



AGRIBUSINESS AND TRADE PROMOTION (ATP) ANNUAL PROGRESS REPORT OCTOBER 2008 – SEPTEMBER 2009



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CARANA Corporation

**AGRIBUSINESS AND TRADE
PROMOTION (ATP)
ANNUAL PROGRESS REPORT
OCTOBER 2008 – SEPTEMBER 2009**

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

| | |
|------------------|---|
| ACE | Audit Control & Expertise (Côte d'Ivoire) |
| AFD | Agence Française de développement |
| AGRA | Alliance for a Green Revolution in Africa |
| AGRIS | Agricultural Research Information System |
| AIMS | Asset and Infrastructure Management Solutions |
| AMASSA | Association Malienne pour la Sécurité et la Souveraineté Alimentaires |
| ANOPACI | Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire |
| ANRO | Agriculture and Natural Resources Office |
| APFOG | Apex Farmers Organization of Ghana |
| APROSSA | Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina |
| APLS | Association des Vendeurs des Produits Locaux de Sikasso, Mali |
| ATP | Agribusiness and Trade Promotion Project |
| CAADP | Comprehensive Africa Agriculture Development Programme |
| CIC-B | Comité Interprofessionnel des Céréales du Burkina Faso |
| CILSS | Le Comité Permanent Inter-états de Lutte contre la Sécheresse dans le Sahel |
| COFENABVI | Confédération des Fédérations Nationales des Filières Bétail Viande des Pays Membres de l'UEMOA |
| COP | Chief of Party |
| CORAF | Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole (also known by its acronym in English : WECARD) |
| CORPAO | Conférence Régionale sur les Perspectives Agricoles de l'Afrique de l'Ouest |
| COTR | Contracting Officer's Technical Representative |
| CSCRAO | Confédération des Conducteurs Routiers de l'Afrique de l'Ouest |
| CTO | Cognizant Technical Officer |
| DCA | Development Credit Authority |
| DCOP | Deputy Chief of Party |
| ECOWAS | Economic Community of West African States |
| E-ATP | Expanded Agribusiness and Trade Promotion Project |
| ERF | Environmental Review Form |
| DMDA | Dawanu Market Development Association |
| ECOWAP | Economic Community of West African States Agricultural Policy |
| ECOWAS | Economic Community of West African States |

| | |
|--------------------|---|
| FANR | Food, Agriculture and Natural Resources Directorate of the Southern African Development Community |
| FAO | Food and Agriculture Organization (United Nations) |
| FAOSTAT | The statistical database of FAO |
| FARA | Forum for Agricultural Research in Africa |
| FEBEVIB | Fédération de la Filière Bétail/Viande du Burkina Faso |
| FEPAB/UPPAH | Fédérations Professionnel Agricoles du Burkina Faso/Union Provinciale des Professionnels du Houet |
| FEPPASI | Fédération Provinciale des Professionnels Agricoles de la Sissili, Burkina Faso |
| FIAB | Fédération des Industries Agroalimentaires du Burkina Faso |
| FODEL | Fonds de Développement de l’Elevage (Burkina Faso) |
| GAPTO | Ghana Agricultural Producers and Traders Organization |
| GDA | Global Development Alliance |
| GREFA | Group de Recherche et de Formation en Agricole et Arboriculture, Sikasso, Mali |
| HAACP | Hazard Analysis Critical Control Point |
| IEE | Initial Environmental Examination |
| IEHA | Initiative to End Hunger in Africa |
| IFAD | International Fund for Agricultural Development |
| IFDC | International Center for Soil Fertility and Agricultural Development |
| IFPRI | International Food Policy Research Institute |
| ISO | International Standards Organization |
| LTTA | Long-term Technical Assistance |
| M&E | Monitoring and Evaluation |
| MARKETS | Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites – Nigeria |
| MELS | Meunerie et Emballage de Légumes Secs, Farine et Semoule de Céréales |
| MIS | Market Information System |
| MISTOWA | Market Information Systems for Traders Organizations in West Africa |
| MOU | Memorandum of Understanding |
| NANTS | National Association of Nigerian Traders |
| NEPAD | New Partnership for Africa’s Development |
| ODC | Office of Development Credit |
| ONAC | Office National du Commerce Extérieur (Burkina Faso) |
| OpM | Operations Manager |
| ORBV/AOC | Observatoire Régional du Bétail/Viande en Afrique de l’Ouest et du Centre |
| ORO/AOC | Observatoire Régional de la Filière Oignon |
| PAFASP | Programme d’Appui aux Filières Agro-Sylvo-Pastorale (Burkina Faso) |
| PASIDMA | Projet d’Appui au Système Décentralisé du Marché Agricole du Mali |

| | |
|-----------------|--|
| PAU | Politique agricole de l'UEMOA |
| PIVA | Partner Institutional Viability Assessment |
| PMP | Performance Monitoring Plan |
| PPP | Public Private Partnership |
| PSA | Professional Service Agreement |
| RATES | Regional Agricultural Trade Expansion Support Program – East and Southern Africa |
| RCO | Regional Contracting Officer |
| RESIMAO | Réseau des Systèmes d'Information de Marché de l'Afrique de l'Ouest |
| ROESAO | Réseau des Opérateurs Économiques du Secteur de l'Agroalimentaire de l'Afrique de l'Ouest |
| ROPPA | Réseau des Organisations Paysannes des Producteurs Agricoles de l'Afrique de l'Ouest |
| SAGIC | Senegal Accelerated Growth and Increased Competitiveness project |
| SITRAC | Société Industrielle pour la Transformation et la Commercialisation des Céréales, Burkina Faso |
| SME | Small and medium enterprise |
| SNV | Netherlands Development Organization |
| SPS | Sanitary and Phytosanitary Standards |
| STTA | Short-term Technical Assistance |
| TCN | Third-country National |
| TH | Trade Hub (short for West Africa Trade Hub) |
| TIPCEE | Trade and Investment Program for a Competitive Export Economy - Ghana |
| ToT | Training of Trainers |
| UBA | United Bank for Africa |
| UEMOA | Union Économique et Monétaire Ouest Africaine (also known under its English acronym WAEMU) |
| UCOVISA | Union des Coopératives du Vivrier des Savanes |
| UGCPA-BM | Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun |
| UPADI | Union des Producteurs Agricoles du Québec pour le Développement International |
| USAID | United States Agency for International Development |
| VCDP | Value Chain Development Plan |
| WA | West Africa |
| WACIP | West Africa Cotton Improvement Program |
| WADF | West Africa Agribusiness Development Facility |
| WATH | West Africa Trade Hub Project |

I. INTRODUCTION

I.1 BACKGROUND ON ATP FY09 ACTIVITIES

The Agribusiness and Trade Promotion (ATP) project was awarded in April 2008 to the Abt Associates-led consortium that includes CARANA, ACDI/VOCA and Ibex International, and was started-up over the period May-June 2008. This annual progress report covers the period from October 2008 to September 2009 (FY09). The project made substantial progress in FY09, as detailed in the report. The report presents a brief overview of the project's objectives and expected outcomes to complete this introductory section; a description of the project's approach to provide the basic context of the project to guide the reading of the report; and sections keyed to the components and activities to highlight how the project addresses its main objectives and expected outcomes.

I.2 OVERVIEW OF PROJECT OBJECTIVES AND EXPECTED OUTCOMES

The 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 six 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. 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/West Africa (USAID/WA) is focusing on selected activities where it can have a catalytic impact in supporting West Africans themselves to develop durable solutions to key constraints in intraregional agricultural trade. Helping West Africans to 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 ATP program is implementing integrated activities and programming to contribute to the following outcomes:

1. **OUTCOME 1:** Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa.
2. **OUTCOME 2:** Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors and distributors.
3. **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.
4. **OUTCOME 4:** Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems.

2. PROJECT APPROACH

2.1 TARGETED VALUE CHAINS

ATP prioritizes its specific interventions addressing its expected outcomes to a limited number of selected value chains as a basis for identifying technical gaps and opportunities that will assist the entire agricultural sector of the region. Value chains were evaluated against the following seven factors: (1) the product's importance in intra-regional trade; (2) urban demand for processed or value-added products; (3) the form (current degree of processing) of the traded products; (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, the ATP team selected the following value chains with the highest potential for intra-regional trade along key associated trade corridors:

- **Cereals (especially maize):** This 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, the project emphasizes maize, which has a wide number of uses: human consumption (as a starchy staple in many different forms), animal feed, 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, and it is also used in fish farms. Millet and sorghum are also important coarse grains in West Africa; significant intra-regional trade in these products occurs in response to rainfall patterns. The project's interventions in maize storage, warehouse receipt programs, processing, and trade could eventually benefit other grain value chains.
- **Ruminant livestock:** This value chain includes cattle, sheep, and goats that are assembled on the hoof in the supplying countries and generally trucked to coastal markets. This will most likely remain the predominant form of long-distance transport of ruminant livestock in West Africa for years to come. Still, the project also includes red meat (from this same ruminant livestock) as a potential part of this value chain. Based on its analysis, the project team believes that it is time to re-examine 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.
- **Onions and shallots:** These two closely related value chains 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 (which tends to be heavy on bland starchy staples, either rice or various forms of gruel, pâte or tô made from coarse grains—millets, sorghum, maize—or tubers). Both products face similar storage and transport issues; improved drying and processing at the village level can extend the marketing season for both crops and can increase overall grower returns.

2.2 SELECTED TRADE/TRANSPORT CORRIDORS

Because of limited resources, the project has selected to work along the broad Central-West African corridors, through which Sahelian countries (Mali, Burkina Faso, and Niger) and coastal countries (Côte d'Ivoire, Ghana, Togo and Benin) trade with one another in the project's target

value chains. On this basis, ATP monitors trade flows and road harassment information along the onion, maize, and livestock trade/transport corridors.



2.3 PARTNERSHIPS IN IMPLEMENTATION

ATP assists the regional inter-governmental organizations (ECOWAS, UEMOA, and CILSS), and it supports regional and national umbrella organizations of producers, processors and traders involved in the targeted value chains along the selected trade/transport corridors. Additionally, it looks for areas in which to work synergistically with the West Africa Trade Hub (WATH) and other USAID projects in the region.

3. OUTCOME 1: REDUCED INCIDENCE OF POLICY-RELATED BARRIERS TO INTRA-REGIONAL AGRICULTURAL TRADE

The project addresses this outcome through **Component 1: Reducing Barriers through Direct Support to ECOWAS and UEMOA**, which comprises two sub-components, focusing on (i) transport-related barriers to trade, and (ii) agricultural and trade policy-related activities. Under this component, as planned for FY09, ATP:

- Provided data collection, communications, and analytical support to ECOWAS and UEMOA to identify and address transport-related physical and policy barriers to trade; and
- Conducted analysis to reduce trade policy-related and agricultural policy-related barriers to trade, and help ECOWAS coordinate policy implementation.

Two Accra-based staff, a Transport and Logistics Advisor and a part-time Trade Policy Advisor, managed these two sub-components, supported by short-term technical assistance (STTA), working hand in hand with the project's other staff, and collaborating closely with the West Africa Trade Hub project.

3.1 TRANSPORT-RELATED PHYSICAL AND POLICY BARRIERS TO TRADE

West Africa faces two major challenges in the transportation of agricultural products by road across borders: (i) road harassment and (ii) inefficient logistical infrastructure and operations.

3.1.1 ROAD HARASSMENT

The West Africa Trade Hub (TH) has been documenting road harassment along the UEMOA priority corridors since 2006, covering the main routes linking maritime ports (Accra, Lomé, Dakar) to land-locked dry ports (Ouagadougou and Bamako). Bottlenecks include checkpoints along roads and border crossings, where delays and illicit payments (bribe costs) imposed by uniformed agents impede trade. An illicit payment is a cost forced onto a private sector operator by a public agent in the form of non-official payment for which the official agent, when asked, flatly refuses to issue a receipt. The road harassment methodology does not consider as bribes official payments (for taxes, duties, and other charges) for which official receipts are issued, even when such payments may be illegal according to ECOWAS Free Trade provisions, and even when public officials take bribes in return for making traders/transporters pay less than what they should pay according to the text of the measure being applied, for example, by assessing the charge on a lower value of import or export. Illegal, yet officially-sanctioned payments are the subject of the policy implementation gap analysis conducted by ATP (see policy section).

ATP adapted the TH's methodology to suit its specific needs, resulting in two quite distinct but complementary works. Whereas the TH surveys the transport of containerized or sealed goods between dry ports and sea ports along main roads, ATP surveys the transport of agricultural products traded within the region in bags (onions, maize) and in the form of live animals--starting from rural markets, where agricultural products are loaded, and following trunk roads that often skirt land-locked capital cities. Also, whereas the TH samples only drivers and trucks in compliance with ECOWAS' rules and regulations, ATP surveys all trucks and drivers--whether compliant or not,

provided they carry ATP's products. Non-compliant trucks and drivers likely expose themselves to illegal payments, and the perishable nature of ATP's products reduces truckers' bargaining power when faced with this proposition: pay the bribe or lose the whole shipment.

For FY09, starting in the second quarter (January-March 2009) when the Transport Advisor joined the team, ATP documented road harassment along the Niger-Burkina-Ghana onion trade/transport corridor. Onion moves from Madoua/Galmi in Niger through Burkina, but bypasses Ouagadougou and instead goes through Koupela and Bitou in Burkina, and then moves through Bawku, to Bolgatanga, to Kumasi and Accra in Ghana. ATP analyzed information collected from truck drivers making a total of 236 separate trips in the last three quarters, In the January-March 2009 quarter, used as baseline, truckers reported a total of 44 checkpoints over the 1,050 km from Madaoua, in Niger, to Bitou, in Burkina Faso, and an average of FCFA 25,000 (US\$56) per 100 km in illegal payments made to officials (customs, police, and gendarmerie agents). This payment contrasts with much lower average bribe costs reported along the TH's road transport corridors, for example, in the April-June quarter:

FCFA 2,703 (US\$6) per 100 km along the Ouagadougou-Tema corridor, and FCFA 11,400 (US\$26) per 100 km along the Bamako-Ouagadougou transport corridor.

ATP shared the results of the road harassment survey with truckers and traders, highlighting to them the illegal nature of the payments and encouraging them to challenge these payments. In subsequent surveys, the average bribe cost

declined over the baseline by 10% in the April-June quarter, and by 18% in the July-September quarter (see Figure 1). Truckers also reported fewer stops along the road, with a decline of 14% in April-June and 39% in July-September, over the baseline (see Figure 1). Truck drivers give credit to ATP for their sensitization to the illegal nature of the payments, which has emboldened them to stand up for their rights and challenge the amount of payments imposed on them by corrupt officials (see text box). More disturbing, given that the local onion trade operates in a free trade area, customs officers continue to collect larger amounts than police or gendarmerie agents (see Figure 2). Thus, customs agencies should be the targeted in ATP's efforts to continue reducing the incidence of road harassment in intra-regional trade.

ATP provided a comprehensive analysis of the onion road harassment data (including tables, and graphs) to UEMOA to include in its road governance report. The OPA (*Observatoire des Pratiques Anormales*) report is now a joint product of UEMOA, Trade Hub, and ATP (see map below). UEMOA, whose priority value chains include ATP's products, is quite pleased with the value-chain perspective taken by the ATP project in its road harassment work, and is eagerly awaiting ATP's forthcoming work along the other value-chain trade/transport corridors. In this, to reiterate once more, ATP complements the Trade Hub, which is not commodity-specific and considers only major roads linking capital cities in the Sahel to ports in coastal countries. For example, within Burkina Faso, the Niger-Burkina-Ghana onion trade corridor does not follow the TH's Ouagadougou-Tema corridor. Similarly, ATP will not follow the TH's Bamako-Ouagadougou-Tema corridor to monitor

ATP works to reduce road blocks and bribe cost along the Niger-Ghana onion trade corridor

ATP's Transport and Logistics Specialist developed a simple and practical strategy to achieve the project's objective: Over a period of three weeks, an ATP field agent would ride with truckers up and down the corridor to experience first-hand their harassment (and verify the validity of the data collected). The agent would then work with truckers at rest stops to inform them about their rights and obligations and coach them on how to approach official agents at road blocks. He would continue riding with the truckers to see how they applied his coaching at the next few stops.

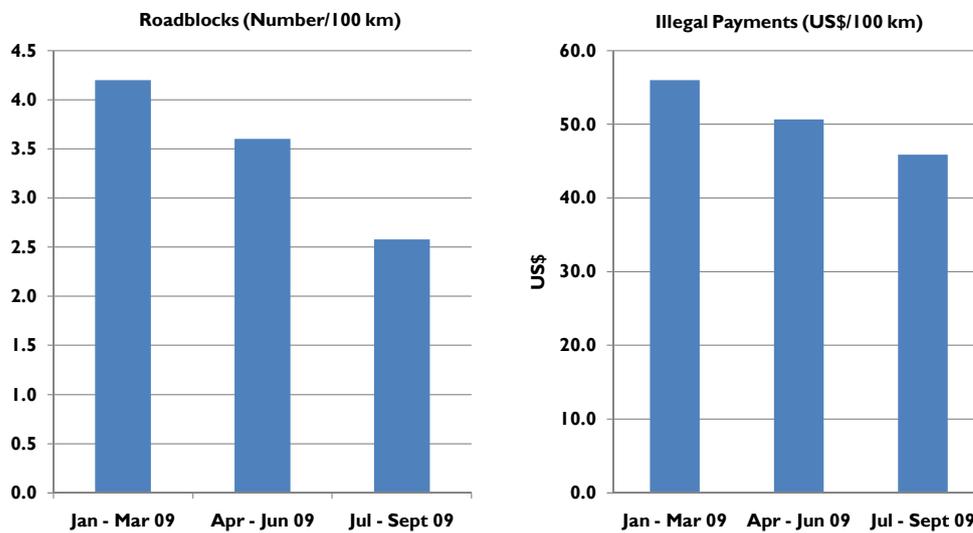
Many truckers carrying ATP's local agricultural products are illiterate. Before the coaching, they felt compelled to stop, and even get off the truck at road blocks, thus exposing themselves to bribes. In addition, they usually did not ask for receipts and, thus, could not tell what was illegal or not in the payments asked of them. ATP's coaching changed their behavior. They were stopping and being delayed at fewer road barriers or were paying less when still pressed to do so.

road harassment along the Mali-Burkina-Ghana livestock trade corridor because the main livestock trade originates in Ségou, not Bamako, and takes secondary roads inside Burkina to cross into Ghana.

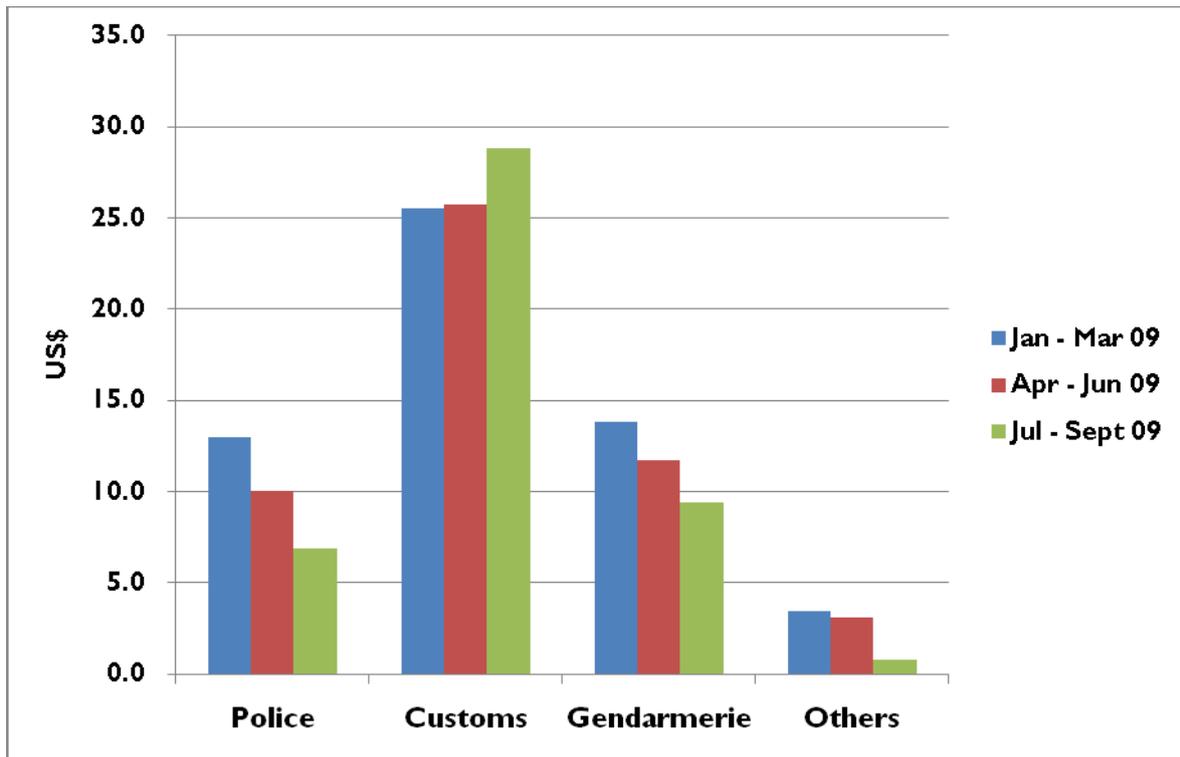
In early September, ATP contributed to the “road shows” sponsored by the TH and UEMOA to bring together major stakeholders (including public officials, truckers, and traders) to provide a forum for debating road harassment issues.

FIGURE I: ROAD HARASSMENT ON MADOUA-BITOU ONION TRADE CORRIDOR

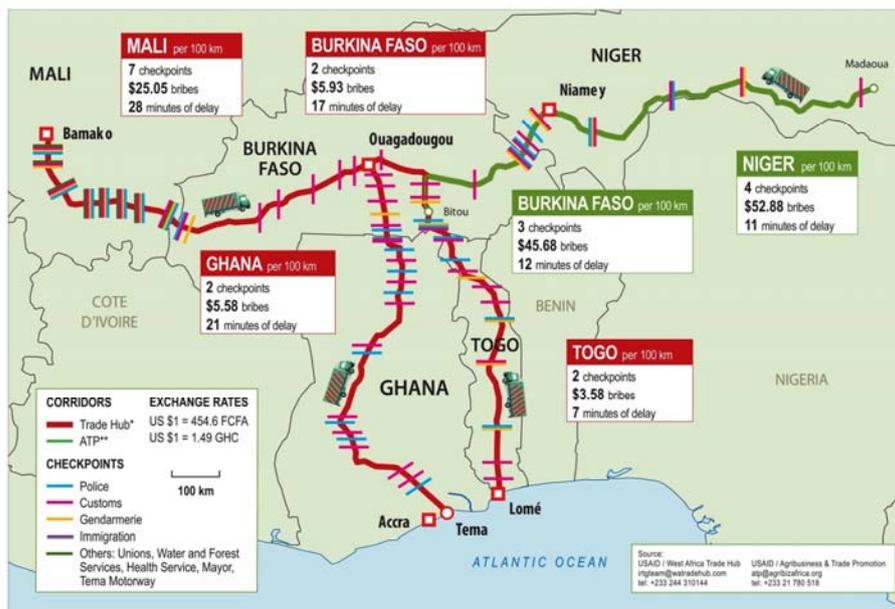
Roadblocks and Illegal Payments January-March to July-September 2009



**FIGURE 2: MOST DEMANDING OFFICIAL AGENTS OF ILLEGAL PAYMENTS
JAN-MAR TO JUL-SEP 2009 (US\$/100 KM)**



**IMPROVED ROAD TRANSPORT GOVERNANCE (IRTG):
8th REPORT 1st APRIL – 30th JUNE**



3.1.2 LOGISTICS AND INFRASTRUCTURE

ATP also carried out an onion transport and logistics study along the Madoua-Bitou-Accra trade corridor. The Transport and Logistics Advisor and a STTA traveled the whole trade corridor (a total of 1,956 km) to identify bottlenecks to overcome and needed infrastructure to improve onion trade. They noted some 186 bad road portions (almost 10% of the corridor), including the following non-paved tracks: 55 km from Bitou to Bawku (27 km in Burkina Faso and 28 km in Ghana); 70 km between Bawku and Bolgatanga (in Ghana's Upper East Region); and 61 km between Apedwa and Ofankor in the Greater Accra Region.

The study also highlighted the non-mature and inefficient onion logistics system, which is characterized by the lack of coordination and collaboration among logistics actors. For example, there is no scheduling of transport services to improve on the timeliness, availability and cost of these services. Also, onion is handled inefficiently (in 120 kg, over-stuffed recycled cocoa jute bags) at both ends of the logistical chain—at loading markets (Madaoua/Galmi, Niger) and at the wholesale market (Accra, Ghana). In particular, the chaotic operation at the Agbogbloshie (Accra) wholesale market (with trucks arriving and departing any way they please) adds to the traffic woes in that already congested part of the city. The team also noticed the severe adverse work environment and sanitary circumstances under which onion bags are off-loaded (on porters' backs), stored (actually just piled on wooden racks), sorted and sold. The market is located besides a garbage dump in an open space with no fences or walls separating the loading/storage area from the rest. Onion traders have informed ATP that the Accra Metropolitan Authority (AMA) is considering the relocation of the onion wholesale market. In FY10, ATP will engage the AMA to provide ideas about the ways in which the new onion wholesale market could be designed to improve operational efficiency and sanitary conditions. Here, as with the Dantokpa onion wholesale market in Cotonou, Benin, there is need for an onion warehouse.

3.2 TRADE AND AGRICULTURAL POLICY-RELATED BARRIERS: AGRICULTURAL AND TRADE POLICY PRIORITIES FOR ATP

ATP policy work in FY09 was hampered by conflicting agendas, which prevented the part-time Policy Advisor from interacting effectively with ECOWAS officials as scheduled for the year. ATP, however, made a trip to the ECOWAS Commission in November at the time the organization was considering its 2009 work program and budget. The Policy Advisor ascertained that the ECOWAS program included activities that reflected policy concerns ATP had drawn attention to in FY08. For example, ECOWAS set out to review the operation of the road transit system and the incidence of unrecorded or informal trade within the context of the protocols on free movement of goods and persons, and to establish a monitoring and evaluation mechanism for enhancing policy and program performance. ATP, for its part, reiterated the relevance of key ECOWAS reform policies to the ATP value chains such as: regional agricultural policy (ECOWAP), *free trade area* regime, agribusiness and market information systems (AGRIS and ECOBIZ), inter-state road transit (ISRT) arrangement, multilateral payments system, etc.

On March 20, 2009, ATP presented its work program on agricultural trade policy to USAID, USAID-funded projects, the World Bank, FAO and FARA. Intra-regional agricultural trade in West Africa is framed not only by sectoral agricultural policies, but also, and as much sometimes, by policies in other sectors within ECOWAS (customs, transport, private sector, etc.). As in the road transport activities, ATP is working closely with the TH to avoid duplication and to build synergy. Building complementarities with TH starts first within US-based CARANA, which both leads the TH and manages ATP's road and policy advisors, and then in the field, where the TH and ATP have been meeting regularly.

In May, ATP undertook a planned major policy-related activity, the Trade Policy Barriers Assessment. This assessment aimed at determining the gap between the provisions of the regional policies and the rules and procedures that are applied in reality. The assessment is to help ATP firm

up the selection of priority issues that directly affect participants on the ground, and to put together more effective capacity building and advocacy programs.

ATP and TH collaborated in this policy implementation gap analysis, and will later produce a joint study report combining materials from their works. ATP concentrated on studying the private sector's experiences and perspectives on trade policy barriers to the free movement related to ATP's agricultural products. The TH covered the experiences and perspectives of public sector agencies and officials.

The ATP field mission visited Burkina Faso, Ghana, Niger, and Mali from May 5 to 17. Using questionnaires, group consultations and individual interviews, and direct observation of the treatment of transported merchandise at borders and along the inter-state routes, it gathered data on the application of ECOWAS policies on free movement of persons, goods, and vehicles. Through interactions with the executives and members of the regional onion organization (ORO/AOC), regional livestock confederation (COFENABVI), regional truck drivers association (CSCRAO), and the Burkina Faso national cereals and cowpeas association (CIC-B), the study identified policy implementation gaps related to tariff and non-tariff barriers, as applied to ATP's value chains as follows:

1. **Livestock trade** is subject to tariff barriers, such as export taxes in Burkina Faso (*Fonds de Développement de l'Élevage*—FODEL) and Niger; transit fees from both Burkina Faso and Ghana on Malian livestock in transit through Burkina Faso to Ghana; and value-added tax (VAT) for Malian livestock trucked (but not trekked) into Senegal. Livestock is also subject to non-tariff barriers, such as the export authorization required by Governors of Regions in Mali.
2. **Onion trade** is subject to tariff barriers, such as an export tax in Niger (in the form of an exorbitant “statistical tax,” which incidentally does not lead to any statistics being generated) and, according to some traders, an import duty on onions from Niger in transit through Burkina Faso to Ghana.
3. **Maize trade** is subject to non-tariff barriers, such as the seasonal export bans imposed by Benin, Burkina Faso, Mali, and Togo.
4. Road harassment, in the form of illegal payments/bribes and delays, and difficulties in the transfer of funds across countries, are non-tariff barriers affecting all value chains.

On the basis of the above findings, ATP will develop, in partnership with regional organizations, governments and operators in the ATP value chains, interventions on the following policy priority issues:

- Elimination of trade restrictions and controls (e.g., seasonal restrictions on trade in cereals; authorization required in Mali to export livestock);
- Elimination of disguised export duties and taxes (e.g., Burkina Faso's FODEL export tax; Niger's high statistical tax on exports);
- Elimination of duties and taxes on regional imports (e.g., Burkina's import duty on onions from Niger; Senegal's assessment of VAT on cattle imports from Mali);
- Improvement of regional road transit arrangements (e.g., transit fee levied by Burkina and Ghana on Mali's livestock exports); and
- Improvement of regional payments system (cross-border bank transfers for ATP traders).

ATP presented these findings to officials of ECOWAS and representatives of regional private sector associations at a meeting in Abuja on September 24-25. Meeting participants welcomed ATP's proposal to collaborate with ECOWAS, the national authorities and the value chain actors to initiate specific measures aimed at eliminating the identified policy constraints and enhancing the overall business environment.

In FY10, ATP will finalize the report on the Trade Barriers Assessment and develop the recommended policy priorities into specific activities to constitute the core of ATP policy interventions to be undertaken in partnership with ECOWAS and TH. Building on ATP's value chain work, the aim will be to facilitate more effective implementation of these regional policies within the ATP countries, and serve as a practical basis for ATP assistance to ECOWAS in enhancing policy implementation at the regional level. The focus of ATP policy work will be on helping ECOWAS, the national governments involved and the ATP business operators and their regional associations to improve the regional policy environment through the elimination of the trade barriers identified above, with particular focus on seasonal trade restrictions, road transit arrangements, disguised taxes on intra-regional trade, and fund transfers.

The study also identified a number of investment opportunities that ATP will pursue with other partners and stakeholders to upgrade market and road facilities for more efficient performance of the ATP traders and transporters.

3.3 HELPING ECOWAS COORDINATE POLICY IMPLEMENTATION

One key factor responsible for the low level of regional policy implementation is the absence of an agreed mechanism for guiding and coordinating measures adopted by the countries to apply regional policies at the national level. ATP has therefore engaged ECOWAS in discussions aimed at creating a regional policy coordination system.

In FY09, ATP took an inventory of all relevant regional policy instruments, clearly identifying policies not being implemented properly or those with major negative impact on intra-regional trade in ATP's selected products. This enabled ATP to discuss with ECOWAS and representatives of the selected value chains a proposed set of policy priorities for ATP interventions. To enhance the chances of success of these policy interventions, ATP is collaborating with ECOWAS to mobilize both public and private sector stakeholders in discussing activities and procedures required for implementing the specific priority policies. This approach would make it possible to formulate and adopt policy implementation plans, as a basis for the formal establishment of an appropriate regional system for policy coordination.

In FY10, based on the policy implementation strategy and guidelines to be formulated in collaboration with the technical departments of the ECOWAS Commission, ATP will assist in designing a coordination mechanism for the implementation of the priority policies that ATP is supporting for achieving free movement of goods of its selected value chains. ATP will aim at encouraging all stakeholders, including national governments, regional private sector associations, and donors, to be actively involved and provide feedback to enhance the policy implementation process.

3.4 SYSTEMS AND CAPACITY FOR MONITORING POLICY IMPLEMENTATION

Regional policies are implemented at the national level, and the enforcement of policies is a sovereign role for each member country's government. Given its limited ability to enforce policy, ECOWAS feels the need for taking appropriate measures at the regional level to monitor effective policy implementation and evaluate the impact of regional policies on business and general economic performance. ECOWAS has therefore put priority attention on building its institutional capacity for operating an effective monitoring and evaluation system. In support of this, ATP has offered to contribute to building a database to monitor implementation of ECOWAS policy measures, particularly as they relate to ATP value chains and countries along its trade/transport corridors. ATP has consequently started the development of a database on some of these selected ECOWAS priority policy instruments, including basic texts and related information such as the archived ECOWAS Official Journal on CDs.

In FY10, ATP will pursue this initiative of building systems for monitoring and evaluating regional policy implementation, to complement the establishment of an ECOWAS policy coordination mechanism. Specifically, ATP will help ECOWAS develop a regional system for policy evaluation, with clearly defined goals, appropriate indicators, and targets to be used in measuring the goals.

3.5 ENVIRONMENTAL COMPLIANCE

All transport and trade-policy surveys, studies, analyses and workshops conducted in FY09 received a Categorical Exclusion under the Initial Environmental Examination (IEE). Therefore they did not request any specific mitigation measure.

4. OUTCOME 2: ENHANCED LINKAGES AMONG AGRICULTURAL PRODUCERS AND AGRO-INPUT SUPPLIERS, AGRO-PROCESSORS AND DISTRIBUTORS

The project addresses this outcome through **Component 2: Building Links through Support for Regional Associations**. By design, the project centers its activities on its value chains and this component does this even more directly so than others. ATP was very active in FY09 in implementing this component to provide the spark to the rest of the project, through participatory assessments of its targeted value chains; validation of these assessments; development plans for these value chains; selection of key partners; and implementation of these development plans to develop better linkages among value chain participants and boost intra-regional trade.

4.1 STEPS IN ATP VALUE CHAIN WORK

The Agribusiness and Trade Promotion project has a well thought-through process in its value chain work to promote intra-regional trade and contribute to the improvement of productivity. These steps are as follows:

- Step 1: Submit to validation by USAID and key partners (particularly ECOWAS and UEMOA) the project's choice of its three key value chains (maize, onion/shallot and ruminant livestock/meat), on which it is to concentrate its efforts on the ground.
- Step 2: Undertake a thorough assessment of the value chains, through literature review and field studies in the countries concerned by its selected corridors.
- Step 3: Submit to validation by key value chain stakeholders the value chain assessments, so that all can review the findings of the assessments and suggest, in a participatory way, the priority actions for the development of the value chain.
- Step 4: Prepare value chain development plans on the basis of the validation of the assessments, and identify action plans for implementation, in close collaboration with partners.
- Step 5: Implement the value chain development plans, with ongoing monitoring of implementation progress and periodic evaluation.

In the shortened FY08 period (May-September), ATP validated the selection of the three value chains, and initiated the assessments and related validation of the onion and maize value chains. In FY09, it completed the assessment and validation of the livestock value chain, completed the value chain development plans, and initiated their implementation.

4.2 VALUE CHAIN ASSESSMENT AND VALIDATION

The value chain assessments (VCAs) are intended to provide an up-to-date picture of the organization, operation and performance of the target value chains, summary estimates of the major

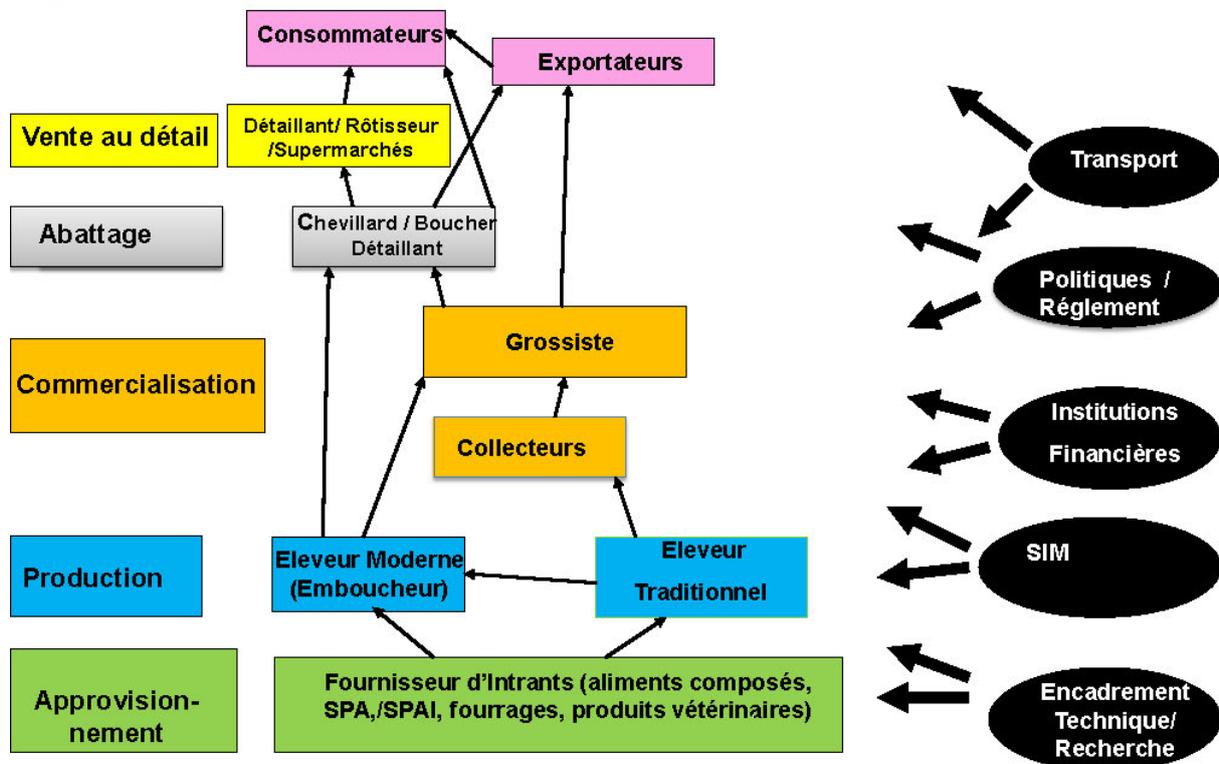
trade flows in the region, and preliminary recommendations directly addressing intra-regional trade facilitation and indirectly agricultural productivity.

Livestock/meat value chain assessment. In early FY09, ATP finalized the last of the three value chain assessments, that for ruminant livestock/meat. This assessment was conducted in September-October 2008 by the value chain leader, assisted by a short term regional consultant, through literature review and field visits to five countries: Côte d'Ivoire, Benin, Burkina Faso, Ghana, and Mali. The evaluation mission worked closely with private sector partners, including national livestock and meat co-operatives, and regional organizations, such as the *Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays membres de l'UEMOA (COFENABVI)* and the *Observatoire Régional du Bétail/Viande de l'Afrique de l'Ouest et du Centre (ORBV/AOC)*. Figure 3 illustrates the structure and flow of goods and services, including the provision of productive inputs and financing, packing, transporting, and end-market distribution, as well as the linkages between various actors operating within the livestock/red meat value chain.

The value chain map (see Figure 3) outlines the intricacies of the livestock/red meat value chain. The value chain is characterized by its fragmentation and lack of professionalism among members, most of them still engaged in traditional production and management practices. From breeding and husbandry in producing countries to export, and wholesale trading, slaughtering and retailing in importing countries, one observes a myriad of participants acting without much formal coordination or market arrangements. Vertical coordination, in fact, mostly relies on ethnic ties and links among members from the same country of origin but now living in different countries. Very controversial is the role of intermediaries/brokers who, in fact, make sure that sellers and buyers of live animals rarely, if ever, engage in face-to-face transactions. All the same, the ruminant livestock trade flowing from Sahelian to coastal countries has endured over the centuries and, overall, the value chain functions more or less effectively to provide goods and to generate financial rewards, as well as social status, to market participants. The challenge is how to help key participants engage in modern production practices and get them organized to compete against growing imports by coastal countries of red meat produced outside the region.

Value chain assessment validation workshops. ATP organized regional validation workshops to validate the findings of the value chain assessments and allow regional value chain stakeholders to take ownership of the identified priorities and recommendations.

FIGURE 3: LIVESTOCK/MEAT VALUE CHAIN MAP



The maize and onion/shallot validation workshops took place in Accra, November 11-13, 2008. Although the validation for both value chains ran concurrently, they took place at different venues, so that participants could choose to attend one or the other. The Accra workshop on maize and onion/shallot brought together about 60 value chain stakeholders (about 30 for each value chain) from the public and private sectors, including farmers, traders, processors, researchers, policy makers (UEMOA and ECOWAS), transporters, financial and technical service providers, bilateral projects, etc., from six countries (Mali, Burkina Faso, Niger, Benin, Ghana and Côte d'Ivoire).

Similarly, the project facilitated a second validation workshop on December 16-18, 2008, in Ouagadougou, to validate the livestock/red meat value chain assessment, as reported earlier. About 60 participants attended that workshop, including livestock producers, traders, butchers, researchers, policy makers (UEMOA, ECOWAS, ministries), bilateral projects, NGOs, etc., from seven countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, and Senegal).

USAID/WA actively participated in the Accra workshop and presided over its closing ceremony. The US Ambassador to Burkina Faso, the Minister of Livestock of Burkina Faso, and the Permanent Secretary for the Coordination of Agricultural Sector Policies in Burkina Faso presided over the opening and closing ceremonies of the Ouagadougou workshop. Authorities and participants alike commended



the project for well-run workshops that provided them with the opportunity to better understand the project and contribute to its objectives.

Through lively and participatory debates, participants contributed to:

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

Participants structured the priority actions along key stages of the value chains. For onions and maize, these stages included production, storage, processing, and marketing issues. For livestock, participants identified production, processing and marketing issues. In addition, they noted key issues that cut across these stages in all value chains: transportation, access to credit, and market information. However, different cross-cutting issues can be felt more or less acutely in the value chains. For example, the transport issue affects more the onion/shallot and livestock value chains (because of their perishable nature) than maize (although maize beaten by rain on the road can be as perishable as onion).

4.3 REGIONAL PARTNER ORGANIZATIONS

ATP's strategy for improving linkages is based on establishing close partnership with regional private-sector organizations. This strategy is aligned with ECOWAS' and UEMOA's approaches, which make strengthening of regional organization a key priority to improve regional value chain efficiency. Professional organizations also offer the best prospects for building institutional sustainability that will endure beyond the life of the project.

In October 2008, ATP's capacity building specialist, assisted by a short-term consultant, applied the Strengths, Weaknesses, Opportunities and Threats (SWOT) analytical framework to 21 organizations in Niger, Burkina Faso, and Mali. The report of these SWOT analyses shed light on the current management and performance of these organizations. Along with the email questionnaires sent to a range of organizations at the end of FY08, and the many contacts and meetings held with executives of the organizations, the SWOT analyses allowed the project to draw the following conclusions:

Overall, organizations at the national and local levels showed some strength and dynamism in their operation, but with differences depending on the country and the value chain (e.g., the national onion organization in Niger was very active, while no umbrella onion organization existed at that time in Burkina Faso).

Organizations of the regional level, however, show mixed results:

- In maize, there does not yet exist a maize or cereal value chain-focused regional organization;
- In the onion/shallot and livestock/meat value chains, thus far, newly created regional organizations (such as ORO/AOC – the *Observatoire Régional de L'oignon de l'Afrique de l'Ouest et du Centre* – concerned with onion, and COFENABVI, concerned with livestock and red meat), show more dynamism. They have undertaken initiatives to strengthen the capacity of their members in the various countries and mount advocacy efforts to reduce road harassment.

Based on the SWOT analysis and direct contact with organizations, ATP carefully assessed which organizations offered the greater chance for a successful partnership and selected the following key partners:

- Livestock/meat: COFENABVI at the regional level, and its members (federations) at the national level.
- Onion/shallot: ORO/AOC at the regional level, and its focal points at the national levels.
- Maize: the *Comité Interprofessionnel des Céréales du Burkina Faso* (CIC-B), a dynamic interprofessional organization mandated by regional stakeholders to lead the efforts towards a regional maize network.
- Others: the Ghana Agricultural Producers and Traders Organization (GAPTO) has been selected as a key partner as it is active in all value chains and could serve as a focal point in Ghana (COFENABVI and ORO/AOC that cover mainly francophone countries).

The Women Cereal Processing Network, Burkina Faso

ATP identified the women-based organization, *Réseau des Transformatrices de Céréales du Burkina Faso* (RTCF), member of CIC-B, as a credible partner to work with to address processing priorities for maize and cereals, and draw lessons for others in the region. The organization covers several regions of Burkina Faso and provides services to 40 small women-managed processing units to improve the efficiency of processing cereals (maize, millet/sorghum), sesame, and spices, sold on their premises or through local stores. These units, made of family businesses and associations, play an important social and economic role by employing many women and building their capacities within the cereal value chains. The collaboration between ATP and RTCF will start in FY10, in the framework of the MoU signed between ATP and CIC-B (see below).

4.4 VALUE CHAIN DEVELOPMENT PLANS

Building on the results of the value chain assessments, ATP worked with its partners to develop a four-year vision for each value chain (see text box below) and Value Chain Development Plans (VCDPs) that encompass interventions in all of ATP's key functional areas, including transport and logistics, policy, market information, and access to finance issues.

Value Chain Development Plans (VCDPs) serve as guidelines for ATP's value chain activities. They offer a basket of options for providing technical and financial support to enable the strengthening of value chains at the regional level and to increase intra-regional trade in targeted agricultural products. Each VCDP covers in fact a 3.5-year period, from the initial value chain assessments from October 2008 to March 2012 (to allow time for evaluation).

In FY09, ATP's value chain leaders, working closely with other technical staff, developed VCDPs for livestock/meat, maize, and onion/shallot. ATP held several meetings with key stakeholders to design the VCDPs and initiate partnerships for their implementation. The project shared the draft VCDPs with key partners, including CILSS, the *Programme d'Appui aux Filières Agro-Sylvo-Pastorales* (PAFASP/World Bank, Burkina Faso), the *Association Malienne pour la Sécurité et la Souveraineté Alimentaires* (AMASSA), the *Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires* (APROSSA, Burkina Faso), COFENABVI, and ORO/AOC. The final VCDPs reflect these partners' and stakeholders' valuable feedback to ensure their buy-in to ATP's value chain activities.

ATP also consulted with UEMOA to develop synergies in their common value chain work. In April 2009, ATP attended the launching of the *Comité Consultatif Régional des Filières Agricoles* organized by

UEMOA. Through this workshop and other meetings, UEMOA confirmed the complementarity between ATP's efforts and UEMOA's work on selected value chains (including maize and livestock). UEMOA is particularly interested in ATP's experience in piloting a warehouse receipt program in Ghana, as it intends itself to set up a regional commodity exchange platform (*Bourse*). UEMOA is also interested in ATP's efforts regarding the establishment of a regional maize network, harmonization of grades and standards, and access to agro-inputs.

Vision 2012

During the regional value chain assessment validation workshops organized by ATP, participants identified opportunities for improving the performance of their value chains and documented constraints that stand in their ways. ATP also consulted with stakeholders after the workshops and developed shared visions for 2012 for each of the value chains.

Livestock/meat: *“Stakeholders of West Africa’s livestock/meat value chain provide, in a professional way, West African markets with quality livestock and meat products, in adequate quantities, at affordable prices”.*

Maize: *“The performance of West Africa’s 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 markets, effectively and efficiently”.*

Onion/shallot: *“Stakeholders of West Africa’s onion/shallot value chain provide, in a professional way West African markets with quality onion/shallot, in adequate quantities, at affordable prices”.*

ATP completed the three VCDPs (for livestock, maize, and onion) and initiated their implementation in FY09. The VCDPs (multi-year action plans) are evolving documents that need regular annual updates to take into account new opportunities and challenges. Updates of the multi-year action plan will take place along with the annual action plan for the fiscal year.

4.5 DEVELOPMENT AND IMPLEMENTATION OF A CAPACITY-BUILDING PLAN FOR REGIONAL ORGANIZATIONS

ATP made considerable progress in this area in FY09. Its approach was to focus on assisting selected key partner organizations to build capacity in order to become credible, representative and dynamic entities that respond to their members' needs, and to contribute to the increase of the value and volume of intra-regional agricultural trade. ATP's approach is four-pronged:

- Organization of Partner Institutional Viability Assessments (PIVAs) for apex organizations, in order to score the institutional performance of the partner organization and to identify priority areas to reach sustainability.
- Development of an institutional and organizational capacity building plan for each partner organization that underwent a PIVA, to serve as guidelines for ATP's assistance to improve the institutional and organizational performance of the partner.
- Signature of Memoranda of Understanding (MoU) with key partner organizations, to formalize and provide frameworks for partnerships.
- Support to ATP's partner organizations to implement organizational capacity building activities and technical capacity building activities, as identified in the VCDPs and in the organizational development plans.

Partner Institutional Viability Assessments (PIVAs) for apex organizations. The PIVA is a tool designed by USAID to analyze and score the institutional performance of a partner organization and to identify key areas for improving the partner's performance capacity to reach sustainability.

The PIVA is structured along six core competency areas (governance and leadership; operations and management systems; human resource development; financial management; program and service delivery; and external relations and advocacy) and 116 possible criteria, from which field projects typically select a subset for use in evaluation. ATP added a competency area (entrepreneurship); selected a total of 59 criteria that are most relevant to the critical needs of its partners; and facilitated workshops where members of the organizations scored themselves against these elements to develop a benchmark scoring matrix that includes current scores, as well as target scores. ATP will repeat the same exercise yearly to measure performance improvements over the baseline initial PIVA scores, and take corrective actions if needed.

- **The PIVA and strategic planning for the regional livestock organization (COFENABVI)**, undertaken from March 2 to 4 in Abidjan, Côte d'Ivoire, gathered 29 executive members from 8 West African countries (Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal, and Togo). The three-day workshop was opened by the Minister in Charge of Animal Resources and the Minister in Charge of Regional Integration of Côte d'Ivoire. The initial scores highlighted the need for COFENABVI to focus efforts during the next 12 months on three priority areas: (i) development of human resources within the organization; (ii) improvement of services offered to members; (iii) improvement of the organization's financial management. The PIVA workshop was immediately followed by a two-day strategic planning session (March 5-6, 2009) during which ATP facilitators assisted COFENABVI executives to draft a new multi-annual strategic plan to address key issues identified during the PIVA session and value chain development constraints.
- **The PIVA for the regional onion organization (ORO/AOC)**, undertaken from April 21 to 23 in Niamey, Niger, was administered to 25 participants, representing onion stakeholders from Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, and Togo. The initial scores highlighted the need for ORO/AOC to focus efforts during the next 12 months on three priority areas: (i) development of human resources within the organization; (ii) improvement of services offered to members; (iii) improvement of the organization's financial management. Further to the PIVA workshop, ATP drafted a MoU to formalize its partnership with ORO/AOC, but this MoU has not yet been signed to-date because of the political situation in Niger, where ORO/AOC is headquartered. (See « *Atelier Régional d'Evaluation Interne de l'ORO/AOC : Le Project ATP Renforce les Capacités d'ORO/AOC* », http://www.republicain-niger.com/index.asp?affiche=News_Display.asp&articleid=5316.)
- **The PIVA for the Ghana Agricultural Producers and Traders Association (GAPTO)**, undertaken from May 12 to 14 in Kumasi, Ghana, was administered to 36 GAPTO members working in ATP target value chains: maize, onion, and livestock/meat. Participants were urged to be honest and truthful in evaluating the current GAPTO situation according to the seven PIVA competency areas. The initial scores highlighted the need for GAPTO to focus its efforts during the next 12 months on three priority areas: (i) governance of the organization; (ii) improvement of the organization's financial management; and (iii) improvement of external relations and advocacy system. (See: "*Agricultural producers, traders build capacity... At USAID-sponsored PIVA Workshop in Kumasi*" <http://www.modernghana.com/news/216477/1/agricultural-producers-traders-build-capacity-at-u.html>.)

Development of organizational capacity building plans. The ATP Institutional Capacity Building Specialist developed plans for ATP's assistance in organizational and institutional strengthening of COFENABVI, ORO/AOC, and GAPTO for FY10 and beyond. These plans directly address priority challenges identified during the PIVA exercises and based on further discussions with executives of the partner organizations. Through direct contacts, the project also assisted national federations, such as the *Fédération de la Filière Bétail/Viande du Burkina Faso* (FEBEVIB - member of COFENABVI), to develop or update their capacity building plans.

Memoranda of Understanding (MoU) were signed between ATP and partner organizations, on September 24, 2009 in Ouagadougou.

- **MoU ATP/COFENABVI:** the livestock/meat regional organization organized a ceremony attended by COFENABVI delegations of member countries, the US Embassy advisor for economic affairs, and numerous regional and national media. The specific objectives of the MoU are:
 - Collect, analyze and monitor trade data on livestock/meat
 - Strengthen technical and institutional capacities of the livestock value chain professional organizations
 - Facilitate business linkages for livestock and meat at the regional level, and
 - Provide technical assistance on an advocacy program for free regional trade of livestock and meat
- **MoU ATP/CIC-B.** The ceremony, attended by the US Embassy advisor for economic affairs, was conducted under the patronage of the Minister in Charge of Agriculture in Burkina Faso, and covered by national media. The specific objectives of the MoU are:
 - Collect, analyze and monitor trade data on cereals
 - Strengthen technical and institutional capacities of the cereal value chain professional organizations
 - Facilitate business linkages for cereal trade at the regional level, and
 - Provide technical assistance on an advocacy program for free regional trade of cereals.

Capacity building activities in the livestock value chain were carried out in Burkina Faso and Mali, with impact on other countries.

- **Rejuvenation of Burkina Faso's apex livestock federation.** The project co-facilitated and co-financed (50% of total costs) an extraordinary general assembly meeting (Ouagadougou, February 17-18, 2009) of the then-moribund *Fédération Nationale des Organisations Interprofessionnelles de la Filière Bétail/Viande* (FOIBV, Burkina Faso). The objective was to rejuvenate this organization and ensure that livestock/meat stakeholders have a credible and representative voice in Burkina Faso. The meeting gathered over 120 stakeholders (producers, butchers, slaughterhouse representatives, traders, ministry representatives, etc.). Participants decided to create a new organization called *Fédération de la Filière Bétail/Viande du Burkina Faso* (FEBEVIB). The organization elected an executive board and discussed elements of the strategic plan of the federation. FEBEVIB now represents livestock/meat value chain stakeholders in Burkina Faso and has become an active member of COFENABVI. Since February, ATP has been advising FEBEVIB on its organizational operations and on services to be provided to members. Technical capacity building activities have been organized by ATP in collaboration with FEBEVIB (see below).
- **Facilitation for the establishment of a new regional livestock / meat company.** Taking ownership of opportunities to boost intra-regional trade identified during discussions with ATP, COFENABVI decided to establish a regional company called *Africaine des Viandes et Services*, and sought ATP's assistance to that effect. The company headquartered in Abidjan, Côte d'Ivoire, with a capital of 16.5 million FCFA (US\$ 35,870)¹, aims at trading quality meat within the West African region. It comprises 33 shareholders-companies (11 each from Burkina Faso, Côte d'Ivoire, and Mali), and a 9-member Board of Directors. ATP assisted COFENABVI in the organization of the general constitutive assembly held in Bobo Dioulasso, Burkina Faso, on May 27, and followed the registration process, which was completed on September 19, 2009. The project also advised the board on the recruitment of the company's manager (location of the manager, qualifications requested, etc.). ATP will

¹ Here, US\$ 1 = FCFA 460

continue its technical support to the company during its start-up phase, mainly by facilitating business linkages with buyers in coastal markets, such as PROSUMA (a trading company supplying 9 branded-stores and 33 individual supermarket outlets) in Côte d'Ivoire.

- **Training-of-Trainers on cattle fattening.** In July 2009, ATP supported national livestock federations to organize two Training-of-Trainers (ToT) courses on cattle fattening for 25 lead farmers in Burkina Faso (July 6-10) and 25 lead farmers in Mali (July 13-17). The training program consisted of three main sessions: (i) cattle fattening techniques and practices, (ii) cost analysis, and (iii) facilitation skills. In Mali, the course ended with a field visit to an animal feed factory (*Grands Moulins du Mali* - GMM, producing feed from maize, sorghum, millet, sugar cane, cotton, and groundnuts by-products). In turn, the 50 participants are expected to facilitate cascade training courses at the grassroots level (see text box). The World Bank projects in Burkina Faso (PAFASP) and Mali (PCDA) attended the ToT and showed interest in partnering with ATP for further cascade training programs.
- **Butcher Training-of-Trainers in Mali.** From August 24 to 28, ATP assisted the national livestock federation of Mali (FEBEVIM) to organize a four-day ToT course for 25 lead butchers. The topics included the criteria to select animals for slaughter, sanitary best practices during and after slaughter, and meat cutting practices and techniques. This training was very successful and attracted many other donors, technical partners, stakeholders and media (e.g., Ministry of Animal Resources and Fisheries, The Netherlands Development Organization--SNV, PCDA/World Bank, *Agence Française du Développement*–AFD, etc.). The 25 participants are expected to conduct their own training of other butchers.

Learning best practices in meat cutting
- **Advice to livestock stakeholders.** Throughout the year, ATP provided advice to many stakeholders of the value chain. For instance, the Chief Butcher of Burkina Faso (Koss Naaba) and the *Association Nationale des Bouchers du Burkina Faso* consulted ATP about the intention of the Burkinabé butchers to go on strike to protest illegal livestock slaughter, which competes with the Ouagadougou Abattoir and impedes efforts of professional butchers to sell quality meat that respect sanitary norms -- a prerequisite to increase the volume of meat exported in the region. The butchers' association had decided to go on strike because previous discussions with the Government of Burkina Faso had not improved the situation. ATP advised them against it because a strike would have turned consumers against the butchers. ATP convinced them instead to develop an advocacy program. The association requested ATP's support in developing an advocacy campaign and building the capacities of its members to develop a meat export business plan that could be submitted to a regional bank, such as the *Banque Régionale de Solidarité* (BRS). The project will provide technical support to the association, including a ToT course for butchers and capacity building in business plan development.

A Pool of 75 Master Trainers Ready to Facilitate Training Programs at the Grassroots Level

During its sub-regional livestock value chain assessment, the ATP project identified the low level of professionalism of farmers and butchers as a key constraint to enhancing the performance of the value chain. In order to build capacities of several thousands of farmers and butchers, ATP adopted a Training-of-Trainers approach: in each target country, a pool of leaders are trained on advanced techniques and on basic facilitation skills, and are then assisted to train on their own other stakeholders at the grassroots level (cascade training). ATP equipped each trainer with a detailed handbook for trainers, including instructions on how to facilitate each session. Butcher trainers also received a toolkit with all the knives and tools necessary to conduct their training sessions.

In Mali, a pool of 50 trainers is available for cascade training on cattle fattening and meat cutting; in Burkina Faso, by the end of 2009, the pool of 25 trainers on cattle fattening will be complemented by 25 other trainers specialized in butchering.

To ensure that the training quality remains at a high level throughout the cascading process, ATP will closely monitor the training programs and join its efforts to those of its partners (the national livestock federations and the World Bank projects) to coach the trainers, provide any requested assistance, and take corrective actions if needed.

Capacity building activities in the maize value chain were mainly centered on technical issues.

- **Maize grades and standards.** ATP has identified national organizations engaged in maize marketing built on quality control, such as CIC-B and *Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun* (UGCPA-BM) in Burkina Faso; *Union des Coopératives du Vivrier des Savanes* (UCOVISA) in Côte d'Ivoire; *Union des Coopératives Faso Jigi* in Sikasso, Mali. These organizations have access to input credit and marketing credit based on a highly developed quality control system in partnership with the World Food Program (WFP), the *Union des Producteurs Agricoles du Québec pour le Développement International* (UPADI), and Audit Control & Expertise (ACE, Côte d'Ivoire²). The MIS specialist and maize value chain leader gathered different documents that provide information on market preferences for cereal/maize standards and grades in the region to analyze this quality control scheme and see if it can be replicated to promote the development of a set of standards to facilitate regional trade (as opposed to the varying regional and national grading systems that exist currently) and to promote new business models to maize value chain participants. They gathered documents from WFP through its Purchase for Progress initiative, grades from processors (including Nestlé), and information collected during the maize value chain assessment, and results of the commodity categorization conducted by the ATP MIS specialist in the region. This set of cereals/maize grades constitutes baseline market preferences that will be regularly updated. ATP has

² Audit Control & Expertise Côte d'Ivoire (ACE CI) is part of the group Audit Control & Expertise Global Limited (ACE - www.ace-group.net) doing warehouse certification and collateral management. ACE supports contract farming, trade flow facilitation and commodity pricing – ensuring value-optimization throughout the chain, including provision of finance for commodity producers and traders. On the 28th of March 2009, ACE CI established partnership with UCOVISA (Union des Coopératives du Vivrier des Savanes) to enable UCOVISA to access production and marketing credit to ensure maize production around a highly developed quality control basis. UCOVISA is the principal supplier of maize to SITRAC from Côte d'Ivoire. UCOVISA is engaged in collective marketing of maize and has 9000 members, comprised of producer organizations in Korhogo, Boundiali, Ferkéssédougou, Tengrela, Sinematiali, and Ouangolo.

shared the baseline set with processors, traders and exporters interested in supplying maize and maize-products to WFP. Through this approach, ATP is not only building capacities among stakeholders on grades and standards that exist in the region, but is also paving the way for harmonized regional grades and standards. In addition, this will facilitate the implementation of the pilot warehouse receipt program in Ghana. Finally, ATP sees the quality control issue as the core element of a new business model where farmer organizations (i) access credit for agro-inputs, tied to a farming contract and quality control, (ii) build linkages with professional agro-input suppliers, and (iii) receive assistance to follow best agricultural practices in order to supply quality cereals that address the needs of processors or buyers such as WFP.

- **Training-of-Trainers on Integrated Pest Management (IPM).** In September 2009, ATP sponsored ten maize stakeholders (farmers and technical assistants) to attend ToT courses on IPM organized by CropLife Africa Middle East in Accra (September 7-11) and in Bamako (September 28-October 2). The four-day program consisted of modules related to basic principles of IPM that have been developed by CropLife under a Cooperative Agreement signed with USAID (EGAT/NRM). In the framework of the ATP/CropLife MoU (see chapter 6 below), the module for the course will be tailored in FY10 to address more specifically IPM in cereals; it will also be complemented by sessions on Integrated Soil Fertility Management for cereals, and include sessions on facilitation skills. ATP will provide assistance to the pool of sponsored lead trainers (to be increased in FY10) to facilitate cascade training programs and reach several thousand farmers.
- **Pilot maize input scheme in Burkina Faso.** In June 2009, CIC-B organized in Bobo-Dioulasso, Burkina Faso, a stakeholders' workshop to discuss the evaluation of the CIC-B four-year pilot initiative called "*opération intrants*," initiated in 2005 and aimed at increasing farmers' access to agro-inputs. Under this initiative, CIC-B provides its producer members with cereal fertilizers and cleaning equipment; marketing through the cooperative is an integral aspect of this pilot. ATP actively participated in the discussions on next steps and its finance mobilization advisor (who joined the ATP team in September 2009) will determine in FY10 support to CIC-B to elaborate a five-year business plan detailing the technical, organizational and operational management of the scheme, and particularly its financial viability. ATP sees this pilot initiative as promising, as it will improve farmers' access to inputs, stimulate cooperative marketing, and consequently allow for increased production of quality cereals that respond better to processing needs.
- **Preparation of trainings on seed production.** The Agro-Production Company specializes in seed production in Burkina Faso (cereals, cowpea, etc.) and is in the process of establishing farming and distribution contracts to seed producers, members of seed cooperatives. The company already receives assistance from the Alliance for a Green Revolution in Africa (AGRA) to boost local seed production and to organize field days for farmers. Agro-Production requested assistance from ATP to reinforce the technical capacities of both seed producers and the company's technicians and the project responded by drafting the terms of reference for a series of training courses on best practices for seed production that will be organized at the end of 2009.

Capacity building activity in the onion value chain dealt with the creation of a focal point for ORO/AOC in Burkina Faso and with the production of onion during the rainy season.

- **Creation of an ORO/AOC focal point in Burkina Faso.** ATP provided technical assistance to facilitate the creation (on January 6, 2009) of the *Observatoire Régional de l'Oignon / Burkina Faso* (ORO/Burkina Faso), as the focal point of ORO/AOC in Burkina Faso. As such, ORO/Burkina Faso intends to bring together stakeholders from all stages of the onion value chain and become their voice in the country. The 48 participants, including 11 women, prepared a constitution and by-laws, and elected an executive board, with a woman President, Mrs. Hélène Zoma Damiba. Since its creation, ORO/Burkina Faso has had many contacts with ATP to get advice and assistance in its first activities. Key challenges for the

organization include how to federate all onion value chain stakeholders, and build its members' organizational and technical capacities. The organization also would like to evolve into a national onion interprofessional apex organization. As recommended during ORO/AOC's PIVA, ATP will assist ORO/Burkina Faso and other national focal points to become more dynamic and professional.

- **New onion variety for production during the rainy season.** Participants of the regional validation workshop of the onion value chain regional assessment (Accra, November 2008) identified the short marketing season for onion as a key constraint to competing with European onions imported during the September-December period. Along with improved storage facilities and practices, farmers' better access to onion varieties that can be harvested at the end of the rainy season could expand the marketing season of West African onion. This is more the case in Burkina Faso than in Niger, where onion can be produced in the Agadez region during the rainy season. Therefore, ORO/Burkina Faso solicited assistance from ATP to access new onion varieties. ATP partnered with the West Africa Seed Alliance (WASA) to identify and obtain new varieties. Two kilograms of PREMA 178, a conventional red onion variety, have been made available to ORO/Burkina Faso. ATP also provided financial support to ORO/Burkina Faso to organize field days for farmers at 4 sites sown with PREMA 178. ATP sees this activity as an organizational support to ORO/Burkina Faso, as it helps the organization provide better services to its members, including the access of new technologies.

4.6 BUILDING LINKAGES AND SUPPORTING TRANSACTIONS

Market Facilitation. Through its market facilitators posted in Accra and in Abidjan (and in Cotonou as of October 2009), ATP is gathering useful information on terminal markets and business opportunities for its target value chains. The market facilitators are also developing directories of importers (and maize exporters in the case of Ghana) that will help build profitable linkages and partner networks for each value chain. So far, the market facilitators in Abidjan and Accra have greatly contributed to monitoring trade flow data and providing valuable inside information on agricultural intra-regional trade flowing into key consuming markets. In addition, the market facilitators have started to share semi-annual "barriers-to-doing business" reports that contribute to provide the project with a field view on policy and physical barriers and practical recommendations for the project's advocacy efforts.

Support to business linkages and transactions in the livestock value chain focused mainly on trade between Burkina Faso, Côte d'Ivoire and Nigeria.

- **Burkina Faso – Côte d'Ivoire livestock business linkages.** Livestock exports from Burkina Faso to Côte d'Ivoire have slumped during Côte d'Ivoire's political unrest, but its potential remains high. To help revive these exports, ATP partnered with the World-Bank-funded PAFASP project in Burkina Faso to assist the *Office National du Commerce Extérieur* (ONAC, Burkina Faso) in the organization of the trade promotion week for Burkina Faso's products in Côte d'Ivoire (Abidjan, April 24 – 30). ATP co-financed rail transport of livestock (45 of 109 cattle and 200 of 350 sheep) and covered the cost of the animals' veterinary services, while PAFASP covered rail transport of onions. During the promotion week, ATP facilitated a half-day session (aired on national TV) on the challenges of livestock and meat trade between Burkina Faso and Côte d'Ivoire. ATP also facilitated business linkages and negotiations between Ivorian buyers and members of FEBEVIB. All animals (350 to 500 kg each) were sold, for a total over FCFA 70 million (US\$152,174), and business linkages were established in the process. The event, however, highlighted the great challenge faced by Burkina Faso in its attempt to export meat to Ivorian markets, as meat prices are not that much higher on Ivorian markets than in Sahelian countries. ATP plans to support FEBEVIB members to strengthen their capacities in cost analysis and strategic planning to become more competitive on the Ivorian market. Despite some logistical lapses

(e.g., the non-adapted venue) and inadequate promotion by ONAC, over 97% of the participants said they would like to participate in the next event in 2010. (See « Filière bétail : Le projet Atp /Usaid s`engage en faveur des acteurs nationaux » <http://news.abidjan.net/h/330286.html>, <http://fr.allafrica.com/stories/200905110255.html>)

- **Burkina Faso – Nigeria livestock business linkages.** ATP helped the Fada N’Gourma Association of Fatteners and Exporters of Livestock to prepare for its participation in the town’s annual (April 2009) Agricultural, Livestock and Forestry Fair, which saw the participation of buyers from Benin, Niger, and Nigeria. ATP encouraged the Fada N’Gourma producers to show heavier animals at the fair, to pique the interest of Nigerian buyers, who tend to prefer larger-sized animals. Nigeria is a sought-after market because cattle sold to Nigerian buyers brings an additional FCFA 50,000 (US\$109) per animal of equal size sold to local buyers. To provide exposure to Fada N’Gourma sellers, ATP brought together 55 buyers and 70 sellers to establish business contacts, and formally introduced the different types and qualities of animals available for export from Fada N’Gourma. By the following week, a first shipment of 300 cattle heads, representing FCFA 105 million (US\$228,261) was sent to Nigerian buyers who later paid by wire transfer via ECOBANK. The ongoing contract that ATP helped to facilitate is boosting the volume of exports from Fada N’Gourma: the association is now selling some 200 head of cattle a week to Nigerian livestock buyers who attended the fair, which represents revenues of FCFA 2.4 billion (US\$ 5.2 million) for the last 6 months. Since the fair, ATP has been providing the association with technical advice in cattle fattening practices, and will involve the Fada association in its FY10 training programs in cattle fattening and business planning.

Support to business linkages and transactions among maize stakeholders was strong throughout the year.

- **Maize regional business linkages.** Since the maize assessment validation workshop (Accra, November 2008), ATP has assisted the *Société Industrielle pour la Transformation et la Commercialisation des Céréales* (SITRAC, Burkina Faso) to establish supply contracts with maize producers and traders organizations in the region. SITRAC is a key player in the regional maize value chain with orders of over 240,000 tons of maize flour, requiring 400,000 tons of maize to process for calendar year 2009. With support from ATP, SITRAC was able to secure a total of 72,750 tons of maize from Burkina Faso, Côte d’Ivoire, Benin, and Ghana. Thanks to these new business linkages with maize farmers and traders from Burkina Faso and neighboring countries, SITRAC has been able to step-up its production, increase its market share, fill its orders--notably from government institutions (army, schools) and food aid agencies (World Food Program, Catholic Relief Services, other NGOs, etc.). This has also helped SITRAC secure a second bank guarantee from ECOBANK in addition to that it already had with Coris Bank, a Burkinabe commercial bank. This bank guarantee will allow SITRAC’s plant expansion, which is needed to increase the company’s production capacity from 50 tons/hour to 150 tons/hour. ATP believes that such lead processing firms are change drivers and able to boost intra-regional trade of maize..
- **Business linkage through the Esoko platform.** ATP also facilitated a business deal in maize through the Esoko platform (see text box below).

ATP Facilitates Linkages for Business Growth in Maize

Meunerie et Emballage de Légumes Secs, Farine et Semoule de Céréales (MELS) is a processing company based in Ouagadougou. MELS produces maize flour, semolina (couscous), with grits and bran as main by-products. To expand its operations, the company recently acquired sophisticated equipment from China with the processing capacity of 100 tons a day, and storage capacity of 550 tons, but currently operates at only about 32 tons a day, with a milling efficiency ranging from 40 to 65%. The company faces difficulties in procuring required quantities of cereals that meet its quality standards, because it has only one main supplier of both white and yellow maize - Alhaji Tera – who is a major cereal trader/exporter based in Bobo Dioulasso, Burkina Faso.

MELS currently uses artisanal and inadequate labels and packages because the industrial labels and packages available from Burkina Faso and Ghana are unattractive and expensive. It also faces challenges relating to marketing of its products as a result of limited marketing and distribution outlets. Due to these challenges, it takes MELS approximately 2 months to process and sell off its processed products from 2,000 tons of cereals. This has caused the company to diversify packages from 50 kg bags to 1 kg, 5 kg, 15 kg, and 25 kg packages in order to reach a wider range of consumers, and also increase its market share, but not without considerable production cost increases.

The project worked closely with MELS in two key areas to address the company's challenges and promote its growth: building business linkages and exposing MELS to the bids/offers, profiles, and SMS alert features of the Esoko platform. Through this platform, ATP linked MELS with the *Compagnie de Distribution Internationale* (CDI), an international distribution company in Ouagadougou, Burkina Faso, and facilitated the purchase of 1,000 tons (worth FCFA 150 million or US\$326,087) of maize by MELS from CDI. ATP is currently facilitating an agreement that would make it possible for CDI to sell MELS's products (maize flour and semolina) under CDI's brand-name by supporting activities aimed at improved technology, packaging, branding and positioning of products to allow CDI help MELS sell more products in attractive packages.

Support to business linkages and transactions in the onion value chain consisted mainly in facilitating the trade promotion week for Burkina Faso products in Abidjan, Côte d'Ivoire, April 24 – 30, in collaboration with the World Bank-funded PAFASP project (see above). Onion sales at the event totaled FCFA 7.9 million (US\$17,242).

4.7 ENVIRONMENTAL COMPLIANCE

After environmental review, activities under component 2 receiving a Categorical Exclusion include Value Chain Assessments, selection of key partners, elaboration of Value Chain Development Plans, Partner Institutional Viability Assessments (PIVAs) and organizational strengthening activities, business linkage facilitation, technical capacity building activities (excluding pesticides), data collection and dissemination of grades and standards.

ATP prepared post-hoc screenings of activities that received a Negative Determination with Conditions. The project filled in Environmental Review Forms (ERF) to screen activities of each MoU and professional service agreement signed in FY09. These ERFs have been submitted to the COTR and REA, and showed that ATP activities had no significant adverse impacts on the environment, given the specified mitigation and monitoring measures. These activities include Training-of-Trainers courses on IPM, during which no specific pesticide was neither used nor recommended; training modules developed by CropLife under a Cooperative Agreement signed with USAID (EGAT/NRM) to promote Integrated Pest Management (IPM) as requested by ENCAP guidelines.

5. OUTCOME 3: MORE EFFECTIVE ADVOCACY BY REGIONAL ACTORS IN SUPPORT OF A CONDUCTIVE ENVIRONMENT FOR INCREASED REGIONAL TRADE

ATP addresses this outcome through **Component 3: Building Capacity for Private Sector Advocacy**, as well as component 2, discussed earlier. Indeed, ATP's strategy for building capacity for private sector advocacy is based on three pillars: (i) organizational strengthening of key partner organizations (addressed under component 2), (ii) empowerment and capacity building of partner organizations in the elaboration of a sub-regional advocacy strategy and action plan, and (iii) creation of advocacy platforms to implement advocacy activities at both national and regional levels. In FY09, ATP organized advocacy training courses and facilitated the development of regional strategies and advocacy plans for the maize and livestock/meat value chains.

Maize regional advocacy plan. In the case of maize, where no regional network exists yet, stakeholders attending the maize validation workshop (Accra, November 2008) chose CIC-B as the lead organization to work toward such a network. In February 2009, CIC-B submitted a proposal to ATP to organize a regional capacity building workshop on advocacy. ATP considered this training as a catalytic event that could bring together maize regional stakeholders and engage them in concrete collaboration around an activity of common interest. ATP assisted CIC-B in the organization of the regional workshop, with the following theme: "Connecting stakeholders – Paving the way for a common advocacy to reduce barriers to maize trade in the region: Stakes and challenges!" The workshop took place in Ouagadougou, from June 8 to 12, and gathered 34 cereal stakeholders (including 11 women) from 7 countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, and Togo) representing all stages of the value chain, from producers to processors to traders and consumers. (See: « *Commerce Régional du Maïs : Les Professionnels Céréaliers d'Afrique de l'Ouest Pour la Levée des Contraintes* » http://www.sidwaya.bf/sidwaya_08-06-09/eco-dev_2.htm.) The Minister in Charge of Agriculture in Burkina Faso opened the meeting, which consisted in the following main sessions:

- Exchanges on the experiences of each private organization participating in the workshop, regarding maize trade barriers, advocacy and lobbying
- Training course on advocacy and lobbying, alternating theoretical presentations, role playing, discussions, and group works
- Elaboration of a regional advocacy draft action plan

At the end of the workshop, the participants made a declaration in which they:

1. adopted the regional advocacy action plan for maize;



2. committed to set up a regional network of the maize value chain to coordinate national and regional initiatives to improve intraregional trade of maize; and
3. agreed on focal points for the implementation of the advocacy plan (CIC-B being designated as the lead at the regional level, and 7 organizations being identified at the national levels).

ATP assisted CIC-B in fine-tuning the regional advocacy plan, which was finalized in September 2009 and shared with the national advocacy platforms being created. Through grants and technical assistance, ATP will support CIC-B and national advocacy platforms in its implementation. ATP will also help maize stakeholders leverage additional support from other donors.

Maize advocacy event. In July 2009, ATP sponsored the participation of four representatives of the nascent regional maize network to a regional workshop (in the framework of the European Union-funded All ACP Agricultural Commodities Program—AAACP) co-organized in Dakar, Senegal, by FAO and the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA). The objective of the workshop was to discuss the roles of interprofessional organizations in the cereals value chains and in the development of regional cereal markets. The ATP-sponsored stakeholders, coming from Benin, Burkina Faso, Côte d'Ivoire and Togo, actively participated in the group works; two of them were appointed *rapporteurs* for two of the six work groups. During a plenary session, they officially presented their regional advocacy action plan, which ATP considers an important milestone in the process of the policy reform to eliminate the seasonal bans on cereal exports. Participants of the workshop showed high interest in the regional advocacy initiative, and ATP-sponsored stakeholders were able to build linkages with many stakeholders, donors and technical partners, including FAO and CMA/WCA. The idea of creating a regional cereal interprofessional organization on the basis of the informal regional maize network created with ATP support was also discussed (see text box).

Paving the Way for a Regional Cereal Organization

The idea of creating a formal regional cereal interprofessional organization was introduced by ATP-sponsored participants at the FAO-CMA/WCA workshop organized in Dakar, July 21-23, 2009. The foundation of the regional organization would be the informal maize network that ATP helped create in 2009. It would cover maize and other cereals, such as millet and sorghum. CIC-B is ready to take the leadership on this initiative. West African cereal stakeholders envision moving progressively toward the creation of a “West African Grain Council,” similar to the East African Grain Council.

Livestock/meat regional advocacy plan. Various assessments related to the livestock/meat value chain (e.g., baseline sub-regional value chain assessments, trade barriers assessment) highlighted the numerous constraints faced by value chain actors to freely trade live animals within the region. Numerous checkpoints along the transport corridors, poor market and road infrastructures, as well as policy barriers strongly affect the efficiency of intra-regional trade of cattle, goat and sheep, and red meat. From August 17 to 21, 2009, ATP assisted COFENABVI in the organization of a regional workshop, with the following theme: “Paving the way for a concerted advocacy to reduce barriers to livestock/meat trade in the West African region”. The workshop took place in Bamako and gathered 26 stakeholders (including 3 women) from 8 countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Guinea Bissau, Mali, Niger, and Togo), representing producers, processors, and traders. The Secretary General of the Ministry of Animal Resources and Fisheries in Mali opened the meeting. As with the maize advocacy workshop above, the workshop mixed experience-sharing with training and working group sessions to elaborate a draft advocacy strategy and action plan.



The participants agreed on the following objectives:

- Create a Follow-up Committee at the regional level,
- Gather, analyze and make recommendations on regional agricultural trade policies that impact the livestock/meat value chain,
- Organize an awareness campaign for livestock stakeholders, and police and custom officers, and
- Organize Training-of-Trainers courses and cascade trainings on advocacy for 40 leaders and 4,000 grassroots-level stakeholders.

The workshop mandated COFENABVI to coordinate advocacy efforts at the regional level and appointed local focal points to coordinate efforts at national level.

In FY10, ATP will provide technical assistance to COFENABVI to finalizing the regional advocacy plan and through grants and technical assistance, support COFENABVI and national advocacy platforms in implementation of the plan.

5.1 ENVIRONMENTAL COMPLIANCE

All technical assistance activities to support partner organizations in their advocacy received a Categorical Exclusion under the Initial Environmental Examination (IEE). Therefore they did not request any specific mitigation measure.

6. OUTCOME 4: IMPROVED EFFICIENCY OF TRADE TRANSACTIONS AND REGIONAL MARKET ACCESS

ATP addresses this outcome through **Component 4: Promoting efficiency of regional value chains**. Under this component, the project worked on market information system (MIS), finance mobilization, and a warehouse receipt program.

6.1 MARKET INFORMATION SYSTEM

6.1.1 PARTNERSHIP IN MIS

Private sector-focused MIS

ATP completed its MIS setup with the recruitment of its Accra-based MIS Specialist (January 2009) and the signing of MoUs with its partners, Esoko Ghana, AMASSA, APROSSA and ANOPACI.

ATP initiated its MIS partnership with BusyLab, a Ghana-based private company that has since evolved into a Mauritius-based company with local franchises, including Esoko Ghana. The parent company manages a web and mobile-based platform, Esoko Networks (formerly Tradenet.biz), which provides market information and other business development services to subscribers in the private sector, and increasingly to the public sector as well. ATP's interest in partnering with Esoko is to provide accurate, real-time market information services to beneficiaries, as per its mandate, by using a proven modern MIS platform, which has prospects for growth and viability after the project closes. Esoko has been establishing a large client base and future projects in the region are most likely to use its platform. Esoko's interest in partnering with ATP, just as with the former MISTOWA project, is to test its services and fine-tune its evolving business model. Esoko is primarily a software development company, which has already invested heavily on its own for its Ghana operation (including data collection in thirty markets) to ground-truth its operation. It views the prospects of getting, through ATP, access to expanded markets, products, and users in the region as critical to its development.

ATP later added to its MIS partnership other members, which are independent entities, not Esoko franchises. AMASSA Afrique Verte Mali and APROSSA Afrique Verte Burkina Faso are national NGOs affiliated with the France-based international NGO, Afrique Verte International. ANOPACI is Côte d'Ivoire's apex producer association. On their own, these organizations were already collecting market information and providing assistance to producers and traders to contribute to their objective of enhancing food security at the national levels. Their interest in partnering with ATP and Esoko is not only to gain additional coverage in terms of markets and products in the region to serve their beneficiaries, but also to build their capacities to improve the quality of these services.

In essence, this is a cost-sharing partnership, with ATP providing public funding to complement the other partners' resources (financial, human and technical resources) in order to meet each partner's objectives. ATP does not necessarily expect that AMASSA, APROSSA and ANOPACI will turn into Esoko franchises, but at the minimum that Esoko will develop with them long-lasting business relationship on a commercial basis. The vision developed by ATP and shared with its partners is to strengthen their relationships over the life of the project so that they will see the benefit of

continuing this partnership after the project closes. ATP is encouraging Esoko to establish direct contact with partners, as well as traders in the region, contrary to MISTOWA's approach, which was viewed as operating as a "black box" between Esoko and others.

ATP MIS partnership focuses on the following information: (i) prices (wholesale and retail, when appropriate) collected from producers and other value chain actors; (ii) bids and offers; (iii) profiles/contacts of traders; and (iv) alerts about prices and bids/offers, on demand. ATP covers 40 markets (10 in each of the four countries) with the other partners covering additional markets and products for their own needs.

As indicated, Esoko Networks has been evolving, including in its migration from the old Tradnet.biz to the new Esoko Networks platform. ATP has helped Esoko gain a better understanding of market participants' needs, and Esoko is building its new platform based on this understanding. Along with new features on its platform, Esoko is also introducing additional services, such as: push (the ability to deliver extension services, for example, to thousands of farmers at once); scout (the ability to poll users by mobile polling, instead of field visits); and stock and flow (an attempt to track movements in and out of warehouses, including the location of the warehouses, which is appealing to the warehouse receipt scheme).

ATP's collaboration with these four national partners has evolved from setting up a MIS to also developing their capacities. For example, ATP sponsored and facilitated a series of capacity building workshops on MIS management and development. The project supported AMASSA (Afrique Verte Mali) to organize a workshop on "Expectations of MIS in Agricultural Production". This event was attended by 27 participants, including six (6) women. In Ghana, ATP invited Esoko-Ghana to attend its warehouse receipt program workshop in Kumasi.

Assistance to public MIS

ATP has approached its assistance to public MIS by working with CILSS, which is supporting the regional network of public-funded MIS: RESIMAO. RESIMAO had been linked to the former MISTOWA at the inception of this project, but the two quickly developed misunderstandings and mistrust, which are still evident today. ATP has been trying to get RESIMAO and the national public MIS to get beyond this misunderstanding and to find ways to assist RESIMAO.

In its effort to bridge the gap between private and public-funded MIS, ATP is also collaborating with public-supported MIS to improve the documentation on their bids and offers. The project is contributing and facilitating dialogue in the MIS community by engaging a variety of national, regional and international, organizations (ECOWAS, CILSS, ORO, COFENABVI, National Cattle Traders and Breeders Associations). ATP's support of regional events, such as CORPAO (sponsored by CILSS, *Bourse Céréalières* (grain exchanges, sponsored by Afrique Verte Burkina and Mali, and trade fairs (JAAL) has contributed to facilitating trade.

ATP is working on an exciting new PPP with ECOWAS and Esoko, looking at ways to develop a West African regional platform to facilitate trade and provide other public services. This partnership will be built around ECOWAS' ECOBIZ and the regional RESIMAO as a key provider of market information. It will also involve IFDC and other sub-regional and international stakeholders, such as the EU, Ecobank. The development and integration of complementary services such as weather forecasts, bids and offers, stocks and flows, money transfer facility and transport information all on one platform, is an ambitious project, which ATP has committed to support.

6.1.2 ATP MIS ACTIVITIES

During the period under review, ATP carried out the following activities:

- **Training of partners**

We trained partners on the methodology of price data collection, bids and offers, contact upload, and data dissemination. In partnership with IFDC and Esoko, ATP has developed a methodology to standardize and normalize data collection to enable comparisons, contrasts, and trends of market data across countries. The ATP's MIS specialist, IFDC's MIS specialist, and Esoko Ghana Director traveled to Burkina, Côte d'Ivoire and Mali to provide the training. The training focused on the characterization of markets and products, and the use of survey instruments, including the use of SMS and Internet to send market data to and from the Esoko platform.



- **Product characterization.**

For an efficient deployment of an MIS, there should be no ambiguity about the characteristics of the products for which market information is being reported. ATP worked closely with its partners and value chain participants to come up with clear criteria that define ATP's products (onion, maize, and livestock) in a way that speaks to the needs of value chain participants. Onion and maize products proved much easier to categorize than livestock because the latter had not been covered before by Esoko (Tradenet). ATP and its partners have settled on four key criteria to categorize cattle: age, gender, stoutness, and weight. Small ruminants are simply categorized as sheep and goats and on the base of their race. Esoko has introduced these changes in its platform, taking into account the need (i) to limit to 20 characters in naming a product and (ii) to translate previous information into the new format. This new characterization will be implemented in the Esoko forthcoming upgrade of the platform in November/December 2009.

- **Annual Partners Conferences**

ATP facilitated a meeting to encourage partners in the four countries to meet, reflect on past activities, and plan the management of their MIS and plan for the future. The meeting proved a good evaluation exercise; it also enabled networking and open dialogue among the partners previously isolated in their countries. It has been an opportunity to exchange knowledge, good practices and meet the developers of the Esoko platform. ATP also provided financial support to its partners in Burkina Faso, Côte d'Ivoire, and Mali to attend an Esoko conference (Accra, March 2009) to share experiences on MIS across countries (including ATP countries, Madagascar, Mozambique, Sudan and Afghanistan); provide feedback to Esoko on the performance of its platform; and identify opportunities for further collaboration.

- **Facilitation of bids and offers**

ATP MIS specialist represented ATP at the CILSS (CORPAO) meeting in Abuja to contribute to the generation of bids and offers for maize and livestock, which showed 22 offers and 20 bids (see text box). ATP also participated in the APROSA-sponsored cereal

| Products | Bids Quantity | Offers Quantity |
|----------------|------------------|--------------------|
| Maize (t) | 11,100 | 273,500 |
| Cattle (heads) | 315,000 | 677,043 |
| Goat (head) | 8,040 | 159,905 |
| Sheep (heads) | 13,702 | 576,632 |
| Meat (t) | 5,600 | 1,570 |
| Onion (t) | 3,140 | 15,000 |
| | | |

Source : Business workshop and Esoko platform (January to October 2009)

exchanges (*bourse de céréales*) in Burkina Faso and facilitated business contacts at these events. Some 15,008 tons (including maize, other cereals and local products) were transacted for a total value of about US\$1,098,662 for this fiscal year. In Côte d'Ivoire, ATP assisted ANOPACI to facilitate 900 metric tons of products for US\$ 217,777.

Similarly, ATP worked with CILSS to plan for the next CORPAO, following the one in Abuja, which ATP also attended. ATP is translating these close working relationships with APROSSA and CILSS into planned activities to strengthen, broaden, and coordinate the various cereal exchanges (in Burkina, Mali, and Côte d'Ivoire) and the CORPAO. ATP expects these efforts to yield the following results: (i) a who's who list in intra-regional trade; (ii) organization of working sessions to sensitize value chain participants; (iii) better organized agricultural products exchanges (*bourses agricoles*); and (iv) monitoring of bids/offers transacted.

6.1.3 MIS DISSEMINATION

Esoko is making price information available to ATP's beneficiaries under the old Tradenet.biz platform, while waiting to complete the transition to its new platform. ATP and Esoko have been piloting the setup of "ATP West Africa" within the old platform; ATP West Africa will be finalized after the platform migration.

The Esoko platform is a versatile dissemination tool that provides price information, bids and offers for products, profiles of traders, and SMS alerts (see Table I). The table shows information for FY09 pertaining to all products and markets covered by the platform, and not just information pertaining to ATP's products and markets. This large set of information is what makes Esoko Networks attractive to users. ATP is greatly contributing to this attractiveness and is taking some credit for it. The information on prices in Table I represents the number of price data collected for the year and stored in Esoko's database. Users of the platform, along with their profiles, are either registered by enumerators or by users themselves (self signups). The number of users (11,306) includes users registered both by enumerators and by themselves (signups). The number of SMS includes all the SMS traffic handled by Esoko (in partnership with a mobile phone company) and includes SMS that users can generate for bids and offers. Uploads represents web traffic originating from users and sent to the platform (including price uploads from enumerators to the platform). The table shows the dominant role of Ghana in all these categories. As discussed earlier, Esoko has invested in Ghana to ground-truth its business model and has been running its operation in Ghana for several years now.

TABLE I. SELECTED INFORMATION ON ESOKO PLATFORM FOR ALL MARKETS AND PRODUCTS FOR FY09

| Country | Prices | Bid & Offers | Users / Profiles | Self signup | SMS Published | Usage | Upload |
|---------------|---------------|--------------|------------------|-------------|----------------|---------------|---------------|
| Burkina Faso | 6,029 | 175 | 279 | 49 | 35,413 | 2,711 | 6,547 |
| Côte d'Ivoire | 12,550 | 64 | 227 | 63 | 61,852 | 2,525 | 12,723 |
| Ghana | 43,635 | 4,497 | 10,789 | 238 | 68,665 | 5,972 | 58,585 |
| Mali | 3,518 | 155 | 126 | 35 | 56,941 | 2,515 | 3,891 |
| Total | 54,437 | 4,891 | 11,306 | 385 | 222,871 | 13,723 | 81,746 |

Table 2, more specifically, shows bids/offers for ATP products posted on the Esoko platform in FY09. Ghana posted bids and offers for all ATP products; only the onion importing countries, Côte d'Ivoire and Ghana, made bids/offers for onion, reflecting the fact that the largest exporting country, Niger, was not yet covered by the MIS. The table also shows that Ghana posted the most bids/offers for all products, reflecting the strength of the longer-experienced Esoko Ghana. In part also, some enumerators in the other markets had difficulties registering all the bids/offers as they were still undergoing training. On average, however, traders in Ghana made bids/offers in much smaller lots than those in the other countries. For example, the average bid/offer for Maize in Ghana was only 3 tons, compared to over 100 tons in both Mali and Burkina Faso, and over 300

tons in Côte d'Ivoire. For the most part, this pattern repeated itself across the other ATP products. This is an indication that the 30 key markets selected by ATP in the three other countries are of much larger size and more regional trade-oriented than the 30 markets followed by Esoko in Ghana, many of which markets tend to have a local outlook and thus deal in smaller volumes. In collaboration with Esoko, ATP will develop ways to monitor the bids/offers realized by traders to improve the performance of the MIS and trade data collection.

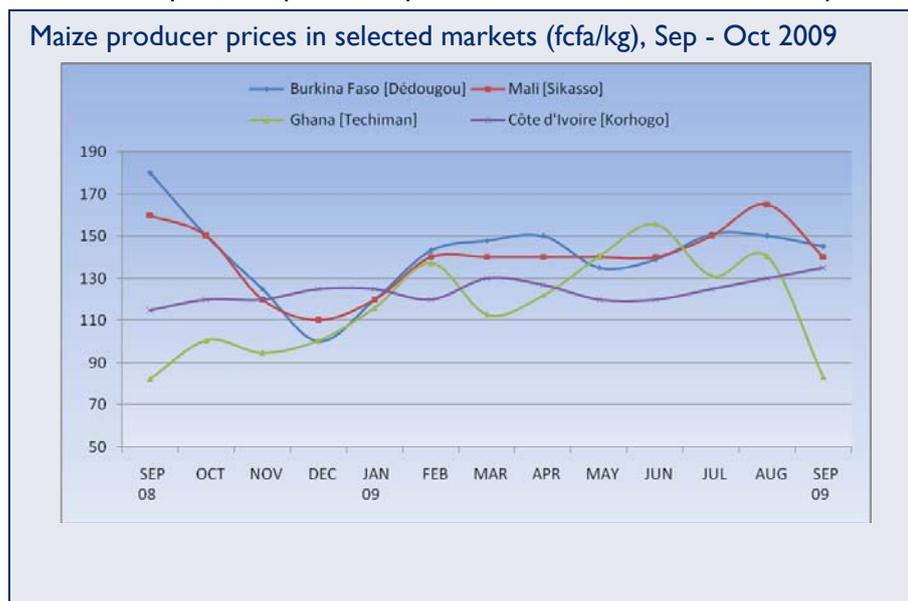


TABLE 2 BIDS AND OFFERS POSTED ON ESOKO PLATFORM BY COUNTRY AND COMMODITY, FY09

| Country | Maize | | Onion/shallot | | Cattle | | Sheep/goats | |
|---------------|---------------|-----------------|---------------|-----------------|---------------|------------------|---------------|-----------------|
| | Bids & Offers | Quantity (Tons) | Bids & Offers | Quantity (Tons) | Bids & Offers | Quantity (Heads) | Bids & Offers | Quantity (Tons) |
| Burkina Faso | 28 | 3,252 | None | None | 7 | 224 | 10 | 910 |
| Côte d'Ivoire | 15 | 5,122 | 3 | 150 | None | None | None | None |
| Ghana | 695 | 2,108 | 63 | 210 | 227 | 7,506 | 154 | 7,964 |
| Mali | 29 | 3,000 | None | None | 11 | 1,697 | 5 | 535 |
| Total | 767 | 13,482 | 66 | 360 | 245 | 9,427 | 169 | 9,409 |

Esoko Networks is also creating additional features, such as SMS Publish³ that to allow users to send SMS to groups of users in one click, and an online library to increase users' access to current and archived publications and articles. ATP's value chain participants can also access APROSSA's and AMASSA's publications, e.g., newsletters on the reviews of the food situation (*Point sur la situation alimentaire*), manual on the cost of transport and information, and orientation manual on cereal import and export in Mali. Afrique Verte also provides information on bids and offers to value chain actors in a special section of its bulletin "Paysan du Sahel". ATP's market information provided on Esoko Networks is also broadcast on radio (in French and local languages) in Burkina Faso, Mali and Côte d'Ivoire, through MoUs signed between AMASSA, APROSSA, and ANOPACI with local radio stations.

The dissemination of market information through the Esoko platform is generating considerable interest, but business deals in West Africa face three major hurdles: (i) lack of professionalism, e.g., in issuing purchase orders; (ii) lack of trust in the quantity and quality of the product being offered; and (iii) poor mechanisms for transferring payment. For example, a prospective transaction of about 5,500 tons of maize to be exported from Ghana to Burkina and Niger fell through when these

³ Number of SMS for bids, offers, prices or news sent from the platform to users

constraints could not be overcome at a time where maize prices were very attractive in Ghana (as shown in figure on maize prices above) following a bumper crop. ATP is working on these constraints, integrating efforts from value chain leaders, market facilitators, MIS and finance mobilization specialists.

6.2 MOBILIZATION OF ADDITIONAL FINANCE THROUGH ACCESS TO CREDIT AND THE DEVELOPMENT CREDIT AUTHORITY (DCA)

Development Credit Authority. ATP carried out an Access to Finance consultancy to develop a three-year plan to mobilize additional finance for the livestock/meat, maize and onion value chain actors. The review looked at the possibility of initiating a DCA in FY09 and after consultation with USAID determined that conditions were not in place for such an activity this year. ATP will continue working with USAID's Office of Development Credit (ODC) to help establish the conditions for the initiation of a DCA in FY10.

From lessons learned reviewing DCA experiences in the region, ATP identified two banking groups operating in various West African countries, namely the United Bank for Africa (UBA) and *Banque Régionale de Solidarité* (BRS) as potential partners to implement a DCA. ATP presented them with the DCA approach and invited them to its work planning exercise to engage them in discussion about this scheme and other financial services to its partners. ATP will also give consideration to microfinance institutions (MFIs) for DCA guarantee.

Facilitation of access to credit. From July to September 2009, ATP assisted the *Union des Coopératives du Vivrier des Savanes* (UCOVISA, representing 100 farmer cooperatives and 10,000 members in Côte d'Ivoire) to apply for a loan of FCFA 172,993,648 (about US\$376,000) with the *Banque Régionale de Solidarité* (BRS) to purchase fertilizers and produce maize in compliance with a quality control scheme managed by ACE-CI. BRS Burkina Faso studied the loan application; it approved UCOVISA's eligibility for the credit and transmitted the application, including two letters of intent to purchase maize, with their recommendations to BRS Côte d'Ivoire. This bank has unfortunately not taken a decision (as of October 2009), which is already too late for this cropping season. ATP will work with both parties to identify the bottlenecks that prevented this deal and overcome them in the next cropping season.

6.3 MOBILIZATION OF ADDITIONAL FINANCE THROUGH WAREHOUSE RECEIPTS

Pilot warehouse receipt program. West African farmers need better access to adequate storage facilities and finance to take advantage of changing maize prices, from the harvest when prices are low to later in the season when prices are higher. For this market timing, farmers need access to credit to finance their expenses while the grain is in storage. Warehouse receipts that are used as collateral for obtaining loans are one way to help farmers do that.

In January 2009, the maize value chain leader and two short term consultants conducted a fieldwork on the feasibility of a warehouse receipt program in Ghana. The main conclusions of the study are that the economic and financial environment in Ghana is conducive to setting up such a scheme. Ghana is also well positioned to implement a successful pilot warehouse system because of the lessons learned from previous trials conducted by the Natural Resources Institute (NRI) and TechnoServe. Ghana has a long history of financing inventory of cash crops such as cocoa, and food imports such as rice. Banks are trying to lend more to agriculture; insurance companies are expanding their business; and investment in grain storage is increasing. The dynamic entrepreneurs in the countryside mostly need a transparent regulatory system, benchmark standards, and training to operate at the professional level required in a warehouse receipt system. In addition, the government of Ghana is going ahead with a law to provide the regulatory framework needed for the operation of a commodity exchange and warehouse receipt scheme. On March 10, 2009, ATP

attended a workshop where the government announced a feasibility study being undertaken to guide the Ghanaian Securities and Exchange Commission in writing the new commodity exchange and warehouse law. Though the results of this study are not yet published, ATP has aligned its pilot warehouse receipt program with these initiatives of the government of Ghana. These factors explain ATP's selection of Ghana for implementing a pilot warehouse receipts program, with the longer-term goal of replicating the scheme elsewhere (particularly in countries with inventory credit schemes), but possibly with a different approach. To avoid any duplication of efforts, ATP consulted with USAID/Ghana and the TIPCEE and ADVANCE projects. ADVANCE, which indicated that it could co-finance some of the activities in FY11, is a natural ally: ACDI/VOCA, which manages ATP's warehouse receipt program, is also implementing ADVANCE for USAID/Ghana.

On June 16-17, 2009, ATP organized a workshop in Kumasi, Ghana, with the following objectives:

- Discuss warehouse receipts and what is involved in setting up a sustainable working warehouse receipt program.
- Discuss the concerns, constraints and possible solutions around setting up a warehouse receipt program.
- Establish stakeholder interest in a warehouse receipt system in Ghana.
- Draft a stakeholder endorsed action plan laying out the activities that need to be done to have a warehouse receipt program up and running.

Forty stakeholders from public agencies, development partners, and the private sector (farmers, traders, processors, and industry service providers such as banks, inspection companies, insurance brokers etc.) participated in the meeting. Dr Michael Wyzan, Senior Agricultural Policy Advisor of USAID and the COTR for ATP, delivered the welcome address, and the Minister of Agriculture's representative gave the opening speech. (See: "*USAID initiates grain warehouse receipt system in Ghana... Holds action planning programme for 40 stakeholders.*")
<http://www.modernghana.com/news/223376/1/usa-id-initiates-grain-warehouse-receipt-system-in-.html>.

Key recommendations of from the workshop were as follows:

- Establish a Task Force with a Task Force Steering Committee to work with ATP to develop a private sector driven warehouse receipt program.
- Establish an industry-based regulatory company by the Task Force with ATP's assistance to manage the regulatory issues surrounding a warehouse receipt system so that depositors, buyers, insurance companies, and banks will feel secure with the warehouse receipt process.
- Develop an action plan, tasked to the Steering Committee, Task Force and ATP for the activities that need to be implemented to set up the warehouse receipt program.

Following this workshop, ATP organized a familiarization tour to warehouses in the Techiman and Ejura area for members of the Steering Committee. At least two of the warehouses visited showed adequate facilities to implement the program. This tour also prepared for the official warehouse inspection mission, planned for October 2009, which has been commissioned to review the caliber of warehouses that are available for the pilot and report back to the Steering Committee. In September 2009, ATP, assisted by an ACDI/VOCA short-term consultant, also consulted with Ghanaian legal counsels on the different options to establish the regulatory company. A multi-annual budget has been elaborated for the pilot, and meetings with USAID/Ghana and the ADVANCE program were held to discuss their possible contribution to the pilot scheme.

6.4 MOBILIZATION OF ADDITIONAL FINANCE THROUGH LEVERAGE

Public Private Partnerships. ATP plans to leverage private sector resources and expertise by providing technical assistance and eventually grants in order to develop and sustain partnerships between private investors and professional organizations of the target value chains. In PPPs, ATP favors a wide range of partnerships that involve all kinds of value chain actors; most often, ATP will serve as the “public” element of the PPPs. To formalize the PPPs, MoUs are signed with lead firms and organizations representing beneficiaries, but also with other private-sector organizations involved in value chain and intra-regional trade development, which can contribute to ATP’s objectives by developing synergies and leveraging expertise, networks and resources.

- **Identification of PPP candidates.** In April 2009, an ATP consultant met with project partners in Ghana, Burkina Faso, Benin, Côte d’Ivoire and Niger, to outline potential PPP business opportunities in the maize and onion value chains, and identify the best opportunities and defining next steps for ATP collaboration. In May, another consultant had a similar assignment, focusing on the livestock value chain in Burkina Faso, Côte d’Ivoire, and Ghana. They conducted the field visits on the basis of the information gained from the value chain studies and validation workshops, which helped ATP identify high potential partners. The approach to the meetings during the field visits was to discuss the PPP concept and try to gain an understanding of what each party could contribute (e.g., technical assistance and training), and what the potential gains were for each party. A follow-up consultancy for the maize and onion value chain chains was organized in September. The main PPPs identified are the following:

- **Livestock/Meat**

The *Société Ivoirienne de Promotion de Supermarchés* (PROSUMA) in Côte d’Ivoire is interested in partnering with COFENABVI and ATP, to promote and facilitate trade in chilled red meat from Sahelian countries to Côte d’Ivoire. PROSUMA currently supplies meat to 19 supermarkets. The PAFASP/ World Bank project in Burkina Faso is enthusiastic about collaborating with ATP to assist COFENABVI members in a test shipment of chilled meat from Burkina Faso to PROSUMA. The test is under discussion between the two projects and would be a first action under the PPP agreement, in FY10.

- **Maize**

A potential PPP for the maize value chain involves Premium Foods Ltd., a maize milling company in Kumasi, Ghana, and farmer organizations in south Burkina Faso and in Côte d’Ivoire. Premium Foods produces maize flour for human consumption, grits for breweries, and maize poultry feed. It is ready to contract with cereal farmer organizations from surrounding countries to purchase high quality maize. Premium Foods will supply cereal fertilizers and train farmers on specific issues, such as norms and standards, ATP will support training on best practices, while farmers groups will supply maize and link up with a quality control company. The partnership agreement will be signed in early FY10.

Another potential PPP involves the *Meunerie et Emballage de Légumes Secs, Farine et Semoule de Céréales* (MELS) company (Burkina Faso), which produces maize flour, semolina (couscous), with grits and bran as main by-products (highlighted in chapter 4). ATP has started to assist MELS in identifying package and label suppliers in the region, and will formalize this partnership and further assistance on packaging, labeling, marketing and supply issues.

Nestlé also showed a strong interest in developing collaboration with ATP. Maize is a major ingredient for Nestlé’s children food products, Cerelac (produced in Ghana) and Cerevita (produced in Côte d’Ivoire). Nestlé’s maize procurement strategy is to purchase locally

where possible but also to provide technical assistance to farmers who need to meet Nestlé's quality standards⁴. Currently, Nestle buys about 300 tons of maize each year for its Ghana's operation (mostly for Cerelac), but would like to buy much more important quantities. One of the major constraints is mycotoxin (mostly aflatoxin) contamination: specifically, mycotoxin contamination has to be less than 4 ppb (parts per billion) for any product used in a food for children, according to the international norms of the *Codex Alimentarius*. By improving harvesting and post harvest storage techniques, farmers could make progress toward eliminating the aflatoxin problem. Also, by helping farmers reduce aflatoxin levels Nestle is providing both health benefits while opening up markets for farmers. Nestle is interested in a PPP that would expand their technical assistance and training to more farmers in Ghana and in the region. As a first step towards a formal PPP, ATP is planning a regional workshop on aflatoxin in maize in November 2009, and will investigate further to see if General Mills, a US company assisting cereal processors in Africa, would be interested in joining the partnership.

In early FY09 ATP identified a potential partnership between the Burkinabe maize processing company SITRAC and ATP in an umbrella form. The goal of the PPP was to provide inputs to farmers in return for getting a guaranteed supply of maize. The key manager and champion of the PPP between SITRAC and ATP was Gervais Adoube, who had a significant but minority share of the company. Mr. Adoube, however, recently left SITRAC following a takeover by the majority investor who has selected a new manager to oversee operations. SITRAC's new management has not shown as yet interest in pursuing the PPP with ATP. However, since Mr. Adoube went ahead and started his own processing company, Agro-Cipa, and is still committed to working with ATP, a draft MoU has been prepared between ATP and Agro-Cipa. It outlines a PPP that covers market linkages, transfer of technical knowledge and assistance with production contracts (whereby there is increased support for farmer organizations, increased access to production inputs especially fertilizers and increased use of improved maize seed). However, this PPP cannot be implemented until Agro-Cipa's processing facility begins operations next year. The new processing facility will have an annual capacity of 30,000 to 45,000 tons of maize to produce maize flour, soy-fortified maize flour, enriched maize flour, maize meal, maize grits and maize for poultry feed.

- **Onion/shallot**

The first potential PPP for the onion/shallot value chain involves the *Société Industrielle Burkinabé d'Épices et d'Aliments* (SIBEA). This private company has been in operation for more than 30 years in Burkina Faso and is affiliated with Agrolimen S.A., a multinational food company. In April 2009 SIBEA launched its newest product, the Jumbo bouillon cube, in partnership with Gallina-Blanca Star (GBStar) of Spain. The company imports most of the ingredients from Spain, including onion powder, but would like to use onions from Burkina Faso and process them locally into powder. The company already built an onion storage facility, with support from the World Bank, and is now interested in collaborating with the ATP project in finding ways to improve the yield and quality of onions that it has been contract sourcing from farmer groups. SIBEA would be willing to source, stock and distribute high quality adapted fertilizers to partner farmer groups if ATP could provide assistance in identifying reliable suppliers and outlets, contribute to farmer training and quality control. To formalize this partnership, ATP will work closely with the PAFASP/World Bank project, to avoid duplication of efforts and develop synergies.

The second potential PPP for the onion/shallot value chain involves Rose Eclat, a woman-

⁴ Aflatoxin is a group of toxic compounds produced by certain molds (fungus), especially *Aspergillus flavus*. Nestle has launched a project to help reduce aflatoxin levels in Ghana and Côte d'Ivoire "through a combination of accurate data gathering; toxin-reduction strategies, developed in co-operation with national extension partners; greater dialogue among stakeholders through electronic media and a newsletter; and management and capacity-building training, which will give 3,000 rural farmers in Côte d'Ivoire, Ghana and Nigeria a higher price for contaminant-free products."

owned and operated fruit and vegetable processing company in Burkina Faso. The company employs about 30 people, mostly women. In March 2009, Rose Eclat expressed interest in developing and marketing dried onion products, and to conduct a test shipment of dried Violet de Galmi onions. From the roughly 100 kg of onions provided by ATP, Rose Eclat produced a total of 4.2 kg of dried onion that were shipped to Abidjan for a trade show. She found interest among some buyers and thinks that with some assistance (mainly identification of reliable suppliers of quality onion, identification of appropriate packaging, marketing support) this could become a successful product.

The challenge for ATP in developing all these PPPs is not only to bring parties together and act as a catalyst, but also to provide market information, business guidance, and, where it is critical, technical know-how. The next steps will be to formalize the PPPs (in early FY10), through the signature of MoUs, to start implementing them and provide targeted market linkage assistance.

Partnership with CropLife. On July 22, 2009, ATP signed a MoU with CropLife Africa Middle-East, which is the association (affiliated with CropLife International) representing the plant science industry in the region. CropLife is already very active in Africa, through its national member organizations, its partnership with different technical partners (such as IFDC), and a Cooperative Agreement with USAID to develop and organize training courses on Integrated Pest Management (IPM). ATP is leveraging CropLife's technical expertise, mainly to (i) build capacities on best agricultural practices, including IPM; (ii) facilitate business linkages among value chain stakeholders, particularly between farmers and agro-input suppliers; and (iii) create awareness and promote advocacy on best agricultural practices. Joint ATP/CropLife activities started in July 2009, with the drafting of a West African agro-input supplier directory and IPM courses (see chapter 4 above).

Potential leverage through other development initiatives. In January 2009, ATP identified the new World Bank regional initiative for onions and potatoes as a leverage possibility for ATP partners of the onion value chain (i.e., mainly ORO/AOC). This regional initiative is still at a concept note stage and may take some time before it becomes a funded operation. Its approach, however, is interesting and would complement ATP's efforts towards strengthening onion value chain actors. The initiative would look for additional funds (e.g., through the All ACP program of the EU Commission) to top up existing bilateral World Bank value chain projects (PAFASP in Burkina Faso, PCDA in Mali, PRODEX in Niger) and regional projects such as ATP (through its partners), in order to increase intra-regional trade of Sahelian onions and potatoes⁵. On January 14, the ATP office in Ouagadougou hosted a meeting with UEMOA, the World Bank and the International Fund for Agricultural Development (IFAD) value chain projects, an onion processing private company, and an onion producer organization to discuss and identify possible intervention priorities for this regional World Bank initiative.

Partnership with ICRISAT-Niger terminated. During the second quarter of FY09, ICRISAT sent ATP three proposals on onions regarding: (i) a genetic improvement of two *Violet de Galmi* lines; (ii) a rainy season cropping trial focused on best practices other than seed varieties; and (iii) a passive solar storage trial. After review of the proposals, ATP confirmed its interest in the rainy season and storage trials, as both should contribute to expand the onion marketing season. From March to May, ATP and ICRISAT fine-tuned the proposals and prepared a grant document. On June 26, ICRISAT informed ATP that they could not finalize the grant proposal due to staff restructuring and manpower issues that would affect the follow-up of the trials. While the rainy season trial could no longer take place, as the rains had already started, ATP and ICRISAT initiated discussions about alternate solutions to run the storage trial. In the meantime, responding to Niger's constitutional change, USAID directed ATP to stop all activities in Niger. ATP has thus called off its partnership with ICRISAT.

⁵ The Common Fund for Commodities would be another possibility

6.5 ENVIRONMENTAL COMPLIANCE

Activities on MIS and initial studies on warehousing received a Categorical Exclusion under the Initial Environmental Examination (IEE). Therefore they did not request any specific mitigation measure.

Initial studies and recommendations related to access to finance do not have any significant impact on the environment, and do not require any specific mitigation measure.

The development of PPPs received a Negative Determination with Conditions. In FY09, ATP signed a partnership agreement with CropLife, and after environmental review (Environmental Review Form), the joint activities were determined to have no significant adverse impact. Before formalizing other PPPs identified, as mentioned in the FY10 Environmental Mitigation and Monitoring Plan (EMMP), ATP will conduct a due diligence of the partners and screen activities planned in the agreements.

7. ENVIRONMENT

Environmental issues are important for the sustainability of the project's achievements, and ATP is committed to be compliant with environmental regulations of both USAID and host countries in which the project implements activities.

The ATP contract was modified on May 12, 2009 to specify environmental compliance reporting, and the Initial Environmental Examination (IEE) was officially approved September 24, 2009, with the Threshold Decision issued by the Mission's Environment Officer.

7.1 THRESHOLD DECISIONS FOR FY09 ACTIVITIES

The IEE classified ATP activities as either Categorical Exclusions or Negative Determination with Conditions. Activities which received a Negative Determination with Conditions include:

- Trade and investments in the agricultural sector
- Global Development Alliance (GDA) / Public-Private Partnerships (PPP)
- Development Credit Authority (DCA) / capitalization of micro-finance institutions
- Agribusiness development and food processing
- Slaughterhouses and meat processing
- Support to use and procurement of fertilizers
- Pesticide procurement and use on crops, livestock and for post-harvest conservation
- Construction of markets and related infrastructure, except roads and irrigation
- Small grants

In FY09, ATP implemented activities with Categorical Exclusions, except for the establishment of grants, professional service agreements (PSA), and PPPs, which received a Negative Determination with Conditions.

7.2 STATUS OF MITIGATION AND MONITORING

ATP prepared ex-post screenings of activities that were approved in the FY09 work plan and that were subject to a Negative Determination with Conditions. The project filled in Environmental Review Forms to screen activities of each MoU, PSA and PPP signed in FY09. These Environmental Review Forms have been submitted to the COTR and REA.

ATP did not notice any specific environmental issue in its FY09 activities, and from FY10 onwards, the project will follow mitigation and monitoring measures for activities that may have adverse effects on the environment, as indicated in the FY10 Environmental Mitigation and Monitoring Plan (EMMP) submitted with the FY10 Work Plan. ATP staff received training on environmental compliance, including mitigation and monitoring in September 2009.

8. PROJECT COMMUNICATIONS ACTIVITIES

Communications interventions created and enhanced the knowledge and visibility of the project across the region. The media (private and public, electronic and print, national and regional) played an important role in supporting project communications efforts throughout FY09 year by showcasing project activities to stakeholders and the general public across the region. Knowledge and visibility of the project were established, across the region, particularly in Ghana and Burkina Faso

8.1 RELATIONSHIP BUILDING WITH STAKEHOLDERS

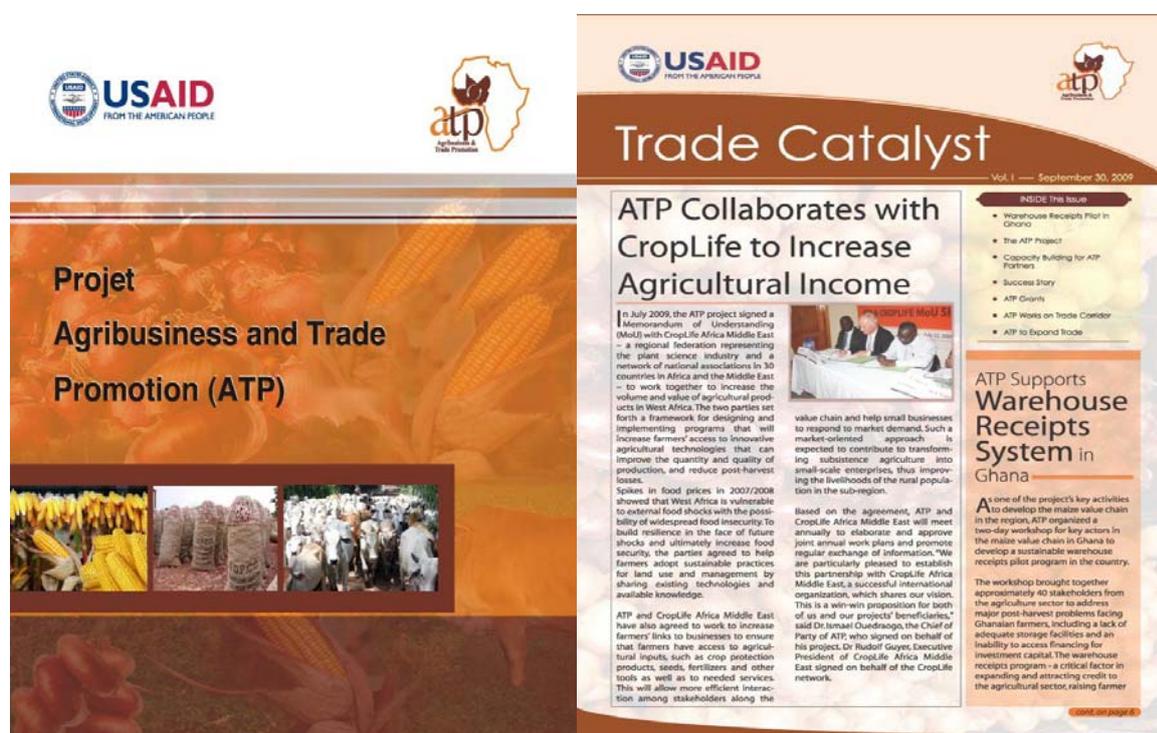
As a key communications strategy, relationship building activities were pursued to establish favorable working relationships between the project and its key stakeholders across the region, particularly with the media and direct project partners. Through the efforts of the project communications specialist, ATP developed relationships with a leading business newspaper in Ghana (*Business and Financial Times*), a radio station in Côte d'Ivoire (*ATM FM*), a leading agricultural-focused newspaper in Niger (*L'Evenement*), and a regional TV network based in Burkina Faso (*Africable*) to facilitate the communication of project activities to stakeholders and the general public. The project initiated other relationships in Ghana, Togo and Benin to solicit support and collaboration from government ministries, including the ministries of Food and Agriculture, Trade, and Interior to secure their buy-in to ATP project activities, particularly in the areas of advocacy, road harassment, and implementation of policy measures. This will be vigorously pursued in the coming year. Other relationships will be reinforced during the coming year to support communications efforts of the project. The project also developed a good working relationship with the Trade Hub resulting in the latter referencing ATP in its publications and reports, which enhanced the knowledge and visibility of ATP.

ATP also developed new relationships with stakeholders through collaborative activities, including PIVA workshops organized in Côte d'Ivoire, Niger, and Ghana for COFENABVI, ORO/AOC, and GAPTO respectively. Similar communications relationships were also built with the World Bank-funded *Programme d'Appui aux Filières Agro-Sylvo-Pastorales* (PAFASP) in Burkina Faso and the *Comité Interprofessionnel des Céréales du Burkina Faso* (CIC-B) in Burkina Faso. MoU signing agreements also created new relationships with similar projects such as CropLife Africa Middle East, COFENABVI, and CIC-B. One clear outcome of ATP's good relationship with stakeholders was the readiness of government ministers in Burkina Faso and Niger to attend ATP events, deepening the knowledge, visibility, and publicity of the project.

8.2 PRODUCTION AND PUBLICITY

The project pursued the production of communications materials as a strategic communications channel to provide publicity for the project. In line with this objective, project brochures were produced (in both English and French) and circulated largely at project events and field visits by technical staff. Posters showcasing ATP value chains gave publicity to the project, while fact sheets capture knowledge of project scope and activities. The project has produced its maiden newsletter *Trade Catalyst*, and used it to communicate project activities. To reinforce project publicity efforts, banners communicating specific information on project events were produced and displayed at all project activities across the region. All these communications support materials were made available and distributed at all ATP project events and trip visits by technical staff to enhance the visibility for the project and communicate project intervention activities to stakeholders and the general public. More communications materials will be developed and produced in the coming year to reinforce publicity of project activities.

The project provided media orientation at all project events to equip the media with information on the project and its funding agency. As a result of this, press releases, newspaper reports and articles, TV and radio coverage and publications were used extensively to give publicity to ATP activities across the region. The COP, in most cases, was given time on national TV networks to present the project and its activities through interview sessions at project events. The project also received extensive publicity through the media due to the presence of government ministers at project events. For instance, in Burkina Faso, the maize advocacy workshop in Ouagadougou was introduced by the Minister of Agriculture, which resulted in wide media coverage and publicity just as the PIVA workshop in Niger, which was attended by two government ministers, put the project in a favorable light.



8.3 MEDIA ACTIVITIES

The project developed very good relationships with private and public print and electronic media outlets across the region to communicate project activities. This facilitated media coverage and publication of project activities throughout the year. The media were used extensively to communicate project event reports, newspaper articles on the project, press releases, interview sessions, and coverage of all project activities. As a result of media orientation provided by the project to reporters and the extensive publications in newspapers, TV and radio networks, project activities were posted on many websites providing more visibility and knowledge of the project. As a result, the media have become partners of the project, particularly in Ghana and Burkina Faso. The project will continue to engage the media to support its communications efforts across the region in the coming year. The table below indicates the statistics of media publications.

TABLE 3: MEDIA PUBLICATIONS ON ATP ACTIVITIES AND EVENTS

| Country | Newspaper | National TV | Radio | Newsletter | Regional TV | Total |
|---------------|-----------|-------------|----------|------------|-------------|-----------|
| Benin | 1 | - | - | - | - | 1 |
| Burkina Faso | 9 | 3 | - | - | 2 | 14 |
| Côte d'Ivoire | 4 | 2 | - | 1 | - | 7 |
| Ghana | 16 | 3 | 5 | 1 | - | 25 |
| Mali | 6 | - | - | - | - | 6 |
| Niger | 2 | 1 | - | - | 1 | 4 |
| Nigeria | 1 | 1 | 3 | - | - | 5 |
| Togo | 3 | - | - | - | - | 3 |
| Total | 42 | 10 | 8 | 2 | 3 | 65 |

8.4 DOCUMENTATION

In the year under review, the project pursued monitoring and documentation of project-related information as a serious project communications activity. In line with this, still pictures, video shots, and newspaper publications, were secured and documented. TV and radio diffusion of news on the project have also been recorded on various forms of storage devices including CDs and DVDs. Press clippings on project-related activities were also secured for record purposes just as PowerPoint presentations at project events were duly documented.

8.5 REGIONAL MEDIA COVERAGE

Regional media provided favorable coverage of the project during the year as the result of the media contacts the project established in all project activity countries to coordinate project communications activities. The project has introduced and communicated its activities in all project countries across the region. To further strengthen the regional presence of the project, ATP collaborated with Africable, a regional TV network to communicate project events across Francophone West Africa. In the same manner, TV Sahel also provided publicity for the project through its diffusion of project events across the region. Through these media outlets and project activities, ATP enjoyed extensive regional media coverage, which presented the project in a positive light to stakeholders and the general public across the region. Other regional media outlets will be sought in the coming year to reinforce wider and deeper regional presence of the project. ATP has been introduced in the media in all project countries.

8.6 ATP WEBSITE

The project set out to launch a website to complement other communications efforts at projecting its activities. The website is now being tested and will be launched soon to facilitate project communications throughout the life of the project. Though launching the website was delayed due to design and connectivity challenges, the project benefited from extensive publicity of its major activities throughout the year on other websites as a result of conscious project communications arrangements with the media and other project partners. In addition to its website, the project will intensify its efforts to get other websites to give publicity and visibility to the project throughout its life time.

Independent websites Provide Ample Coverage to ATP's Activities In the Region

ORO/AOC PIVA, Niger

« Atelier Régional d'Évaluation Interne de l'ORO/AOC : Le Project ATP Renforce les Capacités d'ORO/AOC »

Le Republican Niger, 24 avril 2009

[Hhttp://www.republicain-niger.com/index.asp?affiche=News_Display.asp&articleid=5316](http://www.republicain-niger.com/index.asp?affiche=News_Display.asp&articleid=5316)

GAPTO PIVA, Ghana

“Agricultural producers, traders build capacity... At USAID-sponsored PIVA Workshop in Kumasi”

The Ghanaian Chronicle, Science/Nature, Th. 14 May 2009

[Hhttp://www.modernghana.com/news/216477/1/agricultural-producers-traders-build-capacity-at-u.html](http://www.modernghana.com/news/216477/1/agricultural-producers-traders-build-capacity-at-u.html)

Maize Regional Advocacy Workshop

« Commerce Régional du Maïs : Les Professionnels Céréaliers d'Afrique de l'Ouest Pour la Levée des Contraintes »

Sidwaya, Burkina Faso, 6 juin 2009

http://www.sidwaya.bf/sidwaya_08-06-09/eco-dev_2.htm

Promotion of Burkina's Livestock and Onion Exports to Côte d'Ivoire

« Filière bétail : Le projet Atp /Usaid s`engage en faveur des acteurs nationaux »

Le Nouveau Réveil, Côte d'Ivoire, 9 juin, 2009 :

[Hhttp://news.abidjan.net/h/330286.html](http://news.abidjan.net/h/330286.html), [Hhttp://fr.allafrica.com/stories/200905110255.html](http://fr.allafrica.com/stories/200905110255.html)

Training on Trainers on Cattle Fattening, Mali (prepared in June)

“Filière bétail-viande: A l'Ecole de l'Embouche Bovine”

L'Essor, Mali, 2009.7.16 :

[Hhttp://www.essor.gov.ml/sem/cgi-bin/view_article.pl?id=22841](http://www.essor.gov.ml/sem/cgi-bin/view_article.pl?id=22841)

Warehouse Receipt Program Workshop

"USAID initiates grain warehouse receipt system in Ghana... Holds action planning programme for 40 stakeholders"

Ghanaian Chronicle, Ghana, 22 June 2009

<http://www.modernghana.com/news/223376/1/usaid-initiates-grain-warehouse-receipt-system-in-.html>

8.7 SUCCESS STORIES AND PRESS RELEASES

The project delivered several success stories and press releases to showcase its activities in FY09. Success was achieved in trade facilitation in the maize, livestock/meat, and onion value chains, as illustrated in the text boxes. (ATP's work in the onion value chain was disrupted by the situation in Niger, which forced the ATP to suspend its missions in this country at USAID's request.) The project has systematically issued press releases throughout the year to communicate its activities to the public.

SUCCESS STORIES

ATP Helps Young Graduate Find Opportunity in West Africa Trade

When Elorm Goh graduated with a Sociology degree from the University of Ghana in 2006, no one expected her to look for a job in the agriculture industry, particularly as an international trader. After all, recent university graduates seldom see agriculture as a burgeoning industry. But Elorm's frequent trips to one of the larger markets in Accra, Ghana, piqued her interest in the industry, and she soon became a member of the Ghana Agricultural Producers and Traders Organization (GAPTO) in hopes of starting her own business.

As a representative of GAPTO, Elorm attended ATP's Maize Value Chain Assessment Validation workshop in November, 2008 and quickly found the value in trade. The workshop brought together more than 50 value chain stakeholders from Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Togo to address the constraints and barriers to West Africa trade.

Trade between African countries has traditionally been minimal because of the poor linkages between buyers and investors. By connecting producers to buyers, the workshop has enabled stakeholders, such as Elorm, to actively participate in the international maize trade. After the workshop, Elorm further developed her contacts by visiting Techiman and Ejura, the maize producing zones in Ghana, and also Ouagadougou (Burkina Faso), one of Ghana's net importers of maize in West Africa. Maize, one of the staple food crops in West Africa, plays a major role in food security. Its production as both a subsistence food and a cash crop has increased in recent years to meet the growing demands from industries as well as domestic consumers across the region.

"Though I was new in the trade, it became easy for me because of the exposure I had at ATP's workshop", she said. Elorm has already organized and supplied 750 metric tons of maize with a gross value of \$225,000 to a maize processing company in Burkina Faso. Determined to establish herself as a key player in the maize industry, both locally and internationally, Elorm secured a warehouse in Abissi, a town located in the maize producing zone in Ghana, and set up an office in Accra in anticipation of supplying at least 2,00 metric tons to international buyers by the end of 2009.

"When I tell my colleagues that I buy and sell maize, they become surprised because they think a graduate should not do that. But I think the industry has the potential to expand and create value for its players", she said.

ATP helps Burkina Faso boost trade in livestock to Côte d'Ivoire

When Côte d'Ivoire's civil war broke out in 2002, the long history of trade between the country and its northern neighbor, Burkina Faso, came to a screeching halt due to closed borders. With few export commodities, Burkina Faso depends heavily on transporting its livestock and animal products for sale to its West African neighbors, particularly Côte.

Trade between the two countries was limited for several years as moving goods by truck through northern Côte d'Ivoire remained costly and treacherous. While Côte d'Ivoire's borders reopened in 2003, the connections between buyers and sellers had been ruptured and were difficult to re-establish as traders have faced steep and numerous bribes when transporting their commodities. To help reestablish and increase trade between the countries, USAID's Agribusiness and Trade Promotion (ATP) provided support to industry organizations, such as Burkina Faso's National Federation of Livestock and COFENABVI to attend a Trade Week event in Abidjan April, 2009. During this week, traders were able to move their commodities, with minimum difficulty, and establish relationships with Côte d'Ivoire buyers with support from USAID-ATP and other stakeholders.

ATP also helped facilitate negotiations and contracts between sellers from Burkina Faso and buyers from Côte d'Ivoire to ensure the legal and fair sale of animals. Within three days of the event, all 109 cattle and 350 sheep that were transported from five regions in Burkina Faso to Abidjan were sold to Côte d'Ivoire buyers, resulting in 22 million CFA (approximately \$50,000) in profit for 15 traders.

With ATP's support, trade continues to increase between those traders, on both sides, who attended the fair. Following earlier transactions, the project helped facilitate a contract between Côte d'Ivoire's major supermarket meat distributor PROSUMA and COFENABVI. With this contract in place, beginning in August, 2009, PROSUMA will buy approximately 12 metric tons of meat a month from Burkina Faso livestock traders. "We are happy that ATP is providing such support to help improve our work, access other markets, and increase our profits", said Diallo Boukary. General Secretary of Burkina Faso's National Livestock Federation.

ATP Increases Trade in Burkina Faso Livestock Trade to Nigeria

Whether you are selling stock on Wall Street or cattle in West Africa, the sale can't be made without a buyer. Increasing your exposure to the market is one of the best ways to find a buyer, and traders in the town of Fada N'gourma, Burkina Faso, know this to be true. In hopes of tapping into the export market, Fada N'gourma's Association of Fatteners and Exporters of Livestock sought assistance from USAID's Agribusiness and Trade Promotion (ATP) project, to access the regional livestock market.

ATP helped the Association to prepare for its participation in the town's annual Agricultural, Livestock and Forestry Fair, where buyers from Benin, Niger and Nigeria would be. ATP encouraged producers to show heavier animals at the fair, held in April 2009, to pique the interest of the Nigerian buyers, who tend to prefer larger sized animals. Nigeria is a sought-after market as cattle sold to Nigerian buyers bring an additional 50,000 CFA – approximately \$108 – per animal of equal size than when sold locally in Burkina Faso.

To ensure the Fada N'gourma sellers were properly exposed, ATP formally presented to the buyers at the fair the different types and qualities of meats available for export from Fada N'gourma and brought together 55 buyers and 70 sellers for business transactions. During the following week of the fair, a first shipment of 300 cattle heads, representing an amount of 105 million FCFA was made to Nigerian buyers who later paid by wire transfer via ECOBANK. ATP is currently providing training in business and contract negotiations, creating a more professional business environment.

With ATP's assistance, the Association is now selling 200 cattle a week to Nigerian livestock buyers who attended the fair. The ongoing contract, which ATP helped to facilitate, is boosting the volume of exports from Fada N'gourma and increasing the members' profits by more than 1 million FCFA – approximately \$21,700 – per week. In one year, that translates into more than \$1 million in new profits. Traore A. Karimou of the Association said, "Before the fair, we didn't have many buyers. ATP played a major role in bringing us together with buyers in Nigeria"

ATP Facilitates Linkages for Business Growth

Meunerie et Emballage de Légumes Secs, Farine et Semoule de Céréales (MELS) is a processing company based in Ouagadougou. MELS produces maize flour, semolina (couscous), with grits and bran as main by-products. To expand its operations, the company recently acquired, from China, sophisticated equipment with processing capacity of 100 tons a day, and storage capacity of 550 tons, but currently operates at only about 32 tons a day, with a milling efficiency ranging from 40 to 65%. The company faces difficulties in procuring required quantity of cereals that meet its quality standards, because it has only one main supplier of both white and yellow maize - Alhaji Tera – who is a major cereal trader/exporter based in Bobo Dioulasso, Burkina Faso,

MELS, which currently uses artisanal and inadequate labels and packages, because the industrial labels and packages available from Burkina Faso and Ghana are unattractive and expensive, also faces challenges relating to marketing of its products as a result of limited marketing and distribution outlets, and also poor packaging. Due to these challenges, it takes MELS approximately 2 months to process and sell off its processed products from 2,000 tons of cereals. This has caused the company to diversify packages from 50 kg bags to 1 kg, 5 kg, 15 kg, and 25 kg packages in order to reach a wider range of consumers, and also increase its market share, but not without considerable production cost increase.

USAID's Agribusiness and Trade Promotion (ATP) project worked closely with MELS in two key areas to address the company's challenges and promote its growth, by building business linkages and exposing MELS to the bids/offers, profiles, and SMS alert features of the Esoko platform. ATP linked MELS with the *Compagnie de Distribution Internationale* (CDI), an international distribution company in Ouagadougou, Burkina Faso, and facilitated the purchase of 1,000 tons (worth 150 million Fcfa) of maize by MELS from CDI. ATP is currently facilitating an agreement that would make it possible for CDI to sell MELS's products (maize flour and semolina) under CDI's brand-name by supporting activities aimed at improved technology, packaging, branding and positioning of products to allow CDI help MELS sell more products in attractive packages. ATP is also putting CDI and SITRAC, another major cereal processor in Burkina Faso, in contact for the same purpose.

PRESS RELEASES

USAID Helps Ghana's Agricultural Producers and Traders Improve Efficiency

Accra, Ghana – The Agribusiness and Trade Promotion (ATP) project, funded by the United States Agency for International Development (USAID), is holding a three-day workshop at the Sport Hotel in Kumasi, May 12-14, to evaluate the Ghana Agricultural Producers and Traders Organization's (GAPTO) capacity for effective management and to increase its efficiency.

The Partner Institutional Viability Assessment (PIVA) workshop, which will bring together more than 30 agricultural producers and traders in the maize, onion and livestock value chains, will review all aspects of GAPTO's institutional capacity and operations. PIVA – a method used to evaluate partner institutions receiving USAID assistance – analyzes internal performance levels of a partner organization and identifies areas that need improvement to ensure USAID's selected partners are efficient enough to support ATP's overall objectives.

The PIVA exercise will use 59 criteria to determine the organization's capacity, which will be presented, discussed, and scored by GAPTO members themselves. "The PIVA results will help us to develop strategies to strengthen the organization's efficiency, which is essential to increasing trade in the region," said Dr. Ismael Ouedraogo, ATP's Chief of Party.

The ATP project conducted PIVA workshops in late 2008 for two of its partners - la Confédération des Fédérations Nationales de la Filière Bétail/Viande des Pays Membres de l'UEMOA (COFENABVI), and l'Observatoire Régionale de la Filière Oignon en Afrique de l'Ouest et du Centre (ORO/AOC) - in Abidjan (Côte d'Ivoire) and Niamey (Niger) respectively, bringing together over hundred participants in the livestock and onion value chains.

USAID's ATP project works to increase the value and volume of intra-regional agricultural trade in West Africa through support to key agricultural stakeholders in the livestock, maize and onion value chains. The project works in collaboration with regional partners and organizations, including ECOWAS and UEMOA, and covers six countries including Ghana, Burkina Faso, Mali, Niger, Côte d'Ivoire, and Benin.

USAID Helps Agricultural Stakeholders Plan for Warehouse Receipts Pilot Program

Accra, Ghana – The Agribusiness and Trade Promotion (ATP) project, funded by the United States Agency for International Development (USAID), is holding a two-day workshop at the Noda Hotel in Kumasi, June 16-17, to develop a sustainable warehouse receipts program in Ghana.

The warehouse receipts pilot program workshop will bring together approximately 40 stakeholders from the agriculture sector to address major post-harvest problems facing Ghanaian farmers, including a lack of adequate storage facilities and an inability to access financing for investment capital. The warehouse receipts program - a critical factor in expanding and attracting credit to the agricultural sector, raising farmer incomes, and increasing investment in production and storage infrastructure – will facilitate post-harvest trade and allow for the development of a functioning commodity exchange.

A warehouse receipts system allows producers, traders and exporters to store their crops in approved warehouses that are secure and meet proper conditions. The farmers receive a receipt for their deposited goods which can be used at a bank to secure a loan worth a percentage of its value. When the goods are sold, the loan and interest are first paid off along with any management fees from the warehouse with the remaining profits then going to the borrower. Storing the goods also allows the seller to time the market to ensure the highest price for the goods. A quality storage system enables sellers to spread out their financial gain over a longer time span as well as ensure more value for their products as they are kept dry and clean.

“The workshop will allow for the buy-in of key stakeholders, including bankers, warehouse owners and managers, insurance representatives, certification authorities, and farmer groups, to develop a sustainable action plan to help increase the efficiency and value of agricultural commodities in Ghana and the West African region,” said Dr. Ismael Ouedraogo, ATP’s Chief of Party.

The ATP project is linking hundreds of stakeholders through workshops with regional organizations, such as ECOWAS and UEMOA and local ones such as the Ghana Agricultural Producers and Traders Organization (GAPTO), to increase the value and volume of intra-regional agricultural trade in livestock, maize and onion/shallot value chains in seven countries in West Africa including Ghana, Benin, Burkina Faso, Côte d’Ivoire, Mali, Niger, and Togo.

USAID Expands Support to Stimulate Intra-Regional Trade in West Africa’s Staple Foods

ACCRA, GHANA — The U.S. Government, through the U.S. Agency for International Development (USAID), as part of its Global Food Security Response (GFSR), recently announced the award of an additional \$21.87 million to expand intra-regional agricultural trade in the rice, millet/sorghum, and poultry value chains in West Africa. The Expanded Agribusiness and Trade Promotion (E-ATP) program aims to increase the value and volume of intra-regional agricultural trade in these selected value chains across the region.

Specifically, E-ATP will work (1) to reduce the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa; (2) to enhance linkages among agricultural stakeholders; (3) to improve the effectiveness of advocacy for regional and national policies that promote regional agricultural trade; (4) to improve the efficiency of trade transactions and regional market access, in particular through the improvement of market information systems in the region; and (5) to enhance the capacity of private poultry and animal health sectors to prevent, control, and recover from avian influenza outbreaks.

E-ATP will provide financing to actors along key agribusiness value chains, while mobilizing additional investment through public-private partnerships. E-ATP has set aside funding for grants to selected regional partners (private sector led or NGO umbrella organizations) to develop capacity and improve policy advocacy skills.

E-ATP will operate a main project office in Accra, a technical office in Ouagadougou, and a satellite office in Dakar. Abt Associates Inc. will lead project implementation in collaboration with CARANA Corporation, ACDI/VOCA, J.E. Austin Associates, Inc., Banyan Global, ASVELIS and the Global Cold Chain Alliance. The E-ATP project team will work closely with regional integration partners, including the Economic Community of West African States (ECOWAS), Permanent Interstate Committee for Drought Control in the Sahel (CILSS), and West African Economic and Monetary Union (WAEMU), particularly on policy and regulatory issues, and on removing barriers to the free flow of agricultural products in selected transport corridors. E-ATP will also strengthen the capacity of regional umbrella producer, trader, and commodity organizations to deliver services to members and advocate for policy reform and the improvement of the functioning of transport corridors and other arteries.

E-ATP builds on the ongoing USAID-funded Agribusiness and Trade Promotion (ATP) Project, which focuses on maize, livestock, and onion/shallot value chains in West Africa. The two projects will both 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.

USAID and CropLife to Increase Agricultural Productivity, Food Security in West Africa

Accra, Ghana - The Agribusiness and Trade Promotion project funded by the United States Agency for International Development (USAID-ATP) and CropLife Africa Middle East agreed today to work together to increase the volume and value of agricultural products in West Africa. In a signed Memorandum of Understanding (MoU), the two parties set forth a framework for designing and implementing programmes that increase farmers' access to innovative agricultural technologies that can improve the quantity and quality of production and secure harvests.

Spikes in food prices in 2007/2008 showed that West Africa is vulnerable to external food shocks with the possibility of widespread food insecurity and even unrest. To build resilience in the face of future shocks and ultimately increase food security, the parties agreed to help farmers adopt sustainable practices for land use and management by sharing existing technologies and available knowledge. USAID-ATP and CropLife Africa Middle East also will increase farmers' links to businesses to ensure that farmers have access to agricultural inputs, such as crop protection products, seeds, fertilizers and other tools as well as to needed services. More efficient interaction among stakeholders along the value chain helps small businesses to respond to market demand. Such a market-oriented approach will transform the subsistence agriculture into small-scale enterprises, thus improving the livelihoods of the rural population in the sub-region.

The parties also will work to promote awareness and build advocacy among stakeholders to ensure that only high-quality agricultural inputs, which are well-managed, are supplied to the market. High-quality and well-managed inputs help to avoid the build up of obsolete stocks and combat the illegal trade of crop protection products and other agricultural inputs.

USAID-ATP and CropLife Africa Middle East will meet annually to elaborate and approve joint annual work plans and promote the regular exchange of information. The MoU was signed by the Dr Ismaël Ouedraogo, chief of party of USAID-ATP, and by Dr Rudolf Guyer, Executive President of CropLife Africa Middle East.

USAID-ATP is a regional project, implemented by Abt Associates, Inc., working to increase the value and volume of intra-regional agricultural trade in livestock, maize and onion/shallot value chains in seven countries in West Africa including Ghana, Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, and Togo. CropLife Africa Middle East, a member of CropLife International, is a regional federation representing the plant science industry and a network of national associations in 30 countries in Africa and the Middle East.

USAID's ATP Presents Trade Policy Barriers Report to ECOWAS

Abuja, Nigeria. The Agribusiness and Trade Promotion (ATP) project, funded by the United States Agency for International Development (USAID), at a meeting in Abuja on September 24, 2009, presented the ECOWAS Commission with the findings and recommendations of a recently-concluded study on trade policy barriers in West Africa.

West African agricultural commodity traders have been battling over the years with the high incidence of physical and policy-related barriers to intra-regional trade. As a solution to the numerous national trade impediments, countries in the region committed themselves some thirty years ago to creating ECOWAS, an economic community that requires governments to manage national economies through common policies jointly adopted at the regional level. ECOWAS has consequently adopted policies for the free movement of persons, goods and vehicles to facilitate intra-regional trade.

Understanding that one of the major causes of the high cost of doing business in West Africa remains the policy environment (inappropriate, poorly-designed, or inadequately implemented policies); a principal objective of the ATP project is to facilitate regional trade through interventions that significantly enhance the agricultural trade policy environment. The ATP's study on trade policy barriers sought to determine the gap between the ECOWAS free trade provisions and the policy-related constraints faced on a daily basis by traders and transporters of livestock, cereals and onions within the region.

The presentation of ATP's study at this meeting between ATP and the ECOWAS Commission on intra-regional trade policy barriers in West Africa generated in-depth discussions on the subject, leading to proposals for establishing trade policy priorities to guide ATP's collaboration with ECOWAS in their implementation. The meeting, which was attended by representatives of inter-professional associations of targeted agricultural value chains, also generated concrete recommendations for assisting traders and transporters of ATP products to lobby national authorities for the implementation of the identified ECOWAS policy instruments.

USAID/ATP is a regional initiative aimed at increasing the value and volume of intra-regional agricultural trade in six value chains including livestock, maize, onion/shallot, rice, millet/sorghum, and poultry in eight countries in West Africa including Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Senegal, and Togo. The project also works to contribute to food security in West Africa.

Partenariat projet ATP / CIC-B pour la promotion des céréales

Ouagadougou, Burkina Faso. Le projet *Agribusiness and Trade Promotion* (ATP) financé par l'Agence américaine pour le développement international (USAID) et le Comité Interprofessionnel des Céréales du Burkina Faso (CIC-B) ont signé un protocole d'accord visant à dynamiser les filières céréales dans la sous-région.

Le projet ATP et le CIC-B collaboreront et mettront en commun leurs expertises, leurs réseaux et leurs ressources pour promouvoir le développement des filières maïs et mil/sorgho. Les deux parties ont défini un cadre général de partenariat qui vise à accroître la valeur et le volume de la production et de la commercialisation des céréales au Burkina Faso et le long des principaux corridors commerciaux en Afrique de l'Ouest.

Les céréales constituent des produits agricoles et alimentaires de base pour des dizaines de millions de personnes en Afrique de l'Ouest, et jouent un rôle majeur dans la sécurité alimentaire régionale. Le maïs notamment est un produit agricole clé pour les échanges intra-régionaux en Afrique de l'Ouest. Il peut être utilisé à des fins industrielles ou alimentaires pour l'homme et pour les animaux, et il occupe une position stratégique pour la sécurité alimentaire de la région. Le projet ATP et le CICB ont convenu d'entreprendre des activités de renforcement des capacités au profit des acteurs de la filière céréales afin qu'ils soient en mesure d'assurer une production agricole de bonne qualité et accessible à la demande des ménages et des industries dans la région. Le projet ATP facilitera les échanges commerciaux de céréales dans la région et fournira également un soutien technique et professionnel au CIC-B pour son engagement dans des activités de plaidoyer afin d'influencer les politiques commerciales agricoles en Afrique de l'Ouest. Le protocole d'accord a été signé par Carol Yee, directrice du projet ATP, et par Soumaïla Sanou, président du CIC-B.

Le projet ATP est une initiative régionale visant à accroître la valeur et le volume du commerce agricole intra-régional pour six filières, à savoir le maïs, l'oignon / échalote, le bétail/viande, le riz, le mil / sorgho et la volaille. Le projet contribue aussi directement à la sécurité alimentaire en Afrique occidentale.

Le CIC-B est une organisation interprofessionnelle pour le développement et la promotion des filières céréales et niébé au Burkina Faso, qui promeut les relations commerciales entre ses membres (producteurs agricoles, fournisseurs d'intrants agricoles, transporteurs, commerçants, transformateurs et négociants en céréales).

ATP and COFENABVI Agree to Promote Regional Trade in Livestock

Ouagadougou, Burkina Faso. The Agribusiness and Trade Promotion (ATP) project funded by the United States Agency for International Development (USAID) and la *Confédération des Fédérations Nationales des Filières Bétail Viande des Pays Membres de l'UEMOA* (COFENABVI) signed a Memorandum of Understanding (MoU) to develop, modernize, and promote intra-regional trade in the livestock value chain.

ATP and COFENABVI agreed to work in partnership to increase the value and volume of intra-regional trade in the livestock and red meat value chain. The two parties have, therefore, set forth a general framework that seeks to increase the value and volume of livestock and red meat and promote trade along key corridors monitored by the ATP project.

Intra-regional agricultural trade in staple food commodities is essential to address food security issues in West Africa. Ruminant livestock and red meat are staple food commodities, and play a major role in regional trade and food security. The parties agreed also to undertake capacity building for the livestock/red meat value chain actors to be able to produce and sell quality and affordable meat to satisfy domestic and industry demands across the West Africa region.

The parties will work to reduce physical and policy-related barriers to intra-regional trade in livestock and red meat. The MoU was signed by Carol Yee, Project Director of USAID-ATP, and by Issaka Sawadogo, President of COFENABVI.

USAID-ATP is a regional initiative aimed at increasing the value and volume of intra-regional agricultural trade in six value chains including livestock, maize, onion/shallot, rice, millet/sorghum, and poultry in eight countries in West Africa including Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Senegal, and Togo. The project also works to contribute to food security in West Africa. COFENABVI is an umbrella organization which focuses on strengthening the capacity of livestock/red meat value chain actors to develop competitive commodities to satisfy both local and international markets.

9. PERFORMANCE INDICATOR REPORTING

9.1 INTRODUCTION

During FY09, ATP completed the network of trade organizations/partners through which the project collects trade data. In the maize value chain, the associations identified include (i) the Techiman and Ejura Maize Traders Association in Ghana, (ii) CIC-B in Burkina Faso, and (iii) the *Association des Vendeurs des Produits Locaux de Sikasso*, Mali (APLS), which produces and exports maize and maize products to Côte d'Ivoire. For the ruminant livestock value chain, the associations include (i) the Ashaiman and Kumasi Livestock Traders and Breeders Associations, which records imports of cattle into Ghana, and (ii) COFENABVI, our regional partner, which records imports of livestock into Côte d'Ivoire and Benin from Burkina Faso, exports from Mali go mainly to Senegal and Côte d'Ivoire and exports from Niger go to Nigeria. In the onion value chain, ATP works with (i) onion trader associations under GAPTO, which coordinates data on onion imports into Ghana, and (ii) ORO/AOC, our regional partner to record imports of onion into Côte d'Ivoire, Togo and Benin and exports from Burkina Faso and Niger.

ATP does not view these organizations/associations as mere data collectors, but rather as partners with which the project works to strengthen their capacities, provide market information services, and market facilitation to act on bids and offers, in order to deliver better services to their members and contribute to increase the volume and value of their trade. ATP asks its partners (who are well known in the market places) to collect information on all trades at key market places, and not just trade conducted by members of trader associations. That is, ATP collects trade data through distribution channels, rather than just trader associations.

The project met its target of 5% increase in intra-regional trade for the year (see Table 4 below), through the tight integration of all its activities. In particular, the project facilitated trade in the three value chains through the Esoko platform, trade events, and direct assistance to producer and trader organizations, as well as individual enterprises. It also assisted in capacity building key organizations operating in strategic markets along the main distribution channels in the three value chains in the six ATP countries to provide better services to their members and collect trade data (also viewed as important services to members). Trade data was collected in 39 markets involving 78 enumerators for the three value chains. The project trained enumerators in the use of data collection instruments, including in the ways in which to complete the baseline of values and volumes from October 2007 – September 2008 for each value chain.

Table 4 recapitulates the increase in intra-regional trade by value chain in FY09 over FY08, and Table 5 shows the marginal contribution of each value to this increase. The weight used to calculate the marginal contribution is that of the trade share of each value chain in the FY08 aggregate trade. The sections by value chains below address the results presented in Table 4 and 5.

TABLE 4 EVOLUTION OF THE EXPORT VALUE OF INTRA-REGIONAL BY VALUE CHAIN

| Value chains | Baseline (Oct 07-Sept08) US\$ million | Trade data (Oct08-Sept09) US\$ million | % Increase |
|--------------------|---------------------------------------|--|------------|
| Maize | 1.92 | 4.41 | 129.7 |
| Livestock | 197.90 | 205.11 | 3.6 |
| Onion | 29.20 | 30.19 | 3.4 |
| Total Trade | 229.02 | 239.71 | 4.7 |

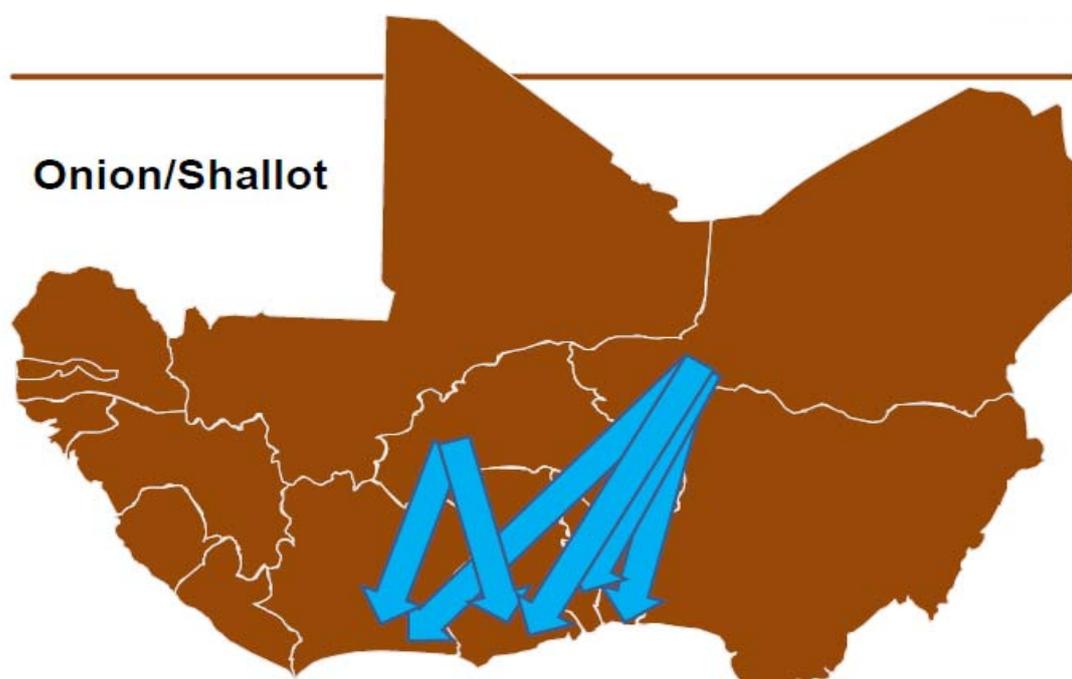
TABLE 5 CONTRIBUTION OF VALUE CHAINS TO INCREASED INTRA-REGIONAL TRADE

| Value chains | % Increase FY09 over FY08 | Trade Weight in FY08 | % Contribution to Total Trade Increase |
|--------------------|---------------------------|----------------------|--|
| Maize | 129.67 | 0.84 | 1.09 |
| Livestock | 3.64 | 86.41 | 3.14 |
| Onion | 3.42 | 12.75 | 0.44 |
| Total Trade | 4.67 | 100.00 | 4.67 |

9.2 ONION VALUE CHAIN

In the onion marketing channel, 9 markets were selected in Ghana, Côte d'Ivoire, Togo and Benin to record import trade data from Niger and Burkina Faso. These four countries account for about 90% of the local onion imported by these coastal countries.

FIGURE 4: ONION MARKETING CHANNELS (EXPORTS FROM NIGER AND BURKINA FASO TO COASTAL COUNTRIES)



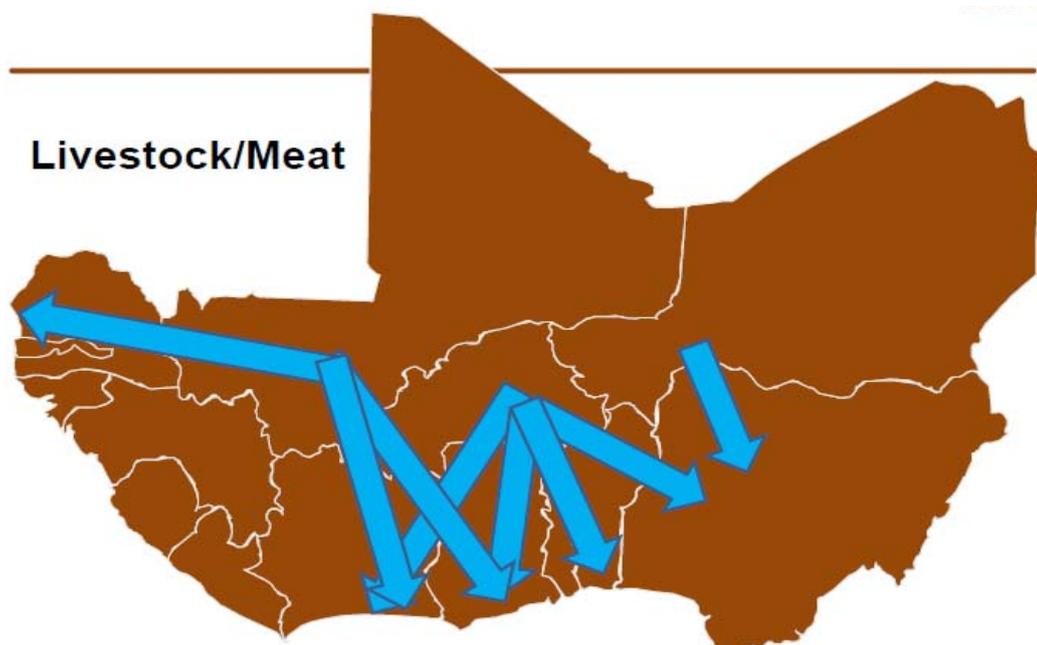
ATP trained enumerators in the onion marketing channels to record the product's origin, volume, FOB price, transport cost, and number of damaged bags. ORO/AOC helped in the estimation of the baseline data of onion exports. In FY08 (baseline), the estimated volume of onion imports into Ghana was 96,723 Mt and valued at US\$29.17 million. In FY09, the volume decreased to 76,163 Mt, but appreciated in value to US\$30.19 million. The decrease in volume was due to the axle load policy introduced by the Niger government in the later part of 2008, which came into effect in the early part of 2009. Before this policy measure, truck/trailers could carry an average of 350-450 bags of 120kg of onion, but only 200 bags after its implementation. However, the weighted FOB average price in Niger increased almost two-fold in the July-September FY09 quarter (about FCFA34,100 or US\$73 per ton) over the same quarter in FY08 (FCFA17,000 or US\$38). The onion value chain contributed the least to the aggregate trade increase year-over-year (Table 5 above). Undoubtedly, the implementation of the axle load limit is affecting onion trade and ATP will be assessing this impact in FY10.

9.3 LIVESTOCK RUMINANT VALUE CHAIN

In the livestock marketing channels, the project and its partners selected 9 markets in Mali, Burkina and Niger for livestock/ruminant export and 2 markets in Ghana for cattle imports. Unfortunately,

the project could not complete and verify trade data from Niger, because USAID instructed ATP to stop fielding missions to Niger. The project could not therefore provide verifiable information on baseline and trade data on Niger's livestock export to Nigeria and other countries, and could not include figures from Niger to the aggregate livestock trade data for FY09.

FIGURE 5: LIVESTOCK MARKETING CHANNELS (EXPORTS FROM MALI, BURKINA FASO AND NIGER TO COASTAL COUNTRIES)



Livestock import data was collected in Ghana because the regional livestock organization, COFENABVI, does not collect data on livestock exports to Ghana. (The project is working with COFENABVI to establish a partnership in Ghana to increase livestock export from the Sahel to this country.) In FY08, livestock trade flowing through these marketing channels was estimated at about 379,000 heads of cattle, valued at about US\$160 million. The number of sheep and goats traded was about 564,000 and valued at about US\$38 million. In FY09, livestock trade was estimated at 395,000 heads of cattle valued at about US\$177 million, and 460,000 sheep and goats valued at about US\$29 million. Thus aggregate import value of ruminant livestock trade in FY08 was about US\$198 million and about US\$206 million, an increase of about 4%. Livestock weighs heavily (over 85% in FY08 and FY09) in the intra-regional trade of ATP's products. This is not surprising, as studies (from IFPRI, World Bank, FAO) consistently rank livestock first overall in the region's priority value chains and a major contributor (all animals combined) to poverty alleviation and food security.

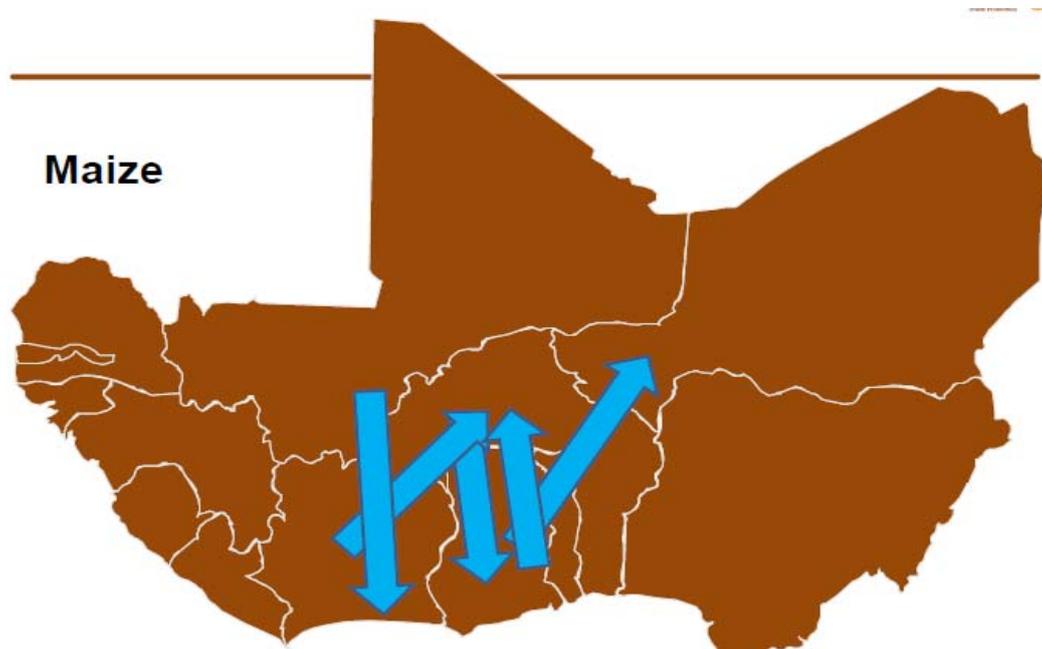
9.4 MAIZE VALUE CHAIN

Maize trade data was collected in 20 markets in Burkina Faso along the borders of Mali, Côte d'Ivoire, Ghana, Togo and Benin to assess export volume and value. There is a rich pattern of maize trade in West Africa, in which countries export maize at one time and import maize at another. For example, maize flows from Ghana, Côte d'Ivoire and Mali to Burkina Faso and Niger. There is also a brisk maize trade from Burkina Faso to Ghana and Côte d'Ivoire to the processing industries and poultry farms in these countries.

ATP trained enumerators to collect import and export data in countries with bi-directional trade flows. However, only export data was aggregated for reporting. The volume of trade of maize was estimated at about 4,390 Mt, valued at about US\$1.92 million in FY08, with an increase to 13,760 Mt, valued at about US\$4.4 million in FY09, as per our estimates by September 30. ATP contributed to the this increased volume through its trade facilitation during the maize validation workshop and

subsequent brokering of deals between buyers and sellers, for example, during the CORPAO and through the posting of bids/offers on the Esoko Networks platform.

FIGURE 6: MAIZE MARKETING CHANNELS



As shown in Table 5, maize is the fastest growing value chain in terms of intra-regional trade. In spite of its smallest trade weigh in FY08 (below 1% and below onion's), it achieved the second largest contribution behind livestock. In fact, maize's 1.1% add-on to the total trade increase of 4.7% represented 23% of this increase, compared to 67% for livestock, and 9% for onion. There is clearly great potential in maize intra-regional trade.

9.5 ACHIEVEMENTS ON INDICATORS AND DELIVERABLES

Performance Indicators and Targets

Percent change in value and volume of intra-regional exports of targeted agricultural commodities as a result of ATP program assistance. Target: 5% increase for FY09.

Aggregated value of intra-regional exports of livestock, maize, and onion increased by about 5% (4.7%) in the marketing channels monitored by ATP in FY09 over the FY08 baseline.

Number of policy reforms presented for legislation/decision as a result of ATP program assistance. Target for FY09: 2. The legislative process is rather long and cumbersome both at the regional and national levels in West Africa. ATP has not presented policy reform for decision; however, it has analyzed four policy measures to take through the legislative/political decision process during the life of the project.

Transport obstacles, as measured by bribe costs per 100 km. Target for FY09: 6% decrease in bribe cost. Truckers gave credit to ATP's coaching them, roadblock by roadblock over a period of three weeks, for the decrease in illegal payment, or bribe cost (18%), and in the number of stops (39%) in the July-September FY09 quarter over the January-March FY09 quarter—an achievement above target.

Number of policy reform processes reaching dialogue milestone after significant advocacy by private and other non-governmental across as a result of ATP program assistance. Target for FY09: 2. ATP developed with partners a maize advocacy plan and sponsored the participation of representatives of the regional maize network to a regional workshop sponsored by FAO, the EU and CMA/WCA, and attended by civil society and government officials. At a plenary session, the network's representatives officially presented the regional maize advocacy action plan. A significant milestone has thus been reached, as it was the first official announcement of the advocacy campaign against cereal export bans and barriers to free trade of maize in the region

Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives. No set target for FY09. ATP is implementing a pilot warehouse receipt program to allow value chain actors to collateralize the stored grain to access credit. ATP also assessed the feasibility of DCA and has tentatively identified two regional banks that have express interest in such a program.

Number of institutions/organizations making significant improvements in their ability to offer services to their clients based on recommendations of ATP-supported assessments (as represented by significant progress on specialized PIVA scores). Target for FY09: 3. ATP administrated focused PIVAs to three (3) apex organizations, one in each of its value chains, but this result cannot count as reaching the target because ATP can only assess improvement after administering the progress PIVAs in FY10. In fact, the target should have been set to zero to account for this fact.

Number of users of regional MIS. Target for FY09: 5,000. ATP has deployed a MIS platform in four countries (Burkina Faso, Côte d'Ivoire, Ghana, and Mali) in partnership with Esoko Networks. ATP and Esoko developed an aggressive information campaign with value chain market leaders to register 8,000 users logging onto the system, above the set target. ATP is working with Esoko to provide additional indicators of performance, e.g., in terms of bids/offers posted on the platform that have been realized.

Output Indicators and Targets

Number of policy reforms analyzed as a result of USG assistance. Target for FY09: 3. ATP analyzed four (4) policy measures in FY09: (i) maize seasonal export ban in several countries; (ii) livestock export tax in Burkina Faso; (iii) onion export tax in Niger; (iv) authorization to export livestock required from Mali's Governors of Regions.

Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance. Target for FY09: 6. ATP conducted SWOT assessments for 21 organizations and conducted three PIVAs, but these included only one organization with a SWOT assessment, for a combined total of 23 (excluding double counting) distinct organizations that underwent competency assessments.

Number of individuals who have received short term agricultural enabling environment training as a result of USG assistance (men & women). Target: 250. In FY09, ATP organized advocacy training workshops for a total of 468 individuals, including 50 women, overshooting its aggregate target and meeting its target for women. Training targeted actors across the value chains, including as truckers/drivers taken to road harassment road shows.

Number of new technologies or management practices made available for transfer as a result of USG assistance. Target: 3. ATP transferred five (5) technologies and management practices to partners in Ghana, Burkina Faso and Mali, including: (i) management practices and process needed to operate grain warehouses, Ghana, exposed to a task force in charge of implementing these steps; (ii) maize grades and standards requested by value chain stakeholders, such as processors and the World Food Program; (iii) cattle fattening technologies, through the Training-of-Trainers in Burkina Faso and Mali; (iv) butchery and meat cutting practices, including

sanitary practices, through the Training-of-Trainers in Mali; and (v) a new onion seed variety, PREMA 178, for the rainy season in Burkina Faso.

Number of producer organizations, water users associations, trade & business associations and community-based organizations (CBOs) assisted as a result of USG interventions. Target for FY09: 8. In FY09, ATP exceeded this target by assisting a total of 31 producer and trade business organizations, including 24 organizations in the maize value chain (which has yet to be consolidated into a smaller number of apex organizations); 4 in the livestock value chain; 3 in the onion value chain; and one (1), GAPTO, which straddles all three value chains. By design, the project focuses more on organizations and CBOs because they are more prevalent than firms in its target value chains.

Number of agricultural-related firms benefiting directly from interventions as a result of USG assistance. Target for FY09: 50. ATP assisted a total of 8 agriculture-related firms, mostly because formal firms doing business in intra-regional trade in ATP's products are still scarce. Also the project has made contact with a few additional firms but had not fully formalized assistance to these firms in FY09.

Number of PPPs formed as a result of USG assistance. Target for FY09: 3. In FY09 ATP formalized a partnership with CropLife Africa Middle-East, a private-sector organization representing the plant science industry. Through this partnership, ATP is leveraging private-sector expertise and resources to build capacities of farmer organizations on best agricultural practices and strengthen networks of value chain actors. The project also identified several potential PPPs, including with such lead firms as PROSUMA (Côte d'Ivoire), Premium Foods (Ghana), MELS (Burkina Faso), Nestlé (Ghana and Côte d'Ivoire), Agro-Cipa, SIBEA and Rose Eclat (Burkina Faso). MoUs have been drafted to formalize these PPPs in FY10.

Number of individuals who have received short term agricultural sector productivity training with USG assistance (men & women). Target for FY09: 10,000. This is undoubtedly an ambitious target, which a regional trade facilitation can achieve only through Training of Trainers (ToT) and subsequent cascade training of individuals/associations at grassroots levels. In FY09, ATP trained a total of 1,178, including 120 women value chain actors in agricultural productivity capacity building programs. These first-tier trainers are to each train 100 other participants (starting in November 2009). As this happens, ATP would reach the target.

Number of women's organizations/associations assisted as a result of USG interventions. Target for FY09: 4. Many professional organizations assisted by the project include women members and there are individual women entrepreneurs in the onion and maize value chains, but women groups are not traditionally involved in long-distance trade in the ATP's value chains. In FY09, ATP initiated work with two (2) women organizations: (i) *Association des Femmes Commerçantes et Entrepreneurs du Niger* (AFCEN), a women group trading in cereals, onion, and other commodities, which benefited from capacity building activities in advocacy; (ii) *Rose Eclat*, a women-owned and operated cooperative in Burkina Faso, which received assistance in onion processing and has been identified as potential partner in a PPP in the onion value chain. The project has also approached another organization to work with in FY10: the *Réseau des Transformatrices de Céréales du Faso* (RTCF) in Burkina Faso, a network of women-managed cereal processing units. ATP will ensure that gender equity considerations are incorporated in its activities with all professional organizations.

TABLE 6 ATP DELIVERABLES

| Outcome | Task | Deliverables | Achievement/Comments |
|--|---|--|--|
| Outcome 1: Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa | Task A 3.1.1: Collect and disseminate information on transport barriers, in coordination with UEMOA | Semi annual reports on road harassment on at least one selected trunk route | Joint publication with Trade Hub and UEMOA |
| | Task A 3.1.2: Support a communications campaign to discourage road harassment | Annual dissemination strategy for information on road harassment Implementation of dissemination campaign with partners | Part of road show organized by TH |
| | Task A 3.1.3: Identify key locations where investments in logistics infrastructure have the potential to greatly enhance intra-regional trade; facilitate private investment in these locations | Annual list of target investments in market logistics infrastructure with a 'mini-strategy' for facilitating public/private investment for each target investment One PPP in logistics infrastructure facilitated per full project year | Analyzed in onion transport and logistics study |
| | Task A 3.1.4: Identify priority public investments to improve the efficiency of transport corridors critical to our value chains; support advocacy and provide know-how to our partners | Annual list of the highest priority road infrastructure investments needed by transport corridor tracking progress against previous list Dissemination and advocacy plan for promoting road infrastructure investments (Coordinated with Component 3) | Analyzed in onion transport and logistics study. Practical coaching of truckers/traders to challenge road harassment by public officials |
| | Task B 3.1.1: Define Agricultural and Trade Policy Priorities for ATP | Analysis and vision statement for priority agricultural policy reform for each selected ATP value chain including updates of analyses done in preparation for ECOWAP with annual updates 7 training workshops on key agricultural and trade policy issues | Analyzed in trade barriers study. All project-sponsored workshops address policy measures as cut-cutting issues |
| | Task B 3.1.2: Help ECOWAS Co-ordinate Implementation | Annual implementation plan for agricultural policy change with milestones Institutionalized process for gathering and incorporating industry feedback in policy change at ECOWAS | Initiated with presentation to ECOWAS of trade policy barriers study Posting of trade policy specialist in FY10 to Abuja awaits office availability within ECOWAS |
| | Task B 3.1.3: Develop systems and capacity for Monitoring Policy Implementation | Status of implementation analysis for ECOWAS on key agric reforms as baseline for monitoring M&E process ECOWAS can use to monitor policy implementation with member countries and other institutions | Initiated with ompilation on CD/ROM of ECOWAS policy measures |
| Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors and distributors | Task 3.2.1: Confirm Value Chain Selection with USAID and Partners | Presentation of proposed value chains and process for validation with partners | Completed |
| | Task 3.2.2: Assess Selected Value Chains with Regional Partners | Assessments of key constraints for three selected value chains with proposed interventions (coordinated with VCDPs below) | Assessed at validation workshops for the three value chains in Accra (in FY08) and Ouagadougou |

| Outcome | Task | Deliverables | Achievement/Comments |
|--|---|--|---|
| | | Workshops to present and discuss assessments with regional member governments, ECOWAS and other partners | (FY09) |
| | Task 3.2.3: Select Regional Private Sector Association Partners | See task 3.2.4 below as deliverables apply to both 3.2.3 and 3.2.4 | Selected COFENABVI, ORBV and ORO/AOC at the regional level, and CIC-B and GAPTO at the national level |
| | Task 3.2.4: Create a Value Chain development plan and build the capacity of regional associations | VCDP for each selected value chain updated yearly with monitoring of progress MOU and Capacity Building Plan for each selected private sector association partner aligned with the appropriate VCDP Initial PIVA assessments for each private sector association partner; with annual updates to identify progress against Capacity Building Plans Training of Trainer Manuals for association partners Models and user guides for contractual and payment arrangements to protect producers and long-distance traders | VCDPs completed under implementation Under way, through MoUs and PIVAs PIVA completed for three apex organizations |
| | Task 3.2.5: Build linkages and support transactions through a network of Market Facilitators | Monthly market information reports and target deals for each target consumption market Periodic 'barriers to doing business' reports from buyers and distributors to feed into policy and advocacy efforts | Three market facilitators at post (Accra, Abidjan, and Cotonou) |
| 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 | Task 3.3.1: Define regional advocacy plans by value chains | Annually updated VC Advocacy Plan as part of the VCDP including Top Advocacy priorities | Advocacy action plans developed for maize and livestock/meat (onion work disrupted by situation in Niger). |
| | Task 3.3.2: Provide advocacy assistance and grants to apex and value chain organizations | MOU and Capacity Building Plan for Apex Associations ORO, COFENABVI, GAPTO, APLS and CIC-B updated and monitored annually | ATP assisted partners to develop their own capacity building plans through PIVAs, with assistance specified in MoUs (see 3.2.3/3.2.4) |
| | Task 3.3.3: Support Key Events to Highlight Priority Issues | Two advocacy events per year in support of Value Chain Advocacy Plans | One event covered in Dakar (FAO/CMAAOC workshop) in July 09 |
| Outcome 4: Improved efficiency of trade transactions and regional market | Task 3.4.1: Building on existing systems for market information and move them closer to meeting the real needs of the users | Assessment, workshop and action plan for ATP support to public sector MIS | Collaboration initiated with CILSS with ATP's contribution to CILSS-sponsored workshops |

| Outcome | Task | Deliverables | Achievement/Comments |
|---|--|---|--|
| access, in particular through the improvement of regional market information system | | Private sector MIS for selected commodities launched in one trade corridor with busylab | Partnership with ESOKO networks is operational in four countries |
| | Task 3.4.2: Mobilize finance in the cereals value chain through warehouse receipts | DCA agreements in place with at least two regional banks to provide guarantees for at least \$10 million in lending | Access to Finance STTA carried out and Finance Specialist just recruited |
| | Task 3.4.3: Mobilize finance in the cereals value chain through warehouse receipts | Pilot warehouse receipts program implemented in one selected country | Action plan prepared |

9.6 CHALLENGES

The project faced several challenges in achieving the results presented earlier and will take steps to cope with those that it did not fully overcome in FY09.

9.6.1 POLICY WORK

The legislative process is long and cumbersome both at the regional and national levels in West Africa. Thus, ATP faced difficulties in presenting policy reforms for legislation and decree in its first full year of implementation. Ideally, such reforms should already be in the pipeline, with ATP playing a catalytic role in pushing them through the final stages of approval.

ATP also must adapt to the fact that ECOWAS has long engaged in advocacy work with regional organizations such as ROPPA (*Réseau des Organisations Paysannes des Producteurs Agricoles de l'Afrique de l'Ouest*). This organization is known more for its advocacy work than its value chain development activities, and it has been slow in renewing its governance structure. ATP is working with value chain-focused organizations to assist them in the implementation of both their advocacy action plans and their overall value chain development plans. Through its Trade Policy Advisor, ATP will need to bring the two perspectives (working with ROPPA as well as value chain organizations) to its collaboration with ECOWAS and other regional organizations.

Overall, however, ATP was handicapped by the part-time arrangement under which the Trade Policy Advisor was working. Coordination with ECOWAS officials, including the organization of meetings at ECOWAS, proved particularly difficult. This led to ATP's decision, supported by USAID, to post the Trade Policy Advisor in Abuja for the remaining life of the project.

9.6.2 SHORT-TERM, CASCADE TRAINING

A regional trade facilitation project, such as ATP, should provide short-term training to value chain actors, but will find it difficult to provide such training to tens of thousands of individuals. Because such large scale training must be done at the national, grassroots level, the only available tool is the Training of Trainers (ToT) and cascade training process. Cascade training, however, faces a tough challenge to provide the right incentives for the master trainer to train others, and to maintain the quality of the training provided in the cascade. In FY09, ATP trained master trainers and will put in place an implementation plan to provide high quality training to a large number of individuals, but possibly not in numbers as large as the tens of thousands.

9.6.3 MIS

The transitioning of the Esoko Networks platform is taking longer than anticipated because Esoko has found it difficult to deploy its new services (e.g., Push and Scout) and to integrate the new

product characterization into that platform, as it has both to ensure that the information is easily captured (in less than 20 characters in a SMS) and that the new data are made compatible with past information.

ATP and Esoko also found that some of the agents recruited by its MIS partners in Burkina, Mali and Côte d'Ivoire to collect market information needed more training than anticipated because of their low level of education, or lack of comfort with mobile phone operation. APROSSA and AMASSA are also grappling with the incentive structure provided to their agents, as they try to avoid creating a two-tier system whereby agents (partially) supported by ATP are provided more incentives than others.

The number of users is an important performance indicator, but it can be complemented by others to provide a more complete picture of the MIS. This includes breaking down the number of users by country (breaking them down by value chain is not as pertinent, as many traders deal in more than one value chain). Also, information of a “deal/no deal” nature on expired bids and offers, and estimates of the volume and value of those dealt bids/offers are good measures of the system’s performance.

Esoko’s business model is evolving as well as its platform. ATP is working with Esoko and value chain participants to come up with a viable business model under which individual or groups of users will be willing and able to pay for the license to get access to Esoko Networks platform.

9.6.4 FINANCE MOBILIZATION

ATP has little control over the implementation of DCA and GDA to leverage funds because USAID has sole responsibility for the initiation of these two instruments. As the project works with USAID to launch these instruments, it should also emphasize leveraging private finance through PPPs. Although PPPs are not as demanding as GDA to establish, USAID may still want to become involved in the drafting of the relevant MoUs.

In implementing its pilot warehouse receipt scheme, ATP found a need for USAID Ghana bilateral mission to get involved to complete it. Experience elsewhere shows that a warehouse receipt program may take time to develop, so a regional project, such as ATP, needs buy-ins from bilateral and other projects.

9.6.5 COMMUNICATIONS

ATP faces a more difficult access to the media in Francophone countries than in Ghana. For example, the press in Ghana requires relatively little in terms of incentives (e.g., transportation) to cover events, whereas the press in Francophone may demand some payment to cover and publish articles. Also TV networks in Francophone countries charge several times as much as Ghanaian networks. As ATP tried to provide a balanced coverage of project activities in Ghana and elsewhere in the region, it was slow in developing other communications materials.

9.7 KEY LESSONS LEARNED

ATP learned valuable lessons in FY09 from its own challenges and successes, as well as from others’ difficulties and achievements.

9.7.1 COMMUNICATIONS

In spite of its successes in communications, as reported in earlier sections, the project was nonetheless slow in early FY09 in establishing links with media outside Ghana, publicizing its work in non-presence USAID countries, and providing coverage in the form of printed material (e.g., newsletters). A contributing factor was the difficulty in quickly turning around reports that needed translation, editing, and formatting from staff with uneven French/English writing skills.

Key lesson learned: Communicate, communicate, communicate—far and wide. Successful project communications focuses on facilitating USAID/WA’s reporting to Washington and uses all forms to showcase to the public project successes and accomplishments at each available opportunity.

Corollary lesson: Good communications to outside stakeholders starts with good communications within the project to build synergy among staff to share, monitor, and properly document activities and success stories.

Corollary lesson: Effective communications demands concise and effective written material, which requires good writing skills; thus, the need for good translation, editing, and formatting assistance to staff, from in-house or outside expertise.

9.7.2 SYNERGY WITH BILATERAL MISSIONS

ATP staff on TDY systematically requested meetings with USAID Missions, and responded to invitations from US Embassies, for briefings on their findings, and, in return, received good feedback from bilateral missions.

Key lesson learned: Engaging bilateral Missions to build synergy and generate buy-in starts at the inception of the work planning process.

9.7.3 DELIBERATE PARTICIPATORY APPROACH AND QUICK-START ACTIVITIES

By design, ATP follows a deliberate participatory approach in seeking feedback from stakeholders to secure strong buy-in from partners and beneficiaries. We have found, however, that such an approach can develop slowly and possibly push back activity startup if completion of development plans is determined to be indispensable before activities could commence.

Key lesson learned: A few obvious, widely-shared priorities always reveal themselves to make the case for quick-start activities, even before the completion of value chain development plans.

9.7.4 ADVOCACY TRAINING THROUGH ON-THE-ROAD COACHING

ATP has, among other successes, contributed to the significant reduction in the number of stops, incidence of bribes, and the magnitude of bribe costs affecting the onion trade along the Niger-Burkina Faso onion corridor. ATP agents rode with truckers to share their experiences, inform them of their rights and obligations, and coach them on how best to deal with illegal stops and payments along the corridor. In the process, the project learned a valuable lesson to apply and replicate in the future.

Key lesson learned: In addition to other forms of advocacy training, on-the-road coaching of truckers/drivers is empowering, as it emboldens otherwise passive victims to resist and minimize the incidence of road harassment.

10. PROJECT MANAGEMENT

10.1 STAFFING

The ATP project lost two proposed key personnel at project inception: the Transport Corridor Specialist, Mr. Alassane Diop, and the Institutional Capacity Building Specialist, Mr. Prosper Bissi when they accepted employment offers from other organizations. In FY09, the project replaced Mr. Diop with Kossi Dahoui and Mr. Bissi with Jules Sombie. The project also experienced performance issues with its Onion/Shallot VC Leader, Mr. Alseny Soumah, and consequently terminated his employment contract as of June 30. Mr. Soumah had great field experience, but lacked the regional coordination and reporting experience to carry out his duties to the level required. The project introduced another change, upon the COTR's advice, and after consultation with ECOWAS Commission, in asking Mr. Frank Ofei, the thus far part-time Trade Policy Advisor, to accept a full-time position in Abuja within the ECOWAS Commission. Mr. Ofei will establish a strong ATP presence in Abuja, both with ECOWAS and USAID/Nigeria and better assist ECOWAS in policy implementation. Mr. Ofei accepted the offer and will move to Abuja when the Commission for Agriculture settles in its new offices in early FY10.

ATP completed his staffing by the end of FY09, having replaced Mr. Soumah with Mr. Issa Djibrilla, as onion VC leader, based in Ouagadougou; recruited of its Finance Services Mobilization Advisor, Mr. Daouda Sakho, based in Ouagadougou; and posted a Market Facilitator, Mr. Boubacar Djaouga, based in Cotonou.

TABLE 7 STAFFING MATRIX

| Position in Accra | Hire | Type | Start Date | Comments |
|---------------------------|----------------------|-------------|------------|-------------------------------|
| COP | Ismael Ouedraogo* | Intl. | 5/5/08 | |
| Policy Advisor | Frank Ofei | LCN | 6/15/08 | Half time working in Ghana |
| Driver | Jeffrey Edue | LCN | 6/23/08 | |
| Operations Manager | Christel Tshikudi* | Intl. | 8/4/08 | |
| Office Maintenance | Gabriel Dzikunu | LCN | 9/15/08 | Contract terminated on 9/4/09 |
| Communications Specialist | Felix Deyegbe | LCN | 10/1/08 | |
| IT Specialist | Nana Akwasi | LCN | 10/20/08 | Replaced Francis Anim |
| M&E Specialist | Chris Amedo | LCN | 11/5/08 | |
| Transport Advisor | Kossi Dahoui | TCN | 12/22/08 | Replaced Alassane Diop |
| MIS Specialist | Olivier Kabre | TCN | 12/30/08 | |
| Grants Manager | Bernardin Gatete* | LCN | 4/15/09 | |
| Finance & Admin. Manager | Margaret Dzakpasu | LCN | 7/16/09 | Replaced Patrick Addai |
| Office Assistant | Esther Foli | LCN | 8/10/09 | Replaced Edith Mills Tay |
| Position in Ouagadougou | Hire | Type | Start Date | Comments |
| DCOP | Raphael Vogelsperger | Intl. (TCN) | 5/22/08 | |
| Maize VC Leader | Rose Lum Wanzie | TCN | 6/9/08 | |
| Office Maintenance | Seyba Zeba | LCN | 07/01/08 | |
| Office Manager | Lucienne Bambara | LCN | 07/07/08 | |
| Driver | Boukari Nebié | LCN | 08/21/08 | |
| Livestock VC Leader | Seydou Sidibe | TCN | 9/1/08 | |

| | | | | |
|------------------------------|------------------|-------------|-------------------|--------------------------|
| Capacity Building Specialist | Jules Sombié | LCN | 10/15/08 | Replaced Prosper Bissi |
| Office Assistant | Souleymane Belem | LCN | 2/16/09 | |
| Financial Services Advisor | Daouda Sakho | TCN | 9/10/09 | |
| Onion VC Leader | Issa Djibrilla | TCN | 10/1/09 | Replaced Alseny Soumah |
| Market Facilitators | Hire | Type | Start Date | Comments |
| Accra | Haruna Agesheka | Consultant | 5/1/09 | Contracted through GAPTO |
| Abidjan | Daouda Diomande | Consultant | 6/1/09 | |
| Cotonou | Boubacar Djaouga | Consultant | 10/1/09 | |

*Individual whose level of effort is split 50:50 between ATP and the parallel Expanded Agribusiness and Trade Promotion (E-ATP) program.

10.2 TEAM BUILDING

ATP held its first teambuilding workshop, November 5-7, 2008, during which it discussed the following project management topics: project vision/objectives/outcomes, team members' roles and responsibilities, project organigram/lines of authority, team members' expectations, communication channels and protocol, project management and administration SWOT analysis, and workplanning. The workshop was a great success at reinforcing ATP team spirit and understanding of project's direction.

10.3 PROJECT ADMINISTRATION AND MANAGEMENT

The Ouagadougou office still faced challenges in obtaining import duty/VAT exemptions, and other services because Burkina Faso was until recently a USAID non-presence country. The project finally obtained duty/VAT exemption after going through lengthy procedures, which will be renewed on a yearly basis. Issues have arisen regarding the payment of income taxes by expatriates and TCN employees working in Burkina Faso.

The project has hoped that the re-opening of the USAID Mission in Ouagadougou would facilitate matters. As for now, the Burkinabé administration views the bilateral USA/Haute-Volta agreement of 1961 as obsolete, and has requested a more current memorandum of understanding between the two parties with specific reference to ATP's activities in the country. ATP's legal counsel in Ouagadougou had recommended for ATP to enter into a MoU with CILSS, which would have indirectly helped exonerate expatriates and TCN employees from paying taxes in Burkina Faso and expedite the process of obtaining duty/VAT exemptions. The Regional Legal Advisor (RLA), however, determined that such an MoU with CILSS is inadequate on its own merit and inappropriate for the purpose indicated. The RLA intends to provide proper guidance to ATP on the issue related to a generic MoU with CILSS and to the administrative challenges faced by the Ouagadougou office.

Effective October 1, 2008, ATP provided an 8% salary increase to its Burkinabe local staff, as mandated by law.

ATP internal operations manual was finalized and validated before in May 2009. The manual addresses issues such as office hours, leave, financial and administrative procedures, travel, reporting and internal communication procedures, procurement, and so forth.

Both offices in Accra and Ouagadougou terminated their office tenancy agreements at the end of June. The landlord in Ouagadougou was dissatisfied with the non-renewal notification. He subsequently contacted the US Embassy in Burkina Faso and then Abt's office in Bethesda, and threatened to start proceedings against the project, claiming that he had an agreement for a four-year lease on the basis of which he had made financial commitments (bank loan). In its note to the US Embassy and Abt's office, the project documented that it had strictly abided by the terms of the

(one-year) lease agreement and had notified the landlord three (3) months prior to the end of the annual lease, as called for.

10.4 WORKPLANS, PROGRESS REPORTS AND OTHER CONTRACTUAL DOCUMENTS

ATP submitted its FY09 workplan to the COTR in November and was called for a presentation at USAID on 20 January 2009. The project also submitted a FY08 semi-annual report, covering period of April to September 2008, as well as the first three quarterly progress reports for FY09 (October-December 2008 to April-June 2009).

ATP received two contractual modifications in FY09:

- Mod 1 (December 18, 2008) provided incremental funding of \$4,285,536.
- Mod 2 (May 12, 2009) modified schedules of progress reports, annual workplans, PMP; and period of performance; included language about the environmental impacts of ATP program's activities, and resulting ATP's actions to mitigate and monitor them; and increased the amount sub-obligated to \$6,333,536.

The COTR approved in November 2008, the ATP branding implementation plan and marking plan, as well as the ATP grants manual. ATP also received a revised COTR designation letter with increased delegation of authority from the RCO.

10.5 OTHER PROJECT MANAGEMENT CHALLENGES

ATP encountered many challenges to produce adequately formatted and translated documents and reports for external dissemination, considering the staff's varied computer literacy levels and the bi-lingual aspect of the project. Formatting training was provided by Abt Home Office to staff and translators were identified.

ATP received draft of the USAID/WA Initial Environment Examination (IEE) for the agriculture portfolio which was approved by Bureau Environmental Officer in September. The team was confronted with challenges while attempting to understand the extent to which the project is affected by the regulations in that IEE. ATP sought approval to work with Abt Associates' Environment Expert, Carey Yeager, to put in place an environmental impact screening process and mitigation measures for its activities and grants. In addition, Carey Yeager traveled in Accra and Ouagadougou in September to train ATP staff on environmental mitigations and monitoring.

10.6 AGREEMENTS

In FY09, ATP entered into agreements with the following organizations:

| | Period of Performance | Organization | Amount | Purpose |
|---|-----------------------|---------------------|-----------------|---|
| 1 | 1/11/08 – 30/9/12 | Esoko Networks Ltd. | USD 99,593 | Supply training and documentation to assist ATP-selected market facilitators and enumerators with the setup and maintenance of enumeration networks in Mali, Burkina Faso and Côte d'Ivoire. |
| 2 | 1/11/08 – 30/9/12 | Esoko Ghana Ltd. | GHC 119,077 | Establish a network of 10 enumerators in ten markets throughout Ghana to collect market information |
| 3 | 19/1/09 – 31/3/12 | ANOPACI | FCFA 48,857,500 | Collect, process, and disseminate reliable, practical and continuous agricultural market information to allow producers to make good decisions and improve commercial negotiations in Ivory Coast |

| | Period of Performance | Organization | Amount | Purpose |
|----|------------------------------|------------------------------------|-----------------|--|
| 4 | 23/1/09 – 31/3/12 | AMASSA | FCFA 48,441,575 | Collect, process, and disseminate reliable, practical and continuous agricultural market information to allow producers to make good decisions and improve commercial negotiations in Mali |
| 5 | 23/1/09 – 31/3/12 | APROSSA | FCFA 48,406,530 | Collect, process, and disseminate reliable, practical and continuous agricultural market information to allow producers to make good decisions and improve commercial negotiations in Burkina Faso |
| 6 | 24/2/09 - 31/3/09 | COFENABVI | FCFA 10,478,800 | Organize an in-depth assessment of the organization and develop a multi-annual strategic plan to become sustainable and provide adapted services to its members in order to develop the livestock and meat value chain in the region |
| 7 | 25/3/09 - 31/3/12 | GAPTO | GHC 96,000 | Assist GAPTO and its affiliates provide reliable and verifiable collected data of cross-border trade on onion/shallot, livestock ruminants, and maize, imported to, or exported from Ghana |
| 8 | 16/3/09 - 30/6/09 | AYANI | USD 30,000 | Assess financial market of agribusiness in Ghana, Burkina Faso, Niger, and Mali and develop a three-year plan for improving access of key regional value chain participants to finance |
| 9 | 1/05/09 – 31/3/10 | GAPTO | GHC 42,840 | Contract Haruna Agesheka as ATP Market Facilitator in Ghana |
| 10 | 22/06/09 – 30/09/12 | ORO/AOC | FCFA 59,810,000 | Provide support for data collection on intra-regional onion/shallot trade flows |
| 11 | 22/06/09 – 30/09/12 | COFENABVI | FCFA 60,649,600 | Provide support for data collection on intra-regional livestock and meat trade flows |
| 12 | 22/06/09 – 30/09/12 | CIC-B | FCFA 49,290,000 | Provide support for data collection on intra-regional maize trade flows |
| 13 | 4/7/09 – 11/7/09 | Zoofor Consult | FCFA 2,016,000 | Provide 5-day training of trainers for 25 cattle fatteners of Burkina Faso |
| 14 | 22/8/09 – 30/10/09 | Groupement d'Intérêt Economique 3k | FCFA 4,852,500 | Organize and facilitate ToT program to develop a pool of skilled butchers on beef cut and good hygienic practices |
| 15 | 8/9/09 – 18/9/09 | Cabinet Yirvouya | FCFA 700,000 | Assist ORO Burkina Faso and its member SOCAMAD to develop business plan to seek loan for onion cropping season |

II. PIPELINE ANALYSIS

| Agribusiness and Trade Promotion (ATP) Project | | | |
|--|--------------------------------------|--|--------------------------|
| AWARD NO: | EDH-I-00-05-00005-00, Task Order # 8 | | |
| NAME OF THE ORGANIZATION: | Abt Associates Inc. | | |
| START DATE: | 04/14/08 | END DATE: | 09/30/12 |
| | | | |
| CONTRACT BUDGET CATEGORY | BUDGET AMOUNT | ACCRUED EXPENDITURES TO 9/30/09 | REMAINING BALANCE |
| DIRECT LABOR | 3,627,240 | 1,090,721 | 2,536,519 |
| FRINGE BENEFITS | | | |
| OTHER DIRECT COSTS | 3,035,178 | 1,568,202 | 1,466,976 |
| SUBCONTRACTS , CONSULTANTS, GOVERNMENT PROPERTY, GRANTS | 7,509,641 | 1,556,156 | 5,953,485 |
| INDIRECT COSTS | 1,705,903 | 956,733 | 749,170 |
| FIXED FEE | 1,032,068 | 333,494 | 698,574 |
| TOTAL | 16,910,030 | 5,505,306 | 11,404,724 |
| | | | |
| <u>PIPELINE ANALYSIS</u> | | | |
| FUNDED AMOUNT (OBLIGATION) | | | 6,333,536 |
| TOTAL BUDGET | | | 16,910,030 |
| LESS EXPENSES THROUGH 6/30/09 TO LAST QUARTER | | | 5,505,306 |
| OBLIGATION BALANCE ON 9/30/09 | | | 828,230 |
| BUDGET BALANCE ON 9/30/09 | | | 11,404,724 |
| | | | |
| MONTHLY AVERAGE BURN RATE | | | 323,842 |
| | | | |
| PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE | | | 3 |
| PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE | | | 35 |
| | | | |
| PROJECTED MONTHLY BURN RATE FOR NEXT QUARTER | | | 325,000 |
| | | | |
| PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE | | | 3 |
| PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE | | | 35 |