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AGRIBUSINESS AND TRADE PROMOTION (USAID ATP) ANNUAL PROGRESS REPORT OCTOBER 2009 – SEPTEMBER 2010



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Submitted to: Michael Wyzan, Ph.D
COTR
Agribusiness and Trade Promotion Project
USAID/WA/RAO
Accra, Ghana



Abt Associates Inc. ■ 4550 Montgomery Avenue, Suite 800 North ■
Bethesda, Maryland 20814 ■ Tel: 301.347.5000. ■ Fax: 301.913.9061
■ www.abtassociates.com

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AGRIBUSINESS AND TRADE
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PROGRESS REPORT
OCTOBER 2009 – SEPTEMBER 2010.**

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

| | |
|------------------|--|
| ACCIR | <i>Association champenoise de coopération inter-régionale</i> |
| ADVANCE | Agricultural Development and Value Chain Enhancement (USAID/Ghana project) |
| AEOB | <i>Association des exportateurs d'oignon du Burkina Faso (Koudougou-based)</i> |
| AEFOB | <i>Association des exportateurs de la filière oignon du Burkina Faso (Ouagadougou-based)</i> |
| AgBC | Agricultural Behavior Change (Abt Associates approach) |
| AGRA | Alliance for a Green Revolution in Africa |
| ALCO | Abidjan-Lagos Corridor Organization |
| AMASSA | <i>Association malienne pour la sécurité et la souveraineté alimentaires</i> |
| ANOPACI | <i>Association nationale des organisations professionnelles agricoles de Côte d'Ivoire</i> |
| APIM-BF | <i>Association professionnelle des institutions de microfinance du Burkina Faso</i> |
| APLS | <i>Association des vendeurs des produits locaux de Sikasso (Mali)</i> |
| APROSSA | <i>Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina</i> |
| ASPMY | <i>Association professionnelle des maraîchers du Yatenga (Burkina Faso)</i> |
| ATP | Agribusiness and Trade Promotion |
| AU | African Union |
| AusAid | Australian International Development Agency |
| BRS | <i>Banque régionale de solidarité</i> |
| CAADP | Comprehensive Africa Agriculture Development Programme |
| CAGEC | <i>Centre d'appui à la gestion des collectivités (Swiss Cooperation)</i> |
| CBO | Community-based Organization |
| CEAS | <i>Centre écologique Albert Schweitzer</i> |
| CIC-B | <i>Comité interprofessionnel des céréales du Burkina Faso</i> |
| CGAP | Consultative Group to Assist the Poor (World Bank) |
| CILSS | <i>Le Comité permanent inter-états de lutte contre la sécheresse dans le Sahel</i> |
| COFENABVI | <i>Confédération des fédérations nationales des filières bétail viande des pays membres de l'UEMOA</i> |
| COP | Chief of Party |
| COTR | Contracting Officer's Technical Representative |
| COVIMA | <i>Coopérative des vivriers de la Maraoué (Côte d'Ivoire)</i> |

| | |
|-----------------|---|
| DCA | Development Credit Authority |
| DCOP | Deputy Chief of Party |
| E-ATP | Expanded Agribusiness and Trade Promotion |
| ECOBIZ | Economic Community of Business Information System, an ECOWAS tool |
| ECOWAP | Economic Community of West African States Agricultural Policy |
| ECOWAS | Economic Community of West African States |
| EMMP | Environmental Mitigation and Monitoring Plan |
| ENCAP | Environmentally Sound Design and Management Capacity-building for Partners and Programs in Africa |
| ETLS | ECOWAS Trade Liberalization Scheme |
| ERF | Environmental Review Form |
| EWB | Engineers without Borders (Canada) |
| FAO | Food and Agriculture Organisation |
| FARA | Forum for Agricultural Research in Africa |
| FDA | Foundation for Democracy in Africa |
| FEBEVIB | <i>Fédération de la filière bétail/viande du Burkina Faso</i> |
| FEBEVIM | <i>Fédération de la filière bétail/viande du Mali</i> |
| FENABEV | <i>Fédération nationale bétail/viande du Bénin</i> |
| FEPPASI | <i>Fédération provinciale des professionnels agricoles de la Sissili, Burkina Faso</i> |
| FERT | <i>Formation pour l'épanouissement et le renouveau de la terre</i> |
| FEWS NET | Famine Early Warning Systems Network |
| FIAB | <i>Fédération des industries agro alimentaire et de transformation du Burkina Faso</i> |
| FOB | Free on Board |
| GGC | Ghana Grains Council |
| GJMD | <i>Groupement des jeunes maraîchers de Darigma (Burkina Faso)</i> |
| GMM | <i>Grands moulins du Mali</i> |
| GTZ | <i>Deutsche Gesellschaft für technische Zusammenarbeit (German aid agency)</i> |
| IEE | Initial Environmental Evaluation |
| IFAD | International Fund for Agricultural Development |
| IFDC | International Fertilizer Development Center |
| IICO | International Islamic Charitable Organisation |
| IITA | International Institute for Tropical Agriculture |
| IICEM | <i>Initiative intégrées pour la croissance économique au Mali</i> |
| INERA | <i>Institut de l'environnement et de recherches agricoles (Burkina Faso)</i> |

| | |
|----------------|--|
| IPM | Integrated Pest Management |
| IRTS | Interstate Road Transit Scheme (ECOWAS) |
| ISFM | Integrated Soil Fertility Management |
| IT | Information Technology |
| JAAL | <i>Journées agroalimentaires (Burkina Faso)</i> |
| M&E | Monitoring and Evaluation |
| MELS | <i>Meunerie et emballage de légumes secs, farine et semoule de céréales (Burkina Faso)</i> |
| MIR | Marketing Inputs Regionally (IFDC) |
| MIS | Market Information System |
| MISTOWA | Network of Market Information Systems and Traders' Organizations for West Africa (IFDC) |
| MoU | Memorandum of Understanding |
| NEPAD | New Partnership for Africa's Development |
| NPK | Nitrogen-Phosphorous-Potassium (fertilizer) |
| ONFO | <i>Organisation nationale de la filière oignon (Burkina Faso)</i> |
| OPA | <i>Observatoire des pratiques anormales (UEMOA)</i> |
| OPV | Open Pollinated Variety |
| ORO/AOC | <i>Observatoire régional de la filière oignon/Afrique de l'ouest et du centre</i> |
| ORO/BF | <i>Observatoire régional de la filière oignon au Burkina Faso</i> |
| ORO/CI | <i>Observatoire régional de la filière oignon en Côte d'Ivoire</i> |
| PAFASP | <i>Programme d'appui aux filières agro-sylvo-pastorales (Burkina Faso)</i> |
| PAU | <i>Politique agricole de l'Union (UEMOA)</i> |
| PCDA | <i>Projet compétitivité et diversification agricole (Mali)</i> |
| PCE | <i>Projet de croissance économique (Senegal)</i> |
| PFACI | <i>Plate-forme des femmes agricultrices de Côte d'Ivoire</i> |
| PIVA | Partner Institutional Viability Assessment |
| PPP | Public Private Partnership |
| PROSUMA | <i>Société ivoirienne de promotion de supermarchés (Côte d'Ivoire)</i> |
| PSA | <i>Point sur la Situation Alimentaire au Sahel</i> |
| PWS | Policy Watch System |
| RESIMAO | <i>Réseau des systèmes d'information des marchés en Afrique de l'Ouest</i> |
| RJMG | <i>Réseau des jeunes marâchers de Gondologo (Burkina Faso)</i> |
| RTCF | <i>Réseau des transformatrice des céréales du Faso</i> |
| SEND | Social Enterprise Development |

| | |
|--------------------|---|
| SIF | Social Investment Fund (Ghana) |
| SMS | Short Message Service |
| SNS | <i>Service national des semences</i> (Burkina Faso) |
| SOFIGIB | <i>Société financière de garantie interbancaire du Burkina Faso</i> |
| ToT | Training of Trainers |
| TRG | Training Resources Group |
| UBA | United Bank for Africa |
| UCOVISA | <i>Union des coopératives du vivrier des savanes</i> |
| UEMOA | <i>Union économique et monétaire ouest africaine</i> (West African Economic and Monetary Union-WAEMU) |
| UNDP | United Nations Development Program |
| UNRALS | University of Natural Resources and Applied Life Sciences/Romer Labs |
| URC-Nazinon | <i>Union régionale des coopératives-Nazinon</i> (Burkina Faso) |
| USADF | United States Africa Development Foundation |
| USAID | United States Agency for International Development |
| USDA | United States Department of Agriculture |
| USG | United States Government |
| UTE | <i>Union technique d'exécution</i> |
| VAT | Value-Added Tax |
| VC | Value Chain |
| WA | West Africa |
| WATH | West Africa Trade Hub project |
| WRS | Warehouse Receipt System |
| WWB-G | Women's World Banking Ghana |

I. INTRODUCTION

I.1 BACKGROUND ON USAID ATP FY10 ACTIVITIES

The USAID Agribusiness and Trade Promotion (USAID ATP) program was awarded in April 2008 to an Abt Associates-led consortium that includes CARANA, ACDI/VOCA and Ibex International, and project start-up took place during May-June 2008. This annual progress report covers the period from October 2009 to September 2010 (FY10) and presents a brief overview of the project's objectives and expected outcomes, a description of the project's approach, and sections on project components and activities that highlight how the project addresses its main objectives and expected outcomes.

I.2 OVERVIEW OF PROJECT OBJECTIVES AND EXPECTED OUTCOMES

The USAID Agribusiness and Trade Promotion (USAID ATP) program's primary objective is to increase the value and volume of intra-regional agricultural trade in West Africa 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 USAID ATP project, USAID/West Africa (USAID/WA) is focusing on select activities that have a catalytic impact on developing durable solutions to key constraints in intraregional agricultural trade. The USAID ATP program is implementing integrated activities and programming to contribute to the following outcomes:

1. **OUTCOME 1:** Significant reduction in 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

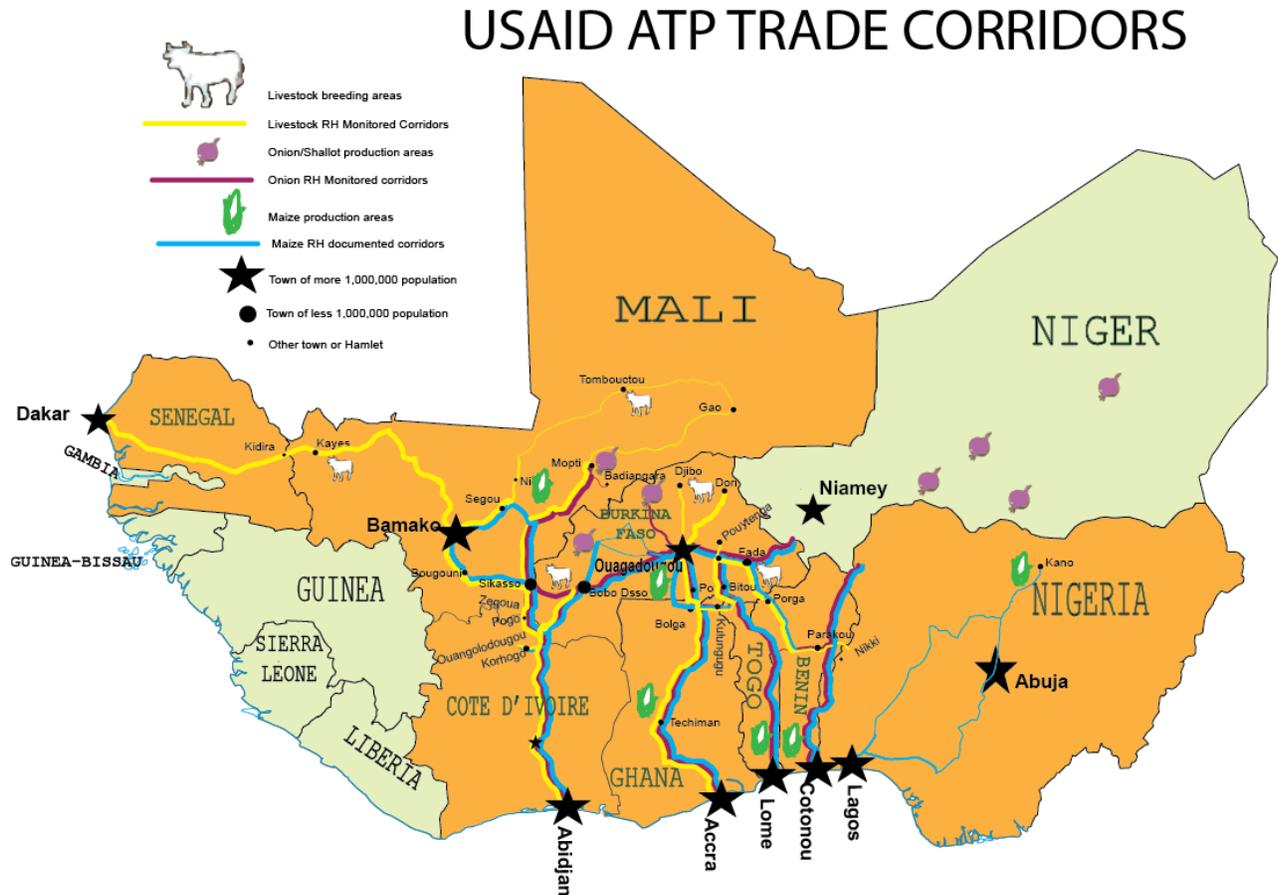
USAID ATP focuses its interventions on selected value chains as a means to identify technical gaps and opportunities within the entire agricultural sector of the region. Value chains were evaluated against the following seven factors: (1) the product's importance in intra-regional trade; (2) urban demand 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 USAID ATP team selected the following value chains with the highest potential for intra-regional trade along key associated trade corridors:

- **Cereals (particularly 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, 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 feed. 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 live cattle, sheep, and goats that are generally trucked from supplying countries to coastal markets. The project also includes red meat (from this same ruminant livestock) as part of this value chain. Based on its analysis, the project team believes that it is time to reexamine 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 (often 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. Also, 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

USAID ATP monitors trade flows and road harassment information along the onion, maize, and livestock trade/transport corridors.



2.3 PARTNERSHIPS IN IMPLEMENTATION

USAID ATP assists the regional inter-governmental organizations (ECOWAS, the *Union économique et monétaire ouest africaine* – UEMOA, and the *Comité permanent inter-états de lutte contre la sécheresse dans le Sahel* – CILSS), and supports regional and national umbrella organizations of producers, processors and traders involved in the targeted value chains along selected trade/transport corridors. Additionally, the project works synergistically with the West Africa Trade Hub (WATH) and other USAID projects in the region.

3. SUMMARY HIGHLIGHTS

3.1 INTRODUCTION

USAID ATP made significant progress in FY10 toward achieving its major objective and other key performance indicators. Intra-regional trade in project-supported value chains increased by 50% over the baseline--far exceeding the target of 9% for the year. To achieve this result, the project facilitated intra-regional trade through the Esoko Networks market information system platform; organized several regional trade events; provided direct assistance to key producer and trader organizations; and established partnerships with lead firms. The project also assisted key producer/trader organizations operating in strategic marketing channels in strengthening their institutional and analytical capabilities to provide better services to their members.

The project generated several success stories:

- The 2009 Ghana sheep trade fair (often referred to as *Opération Tabaski* in most of West Africa) built linkages between livestock producers in Burkina Faso and traders in Ghana; and the region-wide training of trainers led to subsequent cascade trainings in cattle fattening and meat-cutting techniques, adding value along the value chain.
- The work in partnership with Nestlé raised awareness about aflatoxin contamination in maize in the region, and the partnering with CropLife to train producers in integrated pest management practices is helping farmers increase agricultural productivity and marketed surplus, while protecting the environment.
- The promotion of rainy season onion varieties is helping producers capture a larger share of the market when market prices reach their peak.
- The coaching of truckers and drivers to raise their awareness about their rights and obligations under the ECOWAS free trade rules and regulations, helped them reduce the incidence of road harassment.
- The regional agribusiness trade event (*Journées agro-alimentaires—JAAL*) in Ouagadougou helped cereals and onion traders and processors establish contracts and develop strong business connections.

TABLE 1: USAID ATP PERFORMANCE INDICATORS AND TARGETS

| Objective/Outcome Indicator | Target FY10 | Achieved FY10 | Target FY11 | Target FY12 |
|--|-------------|---------------|-------------|-------------|
| % change in value and volume of intra-regional exports of targeted agricultural commodities as a result of USAID ATP program assistance (over the baseline) | 9% | 50% | 14% | 20% |
| Program Element: Agriculture Enabling Environment | | | | |
| Number of policy reforms presented for legislation/decision as a result of USAID ATP program assistance | 4 | 2 | 2 | 1 |
| Transport obstacles, reduction in the number of checkpoints and bribe costs per 100km | 13% | 17% | 20% | 26% |
| Number of policy reform processes reaching dialogue milestone after significant advocacy by private and other non-governmental actors as a result of USAID ATP program assistance | 3 | 3 | 1 | 0 |
| Program Element: Agricultural Sector Productivity | | | | |
| Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives | US\$1m | \$401,000 | \$1m | \$2m |
| Number of institutions/organizations making significant improvements in their ability to offer services to their clients based on recommendations of USAID ATP-supported assessments (as represented by significant progress on specialized PIVA scores) | 4 | 3 | 6 | 6 |
| Number of users of regional MIS | 4,000 | 8,031 | 1,000 | 2,000 |

TABLE 2: USAID ATP OUTPUT INDICATORS AND TARGETS

| | Target FY10 | Achieved FY10 | Target FY11 | Target FY12 |
|---|-------------|---------------|-------------|-------------|
| Program Element: Agriculture Enabling Environment | | | | |
| Number of policy reforms analyzed as a result of USG assistance | 1 | 1 | 1 | 1 |
| Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance | 10 | 0 | 10 | 0 |
| Number of individuals who have received short-term agricultural enabling environment training as a result of USG assistance (men and women) | 250 | 497 | 200 | 100 |
| Program Element: Agricultural Sector Productivity | | | | |
| Number of new technologies or management practices made available for transfer as a result of USG assistance | 3 | 19 | 3 | 3 |
| Number of producer organizations, water | 8 | 37 | 8 | 8 |

| | | | | |
|--|-------|-------|-------|-------|
| users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions | | | | |
| Number of agriculture-related firms benefiting directly from interventions as a result of USG assistance | 7 | 23 | 5 | 5 |
| Number of PPPs formed as a result of USG assistance | 3 | 5 | 4 | 0 |
| Number of individuals who have received short-term agricultural sector productivity training with USG assistance (men and women) | 6,000 | 7,912 | 6,000 | 7,000 |
| Number of women's organizations/associations assisted as a result of USG interventions | 2 | 4 | 4 | 4 |

3.2 HIGHLIGHTS

Main Objective: Increase Value and Volume of Intra-regional Trade in West Africa

The intra-regional trade reported by USAID ATP is derived from project-assisted producer/trader organizations, individual traders, truckers and private firms--and not from official statistics. The latter statistics purport to cover the broader intra-regional trade—most often, unfortunately, with unreliable and inaccurate estimates. The project collects its trade data in 46 key markets in six countries, and disaggregates its statistics by commodity, country of origin, and country of destination.

In FY10, intra-regional trade in project-covered products increased substantially over the baseline (Table 1). Similarly, the value of intra-regional trade increased year-over-year in the aggregate, as well as in the livestock and onion trade, but not in the maize trade (Table 3).

TABLE 3: VALUE OF INTRA-REGIONAL TRADE BY VALUE CHAIN YEAR-OVER-YEAR

| Marketing Channel | Baseline (Oct 08-Sept09) US\$ million | Trade data (Oct09-Sept10) US\$ million | % Increase |
|--------------------|---------------------------------------|--|-------------|
| Maize | 19.15 | 15.16 | (20.8) |
| Livestock/meat | 205.12 | 293.02 | 42.8 |
| Onion/shallot | 30.19 | 43.82 | 45.2 |
| Total Trade | 254.46 | 352.00 | 38.3 |

Livestock dominates the two other value chains in intra-regional trade (table 3) and is growing rapidly. The aggregate value of ruminant livestock traded in FY10 was about US\$293 million compared with US\$205 million in FY09, an increase of 43% year-over-year. For cattle alone, the volume traded was 452,900² head valued at US\$242 million in FY10, and 394,900 head valued at US\$177 million in FY09. The volume of cattle traded increased by 15% year-over-year. The number of sheep and goats traded

² Trade volume and value estimates are rounded figures.

was 613,700 valued at US\$51 million in FY10, compared with 459,600 head valued at US\$28 million in FY09. The volume of sheep/goats traded increased by some 33% year-on-year.

Onion exports from Niger and Burkina Faso to Ghana, Côte d'Ivoire, Togo, and Benin reached 101,600 tons, valued at US\$43.80 million in FY10. This represented an increase in value of about 45% over FY09's exports of US\$30.19 million on a volume of 76,160 tons. The volume of onion traded increased by approximately 33% year-over-year.

In FY10, however, trade in maize, estimated at about 78,000 tons and valued at US\$ 19.15 million in FY09, dropped to 70,180 tons valued at US\$15.16 million. The volume of maize traded suffered a decrease of 10% year-over-year due to a number of factors: Burkina Faso instituted a cereal export ban in the rainy season. Niger applied an axle load limit on trucks carrying maize, resulting in fines of CFA 60,000 (about US\$120) per excess ton (maize truckers are inclined to overload the truck in order to reduce unit transport cost).

OTHER ACHIEVEMENTS

Number of policy reforms presented for legislation/decision as a result of USG assistance

Two (2) policy reforms, short of the target of four (4), were presented for decision to ECOWAS by value chain actors with assistance from the project in November 2009 and June 2010. They include:

- a proposition for the revision of transit arrangements, along with endorsement and support, for modernization of the Tema-Ouagadougou-Bamako transit regime, submitted by Ghana, Burkina and Mali to ECOWAS;
- a regional monitoring and evaluation mechanism, as a component of the Policy Watch System, on the basis of which ECOWAS is designing an M&E manual with assistance from the project policy advisor.

Transport obstacles (number of checkpoints and bribe costs per 100km)

The project exceeded its target of 13% by contributing to a decline in bribe cost of 17% per 100 km in the last quarter over the baseline along the Kantchari-Accra onion corridor. The project has long been working on this corridor and has been successful with its coaching of truckers and traders to comply with ECOWAS rules and regulations, and stand up to corrupt officials.

Number of policy reform processes reaching dialogue milestone after significant advocacy by private and other non-governmental organizations as a result of USAID ATP program assistance

The project achieved its target by helping stakeholders take three policy measures to a dialogue stage:

- at a regional meeting in Ouagadougou, the *Comité interprofessionnel des céréales du Burkina Faso* (CIC-B) lobbied for, and obtained a seat on UEMOA regional consultative committee on cereal value chains
- regarding the authorization requirement for Malian livestock export, livestock traders meet with Malian authorities to lobby for its elimination; and

- at a regional meeting in Lomé, stakeholders were given the floor to lobby for the free movement of cereals in the region.

Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives

The project contributed to mobilizing/leveraging \$401,000 to finance activities in the three value chains. The project did not reach its target of \$1 million, which had been reduced to reflect USAID's cancellation of a Development Credit Authority (DCA) measure. The project assisted one cooperative in Côte d'Ivoire in mobilizing \$78,000 in order to sell 280 tons of maize to a partner in Burkina Faso (also assisted by the project). In the 2009 *Opération Tabaski*, with recommendation from the project, the Burkinabè livestock organization invested \$200,000 and mobilized about \$71,000 more. The balance of the \$401,000 mobilized/leveraged was achieved in the maize value chain: the Burkinabè apex organization, CIC-B, mobilized about U\$15,000, and the Ivorian producer organization, *Union des coopératives du vivrier des savanes* (UCOVISA), about US\$37,000.

In addition, the project continued of its support of a pilot warehouse receipt system in Ghana that enables farmers and traders to store their cereals and use the receipt as collateral to obtain bank credit. The Ghana Grains Council (GGC), the private entity managing the warehouse receipting, inaugurated the system on September 30, 2010 with the issuance of its first receipt.

Number of institutions/organizations making significant improvements in their ability to offer services to their clients based on recommendations of USAID ATP-supported assessments (based on significant progress on specialized PIVA scores)

The project organized three (3) partner institutional viability assessments (PIVA) in FY10, and would have reached its target of four (4) had the PIVA workshop for the Ghana Agricultural Producers and Traders Organization (GAPTO) not have been postponed to early November due to scheduling conflicts. The project administered one initial PIVA to UCOVISA, in the maize value chain, and two progress PIVAs: one to the *Confédération des fédérations nationales des filières bétail/ viande des pays membres de l'UEMOA (COFENABVI)*, in the livestock value chain; and a second to CIC-B, in the maize value chain.

Number of users of regional MIS

The USAID ATP/Esoko market information system (MIS) registered 8,030 new users in FY10, far exceeding its target of 4,000. The bulk of the new users were registered in Ghana (in Esoko's own franchise) where access to the network was better than in other countries.

Number of policy reforms analyzed as a result of USG assistance

The project reached its target for the year by analyzing and documenting the rules concerning the certificate of origin. ECOWAS free trade regime stipulates that a certificate of origin is required for processed goods, but not for local unprocessed goods. Unscrupulous public officials prey on traders' ignorance of this rule to exact bribes.

Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance

In FY10, the project did not undertake any assessments of producer/trader organizations and missed its target for the year (10). However, it had exceeded its FY09 target of six (6) by conducting a total of 23 assessments.

Number of individuals who have received short-term agricultural enabling environment training as a result of USG assistance (men and women)

With 731 individuals trained in FY10, the project exceeded its target (250), as it considers capacity. For the year, 705 participants (including 680 men and 25 women) attended road shows on transport barriers in Burkina Faso, Ghana, and Togo; and 26 individuals (including 19 men and 7 women) were trained on policy related issues. However, with 32 women trained, the project missed its target of 50 pertaining to gender mainstreaming. The project staff should be able to mainstream more women in their activities in the future by collaborating with USAID E-ATP's gender specialist.

Number of new technologies or management practices made available for transfer as a result of USG assistance

With a total of 19 new technologies and management practices transferred to partners, the project far exceeded its target of three (3) for the year. New technologies and best practices are key priorities for value chain development. The project disseminated seven (7) techniques in the maize value chain, four (4) in livestock/meat, six (6) in onion/shallot, and two (2) in trade facilitation and finance mobilization and leveraging.

Number of producer organizations, water users associations, trade and business associations and CBOs assisted as a result of USG interventions

In FY10, the project assisted in various ways 37 producer/trader organizations, far exceeding its target of 8. Although some producer/trader organizations may be assisted more than once through the project's various interventions, they are not doubled counted in this tally.

Number of agriculture-related firms benefiting directly from interventions as a result of USG assistance

The project assisted a total of 23 agriculture-related firms, similarly exceeding its target (7) for the year. Here also, an agricultural firm may receive assistance through various interventions, but is not doubled counted in this tally.

Number of PPPs formed as a result of USG assistance

The project counts PPPs when partners and the project reach an understanding on joint activities, not only when an MoU is signed. In FY10, the project established five (5) PPPs, exceeding its target of three (3). PPPs were established in the maize value chain with Nestlé and Premium Food Ltd in Ghana; in the onion value chain with EmbalMali in Mali; and in the livestock/meat value chain with the Amassaman Butchers' Association and Livestock Traders and Breeders Association in Ghana. Through these partnerships, USAID ATP is leveraging private sector expertise and resources to build the capacities of producer and trader organizations in best practices, and to strengthen the networks of value chain actors.

Number of individuals who have received short-term agricultural sector productivity training with USG assistance (men and women)

In FY10, a total of 10,041 individuals participated in agricultural sector productivity training, including 1,684 women, far exceeding its target of 1,000. (Breakdown by value chain, country, and area of intervention is available in project files). To achieve these results, the project designed training of trainers (ToT) courses that were followed by cascade trainings at the grassroots. By closely monitoring the process, USAID ATP ensured not just the quantity of trained individuals, but the quality of training—as well -- and only quality trainings can lead to behavior change and impact on the ground.

Number of women’s organizations/associations assisted as a result of USG interventions

Five (5) women’s organizations received assistance, above the target of two (2) for the year. These include one organization in Côte d’Ivoire (*Plateforme des femmes agricultrices de Côte d’Ivoire*) involved in the maize value chain; two in Burkina Faso, with one in the maize value chain (*Réseau des formatrices de céréales du Faso*) and another in the onion value chain (*Rose Eclat*); and two women cooperatives in Mali in the onion value chain.

3.3 CHALLENGES

The project faced several challenges in achieving the results presented and will take steps in FY11 to cope with those that it did not fully overcome this year.

Market information system. Esoko Networks did not fully resolve the difficulties encountered in migrating to a new platform as anticipated. For long stretches over two quarters, the system could not properly handle short message service (SMS) messages and Esoko’s difficulties masked the poor performance of ANOPACI, the project’s MIS partner in Côte d’Ivoire. USAID ATP has secured the commitment of Esoko to improve access to its platform and that of ANOPACI to make up all its delayed payments and to improve its performance.

Finance mobilization. The project’s finance mobilization activities were challenged by the cancellation of the DCA and a new strategy had to be devised.

Policy barriers. Removing policy barriers is a long, protracted process. At the regional level, ECOWAS still lacks the capacity to monitor and implement its measures. At the national level, advocacy groups make slow progress and struggle to maintain their momentum.. A related challenge stems from the vested interests of stakeholders not being aligned across countries: For example, the value added tax imposed by Senegal on livestock imported from Mali goes against the spirit ECOWAS free trade regime, but protects Senegalese livestock producers who support it.

3.4 LESSONS LEARNED

Closer supervision of partners. The ANOPACI episode reinforces a valuable lesson on the need for closer supervision of partners to monitor their performance and validate their results. In this particular case, USAID ATP succeeded in having this partner remove the staff responsible for the agency’s bad performance. The project is committed to closely monitor the new management.

Revise strategies when necessary. The challenges encountered with some policy barriers to trade demand that the project adjust its strategy of strengthening private sector advocacy campaigns to

include providing better information to public authorities, for example on the level of cereal stocks in the country

Turn road shows into market shows. USAID ATP has determined that the road shows could be more effective if they were held in agricultural market towns, where traders and truckers dealing with USAID ATP products mostly operate, instead of terminal seaports (Tema, Lomé, Cotonou) or dry ports (Ouagadougou, Bamako), where these actors typically conduct little business.

4. OUTCOME I: REDUCED INCIDENCE OF POLICY-RELATED BARRIERS TO INTRA-REGIONAL AGRICULTURAL TRADE

The project addresses this outcome through Component I: Reducing Barriers through Direct Support to ECOWAS and UEMOA, which comprises two sub-components, (i) transport-related barriers to trade, and (ii) agricultural and trade policy-related activities. Under this component in FY10, USAID ATP:

- Provided analytical support to ECOWAS and UEMOA to identify and address transport-related physical and policy barriers to trade;
- Helped ECOWAS coordinate policy implementation, building its monitoring and evaluation capacity (thus increasing effectiveness and accountability); and
- Conducted analysis to reduce trade policy-related and agricultural policy-related barriers to trade and to help ECOWAS coordinate policy implementation.

The senior policy advisor in Abuja, and the Accra-based transport and logistics specialist managed these two sub-components, supported by short-term technical assistance (STTA), working with the Ouagadougou-based transport and logistics advisor of the USAID ATP project, and in close collaboration with the USAID West Africa Trade Hub (USAID WATH) project.

4.1 TRANSPORT-RELATED BARRIERS TO TRADE

4.1.1 ROAD HARASSMENT

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. Documenting road harassment continues to be the project's key activity related to transport barriers.

USAID ATP's monitoring of road harassment along the main onion/shallot, livestock/meat, and maize value chain transport corridors complements work carried out by USAID WATH and the World Bank-financed Abidjan Lagos Corridor Organization (ALCO). The combined effort of these three projects provides a comprehensive picture of, and an advocacy platform for, road harassment in West Africa. Among our three value chain products, onion/shallot is the only one trucked across borders on a daily basis and thus has been documented more extensively since October 2009. Ruminant livestock is transported on approximately a weekly basis; maize intra-regional trade is mostly seasonal. Thus, the data on onion provides a benchmark for comparison with livestock and maize.

Onion/shallot value chain corridor (Kantchari-Bitou-Accra). The data (see Table 4) show the variation of road stops and illegal payments imposed by various categories of public agents from the baseline (October-December 2009) through the July-September 2010 quarter. The increase in roadblocks January-March was due to the increase in the number of police checkpoints in response to heightened social tension in northern Ghana at that time. Attempts to reduce the number of roadblocks can be problematic when countries invoke national security to set up police checks.

The impact of the project is most apparent in the reduction in illegal payments (see Table 5). From October 2009 to September 2010, more than 75,000 tons of onion were exported from Niger and Burkina into Ghana along the Kantchari-Accra corridor. The total bribes extracted from traders along the corridor amounted to approximately \$884,600. This cumulative figure would have been approximately \$175,200 more without USAID ATP's intervention.

Nearly all (97%, based on a July-Sep 2010 survey) onion truckers and traders are illiterate or primary school drop outs. Because they are not aware of the legal framework governing their trade, they go about their business in fear. They feel compelled to stop, and even exit the truck at every roadblock, thus further exposing themselves to corrupt agents who exploit their ignorance to extort bribes.

USAID ATP's transport and logistics specialist developed a coaching strategy that changed the truckers' and traders' behavior and gave them the confidence to deal with officials at road blocks and border posts. Traders and truckers told the project that they benefited from the strategy (coaching and road shows) put in place by USAID ATP to tackle road harassment along its corridor.

TABLE 4: VARIATION OF THE NUMBER OF ROAD BLOCKS PER 100 KM ALONG THE KANTCHARI-ACCRA ONION TRADE CORRIDOR IN 2010

| Period | Number of Road Blocks per 100 km | Change from the Baseline |
|-------------------------|----------------------------------|--------------------------|
| Oct-Dec 2009 (Baseline) | 2.9 | N/A |
| Jan-Mar 2010 | 3.5 | 21% |
| Apr-June 2010 | 3.3 | 14% |
| July-Sep 2010 | 2.6 | -10% |

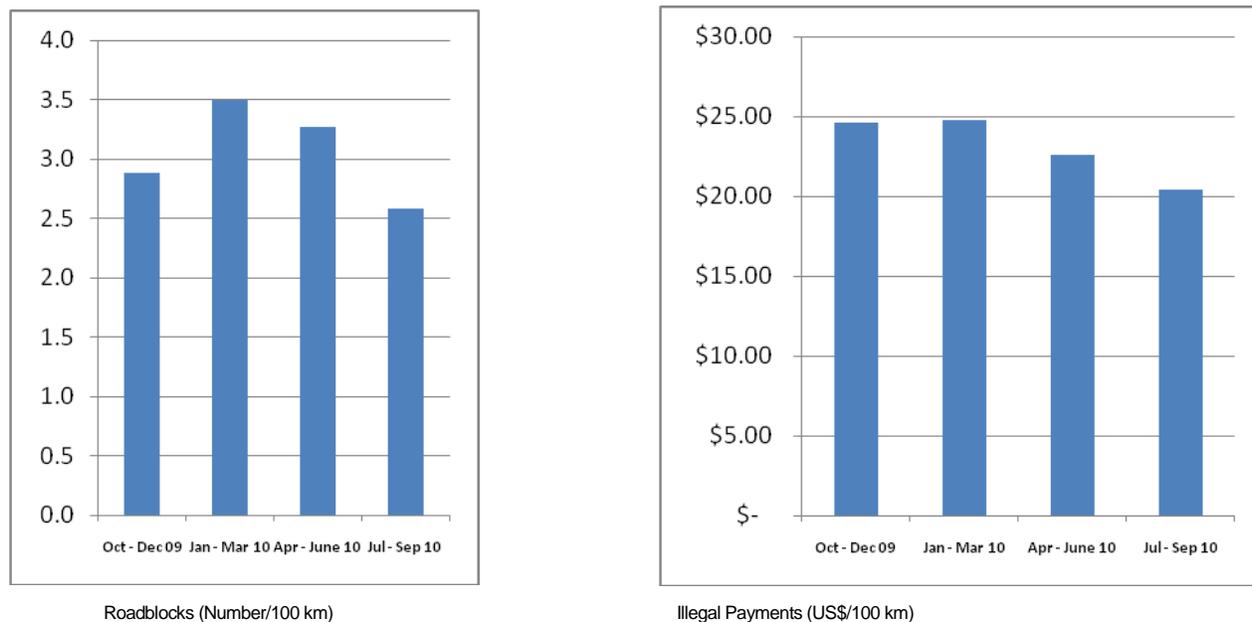
TABLE 5: VARIATION OF THE BRIBE COSTS PAID PER 100 KM ALONG THE KANTCHARI-ACCRA ONION TRADE CORRIDOR IN 2010

| Period | Value of Bribes Paid per 100 km (US\$) | Change from the Baseline |
|-------------------------|--|--------------------------|
| Oct-Dec 2009 (Baseline) | 24.6 | N/A |
| Jan-Mar 2010 | 24.8 | 2% |
| Apr-June 2010 | 22.6 | -8% |
| July-Sep 2010 | 20.4 | -17% |

TABLE 6: VARIATION OF THE TRADE-WEIGHTED BRIBE COSTS PAID ALONG THE KANTCHARI-ACCRA ONION TRADE CORRIDOR IN 2010

| Period | Average bribes paid per ton (\$) | Average reduction over baseline (\$) | Total trade volume (t) | Bribes paid on total trade volume (\$) | Reduction on total trade volume over baseline (\$) |
|-------------------------|----------------------------------|--------------------------------------|------------------------|--|--|
| Oct-Dec 2009 (Baseline) | 14.03 | 0 | 8,448 | 118,548 | 0 |
| Jan-Mar 2010 | 13.59 | (0.44) | 22,122 | 300,734 | (9,697) |
| Apr-June 2010 | 11.42 | (2.61) | 25,066 | 286,333 | (65,410) |
| July-Sep 2010 | 9.00 | (5.03) | 19,890 | 179,017 | (100,094) |
| Total | 11.29 | | 75,526 | 884,633 | (175,201) |

FIGURE 1: ROAD HARASSMENT ON KANTCHARI-ACCRA ONION TRADE CORRIDOR BY COUNTRY AND OFFICIAL AGENT



Livestock/meat value chain corridor (Burkina-Faso - Benin – Nigeria). USAID ATP also documents road harassment on livestock traded along the Fada N’Gourma (Burkina) to Parakou (Benin) corridor. Cattle is trucked from Fada or Pouyteng (in Burkina) to Parakou, Nikki, Save or Bohicon (in Benin) and from there is herded overland to Nigeria’s border villages. The number of checkpoints (from January to June) and illegal payments (from January to March) remained at the baseline level, but both measures declined during the last quarter (July-September) by 13% and 9% respectively (Tables 3 and 4, and Figure 2).

Trucking livestock across borders carries considerable risk—relatively more than with onions or maize. Traders risk losing revenue when animals either die or depreciate in value due to weight loss from lack of food and water during long delays. To reduce risk, livestock traders quickly pay the bribe required at each checkpoint within Burkina (\$20), and to Beninese customs and police officers posted at the Burkina-Benin border (\$200). This lump sum gives truckers safe passage until Parakou, where they must pay an additional bribe (\$4) to pass the checkpoint. Gradually, painstakingly, the USAID ATP road

harassment data collection assistant is coaching truckers on how to reduce the amount paid (\$6 instead of \$10 to \$20 per checkpoint) in Burkina Faso and not pay at all at Parakou.

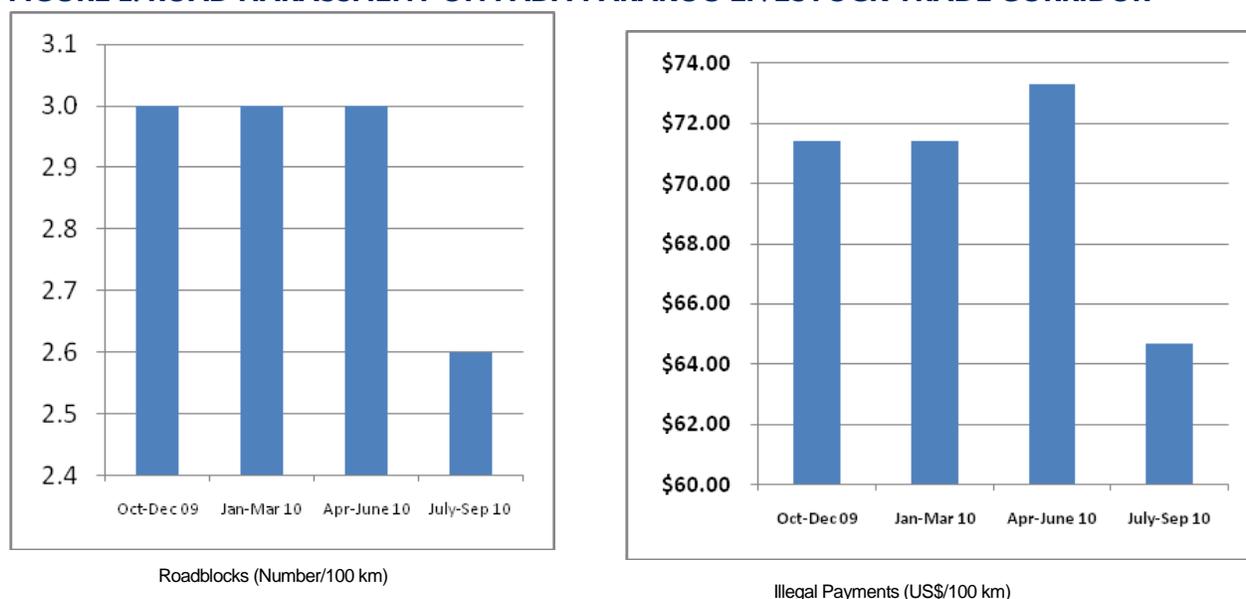
TABLE 7: VARIATION OF THE NUMBER OF ROAD BLOCKS PER 100 KM ALONG THE FADA NGOURMA-PARAKOU LIVESTOCK TRADE CORRIDOR IN 2010

| Period | Number of Road Blocks per 100 km | Change from the Baseline |
|-------------------------|----------------------------------|--------------------------|
| Oct-Dec 2009 (Baseline) | 3.0 | |
| Jan-Mar 2010 | 3.0 | 0% |
| Apr-June 2010 | 3.0 | 0% |
| July-Sep 2010 | 2.6 | -13% |

TABLE 8: VARIATION OF THE BRIBE COSTS PAID PER 100 KM ALONG THE FADA NGOURMA-PARAKOU LIVESTOCK TRADE CORRIDOR IN 2010

| Period | Value of Bribes Paid per 100 km (US\$) | Change from the Baseline |
|-------------------------|--|--------------------------|
| Oct-Dec 2009 (Baseline) | 71.4 | |
| Jan-Mar 2010 | 71.4 | 0% |
| Apr-June 2010 | 73.3 | 3% |
| July-Sep 2010 | 64.7 | -9% |

FIGURE 2: ROAD HARASSMENT ON FADA-PARAKOU LIVESTOCK TRADE CORRIDOR



Maize value chain corridor (Ghana - Burkina Faso – Niger border). Demand for maize from the World Food Program (WFP) gave Ghana maize traders the possibility of exporting maize through Burkina Faso to Niger during the fourth quarter. The USAID ATP road harassment data collection assistant based in Burkina made several visits to Techiman, Ghana, and gathered data from truckers and

traders carrying WFP maize destined for Niger. Nine routes were used, but the Techiman-Paga-Ouagadougou-Kantchari corridor was most frequently used, with 23 trips recorded (60%) as compared with one to three trips on each of the other routes); thus, the analysis below is based on that corridor. USAID ATP's road harassment assistant followed maize trucks crossing into Burkina Faso at Paga, heading to Ouagadougou, then veering east through Koupéla and Fada, before reaching Kantchari, where they crossed the border with Niger. This route has the following common segments with the Niger onion corridor: Techiman-Bolgatenga (428 km) in Ghana, and Koupéla-Kantchari (231 km) in Burkina Faso.

Truck drivers encountered a total of 31 checkpoints from Techiman, Ghana to Kantchari, Burkina Faso (about 976 km), paying on average \$20 per 100 km in bribes to uniformed officials (police agents, customs officials, and, in Francophone countries, gendarmerie agents).

TABLE 9: ROAD BLOCKS ALONG THE TECHIMAN-KANTCHARI MAIZE TRADE CORRIDOR, JULY-SEPT 2010

| Country | Trips | Km | Road blocks by category of official agents | | | | | Per 100 km |
|--------------|-------|-----|--|---------|-------------|-------|-------|------------|
| | | | Police | Customs | Gendarmerie | Other | Total | |
| Ghana | 23 | 463 | 8 | 8 | 0 | 1 | 17 | 3.7 |
| Burkina | 23 | 513 | 5 | 4 | 4 | 1 | 14 | 2.7 |
| Total | 23 | 976 | 13 | 12 | 4 | 2 | 31 | 3.2 |

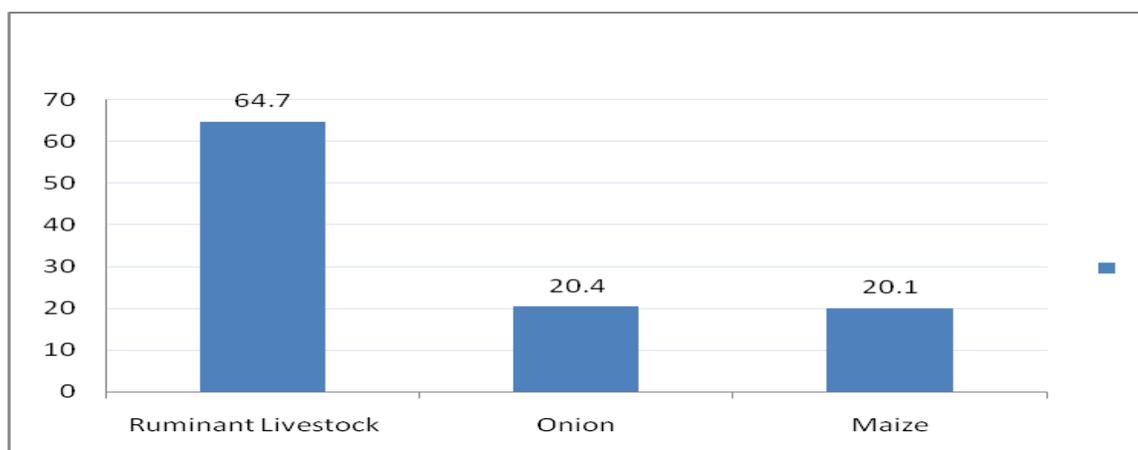
Of all official agents, customs officers collected the largest bribes in both countries (Table 10).

TABLE 10: ILLEGAL PAYMENTS PER TRIP ALONG THE TECHIMAN-KANTCHARI MAIZE TRADE CORRIDOR, JULY-SEPT 2010

| Country | Trips | Km | Illegal payments per trip by category of official agents (US\$) | | | | | Per 100 km |
|--------------|-------|-----|---|---------|-------------|-------|-------|------------|
| | | | Police | Customs | Gendarmerie | Other | Total | |
| Ghana | 23 | 463 | 10.8 | 10.9 | 0.0 | 26.3 | 48.0 | 10.3 |
| Burkina | 23 | 513 | 26.7 | 81.6 | 21.3 | 29.7 | 147.5 | 29.0 |
| Total | 23 | 976 | 37.5 | 92.5 | 21.3 | 55.0 | 195.5 | 20.1 |

In sum, illegal payments per 100 km are similar for onions and maize. Onion is more perishable than maize, but onion traders and truckers have been coached for a longer time to minimize bribe payments. Similar coaching has not yet been provided as long to maize transporters because work on the maize started later. In contrast, ruminant livestock trade supports three times the bribe payments of either onion or maize (see Figure 3 below). Because the risk of losing large revenues in livestock trade along the road is higher compared with maize and onion trade, cattle traders are compelled to pay higher bribes, quickly, to mitigate that risk.

FIGURE 3: ILLEGAL PAYMENTS (US\$/100 KM) BY VALUE CHAIN



4.1.2 ROAD SHOWS

Road shows bring private sector actors and public sector perpetrators of road harassment face-to-face, often in heated debates. These road shows encourage private sector actors to abide by the rules and regulations of ECOWAS free trade arrangements, while offering them the opportunity to advocate for change in public sector practices. In FY10, USAID ATP joined USAID WATH in organizing a road show in Ouagadougou with the participation of 10 traders and nearly 100 trucker and transporters of onion, livestock and maize.

4.1.3 LOGISTICS AND INFRASTRUCTURE

USAID ATP initiated transport and logistics studies along the Fada N’gourma-Parakou and Pouyteng-Tamale corridors for ruminant livestock, and the Techiman-Kantchari corridor for maize. Short-term consultants will travel the entirety of these three trade corridors (469, 477 and 976 km, respectively) to identify bottlenecks and the infrastructure needed to improve livestock and maize trade. They will identify segments of bad roads, and propose investments in market logistics and an implementation plan. The livestock survey will also investigate how to avoid having herders ride in cars transporting livestock, which is a safety violation..

4.2 AGRICULTURAL POLICY-RELATED BARRIERS TO TRADE:

USAID ATP supports the ECOWAS leadership in addressing regional agricultural and trade policy reforms. The USAID ATP trade policy advisor is working with ECOWAS to assess the agricultural trade policy constraints that most affect the three USAID ATP value chains, which complements the work by the USAID WATH project on tariff barriers.

4.2.1 REGIONAL AGRICULTURAL TRADE POLICY PRIORITIES

The project completed and finalized the report on study of Intra-regional Trade Policy Barriers, and presented its main conclusions and recommendations to stakeholders in different fora, including a national workshop in Dakar on June 8, 2010 and a regional workshop involving ECOWAS and Ghanaian officials and value chain operators in Accra, June 17-18, 2010. In Abuja, the policy advisor held a series of working sessions with ECOWAS commissioners in charge of agriculture and trade and their officials (September 13-17, 2010), as part of the process of defining areas of future collaboration.

4.2.2 ECOWAS POLICY WATCH SYSTEM

In FY10, USAID ATP introduced the policy watch system (PWS) to ECOWAS to help the regional economic community develop a system and capacity for monitoring and coordinating a comprehensive approach to eliminating obstacles to the effective implementation of the ECOWAS trade liberalization scheme. The strategy involves (i) improving regional food security through increased support to agricultural production and trade activities, (ii) promoting a structured regional approach to the ECOWAS Trade Liberalization Scheme (ETLS) implementation, and (iii) mobilizing and sensitizing key actors to ensure effective application of the ECOWAS intra-regional trade regime.

The ECOWAS policy watch system, jointly supported by USAID ATP and E-ATP, focuses on four critical inter-related areas: regional policy framework, coordination of policy implementation, policy adaptation and application, and monitoring and evaluation.

- **Regional policy framework:** Discussions with ECOWAS have led the organization to adopt a two-pronged approach to a sound regional policy framework. First, undertake a technical study to determine how to correct technical difficulties with ETLS adoption. The project policy advisor's input will focus on highlights of the project study on trade barriers, such as persistent duties and taxes on both regional exports and imports. Second, eliminate policy obstacles, particularly of the 'non-tariff barrier' type that stem from a lack of information on, and knowledge of regional trading rules. The policy advisor initiated preparations for a sustained sensitization and public awareness campaign, backed by training programs for both public and private sector agents. This two-pronged approach will be pursued by ECOWAS in FY11 with the active participation of the project through technical assistance and the provision of publicity material.
- **Coordination of policy implementation:** The trade policy study highlighted the disparity among ECOWAS countries in the use of regionally harmonized documents and the resulting non-recognition of national documents by importing countries. The proposed technical study will update regionally harmonized texts and documents as well as propose simplified policy implementation guidelines and procedures. A strong regional policy coordination system, as well as improved policy adoption and application processes, will be linked to recommended activities in the proposed PWS.
- **Policy adaptation and application:** The policy advisor participated in internal discussions at the ECOWAS Commission on the challenges of adapting and applying regional policies in the ECOWAS countries, and on the scant official attention paid to private sector difficulties with agricultural trade policies. The discussions revolved around the ECOWAS national units--the administrative body established in each ECOWAS country for coordinating and facilitating country and regional integration matters. (The role of the national unit is central to the policy watch system; each country is also required to have an inter-ministerial coordination committee, as well as specific program or sector committees for facilitating and coordinating regional policy implementation.) The project policy advisor conducted a briefing in July for the consultant engaged by ECOWAS to review the institutional arrangements, particularly the texts on the national units, and to prepare a procedural manual for ECOWAS adoption. During that briefing, the policy advisor stressed the need for countries to formalize private sector participation in regional policy dialogue and to establish focal points within the government to assist business operators. The policy advisor reviewed the consultant's draft report and submitted comments in September. He was later invited to participate in a debriefing retreat attended by officials of selected national units.
- **Monitoring and evaluation system.** The policy advisor also worked with the ECOWAS Commission on strengthening the regional monitoring and evaluation (M&E) system. . In July, the consultant participated in a week-long retreat organized in Abuja, at which deliberations were held

on a draft report containing the outline of an ECOWAS Monitoring and Evaluation Manual designed to strengthen the capacity of the M&E unit and produced under a project sponsored by the German aid agency, GTZ. Also reviewed was a brief submitted by the consultant on the unit's M&E role under the PWS.

4.2.3 PROJECT INTERVENTIONS TO ELIMINATE POLICY BARRIERS

During the period under review, USAID ATP worked to address the following policy challenges:

Strategy on seasonal restrictions on cereal exports. Seasonal restrictions, which are illegal under ECOWAS free trade arrangements, are the biggest non-tariff barrier with which cereal operators have to deal. In FY10, these bans played an important role in restricting maize shipments from Ghana to Niger. (Another aggravating factor was Niger's implementation of the axle load limit on maize trucks.) Burkina Faso, Togo and Benin imposed such bans in spite of the advocacy efforts by private sector actors. The project has adopted a new strategy to deal with this issue, based on the following four elements:

- In collaboration with producer/trader organizations and partners (CILSS, FEWS NET, market information system partners), address a root cause of seasonal export bans, which is that governments resort to them because of the lack of information about the availability of cereals in their country;
- Launch a study in FY11 to document the extent of the phenomenon, in order to assist private sector advocacy and help ECOWAS formulate responsive measures;
- Continue support of value chain actors' efforts to advocate for ECOWAS to ensure compliance with non-tariff barrier provisions of the trade liberalization scheme; and
- Continue work to enhance the trade environment through workshops and advocacy activities to emphasize the region's ability to meet its food demand year-round through regional trade.

Enhancing regional transit arrangements. USAID ATP has identified updating transit arrangements under the ECOWAS Interstate Road Transit Scheme (IRTS) as a priority. During FY10, USAID ATP facilitated interaction for tackling this issue between ECOWAS and the promoters of the tripartite initiative established by the governments of Burkina Faso, Ghana and. In Abuja, the policy advisor urged ECOWAS to sponsor this initiative (as requested by Ghana on behalf of the group) as a pilot project for the regional exercise underway to interconnect and modernize national customs services through a regional computerization program. Then, working with the chairman of the Ghana national transport and transit facilitation committee, the policy advisor convinced the tripartite committee to send delegates to attend a meeting in Abuja, July18-24, 2010, on a review of the interconnection program.

Public sensitization program. In response to the lack of information available on policy provisions and instruments, the policy team has initiated discussions with the ECOWAS communications department on a multi-year public awareness and sensitization program ,for which an outline has been drafted. It is expected that the joint publicity campaign will be developed during the first quarter of FY11.

Updating value chain-specific barriers. The policy team and the value chain leaders continued to work with value chain actors to document policy barriers.

- **Maize value chain:** Customs officers in many countries request not only a certificate of origin for locally produced maize and other cereals, but also one for the bag in which the grain is transported. However, no certificate of origin is required for local produce, and requiring a certificate of origin for bags is in violation of the Harmonized System's General Rules of Interpretation #5, which states that packaging is to be classified according to the product being traded. The project has made it a priority to widely disseminate the rules on certificates of origin to both customs offices and value chain actors, in order to eliminate this pretext for soliciting bribes from traders.
- **Livestock/meat value chain:** In May 2010, the policy team drafted an advocacy background document to help the *Fédération de la filière bétail/viande du Mali* (FEBEVIM) end the requirement that livestock exporters needed approval from Mali's regional. The document, which also provides a procedure for eliminating the requirement, was presented by FEBEVIM to Mali's minister for livestock, and a decision is FYI I. The project also prepared a position paper for an advocacy mission relative to the removal of VAT on live animals exported from Mali into Senegal, and at the Dakar livestock market, the policy team alerted livestock traders to two non-compliant practices.
- **Onion/shallot value chain:** USAID ATP has identified the use of mesh bags, in place of second-hand cocoa jute bags, and the improvement of onion storage as priority investments in the onion value chain. The policy team shared with project staff information on the use of mesh bags in the Senegal River Valley region with the onion value chain leader. Similarly, the team also reported an innovative, environmentally sustainable pilot onion storage center that uses no electricity, but instead local mud bricks and local fibers.

5. 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 it does so most directly in this component.

Work initiated in FY08 and continued in FY09 to address this outcome was used to jump-start and guide project activities: participatory assessments of our value chains led to validation workshops of these assessments, preparation of value chain development plans (VCDPs), selection of key partners, and implementation of these VCDPs, aimed at improving linkages among actors and boosting intra-regional trade. In FY10, the project continued assisting value chain actors in implementing technical and institutional strengthening activities, and developing business relationships.

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

In FY10, USAID ATP developed and implemented technical and institutional/organizational capacity building programs for livestock/meat, maize, and onion value chains stakeholders.

5.1.1 TRAINING COURSE ON CONTRACTUAL AGREEMENTS

The 2008 regional maize value chain assessment identified the infrequent use of contractual agreements and the poor enforcement of signed contracts as key constraints to the development of intra-regional agricultural trade. To fill this gap, on December 1, 2009, during the JAAL organized in Ouagadougou, and in preparation for the *Bourse céréalière internationale* (regional cereal exchange), USAID ATP organized a training on trade contracting for 118 agricultural producers and traders (including 15 women). Throughout FY10, USAID ATP helped its partners implement the course's recommendations. The project supplemented this course with a workshop on access to finance (see Outcome 4 below).

5.1.2 MAIZE VALUE CHAIN

Partner Institutional Viability Assessment (PIVA) of the Comité interprofessionnel des céréales du Burkina Faso (CIC-B). In October 2009, USAID ATP administered a three-day PIVA to CIC-B members (including 10 women) in Bobo Dioulasso, Burkina Faso. During the maize value chain assessment, stakeholders had identified CIC-B as the organization to spearhead a regional cereal network and USAID ATP signed a memorandum of understanding (MoU) with CIC-B in September

2009 Three priority areas were highlighted for the next 12 months: (i) development of human resources within the organization; (ii) improvement of programs and services offered to members; and (iii) improvement of public relations and advocacy. Based on this initial PIVA, USAID ATP developed with CIC-B an institutional capacity building plan, and provided the organization with technical assistance and a grant to implement the plan. To measure performance improvement, USAID ATP will conduct a progress PIVA with CIC-B in FY11.

PIVA of the Union des coopératives du vivrier des savanes (UCOVISA). On August 4-6, 2010, USAID ATP organized in Korogho, northern Côte d'Ivoire, a three-day PIVA of UCOVISA, attended by 25 union executives (including 14 women). This apex organization represents some 17,000 members from 12 farmer cooperatives that produce cereals and other staple crops in Côte d'Ivoire, and engage in trade with neighboring Mali and Burkina Faso. UCOVISA, a member and the focal point of the nascent regional cereal network in Côte d'Ivoire, was the selected following competency assessment undertaken by USAID in 2008. The PIVA included 66 competency areas, including 7 on gender equity. The PIVA scores highlighted four priority areas UCOVISA should focus on over the next 12 months: (i) operations and management; (ii) financial management; (iii) programs and services offered to members; and (iii) public relations and advocacy. USAID ATP and UCOVISA developed an institutional capacity building plan that will be implemented with USAID ATP's assistance in FY11. A progress PIVA will measure performance improvements in late FY11.

Training trainers in integrated crop management. USAID ATP and its partner, CropLife (an association representing the plant science industry), implemented an intensive training of trainers (ToT) on integrated pest management (IPM) and integrated soil fertility management (ISFM) for maize producers in Burkina Faso, Côte d'Ivoire, Ghana, and Mali. Through this program, USAID ATP aims to improve intra-regional trade through the sustainable production of quality maize that responds to regional buyers' needs. Integrated crop management (i.e., integrated pest management and integrated soil fertility management) practices and post-harvest management are key elements to increase productivity and marketed volumes, reduce mycotoxin contamination in maize, and meet other quality standards required by buyers. This opens new market opportunities and enhances regional food security.

The program focused on strengthening the technical capacities of farmers to adopt agro-input production packages that improve the quality and yields of maize in a sustainable way. It is made up of three training series based on handbooks developed in January by USAID ATP (on ISFM) and CropLife (on IPM):

1. A four-day technical training in IPM/ISFM to upgrade the technical knowledge of the future trainers, was conducted in Burkina Faso and Ghana (February 8-11), Côte d'Ivoire (February 22-25), and Mali (March 1-4). Participants included farmers and resource people who will be training other farmers. A total of 78 out of 80 participants passed the exam consisting of written and oral tests. All participants received handouts and training guidebooks.
2. A five-day facilitation skills course to train trainers on how to transfer technical knowledge and acquired skills in an effective way, was conducted in Ghana (March 1-5), Côte d'Ivoire (March 15-19), Mali (March 22-26), and Burkina Faso (March 29-April 2). A total of 64 out of 68 participants passed the exam. This activity resulted in a regional pool of competent trainers: 19 trainers (including 7 women) in Burkina Faso, 17 trainers (including one woman) in Côte d'Ivoire, 9 trainers (including two women) in Ghana, and 14 trainers (all men) in Mali.

3. Cascade trainings at the grassroots level, during which trainers will train other farmers, will be organized in FY11 in partnership with bilateral USAID programs and other national partners. To ensure the quality of the trainings facilitated by the new local trainers, USAID ATP and CropLife will coach each trainer and provide him/her with regular feedback; only trainers that meet training quality standards will receive a certificate as master trainers in IPM/ISFM.



Explaining the in-and-out of biological control by natural



What not to do: wearing boots over protective equipment while spraying pesticides

Technical capacity building of maize seed producers. From November 9 to 13, 2009, in collaboration with the West African Seed Alliance (WASA), USAID ATP organized a ToT for 23 seed entrepreneurs. WASA recommended trainers from the Institut national de l'environnement et de la recherche agricole (INERA). The training covered (i) the production of certified open pollinated variety (OPV) and hybrid maize seeds; (ii) seed processing, storage management, marketing and promotion activities; (iii) cost/benefit analysis of seed production and marketing operations; and (iv) basic principles and techniques of training and facilitation. This upgrading of trainers' technical skills and knowledge allows them to better train other farmers.

Training participants were members of Agro-Productions, a private seed company led by young agro-entrepreneur, Jonas Yago, who has developed an innovative seed out-grower business model in southern Burkina Faso (Pô area an innovative seed outgrower scheme in Burkina Faso (see text box below). Agro-Productions is primarily a producer and supplier of certified maize and other cereal seeds that works with a growing number of contract farmers. The company is expanding its contract production of maize and other cereals for sale to national and regional buyers. The supply chain/outgrower operations of Agro-Productions can serve as a model for other businesses interested in improving the performance of their supply chains and relations with small-scale producers. Strong business connections among actors of the supply-chain are essential, as business environment in Burkina Faso, and most other countries in the region, is not yet adequate to enforce trade contracts.



Participants attending a training session on maize cross-breeding



Participants of the training course with their training certificates

In January 2010, USAID ATP monitored the knowledge and technical skills dispensed during the November training-of-trainers course. The *Fédération provinciale des producteurs agricoles de la Sissili* (FEPPASI) and the Pô seed cooperative each planted five hectares of maize seed under irrigation. The project worked with Agro-Productions to identify new areas of partnership, including capacity building in post-harvest handling, processing, and seed farming managerial skills. It also worked with INERA to develop a maize seed training guidebook for seed farmers.

The overall objective of these technical capacity building efforts is to transform informal seed producing farmers into seed business groups that produce accurately labeled, quality seeds, and to ensure seed testing and marketing for both open pollinated varieties (OPV) and hybrid varieties of maize and diverse other crops. USAID ATP is supporting Agro-Productions because a solid private local seed sector is needed to increase the use of improved maize seeds adapted to the requirements of grain buyers, and thus boost maize trade in the region. The use of improved seed is currently very low (2% in Mali according to several studies; and 9% in Burkina Faso in 2009, according to the government, which targets an adoption rate of 50 percent by 2015).

Capacity strengthening of Agro-Productions in contract farming. With support from USAID ATP and in collaboration with Engineers Without Borders Canada (EWB Canada), Agro-Productions trained 72 of its existing and potential lead farmers and public agricultural service technicians in farm management best practices during a three-day workshop (May 19-21, 2010) in Burkina Faso. The training was designed to strengthen the relations between Agro-Productions and its contract farmers; improve its ability to manage its contract farming operations; and increase the overall productivity of both Agro-Productions and its producers.

EWB has become a key partner in strengthening the capacity of lead firms such as Agro-Productions. USAID ATP will identify with EWB additional opportunities for using the farm management module (farming-as-a-business) developed by EWB to support model contract farming operations.

Stakeholders workshop on the control of mycotoxin contamination in maize. As a follow-up to meetings with Nestlé in April 2009 (Accra) and September 2009 (Accra and Abidjan), highlighting the challenge of controlling mycotoxin (and especially aflatoxin) contamination in maize produced in West Africa, USAID ATP organized and facilitated a regional stakeholder workshop on the issue in Accra, November 18-19, 2009. The main goal of controlling mycotoxin contamination is to better safeguard public health (focusing particularly on children's food) and to open up new markets for maize producers with agro-processors in the region, such as Premium Foods, Nestlé, and Agro-Cipa.



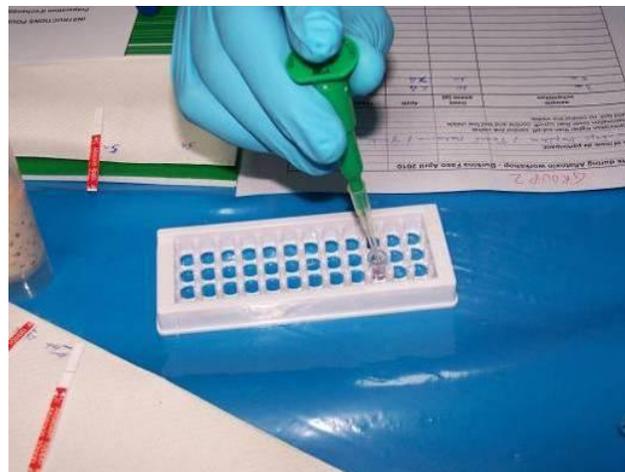
A good farm-level storage practice, enabling the control of aflatoxin in maize



An inappropriate farm-level maize storage practice, which can lead to high mycotoxin rates

Twenty-one stakeholders (including two women) representing farmers, agro-processors, traders, and researchers from six West African countries proposed solutions that emphasized production, post-harvest handling, and management practices. Participants agreed on a detailed action plan built around the Nestlé interventions on aflatoxin control in the region. This action plan will be implemented with USAID ATP's assistance through a partnership with Nestlé, other agro-processors, and farmer organizations in the region.

Training in the rapid detection of aflatoxin. USAID ATP organized a training of 25 key actors (representatives from food processors, producer groups, and traders, and individuals from research centers and public health laboratories) in the use of a field kit to quickly detect the presence of aflatoxin in cereals in order to make “go/no-go” decisions about the consignments they supply or procure from markets. . The training, organized in Ouagadougou on April 14-16, 2010, involved a series of lectures, practical demonstrations, experience exchanges, and field trips to apply the tests in real conditions. Actors



Aflatoxin field kit

The training was a component of an overarching program funded by the Australian International Development Agency (AusAID) and implemented in collaboration with the International Institute for Tropical Agriculture (IITA), the University of Natural Resources and Applied Life Sciences/Romer Labs (UNRALS) in Vienna, Austria, the Department for Agro-biotechnology (BOKU) in Tulln, Austria, and INERA in Burkina Faso. The program, entitled the “Diffusion of Cost Effective Technologies for the Control of Aflatoxin Contamination for Increased Health and Income,” covers Burkina Faso, Tanzania and Mozambique. USAID ATP partnered with the above organizations to sponsor and organize the training, with the program consortium contributing 74% of the total cost. USAID ATP will introduce the toolkit to other countries in the region in FY11.

5.1.3 LIVESTOCK/MEAT VALUE CHAIN

Cochran Fellowship Program on livestock herd management. USAID ATP sponsored Timbila Sawadogo, an executive member of the Burkinabè *Fédération de la filière bétail/viande du Burkina Faso* (FEBEVIB) and regional livestock organization (COFENABVI), to attend the Cochran Fellowship Program on livestock herd management organized by USDA at Texas A&M University, September 28-October 10, 2009. As one of 15 participants from Burkina Faso, Mali, and Senegal, Mr. Sawadogo participated in field visits, a tour of a slaughterhouse, interviews with lead firms and professional organizations, and presentations at Texas A&M. Mr. Sawadogo said that he learned a lot from the visit, and was pleased with Texas A&M staff’s offer to assist him in identifying suppliers of second-hand equipment, such as trucks adapted to the transport of live animals and refrigerated trucks for transporting meat.



Participants of the Cochran Fellowship Program visiting a farm



Participants were impressed by the sanitary conditions on US farms

After the stud tour, Mr. Sawadogo indicated that he was committed to advising members of COFENABVI and FEBEVIB and to training farmers, including during cattle farming training courses organized by USAID ATP(see below).

Institutional and organizational capacity strengthening of COFENABVI. As part of its institutional capacity building plan for the livestock value chain, USAID ATP supported the regional organizational strengthening workshop held by COFENABVI in Abidjan, January 18-21, 2010. The baseline PIVA administered to COFENABVI in 2009 had produced weak scores in competency areas related to human resources development and internal communication. Subsequently, USAID ATP facilitated participatory sessions to help the organization clarify the roles and responsibilities of the COFENABVI executive council and its staff, and to agree on improved internal communication and

operational mechanisms. Thirty- two participants from eight countries attended the January workshop, which was designed to clarify the roles and responsibilities of the organization's executive members and staff. The special counsel to the president of Côte d'Ivoire visited the workshop to offer his encouragements.

For the first time in three years, over June 25 – 29, 2010, in Lomé, COFENABVI held its general assembly--a key statutory requirement and one of the recommendations coming from the organization's initial PIVA. The guests of honor at the opening ceremony included the ministers of animal resources of Togo and Côte d'Ivoire, with the latter flying to Lomé just for the occasion. The president of COFENABVI and 40 delegates from national branches made key decisions regarding made key organizational governance decisions, put a new executive board in place, and drew up a five-year action plan whose implementation is expected to re-energize the organization and allow it to serve its members more fully.

The general assembly was followed by a three-day PIVA progress workshop on July 1 - 3 to measure COFENABVI's institutional and organizational improvements since the initial PIVA in June 2009. Scores showed progress in each of the priority competency area identified in 2009: (i) development of human resources within the organization--20,5% score increase; (ii) improvement of services offered to members--2,8% score increase; (iii) improvement of the organization's financial management--55,6% score increase. In administering the PIVA, ATP added a new competency area related to gender (see below under the Gender section). In all other competency areas measured in 2009 and 2010 (such as advocacy, operations and management) COFENABVI made also progress, except in governance, where the 2010 score was lower by 4,3% than the 2009 score. There were tensions among executives from different countries; conflicts of interests (that were addressed during the General Assembly in June 2010); and unrealistic scoring, both during the establishment of the baseline in FY09 and the expectations of improvement. Undoubtedly, the PIVA exercise is helping the organization understand where to focus attention to improve its performance.

Launching of the Ivorian livestock federation and restructuring of the Benin's livestock federation, member of COFENABVI. The *Fédération nationale des coopératives de la filière bétail/Viande de Côte d'Ivoire* (FEBECOBVI-CI), supported by USAID ATP, organized a Constitutive General Assembly on January 22-23, 2010, under the patronage of the Minister in Charge of Animal Resources. The purpose of establishing this new federation was to mitigate the internal conflicts and institutional problems faced by the defunct livestock federation that had combined cooperatives, associations and trade unions with conflicting objectives. Many authorities attended, including the Minister of Integration, the Burkina Faso Ambassador in Côte d'Ivoire, the COFENABVI president, seven presidents of national livestock federation member of COFENABVI, and about 100 representatives of livestock producers and traders cooperatives from Côte d'Ivoire.

The participants adopted a constitution and by-laws, and elected a national executive council of 33 members.



Côte d'Ivoire's Minister in Charge of Animal Resources, the Minister of Integration, and Burkina Faso's Ambassador to Côte d'Ivoire at the constitutive general assembly



Daouda Ouattara, President-elect of the new livestock federation in Côte d'Ivoire

Restructuring COFENABVI-Benin national livestock federation. USAID ATP also assisted the *Fédération nationale bétail/viande du Bénin* (FENABEV), COFENABVI's Beninese chapter, in organizing its general assembly, held June 5-10, 2010. FENABEV aligned its governing texts with local laws and revised its organizational objectives. The federation elected a new executive board and drafted a three-year action plan. This activity helped bring FENABEV in line with the recommendations made by USAID ATP with regard to COFENABVI's member organizations.

The initial PIVA of COFENABVI in 2009 stressed the rejuvenation and strengthening of national member federations as a priority to reinforce the regional umbrella organization. USAID ATP has already supported COFENABVI to restructure the federation of Burkina Faso (in FY09), of Côte d'Ivoire and Benin (in FY10). The project plans to assist COFENABVI in strengthening the Malian and Senegalese federation in FY11-FY12, and in expanding its national members to include Ghana.

Training of producers in fattening cattle for export. Côte d'Ivoire's red meat consumption is about 100,000 tons per year, 62% of which is imported from West Africa and other countries such as Brazil, Argentina, South Africa, and India. To effectively compete, Sahelian countries must improve cattle fattening operations, along with animal health and disease prevention, and meat quality and sanitary management. In FY10, and as a follow-up to its 2009 ToT program, USAID ATP supported the livestock federations from Burkina Faso (FEBEVIB) and Mali (FEBEVIM) in launching a large-scale training program for cattle fatteners to meet these requirements.

- In Burkina Faso, the program started in Fada N'Gourma and expanded to other parts of the country. FEBEVIB and USAID ATP organized the training with technical assistance from the World Bank *Programme d'appui aux filières agro-sylvo-pastorales* (PAFASP), the regional Chamber of Agriculture, and the *Centre d'appui à la gestion des collectivités* (CAGEC), sponsored by Swiss Cooperation. The program covered all regions and ended in June 2010 with fattened animals ready for export. In FY10, USAID ATP and its partners trained a total of 960 men and 240 women.
- In Mali, the Minister in Charge of Animal Resources, Madeleine Ba Diallo, launched the training program in five regions: Bamako, Koulikoro, Ségou, Sikasso, and Mopti. USAID ATP established partnerships with the *Grands moulins du Mali* (GMM), which provided trainers in each region with 500 kg of an animal feed known as Bunafama, and with the World Bank's PCDA project, which expressed interest in expanding the training to more cattle producers. In FY10, USAID ATP and its

partners trained a total of 1,260 farmers.

Training of butchers in meat preparation. There is currently a wide gap between consumer expectations in high-value market segments for specific cuts of meat and sanitary assurances, and what is supplied under existing practices. One reason for this gap is the conditions under which animals are slaughtered; a second is the butchers' lack of knowledge regarding consumers' preferred cuts of meat ; and a third is that butchers do not have the techniques for skillfully and efficiently carve these cuts from carcasses of properly slaughtered animals. From May 10-15, 2010, 25 butchers from Ouahigouya and Ouagadougou in Burkina Faso were trained as trainers by FEBEVIB in sanitary and high-value market slaughtering and meat preparation practices. Butchers indicated that they planned to use the knowledge just acquired. One butcher, in particular, immediately went ahead to invest in refurbishing his facility in Ouagadougou, equipping it with the proper sanitary and refrigeration in order to position his business as a supplier to high-end consumers.

USAID ATP provided participants in the ToT with technical reference manuals in print and digital form to use in future sessions to train colleagues. In addition, participants were presented with a DVD



Demonstrating meat cutting techniques

showing in full detail the correct processes from slaughtering to butchering. These tools were used by the trainers during their cascade trainings of 1,012 butchers in Burkina Faso that the World Bank/PAFASP program and USAID ATP supported. Cascade trainings will start in Mali in FY11.

Support to a new regional livestock trading company. *Africaine de viandes et de services*, created in 2009 with USAID ATP support, is a regional livestock trading company with prospects to expand into the supply and distribution of high-quality cuts of meat. USAID ATP is helping *Africaine de viandes et de services* finalize a business plan and has advised the company on how to obtain outside expertise.

Africaine de viandes et de services has preselected three consulting firms in the development of its business plan, which is expected to start in FY11.

USAID ATP assisted the company with recruiting a managing director to be in charge of establishing *Africaine de viandes et de services* in the marketplace and to manage business relationships.

Support to Amassaman Union in Ghana. As part of USAID ATP's efforts to link cattle fatteners in the Sahel with Ghanaian markets, the project took initial steps to establish a partnership with the Amassaman Union, which is comprised of the Amassaman Butchers Union (250 members) and the Adusei Aning farm and slaughtering house. The Amassaman Union is a budding supplier of butchered meat to Ghanaian supermarkets (e.g., ShopRite and Koala) and sees opportunity to increase its penetration of these high-value market segments. The partnership involves USAID ATP helping the company (i) (i) facilitate long-term direct commercial relations with cattle fatteners in Burkina Faso ; (i) increase its access to high-value market segments for quality cuts of meat; and (ii) improve the slaughtering and butchering operations to satisfy the quality requirements of its target market, in an environmentally-responsible manner.

5.1.4 ONION/SHALLOT VALUE CHAIN

Support to USAID/Mali *Initiatives Intégrées pour la croissance économique au Mali (IICEM)* in establishing a stakeholder (inter-professional) organization. USAID/Mali IICEM organized a gathering of Malian actors in the onion/shallot value chain to assist them in establishing an inter-professional organization. USAID/Mali IICEM invited USAID ATP's Burkina partner, *Organisation nationale de la filière oignon* (ONFO), to share the project's experiences in creating an inter-professional body in Burkina Faso, and to identify future opportunities for addressing Mali's regional trade challenges.

Workshop on international trade contracts and win-win relationships. Trade relations between onion suppliers in the Sahel and importers in coastal countries have traditionally been based on bulk sales of variable quality onions, with negotiations focused solely on price. Under these circumstances, commercial relations are often short-lived, one-time deals. Furthermore, traders lack awareness about contracting mechanisms and banking facilities designed to mitigate risk and build long-term relationships.

To address these challenges, USAID ATP held a workshop in Ouahigouya, Burkina Faso May 18-19, 2010, for 54 key actors, including representatives of producer groups, regional commercial financial institutions, and importing and exporting companies, in addition to some of USAID ATP's main collaborators in the region (USAID/Mali IICEM, World Bank PAFASP and US African Development Foundation - USADF). Participants came from neighboring countries including Mali, Burkina Faso, Côte d'Ivoire, and Ghana.



The President of a Burkina onion export association interested in dried shallot from Mali



Participants of the workshop

Complementing USAID ATP's efforts to promote trade in onions that are sorted by size, weighed, and packaged in mesh bags, a major importer from Côte d'Ivoire described how his company imports onions from Holland and its requirements for sourcing onions from Burkina Faso and Mali. This presentation had a galvanizing effect on producers and traders alike, awakening many to other channels available for commercializing onions, aside from the traditional practice of limiting producers' knowledge of the market, in order to favor certain traders.

Introduction of new onion varieties. Rainy season varieties provide a chance for onion exporting countries in the region to finally compete with foreign imports during the September-December period. In November 2009, USAID ATP organized a field day in Ouahigouya, Burkina Faso in collaboration with ONFO, the World Bank PAFASP project, and WASA, as part of the JAAL trade fair that took place in Ouagadougou from November 27-December 6, 2009 and whose objective was to promote regional

food and agricultural industries. The purpose of the field day was to visit demonstration plots seeded during the 2009 rainy season with the PREMA 178 onion variety introduced by USAID ATP in partnership with WASA, and to get feedback from participating farmer groups (*Association professionnelle des maraîchers du Yatenga – ASPMY*, and *Réseau des jeunes maraîchers de Gondologo - RJMG*). A total of 28 onion stakeholders, including seven women, observed the harvest of the PREMA variety, discussed the technical practices of the trial farmers, and exchanged ideas about the regional trade potential of this off-season onion variety.



Field day on a PREMA 178 onion plot, Ouahigouya



The bright red and uniform bulbs of the PREMA 178 variety look attractive to consumers

Farmers from the two sites around Ouahigouya, as well as onion producers from two other trial areas, Koudougou and Kongoussi, were enthusiastic about this off-season variety for the following reasons:

1. As a conventional red and spicy variety, with bulbs uniform both in shape and color, the PREMA onion appeals to consumers, who are used to the red, mild-spicy Violet de Galmi variety, and thus can be expected to compete effectively with yellow onions imported from Holland and Thailand during the September-December period;
2. A short-maturing (90 days) variety showing a good bolting tolerance, it is the best rainy season variety in terms of agronomic characteristics and performance ever tested by these farmers. On trial plots, yields averaged 17 tons/hectare (ranging from 12 to 27 tons/hectare), which farmers can easily achieve or even exceed with the application of appropriate fertilizers (i.e. those specific to onions, and not cotton fertilizer, which is usually used) and early seeding.

A total of 1,287 onion value chain actors (farmers, local traders, and exporters), including 605 women, participated in the four PREMA trials and field days held from July to October 2009. All were enthusiastic about the trade potential of this off-season variety. Several exporters indicated their readiness to ship PREMA onion to Côte d'Ivoire as soon as it is available.

USAID ATP sponsored five ONFO members who had tested the new PREMA 178 onion variety to attend the JAAL trade fair in Ouagadougou from November 27-December 6, 2009. They exhibited 10 kg of PREMA onion, distributed technical leaflets at their booth and informed all visitors on the existence of this new rainy season onion variety. The JAAL event culminated with an award of FCFA 500,000 (about \$1,111) prize for innovation in vegetable and fruit production to the USAID ATP-sponsored *Association des exportateurs d'oignon du Burkina Faso (AEOB)* and *Groupement des jeunes maraîchers de Darigma (GJMD)* for the PREMA onion variety exhibited during the JAAL.



USAID ATP-sponsored PREMA onion and IICEM-sponsored Malian shallot at the JAAL



USAID ATP-sponsored PREMA onion producers with prize for innovation at the JAAL

USAID ATP redid the trials on rainy season onions in 2010 and broadened them to include other varieties; it also developed a partnership with INERA to test the varieties with a rigorous trial protocol. WASA provided USAID ATP with six additional rainy season varieties. The trials, which began at the end of June 2010, ran through October 2010 when the onions were harvested. In addition to testing the performance of these varieties, WASA and USAID ATP are supporting guided visits by producer group representatives, traders, and agro-dealers at key times during the production cycle (nursery preparation and transplanting, production, and harvest phases). Although the results will not be known until early FY11, the excellent performance of PREMA 178 has been confirmed in the initial stages of the trials.

Through the introduction of rainy season varieties, USAID ATP and its partners are building both the technical capacity of individual onion producers in new practices and the organizational capacity of the national onion inter-professional organization (ONFO) to coordinate such trials and provide better services to its members. Going forward, USAID ATP will work with producers, agro-input suppliers, and traders to scale up the use of rainy season onion varieties in Burkina Faso and the region, and build trade relations for export to consuming countries.

Training trainers in production of rainy season onions. Building on the interest that USAID ATP generated in the new rainy season onion variety, 27 participants were trained in production practices for the new variety and techniques for extending this knowledge to other producers. USAID ATP also led guided visits to field demonstration plots. It is expected that the growth in the production of rainy season varieties will enable onion producers to become year-round suppliers and better position them to compete with imports from Holland and elsewhere.

The participants comprised representatives of 19 producer groups and public agricultural agents. Most came from Burkina Faso, while USAID/Mali IICEM sponsored the participation of five participants from Mali. In a cost-sharing arrangement, USAID/Mali IICEM, USADF, and the International Center for Soil Fertility and



Agricultural Development (IFDC) covered just over half of all costs and USAID ATP covered the balance.

Identifying seed source for USAID/Mali IICEM's onion/shallot value chain program. In February 2010, USAID ATP shared technical information with USAID/Mali IICEM on the PREMA 178 onion variety that it successfully tested in Burkina Faso during the 2009 rainy season. USAID ATP also shared with IICEM the contacts for the seed supplier in Mali. IICEM procured a substantial quantity of the seed and is testing the variety among shallot value chain participants in Mali.

Technical assessment of onion storage. In December 2009, USAID ATP carried out a study of onion storage technologies and practices in Burkina Faso to address the issues of limited storage capacity and poor quality standards, which contribute to the high rates of product spoilage and value loss. Additionally, because they lack appropriate storage, onion producers are forced to sell their produce at the depressed spot market prices at the peak of the harvest period, and often on a consignment basis. Compounding the problem, producers favor large onion bulbs, which contain high levels of water and are poorly adapted to long-term storage.

Results of the study, which combined a literature review, field visits of facilities, and interviews of key informants, show that the quality of onion bulbs greatly affects storage cost. Surprisingly, the study found little economic analysis supporting the establishment of the storage facilities, which range from 2 to 90 tons in capacity, and have been financed by various donors. During the FY11 storage period, USAID ATP will partner with World Bank PAFASP to (i) fine-tune the economic analysis of some storage facilities, (ii) promote improved storage facilities and storage management practices; and (iii) facilitate long-term business relations between producers and traders.

Assessing the prospects of mesh bags for the Burkina onion market. Assuming the substitution of mesh bags for jute bags in Burkina Faso, the size of the mesh bag market for the country's 60,000 tons of onions (traded in domestic and regional markets) alone is about \$474,000 per year. In January 2010, USAID ATP conducted an assessment of jute bags used to package onion exported from Sahelian countries to coastal countries of West Africa. The study sought to better understand the marketing channel of jute bags (diverted from the cocoa sector in Ghana and Côte d'Ivoire), identify challenges and opportunities to replace jute bags with mesh bags, and lay the groundwork to build linkages between onion exporters and mesh bag manufacturers (see section on building linkages below). Key findings included the following:

- Mesh bags improve ventilation of onions and thus limit losses due to rotting, which can reach up to 20% when jute bags are used. Revenue of exporters would increase accordingly.
- Mesh bags offer the possibility of developing attractive labels and trademarks, while jute bags are labeled for cocoa beans.
- By using mesh bags, onion traders could sell their onion per kilo rather than per bag; onion in jute bags is sold per 100 kg-bag, although bags are usually filled up to 120 and even 140 kg. Mesh bags ranging from 5 to 50 kg are available, offering a range of packaging capacities to sellers.
- Mesh bags can be procured through the formal market, while jute bags are procured through informal and illegal channels.
- Onions packed in jute bags are subject to a high level of road harassment because jute bags are illegally diverted from the cocoa sector and because the content is not what is indicated on the bag

label.

- Onions imported from Asia and Holland are packaged in mesh bags, and most onion traders and consumers are already accustomed to these packages. Some onion traders even re-use the mesh bags.
- Prices of mesh bags (FCFA 450) are competitive compared to jute bags (FCFA 500) for the same volume of onion³.



The heavy labor involved in head-carrying a 120-kg jute bag of onions



Packaging local onions in used 25-kg mesh bags originally used to ship imported onions

A prize for the Malian processed shallot. In partnership with the USAID/Mali IICEM project, USAID ATP sponsored two women shallot processors and one shallot trader from the Dogon region in Mali to exhibit fresh and processed shallot during the JAAL in Ouagadougou. They exhibited and sold some of the 230 kg of fresh shallot, 250 kg of *échalote écrasée séchée* (crushed dried shallot), 28 kg of *échalote en boule* (dried shallot balls), and 19 kg of *échalote séchée en tranches* (dried sliced shallot) in 500g packs. Sales generated a revenue of FCFA 349 850 (about \$800) for Malian exhibitors. They handed out leaflets on shallot, but were surprised to discover that most Burkinabè consumers did not know what shallot is (which the Burkinabè call “small onions”). Burkinabè onion value chain stakeholders were very interested, however, in technologies used by shallot actors to process shallots, which might be adapted to onion processing. At the end of the JAAL, the jury awarded a FCFA 750,000 (about \$1,667) prize for innovation in vegetable and fruit processing to the USAID ATP and IICEM-sponsored *Fédération de producteurs et transformateurs du pays Dogon* for their dried sliced shallots exhibited at the trade fair.

³ A jute bag holds 120 kg of onion; three mesh bags are needed (at 150 FCA each) to replace one (used) jute bag (500 FCFA).

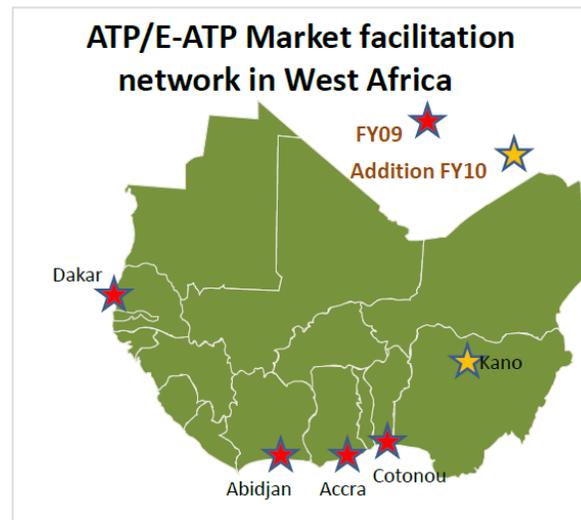
5.2 BUILDING LINKAGES AND SUPPORTING TRANSACTIONS

5.2.1 MARKET FACILITATOR NETWORK

USAID ATP's market facilitation network, set up in collaboration with USAID E-ATP, covered the following consumption markets: Dakar (Senegal), Abidjan (Côte d'Ivoire), Accra (Ghana), Cotonou (Benin), and Kano (Nigeria).

The two projects brought together market facilitators and other technical staff to better coordinate support to traders and to increase regional trade.

In FY10, at the request of value chain leaders, market facilitators explored markets for onion and cereal processing for companies seeking to expand their markets in products and the required raw materials. They focused on onion powder in Burkina Faso and Côte d'Ivoire, cereal-based drinks in Ghana and Nigeria, cereal-based porridge for babies in Benin, and other local foods such as couscous and "déguè" (a millet and yogurt-based desert) in Mali and Burkina Faso.



5.2.2 BUSINESS LINKAGES IN THE MAIZE VALUE CHAIN

Inspired and informed by the training course on contractual agreements facilitated by USAID ATP during the JAAL trade fair, participants at this event developed business relationships and formalized intra-regional trade transactions with USAID ATP's assistance, including (but not limited to) the following:

- In Côte d'Ivoire, about 2,000 MT of maize are under contract between a Burkinabè Company named GANAGRO and Mrs. N'Goran, an Ivorian trader. The total value of this transaction is about \$433,000. Also, members of UCOVISA in northern Côte d'Ivoire proposed more than 4,000 MT of maize for sale.
- USAID ATP facilitated a business relationship between 3H (a distributor of processed products in Côte d'Ivoire), MELS (a maize agro-processor in Burkina Faso), and UCOVISA in order to establish a regular supply and trade of high quality maize and maize-based products in Burkina Faso and Côte d'Ivoire. In December, 3H signed a partnership agreement with MELS to distribute MELS products in Côte d'Ivoire, and agreed on modalities to ship one full container of maize-based products by rail from Ouagadougou to Abidjan. In addition, MELS and UCOVISA agreed to develop the partnership initiated in 2009 with USAID ATP's assistance, to increase the supply of maize by UCOVISA to MELS.
- With support from USAID ATP, Agro-Cipa, a cereal processor located in Bobo-Dioulasso, Burkina Faso, signed a procurement contract with UCOVISA for the purchase of 500 tons of yellow maize, worth FCFA 55 million (about \$122,200), free-on-board (FOB) Korogho, Côte d'Ivoire.
- USAID ATP facilitated a contract for UCOVISA to supply FEPPASI with 280 tons of yellow maize, worth FCFA 30.8 million (about \$68,300), FOB Korogho, Côte d'Ivoire.

Synergy between USAID ATP and E-ATP in the cereal value chains. The food-processing sector offers substantial opportunities for cereal producers to establish long-term, win-win supply relations with buyers. As processing companies continue to access more discriminating, high-value markets, they will be obliged to invest in measures to enhance the reliability of quantities and qualities of raw materials. USAID ATP and E-ATP are putting in place a strategy to link lead processing firms in Burkina Faso and Mali with commercial actors in coastal markets. This strategy includes increasing financial institutions' awareness of the market for processed cereals and developing their confidence in the sector's various actors. In FY11, the two projects will collaborate to organize an assessment of leading buyers in coastal countries, as well as a trade forum for establishing working relationships among processors, buyers, and financial institutions.

5.2.3 BUSINESS LINKAGES IN THE LIVESTOCK VALUE CHAIN

From November 21-28, 2009, USAID ATP supported the Burkina Faso – Ghana *Opération Tabaski*. This activity took place in Ashaiman, near Tema, and consisted of a week-long exhibition and sale of sheep exported from Burkina Faso. In preparation for the Muslim Tabaski (Eid al-Adha) feast (see text box below), USAID ATP assisted the livestock apex organization, COFENABVI, at the regional level, the FEBEVIB of Burkina Faso, and the Livestock Breeders and Traders Association of Ghana, in organizing the shipment of 1,500 sheep from Burkina Faso to Ghana.

The project's objectives for 2009 *Opération Tabaski* were to promote the commercialization of quality and price competitive livestock between Burkina Faso to Ghana, contribute to the professionalism of the two countries' livestock value chain actors, and initiate a platform for interactions between Burkina Faso livestock sellers and Ghanaian buyers.



Publicity of the Opération Tabaski in Accra



Exhibition and launch of the sale in presence of the media



Exhibition and trade area for sheep



Burkinabè seller and Ghanaian buyer negotiating a sheep transaction

Within one week, eight trucks transported 1,500 sheep from 3 main livestock markets in Burkina Faso (Ouagadougou, Pouytenga, and Djibo) from 35 exporters. FEBEVIB ensured the coordination and environmental management during all steps of loading, transport, offloading, and sale of the animals. Sheep fell into three quality categories: category 1 for sheep between 35-55 kg (511 animals, sold at FCFA 60,000, about \$120/head on average), category 2 for sheep between 55-65 kg (575 animals, sold at FCFA 85,000, about \$170/head on average), and category 3 for sheep more than 65 kg (414 animals, sold at FCFA 135,000, about \$270/head on average). All sheep were sold before Tabaski, mainly through the Livestock Breeders and Traders Association of Ghana.

The average shipping cost per animal was FCFA 12,279, about \$27/head, including costs of transportation, veterinary care, feeding, and waste management during the export phase. USAID ATP and World Bank PAFASP shared these costs with FEBEVIB. *Opération Tabaski* was highly profitable for Burkinabè livestock exporters: total sales amounted to FCFA 135,425,000 (about \$300,900), with net revenue of FCFA 19,081,500 (about \$42,400), for a net margin of 14 percent (FCFA 12,720, about \$28/head).

USAID ATP also monitored transport barriers during shipment (see Outcome 1).

5.2.4 BUSINESS LINKAGES IN THE ONION/SHALLOT VALUE CHAIN

Business linkages for onions from Burkina Faso and shallots from Mali. During the JAAL, Drissa Nantoumé from Mopti, Mali, sponsored by USAID ATP and USSAID IICEM, signed a contract for 25 tons of dried crushed shallots for delivery to Yacouba Ouattara from Burkina Faso, amounting to FCFA 20 million (about \$44,400). USAID ATP also facilitated trade of some 112 tons of onion between two project-sponsored associations. In December 2009, AEOB delivered 12 tons of onion, worth FCFA 6 million (about \$13,300) to an Ivorian trader, Sahi Sogbé, member of the *Coopérative des commerçants d'oignon* (Coco-oignon) of Côte d'Ivoire. The negotiations called for a shipment in 2011 of 100 tons, worth FCFA 50 million (about \$111,100).

Preparing seed suppliers for the rainy-season onion production. On December 10, 2009, USAID ATP organized a workshop to help value chain actors prepare for the next rainy season onion cropping campaign. A total of 14 associations, banks, and agro-input suppliers attended and discussed the next steps to get quality agro-inputs on time and in the appropriate quantity for the next rainy season. After an in-depth discussion on the cropping calendar, participants came to a common understanding about the input procurement schedule: in order to harvest off-season onions between

October-December when onion prices are at their peak, seeds and fertilizers must be ordered in January-February for delivery by the end of April, before the rains start in May. Participants discussed the necessity to apply the required fertilizer (NPK 12-4-28) instead of that formulated for cotton (NPK 15-15-15). Seed suppliers also discussed the main technical features and prices of the rainy season onion seed varieties (PREMA 178 and ALIZE) and their quantity and modalities of supply, and provided technical leaflets and advice. A total of 1,500 kg of PREMA and ALIZE seeds were ordered (worth FCFA 45 million, or about \$100,000). The *Banque régionale de solidarité* (BRS) presented the options for accessing input credit. The workshop not only allowed participants to plan their procurement of agro-inputs in advance, it also illustrated the importance of coordination among farmers, agro-input suppliers and financial institutions.

During the January-March 2010 quarter, USAID ATP organized several meetings with onion seed suppliers in Burkina Faso (East-West Seed Alliance, King Agro, and Nankosem) to review requests by onion producers for quality seeds at affordable prices for the next rainy and dry seasons. The East-West Seed Alliance confirmed that 530 kg of the PREMA 178 variety will be available for the 2010 rainy season in Burkina Faso; this was less than the quantity requested by onion producers (1,500 kg), but it was a wise approach, which allows for the provision of technical advice to farmers and the monitoring of results.

Business linkages between onion exporters and a mesh bag manufacturer. In follow-up to the assessment conducted on onion bags, USAID ATP, in collaboration with USAID/Mali IICEM, facilitated a visit by onion exporters and members of ONFO to a Malian mesh bag manufacturer, EmbalMali, in February 2010. USAID ATP collaborated with USAID/Mali IICEM, which sponsored the participation of onion and potato exporters. EmbalMali manufactures various types of bags, including mesh bags for shallots and onions, with a manufacturing capacity of 12 million bags per year. Representatives of ONFO were able to visit the factory, explain their needs, and build business linkages with the manufacturer. The possibilities to print logos and other information directly on the bag, rather than on a plastic strip that would limit ventilation, were discussed and tested. EmbalMali offered 1,000 trial bags (500 with a printed logo) to Burkinabè onion exporters. Prices were also negotiated, and an onion organization from Burkina Faso ordered 50,000 bags for \$12,000 on the spot.

Motivated by the potential market for its mesh bags, Abass Diaw from EmbalMali visited Burkina Faso on February 27 to continue discussions on the introduction of onion mesh bags. In Ouagadougou, USAID ATP gathered 32 onion exporters from Burkina Faso and importers from Côte d'Ivoire, members of *Observatoire régional de l'oignon* (ORO) national chapters, who discussed technical issues with the EmbalMali representative and the best strategy to introduce mesh bags. It was estimated that, at then onion production levels, the mesh bag market in the region would be about 5 million bags per year, worth \$1.2 million.



Burkinabè onion exporters at EmbalMali, Bamako



EmbalMali's onion mesh bag facility

USAID ATP's public-private partnership advisor met with the senior management of EmbalMali to draft an MOU for USAID ATP's support in developing the market for mesh bags across actors in the onion value chain and establishing sustainable distribution networks. Activities under the draft agreement are expected to begin in FY11.

Business linkages between Burkinabè onion exporters and Ghanaian importers. On February 4, 2010, USAID ATP organized a workshop for onion exporters and members of ONFO on boosting exports of onion from Burkina Faso to Ghana. Most Burkinabè onions are exported to Côte d'Ivoire, but Ghanaian terminal markets offer great potential given that they are closer, and that Ghana has a conducive business environment, as opposed to the difficult one created by the civil war in Côte d'Ivoire. However, Burkinabè onion exporters are hesitant to export to Ghana, not only because of the language and currency barriers, but also because of with a negative history with Ghanaian importers. In 2009, the World Bank PAFASP project sponsored a study tour to Ghana for Burkinabè onion exporters, who then asked USAID ATP to help facilitate the establishment of business linkages with Ghanaian importers. Participants in the February workshop requested assistance in (i) developing and implementing formal (written) intra-regional contractual agreements, (ii) building their capacities in financing and money transfer vehicles, such as letters of credit, and (iii) developing linkages with financial institutions. Representatives of the *Association des Exportateurs de la Filière Oignon du Burkina Faso* (AEFOB) shared with USAID ATP lists of Burkinabè exporters and Ghanaian importers interested in the professionalization of their business linkages.

Business linkages between Ivoirian onion importers and Burkinabè suppliers. Through its market facilitator in Abidjan, USAID ATP identified a group of companies that regularly import high quality onions from Holland packaged in mesh bags. In late June, USAID ATP facilitated meetings with these companies and a group of three exporters from Burkina Faso to discuss opportunities for supplying these firms with onions that are sorted by size, graded and packaged. The importers planned to visit exporters in Burkina Faso in October 2010 to further explore possible business arrangements.

While in Abidjan, Burkinabè exporters also discussed with their primary trading partner, *CocoOignon*, how to transition from the bulk trade of onions packaged in jute bags to trade in carefully weighed onions packaged in mesh bags that are ready to retail. The parties signed letters of intent to sell/buy 10 to 15 tons of onions in mesh bags per week beginning in January 2011.

The market facilitator in Côte d'Ivoire is also working with the value chain actors to support an onion importer to buy the Ouahigouya farmers association's (ASPMY) 2010 annual onion production. This relationship started when the onion value chain leader initiated the sub-regional trade facilitation workshop in Burkina Faso. A terminal market (PENUEL) and the *Coopérative des vivriers de la Maraoué* (COVIMA) asked the project to facilitate contract arrangements with farmers in Burkina Faso and Niger if possible.

Business contacts between Rose Eclat and Nestlé. Rose Eclat is a well-established processor of fruits and vegetables based in Burkina Faso. USAID ATP arranged for the director to meet with buyers from Nestlé, which may be interested in dried onions or onion powder. Nestlé is exploring opportunities for increasing the percentage of raw materials it sources from the region, including onions and onion powder for use in the manufacture of its bouillon cubes. While Rose Eclat's production volumes are limited at present, Nestlé solicited samples for testing in its laboratories. USAID ATP will follow-up with both Nestlé and Rose Eclat regarding this potential partnership and support both parties where necessary.

Supply prospects with Sheraton Hotels. Sheraton Hotels, one of the biggest hotel chains in Benin, wants to buy quality fresh onions (*violet de Galmi*) at the farm gate from Burkina Faso and Niger farmers.

This would be a direct market for farmers, and is also an opportunity to test the capacity of farmers and traders to supply quality onions that conform to the Sheraton's size and grade standards. In FY11, USAID ATP will continue supporting the establishment of these trade linkages.

5.2.5 SUPPLY CHAIN MANAGEMENT

Regardless of the sector, businesses in competitive value chains typically seek out and invest in mutually supportive, win-win relationships. The advantages are clear: greater coordination between trading partners improves the reliability and quality of supplies and enhances the two-way flow of information between trading partners necessary for building trust, solving problems, and remaining flexible in the face of changing market dynamics. These advantages are particularly appealing in instances where businesses invest in out-grower schemes or contract farming operations.

On June 28, 2010, USAID ATP and E-ATP hosted a learning network in Burkina Faso among five companies with contract farming or direct supply operations, and producers of onions, maize, maize seed, and sesame. The objective of the meeting was to facilitate exchanges between actors on the organizational structuring of their operations, the roles and responsibilities of actors internal and external to the companies, and lessons learned on establishing collaborative supply relationships with producers. Additional objectives of the meeting were:

- To enhance USAID ATP and E-ATP staff's understanding of success factors and appropriate contract farming models in the region in order to develop a model to extend to other actors; and
- To promote the emergence of a learning network of contract farming practitioners that could enhance the knowledge of actors and diminish the time and costs of developing successful operations.

Some of the key lessons learned from the meeting include:

- The importance of communicating and establishing win-win relations so that suppliers and buyers understand that their own successes depend on those of their trading partners;
- Identifying and selecting lead individuals to play a coordinating and communications function between buyers and individual producers is a critical component of ensuring collaborative relationships;
- The same function allows buyers to reach large numbers of producers without having to manage all aspects of the supply relationships directly with producers; and
- Relationships between buyers and suppliers, once established, require maintenance and nurturing, and social aspects of the relationship are just as critical as the economic benefits.

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

In addition to its work on agricultural trade policy barriers with regional decision-makers (addressed under Outcome 1), USAID ATP supports a bottom-up approach by supporting private professional organizations in their advocacy efforts. USAID ATP addresses this outcome through Component 3: Building Capacity for Private Sector Advocacy, as well as Component 2, discussed earlier.

USAID ATP's strategy for building the capacity for private sector advocacy is based on three pillars: (i) organizational strengthening of key partner organizations (addressed under Outcome 2), (ii) empowerment and capacity building of partner organizations in the elaboration of a regional advocacy strategy and action plan, and (iii) creation of advocacy platforms to implement advocacy activities at both national and regional levels. During FY 2010, USAID ATP assisted cereal, livestock, and onion stakeholders in implementing advocacy activities and an innovative behavior change approach.

6.1 DEVELOPMENT OF ADVOCACY PLANS AND STRATEGIES

Maize regional advocacy plan: The advocacy focus of the nascent West African network of inter-professional cereal stakeholders is the lifting of the seasonal export bans set up by many countries of the region, and the promotion of a free intra-regional trade in cereals between surplus and deficit areas to contribute to regional food security.

Though the regional advocacy plan was finalized in September 2009, cereal stakeholders proposed further amendments during the November 27-December 6, 2009 work sessions they had at the JAAL in Ouagadougou. In December, USAID ATP provided CIC-B with feedback on proposed changes, and helped include them in a final updated document. **Livestock/meat regional advocacy plan:** The advocacy plans focus on key barriers to intra-regional trade, which are usually local or national barriers and vary greatly from one country to the other. Thus, advocacy efforts are mainly conducted at the national level, with COFENABVI playing a role of coordination to ensure that all efforts contribute to the same regional goal, namely a free trade of cattle and meat in West Africa.

During FY10, USAID ATP offered feedback on the first draft of the plan and assisted COFENABVI in finalizing the document in side meetings, gathering together all executive members from the regional organization. **Onion/shallot regional advocacy strategy:** In FY10, USAID ATP modified its strategy to support onion/shallot value chain institutional activities and advocacy efforts, after USAID directed the project to stop activities in Niger. Indeed, USAID ATP's regional partner, ORO/AOC, is headquartered in Niger and thus could not remain a daily partner for the project. Therefore, USAID ATP decided to focus its value chain development work on Burkina Faso, as the second most important

onion exporting country in the region; on Mali, as the main exporter of shallot; and on Côte d'Ivoire and Ghana as the main importing countries. However, onion organizations in Burkina Faso and Mali countries are atomized and still very weak – too weak to lead a credible and coordinated regional advocacy plan. The onion stakeholders decided to focus their advocacy efforts on road harassment along the onion corridor, which they have identified as a major concern and which USAID ATP was already monitoring (see Outcome 1).

6.2 IMPLEMENTATION OF ADVOCACY PLANS AND KEY EVENTS

6.2.1 IMPLEMENTING THE MAIZE ADVOCACY PLAN

Advocacy campaign during JAAL: USAID ATP assisted the nascent regional cereal network in conducting an advocacy campaign during the JAAL. This trade fair represented a key event for cereal stakeholders to voice their message for free trade in grains throughout West Africa. Under CIC-B's leadership, and with USAID ATP's support, 17 cereal actors representing 10 different professional cereal organizations from Benin, Burkina Faso, Côte d'Ivoire, Mali, and Togo implemented three main advocacy activities:

1. **Advocacy booth:** Cereal stakeholders displayed posters, handed out position papers, and created awareness among visitors with whom they discussed the importance of a cereal free trade area in West Africa. The minister in charge of agriculture in Burkina Faso and many other officials visited the booth.
2. **Meetings with regional economic communities and NGOs:** Representatives of the regional cereal network organized formal meetings with UEMOA, CILSS, and Oxfam International. After a brief presentation of the nascent regional cereal network, participants explained and discussed the importance of the free movement of grains (mainly maize) in the region to ensure food security and agribusiness development. Participants were much encouraged by these new potential allies. UEMOA and CILSS welcomed the new advocacy dynamics and offered their assistance. UEMOA also indicated that the nascent regional cereal network could become the UEMOA contact organization for all matters related to cereal value chains at the regional level. There is room for a professional organization, such as CIC-B, at the *Comité consultatif régional des filières agricoles* of UEMOA. Moreover, Oxfam invited the cereal network to send an official request for assistance.
3. **Press conference:** On Friday, December 4, CIC-B, assisted by USAID ATP, held a press conference on free trade of cereals among the ECOWAS countries. The message focused on: (i) trade barriers at border crossings; (ii) transport challenges for cereal products; (iii) quality issues related to regional trade; and (iv) the need for a cereal inter-professional body at the regional level. More than 40 cereal stakeholders and journalists attended. Articles were published in newspapers such as *L'Observateur Paalga* and *Sidwaya*); reports were aired on TV (including the regional Africable TV); and programs were broadcast on radios



Press conference of cereal stakeholders for free trade of cereals in the region

In addition to advocacy activities, the USAID ATP-sponsored cereal stakeholders organized five side meetings to strengthen their collaboration.

The West African cereal network becomes a member of UEMOA's Regional Consultative Committee for Agricultural Value Chains. In February, USAID ATP organized several meetings with CIC-B to follow up on implementation of the regional advocacy plan and establishment of the West African cereal network (one key recommendation of the 2009 maize value chain validation workshop). Progress was made on the main following points:

- During the second quarter, CIC-B was appointed as a member of the UEMOA Regional Consultative Committee for Agricultural Value Chains, created in 2009. Through this appointment, advocacy efforts for free trade of maize in the region reached an important dialogue milestone; indeed, for the first time cereal value chain stakeholders are in a position to voice their message at the UEMOA level to a formal regional value chain committee.

UEMOA's Regional Consultative Committee for Agricultural Value Chains

UEMOA's Common Agricultural Policy (*Politique Agricole de l'Union - PAU*) created the Regional Consultative Committee for Agricultural Value Chains in 2009 to provide technical advice on the implementation of the PAU, with a particular focus on agricultural value chain development. Among the 14 target value chains identified as playing an important economic role in the region, UEMOA selected five priority value chains for the PAU 2009/2011 program: maize, livestock/meat, rice, poultry, and cotton. The Committee held its first meeting April 27-29, 2009 in Ouagadougou. National directors of crop production and animal production departments from all member states, as well as professional organizations, technical partners and donors attended the meeting. The USAID ATP project was also present. Participants adopted the Committee's by-laws, including a measure for appointing representatives of professional organizations. They lamented the non-existence of a regional organization representing cereal value chain actors, but welcomed the information that CIC-B, with USAID ATP's assistance, was spearheading the creation of a West African cereal network.

- Focal points (national chapters) of the regional cereal network have initiated the creation of national advocacy platforms to act as pressure groups. USAID ATP is collaborating with bilateral programs that focus on cereal value chains to ensure that national advocacy platforms are well coordinated with the regional platform.
- Support is needed from USAID ATP to ensure that CIC-B has collected and analyzed all relevant

texts on policies and regulations on cereal trade in West Africa, and that they are disseminated among cereal value chain actors in the ECOWAS region.

Making allies: In May, West African ministers of agriculture, trade, and humanitarian affairs met in Lomé to consider issues related to the food and nutritional situation in West Africa and agree on regional measures. A communiqué indicates that during this meeting, organized by ECOWAS, the ministers examined “steps to ensure the free movement of cereals and all food products across the region, in conformity with ECOWAS Community regulations, while providing security countries facing supply problems.” The ECOWAS commissioner for agriculture, environment and water resources, Salifou Ousseini, expressed the hope that the meeting would mark a turning point for asserting regional solidarity in addressing food crises and natural disasters, and he underscored the regional implications of such crises, especially the implementation of restrictive measures on cereal exports and transhumance (the practice of moving livestock between different grazing lands according to season). USAID ATP’s value chain partners recognize the need to support ECOWAS in mutual efforts to eliminate barriers to intra-regional trade. USAID ATP has discussed with CIC-B the possibility of meeting with ECOWAS officials in early 2011 to develop collaborative actions.

Roundtable on promoting access to regional markets for agricultural commodities in Africa: In June, USAID ATP developed contacts with the Foundation for Democracy in Africa (FDA), which was working in partnership with the Forum for Agricultural Research in Africa (FARA) to organize a roundtable for professional organizations on promoting access to regional markets for agricultural commodities in Africa. The roundtable took place in Ouagadougou on July 20, 2010 during the 5th African Agriculture Science Week and the FARA General Assembly, and was one in a series of policy dialogue workshops organized by FARA to enhance understanding of critical agricultural policy and trade issues in Africa. SAID ATP sponsored 21 West African representatives of agricultural value chains, including maize, to participate in the roundtable, share their experiences with other participants and promote their message for free intra-regional trade of agricultural products.

Advocacy grant: In order to accelerate CIC-B’s advocacy initiatives, USAID ATP drafted and signed an amendment to its existing grant agreement with the organization to include support for activities identified in the regional cereal advocacy plan, to include:

- Strengthening the capacity of CIC-B to plan, coordinate, and monitor partnerships and advocacy activities at the regional level;
- Facilitating the establishment of maize/cereals stakeholder organizations in Benin, Côte d’Ivoire, Ghana, Mali, and Togo;
- Supporting efforts of national cereal organizations to mobilize adequate resources for the implementation of national advocacy action plans related to intra-regional trade issues;
- Conducting regional advocacy interventions targeting the removal of barriers to intra-regional trade; and
- Developing and implementing a communications strategy on national laws and regional trading rules for maize/cereals.

6.2.2 IMPLEMENTING THE LIVESTOCK/MEAT ADVOCACY PLAN

Agricultural behavior change – an innovative approach to advocacy in the livestock value chain: Malian livestock value chain actors face many trade barriers, including a required livestock export authorization from regional governors. This was designed as a non-tariff barrier to limit exports of cattle during a period of perceived meat shortages and higher prices in Malian urban centers, but, in early FY10, public agents were imposing unofficial charges of FCFA 7,500 to 15,000 (about \$17 to \$33) per head of cattle, depending on the region. USAID ATP discussed strategies with COFENABVI and its national chapter in Mali, FEBEVIM, to tackle this barrier, and introduced the Agricultural Behavior Change (AgBC) approach developed by Abt Associates (see text box).

USAID ATP Applies Agricultural Behavior Change (AgBC) Principles to Strengthen the Livestock Value Chain in Mali

USAID ATP conducted an assessment in December 2009 to determine how theories and techniques to promote behavior change could be used to reduce tariff and non-tariff barriers to livestock trade between Mali and its neighboring countries, thus enhancing food security and increasing economic growth. Policy priorities include: 1) eliminating Mali's regional governor's export authorization requirement, 2) promoting cross-border respect of veterinary certificates issued in the exporting country, 3) reducing value-added tax and other fees on Mali's livestock exports to Senegal, and 4) reducing transit taxes on Mali's livestock exports to Burkina Faso and Ghana.

Most Malian stakeholders consulted endorsed the idea of lifting the regional governor's export authorization, given that it was intended as a temporary measure to cope with a food shortage in 2007. The primary AgBC strategy recommendation focused on policy advocacy directed toward the five ministries that instituted the requirement originally. As part of their advocacy activities, professional associations such as FEBEVIM and COFENABVI pursued this policy change with USAID ATP support, using a variety of communication channels and persuasive messages to incentivize the ministries and provide public recognition and rewards for taking action.

During a mission to Mali in December 2009, an Agricultural Behavior Change (AgBC) specialist, the livestock value chain leader, and the policy advisors met with Malian authorities (Ministries of livestock and fisheries, Trade and investments, and Finance, as well as national and regional departments related to animal resources), FEBEVIM, and USAID/Mali. During a subsequent mission in July 2010, USAID ATP observed significant progress achieved by FEBEVIM: the regional governors' export authorization was still in place but issued more quickly and free in most cases. FEBEVIM reached a dialogue milestone with the Ministry of Commerce when it succeeded in getting the Ministry to provide an official recommendation to eliminate the authorization requirement at an information meeting it organized on July 6 on cross-border trade. Despite FEBEVIM optimism and Ministry of Commerce officials' stated support for the measure, there is still some resistance at the Ministry of Livestock and Fisheries and among local butchers.

Eliminating VAT and Patente on cattle imported in Senegal: In September 2010, USAID ATP supported COFENABVI, through its national chapter in Mali, FEBEVIM, to advocate for the elimination of the value added tax (VAT) and the patente⁴ on cattle trucked to Senegal. The VAT, which was as high as FCFA 16,000 /head of cattle in 2007, was reduced to FCFA 4,009 /head in 2009, but still represents an important barrier to export live animals from Mali to Senegal by truck. The patente represents an additional tax of FCFA 15,000 to be paid by Malian exporters each time they ship cattle to Senegal. To launch their advocacy activity, Malian exporters traveled to Dakar by bus, following a truck of cattle. There they collected all information on payments and roadblocks with the truck driver, and met with Senegalese authorities, including the director of external commerce, technical advisors from the Ministry of Finance, and the director of animal resources. While the latter was not open to the concerns of the

⁴ Tax levied on traders

Malian exporters, claiming that VAT incomes were used to fund the development of the livestock sector, the officials from the Ministries of Trade and of Finance welcomed the pro-activity of Malian exporters and were open to re-considering the VAT, provided that ECOWAS and UEMOA explicitly exempt live animals from VAT. Regarding the patente, Senegalese authorities expressed surprise at this practice and promised to investigate and eliminate it for Malian exporters, as the patente should only be paid by Senegalese traders once a year.

Road shows: USAID ATP invited livestock traders of Burkina Faso to attend the September 2010 Road Show jointly organized by UEMOA's road governance observatory (OPA), WATH, and USAID ATP. USAID ATP presented its road harassment work along the livestock trade corridor from Fada N'Gourma to Parakou. In the presence of high officials from customs, police, gendarmerie, chamber of commerce, and ministries, livestock traders expressed their concerns about the road harassment faced when exporting cattle, and debated the enforcement of the regulation on mixed transport. While the regulation forbids transporting herders with the animals, livestock traders explained that the presence of herders was crucial to ensure the health and safety of the animals during the transport. The authorities agreed to discuss this issue further with representatives of the national livestock federation.

Roundtable on promoting access to regional markets for agricultural commodities in Africa: As USAID ATP did with maize stakeholders (see above), USAID ATP sponsored livestock representatives from Mali, Côte d'Ivoire, Burkina Faso, and Benin to participate in the roundtable organized by FARA (Ouagadougou, July 2010), to share their experiences with other participants and voice their message for a free trade of cattle in the region.

Advocacy grant: USAID ATP provided COFENABVI with a grant to support the collection and analysis of national and regional policies and regulations, as well as data related to intra-regional trade of live animals and meat. USAID ATP is working with UEMOA and ECOWAS to identify regional policies affecting livestock trade. The grant helps COFENABVI disseminate the policies and analyses with its members throughout the region.

6.2.3 IMPLEMENTING ONION/SHALLOT ADVOCACY ACTIVITIES

Road shows. USAID ATP invited onion traders of Burkina Faso to attend the launch of the Borderless Initiative in Burkina Faso, during a road show jointly organized on March 25, 2010 by UEMOA's road governance observatory (OPA), WATH, and USAID ATP. Onion traders were also invited for the September 2010 road show. USAID ATP presented its road harassment work along the onion trade corridor from Kantchari to Accra. In the presence of high officials from customs, police, gendarmerie, chamber of commerce, and ministries, onion traders expressed their concerns about the road harassment faced along corridors followed to export onion. Truck drivers and professional organizations agreed with USAID ATP that the perishable nature of onions makes this commodity susceptible to road harassment. They also agreed that measures must be taken to reduce road harassment to limit the negative impact on producers' revenues and retail prices, both of which work against poverty alleviation in the region.

Roundtable. As USAID ATP did with maize and livestock stakeholders (see above), USAID ATP sponsored onion/shallot representatives from Mali, Côte d'Ivoire, Burkina Faso and Ghana to participate in the roundtable organized by FARA (Ouagadougou, July 2010), to share their experiences with other participants and promote their message for a free trade of onion in the region.

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

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

7.1 MARKET INFORMATION SYSTEM

In the fourth quarter, USAID ATP and E-ATP technical staff, in particular market facilitators and value chain leaders, met to review MIS activities with regard to the indicator: *the number of users and the utility of using this database of contacts to facilitate linkages among value chains actors*. It was an opportunity to strategize on how to organize data collection and dissemination, segment the profiles of value chain actors across countries, train end users, and promote the MIS--as well as identify the difficulties and challenges encountered by the MIS.

Esoko platform users now number over 15,000 when profiled individually (by name, mobile phone number, profession, and gender). This exceeds the 2010 project target of 12,000 users.

7.1.1 PARTNERSHIP IN MIS

USAID ATP has been working since inception with Esoko, a private company, to form a regional, private sector, Internet and cell phone-based market information system providing market information to its beneficiaries.

Esoko's market information service in West Africa collects and disseminates information on 50 products within the six value chains of USAID ATP and USAID E-ATP, in 80 different markets in seven countries: Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Nigeria, and Togo. The information is made available via the Internet and mobile telephone, allowing everyone in West Africa – and internationally – access to the data.

Originally created to help governments address rural poverty, this tool is now available publically. Growers associations can receive text alerts that can help them negotiate the fairest prices; buyers can publish their offers; and agribusinesses can track seeds, stock inventory, harvests, and available products. In addition to receiving real-time data, Esoko members can work out comparative market analyses or forecasts based on historical precedents.

To receive information on their phones, Esoko partners can register online, choosing the product, network and markets of interest and the desired frequency for receiving information. Prices and offers that correspond to their needs are transmitted as requested. Professional associations can also create their own website at no cost, and offer the MIS to their members.

The Esoko business model is to establish a franchise in each partner country to build a market information system and resell Esoko subscriptions to provide access to the national and regional market. Esoko Ghana, the Esoko Networks franchisee, has established a market information system to collect and disseminate market information to agricultural value chains stakeholders. The table below describes the market segmentation and the subscriptions models.

| Bronze | Silver | Gold | Platinum |
|----------------------|---|---------------------------------------|---|
| \$25 | \$250 | \$1,500 | \$8,000 |
| 10 SMS alerts/week | SMS alerts & Website Max 200 members | All tools. Max 2,000 members | All tools. Unlimited. |
| Trader Researcher | Small Business Exporter | Farmer Group Business Small NGO | Large Business/Assoc Consumer Brand Co. NGO Government |
| 6,000 | 2,000 | 200 | 20 |

4 years to reach profitability

The project has established a partnership with four independent market information networks to provide content to the Esoko platform, for access by project-supported users. In the wake of start-up difficulties (see Challenges in 3.3), USAID ATP is working closely with E-ATP to extend the availability of the Esoko network to more countries in the region to facilitate intra-regional trade. As part of its assistance to public market information systems, USAID ATP worked with ECOWAS, Esoko, Réseau des Systèmes d'information des marchés en Afrique de l'Ouest (RESIMAO)⁵, and IFDC to establish a partnership that will provide market information to all 15 ECOWAS member states. The Economic Community of Business Information System (ECOBIZ)/ECOWAS, USAID ATP, RESIMAO (with assistance from ECOWAS), and IFDC will combine to provide content to the platform. USAID ATP facilitated direct contact between Esoko and RESIMAO, which had avoided collaboration since IFDC's Network of Market Information Systems and Traders' Organizations in West Africa (MISTOWA) project began in September 2005.

USAID ATP modified its livestock/meat market information set-up in Mali, Burkina Faso, and Côte d'Ivoire to improve efficiency. COFENABVI has offered to collect market price information in addition to trade data related to livestock and red meat. The regional organization has indicated its intent to pursue price data collection, as well as trade data even after the project closes as a way to provide added services to its members. Afrique Verte/Burkina and Mali and ANOPACI, which the project had contracted to cover all of its market information needs, have found it difficult to add livestock/meat to their already established system, which focuses on cereals and other non-animal value chains.

The project worked with its MIS partners in Burkina Faso, Mali, and Côte d'Ivoire to continue attracting users to the Esoko platform. The outreach of our partners includes apex organizations comprising grass roots associations with thousands of members.

⁵ RESIMAO is a regional network of national public MIS, with intermittent support from CILSS. ECOWAS is considering financial support to RESIMAO. The IFDC/MIR project is a regional agro-input (especially, fertilizer) information system.

USAID ATP also continued working with Esoko and its MIS partners to establish a business model that will enhance the viability of the platform by sharing some of the subscription cost, currently supported by the project. The model would involve different levels of pricing for individual users, associations (reselling to their members), private organizations, and public institutions.

Esoko partners' conference: Organized in collaboration with USAID E-ATP, the Esoko Partners Conference allowed MIS partners to share experience about the use of the Esoko platform and to reflect on topics related to the resale of the subscription by apex organizations to members. Participants included USAID ATP MIS partners (ANOPACI, AMASSA, and APROSSA), as well as ECOWAS, TechnoServe, Marketing Inputs Regionally (MIR +)/IFDC, and Social Enterprise Development (SEND), a consolidation of three autonomous national non-governmental organizations in Ghana, Liberia, and Sierra Leone.

Our main recommendation is that Esoko finalize the basic functionality of the platform before considering the incorporation of new functions, such as “scout/polling”. At the same time, both Esoko and USAID ATP will develop ways to ensure the viability of the MIS platform. Business plans will be needed to use the Esoko platform as a marketing tool and to negotiate with mobile operators to reduce the cost to users (including the sharing of SMS user fees).

USAID ATP MIS partners review meeting: During the third quarter, USAID ATP held its scheduled semi-annual meeting to review past results and plan future activities. MIS partners discussed the outcomes and challenges of the past six months, the introduction of a monthly MIS report to facilitate activities monitoring, and the publication of major MIS activities in the USAID ATP quarterly newsletter.

Reselling Esoko subscriptions: Reselling Esoko subscriptions in Burkina Faso and Mali reached 217 members of FEPPASI on the Esoko platform. APROSSA and FEPPASI plan to start a pilot training for the *key federation members of the association to enable them to analyze the Esoko platform information*. The training will also help to retrain others members of the association.

7.1.2 USAID ATP MIS ACTIVITIES

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

Training

In February 2010, the project organized a workshop in Ouagadougou to train 40 MIS agents (including one woman) from Mali, Burkina Faso, Côte d'Ivoire, Ghana, and Benin. Alongside this workshop, the project held special sessions to go over livestock/meat product characterization with COFENABVI's agents. USAID ATP designed new standardized survey instruments to record and store information to ensure that data will be made available for analysis should enumerators encounter difficulties with uploading information to the Esoko platform, as experienced in previous quarters. This allowed enumerators to continue collecting the data needed to maintain the integrity of the price and contact database.

On August 5-6, 2010, with the support of project MIS partners, the USAID ATP MIS specialist simultaneously trained 115 value chain actors from 27 value chain associations in six countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, and Togo) in the use of the Esoko platform. All participants

⁶ Scout is a tracking and polling system that works by setting up automatic SMS polling to track field activities and data (track plant crop planting, inventory, product delivery, health services, etc...).

were registered on the platform and SMS alerts were configured for each of them for all the countries covered. They saw the benefits of the platform, in receiving SMS bids and offers posted by their colleagues in different countries on their mobile phones in real time. In the future, this approach will be used to help actors in our target value chains to follow the “*bourse céréalière*” events organized in collaboration with the MIS partner, Afrique Verte (see online coverage of workshop at: <http://www.burkina-ntic.net/Les-prix-des-produits-agricoles-a.html>). One indication of the success of this training was the request made by the *Centrale des producteurs de céréales* in Togo to use the platform as a means of sharing information among members of its national organizations.

In July 2010, APROSSA and AMASSA trained 68 new institutional users on the Esoko platform, including the *Union départementale des producteurs de niébé*, supported by the French-based NGOs, *Formation pour l'épanouissement et le renouveau de la terre* (FERT) project and the *Association champenoise de coopération Inter-régionale* (ACCIR). The latter is an international apex organization established in 1981 to represent professional grain associations. This activity is initiating a partnership between APROSSA and FERT/ACCIR to train all the association members, and to allow maize producers to use market information to organize their grain trading system. AMASSA in Mali organized trainings workshops for 43 new users (enumerators and the project value chain actors).

Facilitation of bids and offers

USAID ATP's MIS specialist contributed to the success of the JAAL and *bourse céréalière* through the presentation of the MIS platform, particularly on the posting of bids/offers on the platform. In collaboration with Esoko, USAID ATP provided a practical demonstration of Esoko's services and received positive feedback from participants.

USAID ATP assisted Afrique Verte Mali/AMASSA in organizing the cereal exchange in Ségou, which saw the participation of 200 value chain actors from Mali and Burkina Faso. The exchange registered 116 bids for some 17,842 tons, and 176 offers for 43,361 tons of maize and other various cereals. Value chain actors signed 15 contracts totaling 3,577 tons of products valued at FCFA 665,828,250 (about \$1,479,600). A combined total of 192 bids/offers and 96 contracts were recorded on the Esoko platform (for bids/offers pertaining to maize, see the table below).

USAID ATP's support to Afrique Verte Burkina Faso/APROSSA in organizing the regional cereal exchange in December has led to an important contract requiring the *l'Union régionale des commerçants du Gourma* (URCG) (a traders' association in the Gourma region) to supply a Nigerien trader with 6,000 tons of maize with a value of FCFA 975,000,000 (\$2,166,000). Because USAID ATP no longer operates in Niger, its assistance will be restricted to working with Afrique Verte Burkina, the local Burkinabè trader association, and the national CIC-B.

7.1.3 MIS DATA COLLECTION AND DISSEMINATION

Market information statistics

Tables 11 and 12 show the bids and offers posted onto the platform for the third quarter. These remain under-representative of the extent of the project's trade facilitation effort, in part because the platform came back online slowly in March 2010 and did not register all bids and offers in a timely manner. For livestock, COFENABVI's enumerators also experienced difficulties uploading bids/offers onto the platform. ANOPACI was mostly ineffective during the third quarter (see 3.3 CHALLENGES).

Esoko Ghana reported the most bids and offers for cereal products, but with lower quantities. This reflects the large number of small-to-medium cereal markets covered by Esoko Ghana; only smaller quantities are offered in these markets. In addition, grain wholesalers in Ghana maintain warehouses away from the marketplaces and are not captured by the enumerators focusing on marketplaces. USAID ATP is working with Esoko to have its enumerators identify wholesalers with large warehouses to collect those bids and offers. In contrast, bids and offers for cereals in other countries are in large quantities as they are reported by wholesalers with warehouses in the markets.

For livestock, however, the large number of bids and offers and the number of head involved derives from the fact that Esoko Ghana started interacting with the livestock breeders and traders association, which report bids and offers for large quantities of animals. Because these traders deal mostly with imported animals, their offers are for imported animals from Burkina Faso and Mali and their bids are mainly addressed to exporters from these countries.

TABLE 11: BIDS BY COUNTRY AND PRODUCT, APRIL-JUNE 2010

| Country | Number of Bids and Volume by Product | | | | | |
|---------------|--------------------------------------|---------------|-----------|--------------|---------------|------------|
| | Cereals | | Cattle | | Sheep & Goats | |
| | Bids | Tons | Bids | Head | Bids | Head |
| Burkina Faso | 68 | 6,371 | 13 | 740 | 8 | 680 |
| Ghana | 263 | 1,289 | 29 | 1,645 | 2 | 153 |
| Côte d'Ivoire | 12 | 1,263 | 15 | 640 | 5 | 200 |
| Mali | 85 | 5,351 | 11 | 390 | 0 | 0 |
| Total | 428 | 14,274 | 68 | 3,415 | 15 | 833 |

TABLE 12: OFFERS BY COUNTRY AND PRODUCT, APRIL-JUNE 2010

| Country | Number of Offers and Volume by Product | | | | | |
|---------------|--|---------------|------------|--------------|---------------|---------------|
| | Cereals | | Cattle | | Sheep & Goats | |
| | Offers | Tons | Offers | Head | Offers | Head |
| Burkina Faso | 49 | 63,834 | 33 | 1,180 | 27 | 4,302 |
| Ghana | 374 | 244 | 156 | 5,090 | 77 | 7,228 |
| Côte d'Ivoire | 2 | 55 | 38 | 1,806 | 11 | 1,506 |
| Mali | 43 | 17,864 | 34 | 360 | 13 | 635 |
| Total | 468 | 81,997 | 261 | 8,436 | 128 | 13,671 |

Table 13 reports the number of new users for USAID ATP (without double counting users under E-ATP). The larger number of new users in Ghana is testimony to the fact that the Esoko platform is managed from Accra such that Esoko Ghana did not suffer as much disruption as the other countries covered by the MIS platform. Nonetheless, USAID ATP will push to raise the number of new users and will embark in a series of trainings next quarter in order to do so.

TABLE 13: NEW USERS REGISTERED ON ESOKO PLATFORM, APRIL-JUNE 2010

| Country | Burkina Faso | Ghana | Côte d'Ivoire | Mali | Total |
|-----------|--------------|-------|---------------|------|-------|
| New users | 324 | 4504 | 54 | 81 | 5,137 |

Source: Esoko Networks

Other market information dissemination:

The Afrique Verte network uses the information provided by the Esoko platform to publish the newsletter *Point sur la Situation Alimentaire au Sahel* (PSA) on food security in Burkina Faso, Mali, and Niger. According to the PSA N°108, 109, 110, AMASSA and APROSSA facilitated 3,356 metric tons of maize, millet and sorghum transactions valued at approximately \$870,450 in Burkina and Mali. APROSSA and AMASSA are also following the delivery of 3,808 metric tons in Mali and Burkina Faso, including 2,500 metric tons of maize from Burkina Faso to Niger. With USAID ATP adding a regional dimension to Afrique Verte's "cereal exchanges," AMASSA and APROSSA have started assisting long-distance cereal traders. Nonetheless, most of the deals brokered by the associations are within countries.

7.2 MOBILIZATION OF ADDITIONAL FINANCE THROUGH ACCESS TO CREDIT

USAID ATP's strategy to mobilize finance for agribusinesses and intra-regional trade in maize, livestock/meat, and onion/shallot value chains was originally based on a four-pronged approach: (i) developing and implementing a DCA guarantee program – this activity was terminated during the April-June 2010 quarter, as explained below; (ii) assisting value chain actors in accessing finance by improving their capacity to develop bankable business plans and successfully apply for loans; (iii) facilitating the transfer of funds related to trade within value chains; and (iv) strengthening the capacity of selected financial service providers to evaluate credit worthiness and the risks associated with lending to agribusinesses.

Development Credit Authority

In April 2010, USAID ATP presented to USAID/WA the DCA timeline and a set of documents to initiate a \$5 million loan portfolio guarantee for the United Bank for Africa. In early June, USAID/WA notified the project that it has decided to not fund the DCA guarantee program. Thus, USAID ATP refocused its strategy to mobilize finance for agribusiness and intra-regional trade in its target value chains on the remaining three elements of the original strategy (ii through iv above). The project revised its targets related to finance mobilization and submitted them to USAID/WA.

Facilitation of access to credit

During FY10, USAID ATP continued to identify potential financial partners and provide value chain stakeholders with technical assistance to present clear and accurate financial information to financial institutions, develop bankable business plans, and apply for loans.

Identification of potential financial partners: USAID ATP invited United Bank for Africa (UBA) and BRS to participate in the project's workplan presentation in October 2009. The access to finance advisor met with several other financial institutions in October-December 2009, including Ghana Commercial Bank, BRS Burkina Faso, the *Société financière de garantie interbancaire du Burkina Faso* (SOFIGIB), the *Association professionnelle des institutions de microfinance du Burkina Faso* (APIM-BF), the *Union technique d'exécution* (UTE) of the national microfinance strategy (Burkina Faso), the *Union régionale des coopératives d'épargne et de crédit du Nazinon* (URC Nazinon). The objectives of these meetings were to (i) introduce USAID ATP; (ii) become familiar with the financial products proposed by the institutions; and (iii) identify areas of potential collaboration to facilitate access to credit for USAID ATP's maize, livestock/meat, and onion/shallot value-chain partners.

During the preparation for the DCA program, USAID ATP contacted Women's World Banking Ghana (WWB-G), a microfinance institution whose mission it is to train, assist, and lend credit to low-income

women entrepreneurs. USAID ATP is collaborating with WWB-G to introduce them to female value chain stakeholders interested in accessing credit through a microfinance institution.

On April 13-18, 2010, USAID ATP attended a regional workshop of financial institutions in Bamako, organized by the Terrafina consortium, composed of an NGO (International Islamic Charitable Organisation, IICO), a bank (RaboBank), and an ethical financial institution (Oikocredit). Terrafina strives to develop rural microfinance in Africa and showed interest in USAID ATP's value chain approach. During the Bamako workshop, USAID ATP presented its approach to facilitating access to finance and developed contacts with other participants, including five microfinance institutions from Mali.

In April, USAID ATP also attended a roundtable organized in Ouagadougou by the World Bank's Consultative Group to Assist the Poor (CGAP), an independent policy and research center supported by more than 30 development agencies and private. USAID ATP participated on a panel, along with representatives of the International Fund for Agricultural Development (IFAD) and Terrafina, on "How funders and investors can support rural financing – new answers to an old question." Terrafina is in the process of developing new financial products for value chain stakeholders (in particular those involved in cattle fattening and cereal warehouse receipting ("warrantage" in French), and has agreed with USAID ATP to couple workshops on value chain financing with the launch of Terrafina's new products, expected in the April-June 2011 quarter.

Training course on access to finance: USAID ATP and E-ATP conducted a training course December 1, 2009, on access to finance for 118 participants (including 15 women), in preparation for the *Bourse céréalière internationale* (International Cereal Exchange) during the JAAL in Ouagadougou. This introductory course targeted stakeholders (particularly from Côte d'Ivoire and Mali) involved in USAID ATP value chains, especially maize. The course appeared to catalyze trade activities: participants signed contracts to trade maize and other cereals; suppliers provided buyers with supplier credit ranging from 10 days to 90 days; and in some cases, a bank provided the buyer with a loan.

Technical assistance to value chain stakeholders.

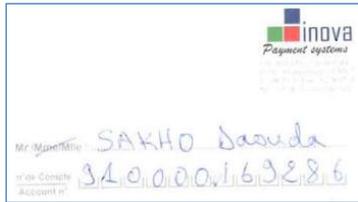
Maize: Throughout FY10 USAID ATP facilitated access to finance for the cereal cooperative apex organization UCOVISA in Côte d'Ivoire. The project first provided technical assistance to UCOVISA in negotiating a maize export deal with a buyer in Burkina Faso and in negotiating a line of credit with Bridge Bank Côte d'Ivoire for the production and collection of maize to be exported. USAID ATP also introduced UCOVISA to Oikocredit and UBA-Côte d'Ivoire, but the cancellation of the DCA affected the credit lines envisioned by these banks. USAID ATP will continue to support UCOVISA in FY11 in developing a business plan to improve its prospects for bank loans. Similarly, USAID will provide assistance to CIC-B to develop a business plan for the procurement of agro-inputs.

Livestock/meat: USAID ATP reviewed the business plan of *Charcuterie Joeda*, Côte d'Ivoire, a company that attended the JAAL in Ouagadougou in December 2009. *Charcuterie Joeda* imports quality beef from Mali and Burkina Faso and supplies supermarkets through wholesalers like PROSUMA. Joeda requires a loan of about FCFA 50 million to upgrade its meat cutting facilities and expand its import capacities. USAID ATP made recommendations to improve the business plan and introduced Joeda to Oikocredit.

Onion/shallot: On May 17-19, the finance advisor contributed to the organization and facilitation of the onion value chain export/import contracting sub-regional workshop (see Outcome 2, section 5.1.4). Payment arrangements for export/import deals often involve a line of credit (supplier credit, documentary credit, etc.). This workshop helped strengthen capacities of onion value chain stakeholders in understanding the variety of payment and credit vehicles available to them when trading at the regional level.

Facilitation of transfer of funds

USAID ATP investigated several fund transfer systems that could help improve the transfer of money within the region, among them INOVA Payments Systems. Through its electronic platform, INOVA can facilitate transfer of funds and access to innovative financial services for agricultural value chain actors in the region.



Demonstration of money transfer via a mobile phone

INOVA Payment System

INOVA is a private company that provides electronic money exchange services and is registered with the Central Bank of West African States (BCEAO). It has developed an integrated platform for electronic payment operating through such channels as mobile phones, automatic teller machines, Internet, terminals for electronic payment, and payment offices approved by INOVA. Various services are provided by INOVA and include the following:

- Electronic purses
- Debit cards for bank account owners
- Money transfers
- Contactless payments
- Recharging of phone and electricity credits
- Multichannel switch payment for bank partners
- Mobile banking, SMS banking and Internet banking for bank partners

To facilitate electronic payments, INOVA also plans to be connected to VISA and MASTERCARD switches.

Through its electronic platform, INOVA could facilitate transfer of funds and access to innovative financial services for agricultural value chain actors in the region.

USAID ATP and INOVA discussed ways to extend mobile transfer services to value chain actors and improve their access to financial services through the INOVA electronic platform. Building on a partnership request that INOVA sent to USAID ATP and USAID E-ATP in March 2010, the USAID ATP project supports a pilot program linking INOVA with a microfinance institution (URC-Nazinon) and Burkinabè traders exporting livestock to Ghana. A formal partnership between these parties has been signed and the pilot program is underway. If successful, it may be expanded in FY11 to cereal value chains, including maize.

USAID ATP also contacted VISA Inc. Europe Middle East Africa, located in Morocco, to discuss possibilities of collaboration for money transfer in West Africa, and investigated MTN's money transfer system. Although these companies didn't show high interest in West African intra-regional money transfer products, USAID ATP will continue its investigations.

Capacity strengthening of selected financial service providers

Through the partnership it helped develop between INOVA and URC-Nazinon (see above), USAID ATP built URC-Nazinon's capacities to analyze and understand the risks and benefits associated with lending to cattle exporters. Because USAID ATP plans to replicate this pilot program in other value chains, it has already started informing URC-Nazinon's about possibilities and risks related to cereals, including maize.

USAID ATP, in partnership with E-ATP, has also started to prepare a regional workshop focused on access to finance for women. In early FY11, this workshop will bring together women value chain

stakeholders and finance institutions to discuss specific constraints faced by women in the target value chains and to strengthen the capacities of financial partners to evaluate and mitigate risks related to loans to women actors.

7.3 MOBILIZATION OF ADDITIONAL FINANCE THROUGH WAREHOUSE RECEIPTS

In September 2009, USAID ATP organized consultations with Ghanaian legal counsel on the different options to establish a regulatory company that would manage the Ghana WRS. Local lawyers, in agreement with the WRS steering committee, proposed the establishment of a not-for-profit private company limited by guarantee. As a follow-up to this recommendation, USAID ATP had contacts with the WRS steering committee that fine-tuned the roles and operations of the company and agreed to hire a full-time staff member who would facilitate the creation of the company in a timely manner.

USAID ATP assisted the Ghana WRS steering committee in recruiting an MBA graduate, Emmanuel Mante, as the manager for the private regulatory company. Mr. Mante has knowledge in commodity warehousing receipting systems (including business registration procedures and supervisory responsibility over stakeholder institutions) and in advocacy issues within the grain industry in Ghana. USAID/Ghana ADVANCE has also committed to providing an MBA volunteer to assist in the program. USAID ATP covers the costs related to the newly hired manager for the first few months of activities.

The manager of the regulatory company took up his post on January 18, 2010. His first task was to register the regulatory company as a not-for-profit private company under the name of the Ghana Grains Council (GGC - Certificate of Incorporation No. G-31, 526; Certificate to Commence Business No. G-31,526). An interim Board of Directors has been appointed and GGC has opened a provisional office.

In February 2010, USAID ATP provided technical backstopping to the GGC manager and the MBA volunteer to conduct a quick warehouse assessment. They visited a total of eleven sites throughout the country, and observed that public sector warehouses were of better quality and larger capacity than private sector ones. Four private warehouses needed little or no upgrade for the Ghana WRS; two warehouses needed significant upgrades, and one warehouse did not fit within the pilot framework. During the following months, GGC undertook a more in-depth assessment and selected three warehouses with which to start the program.

GGC strategic framework

GGC will work at two levels to develop a solid foundation for establishing a warehouse receipts system in Ghana that can be replicated in other countries in the region.

First level: GGC will leverage current lead firm driven supply chains to assist these firms in using uniform standards and grades and investing in quality warehousing services. GGC's long-term vision for this level is the following: cereal crops move through a low transaction cost mechanism linked to a broad based warehousing system that uses standard warehouse receipts.

Second level: This is a slower process that focuses on establishing the organizational and regulatory infrastructure that would allow a broad-based system to properly evolve in Ghana. Working with USAID/Ghana ADVANCE, USAID ATP supports the Ghana Grains Council, established as a private sector-driven body with responsibility for developing certified warehousing and warehouse receipts, setting warehousing certification requirements, and enforcing rules and regulations of the program. USAID ATP will draw lessons from this pilot program (setting up the regulatory environment, running warehouses, issuing tradable warehouse receipts, and convincing banks to provide loans using the receipt as collateral) to help other countries develop a similar program.



From the warehouse...



... to the loan. A warehouse receipt (right) and a loan check (left) issued by a bank, with the receipt as collateral.

USAID ATP and USAID/Ghana ADVANCE assisted the GGC manager to develop a strategic plan. USAID ATP prepared a grant program to cover the first year's salaries for hired staff, office space costs, and the operations of GGC. In addition, the grant supported the engagement of a local law firm that drafted the regulatory framework and legal statutes for the warehouse receipts system. USAID/Ghana ADVANCE provided additional funds to ensure that GGC was fully functional. Acting on its strategic plan, the GGC manager has launched a campaign to inform maize value chain stakeholders about the GGC and strengthened the foundation of its current membership, which includes three large grain buyers, four small and medium enterprises working with smallholders, and three banks. The manager also met with the Ghana Standards Board and the Ministry of Agriculture to present private sector ideas for addressing major policy issues such as food security, small holder productivity and the development and management of buffer stocks.

In September 2010, the first GGC warehouse receipt was issued (see text box below).

Issuing the first Ghana Warehouse Receipt

On September 30, 2010, the Ghana Grains Council (GGC) issued its first certified warehouse receipt in Nkoranza, northern Ghana, the country's major grain-producing area. GGC, a private industry group, was set up in February 2010 as an industry self-regulatory body for the Ghana warehouse receipt system.

This event was organized by GGC in collaboration with USAID ATP and USAID/Ghana ADVANCE. The event was a culmination of a broader cooperation between the two USAID projects to establish a pilot warehouse receipt system in Ghana that can be replicated in other West African countries. Under the warehouse receipt system, grain depositors are issued warehouse receipts that enable market actors to engage in commercial transactions without physically checking on grain quality, with a significant reduction in transaction costs. Receipts can also be used as collateral to obtain credit from banks.

The GGC warehouse receipt system will function as a foundation for the Ghana Commodity Exchange, which will be incorporated as a company limited by guarantee and operate as a self-regulatory organization.

Issuing the first receipt attracted intensive national media coverage. Several high-level Government of Ghana officials attended the event (including the regional minister, Ministry of Agriculture and Food), together with representatives of the paramount chief of the Nkoranza Traditional Area, the chairman of the Ghana Grains Council; private sector and farmer-association representatives; and USAID, USAID ATP and ADVANCE representatives.

This event will be followed in early 2011 by an official launch and a regional event to which government officials and private sector representatives from Ghana and several West African countries will be invited. The objective of the event will be to introduce the Ghana warehouse receipt system to participants and discuss how it can be replicated in other West African countries. In the next two years, USAID ATP will build on the success of the Ghana pilot program by lending its support to similar efforts in other West African countries.

7.4 MOBILIZATION OF ADDITIONAL FINANCE THROUGH LEVERAGE

Streamlining the public-private partnership process and documentation

To focus on the establishment and close monitoring of public-private partnerships, USAID ATP and E-ATP jointly hired a PPP advisor in early April 2010. The approach to PPP under USAID ATP was reviewed to achieve a balance between efficiency and the need for the project to properly document activities to satisfy the USAID deliverables. To that effect, two issues were addressed: what activity would qualify as a PPP, and how to document a PPP. Four clearly defined criteria set the frame for a PPP:

1. Private sector partnership. The activity involves a private sector actor. A corporation, lead firm, business association, or a community may be involved, particularly for the development of market infrastructures such as a docking platform, slaughterhouse, or small-scale packing, sorting, grading, drying, and cold storage facilities.
2. Contribution in terms of innovation and value added to the development of the supply chain. The private sector contribution (in cash or in-kind) is for key products or services (such as access to the market, input, technology, innovation, information, finance and equipment) that are not available to other value chain actors and whose lack hinders the performance of the supply chain.
3. Resource mobilization - must be quantifiable using USAID guidelines. There is a cost-sharing mechanism (in cash or in-kind) that allows USAID ATP to solve problems and achieve greater development impact that the project would not have achieved relying exclusively on its own resources.
4. Regional dimension: The intervention must include a foundation, institute, or nongovernmental organization. In some cases, a public sector actor such as a local authority may have an impact on intra-regional trade.

These criteria were incorporated into a survey form and made available to value chain leaders and cross-cutting technical staff to guide them in the selection of PPP partners and the structuring of PPP activities.. Three steps, corresponding to the selection, design and implementation phases, will be used to document the USAID ATP and E-ATP PPPs.

1. Environmental screening. An environmental screening is conducted prior to a formal partnership. The objective is to ensure that the partner is open to environmental considerations and ready to improve the environmental management of its activities. When necessary, mitigation and monitoring requirements are incorporated in partnership agreements and documents.
2. The partnership plan/protocol. This can be in the form of a formal MOU, or in the form of a note indicating the purpose of the collaboration, the nature of each partner's contributions and supporting activities (see example in annex). This agreement may be approved by email and does not necessarily have to bear the signatures of all parties. Once approved by both parties, such an agreement will be considered a PPP.
3. Activity reports, including a form documenting resources mobilized (cash or in-kind). The project may ask that the partner sign off on the form to indicate that the contributions claimed have already been made.

Public-Private Partnerships

Maize value chain

- **Nestlé – regional PPP:** USAID ATP collaborates with Nestlé through its regional bureau located in Accra. The aim of the collaboration is to jointly roll out Nestlé’s grain quality improvement program in the region. Through this partnership, USAID ATP seeks to leverage Nestlé’s expertise and resources to reduce the aflatoxin contamination in grains, and to increase the public health and income of quality grain producers in the region. Joint activities involve the training of value chain stakeholders, the setting up of quick aflatoxin testing methods at the trader’s or grain association’s level, including the ‘value for money’ incentive system (for instance pricing based on aflatoxin level) and the market linkage with regional quality grain buyers and processors.
- **Premium Foods – Ghana:** USAID ATP is supporting Premium Foods, the largest maize processor in Ghana, to sustainably expand its supply chain by facilitating direct procurement arrangements with new groups of suppliers in southern Burkina and northern Côte d’Ivoire. The supply of maize varies from one season to another, depending on the weather conditions in the maize belt. Southern Burkina and northern Côte d’Ivoire have a similar climate to that of northern Ghana. Linking the lead firm to maize producers in southern Burkina and northern Côte d’Ivoire enables Premium Foods to extend its supply base. Also, in time of shortage in the Sahel, the grain can flow from Ghana to Burkina.

Premium Foods’ Unique Out-Grower Scheme

Premium Foods’ innovative and successful scheme, used for over a decade now, is not based on contract farming, but rather on a network of individual entrepreneurs that the company has selected, trained, and initially supported financially to play three key roles: (i) farm leaders, disseminating good agronomic practices to a group of farmers; (ii) independent farm service suppliers, providing input, custom work (soil preparation, harvesting), and at times credit to farmers; and (iii) quality-conscious grain collectors for the company. Some of these individuals have now created full-fledged businesses partnering with Premium Foods.

Therefore, the scheme is structured in a way that allows Premium Foods and exporters from the Sahel to transact in both directions and to seize business opportunities when they occur. Premium Foods is willing to enter into contract farming arrangement with producers from the Sahel and northern Côte d’Ivoire.

Livestock value chain:

- **Amasaman Union, Ghana.** The union, which claims approximately 40% of the market, has been in place for the past 10 years. Its development objective is to increase the supply of hygienic meat in greater Accra and neighboring regions and improve the revenue of value chain actors. In this PPP (see section 5.1.3: support to AMASSAMAN), USAID ATP is also providing technical assistance to upgrade the waste management and improve the efficiency of operations. The slaughterhouse is committed to make the necessary investments to upgrade the equipment for the processing and distribution of red meat in Greater Accra and neighboring regions.
- **PPP with PROSUMA:** PROSUMA is keenly interested in identifying ongoing supplies of high quality meat to meet its requirements for roughly 150 tons of beef and 50 tons of lamb annually. PROSUMA is particularly interested in purchasing chilled meat from the abattoir in Ouagadougou, Burkina Faso, based upon the availability of efficient refrigerated rail transport (via SITARAIL). PROSUMA has specified its interest in receiving shipments of two refrigerated containers of chilled meat per month, roughly ten to twelve tons per shipment. The bulk of its purchases would be beef hindquarters from castrated males, or finished cows with a minimum carcass weight of 44 kilograms per hindquarter. However, until the abattoir of Ouagadougou is rehabilitated, the prospects for a

PPP will remain uncertain.

- **Opération Tabaski, Ghana: (see section 5.3.2).** Tabaski, or the Festival of Sacrifice (of sheep or goats), is an important religious holiday celebrated by Muslims worldwide. Tabaski provides an opportunity for sheep producers from Sahelian countries (Burkina Faso, Mali, Niger) to organizing export of a large number of sheep to coastal countries, such as Côte d'Ivoire and Senegal—but not to Ghana before USAID ATP. For the November 2009 Tabaski, USAID ATP fostered an alliance in 2009 to facilitate regional trade and establish commercial links between Ghana and Burkina Faso's livestock and red meat traders.

Onion value chain:

- **EmbalMali. USAID ATP has** established a partnership with EmbalMali, a Malian mesh bag producer, to promote the use of mesh bags and drive the export of Burkina's onion and Mali's shallots to Côte d'Ivoire and Ghana. Onion packaging plays an important role in transport logistics and the overall promotion of quality onions in the region. Onion "*Calibré, Pésé et Emaballé Filet*" (graded, weighed and packaged in mesh bags) competes better with imported onion market in Côte d'Ivoire. The partnership objective is to improve the quality and storability of onions and increase the market share of the Galmi origin in the very **competitive imported** onion markets of the region. USAID ATP has supported EmbalMali in extending the firm's network in the region (sponsoring visits of onion exporters to the factory and distribution of sample mesh bags for testing). while the firm has engaged in a dialogue with onion stakeholders to improve the quality of the mesh bag and facilitate widespread access.
- **Rose Eclat.** The project drafted a concept note to initiate a partnership with Rose Eclat, a woman-led, niche firm specialized in the processing of mangos and onion, including dehydrated and powdered onion. Although small, Rose Eclat is innovative and stands to grow if it is able to attract substantially sized partners for its products. In turn, Rose Eclat would increase its demand for onions. USAID ATP provided financial support to promote its products in Ghana and will be working to help the company penetrate the Kano market.

PPP for logistics and market infrastructures: USAID ATP will develop such PPPs from the results and recommendations of the livestock and maize logistics studies scheduled for the first quarter of FY11. In the meantime, the project has attempted to initiate a PPP project in Tamale regarding the livestock market in conjunction with the Tamale Metropolitan Assembly and its twin city counterpart, Fada N'gourma, Burkina Faso. After failing to reach the Metropolitan Assembly and the Livestock Traders Association in Tamale over the phone to initiate the contacts, the project will travel to Tamale to assess stakeholder's interest and the project feasibility in FY11.

Preliminary findings from the livestock logistics study along the Pouytenga -Tamale corridor were made available by end of October 2010. The PPP advisor leveraged the presence of the study team in Tamale to collect preliminary information regarding the market conditions, and the contacts of private sector players who might be interested in the management of market infrastructures. The Social Investment Fund (SIF), established in 1998 through the joint effort of the Government of Ghana, the African Development Fund, and the United Nations Development Program (UNDP), is willing to support the potential PPP project in Tamale, which was set up as a flexible mechanism to channel resources to deliver targeted assistance. The goal is to contribute effectively and rapidly to reducing rural and urban poverty in Ghana through support to sub-projects designed and implemented by CBOs.

8. ENVIRONMENT – STATUS OF MITIGATION AND MONITORING

USAID ATP considers environmental compliance to be very important, especially as it pertains to achieving project objectives and reinforcing the project’s sustainable impacts. Throughout its FY10 activities, USAID ATP promoted industry-specific best practices, which involved improving quality, and providing clean and healthy products for the growing regional market for such products. Best practices also contribute to improved competitiveness through improved quality and increased efficiency, and thus reduced costs; this often implies a decrease in resource use and a reduction of waste streams as well.

USAID ATP asserts that all FY10 planned activities were within the scope of approved Regulation 216 environmental documentation. An environmental mitigation and monitoring plan, approved in November 2010, proposed mitigation and monitoring measures for all FY10 planned activities that received a negative determination or a positive determination under the applicable initial environmental examination (IEE) and threshold decision. From October 2009 to September 2010, USAID ATP implemented various mitigation measures, monitored all its activities and reported on a quarterly basis on the project’s environmental issues, to ensure a high level of compliance with environmental regulations.



Example of mitigation measures implemented during the *Opération Tabaski*, at the Ashaiman (Ghana) exhibition farm: Sheep were parked in secure and secluded areas on the farm, more than 50m away from the farm ponds. The farm is located outside town and residential areas. Veterinary care (anti-stress injections) was provided to every sheep upon arrival. Animals benefited from excellent conditions, including tree and shelter shade, space to move around, clean water, and feed. The farm and the animals were kept very clean; waste was collected two to three times a day and sold as manure. Neither odors nor noise pollution were noticed.



Negotiation of a sheep between a Burkinabè seller and a Ghanaian buyer – healthy and clean animals looked attractive to buyers.

In addition, throughout the year, USAID ATP carried out environmental screenings for activities conducted under new contractual agreements. USAID ATP prepared environmental review forms (ERFs) for every professional service agreement the project signed during the year. When ERFs identified activities as very low risk and judged that they would receive a categorical exclusion under the

applicable IEE, USAID ATP kept them on file. When activities were identified as having a potential impact on the environment, the ERF and an environmental review report were submitted to USAID for clearance.

Moreover, during the process of grant development, USAID ATP conducted a pre-award review, which included due diligence of the partner and a screening (through an ERF) of joint activities proposed in the grant. In order to conduct the due diligence, the project used a checklist that includes considerations such as the existence of environmental procedures and documentation, awareness/training of the staff on environmental issues, and the implementation of mitigation measures.

The only environmental issue that USAID ATP faced during the year was the naming of pesticides in a training module on onion production. USAID ATP identified the problem before the training, removed reference to the pesticides in the handouts, instructed the trainers to not talk about pest control as initially agreed, and sent a letter to the trainers' institution to formally attract their attention to the absence of registrations for some of the pesticides mentioned in the initial version.

Outside the issue mentioned above, USAID ATP did not observe or learn of any specific environmental issue requiring USAID's attention.

A detailed FY10 environmental mitigation and monitoring report has been developed and submitted to USAID.

9. CROSS-CUTTING AREAS

The project sharpened its focus on communications and media activities and used a strategy that created favorable publicity and knowledge of project accomplishments across West Africa in general, and specifically in Burkina Faso, Ghana, and Mali. Private, public, electronic, print, and national media outlets played an important role in showcasing project activities to stakeholders and the general public in the region. Various materials were also produced and used to enhance project communications efforts.

9.1 RELATIONSHIP BUILDING WITH STAKEHOLDERS

USAID ATP used relationship-building as a strategy to enhance its visibility and knowledge among key stakeholders in West Africa and beyond. Throughout the year, the project strengthened its relationships with project partners, bilateral missions, the media, other development projects, and civil society organizations. The project's positive relationships with the media in the region resulted in favorable coverage of all major project activities on national and regional TV networks, newspapers and radio stations, and on the Internet. The project's relationships were also enhanced through joint project activities with partners/organizations such as World Bank-funded PAFASP, CIC-B, FIAB, World Bank-supported ALCO, CropLife, COFENABVI, ORO/AOC, GGC, ANOPACI, APROSSA, and AMASSA.

Such strong relationships with stakeholders as a result of collaborative activities provided the platform for the project to be more visible in project countries and in the region as a whole. The project will continue to strengthen its relationship with partners and other key stakeholders in order to showcase more of its activities and accomplishments.

9.2 PRODUCTION AND PUBLICITY

The project developed and produced additional communications support materials, in both English and French, such as value chain briefs, banners, newsletters, posters, brochures, fact sheets, and success stories, and distributed these extensively during project activities, field trips, and meeting sessions. USAID ATP also gained publicity through media write-ups such as press releases, newspaper stories, newspaper articles, and website articles.

Before events, the project provides an orientation for the media to acquaint them with USAID ATP's activities and accomplishments in the region. The USAID ATP Chief of Party (COP) on several occasions had the opportunity to interact with the media and present the project to key stakeholders and the general public via the media. The presence of ministers and other public officials at project events continues to boost the image of the USAID ATP project. For instance, two ministers from Côte d'Ivoire and Togo attended the USAID ATP-COFENABVI General Assembly event in Lomé. During the warehouse receipt launch in Nkoranza, Ghana, as well, the presence of a deputy minister of the Brong Ahafo region of Ghana cast USAID and the project in a favorable light. Publicity for USAID ATP also went beyond West Africa when the British Broadcasting Corporation (BBC) covered and published the launch of Borderless, an initiative of USAID ATP, the Trade Hub, and ALCO to promote trade without borders in West Africa. Banners, openly displayed during project activities, contributed in creating high visibility for the project and its funding agency. In all this, the media played a significant role.

USAID ATP also used weekly/monthly highlights to communicate project activities and accomplishments to USAID regularly. Additionally, the project delivered eight success stories in the year under review, and distributed these stories to stakeholders and the general public during project events, trip visits, and meeting sessions.



9.3 MEDIA ACTIVITIES

Strong relationships with strategic media outlets in the region facilitated the coverage of project activities and accomplishments by national and regional media outlets. At all major activities, the project engaged the media to support its communications efforts. In Burkina Faso, Ghana, and Mali, particularly, but also in Côte d'Ivoire, Benin, and Togo, the media have become “partners” of the project, and provide extensive publicity to its activities. Some major events that received heavy media coverage and publicity during the last quarter of the year include:

- MIS training workshop for partner organizations in Côte d'Ivoire, Ghana, Burkina Faso, and Togo;
- Integrated Pest Management workshops in Ghana, Burkina Faso, and Mali;
- Training of trainers workshops on integrated soil fertility management workshops in Ghana, Burkina Faso, Mali, and Côte d'Ivoire;
- Training of trainers workshop in Burkina Faso for production of rainy season onions;
- General Assembly activities of COFENABVI in Togo, facilitated by USAID ATP;

- Aflatoxin workshops in Ghana and Burkina Faso; and
- Warehouse receipt launch in Ghana.

9.4 DOCUMENTATION

The project monitored and documented its activities and accomplishments via various devices including still pictures, video shots, testimonials, press clippings, PowerPoint presentations, success stories, and press releases. Plans are well underway to produce documentaries on project accomplishments and on each value chain to showcase project milestones to key stakeholders.

9.5 USAID ATP WEBSITE

The project's website, currently operating, continues to create more visibility for USAID and its activities and also communicates project information to stakeholders and the general public on activities and accomplishments of USAID ATP. The website has served as a platform to complement other project communications efforts. Though a work in progress, the website contains useful information on the project. Other websites continue to provide additional publicity for project activities.

Independent Web sites provide coverage to USAID ATP's activities

Advocacy Workshop for Cereals (Maize)

www.senego.com/burkina-faso (31st December, 2009)

Les Professionnels Céréaliers Plaident une Interprofession Régionale

Capacity Building for Le Comité interprofessionnel des céréales du Burkina (CICB)

DEVELOPPEMENT AGRICOLE EN AFRIQUE DE L'OUEST: une autoévaluation pour mieux avancer

(Le Pays 11/11/2009)

http://africatime.net/division.fr/rwanda/nouv_pana.asp?no_nouvelle=489385&no_categorie=3

Journées agroalimentaires

Les professionnels céréaliers plaident pour une interprofession régionale

L'Observateur Paalga > N° 7539 DU JEUDI 31 DECEMBRE 2009

<http://www.lobserveur.bf/spip.php?article13101>

Journées agroalimentaire - Les professionnels céréaliers plaident pour une interprofession régionale

<http://fr.allafrica.com/stories/200912310206.html>

USAID ATP and E-ATP Outline Work Plan for 2010

www.inwent-iiij-lab.org/weblog/2009/10/19USAID-ATP-USAID-E-ATP-outline-work-planfor-2010

Les prix des produits agricoles à la portée de tous 24h/24 grâce aux TIC

www.burkina-ntic.net

Des prix du bétail au bout du fil et de la toile

www.burkina-ntic.net

9.6 PRESS RELEASES AND SUCCESS STORIES

During the year, the project issued press releases and success stories to support its communications efforts. Some of the press releases and success stories were the following: *Ghana Grains Council Issues First Certified Warehouse Receipt*; *USAID ATP and CropLife organize Training-of-Trainer Workshop*; *USAID ATP organizes Aflatoxin Workshop in Accra*; and *Reducing Trade Barriers and Cost*.

9.7 GENDER

USAID ATP has been very active in efforts to incorporate a gender dimension into its activities during FY10. Lacking its own gender specialist, the collaborated closely with USAID E-ATP to benefit from the expertise of its gender specialist. In addition to capacity building activities for project staff, the gender specialist organized meetings with project partners and drafted a series of documents to encourage gender awareness.

Project staff training: In Accra on May 27 and in Ouagadougou on June 2-3, 2010, the USAID E-ATP gender specialist and a gender consultant facilitated a training session for project staff on gender mainstreaming. Both USAID ATP and E-ATP technical and administrative staff attended and were very receptive to the training. The training module was based on several USAID guidelines, including (i) requirements on gender mainstreaming included in the USAID Automated Directives System (ADS); (ii) a Guide to Integrating Gender into Agricultural Value Chains; and (iii) Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook. This training is the foundation for leveraging gender equity for the project's value chain development and food security objectives.

Project gender statement: A gender statement was generated during the training course. Its content originated in comments and feedback from the project team.

USAID ATP Gender Statement

USAID ATP works with public and private stakeholders to create and sustain competitive and equitably-oriented value chains. Both men and women contribute to increased value and volume in intra-regional trade and thus both should be integrated into project objectives and activities for greater efficiency and sustainability of results.

Proactively integrating attention to gender concerns under USAID ATP will foster both competitiveness and gender equity in the value chains to help reduce poverty and enhance food security, improve institutional capacity-building initiatives, and strengthen project management as a whole.

USAID ATP will publicize project results showing how both men and women contribute to these results.

Mainstreaming gender into field activities.

PIVA and gender: In preparation for the PIVAs that USAID ATP organized with its selected key partner organizations UCOVISA (maize), and COFENABVI (livestock), the USAID E-ATP gender specialist and the USAID ATP capacity building specialist incorporated gender considerations in the competency areas screened with the partners. An eighth institutional competency area entitled "Gender

and Equity,” comprising seven competency elements, was added to the PIVA scoring matrix. The PIVA matrix is now composed of 66 competency elements, including seven on gender and equity issues.

**Institutional Competency in Gender & Equity
Seven Competency Elements to Score**

1. Do the institution’s objectives take equity between men and women into account?
2. Is equity between men and women promoted in the organization?
3. How present is the minority group (men or women) in decision-making positions in the organization?
4. How involved is the minority group (men or women) in the decision making process (e.g., activities and external relations)?
5. Do planned activities take gender issues into account?
6. Are executive members aware of an integrated approach to equality between men and women?
7. Does the minority group have access to all services, opportunities and benefits of the organization?

During the PIVA workshops, the USAID E-ATP gender specialist raised the awareness of participants on the importance of gender in organizational/institutional development, in value chain strengthening, and in intra-regional trade. In most cases, it was the first time that partner organizations were offered assistance to build their capacities in organizational gender issues.

COFENABVI opens up to gender issues: From June 25–29, 2010, in Lomé, the regional livestock apex organization, COFENABVI, held its first general assembly in three years. Its board of directors was composed of 16 members – 15 males and one female. Following USAID ATP’s coaching, COFENABVI facilitated the incorporation of women in its board: the new board of directors elected in June includes 3 women among 25 members, as well as a female auditor.

Inclusion of women in training programs: Whenever USAID ATP plans a training activity, it asks its partners to consider gender equity and to offer the opportunity to their women members to attend the program. In FY10, a total of 6,580 individuals, including 1,267 women, participated in agricultural sector productivity training..

Assistance to women-based organizations: In FY10, USAID ATP assisted several women’s organizations and women-led firms. The *Plateforme des Femmes Agricultrices du Côte d’Ivoire*, (PFACI) and the *Réseau des Transformatrices de Céréales du Faso* (RTCF) received training in IPM and ISFM practices. USAID ATP also sponsored two members of cooperatives of associations in Kokodiogo, Mali, to attend the *Bourse des Céréales* in Burkina Faso and develop business linkages and deals. RTCF also benefited from the training program that USAID ATP developed on the rapid detection of aflatoxin in maize/cereals and groundnuts in Burkina Faso. In the onion value chain, women traders are numerous and USAID ATP collaborates with many of them, including Hélène Damiba, president of a Burkina onion export association. Also, Rose Eclat is a women-owned and managed company in Burkina Faso processing fruits and vegetables, including onion. USAID ATP provided technical assistance



to Rose Eclat to improve its capacity to dry onion and sell it to regional end markets such as Côte d'Ivoire.

Forum on Behavior Change Perspectives on Gender and Value Chain Development.

On April 20-22, 2010, the USAID E-ATP gender specialist participated in an online forum organized by USAID entitled Behavior Change Perspectives on Gender and Value Chain Development. Participants shared their experiences and lessons learned on (i) gender differences in how value chain actors manage their money; (ii) gender differences in value chain business practices, and (iii) gender differences in building horizontal and vertical relationships. USAID ATP benefited from best practices and lessons learned from other projects to promote value chain development that is inclusive of and benefits women.

Awareness creation documents: In FY10, USAID ATP developed (i) a gender webpage to be displayed on the project website (www.agribizafrica.org); (ii) a leaflet on gender and value chain development to be distributed to partners; and (iii) a toolkit on gender mainstreaming in value chains, with a focus on the six USAID ATP and E-ATP value chains.

9.8 CREATING SYNERGIES BETWEEN USAID ATP AND PARTNERS

USAID ATP is building effective cooperation with bilateral missions and programs by adding value to the bilateral programs' activities through the following actions: (i) sharing with bilateral programs pertinent lessons learned and successes achieved elsewhere; (ii) undertaking with bilateral programs joint activities in areas of both local and regional significance; (iii) taking lessons learned and successes achieved by bilateral programs to apply in regional activities, thus helping bilateral programs achieve a greater impact beyond their countries' borders; and (iv) facilitating regional events that allow several bilateral programs to interact not only with the regional program, but also with one another and with stakeholders from various countries, other donor-funded projects, and regional economic organizations.

To create synergies between regional programs and bilateral missions and programs, the project uses an approach that rests upon five elements: (i) involving bilateral programs in the regional program workplans; (ii) inviting bilateral programs to participate and contribute to regional workshops that benefit stakeholders from their countries; (iii) sponsoring stakeholders from other countries to participate in and contribute a regional perspective to workshops organized by bilateral programs; (iv) sharing with bilateral programs the scopes of work for missions planned in their countries to solicit their support and active collaboration (and at times changing trip schedules to align with theirs); and (v) briefing bilateral missions on the regional programs' field visits to their countries.

By following this approach, while maintaining its focus on expected results, USAID ATP has added value to bilateral missions and programs in many areas, highlighted below.

- USAID ATP and USAID/Ghana ADVANCE worked closely together to establish a pilot WRS in Ghana. The two projects supported the creation of the GGC as a private company to manage the WRS. GGC issued its first warehouse receipt on September 30. In FY11, USAID ATP will widely disseminate the lessons learned from this pilot program to help other countries in the region establish similar WRS.
- USAID ATP added value to the USAID/Mali mission and its program, IICEM, in several areas,

including the following: USAID ATP invited IICEM-supported onion producers/exporters to visit on-farm demonstrations of rainy-season onion varieties successfully introduced in Burkina Faso, and assisted Mali's program in identifying seeds of the variety. In the onion/shallot value chain, USAID ATP worked with USAID IICEM to support a nascent national apex organization. At an agribusiness trade fair (JAAL) in Ouagadougou, Malian onion/shallot processors, jointly sponsored by both projects, won an award for best product.

- In June, at the invitation of USAID/Senegal's *Projet de croissance économique (PCE)*, the USAID ATP policy team participated in a workshop organized by the USAID PCE for Senegalese officials in Dakar. The policy team discussed the framework of ECOWAS free trade arrangement with these officials. The team followed up on its contribution to this workshop with interactions with USAID PCE to prepare for the Mali/Senegal border conference scheduled to take place at Kayes (Mali) in October to enable the two countries to adopt a joint approach to the elimination of trade barriers along the Bamako-Dakar land corridor. In September, in collaboration with USAID PCE, USAID ATP livestock value chain leader and the capacity building specialist facilitated a round-table with Senegalese authorities.

USAID ATP also collaborated with other partners, including World Bank-financed projects, such as Mali/PDCA in the onion and livestock/meat value chains; Burkina Faso/PAFASP in the livestock/meat value chain (e.g., *Opération Tabaski Ghana*); and ALCO, with whom USAID ATP and WATH publish the *Borderless* reports.

10. PROJECT MANAGEMENT

10.1 TEAMBUILDING

USAID ATP held teambuilding and workplanning workshops in Akosombo and Accra from October 5-14, 2009. The overall purpose of the workshops was to help the project get FY10 off to a positive and efficient start, to build a team spirit, and to work on the project's strategic direction and workplan. Specifically, the workshop outcomes were:

1. Shared and updated understanding of the project objectives, scope, and outcomes;
2. Clarification of the roles, responsibilities, and lines of authority among the project team;
3. Improved relationships and communication among teams;
4. Increased commitment and ownership by all participants and senior management in supporting the project;
5. Agreements on key aspects of how the project will be managed; and
6. Preparation of a draft work plan for the fiscal year 2010.

Another teambuilding and workplanning workshop was held in Elmina from August 26 to 28, 2010, facilitated by Training Resources Group (TRG) to prepare for FY11. The retreat goals were:

1. Preparation of a draft work plan for the fiscal year 2011;
2. Development of a common vision for USAID ATP and E- ATP;
3. Identification of shared values for working together;
4. Development of agreements for increased teamwork;
5. Agreed approaches for improved work flow; and
6. Identification of a retreat follow-up plan.

10.2 STAFFING

In March, Frank Ofei, USAID ATP policy advisor, was appointed as policy advisor on agricultural trade policies attached to the ECOWAS Commission in Abuja to enhance the contribution and impact of USAID ATP to ECOWAS priority programs in the agribusiness sector and the expansion of intra-regional trade in West Africa.

Vincent Akue, USAID ATP and E-ATP public-private partnership advisor, joined the project team on April 7 in Accra. Paulette Lee, USAID ATP and E-ATP communications manager, was hired on September 10, 2009. Nana Akwasi Boaitey, information technology (IT) specialist, resigned on June 4, 2010 to join Family Health International, and was replaced by Samuel Sarpeh, who joined the program on June 7.

10.3 TRAVEL

The table below lists travel made between October 2009 and September 2010 and its purpose.

| | Date of Travel | Countries | Travelers | Purpose |
|----|---------------------|--|--|--|
| 1 | 2/10/09 – 24/10/09 | Ghana | USAID ATP staff and subcontractors | Participate in the teambuilding and workplanning workshops; and, for some, present workplan to stakeholders. |
| 2 | 03/10/09 - 17/10/09 | Ghana Burkina Faso | Brooke Hopper | Participate in the teambuilding and workplanning workshops in Ghana, and assist with USAID E-ATP start-up activities in Burkina Faso. |
| 3 | 18/10/09 - 24/10/09 | Burkina Faso | Christian Amedo Bernardin Gatete | Establish baselines and conduct training for enumerators on trade data collection procedures. |
| 4 | 1/11/09 - 25/11/09 | Burkina Faso Côte d'Ivoire Ghana | Charlie Stathacos | Support the project's efforts to formalize public-private partnerships with Premium Foods and Nestlé Ltd. |
| 5 | 10/11/9 - 13/11/09 | Nigeria | Frank Ofei | Attend the ECOWAS International Conference on ECOWAP. |
| 6 | 8/11/09 - 12/11/09 | Mali | Olivier Kabre Garcia Honvoh, Laura Drewett | Train in-country MIS managers to collect and disseminate market information via the new Esoko network platform. |
| 7 | 14/11/09 - 21/11/09 | Mali | Bernardin Gatete Christian Amedo | Conduct pre-award assessment and orientation/training of <i>Association des vendeurs des produits locaux de Sikasso (APLS)</i> on USAID ATP grants management and reporting tools. |
| 8 | 15/11/09 - 22/11/09 | Ghana | Rose Wanzie | Facilitate a stakeholder awareness workshop in collaboration with Nestlé Ghana on Aflatoxin. |
| 9 | 20/11/09 - 25/11/09 | Ghana | Seydou Sidibe | Assist with livestock trade for the <i>Opération Tabaski</i> organized by COFENABVI and the Ghanaian company AGRISERV in partnership with USAID ATP and PAFASP. |
| 10 | 29/11/09 - 11/12/09 | Mali | Gael O'Sullivan | Design a strategic behavior change campaign for the livestock value chain to address trade policy issues pertaining to government-imposed export tax in Mali. |

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|----|---------------------|-------------------------------|---|--|
| 11 | 22/11/09 - 7/12/09 | Burkina Faso | Felix Deyegbe Olivier Kabre Garcia Honvoh Ismael Ouedraogo Suzanne Ngo-Eyok | Assist with organizing and participate in the JAAL regional event. |
| 12 | 22/11/09 - 25/11/09 | Ghana | Raphael Vogelsperger | Participate in the teambuilding and workplanning workshops; and present workplan to stakeholders. |
| 13 | 25/11/09 - 03/12/09 | Côte d'Ivoire Burkina Faso | Nick Kulibaba | Follow up and secure potential partnerships for the livestock value chain. |
| 14 | 25/11/09 - 1/12/09 | Côte d'Ivoire | Seydou Sidibe | Support conclusion of a memorandum of understanding between USAID ATP and PROSUMA. |
| 15 | 1/12/09 - 13/12/09 | Mali | Seydou Sidibe | Assist with designing a strategic behavior change campaign in order to improve inter-regional livestock trade compliance. |
| 16 | 5/12/09 - 16/12/09 | Mali Burkina Faso | Frank Ofei Daniel Plunkett | Examine border practices and crossing between Sikasso and Dioulasso and meet with CILSS, UEMOA, CIC-B and project staff. |
| 17 | 10/12/09 - 21/12/09 | Burkina Faso | Stephen D'Alessandro | Conduct a study on technologies and practices for onion storage, and make recommendations on the development of a manual. |
| 18 | 5/01/10 - 14/01/10 | Côte d'Ivoire | Daouda Sakho | Provide technical assistance to UCOVISA and establish contact with potential financial partners. |
| 19 | 6/01/10 - 16/01/10 | Côte d'Ivoire Mali | Christian Amedo | Assess the volume of onions arriving at the Sitarail market. |
| 20 | 10/01/10 - 16/10/10 | Côte d'Ivoire | Bernardin Gatete | Conduct due diligence and training for the Bureau de Coordination of ORO/CI on USAID ATP grants management and reporting requirements. |
| 21 | 16/01/10 - 24/01/10 | Côte d'Ivoire | Jules Sombie Seydou Sidibe | Provide technical assistance to the regional livestock/meat confederation (COFENABVI) and its national-level (Ivorian) member organization. |
| 22 | 18/01/10 - 23/01/10 | Nigeria | Frank Ofei | Visit with ECOWAS to discuss 2010 work program and do preparatory work for his upcoming long-term placement at the Commission. |
| 23 | 07/02/10 - 13/02/10 | Côte d'Ivoire | Christian Amedo Bernardin Gatete Seydou Sidibe Olivier Kabre | Organize data collection procedures for market information systems with ANOPACI and COFENABVI and train enumerators on market data collection. |
| 24 | 10/02/10 - 14/02/10 | Mali | Issa Djibrilla | Facilitate a PPP between ORO/BF and Embal/Mali (producers of onion bags) and meet with major actors in the onion value chain. |

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| 25 | 14/02/10 - 21/02/10 | Burkina Faso | Christian Amedo Olivier Kabre | Train data enumerators of COFENABVI on the utilization of the Esoko platform, the categorization of livestock, and data collection for M&E. |
| 26 | 15/02/10 - 30/09/12 | Nigeria | Frank Ofei | Take up his long-term position as policy advisor on agricultural trade policies attached to the ECOWAS Commission in Abuja. |
| 27 | 17/02/10 - 20/02/10 | Côte d'Ivoire | Lucienne Bambara | Identify a secretary and administrative assistance service provider and set up the logistics needed for the IPM workshop. |
| 28 | 20/02/10 - 8/03/10 | Burkina Faso Benin | Kossi Dahoui | Monitor transport of commodities along the main transport corridors and hold discussions with customs officials and forwarding agents. |
| 29 | 05/03/10 - 26/03/10 | Ghana | Daouda Sakho | Discuss a DCA guarantee program with potential financial institutions and pay visits to USAID/WA, WATH, and ADVANCE for knowledge sharing. |
| 30 | 07/03/10 - 21/03/10 | Mali Côte d'Ivoire | Christian Amedo | Conduct M&E training of trainer course for selected partner organizations. |
| 31 | 09/03/10 - 11/03/10 | Benin | Ismael Ouedraogo | Participate in the launching of Borderless – an event jointly organized by USAID ATP and the Trade Hub and in partnership with ALCO (Abidjan-Lagos Trade Corridor), ECOWAS, UEMOA and other civil societies - to reduce the incidence of road harassment on intra-regional trade. |
| 32 | 09/03/10 - 14/03/10 | Mali | Seydou Sidibe | Assist COFENABVI, through its national federation in Mali (FEBEVIM), to launch a cascade training program on cattle fattening, aimed at building the technical capacity of 1,250 farmers who raise cattle for export in West Africa. |
| 33 | 13/03/10 - 21/03/10 | Côte d'Ivoire | Felix Deyegbe | Provide communications coverage for two project workshops (ISFM and M&E data collection workshop). |
| 34 | 15/03/10 - 19/03/10 | Ghana | Frank Ofei | Brief management of the Accra project office on the USAID ATP/ECOWAS collaboration for 2010 WP and discuss any matters arising. |
| 35 | 21/03/10 - 25/03/10 | Mali | Olivier Kabre | Participate in the Cereals National Stock Exchange event. |
| 36 | 21/03/10 - 31/03/10 | Burkina Faso | Bernardin Gatete | Work with various current and potential Burkina-based grantees on grant-related matters. |

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| 37 | 31/03/10 - 29/04/10 | Burkina Faso Mali Senegal | Kossi Dahoui Nebie Boukari | Identify maize collection points and the exact position of towns along the Ouagadougou-Bamako-Dakar corridor. |
| 38 | 6/04/10 - 30/09/12 | Ghana | Vincent Akue | Join the team in Accra as the long-term public private partnership (PPP) advisor. |
| 39 | 05/04/10 - 12/04/09 | Benin Ghana | Labi Dahoui | Conduct a verification survey to cross-check amounts of bribes and delays along the livestock and onion routes. |
| 40 | 12/04/10 - 21/04/10 | Mali | Daouda Sakho | Participate in a workshop in Bamako organized by the Terrafina consortium of banks, NGOs, and microfinance institutions. |
| 41 | 18/04/10 - 24/04/10 | Ghana | Diomande Daouda Yacouba Ballo Ibrahim Ouattara Hebie Issiaka Gafar Ajao | Attend Esoko annual partner conference in Accra. |
| 42 | 18/04/10 - 2/05/10 | Burkina Faso | Christel Tshikudi | Conduct quarterly management trip, draw-up mid-year financial projections, and train finance and administration staff on budget tracking. |
| 43 | 22/04/10 - 26/04/10 | Ghana | Daouda Sakho | Present USAID ATP DCA strategy to USAID. |
| 44 | 26/04/10 - 30/04/10 | Mali | Issa Djibrilla Issa Yameogo | Attend an onion/shallot inter-profession workshop organized by PCDA, Programme Compétitivité Diversification Agricole, and the IICEM project. |
| 45 | 1/05/10 - 15/05/10 | Ghana Burkina Faso | Carol Yee | Conduct management visit and review of USAID ATP in the Accra and Ouagadougou offices and make recommendations. |
| 46 | 08/05/10 - 21/05/10 | Benin Togo | Christian Amedo Felix Deyegbe | Conduct M&E data management training of trainer to selected partner organizations, and provide communications coverage of the training. |
| 47 | 15/05/10 - 26/05/10 | Mali | Bernardin Gatete Rose Wanzie | Hold a refresher orientation to APLS on grant management, financial compliance and reporting, and provide grants management assistance to COFENABVI/FEBEVIM and ORO/AOC. |
| 48 | 17/05/10 - 19/05/10 | Togo | Frank Ofei | Represent USAID ATP at the Extraordinary Meeting of Ministers of Agriculture, Trade, Social and Humanitarian Affairs of ECOWAS Member States on Food and Nutritional Crisis in West Africa. |
| 49 | 5/06/10 - 10/06/10 | Benin | Jules Sombie Seydou Sidibe Nebie Boukari | Participate in the general assembly of the National Livestock Federation, which is aimed at restructuring and strengthening the organization. |

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| 50 | 6/06/0-19/06/10 | Ghana Benin | Labi Dahoui Dieudonne Kam | Perform data quality control on road harassment in Ghana and Benin. |
| 51 | 18/06/10-23/06/10 | Côte d'Ivoire | Seydou Sidibe | Assist the organization <i>l'Africaine de Viandes et de services</i> in selecting candidates for the new position of director general and developing its business plan. |
| 52 | 25/06/10 - 4/07/10 | Togo | Seydou Sidibe Jules Sombie Jean Didier Nacoulma | Participate in and contribute to the general assembly meeting of the Confédération des fédérations nationales de la filière bétail/viande (COFENABVI) and conduct a progress PIVA. |
| 53 | 13/06/10 - 17/06/10 | Ghana | Seydou Sidibe | Work with PPP advisor, Vincent Akue, to reinforce the capacity of players in the livestock/red meat value chain and promote the modernization of the distribution channels of quality livestock and red meat through PPPs. |
| 54 | 15/06/10 - 20/06/10 | Côte d'Ivoire | Christel Tshikudi | Meet with MIS partner ANOPACI's executive secretary to discuss performance, contractual and financial issues, meet with grants recipients ORO's and COFENABVI's financial teams to discuss their financial reporting obligations. |
| 55 | 21/06/10 - 25/06/10 | Togo | Kossi Dahoui | Participate in the third Togo road show jointly organized by USAID ATP, WATH, and ALCO. |
| 56 | 23/06/10 - 27/06/10 | Côte d'Ivoire | Issa Djibrilla | Work with the project's market facilitator in Côte d'Ivoire, Daouda Diomandé, to facilitate visits and discussions between a selected group of Burkinabè onion suppliers and Ivoirian importers interested in onion supply from the Sahel. |
| 57 | 23/06/10 - 25/06/10 | Togo | Felix Deyegbe | Provide communications support to the USAID ATP/WATH road show and create more knowledge and visibility of the project through local and international media in Togo |
| 58 | 13/06/10 - 24/06/10 | Ghana Burkina Faso | Maziar Sassanpour | Conduct management and technical reviews of ACDI/VOCA activities for USAID ATP and E-ATP. |
| 59 | 20/06/10 - 29/06/10 | Burkina Faso | Leigh Hartless | Meet ACDI/VOCA project staff in Ouagadougou to discuss improvement of fieldwork conditions and performance, and compliance with procedures. |
| 60 | 23/06/10 - 30/06/10 | Côte d'Ivoire Mali | Vincent Akue | Join the Burkina onion producer's business tour to Abidjan to assess market linkage opportunities with importers of onion in Côte d'Ivoire and meet EmbalMali, the manufacturer of improved onion packaging in Bamako, to outline key elements of the potential PPP with USAID ATP. |

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| 61 | 27/06/10 - 2/07/10 | Ghana | Raphael Vogelsperger | Hold a quarterly management meeting with COP, USAID E-ATP DCOP/Accra, and operations manager to discuss management matters, including the preparation of the annual progress report and FY10 workplanning workshop. |
| 62 | 27/6/10-3/7/10 | Ghana | Laura Dillon | Train communications and outreach staff on identification and elaboration of stories, selection of project photos, and other tools to make the project more visible. |
| 63 | 27/6/10-11/7/10 | Burkina Faso | Christian Amedo | Conduct a series of training-of-trainer courses in M&E data management for selected partner organizations in Burkina Faso. |
| 64 | 16/7/10-25/7/10 | Ghana Burkina Faso | Peter Chandonait | Monitor the implementation and determine the efficacy of USAID ATP environmental mitigation and monitoring plans (EMMP) and reporting. Provide a follow-up training to project staff on compliance with all environmental requirements. |
| 65 | 25/7/10-30/7/10 | Ghana | Technical Staff | Participate in an annual project review and strategic planning workshop. |
| 66 | 18/7/10-23/7/10 | Burkina Faso | Frank Ofei Suzanne Ngo-Eyok | Lead a policy/advocacy discussion during a “Civil Society Organizations Roundtable on Promoting Access to Regional and International Markets for Africa’s Agricultural Commodities.” |
| 67 | 2/8/10-7/8/10 | Côte d'Ivoire | Christel Tshikudi | Assist with organizing and providing logistical and financial assistance for UCOVISA’s PIVA and the Esoko MIS Training. |
| 68 | 2/8/10-8/8/10 | Côte d'Ivoire | Rose Lum Wanzie Jules Sombie Jean Didier Nacoulma Moumouni Congo | Facilitate a PIVA session for UCOVISA and identify priority areas for institutional and organizational strengthening to be supported by USAID ATP. |
| 69 | 31/7/10-6/9/10 | Ghana | Dieudonné Kam | Accelerate the collection of road harassment information on the Ghana-Burkina Faso maize corridor and facilitate the completion of road harassment forms by traders and truck drivers. |
| 70 | 2/8/10-7/8/10 | Togo Ghana Burkina Faso Mali Côte d'Ivoire | Olivier Kabre Jennifer Tchorly Felix Deyegbe Boubacar Djaouga Epifane Tougma Kola Kuku Gafar Ajao Cheikh Ngane Christel Tshikudi | Conduct MIS training workshops on the Esoko platform for value chain partners simultaneously. |

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| 71 | 2/8/10-7/8/10 | Benin Burkina Faso | Labi Dahoui | Empower truckers and traders to resist paying bribes and minimize the incidence of road harassment and also verify data provided along the Fada n’Gourma-Parakou corridor. |
| 72 | 2/8/10-17/8/10 | Burkina Faso | Ali Issaka | Empower truckers and traders to resist paying bribes and minimize the incidence of road harassment on the Kantchari-Accra onion corridor and also to verify data provided along the Kantchari-Accra onion corridor. |
| 73 | 30/08/10 - 01/09/10 | Burkina Faso | Graeme Frelick | Train the project staff on management strengthening and facilitation skills. |
| 74 | 12/09/10 - 17/09/10 | Burkina Faso Mali | Kossi Dahoui Daouda Moussa Nebie Boukari | Train newly hired USAID ATP and E-ATP road harassment data collection assistants and to introduce them to local partners. |
| 75 | 26/09/10 - 01/10/10 | Senegal Mali | Jules Sombie Seydou Sidibe Lucien Ouoba | Facilitate a round-table with Senegalese authorities and Malian livestock exporters on VAT applied by Senegal on live animals trucked from Mali. |
| 76 | 28/09/10 - 02/10/10 | Côte d'Ivoire | Ismael Ouedraogo Olivier Kabre | Supervise the financial and administrative management of MIS, amend service contract between USAID ATP and ANOPACI and work on a contract with ANADER. |

10.4 PROGRESS REPORT AND OTHER CONTRACTUAL DOCUMENTS

In FY10, USAID ATP submitted the following reports, which were approved by the COTR:

1. FY10 workplan and PMP;
2. Three quarterly progress reports;
3. Quarterly accruals and annual foreign tax reporting requirements; and
4. FY11 workplan and PMP (still under review).

10.5 LOCAL GRANT AND SUBCONTRACT AGREEMENTS

USAID ATP entered into agreements with the following organizations:

| | Period of Performance | Organization | Amount | Purpose |
|----|------------------------------|---|-----------------|---|
| 1 | 5/10/09 – 5/10/12 | ANYAN | FCFA 20,360,000 | Contract Mamadou Boubacar Djaouga through ANYAN to serve as USAID ATP market facilitator in Benin. |
| 2 | 9/11/09 – 13/09/09 | INERA | FCFA 2,000,000 | Provide support for data collection on intra-regional livestock and meat trade flows |
| 3 | 9/11/09 – 31/12/10 | AGRISERV | GHC 15,000 | Assist with making trade/sales profitable between Ghanaian market dealers and Burkinabè livestock traders during Tabaski festivities. |
| 4 | 11/11/09 – 30/11/09 | COFENABVI/ FEBEVIB | FCFA 8,187,500 | Establish business linkages between producers of livestock products in Burkina Faso and consumers in Ghana through the sale of sheep for Tabaski festivities. |
| 5 | 19/11/09 – 18/12/09 | FIAB | FCFA 4,850,000 | Organize the JAAL in Ouagadougou and publicize key activities of USAID ATP and FIAB during the event. |
| 6 | 2/12/09 – 7/12/09 | Cabinet Yirvouya | FCFA 150,000 | Prepare and facilitate a workshop on trade contracting for USAID ATP value chain actors participating in the Ouagadougou JAAL. |
| 7 | 2/12/09 – 7/12/09 | Cabinet Lessokon | FCFA 150,000 | Prepare and facilitate a workshop on access to finance for USAID ATP and EUSAID ATP value chain actors participating in the Ouagadougou JAAL. |
| 8 | 8/01/10 – 31/08/12 | APLS | FCFA 17,920,360 | Collect, analyze, and monitor maize trade flows. |
| 9 | 11/01/10 – 29/01/10 | Cabinet Yirvouya | FCFA 1,050,000 | Assess the prospects of introducing mesh bags to improve the packaging, transportation and export of onion as opposed to the use of jute bags and/or fertilizer bags. |
| 10 | 16/01/10 – 31/01/10 | <i>Centre Ecologique Albert Schweitzer (CEAS)</i> | FCFA 6,848,600 | Develop a training guidebook for the training of trainers on integrated soil fertility management (ISFM). |
| 11 | 13/03/10 – 30/04/10 | MASIMCO Consulting | FCFA 13,530,000 | Supervise and help organize a cascade training program in cattle fattening for at least 1250 cattle fatteners in Mali. |
| 12 | 30/04/10 – 31/05/10 | Agro- Alimentaire Consult | FCFA 2,687,000 | Conduct training of trainers workshop for 25 butchers on good sanitary slaughter practices and meat-cut techniques, including preservation and display |

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|----|---------------------|--|------------------|---|
| 13 | 01/05/10 – 30/04/11 | Ghana Grains Council | GH¢ 234,000 | Conduct warehouse receipt pilot program in Ghana |
| 14 | 01/05/10 – 30/09/10 | COFENABVI | FCFA 121,571,020 | Collect livestock/meat trade and MIS data, and conduct members' institutional and technical capacity building |
| 15 | 01/05/10 – 30/09/10 | ORO/AOC Côte d'Ivoire | FCFA 68,806,000 | Collect onion/shallot trade data |
| 16 | 11/05/10 – 31/05/10 | Cabinet Yirvouya | FCFA 850,000 | Facilitate training workshop for 40 onion exporters and importers on contracting and business management |
| 17 | 19/05/10 – 21/05/10 | J. Expert International | FCFA 600,000 | Facilitate 3-day business training workshop on farming for 50 lead farmers and agricultural technicians from central and southern regions of Burkina Faso |
| 18 | 01/06/10 – 18/06/10 | INERA | FCFA 2,531,500 | Facilitate 5-day training of trainers workshop for 20 onion producers on improved onion/shallot varieties, production, harvest and post-harvest practices, and field monitoring and training techniques |
| 19 | 21/06/10 – 21/07/10 | Management Consulting Négocce International (MNCI) | FCFA 10,800,000 | Develop a business plan for UCOVISA |
| 20 | 21/06/10 – 20/12/10 | INERA | FCFA 3,690,500 | Introduce new onion varieties appropriate for cultivation during rainy season |

10.6 PIPELINE ANALYSIS

| CONTRACT BUDGET CATEGORY | BUDGET AMOUNT | BILLED TO USAID | ACCRUED EXPENDITURES TO 9/30/10 | REMAINING BALANCE |
|---|----------------------|------------------------|--|--------------------------|
| DIRECT LABOR (excluding Fringe) | 2,111,918 | 1,296,223 | 1,305,005 | 806,913 |
| OTHER DIRECT COSTS | 3,035,178 | 2,647,070 | 2,647,070 | 388,108 |
| SUBCONTRACTS , CONSULTANTS, GOVERNMENT PROPERTY, GRANTS | 7,509,641 | 3,314,601 | 3,443,196 | 4,066,445 |
| INDIRECT COSTS (including Fringe) | 3,221,225 | 2,165,791 | 2,179,903 | 1,041,322 |
| FIXED FEE | 1,032,068 | 608,825 | 618,722 | 413,346 |
| TOTAL | 16,910,030 | 10,032,510 | 10,193,896 | 6,716,134 |
| PIPELINE ANALYSIS | | | | |
| FUNDED AMOUNT (OBLIGATION) | | | | 10,333,536 |
| TOTAL BUDGET | | | | 16,910,030 |
| LESS ACCRUED EXPENSES THROUGH 9/30/10 | | | | 10,193,896 |
| OBLIGATION BALANCE ON 9/30/10 | | | | 139,640 |
| BUDGET BALANCE ON 9/30/10 | | | | 6,716,134 |
| MONTHLY AVERAGE BURN RATE | | | | 351,514 |
| PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE | | | | 0.4 |
| PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE | | | | 19 |

II. CUSTOM INDICATORS

TABLE 14: VOLUME OF INTRA-REGIONAL TRADE IN TARGETED AGRICULTURAL COMMODITIES (LIVESTOCK RUMINANT, MAIZE AND ONION/SHALLOT).

| Marketing Channel | Trade data (Tons/Heads) (Oct08-Sept09) | Trade data (Tons/Heads) (Oct09-Sept 10) | % increase FY10/FY09 |
|-------------------|--|---|-------------------------|
| Maize | 78,000 | 70,183 | (10) |
| Cattle | 394,875 | 452,907 | 15 |
| Sheep/Goats | 459,611 | 613,679 | 34 |
| Onion | 76,163 | 101,612 | 33 |
| Total | NA | NA | |

TABLE 15: AVERAGE UNIT PRICE (US\$) OF TARGETED AGRICULTURAL COMMODITIES

| Value Chain | FY 09 (Oct 08- Sept 09) | FY 10 (Oct 09-Sept 10) | % Change (FY10/FY09) |
|------------------------------------|-------------------------------|------------------------------|-------------------------|
| Maize (Unit Price/100kg Bag-US\$) | 23.29 | 22.24 | (4.5) |
| Cattle (Unit Price/Head-US\$) | 418.19 | 505.01 | 20.8 |
| Sheep/Goats (Unit Price-US\$) | 32.51 | 42.11 | 29.6 |
| Onion (Unit Price /100kg Bag-US\$) | 54.51 | 61.26 | 12.4 |

TABLE 16: CONTRIBUTION OF VALUE CHAINS TO INCREASED INTRA-REGIONAL TRADE

| Value chains | % Increase in Value (FY10 over FY09) | Trade Weight in FY09 | % Contribution to Total Trade Increase |
|--------------|--|-------------------------|--|
| Maize | (20.84) | 7.53 | (1.57) |
| Livestock | 42.86 | 80.61 | 34.55 |
| Onion | 45.15 | 11.86 | 5.36 |
| Total Trade | 38.34 | 100.00 | 38.34 |

TABLE 17: NUMBER OF STOPS AT CHECK POINTS FY10

| Quarter | Number of Check points per 100km |
|----------------|---|
| Oct-Dec 2009 | 2.9 |
| Jan-Mar 2010 | 3.5 |
| Apr-Jun 2010 | 3.3 |
| Jul-Sep 2010 | 2.6 |

TABLE 18: PIVA SCORE

| Institution | Max Score | 2010 Scores | Target 2011 |
|---------------------------|------------------|--------------------|--------------------|
| COFENABVI (Progress PIVA) | 264.0 | 151.5 | 206.5 |