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AGRIBUSINESS AND TRADE PROMOTION (USAID ATP)

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VCDP for each Selected Value Chain Updated Yearly with Monitoring of Progress Livestock/ Meat (FY12)

Contract/ Project No.: EDH-I-00-00005-08

Submitted to: Danielle Knueppel, COR
Agribusiness and Trade Promotion Project
USAID/WA
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CARANA Corporation



RUMINANT LIVESTOCK VALUE CHAIN DEVELOPMENT PLAN

ANNUAL UPDATE: FY 2012



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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect those of the United States Agency for International Development (USAID) or those of the United States Government.

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ACRONYMS

AFO	<i>Abattoir Frigorifique de Ouagadougou</i>
ANOPACI	<i>Association Nationale des Producteurs Agricoles de Côte d'Ivoire</i>
APROSSA	<i>Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaire</i>
ATP	<i>Agribusiness and Trade Promotion</i>
BRS	<i>Banque Régionale de Solidarité</i>
CAADP	<i>Comprehensive Africa Agriculture Development Program</i>
CEDEAO	<i>Commission Économique des États de l'Afrique de l'Ouest</i>
CILSS	<i>Comité Permanent Inter-États de Lutte contre la Sécheresse dans le Sahel</i>
COFENABVI	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande</i>
CORPAO	<i>Conférence Régionale sur la Dynamique des Marchés en Afrique de l'Ouest</i>
DYFAB	<i>Projet de dynamisation des filières agro-pastorales</i>
E-ATP	<i>Expanded Agribusiness and Trade Promotion</i>
ECOWAP	<i>ECOWAS Common Agriculture Policy</i>
ECOWAS	<i>Economic Community of West African States</i>
FEBEVIB	<i>Fédération nationale de la Filière Bétail-Viande du Burkina Faso</i>
FEBEVIM	<i>Fédération Nationale de la Filière Bétail-Viande du Mali</i>
FENACOBVi-CI	<i>Fédération Nationale des Coopératives Bétail-Viande de Côte d'Ivoire</i>
GAPTO	<i>Ghana Agricultural Producers and Traders Organization</i>
IER	<i>Institut d'Economie Rurale</i>
INERA	<i>Institut National pour l'Environnement et la Recherche Agronomique</i>
MIS	<i>Market Information System</i>
MoU	<i>Memorandum of understanding</i>
MRA	<i>Animal Resources Ministry (Ministère des Ressources Animales)</i>
NEPAD	<i>New Partnership for Africa's Development</i>
OIE	<i>World Organization for Animal Health</i>
OP	<i>Producer organization</i>
ORBV/AOC	<i>Observatoire Régional du Bétail et de la Viande / Afrique de l'Ouest et Centrale</i>
PAFASP	<i>Programme d'Appui aux Filières Agro-Sylvo-Pastorales au Burkina Faso</i>
PCDA	<i>Programme de compétitivité et de développement agricole</i>
PIVA	<i>Partner Institutional Viability Assessment</i>
PPP	<i>Public-private partnership</i>
PROSUMA	<i>Promotion des Supermarchés de Côte d'Ivoire</i>
SAV	<i>Société Africaine de Viandes et Services, ou Africaine de la Viande et Services</i>

SIM	Commercial information system (Système d'informations commerciales)
AIBPS	Agro-industrial by-products
SNV	Netherlands Development Organization
USAID	United States Agency for International Development
VCDP	Value Chain Development Plan
WAEMU	West Africa Economic and Monetary Union
WATH	West Africa Trade Hub

EXECUTIVE SUMMARY

This value chain development plan primarily serves as a set of guidelines for USAID's Agribusiness and Trade Promotion project (ATP) project and its partners to revitalize the ruminant livestock value chain in West Africa. While ATP primarily focuses on trade in live animals (cattle, sheep and goats), it is also investing in the development of a meat value chain, which involves the transport of meat in a cold chain to large coastal markets. The main corridors for livestock trade in the region are Koupela-Bitou-Kumasi-Accra, Segou-Bobo Dioulasso-Abidjan, Fada N'gourma-Parakou-Nigeria Border, Techiman-Leo-Ouagadougou, Kantchari-Bitou-Accra, and Koudougou-Paga-Accra. Those for meat are Ouagadougou-Tema, Ouagadougou-Parakou-Nigeria, Ouagadougou-Abidjan, Bamako-Abidjan, and Bamako-Dakar.

The value chain development plan is an evolving document. It is regularly updated to take into account new challenges, activities and opportunities. The multi-annual action plan presented in section four is updated yearly, along with the annual action plan for the fiscal year. The present document covers a period of nearly four years, from October 2008, when the initial value chain assessment was carried out, to September 2012.

During the sub-regional assessment of the ruminant livestock value chain, undertaken by 60 West African value chain stakeholders from the public and private sectors in September 2008, value chain activities and relationships were mapped. This exercise revealed how seriously fragmented the sector is.

This value chain development plan was originally elaborated on the basis of an assessment of the ruminant livestock value chain. This assessment revealed how seriously fragmented the sector is. It also guided the project to select a number of key organizations to partner with in trying to energize the regional value chain. These included COFENABVI and its national member federations; and the ORBV / AOC (Observatoire Régional pour le Bétail/Viande/ Afrique de l'Ouest et Centrale). These two umbrella organizations work closely together in (i) building their members' advocacy capacities; (ii) developing business relationships; and (iii) developing market information systems. Majority of work has been conducted with COFENABVI, which has also received project support through grants; ORBV/AOC has participated in various project activities. The project also selected the Livestock Breeders and Traders Association, a national organization, for the purpose of establishing a national federation representing the ruminant livestock industry in Ghana.

Based on the initial assessment, the project identified the following priorities and areas of intervention.

Production. ATP has aimed to improve livestock feeding and health to create a competitive supply of fresh meat in the West African market. To achieve this, the project has worked to: (i) professionalize cattle fattening activities; (ii) increase forage production and storage capacity, and (iii) enhance the technical expertise and capacity of livestock feed producers.

Processing and marketing. The project's objective with respect to processing and marketing has been to make quality (healthy and nutritious) and competitive products available in sufficient quantities, and to win market share in the region. To achieve this objective, ATP has chosen to focus on: (i) building the capacity of butchers; (ii) upgrading slaughterhouses and optimizing the use of infrastructure and personnel; and (iii) promoting meat exports. It should be noted that the majority of animals are exported live to consumer countries. This represents a significant loss of earnings for producing countries as processing facilities will allow for development of the by-products such as leather, hides and non-edible offals.

Cross-cutting activities. ATP's cross-cutting areas of intervention are as follows: (i) transport; (ii) institutional capacity building; (iii) access to financing; (iv) market information systems; and (v) advocacy.

To optimize the use of its resources, ATP concentrates on specific and limited activities. It works in stages based on a multi-year action plan. Activities outlined beyond one year in the future are indicative, but revised annually based on past outcomes and new opportunities.

The annex at the end of this report contains additional information about activities.

I. INTRODUCTION

I.1 USAID ATP IN BRIEF

USAID's Agribusiness and Trade Promotion (ATP) project's primary objective is to increase the value and volume of intra-regional agricultural trade in West Africa in order to contribute to achieving the African Union's six percent agricultural growth target. This target was set under the Comprehensive Africa Agriculture Development Program (CAADP) of the African Union's New Partnership for Africa's Development (AU-NEPAD), a framework for sustainable development drafted by African leaders. The Economic Community of West African States (ECOWAS) has developed its Agricultural Policy (ECOWAP) to implement the CAADP in its region.

With the ATP project, USAID/WA is focusing on selected activities through which it hopes to have a catalytic impact in supporting West Africans overcome key constraints to intraregional agricultural trade. Helping them do so will not only drive substantial increases in intra-regional trade during the project; it will also make them sustainable after the project ends. The project is implementing integrated activities and programs to contribute to the following outcomes:

- **OUTCOME 1:** Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa.
- **OUTCOME 2:** Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors and distributors.
- **OUTCOME 3:** More effective advocacy by regional private sector and other non-governmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade.
- **OUTCOME 4:** Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems.

I.2 SELECTION OF VALUE CHAINS AND TRANSPORT CORRIDORS

I.2.1 SELECTION OF VALUE CHAINS

In each of the outcome areas listed above, the project has limited its interventions to a limited number of value chains. By identifying and addressing technical gaps and opportunities in this focused way, the project aims to have an impact on the agricultural sector at large. To ensure this, the project carefully selected value chains seen as having strong potential based on the seven following criteria: (1) the product's importance in intra-regional trade; (2) urban demand for the processed or value-added product; (3) the form (current degree of processing) of the traded product; (4) the potential for adding more value; (5) the number of small farmers and other participants involved; (6) the degree of perishability; and (7) transportability of the product. As a result of this selection process, the project retained the following three value chains to focus on: livestock/meat, onion and shallot, and maize.

This value chain development report mainly focuses on cattle, sheep, and goats that are trucked live from land-locked supplying countries to coastal markets. The transport of live animals is likely to remain the main mode of intra-regional meat supply for many years to come. Nonetheless, it also addresses trade in meat (from the same ruminant livestock), as it represents

a significant economic opportunity for exporting countries. Trade in meat involves slaughtering livestock in producing countries, and transporting its meat in a cold chain to large coastal cities with concentrated populations of higher-income consumers who are willing to pay more for expensive cuts of high-quality meat.

1.2.2 SELECTION OF TRANSPORT CORRIDORS

Geographically, ATP's work focuses on a number of key trade corridors linking West Africa's Sahelian countries (Mali, Burkina Faso and Niger¹) to its coastal countries (Côte d'Ivoire, Ghana, Togo and Benin). From its onset, the project has worked closely with the West Africa Economic and Monetary Union (WAEMU) and West Africa Trade Hub Project (WATH) to monitor the following specific trade routes:

- Burkina-Ghana livestock corridor (Koupela-Bitou-Kumasi-Accra).
- Mali-Burkina-Côte d'Ivoire livestock corridor (Segou-Bobo Dioulasso-Abidjan).
- Burkina-Benin-Nigeria livestock corridor (Fada N'gourma-Parakou-Nigeria Border).
- Ghana-Burkina maize corridor (Techiman-Leo-Ouagadougou).
- Burkina-Ghana onion corridors (Kantchari-Bitou-Accra, and Koudougou-Paga-Accra).

With respect to intra-regional livestock and red meat trade, the main corridors are Ouagadougou-Tema, Ouagadougou-Parakou-Nigeria, Ouagadougou-Abidjan, Bamako-Abidjan and Bamako-Dakar.

In addition, although the railway line between Ouagadougou and Abidjan is not a USAID ATP target corridor per se, it is also carefully monitored in close cooperation with the COFENABVI and its national members, since this route is heavily used for shipping live animals to Côte d'Ivoire. The Bamako-Dakar route is also carefully monitored as part of project expansion (USAID E-ATP).

1.3 VALIDATION OF SUB-REGIONAL ASSESMENT OF THE RUMINANT LIVESTOCK VALUE CHAIN

In September 2008, ATP carried out a sub-regional assessment of the ruminant livestock value chain. The objectives of this assessment were to: (i) evaluate and prioritize the main challenges and opportunities for the ruminant livestock value chain along the central trade and transport corridors in West Africa; (ii) provide a status update of the organization, operation and performance of the value chain; (iii) quantify livestock and meat flows; and (iv) propose concrete, realistic and catalytic interventions. The ATP evaluation team organized field visits and meetings with 25 organizations and structures, including livestock breeders, traders, butchers, shippers as well as technical and financial partners, in Burkina Faso and Mali (representing producer countries), and in Benin, Côte d'Ivoire and Ghana (representing terminal markets).

The sub-regional assessment of the ruminant livestock value chain was discussed and validated with industry stakeholders at a sub-regional workshop organized in Ouagadougou, Burkina Faso, from December 16 to 18, 2008. The workshop brought together 60 West African value chain actors from the private and public sector including breeders, traders, butchers, researchers, policy makers, technical and financial service providers, as well as bilateral projects from six countries: Mali, Burkina Faso, Niger, Benin, Ghana and Côte d'Ivoire. The workshop accomplished the following:

¹ Following recent restrictions imposed by the USA on non-humanitarian assistance to Niger, ATP has suspended all its activities in Niger in 2010 until further notice.

- Ensured that critical factors are taken into account and validated the regional ruminant livestock value chain map.
- Identified key opportunities for value chain actors with a strong focus on business relations in each link of the value chain.
- Identified key constraints that prevent actors from taking full advantage of these opportunities.
- Identified and prioritized key interventions and drafted an action plan detailing the next stages and responsibilities to ensure that the actors are working together to achieve their common vision of the industry.

This ruminant livestock value chain development plan (VCDP) was drafted based on the assessment and validation workshop.

1.4 SELECTION OF KEY PARTNERS IN THE VALUE CHAIN

Through the sub-regional assessment of the value chain, and through discussions and analysis of the strengths, weaknesses, threats and opportunities for the various professional organizations involved in livestock and red meat intra-regional trade, the following organizations were selected as key project partners. The project has worked intensively with them to boost the value chain in the region:

- COFENABVI (*Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays membres de l'UEMOA*) and its national members. This confederation represents national federations and is gradually positioning itself as the leading representative of the region's livestock and red meat industries. COFENABVI has offices in eight WAEMU countries and shares USAID ATP's objective of boosting the ruminant livestock value chain across the region. It is planning to extend its activities to other ECOWAS countries.
- ORBV/AOC (*Observatoire Régional du bétail et de la Viande des pays membres de l'Afrique de l'Ouest et du Centre*). ORBV/AOC activities go beyond the COFENABVI intervention zone. These two umbrella organizations complement each other. ORBV/AOC specializes in building member advocacy capacity and conducts campaigns at the regional level. It works toward reducing road barriers to intra-regional trade and serves as a bridge between West and Central Africa.
- Ashaiman Livestock Breeders and Traders Association (Ghana). This organization promotes trade between the Sahelian countries and Ghana. It has a dynamic management committee that collects market information, and is working to establish the National Federation of the Ruminant Livestock Industry in Ghana.

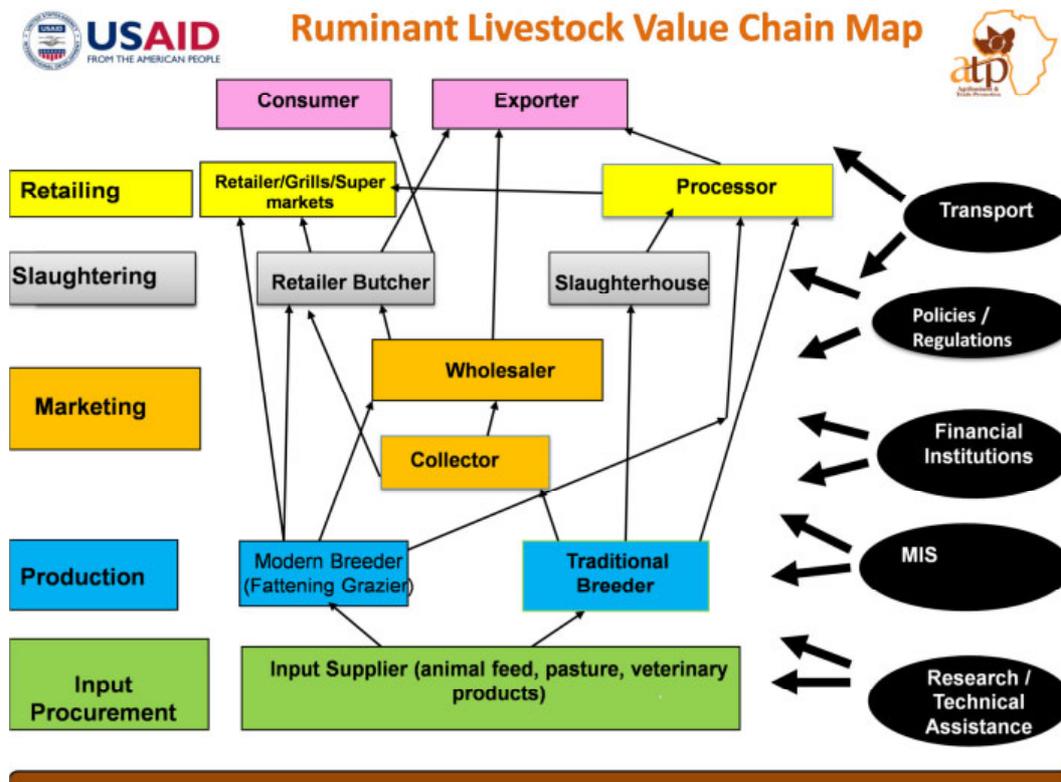
The majority of the work has taken place with COFENABVI. In addition, ATP has worked with slaughterhouses in Burkina Faso, Mali and Côte d'Ivoire to comply with local and international standards and sanitation to promote the commercialization of safe meat. There are plans to cooperate with supermarket meat importers (e.g. ShopRite, Koala, Max Mart in Ghana, and Prosuma, Sococe, Hyatt in Côte d'Ivoire). These relationships have allowed the project to develop public-private partnerships (PPP) between slaughterhouses, retail butchers and supermarkets.

1.5 VISION FOR THE VALUE CHAIN

1.5.1 MAP OF THE VALUE CHAIN IN 2008

During the ruminant livestock value chain assessment in September 2008, value chain activities and relationships were mapped. The resulting value chain map shown in Fig. 1 below attests to a high degree of fragmentation in this sector.

Figure I: Map of the Ruminant Livestock Value Chain



1.5.2 VISION

The vision for 2012 formulated by industry stakeholders involved in crafting this value chain development plan can be summarized as follows:

The ruminant livestock value chain actors in West Africa will professionally supply quality livestock/red meat for West African markets in sufficient quantity at competitive prices on a steady basis.

1.5.3 MISSION

This is how ATP commits to supporting this vision:

USAID ATP contributes to the professionalization of ruminant livestock value chain actors along the trade and transport corridors in West and Central Africa by facilitating intra-regional trade and building the capacities of the parties involved.

2. SPECIFIC OBJECTIVES AND ACTIVITIES FOR DEVELOPING THE VALUE CHAIN

2.1 PRODUCTION

2.1.1 SPECIFIC OBJECTIVES

The 2008 value chain assessment revealed that only a handful of production units use concentrated feed, and those that do exclusively use cottonseed cake. The assessment also revealed that cattle are fattened inefficiently, to the extent that their feed is not rationed at this stage. These observations suggest potential to enhance production capacity through the modification of livestock feeding practices.

Against these findings, ATP's objective with respect to production is to improve livestock feed and health for a competitive supply of meat for the West African market.

2.1.2 ACTIVITIES

2.1.2.1 PROFESSIONALIZE CATTLE-FATTENING ACTIVITIES

There is a specific need to improve the cost-effectiveness of cattle fattening activities. Doing so has the potential to attract more investment in this segment of the value chain, enhancing the production of livestock products of high enough quality for regional export markets.

As part of this activity, ATP is working with other partners, including PAFASP (the *Programme d'Appui aux Filières Agro-Sylvo-Pastorales au Burkina Faso*)—a project that supports agro-pastoral value chains—Bank of Africa (BOA), and the Netherlands Development Organization (SNV), to achieve the following:

- Organize workshops to train trainers for the 25 leading cattle producers per country on commercial cattle and sheep fattening techniques, on financial management, and on operating statements. The leading cattle producers who are trained will in turn carry out cascade training of 1,000 other members of professional organizations per country through the national federations of the ruminant livestock value chain.
- Encourage cattle producers to network and develop their technical, financial and managerial capacities so that they are able to efficiently carry out fattening activities, and ensure that their activities are cost-effective. Activities have included developing:
 - Fact sheets that disseminate prior research to cattle producers and livestock technicians responsible for support and advice.
 - Tools for monitoring financial and economic cattle fattening workshops designed to allow cattle producers to establish and track their business' operating account.
- Help organize technological innovation fairs on intensive cattle fattening. ATP will encourage cattle producers through COFENABVI to participate in different innovation fairs and take advantage of modern technologies. The project will also encourage leading cattle producers to present their fattened animals at different fairs to promote the adoption of new technologies to

produce quality animals.

Expected Results:

Producer organizations, particularly cattle producers (men and women), are trained in the technical, financial and economic management of fattening activities. Business plans are developed by country, and income statements are introduced or improved.

Environmental Aspects

- Potential environmental impact and classification: technical capacity building activities do not have a significant impact on the environment and are classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

2.1.2.2 INCREASE FORAGE PRODUCTION AND STORAGE CAPACITIES

Feeding constraints related to cattle fattening are mostly related to the use of agro-industrial by-products (AIBP), the availability and cost of which hamper the feasibility of intensive fattening activities. Timely harvesting and storage of forage has the potential to reduce feed shortages during critical periods when grazing is scarce. Thus, it is important to increase the capacity to produce and store natural fodder.

As part of this activity, ATP is working with the animal production departments of various countries to organize workshops that provide information and demonstrations on the timely harvesting, storage and processing of forage. These workshops are being put into practice on an experimental basis. ATP is facilitating contact with research institutes in Burkina Faso and in Mali so that trained cattle producers can benefit from research counseling and support in monitoring the plots that will be sowed.

The project is encouraging other development partners to implement the activity on the cattle producers' plots.

Expected Results:

Cattle producers are introduced to new technologies and production techniques including the storage of natural forage.

Environmental Aspects

Potential environmental impact and classification: technical capacity building activities do not have a significant impact on the environment and are classified as categorically excluded.

- Environmental mitigation and monitoring measures: not applicable.

2.1.2.3 ENHANCE THE TECHNICAL EXPERTISE AND CAPACITY OF LIVESTOCK FEED PRODUCERS

Livestock feed production units generally lack raw materials and suitable feeding methods to produce quality feed. As a result, they face production challenges and struggle to satisfy their clients.

To address these constraints, ATP is bringing together partners to support the development and delivery of a line of quality feed concentrates that will meet the needs of cattle producers.

Project interventions focus on:

- Helping promoters from project countries formulate, commercialize and market livestock feed.
- Establishing raw material supply networks (especially maize and soybeans) and supporting the distribution of finished products. Producers are being identified and ATP is facilitating business linkages with the promoters of production units for the supply of commodities such as maize and others that are used in feed formulas. Feed production unit promoters will organize to put in place a distribution network.

The project is collaborating with national quality control laboratories to ensure that animal feed production units will undergo quality control.

Expected Results:

Promoters are trained and have a satisfactory range of quality feed concentrates.

Environmental Aspects

- Potential environmental impact and classification: technical capacity building activities do not have a significant impact on the environment and are classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

2.2 PROCESSING AND MARKETING

2.2.1 SPECIFIC OBJECTIVES

With respect to processing and marketing, ATP's specific objectives are to foster more competitive and better quality (more healthy and nutritious) products, ensuring that these are available in sufficient quantities, and expanding regional market share.

2.2.2 ACTIVITIES

2.2.2.1 BUILD THE CAPACITY OF BUTCHERS

There are many risk factors throughout the ruminant livestock value chain as a result of poor hygiene of personnel, facilities, and meat processing and transport equipment. Awareness and information campaigns are therefore needed for stakeholders to understand the importance of upholding hygiene and meat safety standards.

In this activity, ATP and other partners are facilitating:

- The organization of informational and hands-on training workshops for traditional butchers on good production and hygiene practices, different meat cuts and deboning meat techniques, packaging, current legislation and standards to meet hygiene and meat safety.
- Workshops to retrain cattle and meat inspectors (veterinarians), in particular on changes in international legislation and market rules.
- A meat export experiment involving the export of meat from Burkina Faso and Mali to Ghana and Côte d'Ivoire, to understand the various costs and difficulties of transporting livestock and meat. The experiment will be carried out with exporters who are interested and capable of bearing part of its costs. ATP is partnering with L'Africaine de la Viande et Services to contact

potential meat importers in the appropriate countries beforehand, facilitate the signing of contracts, and work with banks to transfer funds. In addition, ATP is building the capacity of butchers through training of trainers in Ghana and Togo.

Expected Results:

Targeted professional organizations have received short-term training to enable them to strengthen their professionalism in meat processing.

Environmental Aspects

- Potential environmental impact and classification: technical capacity building activities on meat preparation may have environmental impacts for waste water, waste (gas, animal waste, etc.) and noise. These activities have been classified as conditionally negative.
- Environmental mitigation and monitoring measures: not applicable:

Mitigation measures	Monitoring indicators	Calendar for monitoring and reporting	Persons in charge: mitigation and monitoring
Promote good practices as indicated in: http://www.encapafrica.org/EGSSAA/Word_En_english/livestock.doc http://www.encapafrica.org/EGSSAA/Word_En_english/solidwaste.doc http://www.encapafrica.org/EGSSAA/Word_En_english/foodprocessing.doc http://www.encapafrica.org/EGSSAA/Word_En_english/watsan.doc Promote good waste management practices to minimize pollution and the diseases it may cause.	Training materials developed to address good practice issues. Site visits	Monitoring: Quarterly for review of training materials. Report: Quarterly	Mitigation: Technical staff and partners Monitoring: Technical staff

2.2.2.2 UPGRADE AND OPTIMIZE SLAUGHTERHOUSES

Upgrading slaughterhouses so that they make optimal use of their infrastructure and staff in order to meet market demand involves optimizing existing operations. Ideally, facilities should use approximately 80% of their slaughtering capacity. Upgrading and optimizing the operation of slaughterhouses is justified to the extent that improvements will give producers greater access to a growing regional market for high quality meat.

To operate efficiently, refurbished slaughterhouses need a steady supply of animals for slaughter, and adequate market infrastructure. Cattle markets, for instance, need to have waiting pens, drinking and feeding troughs, a loading platform, latrines, livestock feed warehouses, sheds with seats for users, and a veterinary clinic. Slaughterhouses need a wastewater treatment system and a system to treat and reclaim solid waste.

ATP is working with technical departments and other partners to:

- Help slaughterhouses comply with laws and regulations pertaining to solid waste, wastewater and rainwater management so that they are able to produce meat that lives up to health and hygiene standards.

- Identify issues related to the malfunctioning of pre-treatment facilities and propose solutions to improve the treatment and reclaiming of solid waste.

These activities are helping to improve health and hygiene conditions in preparing slaughter animals for consumption and export.

Expected Results:

Improved technologies and management practices are transferred.

Environmental Aspects

- Potential environmental impact and classification: technical capacity building activities on meat preparation may have environmental impacts for wastewater, waste (gas, animal waste, etc.) and noise. These activities have been classified as conditionally negative.
- Environmental mitigation and monitoring measures: not applicable:

Mitigation measures	Monitoring indicators	Calendar for Monitoring and reporting	Persons responsible: Mitigation and monitoring
Promote good practices as indicated in: http://www.encapafrica.org/EGSSAA/Word_english/livestock.doc http://www.encapafrica.org/EGSSAA/Word_english/solidwaste.doc http://www.encapafrica.org/EGSSAA/Word_english/foodprocessing.doc http://www.encapafrica.org/EGSSAA/Word_english/watsan.doc Promote good waste management practices to minimize pollution and the diseases it may cause.	Training materials developed to address good practice issues. Agreements with slaughterhouses include environmental clauses Site visits.	Monitoring: Quarterly for review of training materials. Annual visit of sites. Report: Quarterly	Mitigation: Technical staff and partners Monitoring: Technical staff

2.2.2.3 PROMOTE MEAT EXPORTS

The majority of animals are exported live to consumer countries, where they are slaughtered and their meat processed for sale. This represents a significant loss of earnings for exporting countries. Thus, the development of processing facilities for production of fresh meat and by-products such as leather, hides and non-edible offals, represents an important economic opportunity for exporting countries.

ATP is cooperating closely with COFENABVI, WAEMU, ECOWAS, PAFASP (in Burkina Faso) and PCDA (in Mali) to:

- Strengthen meat exporters' capacities. Interventions will include the dissemination of information on regulatory and legislative provisions related to business and the free movement of people and goods, as well as training on cutting and processing non-edible offal, and on financing operations.
- Cultivate business relations between the different actors, and support the development of contracts between business partners.
- Promote other livestock products, particularly the use of sheep and goat meat as a substitute for beef and veal during shortages, as well as cow feet.

- Promote the production of goat meat, which is less expensive than other meats, and traditionally appreciated in certain coastal countries.
- Implement the Africaine de la Viande et Services business plan.
- Carry out an experiment involving the export of meat from Burkina Faso to Ghana, and from Mali to Senegal.

Expected Results:

Improved hygiene, slaughtering, and meat-cutting conditions.

Environmental Aspects

- Potential environmental impact and classification: the facilitation of business linkages as well as the strengthening of technical and commercial capacity for the meat trade may have an environmental impact, such as water pollution, the development of diseases, etc. This activity has been classified as negative with conditions.
- Environmental mitigation and monitoring measures: not applicable:

Mitigation measures	Monitoring indicators	Calendar for monitoring and reporting	Persons responsible: mitigation and monitoring
<p>Conduct due diligence on new selected partners. The survey will be proportional to concerns related to joint activities planned.</p> <p>Complete an Environmental Review Form; if joint activities planned are not already covered by the Initial Environmental Study (IEE) approved and by the environmental classification, complete an Environmental Review Form.</p> <p>Include provisions on environmental mitigation and monitoring in the contract and in partnership documents.</p> <p>Promote good practices as indicated in: http://www.encapafrika.org/EGSSAA/Word_English/livestock.doc http://www.encapafrika.org/EGSSAA/Word_English/solidwaste.doc http://www.encapafrika.org/EGSSAA/Word_English/foodprocessing.doc http://www.encapafrika.org/EGSSAA/Word_English/watsan.doc</p> <p>Promote good waste management practices to minimize pollution and the diseases it may cause.</p>	<p>Notes on due diligence completed and made available.</p> <p>Environmental Review Form completed.</p> <p>Environmental provisions included in the contracts and partnership documents.</p> <p>Training materials address good practices issues.</p>	<p>Monitoring: Quarterly review of documents and training materials.</p> <p>Report: Quarterly</p>	<p>Mitigation: Technical staff and partners</p> <p>Monitoring: Technical staff. Site visit by M&E, GM and/or DCoP.</p>

3. CROSS-CUTTING SERVICES

ATP is carrying out activities in the following cross-cutting areas: (i) transport; (ii) institutional capacity building; (iii) access to finance; (iv) market information systems; (v) advocacy; and (vi) gender.

The activities discussed below are specific to the ruminant livestock value chain.

3.1 TRANSPORT

There are many physical barriers throughout the system used to transport agro-industrial products including ruminant livestock. The geographic location, nature and causes of these bottlenecks, however, is not always known. For this reason, ATP is working closely with ECOWAS and WAEMU to (i) determine the principal causes of transport barriers; and (ii) collect data (number of barriers, sums of money collected illegally) along major livestock and meat transport corridors in the region.

3.1.1 SPECIFIC OBJECTIVES

The project is working to ease road harassment as well as administrative hurdles and reduce transport costs.

3.1.2 ACTIVITIES

ATP is monitoring a number of trade and transport corridors in close cooperation with the WAEMU and USAID's West Africa Trade Hub (WATH) project. For more information on how these were selected, please refer to section "1.2.2 Selection of Transport Corridors" above.

ACTIVITY 1: REDUCE THE NUMBER OF CHECKPOINTS AND ILLEGAL TAXATION ON IDENTIFIED ROUTES

For each value chain it works on, ATP is working with ECOWAS and WAEMU to determine the major causes of harassment, and to collect data on the number of barriers and sums of money collected illegally by product type.

Specifically, the project is working with its partners to:

- Provide information to the public, as well as regional and national authorities (WAEMU, ECOWAS), to spark debate on these issues.
- Publish a booklet summarizing the key rules governing the export of ruminant livestock, and the documentation needed to transport ruminant livestock across regional borders.

Expected Results:

The number of checkpoints and bribe costs are reduced.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.

- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 2: PROMOTE APPROPRIATE FORMS OF TRANSPORT FOR LIVESTOCK AND MEAT

The lack of appropriate means of transporting livestock and meat within the region is a key impediment to the development of regional exports. The lack of refrigerated trucks, for instance, limits producers' ability to export meat at competitive prices.

ATP is supporting livestock and meat traders and exporters in their search for financial support to acquire suitable means of transport. ATP is collecting information on the different types of trucks (refrigerated, livestock trailers) and their costs, and making this information available to exporters. At the same time, the project is consulting with financial institutions about what modes of transport are cost-effective.

Expected Results:

The means of transport suitable for transporting livestock and meat have improved.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

3.2 ACCESS TO FINANCE

Professionals within the value chain have difficulty accessing finance. Most of them have modest creditworthiness, which limits them to small-scale activities. Financial institutions require collateral that is difficult for these actors to provide. Moreover, interest rates are high.

3.2.1 SPECIFIC OBJECTIVES

The project's objective is to help value chain professionals access finance to upgrade their equipment, facility and operations in order to become more competitive and engage in regional trade.

3.2.2 ACTIVITIES

ACTIVITY 1: NEGOTIATE WITH FINANCIAL INSTITUTIONS

ATP is working to:

- Establish trusting relationships and partnerships between industry actors and financial institutions.
- Encourage professional organizations to open bank accounts and meet the minimum eligibility requirements for loans.
- Assist professional organizations and producers in preparing the documents needed to request bank loans, including business plans.
- Organize meetings between financial institutions and their potential clients.
- Offer industry stakeholders training sessions on the development and management of financial plans through their professional organizations.

- Facilitate fund transfers.
- Design funding mechanisms under the Regional Agricultural Development Fund in collaboration with WAEMU.

Expected Results:

Financial services suitable for the ruminant livestock industry have been developed; they are operational and easily accessible to the different operators in the industry.

Environmental Aspects

- Potential environmental impact and classification: Potential impacts are significant, especially cumulatively and may include water and air pollution, development of diseases, etc. Indeed, improved access to funding may lead to more businesses (and the size of the businesses), which has a potential impact on the environment. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

Mitigation measures	Monitoring indicators	Calendar for monitoring and reporting	Persons responsible: mitigation and monitoring
Conduct due diligence on new selected partners to facilitate access to credit or DCA. Train financial institutions in incorporating the concept of prior environmental surveys by making them aware of environmental risks related to the different types of businesses and environmental management for small and medium-sized agribusiness undertakings. When technical assistance to financial institutions includes procedures to access loans, an Environmental Review Form must be completed (ERF); if the activities facilitated by loans are not covered by the IEE, an Environmental Review Report (ERR) must be drafted.	Notes on preliminary survey completed and made available, ERF and ERR if necessary, protocols of financial institutions including environmental aspects, training modules including environmental aspects.	Monitoring: Quarterly for the review of documents and training materials. Report: Quarterly	Mitigation: Technical staff and partners Monitoring: Technical staff

3.3 MARKET INFORMATION SYSTEMS

3.3.1 SPECIFIC OBJECTIVES

The objective of ATP's activities in this area is to make decision-relevant information available on a timely basis to ruminant livestock professionals.

ATP has put in place a market information system (MIS) with partners (Esoko, Afrique Verte Burkina, Mali and ANOPACI) in four countries (Ghana, Burkina Faso, Mali and Côte d'Ivoire). This private MIS collects information on markets (prices, supply/demand, and trader profiles) for many products, including livestock and meat, and disseminates them on the ESOKO Network platform. ATP is subsidizing access to this platform for its beneficiaries in the stated countries.

Separately, ATP is collecting data on the flow of products in three value chains (livestock, maize and onion) in six countries (Côte d'Ivoire, Ghana, Benin, Niger, Burkina and Mali).

3.3.2 ACTIVITIES

ACTIVITY 1: COLLECT AND DISSEMINATE MARKET INFORMATION

In general, the following market information is collected and disseminated:

- (i) Price information, to enable market operators to make profitable buy/sell decisions.
- (ii) Bid and offer information, to increase transactions and facilitate networking.
- (iii) Actor profiles and contacts, to facilitate networking among actors and establish an address book of market operators.
- (iv) Trans-border trade flow and inventory information, to detect surplus and deficit areas.

To achieve the above, the project has had to:

- **Determine information to be collected, as well as collection and dissemination sites (markets and border posts)**

Data on trade flows, and surplus and deficit areas, are collected in six countries: Côte d'Ivoire, Ghana, Benin, Burkina Faso and Mali.

- **Build the capacity of MIS partners**

This has meant training and providing equipment to the project's MIS partners in Mali, Burkina Faso, Ghana and Côte d'Ivoire. To ensure quality information collection, partners receive training on information collection and dissemination techniques every year.

MIS partners also receive grants to purchase the Esoko Network platform license. This platform allows them to collect, store, process and disseminate market information (prices, bids and offers, contacts, news, etc.). The platform has the capacity to broadly disseminate information via the Internet and mobile phones (by SMS), thus transmitting market information regularly to value chain operators.

- **Establish a livestock MIS and partnership with COFENABVI**

In parallel to the aforementioned MIS, the project is working on developing an MIS that is specific to the livestock industry. The project signed a partnership and grant agreement with COFENABVI in FY 2009 to collect market information for this MIS. Since then efforts have been ongoing to ensure building of a specific livestock MIS but it has been challenging, for various technical and institutional reasons. These efforts will be continued in FY 2012.

Expected Results:

Information on prices, bids and offers, market operators, trade flows, and surplus and deficit areas are available. Market actors have access to analysis of market information and form business linkages that facilitate production and trade operations.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 2: SUPPORT MIS-RELATED MARKET ACTIVITIES

- Promote business networking at trade fairs

Value chain actors continue to struggle to network and access distant markets. To facilitate trade relations and strengthen business linkages among operators across the sub-region, particularly in Mali, Burkina Faso, Côte d'Ivoire, and Ghana, ATP is organizing at least one regional value chain workshop annually.

The project is also promoting networking at regional trade fairs and other events organized by other development partners. For instance, the project has allowed a number of value chain actors to participate in the CORPAO (*la Conférence Régionale sur la Dynamique des Marchés en Afrique de l'Ouest*), a regional conference organized by CILSS (*Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel*) each year to promote trade and food security in the region.

- Facilitate transactions

Many operators lack financial and technical capacities to work across the sub-region. To overcome this, the project has set up a network of facilitators to help operators carry out transactions. Operators receive guidance and support whenever they face difficulties facilitating transactions. Market facilitators are established in Abidjan, Accra, and Cotonou, in major consumption and transit areas; other market facilitators are located in Dakar and Kano as part of project expansion (USAID E-ATP). These market facilitators will feed information about transactions into the MIS.

- Organize exchange and market prospecting tours

Cross-regional business meetings and a market prospecting tour is organized each year for select value chain actors. The tour involves visits to outstanding organizations that are willing to share their experiences with regional trade.

Expected Results:

Business linkages between value chain operators have increased. Operators operate in a broader commercial territory. Operators have acquired and tested good commercial practices.

Operators receive information tailored to their needs.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 3: IDENTIFY ADDITIONAL DATA COLLECTION MARKETS

The project will identify additional MIS and trade-flow data collection markets in Burkina Faso, Mali, Côte d'Ivoire, and Ghana (border, regional and terminal markets). As part of its expansion, the project will work to include Nigeria in price collection.

ACTIVITY 4: IDENTIFY POTENTIAL OPERATORS FOR THE RUMINANT LIVESTOCK VALUE CHAIN

The objective is to strengthen ruminant livestock commercialization activities at the sub-regional level. Roughly two to three organizations and/or operators are being monitored in each country.

ACTIVITY 5: SURVEY MARKET OPERATORS TO BETTER UNDERSTAND DATA NEEDS

A survey of market operators will seek to better understand market operators' data needs and expectations with respect to MIS. About one hundred operators will be consulted in the various countries of operation via professional organizations.

ACTIVITY 6: COLLECT AND DISSEMINATE INFORMATION

The project will work with professional associations to establish user groups that collect and disseminate information.

ACTIVITY 7: COLLECT PROPOSALS AND CARRY OUT BUSINESS NETWORKING ACTIVITIES

Proposals are collected and networks are built through markets and fairs. The facilitators will set up a follow-up mechanism to support actors for business exchanges.

Expected Results:

The number of regional MIS users has increased.

3.4 INSTITUTIONAL CAPACITY BUILDING

3.4.1 SPECIFIC OBJECTIVES

Despite its significance in the region's economy, the ruminant livestock value chain is poorly organized, characterized by a high degree of informality, and a large and diverse set of actors. The weakness, and even nonexistence, of formal or effective inter-professional relations contributes to the high cost and inefficiency of intra-regional trade. Together with road harassment, this hurts the competitiveness of West African meat compared to imports from Europe and Latin America.

In this context, the project's objective is to professionalize regional livestock organizations and improve the enabling environment for regional trade. It is primarily working with regional livestock associations, COFENABVI and ORBV/AOC, which are engaged in various efforts to organize the value chain. For instance, they are helping to establish and build the capacity of national umbrella organizations, and carrying out advocacy activities on road harassment issues.

3.4.2 ACTIVITIES

To contribute substantially to the value chain's development at the regional level, it is important for COFENABVI and ORBV/AOC to undertake well-structured programs on a large scale. Both organizations are generally working to:

- (i) Create well-functioning organizations and operations, with sufficient membership and monitoring, efficient and transparent management, suitable and effective communication strategies, and strong partnership and resource mobilization strategies.
- (ii) Provide useful services to members, support the establishment and maintenance of relationships between different actors in and among professional organizations, and plan and implement relevant advocacy initiatives to improve the enabling environment.

ACTIVITY 1: BUILD THE CAPACITY OF COFENABVI

COFENABVI is a relatively young organization (set up in December 2004), and is still establishing its organizational and institutional foundations. In recent years, its focus has been on:

- Setting up financial and administrative management that observes good governance (transparency, fairness, admissibility, efficiency, etc.).
- Mobilizing financial, and both foreign and domestic resources, to move toward self-sufficiency.
- Improving internal capacity and acquiring external human resource mobilization capacities to provide efficient services to members.

- Developing and implementing an internal and external information communication strategy with quality flows of information among members and good organization visibility.
- Developing and implementing partnerships (including a strategic partnership with other organizations in the region to tackle major problems).
- Developing and implementing an advocacy and lobbying plan.

ATP has focused on supporting the COFENABVI in planning and monitoring the implementation of these activities. Its support is based on periodic assessments of the organizational and institutional situation of COFENABVI, and focuses on areas that need the most attention.

Expected Results:

Strengthened capacity to provide services to its members.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 2: CONDUCT INSTITUTIONAL VIABILITY ASSESSMENTS

- Initial PIVA and MoU with COFENABVI

To carry out organizational assessments, ATP is using an adaptation of the Partner Institutional Viability Assessment (PIVA) tool. The PIVA approach involves an initial session to establish a benchmark, and periodic sessions to measure progress made after support has been provided to the partner organization.

In March 2009, representatives of all member federations gathered for four days at the COFENABVI's headquarters in Abidjan to carry out an initial organizational capacity assessment using the PIVA tool. The project used this exercise to build a consensus on programs to strengthen COFENABVI's institutional and organizational foundation. Based on the outcomes of this initial PIVA session, the project signed memorandum of understanding (MoU) with COFENABVI.

- PIVA to assess COFENABVI progress

In monitoring COFENABVI's progress, three annual assessments were to be carried out. The mid-term assessments in 2010 and 2011 helped COFENABVI focus on priority areas on which to focus capacity building efforts and grant monies. The 2012 assessment, in ATP's final year, will bring together representatives of the different federations.

Expected Results:

PIVA completed to assess the progress of the institution; an MOU signed with COFENABVI.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 3: IMPROVE ACTIVITY PLANNING

- Prepare the Action Plan

Following COFENABVI's initial PIVA, a three-year action plan was prepared with ATP assistance. ATP staff participation in this activity ensured that all assessment results, as well as the value chain approach, were taken into account.

- Support for Implementing the Plan

A capacity building plan was developed based on the general action plan and the results of the initial PIVA to serve as a guide for the support to be given to COFENABVI.

Expected Results:

A comprehensive three-year action plan developed, based on the PIVA and support provided.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 4: ASSIST COFENABVI IN BUILDING THE CAPACITY OF NATIONAL FEDERATIONS

ATP is supporting COFENABVI in building the capacity of existing federations and finalizing the establishment of national organizations in countries where they are nonexistent.

The national federations to be energized are Burkina Faso, Côte d'Ivoire, Mali, and Benin. Efforts include improving:

- Organizational entities and bylaws to the context.
- Activity planning and monitoring.
- Capacities to provide services to members.

Expected Results:

Capacity of existing federations reinforced and establishment of national organizations in the specified countries finalized.

Environmental Aspects

Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.

- Environmental mitigation and monitoring measures: not applicable.

3.5 ADVOCACY

3.5.1 SPECIFIC OBJECTIVES

Ruminant livestock value chain actors are not generally familiar with regional policies and strategies, and wield little influence over the policy-making process. In this context, ATP has strived to raise value chain actors' awareness of existing policies, and build their capacity to mount effective advocacy efforts to defend their interests in the policy sphere.

For this, the project has worked closely with regional and national organizations, whose vocation it is to disseminate relevant policies among their constituents. As part of this effort, their leaders have had to: (i) gather all the policies and strategies relevant to the value chain in the region; (ii) analyze and understand their implications for the value chain; and (iii) put them in language that can be understood by value chain actors ; and (iv) organize their dissemination.

3.5.2 ACTIVITIES

ACTIVITY 1: IMPLEMENT MECHANISMS TO COLLECT, ANALYZE, AND BROADLY DISSEMINATE REGIONAL POLICIES AND STRATEGIES

ATP has taken it upon itself to:

- Inform organization leaders about major regional policies and strategies.
- Support the organization of broadcast campaigns, by namely translating the language of policies and strategies to make them accessible to value chain stakeholders, and identifying suitable communication channels.

Expected Results:

Organizational leaders are better informed about regional policies and strategies in the livestock/meat value chain.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

ACTIVITY 2: DEVELOP AND IMPLEMENT AN ADVOCACY PLAN AT THE REGIONAL AND NATIONAL LEVELS

COFENABVI and ORBV/AOC are working to develop advocacy activities to address the variety of trade constraints that their constituents face on a daily basis (e.g., road harassment, taxes that conflict with regional agreements, etc.). The organizations have sought put in place bona fide advocacy plans, and better master advocacy methods so as to mobilize strongly around major value chain problems.

ATP is supporting these efforts by:

- Training value chain leaders in advocacy techniques. This practical training has already led to the elaboration of an advocacy plan and a roadmap for its implementation.
- Helping the organizations organize events through which they implement their advocacy plans,

and apply the knowledge and skills they acquired through training.

Expected Results:

An advocacy plan has been developed and implemented.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

3.6 GENDER

ATP's objective is to ensure that both women and men have access to the economic opportunities created by regional trade expansion, and that these opportunities be realized in a way that strengthens equitable relations between and among women and men. The project has focused on equity in decision-making (in production and marketing activities, external relations, etc.) and access to services, including those offered by the project.

3.6.1 ACTIVITIES

ATP's activities are as follows:

- **Activity 1:** Promote gender equity in decision making within livestock value chain organizations undergoing competency assessments.
- **Activity 2:** Facilitate access to finance and market information.
- **Activity 3:** Provide technical and financial assistance to build capacity in marketing and negotiation techniques, leadership and entrepreneurship through trainings and exchanges.

Expected results:

Increased capacity of women to make decisions, engage in trade (leadership, entrepreneurship, and membership), and to access financial resources and market information.

Environmental Aspects

- Potential environmental impact and classification: No significant environmental impact. This activity has been classified as categorically excluded.
- Environmental mitigation and monitoring measures: not applicable.

4. ATP DEVELOPMENT PLAN FOR THE RUMINANT LIVESTOCK VALUE CHAIN

The triennial value chain development plan presented in this section was initially derived from the findings of the initial livestock/meat value chain assessment, and consultations with key value chain actors. As noted in the introduction to this document, this multi-year plan was created as a living document, and is updated annually based on the outcome of project activities, stakeholder feedback, and the reality of evolving opportunities.

In the absence of limitless project resources, ATP has chosen to focus on key priority areas where it feels it can make a difference. Thus, the implementation of some of the activities in this plan depends on the participation of other development and value chain stakeholders.

4.1 MULTI-YEAR DEVELOPMENT PLAN

TABLE 1: ATP PROJECT MULTI-YEAR ACTION PLAN (OCTOBER 2008–MARCH 2012)

Specific Objective 1 – Help remove food and health constraints for better livestock and meat production for a steady and competitive supply to gain regional meat market share			
Activity	Expected result	Indicator(s)	Calendar
Professionalize cattle fattening activities	Producers' organizations (men and women) are trained on technical, financial and economic management of cattle fattening operations	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012
Increase forage production and storage capacities	New feeding technologies and management practices are introduced	Number of new technologies or management practices made available for transfer following USG assistance	Oct. 2008-September 2012
Enhance the technical expertise and capacity of livestock feed producers	Production unit developers are well trained and have a good line of concentrated feed	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012
Specific Objective 2 – Make competitive products available in terms of quality (health and nutrition) in sufficient quantities to meet demand and gain market share			
Activity	Expected result	Indicator(s)	Calendar
Build the capacity of butchers	Some professional organizations have received short-term training to enhance their production	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012

Upgrade and optimize slaughterhouses	New technologies and management practices are transferred	Number of new technologies or management practices made available for transfer through USG assistance	Oct. 2008-September 2012
Promote meat exports	A public-private partnership is established	Number of public-private partnerships created through USG assistance	Oct. 2008-September 2012

CROSS-CUTTING SERVICES

TRANSPORT

Activity	Expected result	Indicator(s)	Calendar
Reduce the number of control checkpoints and illegal taxation on identified routes	The number of checkpoints and bribe costs are reduced	Number of women's organizations and associations assisted as a result of USG intervention.	Oct. 2008-September 2012
Promote appropriate forms of transport for livestock and meat	The means of transport suitable for transporting livestock and meat have improved	Number of new technologies or management practices made available for transfer through USG assistance	Oct. 2008-September 2012

ACCESS TO FINANCE

Activity	Expected result	Indicator(s)	Calendar
Negotiate with financial institutions	Financial services suitable for the ruminant livestock industry have been developed; they are operational and easily accessible to the different operators in the industry	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012

MARKET INFORMATION SYSTEM

Activity	Expected result	Indicator(s)	Calendar
Collect and disseminate market information	Information on prices, bids and offers, market operators, trade flows, and surplus and deficit areas are available. Market actors have access to analysis of market information and form business linkages that facilitate production and trade operations	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012
Support MIS-Related Market Activities	Business linkages between value chain operators have increased. Operators operate in a broader commercial territory. Operators have acquired and tested good	Number of agriculture-related businesses that directly benefit from interventions through USG assistance	Oct. 2008-September 2012

	commercial practices.		
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INSTITUTIONAL CAPACITY BUILDING

Activity	Expected result	Indicator(s)	Calendar
Build the capacity of COFENABVI	Strengthened capacity to provide services to its members	Number of women's organizations and associations assisted as a result of USG intervention	Oct. 2008-September 2012

ADVOCACY

Activity	Expected result	Indicator(s)	Calendar
Build the organizational capacities of actors in the development and implementation of an advocacy plan	The organizations have an advocacy plan and defend their interests	Number of women's organizations and associations assisted as a result of USG intervention	Oct. 2008-September 2012

4.2 ANNUAL DEVELOPMENT PLAN FOR LIVESTOCK/MEAT, FY 2012

Table 2: 2012 Annual USAID ATP Project Ruminant Livestock Action Plan (October 2011–September 2012)

#	ACTIVITY	Relationship to Indicator #	Relationship to Deliverable #	Timeline FY12											
				Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12
1	Mise à jour du Plan de Développement	13,14, 15	17												
2	Contractualisation des transactions commerciales entre les exportateurs maliens et/ou burkinabè et nigériens, et les importateurs de bétail du Nigéria, de la Côte d'Ivoire, du Sénégal	14	32												
3	Facilitation et missions de suivi des transactions commerciales de l'Africaines des Viandes : Burkina Faso-Cote d'Ivoire : contractualisation	1, 14	21												
4	Assistance technique à L'Africaine de la Viande et Services dans la mise en œuvre de son business plan	15	32,33												
5	Concertation CEDEAO-COFENABVI-ATP	13,14	18,25												
6	Organisation de l'Opération Tabaski 2011	14	32												
7	Formations de formateurs, et formations en cascade, en assainissement des abattoirs et en découpe de viande au Togo, Bénin et Ghana	1,14, 17	21												
8	Formations en cascade en embouche bovine et ovine au Burkina Faso, Côte d'Ivoire, Niger et Bénin	1,14, 17	21												
9	Contribution à la mise en place et à l'appui au Secrétaire Permanent de la COFENABVI, en partenariat avec le Capacity Building Specialist d'ATP	14	18 et 25												
10	Quatrième évaluation annuelle de la COFENABVI en utilisant l'outil PIVA, en partenariat avec le Capacity Building Specialist	5	18 et 19												
11	Accès au crédit (Africaine des Viande, exportations sur le Ghana et le Sénégal avec le Financial Advisor d'ATP et le Market Facilitator au Sénégal	14	32												

ANNEX I: ADDITIONAL INFORMATION ABOUT ACTIVITIES

1) Mise à jour du Value Chain Development Plan (VCDP)

Comme chaque année, le VCDP est mis à jour pour tenir compte de nouveaux éléments à prendre en compte dans le plan de travail. Au cours de cette dernière année du projet, les efforts seront mis essentiellement sur la contractualisation des transactions commerciales et le resserrement des relations entre la CEDEAO et la COFENABVI. La COFENABVI verra par ailleurs ses capacités renforcées par la mise à sa disposition d'un Secrétaire Permanent à coûts partagés entre elle et le projet ATP.

2) Contractualisation des transactions commerciales entre les membres de la COFENABVI et les importateurs de bétail du Nigéria.

Contexte

Suite à la visite organisée par le projet ATP au Nigeria en mars 2011, des contacts ont été établis entre des commerçants de bétail du Nigeria et les acteurs de la COFENABVI. Au cours des discussions, la délégation nigérienne conduite par El Hadj Rabiou, directeur général d'une société de commerce et d'abattage de bétail appelée « Beef and Beef Production LTD », a décidé de se rendre au Mali pour une prospection et la conclusion d'une transaction avec la COFENABVI à travers la FEBEVIM. Elle envisageait, au retour de cette prospection, l'établissement d'un crédit documentaire équivalent au montant de la transaction ; la FEBEVIM lui fera donc la livraison des animaux soit au Mali soit à Lagos selon les modalités qui seront arrêtées.

Du côté du Burkina Faso, la livraison des animaux est prévue à Olodo par les commerçants de Fada N'Gourma si toutefois un accord est obtenu entre les deux parties pour les modalités de paiement. La première tentative de transaction est axée sur le Mali.

Il ressort des discussions avec les différentes associations rencontrées que le marché nigérien a les mêmes caractéristiques que les autres marchés de la sous-région. Toutefois, les représentants des sociétés rencontrés par les membres de la COFENABVI ont été des sources de satisfaction pour contractualiser bien que n'étant pas habitués à travailler sous contrat. Le projet a donc trouvé une opportunité à travers ces rencontres d'encourager la facilitation des relations commerciales avec le Nigeria qui représente un grand marché potentiel. Il a constaté que des perspectives prometteuses sont en vue pour les membres de la COFENABVI. Toutefois, le défi est d'arriver à signer des contrats avec les importateurs nigériens. Un modèle de contrat international a donc été élaboré par le projet ATP et soumis aux parties concernées pour examen et approbation. Il s'agira donc de réactiver cette dynamique et d'œuvrer à l'aboutissement de ce commerce sous régional si important.

Les négociations en cours entre les acteurs maliens et nigériens prévoient une opération test avec la fourniture d'une première livraison d'au moins 3 à 6 camions de bovins livrés au Nigeria. Ce qui représente 90 têtes de 320 kg minimum, d'une valeur d'environ 22 millions de FCFA à destination de Kano et de Lagos. La partie malienne représentée par la FEBEVIM est disposée à faire démarrer ce test dans la deuxième quinzaine de Décembre 2011.

Objectifs

- Etablir et renforcer les relations commerciales entre les commerçants de bétail du Nigeria et les acteurs de la COFENABVI, avec comme résultat la signature de contrats et la livraison d'animaux du Mali et Burkina Faso au Nigeria.

Tâches

COFENABVI :

- Faire adopter par les partenaires identifiés le modèle de contrat standard proposé par ATP
- Poursuivre la mise en relation d'affaires des commerçants maliens avec leurs partenaires nigériens
- Entreprendre les opérations d'exportations de bétail vers le Nigeria

Projet ATP :

- Former les acteurs en matière de contractualisation en leur apprenant comment élaborer des contrats standards.
- Apporter une assistance technique aux acteurs maliens dans les négociations avec les banques pour la mobilisation des ressources financières.
- Orienter utilement les acteurs nigériens pour la domiciliation bancaire et le transfert de fonds.
- S'impliquer auprès de l'institution financière pour solliciter leur soutien aux opérations d'exportation.
- Inciter les professionnels à mieux s'organiser.
- Faire prospecter le marché malien par les importateurs nigériens.
- Favoriser et faciliter la formalisation des actes commerciaux à travers la contractualisation.

Collaboration technique

- Le conseiller en services financiers finalisera le modèle de contrat commercial et le soumettra aux acteurs.
- Le facilitateur de marché au niveau du Nigeria maintiendra le contact avec les commerçants nigériens et les guidera utilement pour de bonnes transactions avec les commerçants maliens.
- Le spécialiste en systèmes d'informations de marché (MIS/SIM) contribuera par l'élaboration du profil des commerçants nigériens.

Indicateurs de suivi

- Increase in value (and volume) of intra-regional exports of targeted agricultural commodities.
- Number of producers' organizations, water user associations, trade and business associations, community-based associations (CBOs) assisted as a result of USG assistance.
- Number of individuals who have received short term agricultural productivity training with USG

assistance.

3) Assistance technique et financière à la Société Africaine d'Exploitation des Viandes et Services dans la mise en œuvre de son business plan

Contexte

Le projet ATP a mis à la disposition en 2011 de la Société Africaine d'Exploitation des Viandes et Service, S.A., ou L'Africaine de la Viande et Services, un consultant pour l'élaboration de son plan d'affaires. Il a en outre participé au conseil d'administration de la société qui devait approuver le plan d'affaires. Le projet a contribué à l'amélioration du plan d'affaires, du plan comptable de base, du manuel de procédures de gestion administrative, financière et comptable. Il a également apporté des éléments complémentaires au document sur l'impact environnemental. Tout ceci va permettre à l'Africaine des Viandes de renforcer ses capacités et de mieux maîtriser son compte d'exploitation.

L'Africaine de la Viande et Services est une structure commerciale privée africaine mise en place par des acteurs de la chaîne de valeur bétail/viande du Burkina Faso, du Mali et de la Côte d'Ivoire. Elle a été initiée par la COFENABVI avec l'appui technique du projet ATP. Elle est constituée de 33 actionnaires dont 11 par pays et d'un conseil d'administration de neuf membres. Son siège est à Abidjan. Elle a pour objectif de ravitailler de façon régulière le marché sous régional ouest africain en viande fraîche de qualité ; les marchés ghanéen et ivoirien sont les principales cibles. L'Africaine de la Viande et Services travaille prioritairement en partenariat (conventions) avec les producteurs de bétail de qualité (animaux d'embouche) pour son approvisionnement et avec les abattoirs frigorifiques pour le stockage et la conservation de la viande avant son exportation. De l'abattoir, la viande destinée à l'exportation sera directement chargée dans les camions frigorifiques pour son expédition sans aucune rupture de la chaîne de froid.

Objectifs

- Promouvoir l'exportation de la viande du Mali et du Burkina Faso vers le Ghana et le Sénégal.
- Faciliter l'accès au crédit des membres de l'Africaine de la Viande et Services.
- Favoriser la mise en œuvre du plan d'affaires de la société.

Tâches

Africaine de la Viande et Services :

- Engager des actions pour la mise en œuvre du plan d'affaires.
- Procéder à l'analyse de marchés (segmentation des marchés) au Ghana, dans un premier temps.
- Prendre contact avec les banques pour leur soumettre son plan d'affaires et solliciter le financement des activités identifiées.
- Reprendre contact et confirmer la volonté des partenaires déjà identifiés par la société de leur engagement à signer des contrats commerciaux.
- Signer des contrats de fourniture de viandes avec les clients identifiés.
- Améliorer la transformation en renforçant la capacité des membres de la COFENABVI à la découpe de viande.
- Procéder à des opérations d'exportation de viandes sur le Ghana au cours du premier trimestre 2012.

Projet ATP:

- Apporter une assistance technique et financière (exemple : contribution à l'équipement du camion frigorifique, avec des crochets de suspension de viande, contacts de négociations, etc.) à la mise en œuvre du plan d'affaires de la société .
- Entreprendre des actions de communication.
- Proposer, en collaboration avec l'Africaine de la Viande et Services, un modèle de contrat international aux partenaires concernés.
- Participer aux négociations avec les banques pour la mobilisation des financements.
- Faciliter la contractualisation des transactions avec les partenaires identifiés.
- Encourager la création/ou la rénovation d'un abattoir pilote approvisionné par des producteurs d'animaux de qualité, avec un contrôle sanitaire stricte.
- Appuyer et suivre les opérations d'exportations de viandes dans la sous-région.
- Favoriser la mise en place de mécanismes de partenariat public privé pour développer des infrastructures liées à la promotion de la viande.

Collaboration technique

- Le conseiller en services financiers finalisera le modèle de contrat commercial et le soumettra aux acteurs. Il prendra contact avec les institutions financières régionales et leur présentera le plan d'affaires de l'Africaine de la Viande et Services. Il accompagnera en outre la société auprès des institutions financières pour la mobilisation des ressources financières.
- Le service de communication entreprendra des actions de communication pour mieux faire connaître l'Africaine de la Viande et Services et les services qu'elle est susceptible de rendre.
- Le spécialiste en PPP favorisera la mise en place de mécanismes de partenariat public-privé pour le développement des infrastructures de transformation et de marché.

Indicateurs de suivi

- Increase in value (and volume) of intra-regional exports of targeted agricultural commodities.
- Number of agriculture-related firms benefitting directly from interventions as a result of USG assistance.
- Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objective.
- Number of public-private partnerships formed as a result of USG assistance.

4) Atelier de facilitation de la concertation entre la CEDEAO et COFENABVI sur les mécanismes d'ouverture de la COFENABVI à l'espace CEDEAO.

Contexte

Suite aux concertations préalables entre le projet ATP et la Commission Économique des États de l'Afrique de l'Ouest (CEDEAO), il a été envisagé l'ouverture de la COFENABVI à tous les pays de l'espace CEDEAO. A cet effet, le projet ATP envisage de co-organiser une rencontre de concertation entre la COFENABVI et la CEDEAO en vue de discuter des pistes possibles de collaboration, notamment un appui de la CEDEAO à la COFENABVI pour capitaliser les acquis de

celle-ci et de son extension dans l'espace CEDEAO. Lors de la concertation, il s'agira de définir les mécanismes d'élargissement des activités de la COFENABVI aux autres pays de la CEDEAO. Chacune des organisations dispose d'un plan d'action, ce qui facilitera la recherche de pistes de collaboration possibles.

A la suite de la mission à la commission de la CEDEAO à Abuja organisée par le projet en mars 2011, la COFENABVI a souhaité prendre activement part aux processus de formulation des programmes nationaux (implication des fédérations nationales) et régionaux (COFENABVI) d'investissement agricole qui sont en cours. Cela permettra de s'assurer que les préoccupations des professionnels de la filière bétail et viande sont prises en compte dans les projets formulés au niveau de la CEDEAO.

Objectifs

- Faciliter une concertation entre la CEDEAO et la COFENABVI en vue de l'ouverture de l'espace CEDEAO à la COFENABVI.
- Analyser les différents plans d'action de la CEDEAO et de la COFENABVI en vue de trouver les domaines de convergence.
- Déboucher sur un MoU entre la COFENABVI et la CEDEAO.

Tâches

Projet ATP :

Le projet ATP aura pour tâche de faciliter la concertation et de définir avec la CEDEAO un plan d'action commun en vue de renforcer les capacités de la COFENABVI dans la promotion des échanges au niveau de la région ouest africaine. Il œuvrera aussi à la préparation d'un draft de MoU entre la CEDEAO et la COFENABVI.

COFENABVI :

La COFENABVI abritera la rencontre à Abidjan. Elle exposera son plan de travail quinquennal et recherchera avec la CEDEAO les points de convergence et les pistes d'actions communes.

CEDEAO :

La CEDEAO aura pour tâches de réfléchir aux mécanismes d'ouverture de l'espace CEDEAO à la COFENABVI. Elle définira les modalités pratiques pour la transformation de la COFENABVI en une organisation davantage d'intégration des professionnels de la filière bétail et viande de l'espace CEDEAO, conformément à la politique de la CEDEAO.

A l'issue de la rencontre qui se déroulera à Abidjan (siège de la COFENABVI), un mécanisme de suivi des recommandations sera mis en place afin de voir transformer ces recommandations en un protocole d'accord de partenariat (MoU) entre la CEDEAO et la COFENABVI.

Collaboration technique

- *L'équipe de gestion du projet : pour superviser toute la démarche.*
- *Spécialiste du renforcement des capacités : pour appuyer dans l'organisation et la tenue de la rencontre.*
- Service de communication : pour assurer une bonne couverture médiatique de l'évènement.
- Service administratif et comptable : pour assurer la prise en charge des participants et les titres

de voyages.

Indicateurs de suivi

- Number of policy reforms reaching dialogue milestone after significant advocacy by private sector and non-governmental actors as a result of ATP/E-ATP assistance.

5) Formation en découpe de viande et assainissement des abattoirs d'Amassaman et Lomé

Contexte

Avec l'évolution des conditions de vie, les clients sont de plus en plus regardants sur la qualité de la viande qu'on leur sert et qu'ils consomment. Il est reconnu que le métier de boucher dans la plupart des pays africains se transmet de père en fils, et ce, depuis des générations. La formation se fait par apprentissage direct et peut durer des années. Dans cette formation, les bonnes pratiques d'hygiène sont laissées pour compte. Il convient par conséquent de former une nouvelle génération de bouchers non seulement aux bonnes pratiques d'hygiène, mais aussi aux techniques de découpe, de présentation et de conservation de la viande.

Suite aux formations menées au Burkina Faso, au Mali et au Bénin en 2010 et 2011, qui ont connu un engouement, les bouchers du Togo et du Ghana ont sollicité l'appui du projet ATP pour mener ce genre de formation dans leurs pays. Il s'agit de former 50 bouchers au Togo et 50 autres au Ghana, qui seront des formateurs pour d'autres bouchers. La COFENABVI envisage de rechercher les voies et moyens d'en former un plus grand nombre afin de mettre sur les marchés de consommation de la viande de découpe et de qualité.

Objectifs

- Initier les bouchers du Togo et du Ghana aux techniques améliorées de coupe, de découpe et de désossage de la viande, et aux bonnes pratiques d'hygiène.
- Sensibiliser les acteurs à l'assainissement des abattoirs.

Tâches

- Apprendre aux bouchers à mieux maîtriser les techniques de coupe, découpe et désossage des carcasses des espèces bovines, ovines et caprines.
- Sensibiliser les bouchers au management de la qualité de la viande et des produits carnés.
- Faire connaître les bonnes pratiques de conservation et de conditionnement de la viande.
- Former les bouchers aux techniques d'hygiène et de nettoyage des locaux d'une unité de boucherie.
- Savoir transmettre aux autres bouchers les connaissances apprises.

Collaboration technique

- Facilitateurs de marché : appui pour l'identification des bouchers à former et pour l'organisation et la tenue de l'atelier ; assurer l'hébergement et la restauration des participants ; assurer la location de la salle de réunion.

- Service de communication : assurer la couverture de l'évènement ; prendre des photos ; rédiger les articles sur la rencontre

Indicateurs de suivi

- Number of new technologies or management practices made available for transfer as a result of USG assistance.
- Number of producers' organizations, water user associations, trade and business associations, community-based associations (CBOs) assisted as a result of USG assistance.
- Number of individuals who have received short term agricultural productivity training with USG assistance.

6) Organisation de l'Opération Tabaski 2011

Contexte

L'opération Tabaski au Ghana a déjà connu deux éditions 2009 et 2010 qui se sont déroulées de façon satisfaisante pour les acteurs. Le projet USAID ATP a contribué techniquement et financièrement aux deux premières opérations. Si les acteurs décident de poursuivre cette activité cette année, l'appui du projet pourrait se limiter à un large appui technique et un appui financier plus modeste (communication, assainissement de l'aire d'exposition des moutons, réduction des tracasseries routières.)

Objectifs

- Organiser une troisième édition « Opération Tabaski » au Ghana et une seconde édition en Côte d'Ivoire, avec une maîtrise de l'opération par les acteurs eux-mêmes.
- Poursuivre, encourager et stimuler la commercialisation des moutons du Burkina Faso vers le Ghana et renforcer davantage les relations d'affaires entre acteurs de la chaîne de valeurs bétail/viande des deux pays.

Tâches

Acteurs :

- Identifier les acteurs intéressés par l'opération au Ghana et en Côte d'Ivoire.
- Définir des points de rassemblement des animaux.
- Prendre des dispositions pour le transport des animaux.
- Identifier les acheteurs potentiels.
- Arrêter les catégories d'animaux et proposer des prix de vente.
- Entreprendre des négociations avec les acheteurs.
- Définir les modalités pratiques de livraison et de paiement.

Projet :

- Associer au niveau du Ghana les acteurs de Kumasi et Tema à l'édition 2011 de l'opération.
- Faciliter la mise en relation d'affaires des acteurs de Kumasi et Tema avec les acteurs burkinabé.

- Envisager un voyage de prospection au Burkina Faso pour le choix des catégories de moutons.
- Favoriser la contractualisation des transactions.
- Prendre des dispositions avec les autorités compétentes du Burkina Faso, du Ghana et de la Côte d'Ivoire pour assurer la réduction des tracasseries routières.
- Accompagner les acteurs dans la mobilisation du financement.
- Appuyer la construction des enclos en Côte d'Ivoire et veiller à l'assainissement de l'environnement des parcs au Ghana et en Côte d'Ivoire.

Collaboration technique

Toute l'équipe du projet concernée.

Indicateurs de suivi

- Increase in value (and volume) of intra-regional exports of targeted agricultural commodities.
- Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objective.
- Number of producers' organizations, water user associations, trade and business associations, community-based associations (CBOs) assisted as a result of USG assistance.
- Number of public-private partnerships formed as a result of USG assistance.