

The Challenges of Publicizing Aweil Rice Scheme Globally

Anei Mangong Anei Ngong

Associate Professor, University of Bahr el Ghazal, Wau-South Sudan

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ABSTRACT

There was lack of attitude of publicizing marketing rice of Aweil Rice Scheme globally, due to the fact that the notion of marketing rice globally was behind the misconception of giving importance to the marketing of the produce of the ARDP, and less attention to instituting a marketing body for the ARDP. This is in disregard to the fact that in the early 1980s, agricultural marketing and price policies in Africa became a prominent issue in development thinking. Whereas, in principle, it is held that the growth of agricultural production emanates from the sphere of marketing. From that time on wards, organization of marketing, and particularly the structural prices was at the core of policy considerations. The aim of the study was to find out whether there was a marketing policy that would project the marketing of the product of the Project; the marketing principles or concepts applied by the Project Management; and the system applied by the Management for marketing the produce. The study was exploratory. The method of research used was descriptive with case study design together with analytical, applied, quantitative, qualitative, evaluative, and comparative tools. Deductive and inductive methods of the research were also used. Library research and field research were the two types of research methods widely used together with their subsequent techniques. Interviews and discussions were carried out and respondents were served with a questionnaire. The study population was only on assessed population of the South Sudan members working in Aweil Rice Scheme and the implied population was (240), the sample size was (120) respondents. The research instruments were the questionnaire, interview schedules and observation. The 120 respondents included staffs from various government institutions which were from: National Ministry of Agriculture; State Ministries of Agriculture of Western Bahr el Ghazal and Northern Bahr el Ghazal; employees of Aweil Rice Development Project together with its former employees; staffs of German Development Cooperation; former Managing Director of Upper Nile Trading Corporation; and the farmers of ARDP. The findings were that: marketing was done by the Government; there was no marketing system in place to guide the marketing of the project's produce; marketing was an open one, prices were fixed locally, and rice was sold to individuals; rice was of high quality; and the produce was little and of high quality, and there was great local demand which did not warrant for publicizing the produce. Lack of marketing policy in place was a challenge in publicizing marketing the produce of Aweil Rice Scheme globally. The future of Aweil Rice Development Project is at stake unless it is rescued from the present position it is in now. So that the Project fulfills the objectives it was established, and improve marketing of it's produce, the National Legislature, the National Ministry of Agriculture, Forestry, Cooperatives and Rural Development together with the National Ministry of Electricity, Dams, Irrigation and Water Resources, and the National Ministry of Finance and Economic Planning, should address to quickly pass the proposed Agricultural Marketing and Irrigation Development Policies to guide the processes of marketing agricultural products and the stabilization of agricultural production.

Keywords

- ❖ Marketing Environment.
- ❖ Profitable Agricultural.
- ❖ Behavioral Differences.
- ❖ Insecurity.

❖ Efforts at Satisfying.

INTRODUCTION

South Sudan has a vast agricultural potential which has remained largely under exploited because the intensity of crop production is limited by the traditional practice of cultivation by hand using a limited range of implements. Government sponsored farms and few farms operated by private entrepreneurs are where intensity of crop production is found. Although the production of agricultural crops is widely practiced, the contribution of agriculture to the country's gross domestic product (GDP) is insignificant. Livelihoods are concentrated on low productivity with subsistence-based agriculture and pastoralism, which account for less than 15 percent of GDP. The aim of the study was to find out whether there was a marketing policy geared towards publicizing the marketing of the product of the Project, the marketing principles or concepts applied by the Project Management and system applied by the Management for marketing the produce.

LITERATURE REVIEW

Introduction

Formally or informally, people and organizations engage in a vast number of activities that could be called marketing. Good marketing has become increasingly vital for success. But what constitutes good marketing is constantly evolving and changing.

Good marketing is no accident, but a result of careful planning and execution using state-of-the-art tools and techniques. It becomes both an art and science as marketers strive to find creative new solutions to often complex challenges and profound changes in the 21st century of the marketing environment.

The Aweil Rice Development Project has been producing rice and markets it. The literature review will cover agricultural marketing policy, marketing principles or concepts, marketing economic systems, and the objectives of marketing.

Agricultural Marketing Policy

Agricultural marketing system in South Sudan is still undeveloped due to the fact that since mid-1990s when South Sudan was still part of the Sudan the marketing system was a government-controlled system. It was after mid 1990s that reforms were introduced in the marketing system as part of structural adjustment programmes. The decontrolling of agricultural marketing was meant to pave the way for the participation of cooperatives and private traders in the marketing aspects of all agricultural crops in a competitive marketing environment that included competitive prices and free entry of marketing actors (producers, traders, processors and exporters) at all levels of the marketing channel among other things (Sawhney, 2001).

While implementing the mentioned policy, the experience showed that the anticipated gains from the policy were not fully realized, particularly for non-traditional exports and food crops mainly because the adopted policy change did not put in place an orderly marketing system for the crops. The producers were not guaranteed markets for their crops in all localities due to among other reasons: the weakness of cooperative societies; lack of farmers associations; inadequate number of competing buyers and absence of regulatory institutions to oversee the quality; and standard for non-traditional exports and food crops. Consequently, producers did not receive remunerative prices and at times they have remained with unsold produce in cases where buyers do not turn up or offer low prices. In other cases, substantial post-harvest losses have been incurred by farmers which, in turn, have tended to intensify rural poverty and unemployment levels (Sanders, 1985).

As a result of lack of agricultural marketing system in South Sudan that can be used to publicize marketing of agricultural crops globally, the National Ministry of Agriculture, Forestry, Cooperatives and Rural Development in collaboration with other key stakeholders, formulated an Agricultural Sector Marketing Policy (ASMP) which is subject to promulgation by the National Legislative Assembly. The National Ministry of Agriculture did this in regards to its national mandate to rectify the goal of South Sudan Development Vision. The goal of the South

Sudan Vision is to attain sustainable economic growth through modernization, commercialization and utilization of natural resources in an overall sustainable manner. In achieving this long-term goal, an efficient and effective agricultural marketing system is critically important in transforming the agricultural sector (Samli, 1978).

In order to effect the goal of the South Sudan Development Vision, the National Ministry of Agriculture developed the vision of agricultural marketing system: as South Sudan to have a competitive and efficient marketing system for profitable agricultural commodities trade for sustainable income generation and improved livelihoods (Republic of South Sudan, Ministry of Agriculture, Forestry, Cooperatives and Rural Development, 2012); and a mission: to develop agricultural marketing infrastructure and a system that promotes enhanced agricultural production in response to domestic and foreign market demand (Ruthenberg, H, 1980).

The overall objective of the Agricultural Sector Marketing Policy was: to facilitate strategic marketing of agricultural products while ensuring fair returns to all stakeholders based on a competitive, efficient and equitable marketing system (Rosson, P, 1974).

In addition, the specific objectives of the Agricultural Marketing Policy were to:

1. stimulate diversification and value addition in agricultural products in response to increasing and changing market demand;
2. promote adherence to quality, standards and grade in agricultural products to meet domestic, regional and international markets requirements;
3. eliminate unnecessary non-tariff barriers (NTBs) as well as technical barriers to trade (TBTs) that hinder domestic and regional trade;
4. reform the legal and regulatory framework to guide the agricultural marketing systems and take advantage of the opportunities available in the multilateral trading system and regional trading arrangements;
5. empower, promote and support the formation and development of agricultural marketing institutions;
6. promote investments in agricultural marketing infrastructure and agro-business;
7. formulate and enforce laws that enhance the bargaining power of producers, through the use, among others designated market places where traders meet producers;
8. stimulate and facilitate the development of efficient and effective agricultural marketing information, research and intelligence systems for the development of existing and new agricultural markets;
9. promote development, adoption and use of risk management strategies in agricultural marketing;
10. enhance access to agricultural marketing finance;
11. develop South Sudan commodity brands, identify and promote niche markets as a way of addressing agricultural commodity markets facing mature global markets; and,
12. Mainstream cross-cutting issues.

The achievement of these aforementioned objectives of the Agricultural Marketing Policy has been envisaged to be achieved through the active participation and involvement of various stakeholders, both public and private sectors as well as Development Partners. Macroeconomic policy, various sectoral and sub-sectoral policy instruments and tools will also be important in achieving policy objectives. As such, it will be important to institute mechanisms for creating the necessary linkages and complementarities between different policies, strategies, plans and coordinate the work of different stakeholders, so as to achieve a holistic approach to agricultural marketing, hence contributing in the reduction of poverty process (Reardon et al., 2003).

Despite the significance of agricultural marketing system in developing agriculture which should take advantage of available market opportunities domestically, regionally and internationally, there are a number of constraints and challenges that must be addressed. The main constraints include the following:

1. Those constraints related to poor production system, mainly caused by predominance of subsistence farming and over dependence on natural precipitation;
2. the low purchasing power of the population somehow affects the development of domestic market for locally produced and processed goods;
3. weak institutional setup, legal and regulatory framework on agricultural marketing, has also led to, among others, weak bargaining power of farmers who mostly sell at farm gates, fetched favourable prices due to lack of designated market places; and under payment of their produce due to non-observance of pricing-based grades, standards and officially approved and standardized weights and measures;
4. traders and farmers alike also get frustrated by existence of non-tariff barriers (NTB) to trade between places and between South Sudan and some technical barriers trade (TBT) with the outside world;
5. there is also market failure caused by lack of, and/or poorly managed marketing infrastructure (transport, electricity supply, water supply and storage infrastructure) as well as inadequate marketing research and intelligence to help traders and producers make the right decisions; but also provide information on new market opportunities; and,
6. Poor access to financial resources also inhibits investment in marketing business by the private sector.

These constraints as per the marketing system policy will be addressed by the Ministry of Agriculture through interventions which shall systematically be undertaken as a joint venture between the private sector, and government at central, provincial and district levels using some prescribed models (Rayport, Jeffrey and John Sviokia, 1995).

Marketing Concepts

Marketing concept means that an organization aims all its efforts at satisfying its customers-at a profit. Selassie H. G. (1995) asserted that: to understand the marketing function, there is need to understand the core set of concepts which include:

1. Needs, Wants, and Demands;
2. Target Markets, Positioning, and Segmentation;
3. Offerings and Brands;
4. Value and Satisfaction;
5. Marketing Channels;
6. Supply Chain;
7. Competition; and
8. Marketing Environment.

1. Needs, Wants, and Demands: Needs are the basic human requirements such as air, food, water, clothing, and shelter. Humans also have strong needs for recreation, education, and entertainment. These needs become wants when they are directed to specific objectives that might satisfy the need.

Demands are wants for specific products backed by an ability to pay. Many people for instance, want a Mercedes; only a few are able to buy one. Companies must measure not only how many people want their product, but also how many are willing and able to buy it.

These distinctions shed light on the frequent criticism that: marketers create needs or marketers get people to buy things they don't want. Marketers do not create needs, Needs pre-exist marketers. Marketers, along with other social factors, influence wants. They might promote the idea that a Mercedes would satisfy a person's need for social status. They do not, however, create the need for social status.

Some customers have needs of which they are not fully conscious or that they cannot articulate. Five types of need can be distinguished. They are:

- i. Stated needs, e.g. the customer wants an inexpensive car.
- ii. Real needs, e.g. the customer wants a car whose operating cost, not initial price, is low.
- iii. Unstated needs, e.g. the customer expects good service from the dealer.
- iv. Delight needs, the customer would like the dealer to include on board global positioning system (GPS) navigation system.
- v. Secret needs, e.g. the customer wants friends to see him or her as a savvy consumer.

Responding only to the stated need may shortchange, for example, customers did not know much about cellular phones when they were first introduced, and Nokia and Ericson fought to shape consumer perception of them. To gain an edge, companies must help customers learn what they want.

2. Target Markets, Positioning, and Segmentation: Not everyone likes the same cereal, restaurant, college, or movie. Therefore, marketers start by dividing the market into segments. They identify and profile distinct groups of buyers who might prefer or require varying product and service mixes by examining demographic, psychographic, and behavioural differences among buyers.

After identifying market segments, the marketer decides which present the greatest opportunities-which are its target markets. For each, the firm develops a market offering that it positions in the minds of the target buyers as delivering some central benefit (s).

3. Offerings and Brands: Companies address customer needs by putting forth a value proposition, a set of benefits that satisfy those needs. The intangible value proposition is made physical by an offering, which can be a combination of products, services, information, and experiences.

A brand is an offering from a known source. A brand name such as McDonald's carries many associations in people's minds that make up its image: hamburgers, cleanliness, convenience, courteous service, and golden arches. All companies strive to build a brand image with as many strong favourable and unique brand associations as possible.

4. Value and satisfaction: The buyer chooses the offerings he or she perceives to deliver the most value, the sum of the tangible and intangible benefits and costs to him or her. Value, a central marketing concept, is primarily a combination of quality, service, and price, called the customer value triad (three related things). Value perceptions increase with quality and service but decrease with price.

Marketing could be thought of as the identification, creation, communication, delivery, and monitoring of customer value. Satisfaction reflects a person's judgment of a product's perceived performance in relationship to expectations. If the performance falls short of expectations, the customer is disappointed. If it matches expectations, the customer is satisfied. If it exceeds them, the customer is delighted.

5. Marketing Channels: To reach a target market, the marketer uses three kinds of marketing channels. Communication channels deliver and receive messages from target buyers and include newspapers, magazines, radio, television, mail, telephone, billboards, posters, fliers, compact discs (CDs), audiotapes, and the Internet. Beyond these, firms communicate through the look of their retail stores and Web sites and other media. Marketers are increasingly adding dialogue channels such as e-mail, blogs, and toll-free numbers to familiar monologue channels such as advertisements.

The marketer uses distribution channels to display, sell, or deliver the physical product or service (s) to the buyer or user. These channels may be direct via the Internet, mail, or mobile phone or telephone, or indirect with distributors, wholesalers, retailers, and agents as intermediaries.

To carry out transactions with potential buyers, the marketer also uses service channels that include warehouses, transportation companies, banks, and insurance companies. Marketers clearly face a design challenge in choosing the best mix of communications, distribution, and service channels for their offerings.

6. Supply Chain: The supply chain is a longer channel from raw materials to components to finished products carried to final buyers. The supply chain for coffee may start, for example, with the Ethiopian farmers who plant, and pick the coffee beans, selling their harvest to wholesalers or perhaps a Fair-Trade cooperative. If sold through the cooperative, the coffee is washed, dried, and packaged for shipment by an Alternative Trading Organization (ATO) that pays a minimum of \$1.26 a pound (Kotler, Keller, 2012). The ATO transports the coffee to the developing world where it can sell it directly or via retail channels. Each company captures only a certain percentage of the total value generated by the supply chain's value delivery system. When a company acquires competitors or expands upstream or downstream, its aim is to capture a higher percentage of supply chain value.

7. Competition: Competition includes all the actual and potential rival offerings and substitutes a buyer might consider. For example, an automobile manufacturer can buy steel from U.S. Steel in the United States of America, from a foreign firm in Japan or Korea, or from a minimill such as Nucor at a cost savings, or it can buy aluminum for certain parts from Alcoa to reduce the car's weight, or engineered plastics from Saudi Basic Industries Corporation (SABIC) instead of steel. Clearly, U.S. Steel would be thinking too narrowly about its competition if it thought only of other integrated steel companies. In the long run, U.S. Steel is more likely to be hurt by substitute products than by other steel companies.

8. Marketing Environment: The marketing environment consists of the task environment and the broad environment. The task environment includes the actors engaged in producing, distributing, and promoting the offering. These are the company, suppliers, distributors, dealers, and target customer. In the supplier group are material suppliers and service suppliers, such as marketing research agencies, advertising agencies, banking and insurance companies, transportation companies, and telecommunications companies. Distributors and dealers include agents, brokers, manufacturer representatives, and others who facilitate funding and selling to customers.

The broad environment consists of six components: demographic environment, economic environment, social-cultural environment, natural environment, technological environment, and political-legal environment. Marketers must pay close attention to the trends and developments in these and adjust their marketing strategies as needed. New opportunities are constantly emerging that await the right marketing savvy and ingenuity (Schlippe, 1956).

Marketing Economic Systems

There are two basic kinds of economic systems: planned systems and market-directed systems. Actually, no economy is entirely planned or market-directed. Most are a mixture of the two extremes.

Planned Economic System

In a planned economic system government planners decide what and how much is to be produced and distributed by whom, when, and to whom. Producers generally have little choice about what goods and services to produce. Their main task is to meet their assigned production quotas. Prices are set by government planners and tend to

be very rigid-not changing according to supply and demand. Consumers usually have a freedom of choice-it's impossible to control every single detail. But the assortment of goods and services may be quite limited. Activities such as market research, branding, and advertising usually are neglected. Sometimes they aren't done at all.

Government planning may work fairly well as long as an economy is simple and the variety of goods and services is small. It may even be necessary under certain conditions-during war time, for example. However, as economies become more complex, government planning becomes more difficult. It may even break down. Planner may be overwhelmed by too many complex decisions. And consumers may lose patience if the planners don't respond to their needs. Labour strikes in Poland illustrate this. The Polish workers want the government to change the plan-so that needed consumer products will be available. To try to reduce such consumer dissatisfaction, planners in the Soviet Union, China, and other socialist countries have put more emphasis on marketing (branding, advertising, and market research) in recent years (Goeke, 1987).

Directed Economic System

In a market-directed economic system, the individual decisions of the many producers and consumers make the macro level decisions for the whole economy in a pure market-directed economy. Consumers make a society's production decisions when they make their choices in the marketplace. They decide what is to be produced and by whom-through their dollar 'votes' (Goeke, 1987).

Marketing Objectives

Marketing objectives are a set of goals that marketing managers establish in advance of a marketing campaign. Companies set marketing objectives as a way to measure marketing efforts by key performance indicators, as opposed to simply advertising a new product for a set time frame with little regard for the campaign's results. Examples of marketing objectives are as the following:

1. **Increase sales:** A marketing plan may focus on overall sales volume and revenues. Such campaigns are measured via metrics like cash flow and total sales.
2. **Increase brand awareness:** Some marketing initiatives focus on building overall brand awareness among potential customers in a target market. This can involve search engine optimization (SEO) to bring in more website visitors. It can also mean beefing up content marketing—creating video content, podcasts, and blog posts, which can themselves boost website traffic. Social media marketing offers yet another way to bring both paid and organic traffic to your website.
3. **Conduct market research:** Small businesses and corporations launch marketing campaigns even when they are not actively selling a new product. Some of these campaigns have a research objective. They allow marketing teams to study messaging and conduct outreach surveys in new markets.
4. **Lead generation and conversion:** A common measurable marketing objective is generating qualified leads for a sales team. Most campaigns will go beyond this, and measure lead conversion rates—how many new leads convert into legitimate new customers. This fits into an overall customer acquisition strategy.
5. **Increase market share:** Some companies do not merely set goals based on their own revenues; their business goals also involve dominating the market. They will look to sales rankings to see whether this marketing objective is being met.
6. **Customer retention:** Sometimes the target audience for a marketing campaign is the company's existing customer base. Keeping existing customers tends to be less expensive than finding new ones, so many companies invest in specialized outreach through email marketing and direct communication with current customers.

7. Yields of Aweil Rice Development Project

The following tables verify the yields of ARDP over some of the years of its operation.

Table 1: The paddy yields (kg/ha) of Aweil Rice Scheme from 1980/81-1981/82

Area	1980/81	1981/82
Total arable land	2550	2286
Central farm and seed multiplication	2343	1626
Seed multiplication	3537	2517
Tenants' plots	2926	3018

Source: Democratic Republic of the Sudan, Ministry of Finance and Economic Planning. Aweil Rice Development Project. First Phase (EDF), Final Report, December 1982. P. 29.

Table 2: The yields realized per variety (in kg/ha) by Aweil Rice Scheme from 1980/81-1981/82:

Variety	1980/81	1981/82
C20	2093	1389
RPW 6-7	-	2298
CR 189-4	-	1600
BR 4	-	2250
B 1990 B-mr-28-5-2-1	-	3608
Bhavani	2540	2489

Source: Democratic Republic of the Sudan, Ministry of Finance and Economic Planning. Aweil Rice Development Project, First Phase (EDF), Final Report, December 1982. P. 31.

Table 3: Below shows tons of Crop Yield in basin 9 for the year 1979 per ha (Fully water controlled area)

Variety	Area (inHac.)	Total Yield (in Ton.)	Av. Yield (ton./Hac.)
IR-20	31.5	149.79	4.76
Bhavani	229.5	965.26	4.21
RPW-6-17	45.0	189.50	4.22
Suvale	22.0	77.73	3.53
C-20	12.0	38.40	3.20
Experimental Farm	14.0	60.00	4.28
Total	354.0	1480.61	4.2 (Average)

Source: Food and Agriculture Organization of the United Nations. Land Development Project (Aweil Rice Scheme), Sudan/73/001, Final Report, November 1979. P. 37.

Table 4: Below shows rice production of Aweil Rice Scheme from 1975 to 1985

Year	Tons of Paddy Rice
1975	84,000
1976	98,000
1977	252,000
1978	2,566,830
1979	37,000
1980	38,702
1981	390,050
1982	39,200
1983	39,100
1984	38,200
1985	39,111

Source: Aweil Rice Development Project Stores Ledger Book for the years 1975-1985.

Table 5: Shows rice yield comparisons of Aweil Rice Scheme from 2001 to 2015

Year	Tons of Paddy Rice
2001	119,420
2002	-
2003	12,530
2004	1,330
2005	84, 420
2006	-
2007	-
2008	275,800
2009	296,170
2010	313,891

2011	32,388
2012	590,380
2013	498,315
2014	484,750
2015	371,000

Source: Aweil Rice Development Project Stores Ledger Book for the year 2001-2015.

7. Challenges to Marketing Produce of Aweil Rice Scheme Project

“Marketing of produce of Aweil Rice Development Project has a number of constraints as enumerated below (Government of the Democratic Republic of the Sudan, 1983):”

1. Lack of transport
2. Long distances to the markets
3. Low prices
4. No organized markets
5. High taxes
6. Lack of capital
7. High prices
8. Lack of inputs

METHODOLOGY

The study was exploratory. The method of research used was descriptive with case study design together with analytical, applied, quantitative, qualitative, evaluative, and comparative tools. Deductive and inductive methods of the research were also used. Library research and field research were the two types of research methods widely used together with their subsequent techniques. Interviews and discussions were carried out and respondents were served with a questionnaire.

The study population was only on assessed population of the South Sudan members working in Aweil Rice Scheme including the farmers and the implied population was 240 and the sample size was 120 respondents.

Research instruments were the questionnaire, interviews and observation. The questionnaire contained unstructured open-ended questions where the respondents would express themselves freely without restrictions. Special interviews were conducted with the present and former staffs of the National Ministry of Agriculture, State Ministries of Agriculture Northern Bahr el Ghazal and Western Bahr el Ghazal, Aweil Rice Development Project, German Development Cooperation, former Managing Director of Upper Nile Development Corporation, and the farmers of ARDP. All were included in the sample size. The data was a raw data for its was abstracted from the respondents' interviews and questionnaire. A questionnaire was physically distributed to the respondents by the researcher. In the interviews there were questions asked orally and only structured interviews were used. Interviews were conducted with every group member under the scope of the study. On the observation, the researcher used it during interviews and field visits to the site of the Scheme so as to understand the behavioral patterns in their physical and social context in Aweil Rice Scheme.

Secondary data was accessed from the text books, journals, websites (internet), reports, articles, newspapers and related studies.

RESULTS

The results of the research are shown in the tables below.

What were the Plans for production of rice and its marketing?

Table 6: Shows respondent responses on the plans for production of rice and its marketing:

Respondents' Responses	Number of Respondents	Percentage of Respondents (%)
Marketing was done by the Government.	53	44
The Project was an experimental farm and the produce was sold locally in Aweil, Wau and Khartoum.	37	31
The produce was exported.	18	15
There was no organized marketing; the plan was to produce 19,250MT; the produce was to satisfy the domestic needs; people in Juba were the beneficiaries; and to increase the area of cultivation every year.	12	10
Total	120	100

Primary Source

The findings about the plans for production of rice and its marketing, 53 respondents that represent 44% of the population sample stated that marketing was done by the Government.

Is there a marketing policy in place that guides the marketing of the Project's produce?

Table 7: Shows the respondents responses about marketing policy in place that guides the marketing of the Project's produce.

Respondents' Responses	Number of Respondents	Percentage of Respondents
There was no marketing system.	42	35
There was a local marketing policy.	28	23
There was no specific marketing system.	25	21
Rice was sold locally.	20	17
Commercial production level was not reached.	5	4
Total	120	100

Primary Source

The finding regarding whether there was a marketing policy in place that guides the marketing of the Project's produce, 42 respondents that represent 35% of the majority of the population sample asserted that there was no marketing system in place to guide the marketing of the project's produce.

What kind of marketing system that was applied for marketing the produce of the Project?

Table 8: Shows the of kind of marketing system that was applied for marketing the produce of the Project.

Respondents' Responses	Number of Respondents	Percentage of Respondents
Marketing was an open one, prices were fixed locally, and rice was sold to individuals.	46	38
Rice was sold to private companies, and mass-marketing was applied through wholesale system.	36	30
The system was supply chain modeling.	20	17
Marketing system applied was barter trade, selling at appropriate price, possession utility direct buying from the scheme, and time utility produce is available at the time it is needed.	18	15
Total	120	100

Primary Source

In connection to the finding about the kind of marketing system that was applied for marketing the produce of the Project, 46 respondents constituting 36% of the sample population revealed that marketing was an open one, prices were fixed locally, and rice was sold to individuals.

What were the Project Management Strategies in marketing the produce of the Scheme?

Table 9: Shows respondents' responses about the management strategies for addressing problems on marketing the produce.

Respondents' Responses	Number of Respondents	Percentage of Respondents
Rice was of high quality.	55	46
The Project was meeting delivery schedules.	32	27
Rice was produced and distributed at low cost.	22	18
Management was strong, Government was involved in marketing, Project's staffs were involved in selling the produce, and there were no serious problems to be addressed.	11	9
Total	120	100

Primary Source

Concerning the finding about whether there were Project Management Strategies in marketing the produce of the Scheme, 55 respondents representing 46% of the sample population stated that rice was of high quality.

What were the reasons that the Project Management by then did not publicized the produce of the Scheme to the international market?

Table 10. Shows the respondents' responses about the reasons that the Government by then did not publicized the marketing of the Project's produce at the international markets.

Respondents' Responses	Number of Respondents	Percentage of Respondents
Produce was little and of high quality, and there was great local demand which did not warrant for publicizing the produce.	45	38
There was an open competition.	34	28
The Project was at experimental stage.	42	34
Total	120	100

Primary Source

In regards to whether there were reasons that the Project Management by then did not publicized the produce of the Scheme to the international markets, 45 respondents representing 38% of the sample population revealed that produce was little and of high quality, and there was great local demand which did not warrant for publicizing the produce.

What were the Project Management strategies in addressing the problems of publicizing the marketing the produce to the international markets?

Table 11: Shows the respondents' responses about the Project Management strategies in addressing the problems of publicizing the marketing the produce to the international markets.

Respondents' Responses	Number of Respondents	Percentage of Respondents
Rice was of high quality.	52	43
The Project was meeting delivery schedules.	26	22
Rice was produced and distributed at low cost.	24	20
Strong Government was involved in marketing, Project's staffs were involved in selling the produce, and there were no serious problems to be addressed.	18	15
Total	120	100

Primary Source

The finding in connection to whether there were Project Management strategies in addressing the problems of publicizing the marketing the produce to the international markets, 52 respondents representing 43% of the sample population stated that rice was of high quality. However, 18 respondents representing 15% of the population sample asserted that: Strong Government was involved in marketing, Project's staffs were involved in selling the produce, and there were no serious problems to be addressed.

DISCUSSION

The marketing of the project as a result of lack of agricultural marketing system in South Sudan, which is a great challenge, as Samli (1978) noted, the National Ministry of Agriculture, Forestry, Cooperatives and Rural Development in collaboration with other key stakeholders formulated an Agricultural Sector Marketing Policy (ASMP) which is subject to promulgation by the National Legislative Assembly. The National Ministry of Agriculture did this in regards to its national mandate to rectify the goal of South Sudan Development Vision. The goal of the South Sudan Vision is: to attain sustainable economic growth through modernization, commercialization and utilization of natural resources in an overall sustainable manner. In achieving this long-term goal, an efficient and effective agricultural marketing system is critically important in transforming the agricultural sector.

Whereas, Ruthenberg, H. (1980), narrated in order to effect the goal of the South Sudan Development Vision, the National Ministry of Agriculture developed the vision of agricultural marketing system as: South Sudan to have a competitive and efficient marketing system for profitable agricultural commodities trade for sustainable income generation and improved livelihoods and a mission: To develop agricultural marketing infrastructure and a system that promotes enhanced agricultural production in response to domestic and foreign market demand. Therefore, there should be a marketing policy in place that guides the marketing of the Project's produce. 53 respondents that represent 44% of the population sample stated that marketing was done by the Government. 42 respondents that represent 35% of the majority of the population sample asserted that there was no marketing system in place to guide the marketing of the project's produce. 46 respondents constituting 36% of the sample population revealed that marketing was an open one, prices were fixed locally, and rice was sold to individuals. 55 respondents representing 46% of the sample population stated that rice was of high quality. 45 respondents representing 38% of the sample population revealed that produce was little and of high quality, and there was great local demand which did not warrant for publicizing the produce. 52 respondents representing 43% of the sample population stated that rice was of high quality. However, 18 respondents representing 15% of the population sample asserted that: Government was involved in marketing, Project's staffs were involved in selling the produce, and there were no serious problems to be addressed.

CONCLUSION

Aweil Rice Development Project since its inception had a lot of hurdles such as remoteness of the area, lack of transport, no enough agricultural machinery, lack of adequate and skilled personnel, lack of fertilizers, and the wars of 1955-1972 and 1983-2005; combined together has made the Project not to fulfill the objectives it was established.

The planned area to be cultivated was not fully utilized only a small acreage and this has made the produce to be small. The number of employees was small as well as machinery to cultivate the envisaged area of 22,000 feddans. The yield was small as there were no enough implements of agricultural machinery and proper agricultural practices.

There was no proper marketing research and management because of lack of marketing unit and policy to apply the concepts of marketing. The research findings were that: marketing was done by the Government; there was no marketing system in place to guide the marketing of the project's produce; marketing was an open one, prices were fixed locally, and rice was sold to individuals; rice was of high quality; the produce was little and of high quality; and there was great local demand which did not warrant for publicizing the produce. However, small population sample asserted that: Government was involved in marketing, Project's staffs were involved in selling the produce, and there were no serious problems to be addressed.

The future of Aweil Rice Development Project is at stake unless it is rescued from the present position it is in now. So that the Project fulfills the objectives it was established, and improve marketing of it's produce, the National Legislature, the National Ministry of Agriculture, Forestry, Cooperatives and Rural Development together with the National Ministry of Electricity, Dams, Irrigation and Water Resources, and the National Ministry of Finance and Economic Planning, should quickly pass the proposed Agricultural Marketing and Irrigation Development Policies to guide the processes of marketing agricultural products and the stabilization

of agricultural production. The National Government to again file a request to UNDP or EEC and even China and other friends for the revitalization of the Project. The ARDP to establish a marketing unit to carry out plans for marketing the produce of the Scheme.

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