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## **AGRIBUSINESS AND TRADE PROMOTION (USAID ATP)**

*In fulfillment of the following deliverable under task 3.2.4:*

### **VCDP for each Selected Value Chain Updated Yearly with Monitoring of Progress Maize (FY12)**

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

**Submitted to:** Danielle Knueppel, COR  
Agribusiness and Trade Promotion Project  
USAID/WA  
Accra, Ghana



Abt Associates Inc. ■ 4550 Montgomery Lane, Suite 800 North ■  
Bethesda, Maryland 20814 ■ Tel: 301.347.5000 ■ Fax: 301.913.652.9061  
■ [www.abtassociates.com](http://www.abtassociates.com)

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# **MAIZE VALUE CHAIN DEVELOPMENT PLAN UPDATED FOR FY 2012**

**AGRIBUSINESS AND TRADE PROMOTION (ATP) PROJECT**

**MAY 2012**



May 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by Abt Associates Inc. in collaboration with ACDI/VOCA for the Agribusiness and Trade Promotion Project.

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CARANA Corporation  
Global Cold Chain Alliance

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**USAID AGRIBUSINESS AND TRADE PROMOTION  
(ATP) PROJECT**

## **DISCLAIMER**

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

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# ACRONYMS

<b>ACE-CI</b>	<i>Audit Contrôle Expert Côte d'Ivoire</i>
<b>AFCEN</b>	<i>Association des Femmes Commerçantes et Entrepreneurs du Niger</i>
<b>ALCO</b>	<i>Abidjan–Lagos Corridor Organization</i>
<b>AMASSA</b>	<i>Association Malienne pour la Sécurité et la Souveraineté Alimentaires</i>
<b>ANOPACI</b>	<i>Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire</i>
<b>AOPP</b>	<i>Association des Organisations Paysannes Professionnelles, Mali</i>
<b>APFOG</b>	<i>Apex Farmers Organization of Ghana</i>
<b>APLS</b>	<i>Association des Vendeurs des Produits Locaux de Sikasso, Mali</i>
<b>APROSSA</b>	<i>Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina</i>
<b>ATP</b>	<i>Agribusiness and Trade Promotion Project</i>
<b>AU-NEPAD</b>	<i>African Union's New Partnership for Africa's Development</i>
<b>BRS</b>	<i>Banque Régionale de Solidarité</i>
<b>CAADP</b>	<i>Comprehensive Africa Agriculture Development Program</i>
<b>CASPANI</b>	<i>Conseil pour l'Action et la Solidarité Paysanne du Niger</i>
<b>CBO</b>	<i>Community-based organization</i>
<b>CEMK</b>	<i>Coopérative des Exploitants Motorisés de Koutiala, Mali</i>
<b>CIC-B</b>	<i>Comité Interprofessionnel des Céréales du Burkina Faso</i>
<b>CILSS</b>	<i>Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel</i>
<b>CNOP</b>	<i>Conseil National des Organisations Paysannes du Mali</i>
<b>CORPAO</b>	<i>Conférence Régionale des Perspectives Agricoles et Opportunités d'Affaires</i>
<b>CPC</b>	<i>Centrale des Producteurs de Céréales du Togo</i>
<b>DCA</b>	<i>Development Credit Authority</i>
<b>ECHOPPE</b>	<i>Echanges pour l'Organisation et la Promotion des Petits Entrepreneurs, Togo</i>
<b>ECOWAP</b>	<i>ECOWAS Agricultural Policy</i>
<b>ECOWAS</b>	<i>Economic Community of West African States</i>

<b>FAO</b>	Food and Agriculture Organisation
<b>FEPAB</b>	<i>Fédération des Professionnels Agricoles du Burkina</i>
<b>FEPPASI</b>	<i>Fédération Provinciale des Professionnels Agricoles de la Sissili, Burkina Faso</i>
<b>FIAB</b>	<i>Fédération des Industries Agro-alimentaires, Burkina Faso</i>
<b>FIARA</b>	<i>Foire Internationale de l'Agriculture et des Ressources Animales</i>
<b>FUPRO</b>	<i>Fédération des Unions de Producteurs du Bénin</i>
<b>GAPTO</b>	Ghana Agriculture Producers and Traders Organization
<b>GEA</b>	<i>Groupement des Exploitants Agricoles, Benin</i>
<b>GIC</b>	<i>Société Générale d'Investissement et de Commerce</i>
<b>GREFA</b>	<i>Groupe de Recherche et de Formation en Agriculture et Arboriculture, Mali</i>
<b>ha</b>	Hectare
<b>ICM</b>	Integrated crop management
<b>IPM</b>	Integrated pest management
<b>ISFM</b>	Integrated soil fertility management
<b>JAAL</b>	<i>Journées Agro-alimentaires</i>
<b>JPExpert</b>	Junior Expertise Consulting International, Burkina Faso
<b>MIS</b>	Market information system
<b>MSME</b>	Micro-, small, or medium enterprise
<b>mt</b>	Metric ton
<b>NGO</b>	Nongovernmental organization
<b>OADEL</b>	<i>Organisation d'Appui au Développement Local</i>
<b>OPA</b>	<i>Observatoire des Pratiques Anormales</i>
<b>PCE</b>	<i>Projet de Croissance Economique</i>
<b>PIVA</b>	Partner Institution Viability Assessment
<b>PPP</b>	Public-private partnership
<b>QPM</b>	Quality-protein maize
<b>RAC-UEMOA</b>	<i>Réseau des Associations des Consommateurs-UEMOA</i>
<b>RVCC</b>	<i>Réseau de Veille de Commercialisation des Céréales</i>
<b>SME</b>	Small or medium enterprise
<b>ToT</b>	Train the trainers
<b>UCOVISA</b>	<i>Union Des Coopératives Du Vivrier Des Savanes</i>

<b>UEMOA</b>	<i>Union Economique et Monétaire Ouest Africaine</i>
<b>UGCPA</b>	<i>Unions des Groupements des Commercialisations des Produits Agricoles</i>
<b>UPPA-H</b>	<i>Union Provinciale des Professionnels Agricoles du Houet, Burkina Faso</i>
<b>USAID</b>	United States Agency for International Development
<b>VCDP</b>	Value Chain Development Plan
<b>WATH</b>	West Africa Trade Hub

# INTRODUCTORY REMARKS

The Maize Value Chain Development Plan (VCDP) serves as a guide for the Agribusiness and Trade Promotion (ATP) Project, which is funded by the United States Agency for International Development (USAID). It offers a basket of options for the project to provide technical and financial support to help farm businesses and related enterprises scale up and compete in the growing West Africa regional market. The document covers a three-year period, from the initial maize value chain assessment (October 2008) to a date close to project closure (September 2012).

The VCDP is an evolving document. It is regularly updated to take into account new opportunities for the value chain, the evolution of its challenges, and activities undertaken by other stakeholders. The multi-year action plan is updated yearly, along with the annual action plan for the fiscal year. This is the final VCDP update.

The first version of the maize VCDP has been shared with key ATP partners in the maize value chain; their comments and suggestions have been taken into account as much as possible. The ATP Project thanks these partners for their important contribution to this document.

# EXECUTIVE SUMMARY

Commercial trade of maize has strong potential for development within West Africa, given the growing urban demand for maize, both for human consumption (food, beverages, and oil) and for animal feed (beef, dairy, poultry, and fish farming). Improved storage, processing, packaging, and distribution are essential to increasing the competitiveness of the maize value chain and enhancing regional trade.

West Africa's trade potential has not been fully tapped, however. A number of key constraints need to be addressed if West Africa is to benefit from increased intra-regional trade in maize in the years ahead. These include:

- Poor access to agricultural inputs leading to low productivity
- Limited access to credit (by farmers, storage providers, traders, and millers)
- Inadequate post-harvest handling and storage capacities and market infrastructure (warehousing, docks, and phytosanitary facilities)
- Limited market information
- Tariff and non-tariff barriers that increase transaction costs and times
- Transportation difficulties, such as bad roads, transit and border hassles and harassment
- Weak private sector advocacy
- Weak linkages among value chain actors
- Food security concerns of some national governments

To address these and other challenges, the maize VCDP offers various options for providing technical and financial support to farm businesses and related enterprises to help them compete in the growing West African regional market. The objective is to build the institutional, organizational, and individual capacities of the maize value chain actors to ensure sustainable regional trade (in terms of volume and value).

The original maize value chain assessment, organized by ATP in 2008, included input from stakeholders who attended an assessment validation workshop held in Accra in November 2008. As a result of this assessment, key interventions and development initiatives were proposed to bridge competitiveness gaps at different levels of the value chain. Production-level activities include 1) the establishment of partnerships to diffuse technology for agro-input production packages offering improved yields, 2) the promotion of bulk buying of agro-inputs, 3) the promotion of production contracts and public-private partnerships (PPPs), and 4) the strengthening of producers' and seed organizations' business development capacities. These activities are expected to increase the adoption of environmentally friendly and high-yielding agro-input packages. Additionally, the activities increase the number (or volume) of contract

agreements for high-quality maize that meets to agreed-upon specifications, which will consequently improve product quality and quantity, and increase producers' competitiveness and ability to exploit export trade opportunities.

At the level of storage, VCDP objectives include maintaining the overall condition and quality of stored maize, improving the structure and performance of the regional maize marketing system, providing collateral security for financing production and trade, and ensuring food security. Targeted interventions include the development of warehouse receipt systems to improve credit access and risk management for producers and traders, and the development and application of a grading and standards system that responds to market demand in order to facilitate trade within the region.

At the level of both processing and marketing, it is assumed that enhanced market linkages (i.e., coordination of supply and demand among producer, processor, and trader organizations) will lead to a well-functioning regional maize value chain. Proposed activities include facilitating a regional maize network, upgrading small-scale processing operations, and promoting stakeholder participation in trade and advocacy events.

Other proposed interventions, all targeted toward increasing the efficiency and effectiveness of maize trade in the region, include:

- Increasing access to market information and services—prices, bids, offers, and contacts—provided through the Esoko Network and trade linkage platform
- Engaging in policy initiatives geared towards addressing trade barriers
- Promoting transport compliance with the rules and regulations of the Economic Community of West African States (ECOWAS) and the *Union Economique et Monétaire Ouest Africaine* (UEMOA), as they relate to trade in maize seed and products
- Increasing stakeholders' access to and use of financial services for investments to spur productivity
- Developing the capacity of cereals organizations to increase member services and enhance value chain productivity, competitiveness, and regional trade
- Assisting partner organizations and firms to consider gender issues in their activities, to ensure equitable access to resources, services, and opportunities for women and men in the maize value chain

To ensure the environmental sustainability of all these interventions, ATP builds awareness of environmental issues among all its partners. The project ensures that mitigation measures are implemented and then monitored whenever a project-supported activity shows potentially adverse environmental effects.

The entire strategy of this VCDP is based on the establishment of close partnerships with regional private sector organizations. These regional private sector organizations offer the best prospects for ATP to build sustainable institutions that will endure beyond the life of the project. Project resources are leveraged to foster long-term, more formalized,

win-win relationships among key value chain participants. Targets for these alliances could include international or local businesses, private foundations, nongovernmental organizations (NGOs), and national or local government institutions and agencies. These PPPs could be based on technical assistance, grants, and agreements to accomplish a variety of goals: increased maize production; increased farmer access to agro-inputs; establishment of farmer demonstration plots with high-yielding varieties; increased financing for maize production, storage, and/or marketing; and replication of profitable business models.

# I. INTRODUCTION

## I.1 OVERVIEW OF THE ATP PROJECT

The 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 6 percent agricultural growth target 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. ECOWAS has developed an Agricultural Policy (ECOWAP) to implement CAADP in its region.

Through ATP, USAID/West Africa is focusing on selected activities that can have a catalytic impact in supporting West Africans to develop durable solutions to key constraints in intra-regional 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. ATP is implementing a range of integrated activities that 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-processor, and distributors.
- **Outcome 3.** More effective advocacy by regional private sector and other nongovernmental 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 (MIS)

## I.2 SELECTION OF VALUE CHAINS AND TRADE CORRIDORS

### I.2.1 SELECTION OF VALUE CHAINS

ATP prioritizes interventions in its outcome areas to a limited number of selected value chains as a way to identify technical gaps and opportunities that will eventually assist the entire agricultural sector. For selection, value chains were evaluated against the following seven factors: 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.

On this basis, ATP selected the following value chains as those with the highest potential for increasing intra-regional trade and improving their associated trade corridors.

- **Maize**

The cereal value chain encompasses a number of closely related products with similar supply chains, financing issues, and (to a lesser extent) growing areas. Of these products, ATP emphasizes maize, which has a wide number of uses: human consumption (as a starchy staple in many different forms); animal feed; processed maize oil; and maize used in beer brewing. Human consumption and animal feed are especially important uses for maize in West Africa. Demand for maize as a key source of poultry feed, in particular, is growing rapidly in this increasingly urbanized region. Maize is also used in fish farming. Significant intra-regional trade in these products occurs in response to rainfall patterns. Although ATP focuses on maize, the project's interventions in grain storage, warehouse receipts programs, grain processing, and trade can also be applied to all coarse grains, including rice and millet/sorghum.

- **Onions/shallots**

These two closely related products are produced in semi-arid, Sahelian zones with good access to water. As counter-seasonally grown vegetables, onions and shallots are important cash crops for smallholders whose main (rainy-season) crops are cereals or cereals intercropped with legumes. Onions and shallots have similar end-uses, as flavorful ingredients in the sauces that figure importantly in regional cuisine. Both products face similar storage and transport issues; improved drying and processing at the village level could extend the marketing season for both crops and could increase overall grower returns.

- **Ruminant livestock/meat**

This value chain includes cattle, sheep, and goats that are assembled on the hoof in the supplying countries and trucked largely to coastal markets. This will remain the predominant form of long-distance transport of ruminant livestock in West Africa for many years to come. ATP also targets red meat (from the same ruminant livestock) as a potential part of this value chain. Based on its analysis, the project is re-examining the viability of slaughtering livestock in supplying countries and transporting the meat—in an unbroken cold chain—to the largest coastal cities, which have concentrations of higher-income consumers willing to pay a premium for high-quality chilled beef, lamb, and goat meat.

## **1.2.2 SELECTION OF TRADE CORRIDORS**

The ATP Project works along the broad Central–West African corridors, which see Sahelian countries (Mali, Burkina Faso, Niger<sup>1</sup>) trading with coastal countries (Côte d'Ivoire, Ghana, Togo, and Benin) in the project's targeted value chains.

More specifically, the following trade and transport corridors are monitored by ATP in close collaboration with UEMOA and the USAID-funded West Africa Trade Hub (WATH) project:

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<sup>1</sup> In FY 2010, USAID directed ATP to suspend work in Niger until further notice.

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

For the maize trade, the main ATP focus corridor links Ouagadougou to Techiman in Ghana via Leo in Burkina Faso. Trade goes in both directions along this corridor, depending on the season. Other maize corridors include the Ouagadougou–Bobo Dioulasso–Abidjan corridor, the Bamako–Ouagadougou corridor, and the Ouagadougou–Niamey corridor.

### **1.3 VALIDATION OF THE SUB-REGIONAL ASSESSMENT OF THE MAIZE VALUE CHAIN**

In July and August 2008, ATP conducted a sub-regional assessment of the maize value chain. The objectives of the assessment were to 1) assess and prioritize key challenges and opportunities for the maize value chain in the central West African trade and transport corridors; 2) provide an up-to-date picture of the organization, operation, and performance of the value chain; 3) quantify maize trade flows; and 4) propose areas for concrete, manageable interventions within the scope of ATP that can generate catalytic change. The ATP assessment team organized field visits and interviews with 35 organizations, including maize producers, traders, processors, transporters, and business and technical partners (banks, projects, etc.) in Burkina Faso and Mali for producing countries; and in Benin, Côte d'Ivoire, and Ghana for terminal markets.

The sub-regional assessment of the maize value chain was discussed and validated during a regional stakeholder workshop, organized in Accra, Ghana, from November 11-13, 2008. The workshop brought together 29 West African value chain stakeholders from the public and private sectors, including farmers, traders, researchers, policymakers, financial and technical service providers, and bilateral projects from five countries: Mali, Burkina Faso, Benin, Ghana and Côte d'Ivoire. Workshop participants were able to:

- Verify inclusion of critical elements and validate the regional maize value chain map
- Identify major opportunities for value chain actors, focusing on trade issues affecting each stage of the regional maize value chain
- Identify the principal constraints that are holding stakeholders back from taking full advantage of these opportunities
- Identify and prioritize key interventions and draft an action plan detailing next steps and responsibilities to ensure that stakeholders move forward towards their shared vision

This maize VCDP has been elaborated based on the results of the assessment validation workshop.

## **I.4 SELECTION OF KEY PARTNERS IN THE MAIZE VALUE CHAIN**

Presently, there is no professional organization of regional scale for maize (or for cereals), which would explain in part stakeholders' decision to collaborate and establish joint positions to address common maize-related concerns. There are several promising national-level producer groups with whom ATP works. ATP encourages the formation of a maize network that covers producer groups, processors, long-distance traders, feed mixers/sellers, and large-volume buyers (poultry and aquaculture farmers). The platform for initiating a regional maize network will include working with the following organizations:

- *Comité Interprofessionnel des Céréales du Burkina Faso (CIC-B)*, which will coordinate concrete actions with members such as:
  - *Fédération Provinciale des Professionnels Agricoles de la Sissili, Burkina Faso (FEPPASI)*
  - *Unions des Groupements des Commercialisations des Produits Agricoles (UGCPA-BM)*
  - *Union Provinciale des Professionnels Agricoles du Houet, Burkina Faso (UPPA-H)*
- *Réseau de Veille de Commercialisation des Céréales (RVCC)*, which will conduct advocacy and lobbying/marketing
- *Réseau des Associations des Consommateurs-UEMOA (RAC-UEMOA)*
- *Groupement des Exploitants Agricoles du Bénin (GEA)*
- *Fédération des Unions de Producteurs du Bénin (FUPRO)*
- *Coopérative Worodougouka Seguela-Côte d'Ivoire*
- *Coopérative COYEBO-Côte d'Ivoire*
- *Conseil National des Organisations Paysannes du Mali (CNOP)*
- *Association des Femmes Commerçantes et Entrepreneurs du Niger (AFCEN)*
- *Conseil pour l'Action et la Solidarité Paysanne du Niger (CASPANI)*
- *Centrale des Producteurs de Céréales du Togo (CPC)*
- *Echanges pour l'Organisation et la Promotion des Petits Entrepreneurs du Togo (ECHOPPE)*
- *Organisation d'Appui au Développement Local du Togo (OADEL)*
- *Association des Organisations Paysannes Professionnelles, Mali (AOPP)*

- *Coopérative des Exploitants Motorisés de Koutiala, Mali (CEMK)*
- *Fédération des Professionnels Agricoles du Burkina (FEPAB)*
- *Fédération des Industries Agro-alimentaires du Burkina Faso (FIAB)*
- *Apex Farmers Organization of Ghana (APFOG)*
- *Association des Vendeurs des Produits Locaux de Sikasso, Mali (APLS)*
- *Union des Coopératives du Vivrier des Savanes, Côte d'Ivoire (UCOVISA)*
- *Ghana Agricultural Producers and Traders Organization (GAPTO)*
- *Audit Contrôle Expertise-Côte d'Ivoire (ACE-CI)*
- *Junior Expertise Consulting International, Burkina Faso (JPExpert)*
- *Groupe de Recherche d'Etude et de Formation en Agriculture et Arboriculture, Mali (GREFA)*

## **I.5 MAP OF THE MAIZE VALUE CHAIN IN 2008**

### **I.5.1 THE MAIZE VALUE CHAIN SITUATION IN 2008**

The maize value chain structure is characterized as described below.

#### **Input supply**

Due to high farm-gate prices and the unavailability of recommended agro-inputs at the right time, the great majority of farmers use little or no yield-enhancing maize agro-inputs, such as fertilizer, improved seeds, labor, and crop protection products. Even those farmers in Burkina Faso and Mali who have funds have recently reported a shortage of fertilizers, partly due to the irregularity of supply and the distance to supply points. The seasonality of demand, compounded by lack of access to finance, limits the capacity of agro-dealers to satisfy demand when and where needed. This situation is made worse by the fact that farmers do not pay up-front. There are some traders and processors who enter into contracts with farmers for fertilizer credit, which are paid for at harvest with maize. The traders and processors, however, report that they often do not get enough fertilizer to supply farmers. Most often, agro-dealers receive orders for huge stock that they cannot supply because they cannot access adequate financing for purchasing.

The unavailability of agro-inputs creates inefficiency in production by reducing yield potential. This is compounded by application below recommended rates, inappropriate timing of application, and use of formulations not appropriate or recommended for maize (fertilizers used are often those intended for cotton). For the most part, farmers rely on saved seed or seed sourced through informal networks. These sources tend to be inconsistent in terms of quality, and they are vulnerable to pests and diseases. While cheap, they take up valuable land with extremely low productivity. Fertilizers or chemical inputs tend to be wasted on this seed.

#### **Production**

Maize farmers in West Africa typically follow low-input, low-output maize production systems, characterized by limited access to agricultural credit; limited and/or inefficient use of fertilizers, high-yielding maize varieties, and improved seed; and sub-optimal pest and disease control measures. Farm yields are typically in the range of 1 to 2 metric tons (mt) per hectare. Most farmers plant maize as part of a mixed farming system, intercropping and rotating maize with other crops such as cotton. The majority of farmers sell soon after harvest, when maize prices are the lowest. Maize storage systems are often traditional, with limited aeration and often not following technical recommendations for fumigation. In terms of marketable produce, about a third of all maize production is lost after the harvest, the bulk of it at the farmer/individual and village/organization levels. Losses are due mainly to weevils.

#### **Trade**

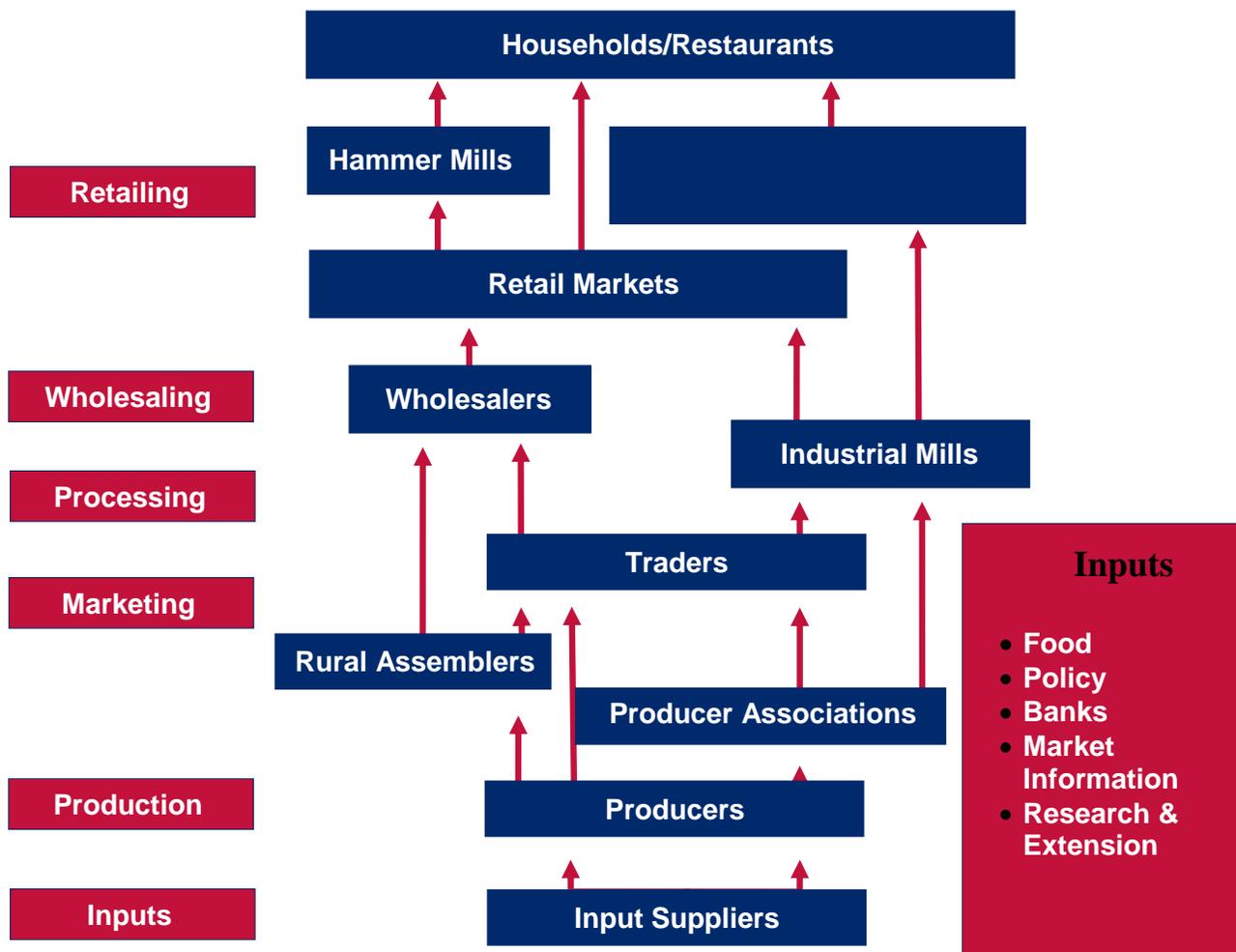
Collection and trading are characterized by a large number of small-scale traders. Little is known about export market conditions in the region, and only a relatively small portion (about 15 percent) of production is traded across borders. In the market, traders now own and use mobile phones as a major source of information in their businesses, but market infrastructure and access to market information needs to be improved. There are very few written contracts for maize sale in the region. Maize is traded to or from Niger, Benin, Ghana, Senegal, Côte d'Ivoire, and Nigeria.

### Processing

Industries such as beer, pasta, couscous, as well as fish, cattle/dairy, and poultry production (all of which use maize) are expanding, but investment and loans are hard to come by. Finally, maize consumption is increasing on the household level but the product is sold in markets that are dilapidated and need improvements to meet good health standards and minimize losses.

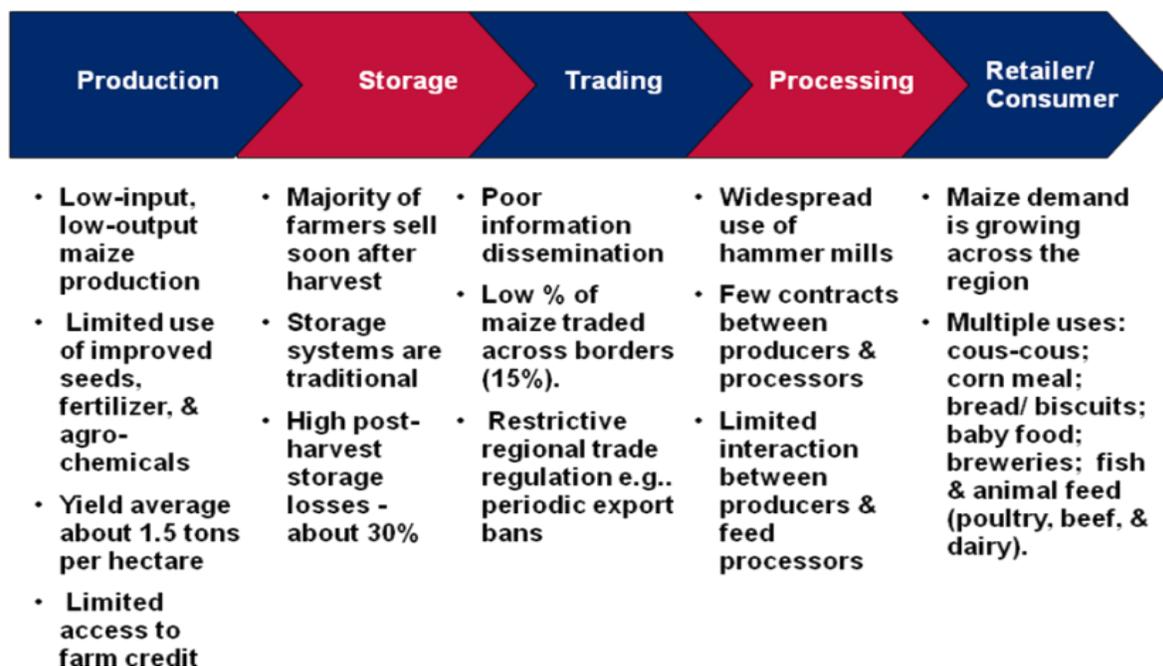
Figure 1 below is a schematic expression of the maize value chain map adopted by value chain actors during the sub-regional validation workshop held in November 2008 in Accra, Ghana.

**FIGURE 1: MAP OF THE MAIZE VALUE CHAIN IN 2008**



The Food and Agriculture Organization (FAO) data, as presented in the Maize Value Chain Assessment Report (Figure 9/West Africa Maize Import Value, 2000–2005), shows that most of the ATP study countries are net importers of maize. This is a clear manifestation of the region's maize market potential, hence an opportunity for enhancement of intra-regional maize trade. Figure 2 below presents the current inefficiencies and challenges faced by the maize value chain.

**FIGURE 2: MAIZE VALUE CHAIN SITUATION IN WEST AFRICA IN 2008**



Identified key constraints to regional maize trade include poor access to agricultural inputs/low productivity; limited access to credit (by farmers, storage providers, traders, and millers); non-standard measurements; limited storage capacity; inadequate market infrastructure (warehousing, docks, and phytosanitary facilities); limited market information; transit/border hassles; and the food security concerns of some national governments.

### **1.5.2 “VISION 2012” MAIZE VALUE CHAIN FOR WEST AFRICA**

During the sub-regional value chain assessment validation workshop organized by ATP in November 2008, participants identified opportunities for upgrading the maize marketing system. They then documented constraints that stand in the way of such improvements. Stakeholders were asked to articulate a vision of what the maize value chain would look like by 2012. They collaborated to identify operational interventions to achieve their vision, including the different activities and actions required to make improvements throughout the value chain—from improved seeds to producers, better storage techniques (both on and off the farm), more value-added processing, and added efficiencies in wholesaling and retailing all the way to the consumer.

Stakeholders stated their vision for the regional maize value chain as follows:

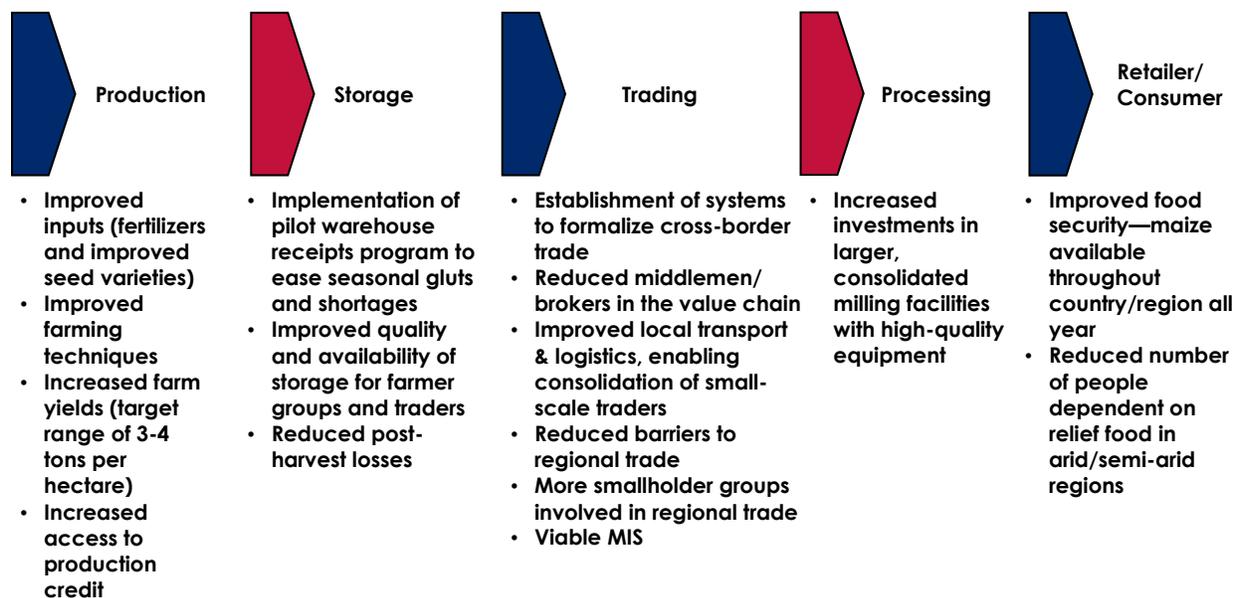
*“The performance of the maize value chain is improved so as to consistently supply high-quality maize and maize-based products that meet the needs and demands of the domestic and regional market effectively and efficiently.”*

ATP’s role in high-value, high-volume maize value chain development is principally that of facilitator for stakeholders. The intention is to eventually create a sustainable stakeholder/private sector-driven agribusiness and trade environment. ATP’s contribution to increasing the volume and value of intra-regional trade will include support for:

- Improved trade facilitation, supported by market information and services provided through the Esoko Network and trade linkage platform
- Policy initiatives geared towards addressing and reducing trade barriers
- Value chain productivity enhancement, which includes increased production, improved post-harvest handling, maintenance and improvements in product quality, etc.

Figure 3 below is a schematic summary of the “2012 Vision” for the West Africa regional maize value chain, which presents significant opportunities for improving efficiency and effectiveness.

**FIGURE 3: “VISION 2012” MAIZE VALUE CHAIN FOR WEST AFRICA**



## 2. OBJECTIVES AND SPECIFIC ACTIVITIES FOR DEVELOPMENT OF THE MAIZE VALUE CHAIN

### 2.1 INTRODUCTION

During the ATP value chain assessment validation workshop in November 2008, participants identified and ranked the development priorities for each stage of the maize value chain. The items in bold shown on Table 1 on the following page ranked highest among the top five initiatives identified by participants, for each functional stage of the chain.

These priorities will frame ATP's key interventions, laying the necessary foundations for creating a better-performing regional maize value chain that leads to increased regional trade by:

- Facilitating access to appropriate technology (new and/or existing cutting-edge technology) and enhancement of productive capacity
- Improving the professionalism of value chain actors in best practices, quality improvement, and business so that they can lead this development and meet stakeholder needs, trade demands, and influence policies affecting their sector
- Facilitating linkages and partnerships
- Piloting structured trading systems such as warehouse receipts systems

The ATP strategy for improving linkages in the maize value chain is based on establishing close partnerships with regional private sector organizations. The ATP team believes that these regional private sector organizations offer the best prospects for building institutional sustainability that will endure beyond the life of the project. Project resources (technical assistance and grants) have been leveraged to play a catalytic role in fostering long-term, more formalized, win-win relationships among key value chain participants. Targets for these alliances could include international or local businesses, private foundations, NGOs, or national or local government institutions and agencies. Potential PPPs could be based on technical assistance, grants, and agreements for increasing maize production; increasing farmers' access to agro-inputs; setting up farmer demonstration plots with high-yielding varieties; and providing financing for maize production, storage, and/or marketing.

ATP has built on train-the-trainer (ToT) approaches for knowledge and information transfer by training trainers in adapted training and extension methods and aids (theater-forum, demonstration, fish-bowl sessions, use of posters, etc.) in order to

develop a pool of identified value chain actors who are trained to train member stakeholders effectively.

**TABLE 1: FIVE PRIORITY ACTIONS FOR EACH STAGE OF THE MAIZE VALUE CHAIN IN WEST AFRICA**

<b>Five Priority Actions Per Value Chain Stage for Development of the Maize Value Chain in West Africa</b>	
<b>Value Chain Stage</b>	<b>Development Priorities</b>
<b>Production</b>	<ol style="list-style-type: none"> <li>1. Train farmers</li> <li><b>2. Improve access to inputs (e.g., improved seed and fertilizers)</b></li> <li>3. Facilitate access to credit</li> <li>4. Promote production contracts</li> <li>5. Facilitate access to land</li> </ol>
<b>Storage</b>	<ol style="list-style-type: none"> <li>1. Develop appropriate storage infrastructure</li> <li>2. Facilitate access to credit</li> <li>3. Improve storage inputs (bags, storage chemicals, etc.)</li> <li>4. Facilitate access to appropriate handling equipment (moisture meters, shelling and cleaning equipment, etc.)</li> <li><b>5. Provide storage training (techniques, norms, and guides)</b></li> </ol>
<b>Processing</b>	<ol style="list-style-type: none"> <li>1. Engage in lobbying/advocacy for local/regional consumption</li> <li><b>2. Facilitate access to credit (for equipment, storage, etc.)</b></li> <li>3. Support promotional events (trade fairs, exhibitions, etc.)</li> <li>4. Build capacity of food processing industry organizations</li> <li>5. Promote warehouse receipts certification systems</li> </ol>
<b>Marketing</b>	<ol style="list-style-type: none"> <li>1. Strengthen marketing capacity of producer and trader organizations</li> <li><b>2. Facilitate establishment of a regional maize network/ professional organization or council</b></li> <li>3. Support and consolidate existing MIS</li> <li>4. Support promotional events (fairs, exhibitions, business-to-business events, etc.)</li> <li>5. Support ECOWAS/UEMOA trade liberalization/free movement of goods and people within the region</li> </ol>

## 2.2 PRODUCTION

### 2.2.1 SPECIFIC OBJECTIVE

Stimulating export of maize must first address the quantity of maize produced, and in particular maize productivity. Smallholders remain the dominant producers by far, and although food security is of primary strategic importance for them, they are known to sell 15 to 46 percent of their production of about 1-2 mt per hectare (ha) (small-scale farmers) and up to 75 percent of production (large-scale farmers—those with more than 20 ha). Improved varieties, especially hybrid and quality-protein maize (QPM) varieties, combined with specific fertilizers show yields of up to 7 mt/ha at the farm level, implying great upside potential for improving maize productivity and production.

The specific objective is to increase product quality and quantity, and hence the competitiveness of producers to exploit export trade opportunities. To do this, the project aims to improve maize productivity by facilitating farmers' access to new and existing integrated crop management (ICM) techniques that are environmentally friendly and sustainable, including essential high-quality inputs (improved, locally adapted seeds, fertilizers, and crop protection products) to sustainably meet market needs.

ATP has established strategic alliances with a variety of development partners, including private sector partners, for sustainable maize production, bringing together resource in a complementary way to achieve its objectives. Given the widespread problem of low yields, the ATP Project and its partners have focused on lead firms seeking to improve their competitiveness through the contract farming supply of maize seed. The project and partners have also strengthened the technical capacities of farmers and improved their ability to meet the maize quantity and the quality requirements of buyers (traders and processors) in the region. There is also a focus on progressive producers who can take advantage of high-yielding seeds and fertilizer packages and make them the models to be replicated.

The identified producer organizations are being strengthened to promote maize farming as a business and production is organized so that quality is rewarded. The aim is for these leading organizations to still be assuring production of regionally branded maize long after ATP has ended.

## **2.2.2 ACTIVITIES**

### **2.2.2.1 STRENGTHENING PRODUCER ORGANIZATIONS TO PROVIDE SERVICES TO MEMBERS**

E-ATP assists organized groups of producers to increase their regional competitiveness by strengthening their capacity to provide critical services to members. The focus will be mainly on services that improve the uniformity and yields of maize production and, as a result, mitigate food security. Activities will include:

- **Post-harvest handling, storage, and traceability.** Regional cereal buyers are developing increasingly strict quality standards that are often difficult for producer organizations to satisfy. The sets of quality criteria most frequently required by buyers concern maximum moisture content, impurities, insect damage, other spoilage, and aflatoxin levels.

In FY 2012, this activity will focus on providing stock quality management training to Beninese and Togolese producer organizations that primarily grow maize as their main cereal crop. The training will be aimed at market- and maize-oriented producer organizations that will be linked up with potential buyers (maize traders and processors). The producer organizations include FUPRO, CPC and the *Chambre d'Agriculture Inter-départementale du Borgou Alibori du Bénin*.

This training will be a ToT course, with cascade training used to train other members of the producer organizations. It will focus on principles for understanding the issues

and the management practices needed to ensure high quality, such as good management of harvest, transport, and storage; it will also include assessment of major agents causing reduced grain quality.

- **ICM and integrated soil fertility management.** Since FY 2009, ATP has facilitated training in techniques for producing good-quality crops in large quantities. An important partner in these efforts has been the CropLife Africa-Middle East Association, which has worked with the project to organize training courses. In FY 2009, ATP-sponsored participants to attend two CropLife ToT courses on integrated pest management (IPM). In FY 2010, the two partners co-organized ToTs in IPM and integrated soil fertility management (ISFM) for maize producers in Burkina Faso, Côte d'Ivoire, Ghana, and Mali. In FY 2011, a total of 25 trainers from targeted producer organizations in Mali and Burkina Faso were trained in integrated maize management and in facilitation techniques. These 25 trainers provided cascade training to 800 producer members of UPPA-H and CEMK, two particularly market-oriented groups with potential to produce for regional trade. These two producer organizations integrated the training into the list of services they provide to their members, and have asked for a refresher course to consolidate and improve the knowledge gained in their original training sessions.

The objective of retraining is therefore to ensure the sustainability of the project's impact by improving the ability of trainers to undertake cascade training in ICM for maize. This refresher course would focus on topics and modules that trainers were not able to fully master during the original training sessions in F 2011.

*Expected results:* stronger groups of producers, improved yields, and access for producers in regional grain markets.

*Key collaborators:*

- Bilateral programs in target West African countries
- Individual value chain actors, including producers and traders
- Groups of commercially oriented producers

## **2.3 PROCESSING**

### **2.3.1 SPECIFIC OBJECTIVE**

The specific objective is to expand value-added agro-processing (food products, beverages, poultry feed, fish farming, etc.) as key to market growth. The potential for improving maize production, productivity, and trade lies in the growth of the processing sector.

### **2.3.2 ACTIVITY**

Agro-industry is one of the major demand drivers for maize. In West Africa, there are a growing number of businesses at this level, where the value of the final product is substantially higher than the value of the raw materials. This includes bakeries, as well as

producers of biscuits, enriched infant food, and maize grits for breweries, animal feed (poultry and cattle), and maize flour/semolina/couscous/ fortified infant formulas that correspond well to consumer requirements. In spite of the growing demand for elaborate food products and animal feed (notably for beef cattle, the dairy industry, poultry, and fish farming), current needs are evidently unsatisfied.

The development of the processing sector is handicapped by the lack of regularity in the supply of raw materials, weak marketing capacity, limited access to credit, and limited access to quality packaging and labeling solutions. These factors lead to higher end-market prices and to greater competition from imports and from feeding programs financed and backed by food security agencies. Nevertheless, the processing sector does have considerable potential to expand maize trade in the region.

There is significant potential to expand local and regional markets for processed grain products for human consumption (food, oil, beverages), and animal feed (poultry, cattle, dairy, aquaculture). This implies an increase in maize demand, which should in turn motivate producers to adopt improved technologies and invest in productivity upgrades to ensure steady growth of quality maize production, productivity, and trade in the region.

ATP proposes the following activity to promote opportunities for processors to access new markets for maize-based products in the region.

### **2.3.2.1 IDENTIFY MARKET OPPORTUNITIES FOR MAIZE-BASED PRODUCTS AND LINKAGES WITH PRIVATE SECTOR**

ATP proposes to provide technical and financial support to address the lack of affordable strategic business partnerships, such as linking processors with export markets, market information, and operational business services (e.g., packaging and distribution). This lack of affordable strategic partnerships is seen as one of the key constraints to development and growth of the maize processing sector. Proposed activities include:

- Organize trade fairs to promote the development of trade partnerships and the diffusion of information about market demands (preferences and requirements of different end-markets)
- Facilitate trade between packaging companies and small-scale processors. This activity will involve facilitating regional trade between distribution companies that have packaging operations and small-scale processors. Specific tasks will include:
  - Rapid appraisal of market opportunities and identification of target partners
  - Business linkage meetings
  - Follow-up support to link selected packaging companies with small-scale processors in a PPP

Expected result: increased regional trade of processed maize products.

## **2.4 MARKETING**

The long-term objective of ATP's maize value chain activities is to expand the availability and use of maize within the region. As production increases and becomes more predictable, a longer-run objective (to extend beyond the life of the project) will be to stabilize the maize market within the region. ATP strives to build the knowledge and capacity needed to drive increased productivity within the maize value chain, taking into account production, processing, storage, and marketing. In addition, the project will strengthen the capacity of farmer organizations and interprofessional and trade organizations in advocacy, which will make a major contribution towards promoting a free trade environment.

### **2.4.1 SPECIFIC OBJECTIVE**

The specific objective is to improve linkages among maize value chain actors by developing more formal, industry-driven commercial trade organizations that are able to:

- Invest in regional trade promotion and trade advocacy
- Improve the performance, efficiency, and competitiveness of cross-border trade

### **2.4.2 ACTIVITY**

Increased communication and networking among value chain actors have been important elements of the project's maize value chain vision, as they will lead to more effective advocacy on trade issues of interest to the maize sector. Given the absence of a regional maize trade organization, stakeholders at the 2008 workshop recommended using an existing interprofessional organization as a platform for discussing and promoting the existence of a larger network. As a first step forward, CIC-B was mandated to lead this development and facilitate steps towards:

- Initiate communication between different value chain actors to report on the proceedings of the stakeholders' discussions during the validation workshop and to promote the idea of a regional network open to all participants along the value chain
- Organize a workshop to bring together community and national pressure groups to strengthen their advocacy capacities and create a regional advocacy platform
- Lead the regional advocacy platform to take action on constraints and issues raised

Proposed activities include:

#### **2.4.2.1 FACILITATE THE ESTABLISHMENT OF A REGIONAL INTERPROFESSIONAL MAIZE NETWORK**

CIC-B is a full national value chain institution with a mandate (from maize value chain stakeholders during the validation workshop held in November 2008 in Ghana) to lead the development of informal community and national pressure groups composed of producers, processors, and traders into organized grain institutions with the savvy to

advocate and push for adoption and enforcement of policies of interest to maize trade, at both the national and regional levels. The project's potential partnership with these organizations—via CIC-B—will include technical assistance, direct funding, and/or grant support to help them engage in networking for commercial trade and advocating for more efficient trading systems and policies. Proposed actions include:

- Facilitate collaboration among value chain actors to establish a regional network, including engaging stakeholders on issues and problems that require joint approaches and positions to facilitate maize trade, as well as providing assistance to organize meetings, workshops, awareness-raising events, advocacy dialogues, etc.
- Facilitate market linkages and agri-business relationships
- Provide technical assistance to facilitate the development of key trade skills and knowledge, including the dissemination of best practices, in particular with respect to:
  - Trade monitoring , data collection, and analysis
  - Best codes of practice: contracts (procedures, disputes, arbitration, price variations and contingencies, risk of side-selling), grades and standards specification/compliance, warehouse certification, etc.
  - Business training to aid processors in preparing bankable business plans and to facilitate the funding of such plans, to help form new and more sustainable businesses
  - Processing standard business practices on packaging and labeling solutions

*Expected results:* enhanced market linkages (i.e., coordination of supply and demand among producer, processing, and trader organizations for a well-functioning regional maize value chain); stronger stakeholder organizations with the capacity to advocate for and implement activities to promote free trade in the region.

#### **2.4.2.2 FACILITATE LONG-TERM TRADE RELATIONS**

Through ATP's Market Facilitators, who are located in key end-markets in the region, the project will identify trade opportunities and promote the emergence of long-term trade relations. With the aim of mitigating the food insecurity of vulnerable populations, ATP also facilitates trade relations between suppliers in surplus zones and commercial distributors in areas of chronic production deficits.

In FY 2010 and FY 2011, exploratory trips were conducted to assess trade possibilities in the cereal value chains, followed by coaching and support for facilitation to ensure effective contract-based trade. In FY 2012, the project will continue and increase emphasis on this combination—bringing purchasers together with suppliers and providing coaching, and technical assistance in contracting and other issues. The focus will mainly be on maize value chain buyers/purchasers who have been identified since FY 2009. FY 2012 activities will consist of the following:

- Make final identification of large-scale cereal purchasers operating out of Benin, Burkina Faso, Ghana, Mali, Niger, Nigeria, and Togo
- Evaluate the ability of large-scale cereal purchasers to integrate regional-level trade into their business operations
- Facilitate meetings between buyers and sellers
- Organize coaching meetings for producer organizations before negotiation meetings with purchasers

Although identification of potential sellers and buyers and holding meetings are the first important steps, the project will conduct follow-up activities, including:

- Document these meetings and identify contacts that will require additional follow-up
- Provide coaching to buyers and sellers who have established contacts with potential business partners
- Facilitate contract-based trade transactions and ensure that their progress is monitored

To ensure that learning takes place throughout the cycle, obstacles to progress will be documented.

Expected results: long-term intra-regional trade relations between market actors in the region and between surplus and deficit areas.

Key partners and collaborators:

- Bilateral programs in target West African countries
- Individual value chain actors (e.g., producers, producer organizations, traders)
- National and regional interprofessional associations

#### **2.4.2.3 PROMOTE STAKEHOLDER PARTICIPATION IN TRADE AND ADVOCACY EVENTS**

The project will increase awareness about the importance of trade fairs and other similar events. Stakeholders will be encouraged to lead and invest in expanding and developing current trade promotion functions such as the *Journées Agro-alimentaires (JAAL)*, the *Foire Internationale de l'Agriculture et des Ressources Animales (FIARA)*, and the cereal exchange events organized by *Afrique Verte*.

Such events are viable fora for raising high-level awareness, developing critical contacts and strategic business relationships and alliances, and showcasing best practices (particularly with respect to promoting contract farming to increase productivity and develop agribusiness). They also facilitate dialogue on available and necessary financial and technical mechanisms such as certification, finance,

discriminatory trade practices, export bans, etc. related to maize trade interest, which drive value chain productivity and competitiveness and support an enabling environment for regional trade.

We will provide stakeholders with both technical and financial support to ensure their effective presence and active participation in the events and to help them sustain business linkages built during these events.

Expected result: increased agribusiness linkages.

## 3. CROSS-CUTTING SERVICES

### 3.1 TRANSPORT

The map in Figure 4 below shows West Africa's priority trade corridors as identified by ECOWAS and UEMOA. The ECOWAS Commission has taken the lead on the Coastal West–East/Abidjan–Lagos Corridor, while UEMOA leads through two USAID-funded projects: WATH and ATP. Assistance has focused increasingly on the South–North/Tema–Accra–Ouagadougou, Lomé–Ouagadougou, Abidjan–Ouagadougou corridors, followed by the Sahelian East–West/Ouagadougou–Bamako–Dakar corridor.

**FIGURE 4: MAIN MAIZE CORRIDORS IN ATP FOCUS COUNTRIES**



In addition, ATP has gone beyond the capital cities, starting from maize production areas such as Techiman and Ejura in Ghana, and ending in major markets such as Ouagadougou, Burkina Faso, or moving towards a market like Niamey, Niger, in a country not covered by the project. In this case, ATP's assistance ends at Kantchari, at the Burkina Faso/Niger border.

Maize does not only flow in the South–North direction, as mentioned above, but also West–East or even North–South. Sometimes, maize flows from Burkina Faso's production areas—Dieboungou and Leo—to Niamey, Niger. Maize also flows from Leo, Pouytenga, Tenkodogo in Burkina Faso to the south, to major markets in Accra, Ghana, and Lome, Togo.

In summary, Niger, which produces less than 5 percent of the maize it consumes, is the main importer from the major producer countries: Nigeria, Benin, Togo, Côte d'Ivoire, Burkina Faso, and Mali. The first four (coastal) countries are the main consumers, whereas the two land-locked countries do not consume as much. ATP is documenting road harassment along Techiman–Kantchari corridor thru Paga or Bitou, and plans to study the structure of transport and logistics costs.

### **3.1.1 SPECIFIC OBJECTIVE**

The transport objective is to reduce the incidence of physical barriers in moving agricultural and related commodities and to ensure that maize seeds and products move freely within the West Africa region.

### **3.1.2 ACTIVITIES**

Proposed activities include the following.

#### **3.1.2.1 COLLECT AND DISSEMINATE INFORMATION ON TRANSPORT BARRIERS, IN COORDINATION WITH ECOWAS AND UEMOA**

In FY 2011, ATP continued to provide information to show how road harassment affected maize. As in FY 2009 and FY 2010, ATP teamed up with WATH to provide quantitative analysis to UEMOA for the joint quarterly publication of UEMOA's *Observatoire des Pratiques Anormales* (OPA). This documentation is based on data provided by truckers and traders and on verification trips carried out by ATP.

#### **3.1.2.2 CARRY OUT VERIFICATION TRIPS**

These trips are requested by UEMOA to verify the traders' and truckers' information about checkpoints and bribes. Every quarter, ATP sends assistants and Transport Advisors along the corridors. The assistants act exactly as truckers and traders—they are driven in trucks carrying ATP products, experiencing harassment and delays. The Transport and Logistics Specialist interacts with police, customs, and gendarmerie officials, as well as with forwarding agents. Bribe costs per 100 km are validated each quarter after ATP staff travel along the corridors.

#### **3.1.2.3 PARTICIPATE IN JOINT ATP/WATH/ALCO ROAD SHOWS AND ORGANIZE MARKET SHOWS**

Each quarter ATP, WATH, and the Abidjan–Lagos Corridor Organization (ALCO) will organize three-hour road shows for truckers in capital cities to discuss the content of OPA reports and to solicit collaboration from officials to reduce harassment. Maize, onion, and livestock truckers will participate. ATP teaches truckers which documents are required and explain procedures that can be followed to end harassment. ATP's interventions should increase traders' and truckers' awareness about the agricultural enabling environment. ATP also promotes awareness by having truckers and traders attend market shows, which include training at rural marketplaces where onion, livestock, and maize are loaded.

## 3.2 ACCESS TO FINANCE

Finance is a clear constraint to agribusiness development and trade in West Africa, as cited by participants up and down ATP priority value chains. This came through very strongly in the value chain assessment reports for maize, onion/shallot, and ruminant livestock, and in workshops held to validate these reports and identify action steps in value chain development plans.

Commercial banks do not invest much in the agricultural sector or agribusiness system in West Africa. Ecobank has signed several Development Credit Authority (DCA) guarantee agreements, but small and medium enterprise (SME) lending, particularly for agribusiness, has been limited. *Banque Régionale de Solidarité* (BRS), which focuses on micro-, small, and medium enterprise (MSME) lending in UEMOA countries, has expressed interest in working with ATP on agribusiness lending, focusing on small-scale, value-added transformation. As in many developing regions without a deep financial sector, agricultural and agribusiness lending are considered risky in West Africa. Commercial banks prefer to invest in other areas, such as real estate, construction, extractive industries, large and well-known consumer goods manufacturing, and formal import/export businesses.

Agribusiness SMEs, trading companies, and producer groups lack access to credit for:

- Procurement of agro-inputs
- Timely purchase of raw materials and intermediate inputs into agribusiness processing
- Investment capital to fund construction and expansion of plants and equipment
- Trade finance

### 3.2.1 SPECIFIC OBJECTIVE

The finance objective is to increase stakeholders' (producers, traders, processors) access to and use of financial services for investments to spur productivity.

### 3.2.2 ACTIVITY: FACILITATE INCREASED FINANCIAL LINKAGES BETWEEN PROJECT BENEFICIARIES AND FINANCIAL SERVICE PROVIDERS

Accessible finance and investment are key enablers of competitiveness and private sector growth. The dearth of available financing for rural enterprises and agribusiness in West Africa is a serious constraint to realizing the economic potential of the region's agricultural sector and agribusiness system. ATP facilitates increased financial linkages between project beneficiaries (value chain participants, including processors, traders, producer organizations, and other rural enterprises) and finance providers. This will be achieved through three broad activities:

- Strengthen the capacity of selected financial service providers to evaluate the creditworthiness and risks associated with lending to agribusiness value chain participants

- Assist agribusinesses to access finance by improving their capacity to present clear and accurate financial information to banks and other financial intermediaries, develop bankable business plans, and apply for loans
- Assist agribusiness and traders working across West African countries and currencies to access fund transfer mechanisms (including disseminate new mobile banking and transfer scheme developed by INOVA payments systems, after supporting pilot experiment)

### **3.3 MARKET INFORMATION SYSTEMS**

ATP's approach emphasizes sustainability of MIS interventions, to ensure both capacity for profitable business relationships and provision of market information systems useful to value chain operators. The project will emphasize ways to reinforce and improve access to market information (on prices, profiles, bids, and offers) and services. ATP selected partners from the sub-region's four MIS partners that have proved to be competent in data collection and in the dissemination of market information, including facilitation of commercial relations. ATP focuses on two main activities: 1) data collection and dissemination of trade information through the Esoko Network platform and the Manobi platform, and 2) facilitation of business relationships between actors in the sub-region.

#### **3.3.1 SPECIFIC OBJECTIVE**

The specific objective of the ATP MIS component is to promote the commercial use of market information that is useful and necessary to improve trade transactions in the sub-region. This includes developing the capacity of MIS partners—data collectors and market facilitators—to provide relevant market and trade information to maize trade-related actors, improving MIS service provision to maize trade-related operators, and enhancing business linkages between maize operators within the sub-region.

#### **3.3.2 ACTIVITIES**

##### **3.3.2.1 IMPROVE MIS SERVICE PROVISION TO MAIZE TRADE ACTORS**

Improving sector-specific market information will involve building the capacity of MIS partners to collect and disseminate relevant, practical maize market data. This will be achieved through the following activities:

- Collect and disseminate data on identified markets. About 10 markets have been selected from each ATP country, based on their importance either as cross-border, wholesale, or terminal markets.
- Train MIS partners on techniques for collecting and disseminating trade information. Initial training has been offered to MIS partners on techniques for collecting, processing, and disseminating market information. During the first year, the following four MIS partners benefited from support from ATP: 1) the *Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina* (APROSSA) in Burkina-Faso, 2) the *Association Malienne pour la Sécurité et la Souveraineté Alimentaires* (AMASSA) in Mali, 3) the *Association Nationale des Organisations*

*Professionnelles Agricoles de Côte d'Ivoire* (ANOPACI) in Côte d'Ivoire, and 4) Esoko, the designer of the Esoko Network platform. The project will provide additional training if needed, and meetings with existing MIS partners will be programmed each year for the benefit of the market information service;

- Monitor and conduct market information surveys to meet current stakeholders' needs
- Collect data on value chain actors' profiles. In collaboration with MIS partners in each country, the ATP MIS Specialist will organize a registration campaign to formalize inclusion of maize value chain actors in networks within the *Réseau des Professionnels Céréaliers de l'Afrique de l'Ouest*. This network will provide the necessary ground for the establishment of a substantial cereals market information database, including maize, that will strengthen its members' capacities to benefit from trade opportunities.

Expected results: 2,000 value chain actors will be profiled, will receive market information, and will benefit from networking opportunities.

### **3.3.2.2 FACILITATE AND STRENGTHEN TRADE RELATIONS AMONG STAKEHOLDERS**

This activity will include the following tasks:

- Develop, disseminate, and update a regular inventory of potential operators, including preferences on offers and demands—grades, standards, price, variety, type, etc.
- Facilitate commercial transactions and know-how through a network of facilitators who support and facilitate trade-related activities for operators. Market Facilitators will be recruited by ATP in the region to support actors in terms of product quality control, guarantee of financial transactions, and access to inventoried information.
- Promote and facilitate contractual arrangements, trade fairs, business-to-business activities, cereal exchange events, and bids and offers at the national and regional levels
- Disseminate information on how to organize contractual arrangements and cereal exchange events
- Facilitate partnership with the *Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel* (CILSS) to enhance stakeholder involvement and participation in the *Conférence Régionale des Perspectives Agricoles et Opportunités d'Affaires* (CORPAO).

Expected result: increased agri-business linkages.

## **3.4 ORGANIZATIONAL STRENGTHENING**

### **3.4.1 SPECIFIC OBJECTIVE**

The objective is to build the capacity of maize value chain actors to strengthen their professional organizations and provide better services to their members. It is important to note that these organizations tend to group cereal traders, processors, and producers, not just for the maize value chain but also for the millet/sorghum value chain.

### **3.4.2 ACTIVITY: CONDUCT INSTITUTIONAL COMPETENCY ASSESSMENTS AND BUILD CAPACITY OF PROFESSIONAL ORGANIZATIONS**

Despite its increasing economic importance in the region, the maize value chain is poorly organized, characterized by too many and highly diverse actors, weak linkages, limited relationships between actors, and weak informal intra-regional trade. This situation is made worse by the absence of a functional and efficient regional organization to promote a well-functioning regional maize value chain.

In some countries, such as Burkina Faso, the development of interprofessional organizations brings about improved organization and member coordination. The increasing demand for maize within the region thus calls for a dynamic move to enable the maize value chain actors to be effective and efficient.

ATP proposes to:

- Conduct initial institutional competency assessments of selected organizations, through a Partner Institutional Viability Assessment (PIVA) or other assessment tool
- Assist targeted organizations to develop their organizational strengthening plans
- Support partner organizations to strengthen their organizations and their ability to provide useful services to their members
- Conduct annual progress assessments

*Expected result:* increased member services provided by cereal organizations to enhance value chain productivity, competitiveness, and regional trade.

## **3.5 POLICY AND ADVOCACY**

The environment in which the maize value chains operate is determined by many factors, including the policies and regulations adopted and applied by the national governments and regional organizations. Within the context of the production and trading of maize in West Africa, national and regional policies exist in the fields of agriculture, customs, trade, transport, money, and payment, etc. These policies are designed either to facilitate the operations of the private enterprises, or to regulate and establish standards that will ensure fair play and good business practices.

Some policies and regulations, however, are ill-conceived and improperly applied. In other instances, a much-needed policy measure may not have been adopted, or assistance or protection expected by business operators is not forthcoming. Quite often too, business operators are unaware or insufficiently knowledgeable about the policy and regulatory framework, and therefore face unnecessary policy constraints. Under such circumstances, there is a need to review the policy environment to determine what corrective measures are needed to assist governments and regional organizations to improve the quality of policies and regulations and to help the private sector enhance its capacity to utilize policy measures and demand due rights where there is official abuse.

### **3.5.1 SPECIFIC OBJECTIVE**

The aims of policy interventions directed at governments and regional organizations are to: 1) review texts of existing policies in order to update them and improve their applicability, 2) draft materials that can be used to facilitate the adoption of appropriate policy implementation strategies and guidelines, 3) assist in establishing an effective coordination mechanism for policy implementation, and 4) encourage the operation of an efficient system for monitoring and evaluating policies.

The specific objective is to improve stakeholders' knowledge of existing maize-related policies to facilitate compliance and improve their ability to advocate for policies to address and eliminate barriers to maize trade.

### **3.5.2 ACTIVITIES**

#### **3.5.2.1 FACILITATE IMPLEMENTATION OF AND COMPLIANCE WITH REGIONAL POLICIES AND REGULATIONS**

Maize value chain actors are not well-informed on the different regional policy texts of interest to maize trade. The major activity to be undertaken under this component will be to equip maize value chain actors with such vital information. This involves the following:

- Assist regional economic communities in improving the system of implementation of regional policies and regulations:
  - Review and update texts
  - Provide technical and advisory support to validate and adopt revised texts of policies and regulations
  - Provide input into adoption of policy implementation guidelines
  - Offer suggestions as to how to establish regional systems to coordinate and monitor policy implementation
- Educate and train representatives of producer/interprofessional organizations with regards to the most important regional maize trade-related policies
- Create awareness and conduct sensitization campaigns

- Adapt texts and translate them to suit local requirements
- Reproduce and disseminate key documents

Expected results: well-informed stakeholders with a firm mastery of related policy texts.

### **3.5.2.2 FACILITATE ADVOCACY TRAINING AND DEVELOP ADVOCACY PLANS**

The numerous constraints faced by maize value chain actors (road harassments, ghost-taxes) led to some advocacy efforts, although they have so far been unproductive because of weaknesses inherent in the initiatives and the actors' inadequate advocacy skills. To engage in effective trade negotiations, maize organizations must develop advocacy plans around priority themes that address barriers to regional maize trade. ATP supports these organizations as follows:

- Facilitate ToT advocacy courses and develop advocacy plans
- Facilitate implementation of advocacy plans by stakeholders

Expected results: maize value chain actors with enhanced advocacy skills.

## **3.6 GENDER**

### **3.6.1 SPECIFIC OBJECTIVE**

The objective is to strengthen equitable relations between women and men, emphasizing the decision-making process (activities, external relations, etc.) and access to project services, opportunities, and benefits. ATP ensures that both women and men have access to the economic opportunities created by regional trade expansion. The target is to have women make up 30 percent of participants in each activity.

### **3.6.2 ACTIVITIES**

The project proposes to:

- Promote gender equity in decision-making within maize value chain organizations undergoing competency assessments
- Facilitate access to finance and market information (especially through the Esoko platform)
- Provide technical and financial assistance to build capacity in marketing and negotiation techniques, leadership, and entrepreneurship through training and exchange visits

*Expected results:* women with increased capacity for decision-making and trade (leadership, entrepreneurship, membership); increased women's access to financial resources and market information systems.

# 4. MAIZE VALUE CHAIN DEVELOPMENT PLAN, OCTOBER 2008–SEPTEMBER 2012

## 4.1 FOUR-YEAR MAIZE VALUE CHAIN DEVELOPMENT PLAN

**TABLE 2: MAIZE VALUE CHAIN DEVELOPMENT PLAN, OCTOBER 2008–MARCH 2012**

<b>PRODUCTION</b>			
<b>Specific objective 1.</b> Increase product quality and quantity, and hence the competitiveness of producers to exploit export trade opportunities.			
<b>Activity</b>	<b>Expected Results</b>	<b>Indicator(s)</b>	<b>Years</b>
<b>1.1</b> Promote production contracts	Increased competitiveness of target value chain actors, with stronger ability to better deliver affordable products to national and regional markets; increased number (or volume) of contract agreements for high-quality maize that meets specifications	New/existing technological information and management practices disseminated	2010 to 2012
<b>1.2</b> Facilitate partnerships to enhance adoption and use of agro-input production packages offering improved yields	Increased adoption and use of environmentally friendly, high- yielding agro-input packages	Individuals trained through agricultural sector productivity training, aggregated by gender Farmer organizations assisted	2008 to 2012
<b>1.3</b> Facilitate commercial partnerships for the production and distribution of improved maize seed in the region	Increased commercial provision and sustainable use of better quality seed; stronger regional markets for improved varieties of seed; increased competitiveness of target value chain actors with stronger ability to better deliver affordable products to national and regional markets	Producers' organizations, trade and business associations, community-based associations (CBOs), agriculture-related firms benefitting	2010 to 2012

<b>1.4</b> Facilitate strategic alliances for bulk buying of fertilizers	Increased use of appropriate fertilizers at comparatively lower farm-gate prices at the right time	New business model	2010 to 2012
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## STORAGE

**Specific objective 2.** Maintain the overall condition and quality of stored maize, to provide collateral security for financing for production and trade and to ensure food security

Activity	Expected Results	Indicator(s)	Years
<b>2.1</b> Build capacities in appropriate post-harvest handling and storage	Appropriate information on aflatoxin monitoring and control technology disseminated among maize producer/trader organizations and warehouse operators	New/existing technological information and management practices disseminated Farmer organizations assisted/women groups assisted	2009 to 2012
<b>2.2</b> Improve access to storage credit through warehouse receipt systems	Improved risk management and credit access for producers and traders; collateral security for financing	Individuals trained through agricultural sector productivity training, aggregated by gender	2009 to 2012
<b>2.3</b> Facilitate the development of mutually beneficial maize grades and standards	Harmonized grades and standards that respond to market demand to facilitate trade within the region	Processors, financial institutions, warehouses, collateral management firms, etc. benefitting from new trade practices	2009 to 2012

## PROCESSING

**Specific objective 3:** Expand value-added agro-processing (food products, beverages, poultry feed, fish farming, etc.) as key to growth

Activity	Expected Results	Indicator(s)	Years
<b>3.1</b> Identify market opportunities for maize-based products and for linkages with the private sector	Increased regional trade of maize-based products; increased adoption of improved technologies and investment in productivity upgrades to promote steady growth of maize production, productivity, and trade in the region	Producer organizations, trade and business associations, CBOs, agriculture-related firms benefitting	2010 to 2012

<b>MARKETING</b>			
<b>Specific objective 4.</b> Improve linkages among value chain actors through more formal, industry-driven commercial trade organizations			
<b>Activity</b>	<b>Expected Results</b>	<b>Indicator(s)</b>	<b>Years</b>
<b>4.1</b> Facilitate the establishment of a regional interprofessional maize network	Enhanced market linkages, i.e., coordination of supply and demand among producer/ processing/trader organizations for a well-functioning regional maize value chain	Producer organizations, trade and business associations, CBOs, agriculture-related firms benefitting from agricultural enabling environment training; increased member/client services; women's groups assisted	2009 to 2012
<b>4.2</b> Promote stakeholder participation in trade (fairs, exhibitions, business-to-business, cereal exchange transactions) and advocacy events	Increased agribusiness linkages	Agribusiness relationships and alliances established Advocacy dialogues/events	2009 to 2012
<b>CROSS-CUTTING SUPPORT SERVICES</b>			
<b>TRANSPORT</b>			
<b>Specific objective:</b> Reduce the incidence of physical barriers to moving agricultural and related commodities regionally in West Africa			
<b>Activity</b>	<b>Expected Results</b>	<b>Indicator(s)</b>	<b>Years</b>
<b>T 1.1</b> Collect and disseminate information on transport barriers, in coordination with ECOWAS and UEMOA <b>T 1.2</b> Carry out verification trips <b>T 1.3</b> Participate in and carry out road and market shows to train transporters on compliance with ECOWAS/UEMOA rules and regulations related to trade of maize seed and products <b>T 1.4</b> Conduct maize transport and logistics study along the	Data made available on barriers to maize trade along five corridors Truckers, importers, and exporters trained and assisted through transport costs education, key import/export documents, compliance with ECOWAS/UEMOA rules and regulations related to trade of maize seed and products	15% reduction in checkpoints 20% reduction in bribes 10 priority investments proposed 200 truckers, importers, exporters trained and assisted	2010 to 2012

<p>Techiman–Kantchari corridor  <b>T 1.5</b> Implement recommendations of transport and logistics study</p>			
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**ACCESS TO FINANCE**

**Specific objective.** Increase stakeholders' (producers, traders, processors) access to and use of financial services for investments to spur productivity

<b>Activity</b>	<b>Expected Results</b>	<b>Indicator(s)</b>	<b>Years</b>
<p><b>F 1.1</b> Facilitate the training of producers, processors, and traders in financial analysis, cash flow, and business plan training for new product development</p>	<p>Increased funding of loan applications and plans of maize operators facilitated by ATP</p>	<p>Individuals trained in agricultural finance, aggregated by gender            New/existing financial information and management practices disseminated            Farmer organizations/womens groups assisted</p>	<p>2009 to 2012</p>

**MARKET INFORMATION SYSTEMS**

**Specific objective.** Promote the commercial use of market information that is useful and necessary for the improvement of trade transactions in the sub-region

<b>Activity</b>	<b>Expected Results</b>	<b>Indicator(s)</b>	<b>Years</b>
<p><b>MIS 1.1</b> Improve MIS service provision to maize trade actors  <b>MIS 1.2</b> Facilitate and strengthen trade relations among stakeholders</p>	<p>Harmonized market information collection system established on a cost-sharing basis with identified private sector organizations; increased agri-business linkages</p>	<p>Individuals trained in new management practices, aggregated by gender            Number of bids and offers/potential users            Increased number (or volume) of contract agreements for high-quality maize that meets specifications</p>	<p>2008 to 2012</p>

## ORGANIZATIONAL STRENGTHENING

**Specific objective.** Build the capacity of maize value chain actors to strengthen their professional organizations and provide better services to their members

Activity	Expected Results	Indicator(s)	Years
<b>OS 1.1</b> Conduct initial institutional competency assessments (through a PIVA) of selected organizations, to build capacity of value chain actors to strengthen their professional organizations	Increased member services provided by cereal organizations, to enhance productivity, competitiveness, and intra-regional trade	Organizations undergoing competency assessments Farmers, traders, processing organizations, and women's groups assisted	2009 to 2012

## POLICY AND ADVOCACY

**Specific objective.** Improve stakeholders' knowledge of existing maize-related policies, to facilitate compliance and strengthen ability to advocate for policies to address and eliminate barriers to maize trade

Activity	Expected Results	Indicator(s)	Years
<b>PA 1.1</b> Facilitate implementation of and compliance with regional policies and regulations <b>PA 1.2</b> Facilitate advocacy training and development of advocacy plans	Stakeholders well-informed, with a firm mastery of related policy texts, and well-equipped to exert and influence policies of interest to maize value chain	Individuals trained in enabling environment training, aggregated by gender Organizations assisted with related texts and documents New advocacy techniques, advocacy dialogues, events	2009 to 2012

## GENDER

**Specific objective.** Strengthen equitable relations between and among women and men, emphasizing the decision-making process (activities, external relations, etc.) and access to services, opportunities, and benefits of ATP

Activity	Expected Results	Indicator(s)	Years
<b>G 1.1</b> Promote gender equity in decision-making within maize value chain organizations undergoing competency assessments <b>G 1.2</b> Facilitate access to finance and market information (Esoko platform) <b>G 1.3</b> Provide technical and financial assistance to build	Increased capacity of women for decision-making and trade (membership, leadership, entrepreneurship); increased women's access to finance and market information	Gender integration within organizations undergoing competency assessments Women's groups assisted	2010 to 2012

capacity in marketing and negotiation techniques, leadership, and entrepreneurship through trainings and exchange visits			
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## 4.2 FY 2012 ATP MAIZE ANNUAL VALUE CHAIN WORK PLAN

**TABLE 2: FY 2012 ATP MAIZE ANNUAL VALUE CHAIN WORK PLAN (OCTOBER 2011–SEPTEMBER 2012)**

#	Activity	Relationship to Indicator #	Relationship to Deliverable #	Timeline FY 2012											
				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	Actualisation VCDP		17												
2	Formation de 25 producteurs de maïs du Burkina Faso, du Togo, et du Bénin sur la gestion de la qualité et la traçabilité des stocks	12 - 13													
3	Recyclage de 25 formateurs endogènes des organisations de producteurs du Burkina Faso et du Mali sur la gestion intégrée du maïs	12													
4	Mise en relations commerciales des acheteurs et des fournisseurs de maïs du Burkina Faso, du Mali, du Sénégal, du Bénin, du Niger, de la Côte d'Ivoire, et du Togo	13-16													
5	Appui à l'établissement Société Générale d'Investissement et de Commerce (GIC) du Sénégal pour mettre en place une unité de nettoyage et de conditionnement de maïs achetées au Burkina Faso et au Mali	3-13-15-16													
6	Facilitation de la participation des transformateurs du Mali, du Burkina Faso, du Bénin, du Togo, et du Sénégal aux événements commerciaux	12-15													
7	Recyclage des formateurs sur l'agriculture de conservations en partenariat avec le Project de Croissance Economique (PCE)														
8	Formation en cascades des producteurs du Sénégal sur l'agriculture de conservation en partenariat avec le PCE														

#	Activity	Relationship to Indicator #	Relationship to Deliverable #	Timeline FY 2012											
				Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12
9	Mise en relations commerciales (identification des opérateurs de Côte d'Ivoire et Ghana) ; mise en relations commerciales, identification de nouveaux opérateurs et identification des besoins des acteurs pour le MIS régional														
10	Formation des transformateurs sur les bonnes pratiques de production et d'hygiène (en qualité) en partenariat et cofinancement avec l'Association Africa Agro-Export (AAFEX)														
11	Mise en place du Réseau des Professionnels Céréaliers de l'Afrique de l'Ouest														
12	Formation des transformateurs et producteurs sur la contractualisation au niveau sous-régionale (contract farming, guide pratiques de commercialisation) au Mali, au Burkina Faso, au Togo, au Sénégal, à la Côte d'Ivoire, en partenariat avec AAFEX														

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