



AGRIBUSINESS AND TRADE PROMOTION (ATP) QUARTERLY PROGRESS REPORT OCTOBER– DECEMBER 2008



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AGRIBUSINESS AND TRADE PROMOTION (ATP) QUARTERLY PROGRESS REPORT OCTOBER– DECEMBER 2008

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ACRONYMS

AIMS	Asset and Infrastructure Management Solutions
AMASSA	Association Malienne pour la Sécurité et la Souveraineté Alimentaires
ANOPACI	Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire
ANRO	Agriculture and Natural Resources Office
APFOG	Apex Farmers Organization of Ghana
APROSSA	Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina
ATP	Agribusiness and Trade Promotion Project
CAADP	Comprehensive Africa Agriculture Development Programme
CICB	Comité Interprofessionnel des Céréales du Burkina Faso
CILSS	Le Comité Permanent Inter-états de Lutte contre la Sécheresse dans le Sahel
COFENABVI	Confédération des Fédérations Nationales des Filières Bétail Viande des Pays Membres de l'UEMOA
COP	Chief of Party
CORAF	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole (also known by its acronym in English :WECARD)
COTR	Contracting Officer's Technical Representative
CTO	Cognizant Technical Officer
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DMDA	Dawanu Market Development Association
ECOWAP	Economic Community of West African States Agricultural Policy
ECOWAS	Economic Community of West African States
FANR	Food, Agriculture and Natural Resources Directorate of the Southern African Development Community
FAOSTAT	The statistical database of the United Nations Food and Agriculture Organization (FAO)
FARA	Forum for Agricultural Research in Africa
FEPAB/UPPAH	Fédérations Professionnel Agricoles du Burkina Faso / Union Provinciale des Professionnels du Houet
FEPPASI	Fédération Provinciale des Professionnels Agricoles de la Sissili, Burkina Faso
GDA	Global Development Alliance
GREFA	Group de Recherche et de Formation en Agricole et Arboriculture, Sikasso Mali

HAACP	Hazard Analysis Critical Control Point
IEHA	Initiative to End Hunger in Africa
IFAD	International Fund for Agricultural Development
IFDC	International Center for Soil Fertility and Agricultural Development
IFPRI	International Food Policy Research Institute
ISO	International Standards Organization
LTTA	Long-term Technical Assistance
M&E	Monitoring and Evaluation
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites – Nigeria
MIS	Market Information System
MISTOWA	Market Information Systems for Traders Organizations in West Africa
NANTS	National Association of Nigerian Traders
NEPAD	New Partnership for Africa’s Development
OpM	Operations Manager
ORO/AOC	Observatoire Régional de la Filière Oignon
PASIDMA	Projet d’Appui au Système Décentralisé du Marché Agricole du Mali
PAU	Politique agricole de l’UEMOA
PIVA	Partner Institution Viability Assessment
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
RATES	Regional Agricultural Trade Expansion Support Program – East and Southern Africa
RESIMAO	Réseau des Systèmes d’Information de Marché de l’Afrique de l’Ouest
ROESAO	Réseau des Opérateurs Économiques du Secteur de l’Agroalimentaire de l’Afrique de l’Ouest
ROPFA	Réseau des Organisations Paysannes des Producteurs Agricoles de l’Afrique de l’Ouest
SAGIC	Senegal Accelerated Growth and Increased Competitiveness project
SITRAC	Société Industrielle Pour la Transformation et la Commercialisation des Céréales, Burkina Faso
SME	Small and medium enterprise
SPS	Sanitary and Phytosanitary Standards
STTA	Short-term Technical Assistance
TCN	Third-country National
TIPCEE	Trade and Investment Program for a Competitive Export Economy - Ghana
ToT	Training of Trainers
UEMOA	Union Économique et Monétaire Ouest Africaine (also known under its acronym in English acronym WAEMU)

UGCPA/BM	Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun
USAID	United States Agency for International Development
VCDP	Value Chain Development Plan
WA	West Africa
WACIP	West Africa Cotton Improvement Program
WADF	West Africa Agribusiness Development Facility
WATH	West Africa Trade Hub Project

I. INTRODUCTION

I.1 BACKGROUND ON ATP FY08 ACTIVITIES

This progress report for the ATP project covers the period from October to December 2008. This period is the first quarter in the second year work plan of the project. The project was awarded in April 2008 to a consortium led by Abt Associates and including CARANA, ACIDI/VOCA and Ibex International. It was fielded in May-June 2008.

The difficulties encountered by the project, as reported in the last semi-annual report, have eased in this reporting quarter. In Ouagadougou, the Burkinabe authorities granted, but just for one year, the necessary tax exemption to the project to procure needed goods and services. The project also started filling its roster, with the recruitment of the Capacity Building Specialist, Communications Specialist, monitoring and evaluation (M&E) Specialist and the Road Transport and Logistics Advisor. It was also about to bring on board its market information system (MIS) specialist.

With these and other developments, the project has made progress in the reporting quarter, as is later detailed in the report. An overview of the project's objectives and outcomes completes this introductory section. The next section on the project's approach provides the basic context of the project to guide the reading of the report. The other sections are keyed to the activities of the four components, M&E, communications, and management of the project.

I.2 OVERVIEW OF PROJECT OBJECTIVES AND EXPECTED OUTCOMES

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

With the ATP project, USAID/WA is focusing on selected activities where it can have a catalytic impact in supporting West Africans themselves to develop durable solutions to key constraints in intraregional agricultural trade. Helping them do so will not only drive substantial increases in intra-regional trade during the project, it will also make them sustainable after the project ends. The ATP program will implement integrated activities and programming to contribute to the following outcomes:

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

4. **OUTCOME 4:** Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems.

2. PROJECT APPROACH

2.1 TARGETED VALUE CHAINS

ATP prioritizes its specific interventions in its outcome areas to a limited number of selected value chains as a basis for identifying technical gaps and opportunities that will assist the entire agricultural sector. 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 product; (3) The form (current degree of processing) of the traded product; (4) The potential for adding more value; (5) The number of small farmers and other participants involved; (6) The degree of perishability; and (7) Transportability of the product.

On this basis, the ATP team selected the following value chains with the highest potential for intra-regional trade and associated trade corridors:

- **Cereals (especially maize):** This value chain encompasses a number of closely related products with similar supply chains, financing issues, and (to a lesser extent) growing areas. Of these products we initially emphasize 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; maize is also used in farm fisheries. Millet and sorghum are also important coarse grains in West Africa; significant intra-regional trade in these products occurs in response to rainfall patterns. Although ATP is focusing initially on maize, the project's interventions in grain storage, warehouse receipt programs, grain processing, and trade will all coarse grains, as well as to rice.
- **Ruminant livestock:** This value chain includes cattle, sheep, and goats that are assembled on the hoof in the supplying countries and trucked largely to coastal markets. This will remain the predominant form of long-distance transport of ruminant livestock for years to come in West Africa. We also include red meat (from this same ruminant livestock) as a potential part of this value chain. Based on our analysis, we believe it is time to re-examine the viability of slaughtering livestock in supplying countries and transporting the meat—in an unbroken cold chain—to the largest coastal cities, which have concentrations of higher-income consumers willing to pay a premium for high-quality chilled beef, lamb, and goat meat.
- **Onions and shallots:** These two closely related value chains are produced in semi-arid, Sahelian zones with good access to water. As counter-seasonally grown vegetables, onions and shallots are important cash crops for smallholders whose main (rainy) season crops are cereals or cereals intercropped with legumes. Onions and shallots have similar end uses, as flavorful ingredients in the sauces that figure importantly in regional cuisine (which tends to be heavy on bland starchy staples, either rice or various forms of gruel, pâte or tô made from coarse grains—millets, sorghum, maize—or tubers). Both products face similar storage and transport issues; improved drying and processing at the village level can extend the marketing season for both crops and can increase overall grower returns.

2.2 SELECTED TRADE/TRANSPORT CORRIDORS

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

2.3 PARTNERSHIPS IN IMPLEMENTATION

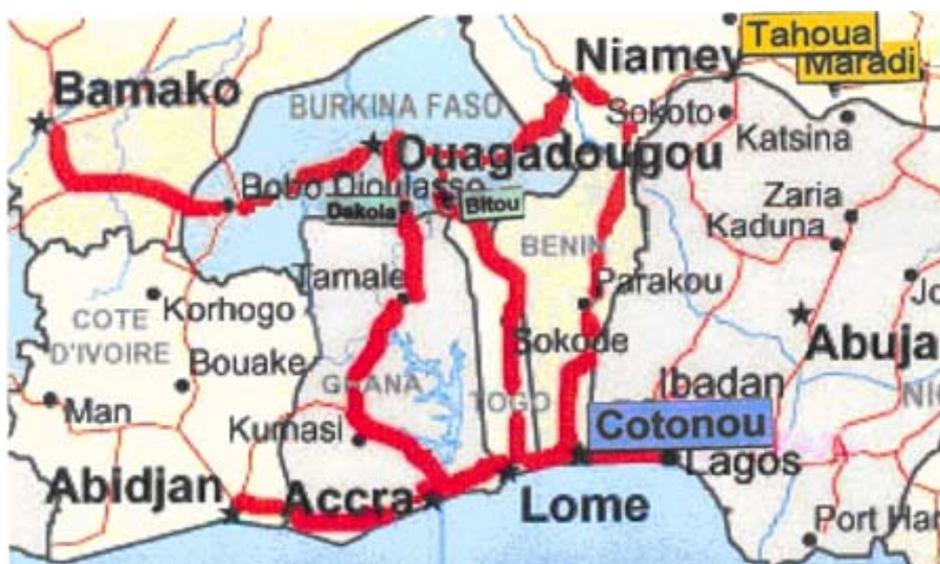
ATP assists the regional governmental organizations (ECOWAS, UEMOA, and CILSS) to work in synergy with WATH and other USAID projects in the region; and supports regional and national umbrella organizations of producers, processors and traders involved in the targeted value chains along the selected trade/transport corridors.

3. COMPONENT I: REDUCING BARRIERS THROUGH DIRECT SUPPORT TO ECOWAS AND UEMOA

3.1 ROAD TRANSPORT

ATP finalized the recruitment of an experienced Road Transport and Logistic Advisor in December 2008. Mr. Kossi Dahoui, a former staff of the Trade Hub project, has an intimate knowledge of the road transport issues, both conceptually and practically. He helped the project firm up its choice of the Ouagadougou-Niamey-Maradi corridor. The Niamey-Ouagadougou corridor is a priority corridor in the ECOWAS region, as determined by both ECOWAS and UEMOA. Adding the trunk road Niamey-Maradi allows ATP to fully cover the onion trade route from Niger to Ghana and establish a link to Nigeria. Having worked for the Trade Hub and closely with UEMOA, the Road Transport and Logistic Advisor facilitates the collaboration between ATP and these key partners. He is assisted by short-term technical assistants (STTA) to help ATP in its work on (i) road harassment; (ii) transport cost; (iii) potential infrastructural investments along transport corridors and (iv) advocacy.

PRIORITY CORRIDORS IDENTIFIED BY ECOWAS AND UEMOA



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

ATP built upon the interactions started earlier in FY08 with ECOWAS, focusing on identifying relevant ECOWAS policy reforms in the agriculture, customs and trade, and transport sectors. These concern policy initiatives adopted over the years to liberalize and foster intra-regional trade are noted below (including the role the project intends to play to improve their implementation):

- Free trade area: Review the application of the policy governing intra-regional trade to effectively cover wholly produced or unprocessed goods, such as ATP targeted agricultural products, which should have been moving freely across national borders without tariff and non-tariff barriers;
- ECOBIZ: sponsor initiatives that focus on mobilizing the participation of operators in the ATP value chains;
- Regional Commercial Policy: Participate in the formulation process to bring focus to promotion of regional food security - production and trade in locally-produced agricultural products;
- Interstate Road Transit (ISRT) Convention: Review the implementation of the Interstate Road Transit convention and related instruments for the benefit of operations involving the land-locked countries ;
- ECOWAP: Review relevant provisions of the policy to reflect ATP objectives; and participate in specific projects of PRIA now being formulated;
- Development of value chains: collaborate with and provide guidance to ECOWAS in the value chains of interest to ATP; and
- AGRIS: Assess and contribute to the creation of this agricultural information database.

In November 2008, the Policy Advisor undertook a field trip to the ECOWAS Commission to build upon the earlier agreement to collaborate toward setting policy priorities that would enable ATP assist in improving the content and applicability of regional policy reforms. To that effect, he held preliminary discussions with the relevant ECOWAS departments. ATP and ECOWAS agreed that the initial focus of ATP intervention in the policy area would be on helping ECOWAS to realize its trade liberalization policy objective: making the notion of *West Africa as a single customs territory* to become a reality. The review initiated by ATP on the ECOWAS Authority policy decision on the complete elimination of tariff and non-tariff barriers on unprocessed goods revealed that the text lacked precision and other provisions about the goods covered, which would facilitate its implementation. ATP and ECOWAS agreed on the need for a thorough analysis in 2009 to lead to the formulation of an updated policy decision, in order to provide the basis for correct operation of a free trade area arrangement and advocacy action by ATP products interest groups. The FY09 activities consequently include a review of this text.

Important regional instruments adopted in pursuit of the ECOWAS policy of *making West Africa a borderless region* (rendering the crossing of national borders a seamless operation) include the Inter-State Road Transit (ISRT) Convention and the ECOWAS Brown Card Scheme (third party vehicle insurance that makes an insurance policy obtained in any ECOWAS country valid in the other countries). The discussions with ECOWAS revealed that the ISRT convention, adopted since 1982, had not been applied properly. For example, contrary to the provisions of the convention, some transit countries do not recognize transit forms accompanying goods and oblige the transporters to obtain fresh transit documents. The convention would require updating because of an evolved environment including technological developments, such as electronic tracking systems, that affect

road transit operations. A critical review of the convention will be done in FY09 that will produce a revised regional transit arrangement to be adopted by the ECOWAS authorities.

These ATP/ECOWAS interactions made a positive contribution to the preparation of the 2009 ECOWAS Work Program, by its emphasis on policy implementation; the document was finalized and adopted during the period. This Work Program includes the above proposed activities and similar ones on other principal policies that will improve their quality and enhance their applicability. During FY09, ATP will participate in, and facilitate the implementation of this ECOWAS policy enhancement agenda with such activities as a review of the manner in which these reform instruments have been administered by the regional and national authorities, an analysis of how the policies have been utilized by the business community and the difficulties they created (a gap analysis of what the policies set out to contribute and the actual result: revealing the way policy implementation frustrates their objectives), and an assessment of the impact of the reforms on regional trade.

The issue of policy constraints will be given much attention in the coming months and build upon the findings in the value chain assessment reports, and confirmed at three validation workshops conducted during the quarter: poor knowledge of policy provisions by the business operators, as well as deliberate abuse of power (harassment by government officials) and of the rights of operators (extortion and bribe-taking from operators whose papers are in order). Field trips for interaction with operators and other measures are planned to provide a critical assessment of policy implementation challenges so that the ATP project can make a significant contribution to improving the policy environment of regional agricultural trade.

3.3 HELPING ECOWAS COORDINATE IMPLEMENTATION

In its interaction with ECOWAS officials, ATP has emphasized the importance of post-policy adoption measures. ECOWAS lacks an organized and systematic approach to facilitating and coordinating the implementation of regional policies. This is in spite of the provision that is invariably made in policy decisions that ECOWAS “shall take all necessary measures to ensure the effective implementation of this decision”. Through such interactions, ATP has assisted to put greater attention on reversing the poor ECOWAS record of policy implementation.

ATP has emphasized ECOWAS’ major responsibilities, as a regional body, in coordinating and managing the regional policy implementation process. These responsibilities include devising and operating a regional system to facilitate, coordinate, monitor, and evaluate policy implementation. ATP initiated discussions on its participation in the formulation of priority policies (selected above), policy implementation strategies, and guidelines and procedures. ATP will draft these operational instruments for consideration and validation at a workshop involving private sector operators and policy-makers, prior to formal adoption by the ECOWAS authorities.

3.4 SYSTEMS AND CAPACITY FOR MONITORING POLICY IMPLEMENTATION

Another institutional deficiency ATP found, and which ECOWAS Commission is anxious to correct, is the lack of an effective monitoring and evaluation system to complement the implementation strategies being developed. Given the strong information base that such a system would require, ATP was encouraged to continue its work on developing a database on the following ECOWAS priority policy instruments: (i) free trade in agricultural goods; (ii) ISRT; (iii) joint border posts; (iv) ECOWAP; (v) development of value chains; (vi) PRIA (regional agricultural investment program).

It is in this regard that ATP started collecting basic texts and related information, including archived ECOWAS Official Journals on CDs. This provides a reference to the ATP database being developed

to track the implementation of key ATP policy measures. The proposed interventions of the ATP Project would come in support of the institutional capacity-building measures already initiated by ECOWAS Commission in the area of monitoring and evaluation. In FY09, ATP will develop in collaboration with ECOWAS implementation plans for the selected policies with targets and indicators, as part of the regional systems that must be adopted to improve policy performance.

4. COMPONENT 2: BUILDING LINKS THROUGH SUPPORT FOR REGIONAL ASSOCIATIONS

4.1 STEPS IN ATP VALUE CHAIN WORK

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

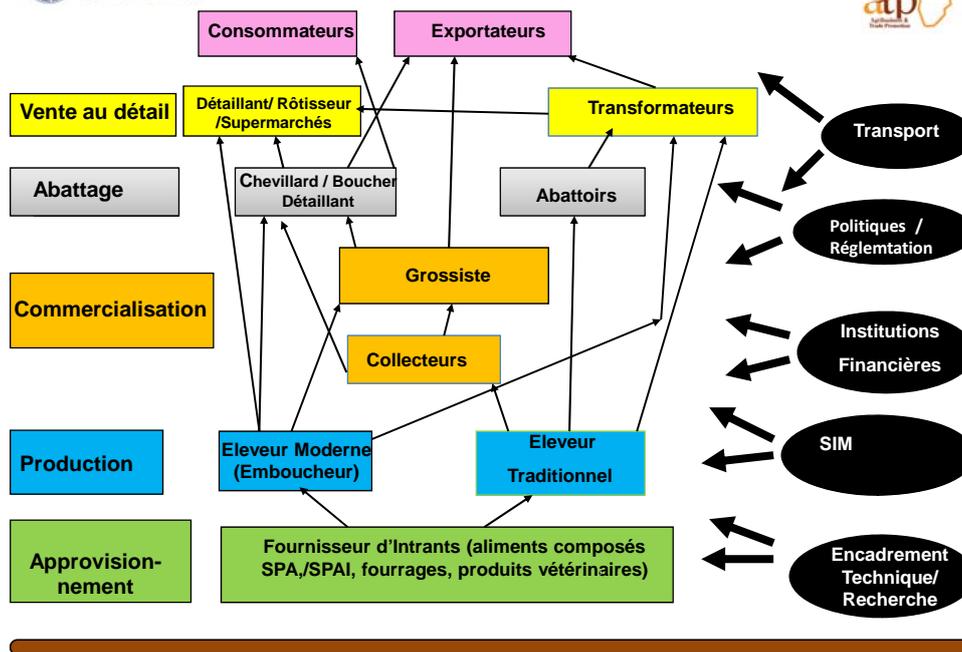
- Step 1: submit to validation by USAID and key partners (particularly ECOWAS and UEMOA) the project's choice of its three key value chains (maize, onion/shallot and ruminant livestock/meat), on which it is to concentrate its efforts on the ground.
- Step 2: undertake a thorough assessment of the value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

Steps 1 and 2 were completed in FY08, except for the livestock value chain assessment, which took place in September-October 2008. Step 3, validation of the value chain assessment, was the main activity for the October-December 2008 quarter.

4.2 LIVESTOCK VALUE CHAIN ASSESSMENT

The livestock value chain leader, assisted by STTA, conducted the value chain assessment, September-October, 2008, through a literature review and field visits to five (5) countries: Côte d'Ivoire, Benin, Burkina Faso, Ghana, and Mali. As with the other assessments, the exercise aimed at gaining a good understanding of the current situation, identifying trends and perspective, and describing and summarily estimating the major trade flows in the region.

The evaluation mission works closely with private sector partners, including national livestock and meat co-operatives, and regional organizations, such as the Confederation of National Federations of Livestock and Meat Sectors (COFENABVI) and the Regional Observatory of the Livestock and Meat Sector (ORBV). Figure 1 illustrates the structure and flow of goods and services, from the provision of productive inputs and financing, packing, transporting, and end-market distribution, as well as the linkages between various actors operating within the livestock/red meat value chain.



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

4.3 VALIDATION OF ATP'S THREE VALUE CHAIN ASSESSMENTS

The ATP project facilitated a workshop in Accra, Ghana from the 11th to the 13th of November 2008 to validate the findings from the maize value chain assessment and the onion/shallot value chain assessments, conducted in July/August 2008, which selectively covered countries in the central corridor of West Africa, including Burkina Faso, Mali, Ghana, Côte d'Ivoire and Benin. (The onion/shallot VCA did not visit Mali; instead, it made use of the results of an earlier assessment of the shallot value chain by the USAID/Mali's IICEM project). Although the validation for both value chains ran concurrently, they took place at different venues, so that private sector participants could choose to attend one or the other.

The Accra workshop on maize and shallot/onion brought together about 60 value chain stakeholders (about 30 for each value chain) from the public and private sector, including farmers, traders, processors, researchers, policy makers (JEMOA & ECOWAS), transporters, financial and technical

service providers, bilateral projects, etc. from six countries - Mali, Burkina Faso, Niger, Benin, Ghana and Côte d'Ivoire.

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



USAID/WA actively participated in the Accra workshop and presided over its closing ceremony. The US Ambassador to Burkina Faso, the Minister of Livestock of Burkina Faso, and the Permanent Secretary for the Coordination of Agricultural Sector Policies in Burkina Faso presided over the opening and closing ceremonies of the Ouagadougou workshop. Authorities and participants alike commended the project for well-run workshops that provided them the opportunity to better understand the project and contribute to its objectives.

Through lively and participatory debates, participants contributed to:

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

Participants structured the priority actions along key stages of the value chains. These stages included, for onions and maize, production, storage, processing, and marketing issues. For livestock, participants indicated production, processing and marketing issues. There are key issues in all the value chains that cut across these stages: transportation, access to credit, market information. These cross-cutting issues, however, can be felt more acutely in one or two value chains but not the others. For example, the transportation issue affects more the onion/shallot and livestock value chains (because of their perishable nature) than maize.

Maize success story

THE ROAD TO A MAIZE “ING” SUCCESS

ATP Opens Doors to New Markets for West African Traders

Gervais Adoubé needs maize. And he needs it quickly. As a grain buyer for SITRAC – *Les Grands Moulins Des Champs* -- a large maize processing company in Burkina Faso -- Mr. Adoubé is faced with the challenge of purchasing tens of thousands of metric tons of maize in a country with high grain prices and an inadequate supply of the maize.

SITRAC processes maize into a variety of products, such as couscous, fortified flour, polenta, maize grit for breweries and bran for animal feed. Some of the company’s biggest clients include the militaries of Burkina Faso, Niger and Mali. And its list of clients is growing. SITRAC recently upgraded its facility to allow for much wider processing capabilities, expanding processing rates from 50 metric tons a day to a projected 150 metric tons in the near future.

With the price of maize in nearby Ghana as much as 60 percent lower during certain periods than that in Burkina Faso, SITRAC is eager to find a supplier from its neighboring country. But the company’s ability to access those prices has been limited from a lack of relationships in the trade industry.

Africa has long suffered from low trade between African countries. Barriers such as a lack of critical linkages to buyers and investors have kept African nations from harnessing their power of trade and participating fully in the global economy.

“The (ATP maize validation) workshop was a great success,” said Adoubé. “Right now I have the potential to process 15,000 metric tons of maize (in the 2008/2009 market). And next year I have the possibility of processing 40,000. But I need suppliers to buy the maize from first. Through the workshop and a follow-up meeting, the ATP project facilitated the establishment of connections with potential suppliers in Ghana, Mali and Côte d’Ivoire. I am about to develop a contract with GAPTO, the Ghana Agricultural Producers and Traders Organization, that offered to supply 6,000 metric tons.”

The high level of participation allowed for a frank and open dialogue on the constraints to and opportunities for growth for the onion, shallots and maize value chains. The workshop identified and ranked the most important issues to address in trade, such as insufficient trade policies, lack of access to credit, poor business relationships and the need to strengthen production capacity through access to fertilizer and high-yielding seed varieties.

Source: Excerpts from Abt Associates Success Story Publication (forthcoming)



4.4 DEVELOP AND IMPLEMENT A CAPACITY-BUILDING PLAN FOR REGIONAL ORGANIZATIONS

Following the SWOT exercise, ATP initiated a series of visits with COFENABVI to work on a capacity building program, as part of the value chain development plan. ATP has selected COFENABVI to initiate its PIVA exercise in FY09.

ATP has also helped businesses enter into contract arrangements. In the maize value chain, ATP facilitated linkages between a maize processing company in Burkina Faso (SITRAC) with producer organizations in Ghana (APFOG), Burkina Faso (CICB, UGCPA, FEPAB/UPPA-H and FEPPASI), Mali (GREFA in Sikasso), and Côte d'Ivoire (ANOPACI) for the supply of 15,000 tons of maize, and with assurance for the supply of 30,000 tons between April and December 2009. ATP initiated discussions on forward contracting and SITRAC is quite willing to enter into formal farming contracts with these producer organizations to ensure a regular and continuous supply of premium maize, while providing credit for seed and fertilizers. ATP believes this is a success story worth reporting (see text box).

In the livestock/red meat value chain, ATP called on COFENABVI to help facilitate business transaction between a Malian feed processor (BUNAFAMA) and a client for the supply of about 5,000 tons of animal feed. ATP also assisted an exporter group association to get a line of credit of CFA 50 million, on the basis of two contracts for red meat delivery it has secured with Ivoirian meat importers.

5. COMPONENT 3: BUILDING CAPACITY FOR PRIVATE-SECTOR ADVOCACY

ATP strategy for improving linkages is based on establishing close partnerships with regional private-sector organizations. The project team believes that these regional private-sector organizations offer the best prospects for building institutional sustainability in support of agribusiness and trade that will endure beyond the life of ATP.

The project recruited in mid-October a Capacity Building Specialist (to replace the earlier candidate), and in September-October, a short-term Capacity Building Specialist, who applied the Strengths, Weaknesses, Opportunities and Threats (SWOT) analytical framework to 21 organizations in Niger, Burkina Faso, and Mali.

Organizations participating in the SWOT analyses in Burkina Faso, Mali and Niger are noted below:

Country	Organizations
Burkina Faso	1. RVCC : Réseau de veille sur la commercialisation des céréales
	2. COFENABVI : Confédération des Fédérations Nationales de la Filière Bétail/Viande
	3. FEPASSI : Fédération Provinciale des Professionnels Agricoles de la Sissili (Provincial federation of actors engaged in agriculture)
	4. CICB : Comité Interprofessionnel des Céréales du Burkina (Interprofessional committee for cereals in Burkina)
	5. ROPPA : Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de l'Ouest
	6. LBC : Ligue Burkinabè des Consommateurs (Burkinabe consumer advocacy group)
	7. FIAB : Fédération des Industries Agroalimentaires du Burkina Faso (Federation of agroprocessing industries in Burkina Faso)
Mali	1. I. FEBEVIM : Fédération de la Filière Bétail/Viande du Mali
	2. ORBV/AOC : Observatoire Régional Bétail/Viande en Afrique de l'Ouest et du Centre
	3. ROESAO : Réseau des Opérateurs Economiques du Secteur Agroalimentaire de l'Afrique de l'Ouest
	4. CNOP : Coordination Nationale des Organisations Paysannes du Mali
	5. CMC : Conseil Malien des Chargeurs
	6. ASCOMA : Association des Consommateurs du Mali
Niger	1. I. ANFO : Association Nationale de la Filière Oignon du Niger
	2. UCEO : Union des Coopératives Exportatrices d'Oignon
	3. RECA : Réseau des Chambres d'Agriculture
	4. PFP-N : Plateforme Paysanne du Niger
	5. ADDC-Wadata : Association pour la Défense des Consommateurs
	6. CNUT : Conseil Nigérien des Chargeurs
	7. APFBV-N : Association des Professionnels de la Filière Bétail/Viande du Niger
	8. ORO/AOC : Observatoire Régional de l'Oignon en Afrique de l'Ouest et du Centre

The report of these SWOT analyses shed light on the current management and performance of these organizations, allowing the project to draw the following preliminary conclusions:

- Overall, organizations at the national or local levels show some strengthen and dynamism in their operation

- Organizations of the regional level, however, show mixed results
 - in maize, there does not yet exist a maize value chain-focused regional organization; instead there are organizations that embrace too many (or all) cereal value chains to be truly effective (i.e., ROSEAO, the agribusiness and agro-processing network, and ROPPA, the umbrella producer organization), the main results being that their leaders are pulled in too many directions to focus on key priorities;
 - in the onion/shallot and livestock/meat value chains, newly created regional organizations (such as ORO/AOC (regional onion observatory for West and Central Africa), concerned with onion and COFENABVI, concerned with livestock and red meat), thus far, show more dynamism, with initiatives undertaken to strengthen the capacity of their members in the various countries and mount advocacy efforts to reduce road impediments.

Based on the SWOT analysis, ATP is carefully assessing which organizations can offer the greater chance for a successful partnership. Thus far, ORO/AOC and COFENABVI appear to offer the best prospects. For maize, ROPPA would be concerned, but only to the extent that it is responsive. Participants at the workshop on the validation of the maize value chain showed a willingness to create, initially, an informal network that would focus specifically on all aspects of the maize value chain.

6. COMPONENT 4: PROMOTING EFFICIENCY OF REGIONAL VALUE CHAINS

6.1 MARKET INFORMATION SYSTEM

Throughout the September-December 2008 quarter, ATP worked closely with Esoko Networks (ex-Busylab) to structure a contract for the deployment of a MIS in Mali, Burkina Faso, and Côte d'Ivoire. In order to keep its momentum for future expansion, Esoko has maintained core activities in Ghana that benefit ATP's current and prospective partners. ATP had to negotiate a somewhat complex arrangement, given that Busylab and its Tradenet.biz platform were being restructured. The new structure has its main headquarters located in Mauritius, and a local branch in Ghana (Esoko Ghana). Busylab has given up the name Tradenet.biz and will be operating in 2009 as the Esoko Network platform. Concurrently, ATP also engaged negotiations with partners in Mali (AMASSA Afrique Verte Mali), Burkina Faso (APROSSA Afrique Verte Burkina), and Côte d'Ivoire (ANOPACI) to collect price and market data to feed the Esoko Network. At the same time, ATP facilitated direct contact between these partners and Esoko at the maize and onion validation workshop. Such direct contact (which these two parties never had during MISTOWA) was to create the kind of relationships that should endure after the project ends and contribute to the viability of the privately run MIS platform. To that effect, ATP entered negotiations with these partners about joint training by Esoko of market data collectors, and who (assisted by Esoko) would train project beneficiaries in the use of the Esoko platform for following market developments and identifying trading partners.

6.2 MOBILIZATION OF ADDITIONAL FINANCE THROUGH LEVERAGE

There was still some uncertainty about DCA funding (of \$1 million) during the September-December 2008 quarter. In Q2 and Q3 of FY09, ATP will work with USAID on either setting up one DCA or making use of an existing one by September 30. ATP shared with USAID ideas for possible public private partnerships (PPPs), which it plans to further investigate in FY09. These include partnerships with supermarket chains and breweries in Accra and Abidjan to help secure supplies of agricultural products (e.g., meat, maize, sorghum) from private enterprises and/or producer/trader organizations based in Burkina Faso and Mali.

Facilitating payments across borders, between the CFA and the Cedi zones, our selected trade/transport corridors, can greatly contribute to facilitating intra-regional trade. ATP is encouraged by the interest shown in this area by NEPAD which has promised to visit the project in FY09 to establish a partnership with the project and one or two regional banks. Because of conflicts in his calendar, the NEPAD Agribusiness Specialist rescheduled his trip to Accra to early January 2009.

7. PROJECT COMMUNICATIONS ACTIVITIES

The project recruited in October 2008 a Communications Specialist to manage its communications activities with the aim of facilitating the overall implementation of the project. Because the project had not yet been sufficiently introduced to the general public and shareholders, the communications focus was on activities targeted at creating visibility and knowledge of ATP. Communications efforts were, therefore, directed at the following four specific activities during the October-December 2008 Quarter:

7.1 RELATIONSHIP BUILDING WITH STAKEHOLDERS

ATP, through its Communications Specialist initiated relationship building with a key stakeholder - the media - in both Ghana and Burkina Faso. ATP established an initial working relationship with key local and regional media organizations, including local newspapers, radio stations, national television stations in both countries, and a regional television network (Africable) based in Ouagadougou, Burkina Faso. It also established relationships with participants of the targeted value chains (onion/shallot, maize and ruminant livestock), particularly during the Value Chain Validation workshops in Accra and Ouagadougou.

7.2 PRODUCTION AND PUBLICITY

ATP pursued the production and use of communication support materials, such as project brochures, banners, and posters to publicize the project and communicate its scope of operations to key stakeholders and the general public. It developed a brochure in English and French versions for the purpose of introducing the project to stakeholders and the general public. As part of publicity of the project, ATP carried out media-related activities, such as issuing press releases and holding media orientation sessions with journalists to provide information on the project.

7.3 MEDIA ACTIVITIES/COVERAGE

The Communications Specialist also created media attention and publicity for ATP, particularly for the Value Chain Validation workshops in both Accra and Ouagadougou. The aim of engagement of the media was to communicate the project and its work to key stakeholders and the general public along the corridors in selected countries and in the region as a whole. As a result, ATP generated considerable media coverage and publication of stories on the project in local and regional media in both countries. State-owned as well as private newspapers, television stations, and radio stations in both Ghana and Burkina Faso carried stories before, during and after the workshops in Accra and Ouagadougou. Similarly, stories about the project were reported by two separate web sites and on a regional television network across Francophone West Africa. Further information on the project was communicated through feature articles and interview publications.

7.4 DOCUMENTATION

Along with its production of communication materials, ATP also initiated documentation of project activities for future reference. ATP has documented all its activities in various forms using a variety of documentation/storage media. Still pictures and video footages have been used to capture project

activities. Radio and TV diffusions of project activities, as well as PowerPoint presentations at workshops, have been recorded on CD and DVD storage devices. Newspaper clippings and articles on ATP have also been duly documented..

8. PERFORMANCE INDICATOR REPORTING

8.1 INTRODUCTION

The Monitoring and Evaluation (M&E) specialist, recruited in November 2008, is responsible overall for all data collection and compilation. He coordinates monitoring activities at all levels of project implementation and across the four components. During the period under review, the M&E specialist, with assistance from Dr. Gary Ender (Abt Associate's Senior M&E Specialist) worked and completed the Performance Monitoring Plan (PMP) with the indicators and targets clearly stated. The PMP was later presented for review and comments during a project team building exercise, November 5-7, in Accra, preceding the value chain validation workshop.

The major thrust of ATP's partnership with apex trader associations is to build their capacities to better serve their members--and not just to collect trade data. ATP is providing systemic assistance to traders to increase the volume and value of intra-regional trade, through its market information system (in particular price information and bids/offers of products provided through the Esoko Networks), the value chain development work, and the policy and road governance advocacy assistance. Thus, ATP attempts to collect trade data through market channels, rather than just trader associations. ATP asks its partners (who are well known in market places) to collect information on all trades at key market places, and not just trade conducted by members of the trader association.

Together with the COP, the M&E Specialist worked on trade data collection for Ghana through GAPTO (Ghana Agricultural Producers and Traders Organization). ATP collects trade data by counting bags of products and the number of animals being off-loaded from trucks transporting these products from other West African countries. ATP is honing its data collection instruments with GAPTO to later adapt them to other countries (chiefly in other importing countries: Côte d'Ivoire and Benin). ATP initiated the exercise in September with onions off-loaded in Accra market, and will extend this to other major onion markets, as well as other markets for maize and livestock trade in Ghana, and then to other countries.

8.2 ONION VALUE CHAIN

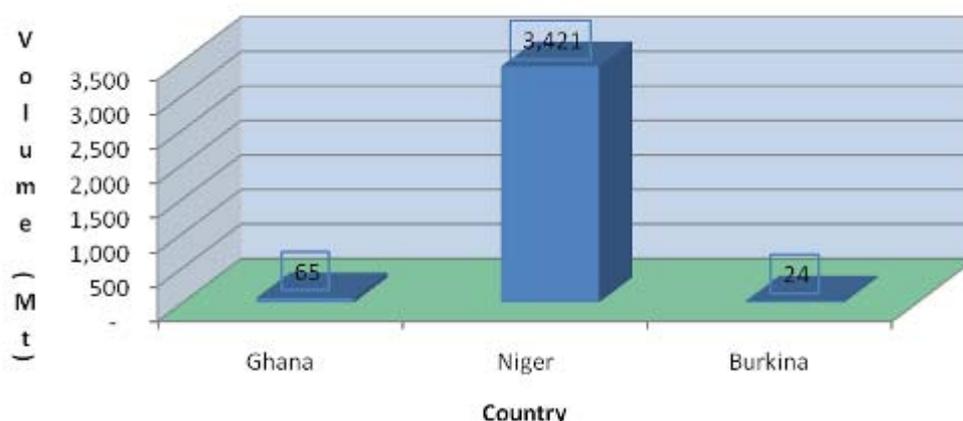
Ghana receives imported onions in major markets, such as in Accra, Kumasi, Techima, Cape Coast and Takoradi. Data collection initiated in Accra shows that about 96% of onions imported through this market, in September-November 2008, comes from the Republic of Niger and about 1% from Burkina Faso. The remaining 4% comes from the Upper East region of Ghana (Table I below). The latter does not represent intra-regional trade, but represents a deliberate attempt by ATP to make sure it does not indeed get counted as such. ATP will start collection in the other markets in FY09.



TABLE I. ONION IMPORT FROM NIGER AND BURKINA FASO FROM SEPTEMBER TO NOVEMBER 2008

Country	Volume (Mt)	Value (US\$)
Niger	3,421	2,205,858
Burkina Faso	24	13,756
Total	3,445	2,219,614

FIGURE I. VOLUME OF ONION IMPORTS BY TRADE ASSOCIATIONS IN ACCRA FROM SEPT-NOV 2008



8.3 LIVESTOCK RUMINANT VALUE CHAIN

The livestock ruminant trade associations that were identified and will be reporting trade data in Ghana include Ashaiman Cattle Breeders and Traders Association located in Tema near Accra and the Kumasi Cattle Breeders and Traders Association located in Kumasi in Ghana. Data collection has started with the Ashaiman Cattle Association after they were trained on the data collection format. These two major associations handle about 95% of livestock ruminants imported into Ghana every year from Burkina Faso, Niger, and Mali.



In November the Ashaiman Cattle Association reported imports of 5,079 cattle valued at US\$2, 324,296 into Ghana. The December 2008 trade data is yet to be received. The Kumasi Cattle Association is yet to be trained on the use of the reporting formats and will commence data reporting by the end of January 2009.

8.4 MAIZE VALUE CHAIN

Three main markets have been identified in Ghana for the export of good quality maize to Burkina Faso and other countries in the Sahel region. The markets identified include Techiman, Nkoranza and Ejura. These markets serve as the main assembly markets of maize in Ghana and in the main harvesting season, from which tons of maize are moved across the borders to the Sahel region. Data collection has not yet started in these markets.



8.5 DATA COLLECTION IN OTHER ATP COUNTRIES

As soon as data collection procedures are tested and judged to be reliable for Ghana, those of the other ATP countries will be instituted. Trade associations will be identified and trained on methods of data collection. Formats have also been designed for data collection on other indicators.

8.6 ATP DELIVERABLES

Outcome	Task	Deliverables	Achievement/Comments
Outcome I: Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa	Task A 3.1.1: Collect and disseminate information on transport barriers, in coordination with UEMOA	<ul style="list-style-type: none"> • Semi annual reports on road harassment on at least one selected trunk route 	Anticipated by end of next quarter
	Task A 3.1.2: Support a communications campaign to discourage road harassment	<ul style="list-style-type: none"> • Annual dissemination strategy for information on road harassment • Implementation of dissemination campaign with partners 	Strategy anticipated for Q3 of FY09.
	Task A 3.1.3: Identify key locations where investments in logistics infrastructure have the potential to greatly enhance intra-regional trade; facilitate private investment in these locations	<ul style="list-style-type: none"> • Annual list of target investments in market logistics infrastructure with a 'mini-strategy' for facilitating public/private investment for each target investment • One PPP in logistics infrastructure facilitated per full project year 	Anticipated along an onion trade & transport corridor by end of Q2.
	Task A 3.1.4: Identify priority public investments to improve the efficiency of transport corridors critical to our value chains; support advocacy and provide know-how to our partners	<ul style="list-style-type: none"> • Annual list of the highest priority road infrastructure investments needed by transport corridor tracking progress against previous list • Dissemination and advocacy plan for promoting road 	Anticipated along an onion trade & transport corridor by end of Q2.

Outcome	Task	Deliverables	Achievement/Comments
		infrastructure investments (Coordinated with Component 3)	
	Task B 3.1.1: Define Agricultural and Trade Policy Priorities for ATP	<ul style="list-style-type: none"> • Analysis and vision statement for priority agricultural policy reform for each selected ATP value chain including updates of analyses done in preparation for ECOWAP with annual updates • 7 training workshops on key agricultural and trade policy issues 	Planning & preparation for a training workshop in Q3 of FY09
	Task B 3.1.2: Help ECOWAS Co-ordinate Implementation	<ul style="list-style-type: none"> • Annual implementation plan for agricultural policy change with milestones • Institutionalized process for gathering and incorporating industry feedback in policy change at ECOWAS • 	Anticipate by end of Q2. Significant work on this will be undertaken in Q2 through Q4.
	Task B 3.1.3: Develop systems and capacity for Monitoring Policy Implementation	<ul style="list-style-type: none"> • Status of implementation analysis for ECOWAS on key agric reforms as baseline for monitoring • M&E process ECOWAS can use to monitor policy implementation with member countries and other institutions 	Initiated in compilation on CD ROM Planned for Q3/Q4 of FY09
Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors and distributors	Task 3.2.1: Confirm Value Chain Selection with USAID and Partners	<ul style="list-style-type: none"> • Presentation of proposed value chains and process for validation with partners 	Completed
	Task 3.2.2: Assess Selected Value Chains with Regional Partners	<ul style="list-style-type: none"> • Assessments of key constraints for three selected value chains with proposed interventions (coordinated with VCDP below) • Workshops to present and discuss assessments with regional member governments, ECOWAS and other partners 	Assessed at validation workshops for the three value chains in Accra and Ouagadougou
	Task 3.2.3: Select Regional Private Sector Association Partners	<ul style="list-style-type: none"> • See task 3.2.4 below as deliverables apply to both 3.2.3 and 3.2.4 	Selected COFENABVI, ORBV and ORO.
	Task 3.2.4: Create a Value Chain development plan and build the capacity of regional associations	<ul style="list-style-type: none"> • VCDP for each selected value chain updated yearly with monitoring of progress • MOU and Capacity Building Plan for each selected private sector association partner aligned with the appropriate VCDP • Initial PIVA assessments for each private sector association partner; with annual updates to identify progress against Capacity Building Plans • Training of Trainer Manuals for 	Initial VCDPs to be completed in Q2. Planned for COFENABVI for Q2 after PIVA PIVA planned for COFENABVI

Outcome	Task	Deliverables	Achievement/Comments
		association partners <ul style="list-style-type: none"> • Models and user guides for contractual and payment arrangements to protect producers and long-distance traders 	
	Task 3.2.5: Build linkages and support transactions through a network of Market Facilitators	<ul style="list-style-type: none"> • Monthly market information reports and target deals for each target consumption market • Periodic 'barriers to doing business' reports from buyers and distributors to feed into policy and advocacy efforts 	Facilitators will be hired, trained & reporting by end Q2 Anticipated for Q3
	Task 3.2.6: Craft a role for a West African Agribusiness Development Facility (WAADF)	<ul style="list-style-type: none"> • Proposal for creation of WAADF with ECOWAS 	Anticipated for Q3.

9. PROJECT MANAGEMENT

9.1 STAFFING

The ATP project is approaching full staffing remaining only a few unfilled positions: Financial Services (Mobilization) Advisor and Grants Manager in Accra, and 4 market facilitators possibly in Accra, Cotonou, Abidjan, and Kano. See Table 1.

TABLE 2: STAFFING MATRIX

Position in Accra	Hire	Type of Hire	Start Date	Comments
COP	Ismael Ouedraogo	Intl.	5/5/08	
OpM	Christel Tshikudi	Intl.	8/4/08	
Finance & Admin.	Patrick Addai	LCN	7/1/08	
Policy Advisor	Frank Ofei	LCN	Mid June 08	Half time working from Ghana
Admin. Assistant	Edith Mills-Tay	LCN	12/15/08	Replaced Philip Essuman
IT Specialist	Nana Akwasi Boaitey	LCN	10/20/08	Replaced Francis Anim
Communications & Outreach Specialist	Felix Deyegbe	LCN	10/1/08	
M&E Specialist	Chris Amedo	LCN	11/5/08	Began as a consultant
MIS Specialist	Olivier Kabre	TCN	1/1/09	
Transport Advisor	Kossi Dahoui	TCN	12/22/08	
Finance Mobilization Specialist	TBD	TCN	3/1/09	Should start with finance access/mobilization assessment
Grants Manager	TBD	TCN or LCN	4/1/09	
Driver	Jeffrey Edue	LCN	6/1/08	
Janitor/Office Assistant	Gabriel Dzikunu	LCN	9/15/08	Started with a professional service agreement
Position in Ouagadougou	Hire	Type of Hire	Start Date	Comments
DCOP	Raphael Vogelsperger	Intl. (TCN)	5/22/08	Required to give previous employer one-month notice.
Maize VC Coordinator	Rose Lum Wanzie	TCN	6/9/08	Required to give previous employer one-month notice. Relocated from Nigeria.
Onion VC Coordinator	Alsény Soumah	TCN	6/16/08	Required to give previous employer one-month notice. Relocated from Guinea.
Janitor/Office Assistant	Seyba Zeba	LCN	07/01/08	
Admin./Office Manager	Lucienne Bambara	LCN	07/07/08	
Boukari Nebie	Driver	LCN	08/21/08	Required to give previous employer one-month notice.

Livestock VC Coordinator	Seydou Sidibe	TCN	9/1/08	TCN with salary well above FSN scale required Mission Director approval. Was DCOP on IICEM/Mali.
Institutional Capacity Building Specialist	Jules Sombié	LCN	10/15/08	Prosper Bissi bid as key personnel in proposal opted out.
Office Assistant	Souleyman Belem	LCN	2/16/09	Approval request sent to CTO/CO on 1/28/09
Position in TBD countries	Hire	Type of Hire	Start Date	Comments
Market Facilitators	TBD	LCN or TCN	FY09	Part-time market facilitators will be identified and possibly posted in 4 countries.

9.2 TEAMBUILDING WORKSHOP

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

9.3 PROJECT MANAGEMENT CHALLENGES

As Burkina Faso is a USAID non-presence country, support for important administrative issues, such as obtaining import duty/VAT exemptions, remains challenging. The project finally obtained duty/VAT exemption but it will have to go through lengthy procedures to renew it on a yearly basis. Issues have arisen regarding the payment of income taxes by expatriates and TCN employees working in Burkina Faso.

The bilateral agreement USA/Haute-Volta of 1961 is viewed by the Burkinabé administration as obsolete and it requires a more current memorandum of understanding between USAID and the Burkinabe Government with a specification on the implementation of ATP. ATP's legal counsel in Ouagadougou has also recommended for ATP to enter into a memorandum of understanding with CILSS or ECOWAS that will exonerate expatriates and TCN employees from paying taxes in Burkina Faso and expedite the process of obtaining duty/VAT exemptions.

9.4 WORKPLAN, PROGRESS REPORT, AND OTHER CONTRACTUAL DOCUMENTS.

ATP submitted its FY09 workplan to CTO¹, Michael Wyzan, in November and was called for a presentation at USAID on 20 January 2009.

ATP submitted its first progress report as a semi-annual report for period of April to September 2008 which was approved by CTO on December 1.

¹ The CTO is now called COTR (Contracting Officer's Technical Representative).

ATP received its first contractual modification that increased its incremental funding (obligation) to \$4,285,536 in December. The project is awaiting the second modification that should include clauses addressing:

- a. environmental impacts and resulting environmental mitigation and monitoring actions for the ATP program activities;
- b. revised schedules for progress reports, annual workplans and PMP, period of performance, and delegation of grants approval authority to CTO

ATP is also awaiting CO retroactive rate approval of a few consultants and employees who were initially approved solely by former Acting CTO, Melissa Knight.

CTO approved the ATP branding implementation plan and marking plan in November as well as the ATP grants manual.

10. PIPELINE ANALYSIS

Contract Budget Category	Budget Amount	Accrued Expenditures To 12/31/08	Remaining Balance
DIRECT LABOR (including Fringe)	3,627,240	513,107	3,114,133
OTHER DIRECT COSTS	3,035,178	620,860	2,414,318
SUBCONTRACTS , CONSULTANTS, GOVERNMENT PROPERTY, GRANTS	7,509,641	595,159	6,914,482
INDIRECT COSTS	1,705,903	434,189	1,271,714
FIXED FEE	1,032,068	140,615	891,453
TOTAL	16,910,030	2,303,931	14,606,099

Pipeline Analysis	
AMOUNT COMMITTED (OBLIGATION)	4,285,536
TOTAL BUDGET	16,910,030
LESS EXPENSES THROUGH 12/31/08 TO LAST QUARTER	2,303,931
OBLIGATION BALANCE ON 12/31/08	1,981,605
BUDGET BALANCE ON 12/31/08	14,606,099
MONTHLY AVERAGE BURN RATE	287,991
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE	7
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE	51
PROJECTED MONTHLY BURN RATE FOR NEXT QUARTER	350,000
PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE	6
PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE	42