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ANALYSIS OF THE VALUE CHAIN IN COCOA PRODUCING COUNTRIES
PROPOSAL FOR A GLOBAL COMPARATIVE STUDY

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INTRODUCTION

1. The ICCO Consultative Board on the World Cocoa Economy, when it established its first work programme in 2004, noted that a better understanding of the value chain of producing, trading and exporting cocoa was essential to the work of the ICCO, to achieve the goal of a sustainable cocoa economy, in accordance with its mandate. The Board observed that work to achieve this understanding was needed and should be undertaken by experienced practitioners. The Board considered it important to identify and define a remunerative farm gate price for cocoa in a number of cocoa-growing environments; to establish the share of the trade in the export value of the cocoa beans and the costs of handling the cocoa in the ports, including conditioning of the cocoa, as appropriate, as well as the incidence of export taxes and levies. To this end, the Board requested the ICCO secretariat to investigate ways and means to conduct such a study in the major cocoa growing regions. In the course of 2005, the Board reviewed successive drafts prepared by the secretariat, resulting in a proposal for a global comparative study in eight cocoa producing countries, which had agreed to their participation in the study. This proposal has been approved by the Executive Committee and has been sent to the participating countries to obtain their written commitment to co-operate in the implementation of the study.

OBJECTIVES AND RATIONALE OF THE STUDY

2. The **operational objective** of the study is for practitioners in cocoa producing countries to systematically and uniformly establish the inputs used and the costs incurred to produce, trade and export cocoa in different areas and under different practices in their respective countries; and, simultaneously, to establish the amounts and shares received by each of the categories of stakeholders in the proceeds from the exports of the cocoa. The **ultimate objective** of the analysis of the value chain is to improve the insight into the net income derived by farmers and other stakeholders from cocoa cultivation and trade and to enhance the knowledge on the use of resources in cocoa production, trade and exporting. The end result of the study will allow for a direct comparison of the composition of the costs and proceeds in the cocoa value chain in the major cocoa producing countries and regions.

3. The **rationale** for the study is the consideration that a better understanding of the costs of cocoa production, trade and exports, and the share of the different stakeholders in the export proceeds are an indispensable building block in the efforts to achieve a sustainable world cocoa economy. Only when the costs of production are known can an accurate estimate be made of the (relative) incomes of farmers from cocoa cultivation at given levels of world market prices and internal taxation. It is further necessary to achieve the efficient use of resources to make production sustainable. The study will, specifically, indicate any differences in resource use between the different countries, regions and regimes of cultivation practices. This will, in turn, allow for an analysis of the reasons for the differences and for identification of corrective action, as appropriate. Finally, the study will, combining volumes of inputs with prices of inputs, reveal in which categories and to what extent the costs of production vary among the different countries, areas and cultivation practices. This would help to explain why certain countries or regions are more competitive while others are less so, and this

would be highly relevant for agricultural policy-making, when decisions have to be taken to either stimulate cocoa production or aim for diversification away from cocoa cultivation.

4. The study will also establish the differences among countries of the share of the farmers, traders, exporters and the Governments in the export value of the cocoa. In this respect, the relative income share of the farmers would seem the most important parameter to be established. As is the case with costs of production, a better understanding of the differences among countries in the share of the different stakeholders in the total value may be conducive to actions, which would seem to be justified from the point of view of efficiency and income distribution considerations.

THE COSTS OF PRODUCTION AND COMMERCIALIZATION OF COCOA BEANS

5. Establishing the costs of cocoa production for a certain country is not an easy task and it is even more difficult when international comparisons between countries are required. A theoretically possible approach would be to conduct questionnaires with participants in the sector (producers, traders, etc.) and to gather information from published sources, from which to piece together a comprehensive picture. However, apart from cost considerations, such an approach could not easily allow for international comparisons as it would be very difficult to ensure that all cost estimates have been arrived at by using the same definitions and methodology.

6. To limit the costs of the exercise and to ensure international comparability, a budget costing approach could be used. In such an approach, knowledgeable experts (practitioners) are to make detailed estimates of the costs incurred by representative agents in the cocoa chain in a certain country. To that effect, they need to establish detailed accounts for producers, traders and transport companies, as well as for exporters and shippers to cover the costs from the farm-level to shipment of the cocoa out of the country. It is proposed to work on this with two basic forms, one for the production phase and one for the commercialization stage, up to and including delivery of the cocoa on board of a ship. For each one of these stages, the different activities or processes have to be defined, including the kind of inputs in each activity or process, so that the experts can establish the quantities of inputs used and their unit costs.

7. It might be considered ideal, or at least convenient, if, for a certain country, one representative figure could be arrived at for the cost of production and commercialization of a ton of cocoa beans. However, this might not be appropriate and it is likely that a number of representative cases in one country have to be identified. Another complication is that the price or the cost of certain inputs is not straightforward. This would seem to be the case for land, other capital investments and, most importantly, family labour. For international comparisons to be possible, the issue of exchange rates to be used has to be confronted. All these matters will have to be dealt with in a precise and detailed manner in the design of a study. Below, a first indication is given of their nature.

Defining Activities or Processes

8. As a starting point in the design of the study, the main activities in the production and commercialization phases have to be defined. For the cocoa production stage, the main activities are, of course, maintenance of the farm, harvesting, possibly transport of the pods, fermentation, drying and bagging. In each of these main categories of activities, relevant sub-categories have to be determined to enable precise cost estimates and to capture all the different inputs used. For regular

maintenance of cocoa trees, for example, it would seem useful to recognize the different specific activities, such as weeding, pruning, mistletoe removal, fertilization, and spraying. For each of these detailed categories of activities, the experts have to determine the quantity of inputs used per unit of land area and the unit costs of the inputs used. This applies both to labour (man-days per hectare per activity) and to material inputs used. The number of detailed activities to be defined should be limited to keep the whole exercise manageable, while also keeping the framework flexible enough to deal adequately with the diversity of practices in different areas in the world.

9. In devising the study, a similar procedure has to be followed for the other main activities in the production and commercialization stages. For commercialization, the main activities to be distinguished could possibly be collecting and handling the cocoa beans up-country, transport of the beans to port, possible conditioning of the beans (up-country or at port) and handling at port.

10. An indispensable input for establishing the cost of production is the yield achieved per unit of land; yield per hectare, for example. When countries use different units of measurement, they will all have to be converted into one common unit to be used throughout the study.

Costs of Land and Other Investments

11. Even in situations where land for cocoa farms could be deemed a freely available production factor, the ways of dealing with the costs of establishing a cocoa farm and the costs of maintenance until the farm comes into production still have to be considered. In doing so, it is perhaps justified to consider the establishment of the new cocoa in different situations: after old cocoa, after fallow or on forestland. It is suggested to include the costs of establishment and maintenance explicitly in the study. As with current production, the activities required in the establishment of a farm can be listed, arriving at a cost per hectare. Subsequently, the costs of maintenance during a number of years can be added, before the farm comes into production. The resulting total costs of establishment and early maintenance could then be apportioned to the production of cocoa over the productive lifetime of the trees, as with depreciation of a capital asset.

12. The remaining issue is that of the treatment of the capital cost of the cocoa land. The most correct and straightforward approach would seem to be to take as cost of capital a certain interest-percentage over the value of establishment and early maintenance of the cocoa farm. It would seem appropriate to add to this amount the commercial value, if any, before the establishment of the new cocoa farm started. Only such a commercial value would correctly express any difference in land value between one country and the other.

13. The other main capital investments in cocoa would seem to be vehicles and warehouses. It is expected that these costs can be taken into account in the rates charged by traders/exporters and transport companies. In that case, these capital costs will appear under the current costs in the forms used in the study. It is finally suggested to take an easy number for the cost of capital, like five or seven per cent per annum, for example.

Costs of Labour

14. It should be emphasized that the estimates of the costs of labour are very critical in a study on production costs of cocoa. In almost all situations, the costs of labour constitute by far the largest component in the cost of production. At farm level, labour costs are often close to 100% of total

current production costs. For that reason, it will be of eminent importance that the groups of experts in the countries make very careful estimates of the quantities of labour inputs used in cocoa production.

15. The value of the labour input is equally crucial in the study. In many cases, family labour is the main input in cocoa production. As the opportunity costs of this labour (what could they earn in alternative employment?) are often very low, it becomes difficult to give the correct value to the family labour used in cocoa farming.

16. To come to a pragmatic solution of this issue, it is suggested that, for each activity, an estimate be made as to how much labour from able bodied persons would normally be required for a certain activity and to value that labour at the going rate of hired labour. Again, only the local experts in each country can adequately establish the going wage level for hired labour. If available, it might be appropriate to use the going wage level for casual labour. Such an approach would seem justified, because it is the only "market wage" available and because it would, in principle, allow for comparisons between countries. A condition is that all countries follow the same definitions, which will be given in the guidelines for implementing the study.

Representative Production Costs

17. In particular for production, an enormous variety can be found within one country in the production costs and yields of farmers. For the purposes of policies and international comparisons, a limited number of representative cases of costs of production per country is needed. It is important to try to keep the number of cases limited, while identifying and making explicit the important existing differences. Firstly, it could be imagined that in some countries, there are important differences in the production conditions between regions. This could warrant separate representative cost estimates for these different regions. The other main differentiating factor is probably different technologies used by different farmers. It is not uncommon to distinguish between low-input farming and high-input farming. It could perhaps be justified to distinguish between two or three different technologies in some countries.

18. The decision on the number of representative cases will, in each country, have to be made by the group of experts performing the study. The number of cases would need to be kept to a minimum. The group of experts would also be asked to estimate the share of each of the distinguished cases (for example, a certain technology in a certain region) in the total production of the country. This would be required to be able to establish the relative importance of certain cases.

19. For costs of commercialization, it is probably easier to arrive at one representative case in a country. Marketing systems might differ among regions, but the services provided are almost identical. The most important variable factor is probably constituted by transport costs to port. For these costs, the average or typical distance between the farmer and the port of export could probably be used.

Exchange Rates

20. To enable international comparison of costs of production and commercialization, all estimates in each of the countries will have to be converted into one common currency. It is suggested to use the US\$ dollar for that purpose. The main problem encountered here is that, in a number of cases, market

rates cannot be used in comparing the results of one country with those of another. Some currencies are clearly overvalued while others are undervalued.

21. Practical solutions will have to be found on this issue. Perhaps a suitable international comparative study will be available at the time of analysis of the study. A possible option could be to use purchasing power parities as estimated by the United Nations. In any case, it would be indicated to consult the appropriate economic institutes in the countries concerned. The importance of the exchange rates used cannot be overestimated: all efforts made in the country studies to arrive at reliable and useful figures could be completely undermined by the use of exchange rates which undervalue or overvalue the currencies in question.

SHARE IN THE VALUE CHAIN OF FARMERS, TRADERS AND EXPORTERS

22. To calculate the shares of the different market participants in the total value of the beans, one has, first of all, to establish that total value. The best parameter would seem the average fob price of cocoa bean exports during a recent period of heavy trading (for example, during the month of January, in the case of the countries of West Africa). This information is normally available with the appropriate authorities of the cocoa sector. If that is not the case, the authorities could compute the figure for the benefit of the study.

23. The share of the farmers is to be based on average ex-farm prices, corresponding to the period for which the fob prices are calculated. Several countries, Côte d'Ivoire, for example, do have a very well designed and properly functioning system of collecting and publishing data on ex-farm prices. Other countries do have more simple systems. If the system is deficient or non-existent, collecting of representative ex-farm prices can rather easily be done in the framework of the project.

24. Estimating the shares of "traders" and "exporters" is less straightforward. A major problem is that there are, in every country, different channels through which the cocoa travels from the farm to the port of export. As with costs of commercialization, it seems therefore best to refer to the share taken by the functions to get the cocoa from the farm to the exporter at port as the "trader's share". Similarly, the share taken by the functions to get the cocoa ready for shipment and into the ship, can be referred to as the "exporter's share", although these proceeds could, in practice, accrue to two or even three parties. The shares of the "trader" and the "exporter" can, for the relevant period and perhaps partly building on the estimates of the costs of commercialization, probably rather easily be estimated by local experts/practitioners in cocoa production and commercialization.

TAXES AND LEVIES: THE SHARE OF GOVERNMENT IN THE VALUE CHAIN

25. The costs of taxes and levies for the market participants constitute at the same time the income from cocoa production and exporting for the Government. It is quite easy to record the taxes and levies to be paid, possibly at different levels of Government.

BENEFITS AND BENEFICIARIES

26. The major benefits of the study are that the results will:

- Provide information on the incomes of cocoa farmers and of their shares in the value chain. This will certainly result in a better understanding in both cocoa producing and cocoa

consuming countries of the position of smallholder farmers in the cocoa sector and will possibly result in positive action towards them;

- Allow for an international comparative analysis of the yields and of the use of inputs in cocoa production, what could result in corrective action, as appropriate;
- Provide information on the international competitive position of cocoa production and commercialization in each country, possibly for different levels of input use, thus facilitating the development of measures and policies to improve the income position of farmers; and
- Enable practitioners in cocoa producing countries to gain more experience in systematically estimating the costs of production and commercialization, thus improving their understanding of the economics of cocoa production and trade in their respective countries.

27. The major beneficiaries of the study will be the smallholder cocoa farmers, who are often among the poorest in society, as this “building block” in the achievement of sustainability will contribute to the development of policies to improve their efficiency, productivity and incomes.

IMPLEMENTATION OF THE STUDY

28. It is proposed that the implementation of the study be carried out by experts in the countries concerned. The best knowledge and expertise on their cocoa sector rests with the practitioners in the countries themselves. This expertise should be used to the full. The role of the ICCO secretariat would consist of the preparation, international co-ordination, and achievement of uniformity in the approach and performance of an international comparison and the final write-up of the study. It is envisaged that this co-ordinating function would be implemented by a staff member from the Economics and Statistics Division within the secretariat. This would ensure considerable enhancement of the know-how in the secretariat on the subject. The designated staff member would have to be a very knowledgeable and experienced professional to be able to work effectively with the high-level experts in the countries concerned.

29. With the work being mainly performed by the dedicated staff member, the ICCO secretariat would draft the forms on the costs of production and commercialization, which are to be completed during the study. The secretariat would also draft guidelines and definitions to be used by all participants in the study. It is envisaged that this basic material for the study would be examined and improved upon by a small group of Members of the Consultative Board. Subsequently, the use of the forms, guidelines and definitions should be tested in the field, to finalize them, before they are used in the actual study in a number of countries. This written material will be brought together in a manual, which will be translated into French and Spanish.

30. It is proposed that the actual implementation of the study be conducted in each country by a panel of three to five local experts. In each country, an institution would be identified and selected as the central co-ordinating agency for the study. This institution provides the chairman for the panel of experts and selects the members of the panel. The selection of the institutes and panel members would be done in co-operation with the Chairman of the Consultative Board, the secretariat and delegates in the Council

31. The co-ordinating institutes would also be responsible for monitoring (in writing) the progress achieved in the work of the panel, and assisting the panel as required (for example, by checking certain issues). The co-ordinating institution would also ensure that the panel follows the ICCO guidelines and continuously checks its work for consistency. At the end of the procedure, the co-ordinating institute would process the findings of the panel and formulate a comprehensive country report to be submitted to the ICCO secretariat.

32. For the successful implementation of the study, it is considered to be of utmost importance to designate one person (the mentioned ICCO staff member) to provide continuous guidance and support to the persons and institutes implementing the study. It would also be considered necessary to make such an arrangement to ensure consistency in the methodologies and practices applied by the different countries participating in the study. Experience in other ICCO projects has demonstrated that the work of a dedicated project co-ordinator is a major factor in the successful implementation of projects.

33. The ICCO Consultative Board on the World Cocoa Economy has, in consultation with the ICCO Members concluded that a comprehensive and representative study should include eight countries: Cameroon, Côte d'Ivoire, Ghana and Nigeria in Africa; Brazil, the Dominican Republic and Ecuador in Latin America; and Papua New Guinea in Asia. Together, these countries represent more than 80% of world cocoa production. The ICCO is presently seeking a written commitment from these countries to fully participate in the study.

34. The ICCO co-ordinator of the study would monitor the work of the panels in the countries and participate in a number of the panel sessions. Following the work of the panels, the co-ordinating institute in each country would, as indicated above, write a report on the results of the work of the panel. The co-ordinator of the study would check the results for consistency and prepare a draft final report, for consideration by the Consultative Board. The Board would submit a final report to the Council.

35. The envisaged co-ordinating institutes in the participating countries are:

Cameroon: *Office National du Cacao et du Café* (ONCC)

Côte d'Ivoire: *Centre National de Recherche Agronomique or Bourse du Café et du Cacao* (CNRA/BCC)

Ghana: Ghana Cocoa Board and/or Cocoa Research Institute of Ghana (GCB/CRIG)

Nigeria: Cocoa Association of Nigeria and/or Cocoa Research Institute of Nigeria (CAN/CRIN)

Brazil: *Comissão Executiva do Plano da Lavoura Cacaueira* (CEPLAC)

Dominican Republic: *Comisión del Cacao*

Ecuador: *Instituto Nacional Autónomo de Investigación Agropecuaria* (INIAP)

Papua New Guinea: Cocoa Board of Papua New Guinea

36. The panels are (excluding the Chairman) to consist of three to five experts on production and/or commercialization of cocoa beans. The panel would work as one team, meaning that for each figure to be filled in (be it a quantity or a value) the panel would, after deliberations as required, provide one consensus figure. It is envisaged that each country panel would meet in two sessions of three days each to determine the production and commercialization costs of cocoa (in one or more regions) in the country (for different levels of input intensity, as required). The time between the two sessions could be used for work by the co-ordinating institute and for reflection and consultations, as appropriate, by the members of the panel. Cocoa producing countries, where the costs of production have to be

established for two or three different regions, would have a five-member panel, while other countries would have a three-member panel. Larger panels would be justified for Brazil, Côte d'Ivoire and Ghana, while smaller panels could be sufficient for Cameroon, the Dominican Republic, Ecuador, Nigeria and Papua New Guinea.

37. It is envisaged to conduct a test of the format and forms of the study in a selected country, closely monitored by the co-ordinator of the study. Such a test would require a "try-out session" of one week.

38. The study would be implemented over a period of about one-and-a-half years. The work would start with the development of forms and manuals, followed by the testing and revision of these study tools. The next stage would be the completion of the relevant input and cost tables by the panels in the participating countries, followed by reporting at country level. The final stage would consist of checking of all study results and the drafting of a final report. A planning schedule is attached in Annex I.

BUDGET AND FUNDING

39. A draft budget for the study is contained in Annex II. The total budget, including a contingency of 5%, amounts to US\$ 330,000. The largest cost category consists of the costs for a highly qualified and experienced ICCO staff member, followed by the fees and expenses of panel members, the costs of the co-ordinating institutes in the participating countries and the costs of the "try-out".

40. External funding for the study, amounting to US\$ 120,000, only 36% of the total, is sought through a fast-track project from the Common Fund for Commodities. It is suggested that the remainder of the funding requirements will be financed by the central co-ordinating agencies in the participating countries and by the ICCO secretariat. It is proposed that it is left to the individual countries and agencies to decide how this counterpart financing is funded: by internalizing costs (financing in-kind) or by cash outlays.

TIME SCHEDULE FOR IMPLEMENTATION

MONTH	ACTIVITIES
No. 1, 2 and 3	draft forms and manual;
No. 2, 3 and 4	make arrangements with the country institute for a “try-out”; finalize preparations for the “try-out”;
No. 4, 5, 6 and 7	initiate arrangements with the other country institutes; finalize forms and manuals, in co-operation with the working group of the Board; finalize arrangements with the other country institutes; attend to the issue of exchange rates; co-ordinate the “try-out”; complete forms and the manual.
No. 8, 9, 10, 11, 12, 13 and 14	co-ordinate implementation of the study; check preliminary and final reports, as received; arrange for any corrections, as required; complete work on the issue of exchange rates.
No. 15, 16, 17 and 18	draft final report; complete final report in co-operation with working group of the Board.

Throughout implementation, the co-ordinator will keep the *Executive Committee and the* Consultative Board informed of progress made and any problems encountered.

BUDGET FOR COSTS OF PRODUCTION			
All figures in US dollars	US\$		US\$
ASSUMPTIONS	External Financing		Counterpart Financing
5 panel members in Brazil, Côte d'Ivoire and Ghana			
3 panel members in Cameroon, Dominican Republic, Ecuador, Nigeria and Papua New Guinea			
Each panel meets 6 days (2 x 3 days)			
DSA is paid for 4 days per session at a rate of US\$100 per day on average			
Travel for panel members is US\$200 per trip			
Fees for panel members is US\$250 per session day			
Fees for Chairmen (from institutes) is US\$350 per session day			
Session days: 3 countries x 6 days x 5 members + 5 countries x 6 days x 3 members = 180 session days			
PANEL MEMBERS			
Fees for panel members: 180 x 250 =	12,000		33,000
Travel panel: 3 countries x 2 sessions x 5 members x 200 + 5 x 2 x 3 x 200 =	12,000		
DSA panel: 3 x 5 x 4 x 2 x 100 + 5 x 3 x 4 x 2 x 100 = 240 x 100 =	24,000		
Sub total		48,000	33,000
INSTITUTES			
Fees for Chairmen: 8 x 6 days = 48 days x US\$350 =			16,800
Checking plus (final) reporting: 3 x 3,500 + 5 x 2,500 =			23,000
Hospitality: 180 x \$25 =	4,500		
Sub total		4,500	39,800
"TRY-OUT"			
Fees for panel members: 5 x 5 x 250 =	6,250		
Travel panel: 5 x 200 =	1,000		
DSA panel: 5 x 6 x 100 =	3,000		
Institute (chair): 5 x 350			1,750
Travel consultant: 2,500	2,500		
DSA consultant: 8 x 175 =	1,400		
Hospitality: 25 x 25	625		
Sub-total		14,775	1,750
CO-ORDINATION BY A TEMPORARY MEMBER OF STAFF			
Travel: 8 x 2,500 = (2 x 4 trips)	20,000		
DSA: 2 x 8 countries x 8 days x 175 = 128 x 175 =	22,400		
Terminal expenses etc	5,000		
Costs for ICCO staff member: 18 months at US\$ 6,000 per month			108,000
Communication costs ICCO: 18 X US\$ 250			4,500
Office costs ICCO: 18 X US\$ 250			4,500
Translation and printing of reports by ICCO			8,000
Sub-total		47,400	125,000
Contingencies 5%		5,325	10,450
TOTAL		120,000	210,000
GRAND TOTAL			330,000

ANNEX III: Logical Framework

Project Title: Analysis of the Value Chain in Cocoa Producing Countries:
Proposal for a Global Comparative Study

Estimated Project Starting Date: 1 October 2006
Estimated Completion Date: 31 March 2008
Date of this Summary: 4 May 2006

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
To improve the insight into the net income derived by farmers and other stakeholders from cocoa cultivation and trade and to enhance the knowledge on the use of resources in production, trade and exporting.	(a) Forms, guidelines and definitions compiled in a manual and tested at the end of the preparatory stage of the project. (b) Inputs and costs for representative cases, as well as the share of the different stakeholders established in each of the participating countries. (c) Final report, integrating the results of all countries and presenting the international comparisons, drafted and completed.	(a) Manual for implementation of the study prepared and printed in three languages. (b) Country reports on results of the study drafted, reviewed and completed. (c) Final report drafted, reviewed and completed; subsequently final report printed and distributed in four languages (including Russian).	Use of the results of the study by a wide spectrum of stakeholders in the cocoa sector to achieve a sustainable world cocoa economy, specifically by the development of policies and programmes to improve the efficiency, productivity and incomes of smallholder cocoa farmers.
(a) The systematic and uniform establishment by practitioners in cocoa producing countries of the inputs used and the costs incurred to produce, trade and export cocoa in different areas and under different practices, and (b) Establishment of the amounts and shares received by each of the stakeholders in the export proceeds of cocoa.	(a) A group of Members of the Consultative Board of ICCO to review and agree on the project manual. (b) The appropriate institutions in the participating countries ready and willing to implement the project. (c) Preparation of a final report allowing for a direct comparison of the composition of the costs and proceeds in the cocoa value chain in the major cocoa producing countries and regions.	(a) A group of Members of the Consultative Board formed and functioning. (b) The co-ordinating institution in each country identified and panels of experts established in each country. (c) Final report produced, which includes international comparison of costs and shares in the value chain.	(a) Continued full support of the ICCO Consultative Board for implementation of the study. (b) The co-ordinating institutions and the experts in the countries having the capability and motivation to effectively implement the study and report on the work done. (c)The ICCO co-ordinator succeeding in acquiring a full comprehension on the work done in the countries and successful in achieving comparability of the results in the different countries.
A report of a comprehensive and detailed study on the costs of cocoa production, trade and exports, as well as of the shares of all stakeholder groups, including governments, in eight major cocoa producing countries.	Fully satisfactory results of the study obtained in at least six of the eight participating countries, including at least three countries in Africa and two countries in Latin America.	(a) Reports available containing results of each of the participating countries. (b) Results of the studies in at least six of the eight participating countries to be considered to be fully satisfactory.	Full commitment and support for the implementation of the study on the part of the appropriate authorities in each of the participating countries.
(a) Preparation of the study, including establishment of a standard methodology to be followed in each of the eight participating countries. (b) A test of the established methodology (forms, guidelines and definitions) in one country. (c) Establishment by panels of practitioners of inputs used and the costs to produce, trade and export coco in a number of representative cases. (d) Intensive co-ordination of the study, reporting and write up of the final results.	Preparation, try-out, implementation, co-ordination and completion of the study: US\$330,000.	(a) Report by the ICCO co-ordinator on the initial preparatory stage of the project. (b) Report by the ICCO co-ordinator on the try-out phase of the study. (c) Report by the ICCO co-ordinator on the phase of implementation of the country studies. (d) Project completion report.	Timely and adequate financing secured, as well as availability of resources in kind.