of action of the unit, aiming at the improvement and expansion of the communication and propagation the information about the agricultural market;
- offer orientation to the regional units as of the utilization of the means of communication;
- elaborate monthly and annual publications which include averages and alterations verified in the different wholesale markets, as well as promote their distribution.

#### **3.2.4.5. It is the competence of the Statistical Collection Service to**

- carry out the collection of data from the informers of the sample of producers and wholesale businessmen of the Bissau/Biombo Region;
- propose the rotativity of the informers interviewed carrying out a periodic aleatory selection of their substitutes within the work population defined;
- propose the updating of the instruments of data collection whenever changes in market practices occur;
- carry out training and control of the daily activities of data collection;
- carry out secondary data collection at institutions referring to export product market, exchange rate, transportation, among other information interest to the system.

#### **3.2.5. Attributions**

##### **3.2.5.1. The general coordinator of SIMA has the responsibility to**

- coordinate, direct, orient, and supervise the activities of the competency of the national agency;
- send the work plans, as well as reports on the activities developed by the unit to the direction of CCIA;
- practice all the administrative actions necessary to the execution of the objectives of the agency;

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- practice all the administrative actions necessary to the execution of the objectives of the agency;

- execute other activities which have been attributed or delegated to him within the area of SIMA;

#### **3.2.5.2. The regional supervisors have the responsibility to**

- direct, orient, and supervise the activities of the competence of the regional units;
- deliver the work plans to their regions, as well as the reports on the activities developed by the respective units, to the general coordinator of SIMA;
- practice all the administrative actions necessary to the execution of the objectives of the regional unit;
- execute other activities which have been attributed or delegated to them by the general coordinator of the system.

#### **3.2.5.3. The regional agencies have the responsibility to**

- execute the activities, following the operational directions established for collection, tabulation, analysis, exchange, and communication of information of the agricultural market;
- fill out the documentation for control and evaluation and reports requested by the national agency;
- maintain communication with organizations and public and private institutions with the objective of fostering the activities of the system in the region;
- make known to the CCIA and ANAG any and every occurrence that happens in the region which may influence the activities of the system;
- develop the activities through the elaboration of the programs, budget estimates according to the norms and instructions of the national agency, providing the technical reports;
- promote or participate of meetings, congregations, conferences, and seminars of the interest of the system;
- send periodically, on time, to the national agency, all the bulletins referring to the region;
- supervise, control, and evaluate the sectorial units, involving all of its activities and emitting technical reports.

#### **3.2.5.4. The sub-agencies have the responsibility to**

- execute the activities, according to the basic guidelines for collection, tabulation, analysis at the local level, exchange and communication of information of the agricultural market;
- process, criticize, analyze, exchange, and divulge the information generated in their areas of influence;
- fill out the instruments of control, evaluation, and reports requested by the regional and national agencies;
- maintain communication with the local organizations and institutions, public and private, with the objective of fostering the activities of the system in their area of influence;
- inform the regional unit of any and every occurrence that happens in their area of influence which may affect the activities of the system and of the local commerce (roads, rains, climate, etc.);
- develop their activities through the elaboration of programs, estimates of budget consignment and expenses, as well as control and evaluation of activities;
- promote and/or participate of meetings, congregations, conferences, and seminars of interest to the activity of the system in their area of work or in others whenever requested.

### **3.3. IMPLEMENTATION OF THE SYSTEM**

#### **3.3.1. Calendar**

The availability of resources lead to the implementation of the SIMA system in three phases, using a period of thirty-six months.

The first phase has a duration of twelve months with a period of experimental work of four to five months, denominated short term, starting in the beginning of March of 1994.

The second phase absorbs a period of one year and is considered of medium term, taking into account the beginning of activities.

Ending the implementation, a third phase, to be implemented in the time planned, also of one year, called of long term.

### **3.3.2. Activities**

The short-term actions, in the experimental phase, are restricted to three regions, among those where the regional and national offices are located, predicted in the system network, and selected according to the importance of the products of the region to the economy of the country and the existing infra-structures of the CCIA and ANAG. Thus, the following areas were defined:

Bissau/Biombo

Bafatá

Catió

With the conclusion of the experimental phase, the works begin to involve the other regions of Guinéé-Bissau in which CCIA Delegation offices should already be structured and equipped aiming at the functioning of the SIMA.

As for the number of products, the short-term phase occupies itself with the amount of national products selected according to the following criteria:

- volumes commercialized in the internal and export markets;
- value of the national and imported product;
- area of the product market (regions and number of producers)
- perishability of the product;
- most extensive period of commercialization in the year.

The use of the criteria established indicates that experience takes care of the products: rice, mancarra (amendoim), cashew nuts, coconote, corn, taking into consideration the varieties and forms of commercialization.

It is recommended the insertion in the SIMA information bulletin of the information obtained from specialized publications related to the external market of the exportable and imported agricultural products by Guinéé-Bissau during the implementation phase, after the experimental period.

The medium -term period is occupied with the incorporation to the group of products, of those products also considered of national interest, not considered in the short-term activities, such as cotton, palm oil, mango, fish, shrimp, sweet potato, banana, beef. Consequently, at the end of the medium-term period, the system maintains itself in the regional offices and covering thirteen products.

The long term, the final phase of the implementation of SIMA in Guineé-Bissau, includes the expansion, in terms of physical area, moving the activities to the main sectors considering the characteristics of their markers as for the volumes produced and commercialized. It is important to emphasize that in this phase the sub-agencies should be structured, totaling fourteen as planned and located in:

SECTOR	REGION
Biombo	Biombo
Banbadica	Bafatá
Cantube	Bafatá
Pirada	Gabu
Pitche	Gabu
Cacheu	Canchungo
Bula	Canchungo
Bigene	Canchungo
Bissorã	Farim
Contuma	Farim
Quebo	Catió
Buba	Catió
Cacine	Catió
Bubaque	Bolama

As for the group of products, after adding those considered of more importance to the regions, we reach a total of twenty-three (23), being the new ones: beans, manioc, honey, wax, pineapple, tomato, orange, lettuce, poultry (live), cattle (live)

We recommend at the end of the implementation of the system the expansion of the coverage to the aspects of the market, related to factors such as production, containers, transportation of agricultural products, rural labor, among others.

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### 3.3.3. Execution

The execution of the activities of the SIMA system are composed of:

- a) Market research
- b) Exchange and Communication of Information

a) Includes the use of a methodology for statistics to obtain the data which the production of information constituted of:

- definition and recording of population  
defines very clearly the characteristics of groups of people from which groups of informers are picked. Collect the data from these samples, registering on the questionnaires elaborated specifically for the collection of data.
- decision on the sample of informers  
uses statistical procedures to calculate the size of the samples, selecting its members based on common sense and/or an aleatory way.
- Collection of information  
done through daily personal interviews with the informers, registering the information on forms elaborated exclusively for this end.
- Compilation of data  
critical analysis aiming at the quality control of the daily information obtained, including the counting of the results which constitute the information of the research.
- Filing of information  
organize a data bank, registering, manually or mechanically, on forms or in computers.

We recommend that the research be done at both the wholesale and producer levels.

## b) Exchange and Communication of Information

Actions which have as their objective to reach the target population of the SIMA system, fulfilling its main objective.

The daily exchange consists of an exchange of information among the different "sites" of the markets, as to enable the knowledge by the public of the necessary occurrences which are far away from them.

Preferably, because of the existing means, it should be done by the use of computer network, fax, telex, telephone, radio transmitter, messenger.

Due to the present conditions in Guinée-Bissau, we recommend the use, in order, of telephone, radio transmitter, and messenger.

The communication of information refers to the dissemination of the information using the bulletins:

- daily local information (by agency/sub-agency)
- daily information from other areas (agency/sub-agency)
- summary bulletin for radio, TV, newspaper, and magazines
- periodic bulletins (bi-weekly, monthly)
- annual bulletin (SIMA yearbook)
- TELE-SIMA information (telephone calls to agencies to obtain information).

We recommend the free distribution of different types of information to promoting institutions, participants or supporting, but in limited number. The others may get them for free only during the first phase of implementation.

From the beginning of the second year of activity, the access to information should be based on the sponsorship of the system through commercials, subscription of bulletins, material support, financial support, acquisition of individual publications, acquisition of services (studies, analyses, and statistics).

Therefore, obtaining resources for the system should be a constant concern and it should be done whenever there is an opportunity.

#### IV. OPERATIONAL RESOURCES

The implementation of the system asks for resources not available in Guinéé-Bissau to cover expenses, especially for infra-structure of communication, and should try to obtain support for the partial financing of the implementation activities.

##### 4.1. Human resources

Despite the quantitative availability of labor, this is not qualified labor, needing time and training. Therefore, we recommend that the human resources necessary to SIMA be submitted to a training program, preferably in-service, before being incorporated to the staff of the system.

##### 4.1.1. Needs for human resources

during the first phase, an experimental work period

#### PERSONNEL - SHORT TERM PART A - Experimental Work

SPECIFICATION	BISSAU BIOMBO	BAFATÁ	CATIÓ	TOTAL	
				Nº	No. hs/mo.
Coordinator	1	-	-	1	208
Deputy Coord.	1	-	-	1	208
Supervisor	*	1	1	2	208
Statistics	1	-	-	1	208
Interviewer	1	1	1	3	234
TOTAL	4	2	2	8	1066

Part A - Considering 4 to 5 months and 26 work days in a month

\* Activities developed by the national coordinator and an interviewer

Obs: During the experimental phase, only the deputy coordinator and one interviewer are paid directly.

PERSONNEL - SHORT TERM  
PART B - Complementary Work

SPECIFICATION	BISSAU BIOMBO	BOLAMA	CATIÓ	FARIM	GA- BU	CANCHUNGO	BAFATA	TOTAL	
								No.	No. hs/mo.
Coordinator	1	-	-	-	-	-	-	1	208
Aux. Coordinator	1	-	-	-	-	-	-	1	208
Supervisor	*	1	1	1	1	1	1	6	624
Statistics	1	-	-	-	-	-	-	1	208
Interviewer	2	1	1	1	1	1	1	8	624
<b>TOTAL</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>17</b>	<b>1.872</b>

4.1.2. Need for human resource  
during the second phase, medium term .

PERSONNEL  
SECOND PHASE - MEDIUM TERM

Specification	Bissau biombo	Bafatá	Babandunka	Catió	Quebo	Buba	Farim	Contima	Gabu	Pirada	Canchungo	Bula	Bolama	Total	
														No.	hs/mo.
Coordinator	1	-	-	-	-	-	-	-	-	-	-	-	-	1	208
Vice- Coord.	1	-	-	-	-	-	-	-	-	-	-	-	-	1	208
Supervisor	*	1	-	1	-	-	1	-	1	-	1	-	1	6	780
Statistics	1	-	-	-	-	-	-	-	-	-	-	-	-	1	208
Interviewer	2	1	1	1	1	1	1	1	1	1	1	1	1	14	1456
<b>Total</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>23</b>	<b>2860</b>

\* Activity developed by the national coordination

1) Supervisors= 5 hours/day; interviewers = 4 hours/day

2) The interviewers located in the indicated sectors are collaborators of the regional agencies.

4.1.3. Need for human resources

during the long term phase

**PERSONNEL  
THIRD PHASE - LONG TERM**

Supervisors= 8 hours/day; interviewers = 4 hours/day

\*Activity developed by the national coordination

(NEXT PAGE)

#### **4.2. Consultants**

We recommend the continuity of the technical assistance to SIMA with a short-term consultancy, with the objective of evaluating the results of the work and to make the necessary adjustments. We believe that these evaluations should be done:

- at the end of the experimental phase - Jul/Sept. 94 - 3 weeks
- at the end of the short-term works - Mar./Apr. 95 - 3 weeks
- at the conclusion of the medium-term phase - Mar./Apr. 96 - 3 weeks
- at the end of the long-term works - Mar./Apr. 97 - 4 weeks

Nevertheless, under exceptional circumstances, the criteria of those responsible for the development of the system could be used as technical assistance.

#### **4.2. 1. Material Resources**

The operation of the system includes the acquisition of goods and services related mainly to

##### **4.2.1.1. Material**

- office supplies in general
- paper for printing and copying of bulletins
- fuel and lubricants for transport
- supplies for computer work
- spare parts
- etc.

#### 4.2.1.2. Services

- Communication in general (telephone, fax, postage and telegrams, messengers)
- room and board
- road and water transportation
- printing and copying (Xerox)
- distribution of bulletins

#### 4.2.2. Investments

The conditions presented by CCIA, referring to the operational infra-structure of the headquarters and of the regional delegations, show that the system will not have the expected and desired efficiency while the investments do not become a reality, especially for communication and transport equipment, which are the basic means for the program to obtain success, besides the efficiency and dedication of the people involved. Thus, the national and regional agencies and sub-agencies should count on, besides the furniture and appliances already available, with

#### SHORT-TERM INVESTMENTS Phase A - Experimental

Specification	AGENCIES			TOTAL
	Bissau	Catió	Bafatá	
Telephone/Fax	1	1	1	3
Radio transmitter	1	1	1	3
Print./Copier	1	1	1	3
Calculator	1	1	1	3
Typewriter	-	1	1	2
Computer	1	-	-	1
Motorcycle	1	-	-	1
Total	6	5	5	16

Obs: Some agencies already have part of the equipment

## SHORT-TERM INVESTMENTS

### Phase B - Complement

Specification	AGENCIES				TOTAL
	AGÊNCIAS				
	Gabu	Farim	Canchungo	Bolama	
Teplephone/Fax	1	1	1	-	3
Radio transmitter	1	1	1	1	4
Printer/Copier	1	1	1	1	4
Calculator	1	1	1	1	4
Typewriter	1	1	1	1	4
Computer	-	-	-	-	-
Motorcycle	-	-	-	-	-
Total	5	5	5	4	19

## LONG-TERM INVESTMENT

Obs: The telephone/fax can be substituted by transmission radios, in case of absence of normal conditions for functioning. Portable calculators.

(NEXT CASE)

### 4.3. Financial resources

The absence of goods and services for the effective operation of SIMA implicates the existence of financial sources available for the financial support of the system. Considering the speed with which the CCIA and ANAG need to implement their works, there is a need to constitute the funds to cover the minimum expenditures with personnel, costs, and investments, estimated, at March 94 prices, for the short-term phase to be:

#### 4.3.1. - Budget for Personnel

SPECIFICATION		VALUE/ 1000 PG)			
		Monthly	Experimental	Complement	TOTAL
National					
Agency	Coordinator	700	-	-	-
	Statistics/Computer Technician	500	-	-	-
	Aux. Coord./Interv.		1500	2100	3600
	Interviewer	150	750	2100	2850
	Sub-total	-	2250	4200	6450

Regional Agencies	Regional Supervisor	350	-	14700	14700
	Interviewer	150	-	6300	6300
	Aux. Supervisor/Interviewer	150	-	-	-
	Sub-total	-	-	21000	21000
Estimated Total Cost		-	2250	25200	27450

#### 4.3.2. - Budget for Investments

SPECIFICATION	VALUE/ 1000 PG)		
	Experimental	Complement	TOTAL
Telephone/ fax	11600	17400	29000
Rádio transmitter	45000	60000	105000
Printer/Copier	20000	40000	60000
Calculator	5250	7000	12250
Typewriter	16000	32000	48000
Computer	-	-	-
Motorcycle	30000	-	30000
Estimated Total Cost	127850	156400	284250

#### 4.3.3. - Budget for Costs

SPECIFICATION	VALUE/ 1000 PG)		
	Experimental	Complement	TOTAL
Material			
Office supplies	500	1000	1500
Fuel and lubricants	3550	11050	14600
Spare parts	2000	3000	5000
Computer supplies	1000	1000	2000
Miscellaneous	500	1500	2000
Sub-total	7550	17550	25100
Services			
Communication	26520	29703	56223
Room and Board (per diem)	2255	8650	10905
Tickets	-	637	637
Packages and mail	650	3920	4570
Car maintenance	2000	5000	7000
Equipment maintenance	1000	1500	2500
Copies	14560	26208	40768
Other services	1500	4500	6000
Sub-total	48485	80118	128603
Estimated Total Cost	56035	97668	153703

#### 4.3.4. - Total Budget for Short Term

22

In short, we estimate that the works of the first year of implementation of SIMA will need direct application totaling:

#### BUDGET SUMMARY

SPECIFICATION	VALUE	
	1000 PG	US\$ *
Personnel	27450	2214
Cost	153703	12395
Investment	284250	22923
<b>TOTAL</b>	<b>465403</b>	<b>37533</b>

\* Exchange rate of 12,400 PG/US\$

#### 4.4. Budget for Consultant during the Short Term Phase

The continuation of the technical assistance with the objective of consolidating, improving, and developing the SIMA system in Guinée-Bissau demands resources with amount approximately to:

#### EXPENDITURES WITH TECHNICAL ASSISTANCE

SPECIFICATION	COST ESTIMATE (US\$)			
	ESTIMATIVA DE CUSTO (US\$)			
	Tickets	Room/Board	Per Diem	Total
Experimental Phase	6680	2263	6816	15759
Complement Phase	6680	2263	6816	15759
Extra (1)	6680	2263	6816	15759
<b>Total</b>	<b>20040</b>	<b>6789</b>	<b>20448</b>	<b>47277</b>

(1) Considered an eventuality

Observations: The budget which was elaborated considers the official beginning of the experimental phase in April, when we expect it to be unlikely there will be an interruption in the continuity of the activities.

- it anticipates the execution of the experimental works during the period of 4 to 5 months, the maximum time considered necessary for the analysis of the plan and to set up the infra-structures of personnel and material;

- the works in the regional agencies will be followed throughout the entire short-term phase, including monthly trips to the general coordination when the regional agencies will receive the material available in the interior, necessary to the execution of the activities.
- at the proper time, forms adapted to the execution of the following phases will be designed, incorporating the results of the experience.

## V. CONCLUSION AND RECOMMENDATIONS

The System must function based on organized units, called National and Regional Agencies, located respectively in the Capital and in the interior, and also sub-agencies in the sectors.

We recommend the adoption of the organograms proposed in the document because of the multiple activities of the Agencies and Sub-agencies.

We recommend the implementation of the activities of the System in three three phases: short, medium, and long terms.

The short-term works should begin with a pilot plan with the duration of four to five months maximum, extending for seven more months which will constitute the complementary phase. The experimental plan will begin officially on April 1, 1994.

The medium-term phase should also be developed during the period of one year, initiated by an evaluation of the works of the short-term phase.

The final period of implementation, long term, also preceded by an evaluation, will finalize three initial years of work, when the System should be totally consolidated.

We recommend that during the period of execution of the pilot plan, the actions be restricted to three regions, with the installation of the Regional Agencies of Bafatá and Catió and the National Agency of Bissau/Biombo. From the fifth or sixth month, the work should be extended to all the regions programmed.

The short-term phase will be taken by market research and information referring to the five products of national importance: mancarra (amendoim), tice, cashew nut, coconote, and corn.

The medium-term phase will be in charge of incorporation new products, totalling eight, also national: cotton, palm oil, mangó, fish, shrimp, weet popato, banana, and beef.

The long-term phase will be occupied with an expansion of the system to the sectors, with the selectio of the most important ones in each region, where the sub-agencies will be located. During this phase, the following products will be added to the group of products: beans, manioc, honey, wax, pineapple, tomato, orange, lettuce, poultry, and cattle.

We recommend the execution of research by SIMA at the wholesale market level with producers and traders.

We recommend the use of exchange, preferrably, by telephone and fax, since they are more reliable for the transference of information.

We recommend the free distribution of information bulletins printed to the promoting instituions, participants or of support, but on a limited basis.

We recommend that the units of theSystem receive the human and material resources suggested, obbeying the cronogram of installation of the National and Regional Agencies, as well as the Sub-agencies.

ANNEXES

**AGRICULTURAL MARKET INFORMATION**  
Republic of Guinée-Bissau

Consultant: Hilton Cunha

**Report of Activities**

Period: February 21 to March 20, 1994

In conformity with the work plan, upon arrival in Bissau there was a meeting at the TIPS's office to establish the actions to be taken during the period.

After discussion of the formulated plan, it was decided unanimously that apart from formulating a detailed Operational Plan, we should undertake one experience, although the time was short, which would demonstrate objectively the basis for the functioning of SIMA.

Considering the existing limitations, it was decided to put into practice the System using three units among those projected by the study, reducing also the amount of products to five (5) considered the most important for the supply and the national economy.

So we went ahead to programming the execution of the activities in the field for the selection and training of the CCIA and ANAG personnel, meeting with wholesale and businessmen and producers and also making contacts with the public and private institutions connected to the agricultural area in the regions where we would be working, aiming at the motivation of potential informers and users of SIMA. We also used the first week for the designing of the specific forms, in annex, for the experimental work.

Following that the field work was started with trips to the different towns and villages of the selected areas; the following weeks were used in the implementation of the experiment, following and participating, in the capital and in the interior, of actions developed, resulting each week in the printing of local bulletins with data exchanged from one region to another until the three of them were covered, with the results of the

work completing forming the first National Bulletin of SIMA in Guineé-Bissau, edited on March 16, 1994, in annex.

Due to the difficulties experienced in this first work, we recommend the extension of the experiment to a period of four months, aiming at familiarizing the present system operators, all of them beginners, motivate the target public of the region as well as other regions, offer opportunity to the CCIA and ANAG to obtains the means to structure themselves adequately for the total operation of the system according to recommendations of the project in annex titled "OPERATION OF THE NATIONAL SYSTEM OF INFORMATION OF THE AGRICULTURAL MARKET OF GUINEÉ-BISSAU" designed according to the work plan proposed at the beginning.

During the experimental work, SIMA has groups established in the Delegations of CCIA constituted of:

Bafatá:	Regional agent:	Adulai Baldé	CCIA
	Interviewer:	Augusto Fernandes	ANAG
		Mamadu Baldé	CCIA
		Malam Jeal	ANAG
Catió:	Regional agent:	Saliu Mallam Baldé	CCIA
	Interviewer:	Francisco Pereira	ANAG
Bissau:	National agent:	Edmundo Vaz	TIPS
	Aux. Agent:	Almani Fati	ANAG
	Interviewer:	Almani Fati	
	Journalist:	Antonio Ialá	CCIA
	Supervisor:	Mamadu Badji	CCIA
Biombo:	Interviewer:	Gaudêncio Furtado	

The objective to offer to the public at the end of each day information on that day at and from all the sites worked, resulted in the National Agency establishing a plan of action for the period of the experiment.

## DAILY ACTIVITIES OF THE SIMA IN BISSAU

Week from Monday to Saturday

- |   |                    |
|---|--------------------|
| a) Collections of daily data                                  | from 7:30 to 10:00 |
| b) Beginning of elaboration of<br>the Daily National Bulletin | 10:00              |
| c) Collection of data from<br>Biombo/Quinhamel                | 10:30 to 11:00     |
| d) Exchange with Bafatá                                       | 12:00 to 12:30     |
| e) Lunch break  | 12:30 to 3:00      |
| f) Exchange with Catió  | 3:00 to 3:30       |
| g) Conclusion of the Daily<br>National Bulletin               | 3:30 to 5:00       |
| h) Printing and distribution<br>of the Bulletin               | 5:00 to 6:00       |
| g) Closing the daily<br>activities                            | 6:00               |

The Daily Summary Bulletin for the press should be sent out until 6:00 P.M. for inclusion of SIMA's information in the night news of the radio and television.

Apart from the free distribution of the bulletin to those associations related to agriculture and the commerce of agricultural products, we recommend, after the experimental phase, to try to obtain income for the system through ads in the Daily Information Bulletin.

We also recommend, aiming at the reduction of costs, the printing of the Daily Bulletin on both sides of the paper.