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# **AGRIBUSINESS AND TRADE PROMOTION (USAID ATP) & EXPANDED AGRIBUSINESS AND TRADE PROMOTION (USAID E-ATP)**

## **ANNUAL PROGRESS REPORT OCTOBER 2010-SEPTEMBER 2011**



November 2011

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### **DISCLAIMER**

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# ACRONYMS AND ABBREVIATIONS

<b>ADVANCE</b>	Agricultural Development and Value Chain Enhancement, USAID/Ghana
<b>AEOB</b>	<i>Association des exportateurs d'oignon du Burkina Faso</i>
<b>AEFOB</b>	<i>Association des exportateurs de la filière oignon du Burkina Faso</i>
<b>AGRITA</b>	Agribusiness and Trade Association
<b>ALCO</b>	Abidjan-Lagos Corridor Organization
<b>AMASSA</b>	<i>Association malienne pour la promotion de la sécurité et la souveraineté alimentaires</i>
<b>ANPAT</b>	<i>Association nationale des professionnels avicoles du Togo</i>
<b>APLS</b>	<i>Association des vendeurs des produits locaux de Sikasso (Mali)</i>
<b>APROSSA</b>	<i>Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina Faso</i>
<b>ATP</b>	Agribusiness and Trade Promotion (program)
<b>AU-NEPAD</b>	African Union- New Partnership for Africa's Development
<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme
<b>CBO</b>	Community-based organizations
<b>CCR-B</b>	<i>Conseil de concertation des riziculteurs du Bénin</i>
<b>CEMK</b>	<i>Coopérative des exploitants motorisés de Koutiala</i>
<b>CIC-B</b>	<i>Comité interprofessionnel des céréales du Burkina Faso</i>
<b>CIR-B</b>	<i>Comité interprofessionnel de riz du Burkina</i>
<b>CILSS</b>	<i>le Comité permanent inter-états de lutte contre la sécheresse dans le sahel</i>
<b>CIR-B</b>	<i>Comité interprofessionnel des riziculteurs du Burkina Faso</i>
<b>COFENABVI</b>	<i>Confédération des fédérations nationales des filières bétail viande des pays membres de l'UEMOA</i>
<b>COTR</b>	Contracting Officer's Technical Representative
<b>CPC</b>	<i>Centrale des producteurs de céréales du Togo</i>
<b>E-ATP</b>	Expanded Agribusiness and Trade Promotion program
<b>ECOWAP</b>	Economic Community of West African States Agricultural Policy
<b>ECOWAS</b>	Economic Community of West African States
<b>ERF</b>	Environmental review forms
<b>ERR</b>	Environmental review reports
<b>ETLS</b>	ECOWAS trade liberalization scheme
<b>FCFA</b>	<i>Franc de la communauté financière de l'Afrique, of CFA franc</i>
<b>FEBEVIM</b>	<i>Fédération de la filière bétail/viande du Mali</i>
<b>FIARA</b>	<i>Foire internationale pour l'agriculture et les ressources animales</i>

<b>FY</b>	Fiscal year
<b>GAPTO</b>	Ghana Agricultural Producers and Traders Organization
<b>GGC</b>	Ghana Grains Council
<b>GIC</b>	<i>Société Générale d'investissement et de commerce</i>
<b>GIZ</b>	<i>Gesellschaft für Internationale Zusammenarbeit</i>
<b>IEE</b>	Initial environmental evaluation
<b>MELS</b>	<i>Meunerie et emballage de légumes secs, farine et semoule de céréales (Burkina Faso)</i>
<b>MIR</b>	Marketing Inputs Regionally, an IFDC project
<b>MIS</b>	Market information system
<b>MP</b>	Mobilizing program
<b>OIE</b>	<i>Organisation internationale des épizooties</i>
<b>OPA</b>	<i>Observatoire des Pratique Anormales</i>
<b>ONFO</b>	<i>Observatoire national de la filière oignon du Burkina Faso</i>
<b>ORO/AOC</b>	<i>Observatoire régional de la filière oignon/Afrique de l'Ouest et du Centre</i>
<b>PAN</b>	Poultry Association of Nigeria
<b>PCE</b>	<i>Projet croissance économique</i>
<b>PIVA</b>	Partner institutional viability assessment
<b>PPP</b>	Public-private partnership
<b>PWS</b>	Policy Watch System
<b>RESIMAO</b>	<i>Réseau des systèmes d'information des marchés en Afrique de l'Ouest</i>
<b>RTCF</b>	<i>Réseau des transformatrices de céréales du Burkina Faso</i>
<b>SMS</b>	Short (text) messaging system
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>UCOVISA</b>	<i>Union des cooperatives du vivrier des savanes</i>
<b>UEMOA</b>	<i>Union économique et monétaire ouest africaine (West African Economic and Monetary Union-WAEMU)</i>
<b>UGCPA</b>	<i>Union des groupements de producteurs pour la commercialisation des céréales au Burkina Faso</i>
<b>UNAP</b>	<i>Union nationale des aviculteurs professionnels du Bénin</i>
<b>UOFA</b>	<i>Union des organisations de la filière avicole des pays de l'UEMOA</i>
<b>UPPA-H</b>	<i>Union provinciale des professionnels agricoles du Houet</i>
<b>USAID</b>	United States Agency for International Development
<b>USD</b>	United States Dollars
<b>USG</b>	United States Government
<b>VCDP</b>	Value chain development plan
<b>WA</b>	West Africa
<b>WAGN</b>	West African Grain Network

<b>WATH</b>	West Africa Trade Hub project
<b>WRS</b>	Warehouse Receipts System
<b>WRSJMC</b>	Warehouse Receipts Joint Monitoring Committee (Ghana)

# I. INTRODUCTION

This progress report for the USAID Agribusiness and Trade Promotion (USAID ATP) and the Extended Agribusiness and Trade Promotion (USAID E-ATP) projects covers the period from October 2010 through September 2011. This report presents the FY 2011 activities and accomplishments of the two projects.

The format of this combined report is designed to show the two projects -- which have very similar and complementary objectives, outcomes, and tasks – as an integrated whole, while also presenting monitoring and financial information separately. The activities are reported by task, in the order in which they appear in the USAID ATP task order, making reference to the associated E-ATP task when applicable.

## I.1 OVERVIEW OF THE TWO PROJECTS

The two projects are similar, with some notable differences, as shown in the table below.

<b>Project Similarities and Differences</b>		
	<b>USAID ATP</b>	<b>USAID E-ATP</b>
<b>Period</b>	October 1, 2008 to September 30, 2012	July 31, 2009 to October 31, 2012
<b>Countries</b>	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo
<b>Subcontractors with long-term staff</b>	ACDI/VOCA CARANA	ACDI/VOCA CARANA
<b>Other subcontractors</b>		ASVELIS, Banyan Global, Global Cold Chain Alliance, J.E. Austin
<b>Primary objective</b>	Increase the value and volume of intra-regional agricultural trade in West Africa, with a goal 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)	Increase the value and volume of intra-regional agricultural trade in staple food products in West Africa in support of the U.S. Government's Feed the Future Initiative (formerly the Global Hunger and Food Security Initiative) and the Investment Plan of the Economic Community of West African States Agricultural Policy (ECOWAP Investment Plan)
<b>Value chains</b>	Maize, livestock, and onion/shallots	Rice, millet/sorghum, and poultry
<b>Outcome 1</b>	Significant reduction of the incidence of physical and policy related barriers to moving agricultural and related commodities regionally in West Africa.	Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa, with a special focus on facilitating the trade in staple foods from surplus to deficit areas.
<b>Outcome 2</b>	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors.	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors.
<b>Outcome 3</b>	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.	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.

<b>Outcome 4</b>	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems.	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems and facilitation of market linkages.
<b>Outcome 5</b>		Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission, and the capacity to recover after HPAI outbreaks.

## 1.2 CONTRIBUTION TO REGIONAL PROGRAMS

USAID ATP and E-ATP operate within the context of larger regional programs. Both are contributing toward the six percent agricultural growth target set under the Comprehensive Africa Agriculture Development Program of the African Union’s New Partnership for Africa’s Development. The agricultural policy of the Economic Community of the West African States, ECOWAP, reflects CAADP priorities at the regional level. The implementation of ECOWAP/CAADP is based on the implementation of national agricultural investment programs as well as regional agricultural investment programs. At the regional level, three mobilizing programs outlined below complement the national programs and reflect the ECOWAS Commission’s strategic priorities for the transformation of the West African agricultural sector. Although USAID ATP was conceived shortly before the ECOWAP Investment Plan was developed in 2009, the project is consistent with these Mobilizing program (MPs), as USAID ATP was designed to reflect the priorities of ECOWAP/CAADP. USAID E-ATP consciously reflects these priorities.

Reflecting the priorities of the ECOWAP/CAADP mobilizing programs, USAID ATP and E-ATP improve the efficiency of intra-regional trade by addressing a set of critical constraints, including: a poor enabling environment, particularly in policy implementation; the absence of well-developed links across regional value chains; limited market information and support services in areas such as finance; and physical and policy barriers and poor private sector supply chain management contributing to high transport costs. The relationship between USAID ATP and E-ATP outcomes and tasks and the various components of the ECOWAP Investment Plan is depicted in the table below.

### Relationship between the Mobilizing Programs and USAID ATP and E-ATP Outcomes

**MP1.** Promoting regional strategic products for food sovereignty: rice, maize and cassava, and livestock meat and related products (e.g. dairy) (Outcomes 1, 2, 4)

**MP2.** Promoting an overall environment conducive to regional agricultural development (Outcomes 1, 3)

**MP3.** Reducing food vulnerability and promoting sustainable access to food (Outcomes 1, 2, 4, E-ATP)

## 1.3 PROJECT STRATEGY

Recognizing the scope of constraints to increasing regional trade in agricultural commodities, and the complexity of alleviating them, the project uses a strategy of focal value chains and trade routes, and selected interventions targeting priority constraints in regional value chains.

USAID ATP concentrates its efforts on three principal commodities (maize, livestock/meat and onion/shallot) and nine significant trade corridors. USAID E-ATP focuses on rice, millet/sorghum and poultry, and on eight trade corridors linking mainly landlocked Sahelian countries with coastal countries. Both work in close collaboration with all value chain actors, whether private or public sector, at local, national, and regional levels. Interventions focus on:

- Direct trade facilitation
- Organizational capacity building
- Promoting product competitiveness
- Reducing road harassment
- Improving access to financial services
- Improving access to market information
- Removing policy barriers to trade

Through these interventions, the projects build the foundations needed for regional trade in West Africa and for agricultural development in the region in general.

USAID ATP and E-ATP work in synergy with regional inter-governmental organizations, such as ECOWAS and the *Union économique et monétaire ouest africaine* (UEMOA). They also closely collaborate with USAID’s West African Trade Hub (USAID WATH) particularly in the road harassment work, and with numerous bilateral USAID projects in the region. Through technical assistance and grants, they support regional and national umbrella organizations of producers, processors and traders involved in the target value chains along the selected trade/transport corridors.

## **I.4 THE IMPLEMENTING CONSORTIUM**

Abt Associates provides the overall project leadership and management for the project. The other principal members of the consortium include:

- ACDI/VOCA, which focuses on value chain efforts for both projects.
- CARANA Corporation, working on transport, policy barriers, access to finance, and institutional support for both projects.
- Subcontractors working on USAID E-ATP only are Banyan Global (gender), ASVELIS (avian flu, Global Cold Chain Alliance, and J.E. Austin Associates, Inc.

## **I.5 ORGANIZATION OF THE ANNUAL REPORT**

This annual progress report presents the FY 2011 activities and accomplishments of the USAID ATP and E-ATP projects. The activities are presented by outcome and task. In case of wording differences in the outcomes or tasks, the USAID ATP wording is used. Correspondence between USAID ATP and E-ATP tasks is as on the next page.

The report refers to “the projects” or USAID ATP/E-ATP when activities involving both are discussed.

## Outcomes and Tasks

### Outcome 1: Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa

#### Category A: Transport-related physical and policy barriers to trade

ATP Task	E-ATP Task	
3.1.1		Collect and disseminate information on transport barriers, in coordination with ECOWAS and UEMOA
3.1.2	3.3.3	Support a communications campaign to discourage road harassment
3.1.3	3.3.2	Identify key locations where investments in logistics infrastructure have the potential to greatly enhance intra-regional trade; facilitate private investment in these locations. Reduce freight transport costs through improving value chain logistics
3.1.4	3.3.1	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

#### Category B: Trade policy-related and agricultural policy-related barriers to trade

3.1.1		Define agricultural and trade policy priorities for ATP
3.1.2	3.1.1	Help ECOWAS coordinate implementation
3.1.3	3.1.1	Develop systems and capacity for monitoring policy implementation
	3.1.2	Build a medium-term plan to improve the understanding of regional trade policies, regulations and rules by private-sector stakeholders (traders, transporters) and their ability to defend their rights in moving food products within West Africa

### Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors

3.2.3		Select regional private sector association partners
3.2.4	3.2.1-3	Create a value chain development plan and build the capacity of regional associations
	3.2.5	Build and disseminate replicable business models to drive trade
3.2.5	3.2.2	Build linkages and support transactions through a network of market facilitators

### 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

3.3.1		Define regional advocacy plans by value chain
3.3.2	3.3.4	Provide advocacy assistance and grants to apex and value chain organizations
	3.3.4	Support advocacy on regulations and policy issues
3.3.3	3.2.3	Support key events to highlight policy issues

### Outcome 4: Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems

3.4.1	3.2.4	Support the development of public and private market information systems
3.4.2		Mobilize finance for agribusiness and trade through DCA guarantees with two regional banks
3.4.3		Mobilize finance in the cereals value chain through warehouse receipts
3.4.4		Mobilize additional investment through public-private partnerships
3.4.5		Provide grants and local subcontracts to catalyze other transformative projects

### Outcome 5: Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission and the capacity to recover after HPAI outbreaks

	3.4.1	Build the capacity of poultry producers and producer organizations to reduce AI outbreaks
	3.4.2	Develop and disseminate models for public-private cooperation in AI control

## 2. HIGHLIGHTS

At their core, USAID ATP and E-ATP are about helping West Africa develop into a more integrated, prosperous and food secure region. They are contributing to economic growth and food security by helping locally-grown products move more freely from surplus zones to consumption centers in neighboring countries. While barriers to regional trade are diverse and often challenging, the projects have made progress in addressing the underlying constraints, thereby helping to build solid foundations for regional trade.

This section highlights the projects' most noteworthy accomplishments, grouped by their main outcome areas:

- Dismantling policy-related and physical barriers to regional trade
- Enhancing linkages among value chain actors
- Strengthening advocacy efforts
- Improving the efficiency of trade transactions and market access

This section also reports on the main challenges encountered during the year.

### 2.1 NOTEWORTHY ACCOMPLISHMENTS

#### 2.1.1 DISMANTLING BARRIERS TO TRADE

**Policy-related barriers.** In FY 2011, the projects worked with both public and private sector actors to see regional free trade agreements move from paper into practice. Highlights include the following:

- *Private sector dialogue with ECOWAS.* USAID ATP/E-ATP organized an advocacy event at ECOWAS headquarters in Abuja in March 2011, providing value chain representatives from across West Africa the opportunity to establish relationships with ECOWAS leadership and raise their awareness of policy-related barriers to regional agricultural trade.
- *Implementing free trade agreements.* The projects worked with the president of the ECOWAS Commission and others to come to an agreement to review the regional free trade agreement's provisions on agricultural products. Also the project supported the ECOWAS External Relations Department in the finalization of the National Units Manual clearly defining ECOWAS-member state relationships and national units' roles in implementing regional free trade agreements. The document is slated for adoption in November-December 2011.

**Physical barriers to trade.** The projects' most important work in this area has been in reducing road harassment, which adds to the time and cost of transporting goods across borders, often putting regional products at a disadvantage relative to ones imported from more distant, overseas markets. The key accomplishment during the year was as follows:

- *Reduction in bribery along key transport routes.* Data from road harassment surveys indicate that bribes paid along the rice, maize, and onion corridors decreased significantly (by at least 40 percent) compared to baseline levels. More importantly perhaps, in the long-run, ATP and E-ATP contributed to equipping value chain actors and their representatives with quantitative evidence on road harassment, a powerful asset for demanding public

accountability and conducting data-based advocacy.

### 2.1.2 ENHANCING LINKAGES AMONG VALUE CHAIN ACTORS

**Direct trade facilitation.** The projects helped link and build trust between value chain actors identified for their potential to carry out specific deals. For example:

- *Connecting lead firms.* With support from USAID ATP and E-ATP, a leading Senegalese cereal processor sourced high-quality cereals from within the region, when it previously turned to distant suppliers in India and Brazil to meet its needs. While the projects directly facilitated 120 tons or FCFA 13.8 million (USD 30,500) in cereal purchases from Burkinabé producers in this instance, the significance of this activity lies in the follow-on cross-border transactions that are set to ensue as a result of this budding long-term relationship and its demonstration effect.
- *Promoting livestock trade.* ATP helped expand promising new coastal markets for livestock traders. In particular, *Opération Tabaski*, which facilitated the sale of 2,560 sheep to Ghana, helped to offset Côte d'Ivoire's crisis-related sales losses, and introduced Burkinabé suppliers to markets that will allow them to continue growing their intra-regional business in years to come.
- *Regionalizing cereal exchanges.* By joining forces with Afrique Verte, ATP and E-ATP contributed to regionalizing the cereal exchanges that the French NGO has been organizing to promote food security within West African countries for years. The projects' participation in these events not only facilitated cereal transactions, but also gave hundreds or key value chain actors the chance to meet and trade with counterparts from other countries within the region, establishing new commercial relationships that will continue to mature beyond the life of the projects.

**Product competitiveness.** Targeting some of the most capable farmers, processors and traders in the region, ATP and E-ATP worked in different segments of its six value chains throughout FY 2011 to help West African products compete on price and quality. From farming to packaging, the project introduced production practices geared both toward increasing the surpluses available for commercialization throughout the year, and improving quality to meet the needs of market segments involved in trade. In FY 2011, thousands of individuals participated in agricultural productivity training. Notably:

- *Producing for higher cereal quality and yield.* The projects brought critical farming skills to a total of 750 maize, millet and sorghum producers associated with two of the best-organized and most trade-oriented cereal producers' organizations operating in Burkina Faso and Mali. In addition to helping some of the region's most promising producers become more competitive to trade intra-regionally, the project's system of cascade trainings ensured that the knowledge was internalized by the local organizations for further dissemination.
- *Year-round onion production.* Another FY 2011 highlight lay in ATP's success with demonstrating and promoting a promising rainy-season onion variety that will help regional production start being available year round.
- *Parboiling best practices:* USAID E-ATP trained close to 500 women rice parboilers in improved techniques developed by the Africa Rice Center. A training manual was developed by USAID E-ATP and Africa Rice Center, and a "Guide to Best Practices in Parboiling Rice", produced in English and French.
- *Model for poultry operations:* USAID E-ATP met with poultry value chain actors from Burkina Faso and Senegal to propose a pilot slaughtering facility designed to operate in accordance with hygienic and sanitary standards recognized as best practice in the industry. With private and public funding, this initiative will be finalized by end of December 2011.
- *Training of trainers in integrated crop management (ICM):* USAID E-ATP co-organized in a

training-of-trainers event for 39 farmer trainers from the *Union des groupements de producteurs pour la commercialisation des céréales au Burkina Faso*. The training focused on integrated pest management (IPM) and integrated soil fertility management (ISFM) as a way to boost agricultural productivity and grain quality in millet/sorghum value chain, thus enhancing the competitiveness of the organization in the West African cereal market.

- Meeting to lift ban in poultry products between Ghana and Burkina Faso: Under the leadership of the *Maison de l'Aviculture* of Burkina Faso, which hosts the General Secretariat of the regional poultry umbrella organization (UOFA, USAID E-ATP's regional partner organization for the poultry value chain), USAID E-ATP provided support for a meeting between veterinary services of Burkina Faso and Ghana to prepare an agreement between the two countries to lift the ban on trade in poultry products.

### 2.1.3 STRENGTHENING ADVOCACY EFFORTS

**Stronger professional organizations.** Overcoming the myriad constraints to intra-regional trade will take the hard work of strong and representative professional organizations. In FY 2011, the projects worked with national and regional organizations in all six value chains, to help them overcome such challenges as unfavorable regulation and underinvestment in infrastructure, weak networks, and spotty access to resources, finance and market intelligence. In particular:

- *Continued assessment and improvement through institutional support:* The project continued to use Partner Institutional Viability Assessment (PIVA) to help focal organizations assess their strengths and weaknesses, and plan for future improvements. Many show significant improvements.
- *A regional livestock powerhouse.* Financial and technical assistance from ATP has helped to propel CONFENABVI, the regional confederation of national federations of livestock traders. With the project facilitation, COFENABVI and ECOWAS have developed an MOU to closely collaborate on livestock issues in the region; this MOU will likely be signed in early FY 2012.
- *Regional representation for the cereals industry.* Another major accomplishment has been the good progress towards the creation of the West African Grains Network, which is to become the first regional-level inter-professional association representing cereals value chains in West Africa. The effort is being led by the *Comité interprofessionnel des céréales du Burkina Faso* CIC-B, Burkina Faso's inter-professional organization for cereals and one of USAID ATP/E-ATP's key partners and grantees. An important milestone in FY 2011 included the Dawanu Market Development Association's decision to join the nascent regional cereal network, bringing the large Nigerian market into the fold.
- *Women parboilers.* At the national level, E-ATP's support for the Bama women's parboiling group in Burkina Faso has helped this producer organization make strides in its capacity to sell a high-demand rice product in Burkina Faso as well as neighboring country markets. With its newfound strength and organization, the association was also to secure 2 of 22 voting seats on the CIC-B board of directors.

### 2.1.4 IMPROVING THE EFFICIENCY OF TRADE TRANSACTIONS

**Increased access to market information.** In FY 2011, USAID ATP/E-ATP helped further development of agricultural market information systems many of which are piggy-backing on rapid cell phone penetration to broaden and speed up access to the kind of information needed for trade to develop (e.g. wholesale prices, bids and offers, trader contact information and more). Illustratively:

- *A regional MIS for producers and traders.* The projects worked intensively with its Market information system (MIS) partners across the region to improve data collection and reporting processes supporting the flow of information through the Esoko.com platform.

And in order to increase platform use by producers and traders, the projects took advantage of the cereal exchanges they helped organize to demonstrate the use of the platform in the context of live trading, while fostering trust and linkages among key potential users of the platform present at these trade events.

- *A customized platform for poultry.* ATP and E-ATP also took steps to facilitate the development of promising MIS platforms besides Esoko.com, including working with MANOBI, a Senegalese service provider of agricultural MIS.

**Increased access to finance.** Working simultaneously with banks and agricultural operators, the project's FY 2011 efforts helped stimulate the supply of financial services to agricultural value chain actors involved in intra-regional trade.

- *Stimulating credit for agribusinesses.* By supporting businesses develop and perfect business plans and loan applications, and working closely with select financial institutions such as the Bank of Africa, Oikocredit, and Sekyedomase Rural Bank, ATP and E-ATP mobilized or leveraged an estimated USD 529,000 (USAID ATP) and \$593,000 (USAID E-ATP) in private financing that will ultimately facilitate cross-border flows of agricultural goods.
- *Piloting cross-border funds transfer services.* The projects were also proactive in supporting the development of other needed financial services besides credit. Funds transfers, for instance, are a constant challenge and source of inefficiencies and failed transactions in West African trade. In FY 2011, USAID ATP and E-ATP helped the private sector respond to the need for better funds transfer solutions by working with the INOVA Payments Systems company and the *Union régionale des coopératives-Nazinon* to establish and pilot an e-wallet and mobile funds transfer & payment platform which facilitated trade in livestock between Burkina Faso and Ghana.

## 2.2 PROJECT CHALLENGES

One of the major project challenges is the broad scope and complexity of the two task orders. As both ATP and E-ATP have matured and project staff have undertaken an increasing number of activities, the need for a more integrated project vision and more coordination among activities has become evident. This has been the focus of in-depth discussions during the project's work planning for FY 2012, and of staff meetings and ongoing staff supervision since then. The focus for FY 2012 will be on achieving life-of-project performance targets, consolidating efforts in high impact activities, and building the sustainability of key partner organizations. Supervisors will work closely with staff to assure efficient communication, coordination among staff members in different locations, and timely trouble shooting.

On a different note, the political violence in Côte d'Ivoire following the November 2010 second round presidential elections disrupted economic activities in the country and the region, and prevented the project from working in the country during several months. In addition, sporadic civil and military unrest in Burkina Faso disrupted some project activities in that country. Trade from and to these two countries, especially Côte d'Ivoire, suffered from these disruptions. As a result, the projects redirected resources to other countries it supports in the sub-region, and helped a number of traders who normally trade with Côte d'Ivoire find alternative outlets for their products.

### **3. OUTCOME 1: REDUCED INCIDENCE OF BARRIERS TO INTRA-REGIONAL AGRICULTURAL TRADE**

Physical and policy-related barriers are major obstacles to regional trade in agricultural commodities West Africa. West Africa's road transportation costs are among the highest in the world. Whereas improving road infrastructure and the truck fleet (important contributors to high costs) requires large, long-term investments, USAID ATP and USAID ATP have focused in large part on improving competitiveness by helping to minimize road harassment, an issue consistently near the top of the list of long distance traders' concerns. The project strategy for reducing road harassment rests on the notions that each actor should be aware and respect their rights and responsibilities, and that information empowers and can help foster a culture of public accountability in the region.

At the same time, significant policy barriers to regional trade continue, despite the 1999 establishment of the ECOWAS Trade Liberalization Scheme which called for member states to abolish customs duties and non-tariff barriers, adopt a common external tariff vis-à-vis third countries, and remove all obstacles to the free movement of persons, goods, services and capital. In the continued effort to ensure existence of enabling regional trade policies, USAID ATP and E-ATP work with public and private sector actors to analyze and design policy reforms, and contribute to their implementation and monitoring. A project-posted policy advisor at ECOWAS Commission helps to ensure close alignment and collaboration with ECOWAS.

#### **3.1 TRANSPORT-RELATED PHYSICAL AND POLICY BARRIERS TO TRADE**

West Africa faces two major transport-related barriers to trade in agricultural commodities: road harassment and inefficient logistical infrastructure and operations. Key activities to reduce road harassment continued in FY 2011: monitoring harassment along key trade corridors, publication of road harassment survey results, road shows, market shows, coaching truckers, and direct intervention at specific times to ensure corruption-free travel. Activities also continued to assess, as well as to improve (particularly through PPPs) logistical infrastructure and operations.

##### **3.1.1 ROAD HARASSMENT**

USAID ATP and E-ATP aim to reduce transport costs and increase the efficiency of logistics and handling in value chain management along intra-regional transport corridors to achieve more efficient transport of agricultural commodities, particularly between surplus and deficit areas. The projects have focused their resources on one major trade corridor per value chain, selected on account of their importance for trade and food security, and their alignment with ECOWAS and UEMOA priority areas. Over the course of the year, USAID ATP and E-ATP conducted diverse efforts to reduce road harassment along these corridors, and collected, analyzed and disseminated road harassment data to their partners. The projects also carried out transport, handling and logistics assessments for their value chains. The main trade corridors are shown in the table as follows:

<b>USAID ATP</b>	
Maize	Techiman (Ghana) to Kantchari (Burkina Faso)
Onion	Madaoua(Niger border) to Accra (Ghana)
Livestock	Fada N’Gourma (Burkina Faso ) to Parakou (Benin)
<b>USAID E-ATP</b>	
Millet/sorghum	Koutiala (Mali) to Dakar
Rice	Bama (Burkina) to Koutiala (Mali)
Poultry	Bobo Dioulasso (Burkina Faso) – Abidjan (Côte d’Ivoire)

In FY 2011, the political crisis in Côte d’Ivoire greatly complicated project work along the USAID E-ATP’s Abidjan-Bobo Dioulasso poultry corridor. The project therefore defined an alternate corridor running from Kumasi-Accra, Ghana to Lome, Togo and on to Cotonou, Benin, where limited efforts will be undertaken in FY 2012.

USAID ATP and E-ATP collaborate closely with USAID WATH and the World Bank-financed Abidjan Lagos Corridor Organization (ALCO). USAID ATP/E-ATP also participated in the WATH-led Borderless Initiative.

**Road harassment surveys.** Checkpoints are legitimate in some cases, but excessive or completely unnecessary roadblocks and unprofessional conduct on the part of officials manning them are common in West Africa. Roadblocks, delays and corruption prevent West African transport from being competitive. Barriers related to the movement of agricultural products from surplus to deficit areas exacerbate food insecurity in this region.

USAID ATP and E-ATP conduct surveys along selected corridors to track road harassment practices, as measured by the number and type of checkpoints, time spent, as well as the value of bribes collected. With leadership of the Transport And Logistics Specialist, field-level transport assistants (i) train drivers to correctly complete the survey forms; (ii) disseminate the forms (at bulking markets) or collect them (at terminal markets); (iii) check data collected by drivers; and (iv) train exporters and transporters in trade and transport regulations and required documentation. ). The data is reported, along with that from WATH, to the *Observatoire des pratiques anormales (OPA)* housed in UEMOA, where they are analyzed and a final report compile in quarterly reports. During the year, the projects participated, and supported the participation of value chain actors, in the meeting to launch the quarterly reports. The following table shows how bribery has evolved in FY 2011 in USAID ATP/E-ATP monitored transportation corridors.

**TABLE I: DECREASE IN BRIBE COSTS PAID AND NUMBER OF ROADBLOCKS PER 100 KM BY VALUE CHAIN IN JULY-SEPTEMBER 2011**

<b>Value Chain Corridor</b>	<b>Bribes paid per 100 km (USD)</b>	<b>Decrease in bribe cost over the baseline (%)*</b>	<b>Number of roadblocks per 100 km</b>	<b>Decrease in the number of road blocks over the baseline (%)</b>
Onion	14.9	40%	2.4	17%
Livestock	61.5	14%	2.8	7%
Maize	6.1	70%	2.4	25%
Poultry	N/A	N/A	N/A	N/A
Sorghum/millet	10.0	2%	4.0	33%
Rice	12.0	74%	3.8	24%

\*\* Baselines were conducted in October-December 2009 for onion, January-March 2010 for livestock, and July-September 2010 for maize, October-December 2010 for rice, and January-March 2011 for sorghum/millet.

In FY 2011, road harassment efforts in the onion corridor reduced bribe payments by 40 percent from the baseline. Bribes along the livestock corridor also decreased by 14 percent from the baseline, while those in the maize corridor decreased by 70 percent. Due to political unrest in Côte d'Ivoire, data collection and road harassment efforts had to be curtailed for the poultry value chain; hence, data are not reported for FY 2011. Bribes along the millet/sorghum trade corridor only decreased by 2%. Along the rice corridor, bribes went down by 74% from the baseline (first quarter of FY 2010).

**Road and market shows.** To publicly disseminate and facilitate dialogue around harassment findings, USAID ATP and E-ATP co-host quarterly road shows coinciding with OPA's study releases. These events bring together actors representing ministries, the military and civil police forces, customs, traders, truckers, chambers of commerce, the press and civil society. Staged in truck rest stop areas, they have turned into lively sessions in which all those attending voice and listen to one another's concerns, and haggle over solutions to their woes. Officials' complaints about road security violations, and truckers' complaints about being overcharged, are the kinds of issues that have surfaced on these occasions. They have been the opportunity, for example, to signal problematic nodes to authorities, backed with data showing rampant bribery.

On March 24, 2011, USAID ATP and USAID WATH jointly organized a road show in Bitou, Burkina Faso. USAID ATP-sponsored participants pinpointed abnormal practices, such as: custom duties applied to onions and other West African products, the large quantities of products "sampled" for supposed phytosanitary controls that never occur, the non-recognition of phytosanitary and veterinary certificates from one country to another, the prohibition for shepherds to travel with animals, the payment of FCFA 100,000 per truck transporting cattle to enter Benin, and the large bribes demanded at the Fada N'Gourma checkpoint.

In addition to these large encounters, the project has started convening trucker/traders at smaller market shows, providing more focused opportunities to disseminate survey results, hear their concerns, and inform them on their rights and obligations. Though invited, roadside officials have not attended these public meetings geared more toward value chain actors. In FY 2011, the projects convened its first two market shows in the Fada N'Gourma and Pouytenga cattle markets in Burkina Faso; 163 persons participated. As these proved highly effective, the projects intend to organize more in all of their value chains.



Hubert Poda, *Chef de poste de gendarmerie* in Burkina Faso, answering questions from drivers

### **Environmental mitigation**

The road harassment survey and analysis received a categorical exclusion under the applicable Initial environmental evaluation (IEE). USAID ATP did not face any specific environmental issue related to this activity.

### **3.1.2 LOGISTICS AND INFRASTRUCTURE**

Inefficiencies in West Africa's transport and logistics systems are a recognized constraint to trade within the region. Such inefficiencies increase supply chain costs for traders directly (high transport

prices, informal payments) and indirectly (time to market, product spoilage). Without adequate transport and logistics systems, regional integration will be limited as will its impact in the field.

During FY 2011, USAID ATP and E-ATP carried out transport and logistics studies along principal transport corridors. These identified bottlenecks as well as needed infrastructure to improve the logistics involved in transport and trade along these key corridors. They then developed recommendations about investments in market logistics and suggested strategies for successful implementation.

The project's FY 2011 studies focused on:

- The Fada N'gourma-Parakou and Pouytenga-Tamale livestock corridors
- The Techiman-Kantchari maize corridor
- The Ouagadougou-Bobo-Sikasso-Bamako-Dakar corridor for millet/sorghum
- The Ouagadougou-Bobo-Ségou-Bamako-Kayes corridor for rice
- Transport and logistics costs of day-old chicks produced in Kumasi and destined for Accra

The day-old chicks study revealed that transport occurs overnight to avoid the heat and that only three of the seven hatchers had vehicles well-adapted for transport of chicks, with structures inside the trucks that enable sufficient air circulation. The other hatchers used logistical and transportation methods that often result in severe stress for the chicks and sometimes in high mortality rates. Hatchers and transporters reported very little road harassment between Kumasi and Accra. However, drivers reported making small payments to agents responsible for maintaining order on the roads along the Kumasi-Accra stretch and the Accra-Aflao stretch of the corridor in order to save time.

**Virtual freight exchange system.** In February 2011, USAID ATP and E-ATP, along with USAID WATH, attended a workshop organized by the *Conseil burkinabé des chargeurs* (CBC) to launch a virtual freight exchange system (*bourse virtuelle du fret*) in Burkina Faso. Participants included truckers, traders, donor-funded projects, ministries from Burkina Faso, as well as freight institutions from Mali and Niger. Agribusinesses welcomed the virtual freight initiative (see text box), as it is expected to provide timely information on the availability of trucks to transport goods across borders. Organizers informed truckers that they could subscribe to the system and start posting offers.

#### **CBC's Information systems**

The *Conseil burkinabé des chargeurs* (CBC) has developed three complementary information systems related to transport to/from and within Burkina Faso:

- The BESC system (*Bordereau électronique de suivi des cargaisons maritimes*) for sea freight
- The SYGESTRAN system (*Système de gestion du transport routier, ferroviaire et aérien*) for freight from harbors to the hinterland and for air freight
- The BVF system (*Bourse virtuelle de fret*) for road transport in/from Burkina Faso

#### **Environmental mitigation**

Transport, handling and logistics assessments received a Negative Determination with Conditions, as their recommendations may include activities directly affecting the environment. Therefore, USAID ATP/E-ATP included provisions for mitigation measures (such as the use of environmental criteria in identifying priority target investments), which were implemented during the assessments. The road harassment survey and analysis, and the information transfer (on the freight exchange schemes) received a categorical exclusion under the applicable IEE. USAID ATP/E-ATP did not face any specific environmental issue related to this activity.

## 3.2 POLICY-RELATED BARRIERS TO TRADE

A 2009-2010 USAID ATP and E-ATP report showed the persistence of many tariff and non-tariff barriers to intra-regional trade in agricultural products. Factors highlighted for regional policy non-compliance included lack of knowledge of regional policy regulations and procedures, insufficient implementation guidelines and lack of coordination in policy application, institutional and administrative bottlenecks, deliberate disregard for regional rules and commitments, and corrupt officers acting with impunity.

In the past year, progress continued in efforts to help ECOWAS with its policy implementation system. USAID ATP and E-ATP's contribution to this process has focused on increasing attention to monitoring of regional policy implementation at the regional and national levels. From this perspective, USAID ATP and E-ATP have targeted three major areas:

- Ensuring that appropriate activities for proper implementation of policies are designed and adopted;
- Establishing a mechanism for regular reporting using specific performance indicators; and
- Ensuring participation of the particularly private sector actors in national and regional deliberations as part of the monitoring and evaluation system.

### 3.2.1 TASK 1.1.1: BUILD A POLICY ADVOCACY PLAN AND “POLICY WATCH SYSTEM”

In addition to drafting an annual update of the policy watch system (PWS), an evolving mechanism to improve on-the-ground implementation of the regional trading rules for USAID ATP/E-ATP value chains, USAID E-ATP assisted the ECOWAS Commission with expert input into a series of guides and manuals related to the PWS, as well as the reform of various institutional arrangements.

**Policy watch system update.** The policy advisor participated in a June 2011 regional meeting in Ghana on this evolving mechanism to improve on-the-ground implementation of the regional trade rules applicable to agricultural commodities, which was organized in collaboration with ECOWAS and WATH, on how the ETLs can be more effective in reducing barriers to intra-regional trade. In FY 2011, the project also drafted an update of the PWS.

USAID ATP/E-ATP proposed a PWS to ECOWAS in FY 2010 as a solution to the incorrect application of the ECOWAS trade liberalization scheme (ETLS), which was reported by operators in USAID ATP value chains. The PWS calls for concerted action on two fronts. The first is the review and revitalization of regional and national arrangements to implement the ECOWAS free trade area provisions. The second is a mechanism for monitoring the application of the ECOWAS Trade Liberalization Scheme (ETLS) regulations and procedures. The PWS has four components:

- A regional trade policy framework to regularly review and update regional policies
- A regional coordination mechanism for policy implementation to ensure coordination and consistency in policy application among member countries
- A regional policy adaptation and application at the national level
- A regional monitoring and evaluation mechanism

**ECOWAS National Units Manual.** The ECOWAS External Relations Department, a recent creation in the ECOWAS Commission, is engaged in streamlining the operational links between the Commission and member countries. An immediate priority of the department in FY 2011 was the formulation of an ECOWAS National Units Manual aimed at more clearly defining the ECOWAS-member state relationship and designed to guide the performance of the national units. With continuous input and advice from USAID ATP and E-ATP, the manual has moved closer to

finalization. It will be presented by the Commission to the ECOWAS Council of Ministers for adoption during its end-of-year statutory meeting held in Abuja at the end of November or in December 2011.

**National Approvals Committee's agricultural mandate.** The implementation of the ETLS is facilitated and coordinated at the national level by a National Approvals Committee (NAC). To date, it has focused almost exclusively on the approval of industrial enterprises and products into the scheme and related issues; that is, to the exclusion of trade in agricultural goods and the problems encountered. The USAID ATP and E-ATP policy advisor collaborated with ECOWAS officials to defend the case for the expansion of both the mandate and membership of the committee to ensure that the interests of agricultural value chain associations are taken into account in the national-level deliberations on the implementation of ETLS provisions as they affect agricultural products.

Specifically, it was agreed, at a National Approvals Committee Meeting, to establish an ad-hoc technical committee to review the ETLS legal texts, harmonize and simplify the ECOWAS and UEMOA customs documentations and procedures, and also submit a separate regional text on the ETLS provisions and procedures for agricultural products. It is expected that the mandate, membership and procedures of the approvals committee will also be reviewed to make it more functional and responsive to the operational needs of ETLS beneficiaries. This constitutes a significant step toward the adoption of ECOWAS policy decisions that will facilitate ETLS implementation and make available documents that value chain operators can cite during advocacy campaigns.

**ETLS agricultural provisions.** During FY 2011, the project provided ECOWAS with technical advice on a set of measures to be taken for eliminating policy abuse by officials of customs and other services. USAID ATP/E-ATP interactions with the president of the ECOWAS Commission and other officials on these issues led to an agreement by ECOWAS to review the ETLS provisions on agricultural products in place at that time. A formal decision was taken in July at Cotonou to set up an ad-hoc technical committee to deliberate on the relevant ETLS texts, one of the specific directives is the formulation of a separate document that provides a comprehensive coverage of the ETLS provisions for agricultural trade – a regional decision that value chain actors can use in their advocacy campaigns against official abuse. This review, which is scheduled for the first quarter of FY 2012, will also clarify documentation requirements of the transit arrangement to reflect the total exemption of agricultural goods from customs duties, and identify possible updates given technological evolutions that make e-tracking possible.

**Transport and transit facilitation program.** The transport and transit facilitation committees were established as part of the program to enhance the implementation of the ECOWAS regional road transportation policy of free movement of vehicles, goods and persons. These committees are critical to the effective functioning of the free trade area; they are to monitor, coordinate and promote road transportation across borders and within the countries. However, most of these national committees have not been functional and the implementation of the regional road transport facilitation program has come under review. The committees include representatives of road transport operators, chambers of commerce and other institutions. A discussion of the transit facilitation program between the USAID ATP/E-ATP policy team and the ECOWAS department for infrastructure in mid-December led to a decision by its commissioner to schedule a review of the program and the performance of the transport and transit facilitation committees. USAID ATP/E-ATP participated in a workshop in the summer of 2011, which was organized as part of the review process, and where the member countries presented situation reports. Only in Benin and Ghana were the national committees found to be functioning properly. The project provided technical input into a structural review and the formulation of a program of action for strengthening the committees, covering issues such as their mandate, membership, rules of procedure and operational guidelines, performance reporting and review, annual work plan and budget, and funding mechanisms.

**Establishing and strengthening national SPS committees.** USAID ATP and E-ATP have identified the non-recognition of SPS certificates across national borders as one of the non-tariff barriers impeding the free flow of intra-regional trade in agricultural products. For this reason, the project helped plan a regional, ECOWAS workshop on the creation and functioning of national SPS committees. The committees are to facilitate the application of regional SPS policy instruments adopted in 2010 by the ECOWAS authorities relating to plant and animal health, veterinary medicine, and regional trade as regards food safety. The project drew attention to the importance of a clear definition of the mandate, membership and procedures of the SPS committees. After the workshop, the project continued its involvement by contributing to an ECOWAS in-house memorandum toward the formulation of an operational guide for the effective establishment and functioning of the national SPS committees.

**ECOWAS M&E manual.** Until the re-structuring of the ECOWAS Commission at the beginning of 2007, there was hardly any centralized form of monitoring and evaluation of the implementation of regional policies and programs. The project is providing technical advice by participating as a member of the ECOWAS Commission in-house teams for the on-going exercise of rectifying this situation through the ECOWAS Monitoring and Evaluation (M&E) Unit that emerged from the re-structuring exercise. Considerable progress was made during 2010 in reorganizing and improving the technical capacity of the existing M&E system, principally by initiating the production of an *ECOWAS M&E Manual* and an accompanying *M&E Operational Guidelines*. The manual defines the concept and content of the three main functions of control, monitoring and evaluation; provides for the role of M&E in the functioning of ECOWAS institutions; the role of officials of the different components of the hierarchy of each ECOWAS institution; programming (strategic priorities, work-planning and budgeting) and monitoring procedures and tools – indicators and milestones, the organization of data collection and analysis, and reporting system. Aware of the heavy emphasis on the performance of Commission personnel, the project advised ECOWAS to place equal attention on providing the basis for monitoring regional policy implementation at the national level.

The policy advisor made these contributions during the first and second quarters of FY 2011 in the form of editing drafts of the manual, submitting advisory notes and participating in technical review meetings of the in-house team. During the second quarter, collaboration with the ECOWAS officials focused on revising the draft manual to strengthen certain provision, including issues such as the representation of the business community, and the creation of focal points in all sector ministries that host the different regional integration programs. Each of these ministries would build an appropriate database, using a standard format for the generation of data. Similarly, it was advised to put much premium on an appropriate reporting system, such as the provision of a prototype performance report for the regular preparation of country performance reports. The draft M&E manual provided a useful basis for the formulation of the first edition of an ECOWAS annual performance evaluation report during the second quarter. The policy advisor also collaborated with the ECOWAS officials on the revision of first edition. This draft report revealed that not enough attention is being to the programming of national-level activities to facilitate policy implementation; the policy advisor therefore proposed further review to make it possible to generate and record activities at the national level related to policy implementation and its impact on the national economy. The manual is scheduled for presentation during the 2011 end-of-year statutory meetings, for the consideration and adoption of the ECOWAS Council of Ministers.

### **3.2.2 IMPROVE THE UNDERSTANDING OF REGIONAL TRADE POLICIES, REGULATIONS AND RULES BY PRIVATE SECTOR STAKEHOLDERS (TRADERS, TRANSPORTERS) AND THEIR ABILITY TO DEFEND THEIR RIGHTS IN MOVING FOOD PRODUCTS WITHIN WEST AFRICA**

In working with ECOWAS and the private sector, USAID ATP and E-ATP emphasized the need to strengthen the representation of the business community on the national committees and to

improve how problems encountered by the business community can be effectively addressed. In the course of the year, the project promoted the active involvement of professional associations in trade policy monitoring and evaluation, developed an operational industry feedback mechanism, coached transporters on their rights and obligations, and led efforts to dismantle poultry trade bans.

**Promoting the active involvement of professional associations in trade policy monitoring and evaluation.** Since active involvement of professional and inter-professional associations is crucial to the success of the monitoring and evaluation system, the project has seized every opportunity to repeat this message in its interactions with the ECOWAS Commission. Accordingly, ECOWAS organized a workshop on strengthening the regional networks of agribusiness inter-professional associations in Cotonou (Benin) in November 2010. During the workshop, the policy advisor presented the activities of the project relating to building the capacity of the value chain associations to monitor and analyze the operational problems of its members, and to mount appropriate advocacy campaigns for improving the policy environment.

In parallel, USAID ATP and E-ATP held a meeting at Ouagadougou in October 2010 with representatives of value chain professional associations to identify “industry champions” that would take up the most important cases of policy non-compliance reported by their members with regional and national authorities. These professional associations include CIR-B (rice), COFENABVI (livestock), CIC-B (cereals), UOFA (poultry), the *Confédération des syndicats des conducteurs routiers de l’Afrique de l’ouest* (CSCRAO), and the *Réseau de veille sur la commercialisation des céréales* (RVCC). These “industry champions” were selected to serve as channels for gathering and incorporating industry feedback by interacting with focal points within sector ministries and by serving on national committees created to facilitate the implementation of regional policies and programs in the ECOWAS member countries.

**Developing an operational industry feedback mechanism.** A principal objective of developing an operational industry feedback mechanism for the professional associations is to make private sector actors an integral part of the regional monitoring system and to reduce the gap in trade policy implementation. USAID ATP and E-ATP sponsored a regional advocacy mission in March 2011 with 18 representatives from the six ECOWAS institutional value chains based in Abuja. Professional association representatives included top executives such as the president of CIC-B, the interim president of *Observatoire régional de la filière oignon/Afrique de l’Ouest et du Centre* (ORO/AOC), and the vice-presidents of *Union des organisations de la filière avicole des pays de l’UEMOA* (UOFA) and *Confédération des fédérations nationales des filières bétail viande* (COFENABVI). Professional associations will continue to serve as channels for gathering industry feedback by interacting with focal points within sector ministries and serving on national committees to facilitate the implementation of regional policies in ECOWAS member countries.

In the aftermath of the advocacy mission, the project interacted with the relevant ECOWAS departments to bring attention to the issues raised by the value chain associations. The project also drafted a briefing note on responses and follow-up measures taken by the ECOWAS Commission. Circulated among the ECOWAS technical departments, the paper will serve as a basis for monitoring the fulfillment of ECOWAS commitments. Key issues the paper touches upon include:

- Harmonizing documentation to ease border formalities;
- Operationalizing regional and national committees;
- Encouraging ECOWAS support for capacity building of professional associations;
- Harmonizing norms and standards;
- Establishing an ECOWAS/value chain feed-back mechanism; and
- Ending the practice of seasonal restrictions.

**Coaching transporters on their rights and obligations.** In collaboration with the USAID ATP and E-ATP transport team, the policy team developed the *Trader-Transporter How-to Guide* and *Trader-Transporter Quick Reference Cards*. The two tools will be finalized during the first quarter of FY12, to be used to coach traders and transporters on their rights and responsibilities.

### **Environmental mitigation**

Development of policy, legislation and support to regional institutions in trade and investment in the agricultural sector received a Negative Determination with Conditions under the applicable IEE. Nonetheless, advising ECOWAS on its monitoring and evaluation scheme to improve the enforcement of existing regional regulations related to intra-regional agricultural trade has no significant adverse effect on the environment and the USAID ATP technical team did not face any specific environmental challenge.



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

In FY 2009 and FY2010, USAID ATP/E-ATP addressed Outcome 2 by conducting participatory regional assessments of the focal value chains, developing value chain development plans, validating these at regional workshops, selecting key association partners, and beginning to implement value chain development plans to address key constraints in focal value chains. During FY 2011, the projects continued assisting value chain actors to develop value chain linkages, build institutional capacity, and diffuse promising business models and technical innovations geared to supporting the development of intra-regional trade in the target commodities.

### 4.1 SELECT REGIONAL PRIVATE SECTOR ASSOCIATION PARTNERS

The project strategy for improving linkages among value chain actors is based on establishing a close partnership with regional private sector associations, a strategy aligned with ECOWAS and UEMOA approaches. With a view to improving their capacity to be engaged in regional trade, USAID ATP and E-ATP focus on building the institutional, organizational, and technical capacity of partner organizations to effectively respond to their members' needs, access new technologies and market information, and strengthen their members' market linkages. The project is using the annual results of the partner institutional viability assessments (PIVAs), a USAID-designed best practice methodology, to develop capacity building programs tailored for each organization.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework applied to 21 (USAID ATP) and 22 (USAID E-ATP) organizations at regional and national levels and consultations formed the basis of the selection of regional private sector association partners. Focal associations for regional support are:

- Livestock: The trade-oriented apex organization for livestock, COFENABVI, is present in almost all UEMOA countries and is becoming active in Ghana and Nigeria.
- Onion: The project first chose the regional organization ORO/AOC, based in Niger, but with the halt on activities in Niger, *l'Observatoire national de la filière oignon du Burkina Faso* (ONFO), the national apex organization in Burkina Faso, became the focus of support.
- Cereals: No regional apex organization existed in the cereal value chains at the start of project, and therefore the following national apex organizations were selected: GAPTO in Ghana, CIR-B for rice and CIC-B for other cereals in Burkina Faso, and UCOVISA in Cote d'Ivoire. The project is working with the stakeholders in the cereal value chains to establish an apex organization at the regional level, the West Africa Grains Council (WAGN). Two other, food security-focused organizations, *Association malienne pour la sécurité et la*

*souveraineté alimentaires* (AMASSA) and *Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina* (APROSSA) have been focus of support in the cereals value chains.

- Rice: CIR-B, an inter-professional organization with potentially significant impact on rice trade in the region, was selected as the focal point of support.
- Poultry: The regional organization UOFA, active in UEMOA countries, was chosen as the focal point of support. It is not active in Nigeria where the project has worked with the Poultry Association of Nigeria (PAN).

In FY 2011, the project continued working with all partner associations although the political crisis in Côte d'Ivoire limited activities with UOFA.

## **4.2 CREATE A VALUE CHAIN DEVELOPMENT PLAN AND BUILD THE CAPACITY OF REGIONAL ASSOCIATIONS**

Value chain development plans and Partner Institutional Viability Assessments (PIVAs) resulting in capacity development plans are the projects main tools for developing and assessing its program in value chains and associations.

Value chain development plans have been the major tool for planning activities at the value chain level. These plans were developed after the conduct of thorough value chain assessments and their validation by value chain actors, conducted in FY 2008 and FY 2009 for USAID ATP, and FY 2009-10 for USAID ATP. After the initial Value chain development plans (VCDPs), annual updates have been undertaken, based on the project progress and new information and opportunities.

The project approach for institutional development has been to assist selected key partner organizations to build capacity to become credible, representative and dynamic entities that respond to members' needs and contribute to increasing regional trade. Whereas value chain activities have been planned using VCDPs as a tool, institutional support has been done through:

- Organization of Partner Institutional Viability Assessments (PIVA) to help the organization score, in a participatory fashion, its institutional performance, and to set priority areas and targets for improvement. Original PIVAs were done in FY 2009-10; FY 11 updates allowed for monitoring of the institutional progress and updating of the capacity building plan.
- Development of capacity building plans as part of PIVA process, to serve as guidelines for project assistance.
- Support, both financial and technical, to areas identified in the capacity building plan, including helping to draft statutes, coach members in management, to train in innovative techniques.

The project has used the PIVA instrument in two major innovative ways: by adapting the original PIVA to the characteristics of its partner organizations; and by incorporation of gender dimension, which is not in the original PIVA template. To date, the project has organized PIVAs with 10 organizations.

During FY 2011, USAID ATP/E-ATP again conducted PIVAs, including:

- Second progress PIVA with CIC-B
- Third progress PIVA with COFENABVI, followed by diverse support.
- Second PIVA of CIR-B.
- Second PIVAs for AMASSA and APROSSA.

- First PIVA for PAN.
- First PIVA for ONFO.

Updates of all value chain development plans were completed during the first quarter of FY 2011.

*Summaries of some of the FY 2011 PIVA processes*

*Initial PIVA for the Poultry Association of Nigeria, May 2011:* This fully self-funded organization was created after the AI outbreak of 2006 in Nigeria. PAN is therefore young, but has a very wide membership. The PIVA was an eye opener for the organization's core members who had thought that they were performing very well. Some scores were quite low, particularly for operations and management, and for human resources and financial management. The project continues to work with PAN exclusively on promoting biosecurity best practices to create a better trade environment for eggs-to-hatch and day-old-chicks.

*Second progress PIVA for CIR-B, September 2011:* The members assessed that the association had improved overall, and in governance and management but found either regression or no progress in three programmatic aspects: entrepreneurship, external relationships and advocacy, and programs and services. The institutional support for CIR-B has mainly focused on operations and management, programs and services, external relations and advocacy, and gender issues. The organization held its general assembly in April 2011, with assistance from USAID E-ATP and GIZ. The project-supported training in accounting has led to the review of the outdated procedure manual, more rigorous accounting procedures and greater transparency. However, the organization continues to have serious programming issues and has no permanent secretariat. The PIVA exercise has helped the organization to focus its efforts around a set of time-bound activities, instead of excessively focusing on following donor mandates. It also has made progress in expanding its base (the Union of the Rice Producers of Burkina Faso joined it in this year's general assembly). USAID E-ATP has worked closely with the CIR-B in gender aspects, by assisting the association to set up the *Union nationale des étuveuses de riz du Burkina Faso* and insuring representation of the parboiling women.

*The second progress PIVA of AMASSA, September 2011:* After the initial PIVA of September 2010 USAID E-ATP has collaborated with AMASSA to strengthen operation and management, human resources development, and gender. The project's grant was delayed but the project has continued efforts to improve. The members found some overall improvement, and relatively strong improvement in human resources and financial management, entrepreneurship, and programs and services. Overall score was quite affected by the negative rating for gender: member scores decreased by 13% for a perhaps unexpected reason – male members who found that too much is done in regards to women empowerment and that gender equity has not been respected. The association is challenged by excessive solicitations for attendance by its staff in various events, and it is now relying more on its volunteers for representation and other efforts. It has recently published a request for proposal for an organizational audit with emphasis on human resources.

*The second PIVA of APROSSA:* This assessment found no overall progress, but some improvement in all but financial management and good progress in gender. The scores for external relations and advocacy efforts had decreased by 8%. APROSSA operation manual is under revision but it yet not completed. Delays in grants have not allowed the projects to work on programs and services in general with the association. As AMASSA, an important focus of efforts has been technical assistance in packaging and labeling for cereal processors. Gender score decreased as a reaction from men processors who find that too much is done in regards to women empowerment and that gender equity as a result has not been respected.

## Environmental mitigation

The project screened each activity proposed in the updated VCDPs to identify potential environmental impacts. Most activities received a Categorical Exclusion, but those which received a Negative Determination with Conditions followed mitigation and monitoring measures.

### 4.2.1 ACTIVITIES IN THE LIVESTOCK VALUE CHAIN

The region's livestock supply comes from the drier Sahelian countries, and predominantly targets the populous coastal areas with little livestock production. The vast majority of the trade is in live animals, presenting its own logistical challenges, as well as high losses. The project activities have focused on helping the regional organization COFENABVI become strong and expand its coverage, and in improving supply of regionally produced quality meat, particularly through improved slaughtering, cutting, and fattening practices.



The USAID ATP Livestock value chain leader inspecting the VDS slaughterhouse

**Five-year plan.** In FY 2011, USAID ATP continued supporting the regional livestock association, COFENABVI. The project helped it complete its third PIVA and prepare a five-year action plan. The final document lays out two key priorities: improving the organization's governance and improving the competitiveness of the livestock value chain. At a February workshop, which ATP facilitated, COFENABVI's board adopted the 2011-2016 action plan.

**Management and technical support for trade in meat.** In 2008, COFENABVI backed the creation of *Société africaine d'exploitation de viande et services*, a private company with 33 shareholders from Burkina Faso, Côte d'Ivoire and Mali. The company trades red meat and by-products, produces and markets animal feed, and promotes the use of veterinary services. In FY 2011, ATP helped the company to develop an improved business plan, accounting system, manual on administrative management procedures, marketing plan, and assessment of environmental impacts—all of which will facilitate the firm's ability to access finance. The project is also assisting the company to develop a management information system, which will allow it to monitor its operations across the region. The company also requested financial support from USAID ATP to conduct a comprehensive environmental management study that would allow it to address environmental issues.

**Accessing high-end meat markets.** There is a gap between the expectations of many quality-conscious meat consumers in most large cities in Africa and what regional butchers offer. In January 2011, the project helped the COFENABVI and *Fédération de la filière bétail/viande du Mali* (FEBEVIM) to train 1,000 Malian butchers on techniques that will increase their access to high-end meat markets.

### 4.2.2 ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN

The project's Value Chain Development Plan identified intervention areas for the project across the value chain. They include:

- **Production:** (1) Production systems to expand the production season; (2) Interprofessional linkages on agro-input supply; (3) Technical capacity strengthening for onion seed producers; and (4) A handbook on good practices to produce quality onion.
- **Storage:** (1) Assessment of storage technologies and practices available in the region; (2) Demonstration on new types of stores in the sub-region; (3) Training of producers/exporters on storage best practices.
- **Processing:** Capacity strengthening for onion processors on quality processing.

- **Marketing:** (1) Promotion support; (2) Interprofessional linkages among those in intra-regional trade; (3) Assistance to ORO/AOC national chapters to disseminate norms and standards on onion; and (4) Support to collect trade flow data in the region.

The FY 2011 activities reflect these priorities. However, due to the USAID ban on activities in Niger, where the *Observatoire régional de la filière oignon / Afrique de l'Ouest et du Centre* (ORO/AOC) is headquartered, USAID ATP could not organize a progress PIVA of ORO/AOC to follow up on the initial PIVA it organized in April 2009 in Niamey. Therefore, USAID ATP decided to focus on key ORO/AOC member organizations, such as ONFO in Burkina Faso. This apex organization was created in January 2009 (with USAID ATP's support) and was officially registered as an association in April 2010. It represents about 15,000 Burkinabé onion farmers, traders, and processors from 25 associations.

**Institutional assessment and capacity building plan.** A baseline PIVA highlighted three priority areas that ONFO needed to focus on over the next year: (i) financial management, (ii) entrepreneurial capacity, and (iii) human resources development. USAID ATP and ONFO developed an institutional capacity building plan, and a progress PIVA will measure performance improvements in early FY 2012.

**Testing and promotion of rainy season onion varieties.** The production of onion and shallots during the rainy season expands the potential marketing period of this key crop, and offers traders an option to compete with imports of European and Asian onion during the August-December period when prices peak. In 2009, onion stakeholders estimated the West African market for rainy season onion at USD 120 million. The adoption of the rainy season onion is likely to have a significant impact by providing income-earning possibilities to the Sahelian farmers. In FY 2011, in



Onion producers, traders and agro-input dealers scoring PREMA 178 on a trial plot during the October field day



The shallot variety 727 proved to be the best rainy season shallot variety

partnership with the West Africa Seed Alliance (WASA) and USAID/Mali IICEM, USAID ATP completed field testing of multiple rainy season onion varieties, and held field days for producer groups. PREMA 178 emerged as one of the most promising varieties. Results were presented and discussed in December 2010 in Ouagadougou, bringing together producers, exporters and agro-input dealers from Senegal, Mali, Niger and Burkina Faso. Some agro-input dealers committed to supply PREMA 178 for the 2011 season.

**Training in rainy season onion production.** USAID ATP worked with ONFO to organize cascade trainings in June 2011 on the production of a rainy-season onion variety (PREMA 178) for 20 producers' associations in Burkina Faso, reaching 977 producers (including 215 women). This work was undertaken in coordination with *Burkina Primeur*, a firm that not only supplied the PREMA 178 onion variety seeds, but also produced manuals on rainy season production. The USAID ATP onion value chain leader estimates that the planting of this variety may increase by 13% the marketable volume of onion produced during the 2011 season. An assessment of the 2011 rainy season use of this variety will be reported in our next quarterly report.

**Improving packaging and transport practices.** Regional onion producers also struggle to compete with imports due to the lack of quality packaging and transport practices. In June 2011, USAID ATP talked with traders in several large onion markets in Togo, Benin and Ghana and these traders asserted their need for onions that are graded, packaged and weighed. The project estimates that regional demand for appropriately graded, packaged and weighed onions could be as high as 10,000 tons per year, at an approximate market value of USD 6 million. Traders also emphasized the need to package onions in 25 kg mesh bags, instead of the 120 kg jute sacks commonly found in some regional markets. These mesh bags, specifically designed for the transport and packaging of onions, reduce spoilage by enabling additional airflow over the product. One study estimates that during a three-day trip from Ouagadougou to Accra, a 20% reduction in onion losses can be achieved by transporting the product in these smaller mesh sacks. In FY 2011, ATP focused on disseminating these findings in multiple ways:

- To help the ONFO disseminate some of these good practices to its members, USAID ATP supported the organization’s tour to the major onion production regions of Burkina Faso to promote new approaches to stakeholders, including the use of mesh bags and rainy-season onion variety (PREMA 178).
- In FY 2011, the project completed the production of the “Good Practices in Onion Storage” video. The film includes discussions of constraints among onion producers in Ouahigouya and Ziniare in Burkina Faso, followed by a review of practices that minimize storage losses. The final video has been shared with ORO/OAC, and the organization will copy and disseminate it among its members.
- ATP advised Rose Eclat, a key onion processor in Burkina Faso, on how to improve the labeling of its products (e.g., adding directions for use and a French/English label) and to ensure that it is in compliance with food safety requirements in the countries where it sells.



Dried sliced onion sold by Rose Eclat

#### 4.2.3 ACTIVITIES IN THE POULTRY VALUE CHAIN

The project’s FY 2009 assessment of the poultry value chain was conducted in four West African countries (Côte d’Ivoire, Ghana, Burkina Faso and Mali), and was complemented in FY 2010 by a six-country (the four plus Senegal and Nigeria) avian influenza assessment, begun in mid-November 2009. These led to the development of the Value Chain Development Plan which expresses project strategy for the poultry value chain as the need to:

- Improve access to inputs, such as day-old chicks, eggs-to-hatch, feed, feed supplements, equipment and materials.
- Strengthen regional and national poultry interprofessional organizations and producer associations, to serve member-needs and conduct advocacy.
- Improve commercial poultry slaughter and cold chain facilities, as models for the region.
- Improve poultry market and trade Information.
- Mitigate avian influenza through better practices.

The FY 2011 activities reflect these priorities. During the year, USAID E-ATP's activities in the poultry value chain focused on continued support to UOFA identifying constraints to competitiveness, improving slaughtering conditions and practices, and helping value chain stakeholders learn from best practices. Poultry value chain activities in FY 2011 were affected by the political crisis in Côte d'Ivoire. The project also worked with the Poultry Farmers Association of Nigeria (PAN).

**Capacity building plan.** In March 2011, USAID E-ATP organized a regional meeting with UOFA in Accra to discuss how FY 2011 poultry value chain activities can be implemented in close collaboration with UOFA members. This meeting offered an opportunity for UOFA members not only to review recent achievements in poultry farming, but also to gain better understanding of the poultry MIS implemented by IPRAVI in Côte d'Ivoire, and MANOBI's poultry MIS in Senegal. At the end of the meeting, UOFA adopted its action plan and institutional capacity building plan for FY 2011, as well as USAID E-ATP's FY 2011 poultry activity plan. It also decided to develop a platform for expanding UOFA's MIS, to facilitate communication between UOFA's members, enhance the association's visibility, and provide members with market information specific to poultry products.

**Identifying constraints to competitiveness.** A key component of the USAID E-ATP poultry value chain development is to promote best practices in poultry slaughter to serve as models in the region. In November 2010, USAID E-ATP conducted a poultry abattoir assessment in Burkina Faso, Mali, and Senegal to provide recommendations on (i) training and technical assistance needed to address constraints identified by facilities visited, and (ii) low-cost changes to help improve poultry processing techniques, packaging efficiency and methods, waste management, and proper food sanitation, among other areas identified by the facilities. The situations observed in the three countries were characterized by lack of elementary hygienic practices and absence of waste management (see pictures below).

In the past few years, attempts to establish large-scale, modern abattoirs have failed, not only because their operation was too costly (due to the cost of electrical power), but also because of consumers' general preference for the chance to select their fowl at live markets. For these reasons, USAID E-ATP recommended supporting a set of efficient but low-cost upgrades to improve slaughter operations. These include technical capacity building on hygienic practices, the promotion of a simple traceability system, and the purchase of small equipment for slaughter, de-feathering, hanging and plucking. Packaging and cold chain management could be upgraded as a second step.



An abattoir in Burkina Faso



A seven-year old modern slaughter chain in Mali (1,000 chicken/hour), funded by the Arab Bank for Economic Development in Africa—but never used.



An abattoir in Mali

**Improving poultry slaughtering conditions and practices.** USAID E-ATP met with actors in the poultry sector to propose a pilot poultry slaughtering facility that would operate in accordance with hygienic and sanitary standards recognized as best practice in the industry. Six poultry value chain actors from Burkina Faso and Senegal convened to learn about the proposed pilot. A consultant provided details on the ideal structure for a poultry slaughtering facility, including different sections for distinct steps in the processing procedure, and detailed the types of equipment needed within the facilities. A feasibility study was completed in the last quarter of 2011. Upon implementation in FY 2012, these pilot investments will provide the opportunity to introduce poultry stakeholders to a viable business model, and may eventually to lead to replication elsewhere in the West Africa region.

**Learning from best practices.** USAID E-ATP sponsored UOFA members' attendance the African International Poultry Congress (AIPC) conference held in Nigeria, "Climate change: implications for poultry production in Africa." The summit was also a forum for African and worldwide poultry and allied industry stakeholders to exchange ideas, learn about the latest international research findings and new technological developments. Results presented by research organizations on the effects of climate change will be disseminated to UOFA members so that they integrate them as new technology in their poultry farm management.

#### 4.2.4 ACTIVITIES IN THE MILLET/SORGHUM VALUE CHAIN

USAID E-ATP is supporting three key organizations in the millet/sorghum value chain: the Burkinabe cereals (maize, sorghum/millet) association (*Comité interprofessionnel des céréales du Burkina Faso*) CIC-B, which is leading the creation of the West African Grain Network (which will also include rice), as well as food security-focused AMASSA and APROSSA. In the maize and millet/sorghum value chain, the projects offered extensive training to farmers and processors in techniques designed to enhance their competitiveness in intra-regional markets, supported the development of collective marketing and contract farming, and helped prepare a marketing campaign for maize, millet- and sorghum-based products.

**Administrative and governance reforms.** Thanks to the project capacity building grants, APROSSA undertook a review of their procedures manuals, as PIVA results indicated that their governing documents were no longer suited to their needs. In addition to reviewing the administrative procedures manual to reflect the new requirements, APROSSA's administrative council updated its organizational chart, and completed an asset inventory in each of the organization's regional offices. AMASSA also planned for a competency audit of its employees in Mali.

**Technical support.** In parallel, USAID E-ATP arranged for a technical specialist who supported APROSSA with the packaging and labeling of its products in July. In preparation for this capacity

building support, USAID E-ATP assisted APROSSA in locating clear plastic packaging for their product by linking them with members of RTCF. After examining samples provided by RTCF, a large order was placed by association members.

**Coalition building.** Taking advantage of the advocacy mission to ECOWAS in March 2011, USAID E-ATP organized a prospecting trip for the members of the regional CIC-B, representing the emerging West African Grain Network, to meet the Dawanu Market Development Association (DMDA), based in Kano Nigeria. The discussions led the DMDA to decide to join the West African Grain Network. Because the Nigeria market represents over 150 million consumers and trades millions of tons of cereal per year, DMDA could become an important and influential representative in the network.

**Building representative organizations.** In April 2011, USAID E-ATP worked with the CIC-B to facilitate bringing millet/sorghum stakeholders into the inter-professional organization's activities to ensure that they also benefit from capacity building support.

**Enhancing farmers' and processors' competitiveness through training in improved techniques.** In FY 2011, USAID E-ATP offered training to producer groups in improved production techniques. These trainings aimed to increase production quality while lowering its cost, hence improving producers' competitiveness to engage in intra-regional trade.

**Competitive cereal supply.** USAID E-ATP organized cascade trainings on integrated crop management for two leading producer organizations identified as having strong potential to develop their intra-regional trade activities. Both the *Union provinciale des professionnels agricoles du Houet* (UPPA-H), from Bobo Dioulasso, Burkina Faso, and CEMK, from Mali, are important cereal suppliers to institutional buyers such as the World Food Program, the SONAGESS, and the *Commissariat* for Food Security in Mali. Both organizations aspire to diversify their markets regionally to enhance their trading opportunities, and have been contacted by processors to initiate contract farming. In December 2010 and March 2011, the project respectively trained 39 and 25 endogenous farmer-trainers in integrated crop management, integrated pest management and integrated soil fertility management, targeting the organizations' most commercially-oriented farmers. In the course of the year, cascade trainings brought critical production skills to a total of 750 maize, millet and sorghum producers associated with the two organizations.

In May 2011, the project also organized a training of trainers in conservation agriculture for cereal producer groups, in partnership with USAID/Senegal PCE and USAID/Senegal Wula Nafaa projects. A total of 35 out of the original 39 trainers were selected to train 1,419 producers, of whom 36% were women.

**Processing.** A key component of the maize and millet/sorghum value chain development strategies is the expansion of regional markets and transactions in processed foods to ensure a sustainable supply of quality products on a year-round basis. In November 2010, USAID E-ATP provided CIC-B with technical assistance to organize a regional training called, "Leadership and entrepreneurship: promoting business linkages among women cereal processors in West Africa." This workshop gathered 25 women from seven countries and strengthened their capacity to promote processed millet- sorghum-, and other cereal-based products such as couscous, flour, *degue* and *sankhal*. During this workshop, women processors shared their experience with different business models linking processors to grain suppliers as well as processors to retailers or consumers.

**Promoting collective marketing and contract farming.** Collective marketing and contract farming can help create incentives for producers to fulfill the quality and quantity requirements in the market, thus ensuring sustainability of the system by promoting future transactions. The *Union des groupements de producteurs pour la commercialisation des céréales de la Boucle du Mouhoun du Burkina Faso* (UGCPA B/M) has been operating such a system for the past 18 years. It aims to improve

producer incomes through the promotion of quality cereals and improved marketing strategies. Key aspects of this system include:

- Contractually obliging members to provide a set quality and quantity of cereals to their union,
- Collective storage and marketing that is managed by the union,
- Implementation of a traceability system linking the producer to his or her product in order to ensure quality control; and
- Use of the traceability system as part of a broader information and accounting system to categorize producers according to the extent to which they adhere to their contractual obligations.

In Togo, a Togolese processor along with the following six producer organizations from Burkina Faso and Mali received training on contract farming: the *Centrale des producteurs de céréales du Togo* (CPC), *Dieu Est Grand*, *l'Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun* (UGCPA BM), *l'Union Provinciale des Professionnels Agricoles du Houet* (UPPA H) from Burkina Faso and *la Coopérative des exploitants motorisés de Koutiala* from Mali (CEMK).

This training was aimed at professionalizing the leaders of those organizations by improving their understanding of contract farming, including different contract farming systems.

**Supporting the development of millet- and sorghum-based product promotion campaigns.** In parallel to helping processors improve the quality of millet and sorghum products, USAID E-ATP sought to address negative consumer perceptions of these products, grounded in their typically low quality. In FY 2011, the project, with the *Association des transformateurs de céréales du Burkina* (ATC-B) launched a campaign to promote millet- and sorghum-based products in Burkina Faso, with a focus on changing consumers' perception and consumption. Campaign plans are being finalized for Mali and Senegal. The activity was initiated in FY 2010, in collaboration with the International Sorghum and Millet Collaborative Research Support Program (INTSORMIL) and other stakeholders.

#### 4.2.5 ACTIVITIES IN THE RICE VALUE CHAIN

The rice Value Chain Development Plan has focused on building the institutional, organizational, and individual capacities of rice value chain actors to ensure sustainable regional trade in volume and value. The following areas have received priority in work on rice value chain:

- Upgrading commercial market channels for local/regional rice seed and rice production to better compete with imported rice;
- Increasing regional supplies of harvest, post-harvest and processing equipment;
- Increasing regional trade in rice and rice seed through events and facilitation efforts.

The FY 2011 activities continued to contribute to these objectives.

**Administrative and governance reform.** The project's focal point in the rice value chain is the CIR-B, the *Comité interprofessionnel des riziculteurs du Burkina Faso*. An initial PIVA conducted in FY 2010 revealed that the CIR-B had not held a general assembly in seven years. In order to hold a general assembly, moreover, a number of tasks were necessary. The CIR-B needed, for instance, to complete an activity report, a financial report, and a review of its statutes. With help from USAID E-ATP, and a USAID E-ATP capacity building grant, CIR-B successfully held a general assembly in Bobo Dioulasso, Burkina Faso, in March 2011. Elections were held for a new board of directors, to validate its capacity building plan, restructure its staff, and develop a yearly work plan. The meeting was also supported by the *Gesellschaft für Internationale Zusammenarbeit* (GIZ) and the *Centre canadien d'études et de coopération Internationale* (CECI). The project carried out a follow-up PIVA with the CIR-B in September 2011.

In the technical arena, USAID E-ATP's efforts focused on identifying opportunities and constraints in the parboiled rice market, and upgrading parboiling production equipment, disseminating parboiling best practices, and developing the system of rice intensification (SRI) model.

*Identifying opportunities and constraints in the parboiled rice market.* In FY 2011, USAID E-ATP conducted two sub-regional market studies on parboiled rice: one study focused on markets in Ghana and Nigeria, while the other study focused on markets in Burkina Faso, Mali, and Senegal. Analysis of value chains in various countries show that parboiled rice is taking on more and more importance in food consumption habits. Large quantities of paddy rice are processed into parboiled rice and sold both in national and regional markets. The overall aim of these market studies was to better understand the parboiled rice market in all its dimensions: quantity, price, segments, quality, trade flows, consumers and their preferences, competitors, technology resulting in better quality, and so on.

**Disseminating parboiling best practices.** By leveraging financial and technical resources from bilateral projects and other partners, USAID E-ATP believes that the technical capacities of parboiling processors can be strengthened quickly and at large scale, with the result that quality parboiled rice could be better supplied to the market, thus increasing rice production and creating better prospects for intra-regional trade in quality parboiled rice.

In collaboration with the Africa Rice Center, USAID E-ATP developed a good practices guide on rice parboiling technologies; this guide is being distributed to the major women's parboiling groups. Consequently, Catholic Relief Services (CRS) has used USAID E-ATP training materials to organize, in FY 2011, nine training-of-trainer courses in Burkina Faso for technical agents from the public and the private sector in eight different CRS intervention areas. Through the USAID-funded Families Achieving Sustainable Outcome (FASO) program, these technical agents trained 349 parboiling women in 35 communes. In August 2011, the project also hosted a workshop on parboiling techniques in Senegal, attracting participants from Burkina Faso, Cote d'Ivoire, Mali, Niger and Senegal. The workshop also provided the opportunity for discussing opportunities for regional collaboration in action-research focusing on harvest and transformation technologies.

**Upgrading parboiling production equipment.** USAID E-ATP identified three Burkinabe artisans as potentially capable of producing rice parboiling equipment to be promoted and sold in Burkinabe markets. One of the artisans successfully reproduced the equipment, and USAID E-ATP is currently working with this artisan to organize a promotional event aimed at marketing the parboiling equipment. The increased availability of the machinery on local markets and the event to promote this type of processing is aimed at spreading this new technology throughout the West African region.

**Promoting the System of Rice Intensification (SRI).** In collaboration with USAID/Mali IICEM, USAID E-ATP supported key regional actors and institutions to learn about the SRI model. During the first quarter of FY 2011, as a follow-up to the regional SRI workshop organized in August 2010, USAID E-ATP distributed SRI reference documents developed by USAID/Mali IICEM to 40 producer organizations. These packets comprised the SRI handbook, a technical folder on SRI in irrigated and rain-fed zones, a CD on the SRI practice in Mali, and a CD containing documents from the regional training workshop in August 2010. Rice farmers' organizations from seven countries received a package. In Nigeria in July 2011, USAID E-ATP organized a Training of Trainers (ToT) on SRI in Nigeria with the following partners (1) Commercial Agricultural Development Project (CADP) financed by the World Bank, (2) Green Sahel and Rural Development Initiatives (GS-RDI), (3) Rice Farmers Associations of Nigeria (RIFAN) and (4) the Jigawa State Agricultural Development Association (JARDA). The objective was to train 60 trainers who were then responsible to do the step-down training reaching about 1,200 producers. The step-down trainings, with demonstrations, were organized in the following Nigerian States: Lagos, Cross River, Abuja, Kano and Kaduna. The USAID E-ATP team continued to monitor the trainings throughout the country. Finally, in August

2011, E-ATP participated with the World Bank Institute to organize a video conference on SRI involving presenters from different regions of the world.

### **Environmental mitigation**

Institutional strengthening of agribusiness organizations received a Categorical Exclusion under the applicable IEE. The project team and partners did not face any specific environmental challenge.

The cascade training program for butchers in Mali received a Negative Determination with Conditions. USAID ATP disseminated the French version of the EGSSAA guidelines on solid waste and on livestock and ensured that good practices were promoted by trainers during every training session.

Technical assistance to VDS also received a Negative Determination with Conditions, since slaughterhouse activities may have significant adverse effects on the environment, especially in the pollution of water and transmission of diseases if waste management is not appropriate. The technical assistance to VDS and Oikocredit also included sharing the EGSSAA best practice guidelines mentioned above, and creating awareness on the part of VDS of the need to improve its waste management.

The ToT and cascade training programs in integrated crop management for cereal producers received a Negative Determination with Conditions. Because the IPM approach involves all types of pest control tools, including pesticides when needed, the project developed a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP). The PERSUAP identifies the IPM training module's potential adverse effects on the environment as a result of the pesticides recommended; it also proposes that environmental mitigation measures be included in the IPM training module, in compliance with USAID and host country regulations. Trainers were informed on how to comply with the PERSUAP and the trainers complied with the PERSUAP.

## **4.3 BUILD AND DISSEMINATE REPLICABLE BUSINESS MODELS TO DRIVE TRADE**

During FY 2011, the projects helped disseminate various business models, which are discussed in different sections. They include contract farming (discussed in 4.2.4), efforts with GIC in Senegal (6.2.2), and improved parboiling methods (4.4.5).

## **4.4 BUILD LINKAGES AND SUPPORT TRANSACTIONS THROUGH A NETWORK OF MARKET FACILITATORS**

In West Africa, weak networks currently represent a major constraint to the development of cross-border commerce. In an environment where informal transactions remain the dominant mode of exchange, trust is the currency of trade. Networks are helpful in these circumstances to the extent that they represent a web of trust; they help reduce the time and effort required for confidence-building.

To foster the development of trust networks among potential trading partners across the sub-region, the project channeled resources into a variety of direct trade facilitation activities. In FY 2011, the project continued its efforts to foster face-to-face interactions among potential trading partners, and to broker successful transactions, in the hope that stakeholders will renew these positive experiences through repeated interaction and follow-on business. The following activities are illustrative of what was undertaken in each value chain.

#### 4.4.1 LIVESTOCK/MEAT

Key efforts to build linkages in the livestock/meat value chain in FY 2011 revolved around organizing trade events, business trips, and workshops.

**Opération Tabaski in Ghana and Côte d'Ivoire.** In November 2010, for the annual Muslim feast of sacrifice, known as *Tabaski* in Sahelian countries, USAID ATP supported COFENABVI at the regional level, its national member FEBEVIB in Burkina Faso, and the Association of Livestock Merchants of Ashaiman (Ghana) in the trading of some 2,600 sheep from Burkina Faso in Ghana. A few weeks before *Tabaski*, representatives of the Association of Livestock Merchants of Ashaiman traveled to Burkina Faso to strengthen business linkages with livestock exporters in Burkina Faso and agree on a supply scheme. To ensure the absence of bribe payments along the 1,070 km transport corridor between Pouytenga, Burkina Faso, and Accra, USAID ATP coached the drivers of the eight trucks that carried the sheep and succeeded in eliminating the USD 480 per truck in bribes paid during the 2009 *Opération Tabaski*. Compared to the 2009 *Opération Tabaski*, the number of sheep sold increased by 72 percent and the average gross margin per sheep increased by 47.6 percent. Business linkages and trust between Burkinabé livestock exporters and Ghanaian importers are showing signs of developing.



Sheep loading point in Burkina Faso



Negotiation between Burkinabe exporters and Ghanaian importers



Promotion of the quality of Sahelian sheep

**Opening opportunities for COFENABVI and Nigerian livestock associations.** Nigeria's huge livestock market draws scores of cattle, sheep and goats from all over the region and beyond to markets such as Kano, Ibadan, and Lagos. According to some traders' estimates, 4,000 head of cattle, valued at over USD 2,000,000, are slaughtered daily in Ibadan, and 6,000 head, worth over USD 3,000,000, in Lagos. COFENABVI is aware of these opportunities, but has thus far engaged Nigerian traders on an individual basis, rather than on an organization basis. Connecting traders through their organizations can help reduce the level of risk, perceived or real, as traders must deal with different languages, currencies, and regulatory systems.



Meeting between COFENABVI executives and livestock traders of Ibadan, Nigeria

In FY 2011, USAID ATP sought to help COFENABVI engage Nigerians traders in Nigeria, including on an organization-to-organization basis. For instance, in March 2011, USAID ATP organized a business linkage trip to Ibadan and Lagos, Nigeria, for five executives of COFENABVI to visit with executives of the Lam Adesina Livestock, Sheep and Goat International Markets in Akinyele, outside Ibadan, and the Lagos Abattoir Livestock Association at Oko. Nigerians showed their hosts the different banks, security posts and accommodation facilities within these two markets to answer one of COFENABVI's concerns about security issues when trading within Nigeria.

Executives from the Malian livestock federation (FEBEVIM), a trader and Agro Allied Services (a firm that slaughters about 30 animals per day for various chain stores in Lagos) agreed to start business relationships with a test of 120 cattle. Malians will sell the under contract and bank guarantee, following inspection by FRM. USAID ATP will assist the parties and monitor the execution of this and other similar deals.

### **Regional workshop on the livestock/red meat value chain in the ECOWAS region.**

USAID ATP held a two-day livestock workshop in Accra in June 2011 to explore the potential implications and perspective for USAID in continuing to support the livestock/red meat value chain. The workshop brought together 36 key stakeholders in the livestock value chain from ten countries in the region, including representatives from ECOWAS, UEMOA, and *le Comité permanent inter-états de lutte contre la sécheresse dans le sahel* (CILSS). USAID officials from the Mali and West Africa missions participated in person and officials from USAID/Washington participated in a special session by phone. The workshop offered participants a chance to discuss opportunities to develop the livestock/red meat value chain through increasingly coordinated efforts among transporters, traders and other stakeholders.

### **4.4.2 MAIZE AND MILLET/SORGHUM**

USAID E-ATP connected value chain actors and created business networking opportunities for them in a variety of ways, including by sponsoring representatives of producers' organizations to travel to trade conferences, organizing business trips and trade fairs, and identifying and profiling major buyers and sellers operating in the region.

**Processed food industry gathering.** In February 2011, the project sponsored five women from the *Réseau des transformatrices de céréales du Burkina Faso* (RTCF) to participate in and to display their processed maize products at a major trade fare in Dakar, Senegal, at the *Foire internationale pour l'agriculture et les ressources animales* (FIARA). FIARA is a key event for processed food, and the occasion for the stakeholders in the processing industries to exchange ideas, learn about new technological developments and expand regional trading opportunities.

In March 2011, USAID ATP organized a business trip for five major cereal processors from Senegal to well-established cereal suppliers from Mali and Burkina Faso. While this led to multiple transactions, it is likely to lead to many more as it demonstrated to Senegalese processors that they could source the high quality cereals they require within the sub-region. Previously, finding that they were unable to buy sufficiently high-quality cereals in Senegal, these processors had taken to importing cereals from India and Brazil. Meanwhile, producer organizations and traders in Burkina Faso and Mali have had successful marketing experiences with a variety of entities demanding high-quality cereals.

**Business meetings.** Piggy backing on an advocacy mission to ECOWAS in March 2011, USAID E-ATP organized a prospecting trip for the members of the *Comité interprofessionnel des céréales du Burkina Faso* (CIC-B), to visit the Dawanu markets (among the largest in West Africa). This allowed them to meet and explore potential business opportunities with local traders. During the visit to the Dawanu market in Kano, a processing company in Senegal, La Vivrière (a member of the CIC-B team), ordered 30 tons of souma millet from a Nigerian trader. Negotiations were conducted with support of the USAID E-ATP millet/sorghum value chain leader and the finance advisor.



Cereal value chain actors in contract negotiations after bids and offers are submitted.

**Cereal exchanges.** In collaboration with APROSSA, the project helped organize the annual cereal exchange that was held in Burkina Faso in December 2010. Two hundred participants participated in the event, including processors, farmer-organization representatives and traders. A total of 1,000 metric tons of cereal was traded at the event. To increase the regional character of the exchange, E-ATP invited three value chain actors from Ghana and four cereal producers from CPC-Togo to take part, to offer participants the chance to expand their regional network and to learn how to organize similar events in their own countries.

Discussions are ongoing between APROSSA and CPC-Togo to organize the first *bourse céréalière* in Togo by the end of 2011.

**Profiling commercial players.** USAID E-ATP initiated the identification and profiling of commercial buyers and processors of millet/sorghum and maize in West Africa, as well as financial institutions interested in investing in the intra-regional export of cereal-based products. This work has contributed to the value chain Who's Who guides and the development of case studies for both successful and unsuccessful commercial transactions, lessons learned and practical guidelines. This activity will be finalized in FY 2012.

**Linkage between SIPRA and UCOVISA.** USAID ATP facilitated the linkage in Côte d'Ivoire between UCOVISA and the *Société ivoirienne de production animale* (SIPRA). The latter is interested in purchasing maize for the production of animal feed. On January 18, UCOVISA and SIPRA negotiated and signed a contract for 1,000 tons of maize, amounting to FCFA 125 million (about USD 250,000).

#### 4.4.3 ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN

In FY 2011, USAID ATP focused on helping onion producers, processors and traders identify new potential markets, particularly ones to compensate for trade disruptions with Cote d'Ivoire.

**Expanding Rose Eclat's markets.** In October 2010, USAID ATP sponsored Rose Eclat, a woman-owned fruit and vegetable processing company specializing mainly in onion processing and trading, to attend the National Food and Agricultural Show (FAGRO) in Accra. Rose Eclat took advantage of the opportunity to meet with companies specializing in appropriate packaging and units for manufacturing herbal-based dried onion teas, such as Danica Plastics Ltd. and Agrohealth Farm Complex. In addition, USAID ATP coached Rose Eclat to target restaurants and hotels in Burkina Faso.

**Linkages with Ivoirian onion importers.** While the project was able to follow up on earlier business linkage tours aiming to establish connections between Burkinabé exporters and Ivoirian importers, several of the project's efforts were postponed due to the Ivoirian crisis.

**Identifying new markets.** In order to help the ONFO identify new markets for onion export, in light of the trade-disrupting Ivoirian crisis, USAID ATP helped the onion association to identify new markets in Ghana and Togo by organizing an exploratory mission for processors from Burkina Faso. During the third quarter, Burkinabé exporters established a short list of potential buyers in Togo, Benin and Ghana, and are currently in discussions regarding a shipment of appropriately packaged and weighed onions to each as a test. Transportation costs are a major consideration for regional traders, partly because trucks may return empty or nearly empty. For this reason, onion buyers and sellers are working towards an arrangement to ship local products back on the return trip.

**Exchanging processing techniques.** In September 2011, E-ATP organized an exchange visit between female Malian and Burkinabé onion processors. The Malian participants learned new drying and hygiene practices, while the Burkinabé participants discovered labor-saving processing equipment used in Mali.

#### 4.4.4 ACTIVITIES IN THE POULTRY VALUE CHAIN

In the course of the year, USAID E-ATP used advocacy trips as well as regional conferences as opportunities to help value chain actors explore business deals.

**Linking producers to equipment suppliers.** The project took advantage of the advocacy mission in Ghana to organize a visit to three hatcheries producing eggs-to-hatch and day-old chicks, and to a poultry feed and equipment supplier, all of which could become important suppliers for Burkina Faso once the ban is lifted.

The project also organized meetings between representatives of UOFA and previously identified poultry production equipment and input suppliers in Lagos and Ibadan. Two suppliers from Lagos were in contact with UOFA members after their initial visit and are looking at developing their market of poultry inputs, especially feed concentrate for West African producers from Burkina Faso, Ghana, Mali and Senegal.

**Industry gathering.** The project also sponsored UOFA members' participation in an international poultry production trade congress in Nigeria in February 2011.

#### 4.4.5 ACTIVITIES IN THE RICE VALUE CHAIN

USAID E-ATP has strived to develop linkages in the rice value chain by organizing events, meetings and exchanges, connecting producers and equipment suppliers, and helping value chain stakeholders formalize their networks in the form of professional organizations. Examples from FY 2011 are as follows.

**A regional forum on equipment for rice/other cereals.** An FY 2010 USAID ATP study identified the dearth of appropriate, good quality mechanized equipment as a major constraint to improving the productivity of producers and processors and overall rice quality levels. An FY 2011 forum convened stakeholders identified in the FY 2010 study, including equipment suppliers who are interested in expanding their scope of intervention over the region. The project plans in FY 2012 to work with financial institutions and value chain stakeholders to facilitate access to credit to purchase equipment.

**Forums for parboiled rice operators.** Recognizing the growing importance of parboiled rice in the sub-region, the project organized a forum designed to disseminate the results of two regional market studies on parboiled rice, and allowing producer groups, processors, traders, research centers and national extension workers to network and explore business opportunities. Suppliers, processors and traders from various countries used the occasion to present bids and offers for paddy and parboiled rice, resulting in new trade relationships.

**Supporting horizontal linkages among parboiling women in Burkina Faso.** This effort is key to the development of the rice value chain in Burkina Faso and important for strengthening the *Comité interprofessionnel du riz du Burkina Faso* (CIR-B), as highlighted during CIR-B's PIVA in September 2010. In FY 2010, USAID E-ATP supported UNERiz, the first national apex organization of parboiling women in West Africa, and in November 2010, USAID E-ATP helped it hold its first general assembly.

#### Environmental mitigation

Agribusiness development and food processing may have significant adverse effects on the environment and received a Negative Determination with Conditions. Developing intra-regional business linkages through fairs, forums and business visits may contribute to increased agribusiness development, which may in turn have environmental implications. Therefore, USAID E-ATP raised awareness among its partner firms and organizations on environmental issues and best practices (e.g. on rice parboiling and cereal processing), as outlined in EGSSAA guidelines and in the poultry biosafety guidelines developed by the project. The USAID E-ATP technical team and the project partners did not face any specific environmental challenge.

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

A major goal of USAID ATP and E-ATP is to raise value chain stakeholders' awareness of regional regulations and policies and to support their advocacy efforts in favor of better policies and policy enforcement. In the course of FY 2011, the projects helped regional value chain associations develop and implement regional advocacy plans, addressing policy issues identified as constraints to expanded intra-regional trade. Key efforts included supporting the advocacy work of individual associations and organizing a multi-value chain advocacy mission to ECOWAS.

### 5.1 DEFINE REGIONAL ADVOCACY PLANS BY VALUE CHAIN

USAID ATP and E-ATP supported the advocacy efforts within specific value chains by helping professional associations to develop and implement advocacy plans. Regional advocacy plans aim to guide the advocacy process and address the priority policy issues at both the regional and national levels. The plans also help national organizations align their advocacy efforts with the broader regional advocacy plan to ensure that actors throughout the region are working toward a shared vision. During FY 2011, advocacy plans were developed by value chains during the PIVA process.

### 5.2 PROVIDE ADVOCACY ASSISTANCE AND GRANTS TO SELECTED APEX AND VALUE CHAIN ORGANIZATIONS

#### 5.2.1 ACTIVITIES IN THE LIVESTOCK VALUE CHAIN

**Advocacy planning.** In FY 2010, 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. By the end of 2010, COFENABVI had collected and disseminated national regulations and policies on livestock in Burkina Faso, Côte d'Ivoire and Ghana. In FY 2011, USAID ATP helped the CONFENABVI update its regional advocacy plan for the second time. It also helped the regional livestock association organize a roundtable on the Senegalese VAT (value added tax) barrier, and later meet with the UEMOA Commission to agree on a UEMOA-COFENABVI face-to-face meeting to address this issue. At the regional level, UEMOA indicated that no regional regulation specific to livestock existed; all regional policies and regulations cover agricultural production in general. As livestock is not specifically mentioned in the list of agricultural goods exempted from VAT in the UEMOA area, each country is free to apply VAT on cattle imported from within the UEMOA trade area, as is the case in Senegal for cattle imported from Mali.

At the request of FEBEVIM and COFENABVI, USAID ATP also lent technical and financial support to these organizations in the organization of a workshop to plan for a livestock policy day to be chaired by the president of Mali, and to prepare an advocacy letter outlining priority actions in the sector. Over

200 delegates from all regions of Mali participated in the workshop, co-chaired by the Minister of Livestock and Fisheries of Mali and the president of FEBEVIM. Participants worked in three sub-committees along three key areas of the livestock value chain: production, processing, and marketing (the latter chaired by the USAID ATP livestock value chain leader). Each subcommittee identified priority themes for the advocacy letter. The key priorities are consistent with the project's own priorities for the livestock value chain, including the following: (i) reduction of policy-related trade barriers, particularly the elimination of the requirement of the governors' authorizations for livestock export; (ii) establishment of a badge system to reduce the incidence of road harassment and facilitate cross-border trade; (iii) increased participation and voice of livestock value chain actors in official debates; and (iv) improved access to credit.

### 5.2.2 ACTIVITIES IN THE MAIZE AND SORGHUM/MILLET VALUE CHAIN

**Advocacy planning.** In FY 2011, with USAID ATP and E-ATP support, CIC-B continued to mobilize national organizations and cereal stakeholders to set up national advocacy platforms. In addition to the workshops organized in September 2010 in Burkina Faso, Côte d'Ivoire and Benin, CIC-B organized meetings in Mali, Ghana and Togo in October 2010. Overall, CIC-B gathered 251 stakeholders (including 48 women), and met with ministries and other high officials (police, *gendarmarie*, customs, city councils, and so on) to provide information on the nascent West African Grain Network and highlight policy and physical trade barriers that cereal exporters face in the region.

A USAID ATP grant allowed the CIC-B to help national chapters align their national advocacy platforms with the organization's regional advocacy plan. The network also continued compiling information on administrative procedures and quality norms required by various countries to export cereals to raise members' awareness about these rules and regulations.

### 5.2.3 ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN

**Advocacy planning.** With support from ATP, the national onion associations of Burkina Faso, Ghana, and Mali—all members of the ORO/AOC—updated their regional advocacy plan. ONFO's *tournee* sponsored by USAID ATP presented the advocacy plan to members on the ground.

**Advocacy training.** In December 2010, in Ouagadougou, USAID ATP organized a workshop to build the advocacy skills of the members of the national onion associations from Burkina Faso, Ghana, and Mali, representing farmers, traders and transporters of onion/shallot (stakeholders from Côte d'Ivoire were also invited but could not attend due to the closure of the airport following the presidential elections). Participants selected two priority issues to focus on: i) the elimination of custom fees, other taxes and bribes requested by customs, police and *gendarmarie* at borders and along intra-regional transport corridors of onion; and ii) the recognition of harmonized trade documents among countries of the region, as planned under regional ECOWAS and UEMOA rules (see text box). The participants drafted a regional advocacy strategy and an action plan, with support from USAID ATP policy, transport and advocacy specialists which is described in the text box below.

### The Onion Free Trade Advocacy Campaign Agenda

Contrary to the formal commitment of all ECOWAS and UEMOA countries to the provisions of the regional free trade arrangement, onion traders report that the Burkinabe customs service imposes not only a **20% import duty on imports of onions** produced in Niger, but also applies such other charges as a 1% statistical tax, the 0.5% ECOWAS Community levy and 1% UEMOA community solidarity tax. Instead of the total exemption from all tariff and non-tariff barriers for products originating from the region, onions continue to be taxed in Burkina Faso. This is because there is systematic refusal by many national customs administrations to recognize the exemption of agricultural products from obtaining a certificate of origin. At the borders, agricultural goods not covered by a certificate of origin are fully taxed as non-originating products being imported from outside West Africa. Onion traders argue that for agricultural trade items, **certificates of origin are no longer required** under the ECOWAS trade liberalization scheme.

Another unjustified practice is the treatment of onions as **goods in transit**. Dutiable goods being transported through one or more countries before arriving in the country of final destination must go through transit procedures. At the initial point of departure, the merchandise is sealed and transit papers are issued for duty exemption in the transit countries, against a bond guarantee that the goods will be delivered intact at the final destination. **With the total elimination of duties on agricultural goods, such transit procedures for customs exemption or guarantee should no longer apply to onions in West Africa.** However, customs services continue to demand transit papers (inter-state road transit – ISRT log-book or *carnet TRIE*) from onion traders; worse still, there is often refusal to recognize documents issued by other ECOWAS governments. For a single transit operation, a trader spends time and money at every border crossed to obtain not only fresh transit papers but also the guarantee bond and the service of an escort, even though none of these is necessary under the ECOWAS trade rules.

The blatant disregard for regional rules finds another expression in the widespread practice of extortion by **customs and other officials** from drivers at each of the **numerous illegal check-points** mounted along the trade corridors; truck drivers who refuse to pay the bribes risk hours and even days of delay and the deterioration of perishable merchandise such as onions.

Onion traders report other cases of non-compliance with regional trade policies, such as **non-recognition of harmonized documents**: government agents fail to accept documents issued by the exporting countries. Under the ECOWAS rules, there should be **mutual recognition of veterinary or phytosanitary certificates**, but this is often not the case and traders are obliged to waste time and money to repeat the process of obtaining a fresh certificate at every border they cross.

USAID ATP is assisting onion traders in advocacy efforts to address these issues, is working with ECOWAS towards better implementation of the regional trade policy both at regional and national levels,

#### 5.2.4 ACTIVITIES IN THE POULTRY VALUE CHAIN

**Supporting industry efforts to organize and prepare advocacy efforts.** Currently, no single institution represents poultry producers throughout the entire West Africa region. For this reason, USAID E-ATP has worked closely with the UOFA to help it expand its presence to more West African countries, and gain recognition in the region. USAID E-ATP worked with the president of UOFA to gather the documents required to gain *regional observatory* status in poultry, and raised the possibility during the visit to the ECOWAS Commission.

**Dismantling poultry trade bans.** Since 2006, the trade of poultry products in the region had been prohibited due to avian influenza (AI). In August 2010, as no outbreaks of AI had been found in the region over the previous four years, the ministries in charge of livestock in Burkina Faso and Côte d'Ivoire signed a memorandum agreeing to the resumption of trade in poultry products between the

two countries. USAID E-ATP made a significant contribution in the preparation of this agreement, and hopes to replicate the process to lift the prohibition of poultry trade between Burkina Faso and Ghana. In January 2011, USAID E-ATP organized a mission of exchange in Kumasi, Ghana to prepare a memorandum of understanding to lift the ban on poultry trade between these two countries. The project continues to liaise with Burkina Faso's veterinary services.

### **Environmental mitigation**

All advocacy activities undertaken during the quarter under review were classified under a Categorical Exclusion. The USAID ATP technical team and the project.

## **5.3 SUPPORT ADVOCACY ON REGULATIONS AND POLICY**

Food security concerns frequently push West African governments to impose seasonal cereal trade bans. These bans are generally harmful to cereal value chain actors up and downstream, and to intra-regional trade. To help strengthen cereal industry advocacy efforts, the USAID E-ATP policy team drafted a memorandum exploring the arguments for and against seasonal restrictions on trade in cereals, examining why governments choose to take the measure, and whether or not their actions are compatible with regional integration commitments under ECOWAS, UEMOA and the WTO. The information has enabled cereal stakeholders, including the regional value chain association, CIC-B, to respond directly to arguments set forth by national policymakers in favor of the export restrictions and to help channel the debate toward ending the practice.

## **5.4 SUPPORT KEY EVENTS TO HIGHLIGHT PRIORITY ISSUES**

**ECOWAS advocacy days.** USAID E-ATP, in partnership with USAID ATP, organized an advocacy event at ECOWAS headquarters in Abuja in March 2011. The event consisted of (i) an official opening ceremony presided over by the vice-president of the ECOWAS Commission; (ii) meetings with commissioners, directors and technical officials of the trade, customs, industry and free movement departments; and (iii) a visit to the ECOWAS parliament, followed by a working session with the parliament's general secretary. The event culminated in the presentation and formal submission of advocacy letters to the ECOWAS Commission presidency. Each of the advocacy letters was prepared by its corresponding regional value chain organization, with assistance from USAID E-ATP. Each letter describes current trade barriers impeding intra-regional trade in the corresponding value chain, and recommends detailed solutions.



USAID ATP and E-ATP partners and staff visiting the ECOWAS parliament

The ECOWAS advocacy meeting was a great success for several reasons. First, as noted by the vice-president of the ECOWAS Commission, it was the first time that such a high number of private sector representatives from agricultural value chain associations met with the Commission. Second, the advocacy event enabled several representatives from the millet/sorghum, rice and poultry value chain associations to have extended face-to-face meetings with ECOWAS officials. During those meetings, they were provided with an opportunity not only to describe in detail the major constraints to the development of their respective value chains and articulate specific concerns, but also to discuss how

the ECOWAS Commission could assist with the enforcement of regional rules governing intra-regional trade in their respective areas. Specific proposals included:

- Information and sensitization campaigns (for customs, police and security services)
- Ending the widespread practice of seasonal cereal export restrictions
- ECOWAS support to member countries seeking avian-influenza-free status
- Harmonization of regional cereal norms and standards
- Harmonization of documents to ease border crossing
- Inclusion of professional associations in ECOWAS regional and national committees
- Support of institutional capacity building programs of the professional associations

Third, the meetings provided ECOWAS with an opportunity to receive direct feedback from regional private sector organizations on the most important agricultural trade constraints and how they can be alleviated.



Kama Idrissa, vice-president of UOFA, the regional poultry apex organization, presenting an advocacy letter to the vice-president of the ECOWAS Commission, Jean de Dieu Somda (right)

Fourth, the advocacy event strengthened value chain actors' knowledge of the ECOWAS Commission in terms of its internal organization, roles and the responsibilities of its institutional bodies, and what ECOWAS can and cannot do to assist them. The advocacy event also underlined the critical need to carry out complementary advocacy activities at the national level. Finally, as a follow-up to the visit, the project conducted meetings where each value chain representative developed several follow-up actions, including specific advocacy activities to be incorporated into each association's existing advocacy plan that had been developed with E-ATP assistance.

As discussed above, under Outcome I, the project followed up with ECOWAS officials on the issues raised during these advocacy days, and drafted a briefing paper highlighting the issues raised and related action items.

### **Environmental mitigation**

All advocacy activities undertaken during the year under review were classified under a Categorical Exclusion. The USAID E-ATP technical team and the project partners did not face any specific environmental challenge.



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

### 6.1 SUPPORT THE DEVELOPMENT OF PUBLIC AND PRIVATE MARKET INFORMATION SYSTEMS

Market information systems using information communications technology (ICT) are the centerpiece of the project's efforts to tackle the information access challenges that contribute to constraining intra-regional trade. To date, USAID ATP/E-ATP have primarily homed in on increasing access to information that is actionable by farmers and traders: wholesale prices, bids and offers, and contact information. The projects' vision is to move toward a regional MIS that delivers commercially-actionable information in the form of reliable, real-time data using internet and mobile telephony. Moreover, the intent is for traders to gain access to information emanating from markets across the sub-region.

So far, the projects have channeled most of their efforts through Esoko.com (formerly Tradenet.biz), a web- and mobile-based platform designed for real-time sharing of commodity price data and other information. In FY 2011, the projects also explored alternatives to Esoko.com. Project activities in FY 2011 ranged from diffusing the use of the Esoko.com platform through training and demonstration, to assessing competing MIS platforms, and assisting producer organizations set up customized market MIS.

**Diffusing the use of the Esoko.com platform through training, demonstration and monitoring.** USAID ATP/E-ATP organized advanced training on Esoko.com for the project's MIS partners in Burkina Faso and Mali in March 2011. The same month, the project organized a workshop to further help MIS partners and market facilitators to better organize and communicate with producers and traders, the intended users of the platform. The workshop mainly covered advanced features of Esoko.com, such as SMS Push!, which allows users to send a single SMS message to a number of people at the same time, whether or not they are registered with Esoko.com. In parallel, the project monitored Esoko Ghana's data collection efforts for quality control purposes.

In the spring of 2011, the projects also organized a consultative meeting with market facilitators and MIS partner managers to: (i) provide an overview of the MIS and market facilitators' activities for the past six months; (ii) identify best methods of collaboration between market facilitators and MIS managers in terms of market data dissemination and trade facilitation; and (iii) monitor trade transactions to measure the impact of trade facilitation by project activities. Fifteen participants, consisting of market facilitators from Benin, Côte d'Ivoire and Senegal, and MIS managers from Ghana, Mali, Nigeria and Côte d'Ivoire, attended the three-day consultative meeting.

In order to demonstrate the use of the Esoko.com platform in the context of trading, USAID E-ATP worked with NGO Afrique Verte to integrate its use into the conduct of the cereal exchanges it held throughout the year. These in-person events bring together a multiplicity of buyers and seller to trade in cereals. The use of Esoko.com to track bids and offers on cereals demonstrated the platform in action to actors involved in trade activities.

**Sustainability of MIS in Nigeria.** The project started collaboration with the World Bank Commercial Agriculture Development Project (CADP) for possible adoption in the MIS Kiosks of

CADP. In September 2011, CADP conducted a training of value chain actors and enumerators in the Cross River State.

**Monitoring.** During the year, USAID ATP monitored bid, offer and user data to track progress in platform usage. As detailed in the table below, a total of 5,585 new users were registered on the platform during the fiscal year under review.

### New Users Registered on Esoko Platform, FY 2011

Country	Burkina Faso	Ghana	Côte d'Ivoire	Mali	Nigeria	Total
New users	363	3,303	1,278	330	311	5,585

Source: Esoko Networks

**Bids and offers uploading.** Bids and offers are uploaded either by market enumerators on behalf of value chain actors or by the actors themselves. Table 3 shows bids by country and value chains for the period, while Table 4 displays offers.

**TABLE 2: BIDS BY COUNTRY AND PRODUCT, 2011**

Country	Cattle		Cereals ATP		Cereals E-ATP		Onion/Shallot		Sheep & Goats	
	Bids	Heads	Bids	Tons	Bids	Tons	Bids	Tons	Bids	Heads
Burkina Faso			5	320.3	9	20490			3	2000
Côte d'Ivoire	4	440			1	100			1	20
Ghana	32	1552	12	3726	30	1986.7	10	7.6	22	9600
Mali	1	40	17	159.88	50	5524.65			4	2800
<b>Total</b>	<b>37</b>	<b>2032</b>	<b>34</b>	<b>4206.18</b>	<b>90</b>	<b>28101.35</b>	<b>10</b>	<b>7.6</b>	<b>30</b>	<b>14420</b>

Source: Esoko Networks

**TABLE 3: OFFERS BY COUNTRY AND PRODUCT, APRIL-JUNE 2011\***

Country	Cattle		Cereals ATP		Cereals E-ATP		Onion/Shallot		Sheep & Goats	
	Offers	Heads	Offers	Tons	Offers	Tons	Offers	Tons	Offers	Heads
Burkina Faso			26	1088	27	1458	2	32	35	10790
Côte d'Ivoire	200	10295	4	10660	9	943			49	24484
Ghana	40	883	163	48150	257	14534.8	31	373.55	22	1253
Mali	14	451	23	3282.88	129	13737.735	1	5	4	500
Nigeria			2	3	1	5				
<b>Total</b>	<b>254</b>	<b>11629</b>	<b>218</b>	<b>63183.88</b>	<b>423</b>	<b>30678.535</b>	<b>34</b>	<b>410.55</b>	<b>110</b>	<b>37027</b>

\*Additionally, there were 12 offers, totaling 1052 heads of poultry (guinea fowls) in Ghana.

Source: Esoko Networks

Meanwhile, growth in the use of the Esoko platform remains to face challenges. For example, it may not be well-adapted for use by illiterate people, and some of its features have bugs, or are incompatible with certain mobile phone platforms that are commonly in use. It may not also at the moment be well-suited to disseminating value chain-specific data to targeted subgroups of users. Based on its findings, USAID E-

ATP continued to explore options to expand and improve services to current users, to ensure that those already registered fully benefit from the platform.

**Exploring alternative MIS platforms.** Throughout FY 2011, in parallel to working to develop the use of a regional MIS using Esoko.com, USAID ATP and E-ATP continuously explored other MIS support options. For instance, the projects explored the possibility of supporting Cyber Seeds, an internet-based MIS that links buyers and sellers in the Ivorian seed industry, facilitating the exchange of information on certified high-quality seeds as well as traditional varieties in real time. The USAID/Senegal PCE project and Michigan State University recently agreed to work jointly to install ten Cyber Seeds terminals in Senegal, and USAID ATP/E-ATP are collaborating with Africa Rice Center to expand the Cyber Seeds network to Togo and Benin. Discussions revealed that expansion of the existing system to additional countries could be accomplished at a relatively modest cost. However, setting up of this MIS would require strong collaboration with national research services for seeds certification and to deploy extension agents in the production areas. The process for set-up would also likely be lengthy, and not possible within the framework of the projects.

USAID ATP and E-ATP also held a meeting with the World Bank-supported Commercial Agricultural Development Project (CADP, Nigeria) to identify areas of collaboration that could strengthen regional market information systems and access to reliable data for informed decision-making. A collaborative effort between the two projects is being discussed, particularly as it relates to USAID E-ATP MIS and CADP's MIS "kiosks."

Finally, USAID ATP and E-ATP also commissioned an independent study, conducted by Ungana-Afrika in the field July 25-August 17, on the project's MIS activities, to take an in-depth look at its progress working with Esoko Networks, and assess the possibility of working with other platforms and technical service providers. The study also assessed potential of MANOBI and Nokia Life Tools. This study prompted the project to explore potential pilot partnerships with MANOBI. The final report from Ungana-Africa was still expected in late at ending of FY 2011.

**Assisting producer organizations set up customized market MIS.** The project has worked in this direction in the poultry and cereals sectors.

**Poultry.** At a workshop held to strengthen the partnership between USAID E-ATP and the UOFA, the regional poultry apex organization decided that it should develop an MIS platform to facilitate communication between UOFA's members, enhance the union's visibility, and provide members with market information that is specific to poultry products. A subsequent workshop was held to explore the potential expansion of a poultry MIS initiated in Côte d'Ivoire by the Ivorian Poultry Association, IPRAVI. In 2011, USAID E-ATP and UOFA started planning to expand the system to gather market information from major poultry trade corridors in Ghana, Togo, Benin and Senegal. UOFA's MIS managers selected MANOBI, a private ICT company in Senegal, to provide a platform for collecting and disseminating information on the poultry value chain.

**Cereals.** Setting up an MIS is part of CPC's strategic plan to promote grain marketing. CPC is an umbrella farmers' organization established in 2008 by grain producers. Its objective is to contribute to improved food security in Togo. CPC consists of 1,068 grain producer organizations, 44 unions of OPC (UOPC) and 5 regional unions of OPC (UROPC), representing a total of 25,887 producers. Solicited to support the development of the CPC's MIS, USAID ATP and E-ATP assisted with the organization of a workshop designed for this purpose in October 2010.

**Public MIS.** In the last quarter of FY 2011, the project also assessed the efforts of the West Africa Network for Market Information Systems (WAMIS, better known for its French acronym RESIMAO), some of its networks members (OMA, SONAGESS and SIMA) and its partners such as Marketing Inputs Regionally (MIR+), WAEMU/UEMOA and CILSS. Issues discussed included status of activities in the work plan finalized in 2009 and RESIMAO's collaboration with MIR+, an IFDC-funded project, on an MIS involving agricultural inputs. Possible areas of collaboration are in supporting RESIMAO in the expansion

of its MIS network to the 15 countries of West Africa, participation in the MIR+-RESIMAO effort, and equipment support.

### **Environmental mitigation**

All market information collection and dissemination activities undertaken during the quarter under review received a Categorical Exclusion under the applicable IEE. The USAID E-ATP technical team and the project partners did not face any specific environmental challenge.

## **6.2 MOBILIZE FINANCE FOR AGRIBUSINESS AND TRADE THROUGH DCA GUARANTEES WITH TWO REGIONAL BANKS**

The USAID ATP and E-ATP value chain assessments identified access to finance as a major constraint for value chain actors to upgrade their business and trade relations. This constraint is most often due to these actors' lack of knowledge of loan application procedures, and more specifically to the absence, or poor-quality, of their business plans. USAID ATP and E-ATP's strategy to mobilize finance for agribusinesses and intra-regional trade in livestock, maize, and onion/shallot value chains is based on a three-pronged approach: (i) assisting value chain actors to access finance by improving their capacity to develop bankable business plans and successfully apply for loans; (ii) facilitating the transfer of funds related to trade within value chains; and (iii) strengthening the capacity of selected financial service providers to evaluate creditworthiness and the risks associated with lending to agribusinesses.

In the course of FY 2011, the projects succeeded in mobilizing or leveraging a total of USD 529,000 (USAID ATP) and \$593,000 (USAID E-ATP) of private financing. The following sections illustrate how the project has supported access to finance in each of the project's value chains.

### **6.2.1 ACTIVITIES IN THE LIVESTOCK VALUE CHAIN**

**Société Africaine d'Exploitation de viande et services (VDS).** This private Malian company is processing and trading red meat. VDS expressed interest in buying fattened cattle from FEBEVIM members and in supplying high quality meat for the coastal markets (such as Côte d'Ivoire). However, the facilities require an important upgrade to be able to produce meat that is compliant with international standards. Therefore, VDS developed a feasibility study with assistance from Oikocredit. USAID ATP provided technical assistance to assess the technical aspects of the project (including intra-regional trade potentials).

**Opération Tabaski.** As part of *Opération Tabaski* in Côte d'Ivoire and Ghana, USAID ATP involved banks in credit supply and facilitation of fund transfers. In Burkina Faso, *Banque Atlantique* was ready to supply a credit of USD 200,000 to Burkinabé exporters to allow them to finance sheep until they got paid by buyers in Côte d'Ivoire. This loan was guaranteed by a deposit of USD 100,000 mobilized by COFENABVI. Unfortunately, at the last moment, *Banque Atlantique* stepped out due to the rising political tensions in Côte d'Ivoire two weeks before the second poll of the presidential elections. USAID ATP then looked for an alternate option with Bank of Africa (BOA), which was ready to provide a USD 120,000 loan guaranteed by a USD 60,000 deposit, but it was no longer possible to release the credit in time. Despite the disappointing outcome, USAID ATP's efforts showed livestock traders that, if they remain well organized under COFENABVI's umbrella and make arrangements well in advance, it is possible for them to access credit for intra-regional trade transactions. However, where internal financing of COFENABVI to FEBEVIM members leveraged \$347,370 during this event.

**Inova mobile funds transfer and payment platform.** In FY 2011, USAID ATP continued assisting the INOVA Payments Systems company and the *Union régionale des coopératives-Nazinon* (URC) in southern Burkina Faso to establish a mobile funds transfer and payment platform. As a follow-up to the agreement signed between INOVA and URC-Nazinon, which the project helped facilitate in September

2010, USAID ATP advised both parties on the design of a pilot targeting livestock traders. This pilot includes cross-border mobile funds transfer facilities through the Afric-xpress network, with which INOVA is partnering in Ghana. In March 2011, with USAID ATP's help, INOVA organized a training program on its electronic payment platform. As a result, 364 persons opened an e-wallet and total transfers during this period amounted to more than FCFA 24 million, about USD 50,000 (for more details, see text box). USAID ATP will continue assisting INOVA to demonstrate and promote cross-border funds transfers with Ghanaian traders.

<b>Results obtained by INOVA during its training campaign (March 23-30, 2011) in South Burkina Faso</b>						
<b>Location of the microfinance institution</b>	<b>Number of e-wallets opened</b>	<b>Number of new traders accepting e-payments</b>	<b>Deposits (FCFA)</b>	<b>Payments made (FCFA)</b>	<b>Transfers (FCFA)</b>	<b>Value of all transactions (FCFA)</b>
Manga	87	03	82 500	120 900	-	203 400
Po	31	01	47 000	4 821 545	9 094 000	13 962 545
Kombissiri	108	00	48 000	526 966	9 020 400	9 595 366
Zabré	23	02	43 000	47 843	145 843	155 000
Gombougou	64	00	103 400	73 572	52 000	228 972
Béré	51	00	109 000	15 249	-	124 249
<b>Total</b>	<b>364</b>	<b>6</b>	<b>432 900</b>	<b>5 506 075</b>	<b>18 321 400</b>	<b>24 360 375</b>

Note:  
e-wallet opened: INOVA account linked to the phone SIM card and opened within the microfinance institution  
New traders accepting e-payments: new traders subscribing to INOVA services and accepting electronic payments. On March 30, there were 204 traders accepting e-payments in Burkina Faso.  
Deposits: amounts deposited by customers on their e-wallets  
Transfers: Funds sent to e-wallets or received from e-wallets.

## 6.2.2 ACTIVITIES IN THE MAIZE VALUE CHAIN

**UCOVISA.** During the first quarter of FY 2011, USAID ATP reviewed a business plan, loan files and applications for UCOVISA, a cereal cooperative apex organization in Côte d'Ivoire. USAID ATP then facilitated the introduction of UCOVISA's credit application to financial institutions including BOA and *Le credit du Nord* (LCN). Although BOA Korhogo is still reviewing the application, LCN has agreed to finance maize shelling operators.

**CIC-B.** Similarly, during FY 2011, CIC-B requested assistance from USAID ATP to develop a business plan for the procurement of agro-inputs for its farmer members. With support from a sub-contractor, a business plan was developed and reviewed. The project then reviewed the loan application of USD 1,120,000 requested by CIC-B for the procurement of agro-inputs for its members. The financial specialist suggested adjustments, and once done, will facilitate the linkages between CIC-B and financial institutions.

*Business plans for Ghana-based agribusinesses.* In FY 2011, ATP supported the development of business plans for GAPTO's maize producer/trader member organizations trading with Burkina Faso, Niger, Benin, Togo, and Nigeria. These included the Agribusiness and Trade Association (AGRITA), Ejura Maize Value Chain Association (EMAVACA), Pens Food Bank Enterprise in Ejura, and Techiman Export/Import Association of Grains (see text box). Pens Food achieved enough progress to develop a loan application, which USAID ATP helped with its submission to the Grassroots Business Fund (a social investment fund) and to Oikocredit for appraisal. Total financing needs are estimated at around \$150,000. The three other organizations needed further support to finalize their operations manuals, dashboard of indicators and other business plan-related documents. USAID ATP initiated a linkage between these organizations and the Empretec Ghana Foundation, a lead capacity building and business development

service provider. The support efforts led to finance mobilization by Pens Food Bank in Ejura, Ghana, of \$86,900 as investment in the procurement of maize dryer after receiving training by the project.

**AGRITA.** After receiving training and coaching from USAID ATP, a maize farmer organization in Ghana's Ashanti Region purchased much-needed farming equipment through a bank loan. AGRITA members approached the Sekyedomase Rural Bank for a loan of USD 51,730, putting up USD 13,330 of their own money, for the purchase of farm equipment. With the professionalism of the business plan and the applicants' newly gained negotiating skills, it took the bank only two weeks to process the application and make the money available. The loan has been used to purchase two Massey Ferguson 375 tractors, which the association rents out to its members. This resulted in total funds mobilization of \$65,000.

**RTCF.** Support to RTCF women processors at Banfora in Burkina Faso yielded results in mobilizing financial resources from Microfinance institutions to purchase gas dryer and accessories for cereal processing. The total amount mobilized was USD 29,909.

**GIC.** The Senegalese processor GIC aims to invest in a grain cleaning plant to improve the quality of the millet/sorghum processed. During the third quarter of FY 2011, USAID E-ATP supported GIC in its efforts to design a business plan. Going forward, USAID E-ATP intends to work jointly with USAID/Senegal PCE.

### 6.2.3 ACTIVITIES IN THE ONION / SHALLOT VALUE CHAIN

**Progressive Cooperative Onion Farmers.** After reviewing and validating the business plan for the GAPTO-affiliated Progressive Cooperative Onion Farmers and Traders Association in Ghana, USAID ATP facilitated a loan submission for the association to the Grassroots Business Fund and to Oikocredit. During the third quarter, USAID ATP established a partnership between the women's wing of the association and Women's World Banking in Accra. Additional details are provided in the Gender section of this report.

### 6.2.4 POULTRY

**PAMEL.** In FY 2010, USAID E-ATP assisted the *Projet d'aviculture moderne d'espèces locales* (PAMEL, Burkina Faso) in developing its business plan. Following an initial review of the document by USAID E-ATP's finance advisor, the project mobilized a subcontractor to strengthen PAMEL's business plan, format it according to requests from financial institutions, and incorporate an environmental management plan to mitigate potential biosafety and other environmental issues. USAID E-ATP supervised the subcontractor and provided environmental guidelines. The final business will be used by PAMEL to apply for a FCFA 10 million loan.

**Kali's Farm.** In November 2010, USAID E-ATP facilitated access to credit for Mrs. Alimata Sawadogo Keita, a woman entrepreneur who owns and manages KALI'S FARM. In addition to coaching it on loan request preparation, USAID E-ATP introduced KALI'S FARM to Bank of Africa (BOA) Burkina Faso, a bank that is often fast and responsive in studying loan requests. BOA agreed to disburse USD 40,000, using some collateral from the owner and partial portfolio guaranteed with AFD's ARIZ. Thanks to USAID E-ATP's support, Mrs. Keita received credit to face immediate needs in inputs and operations costs, and is now well equipped to negotiate other loans and develop a strong partnership with BOA.

## 6.3 MOBILIZE FINANCE IN THE CEREALS VALUE CHAIN THROUGH WAREHOUSE RECEIPTS

**Ghana Grains Council Warehouse Receipts.** As part of its task to mobilize finance in the cereals value chain through warehouse receipts, USAID ATP is required to (i) design and implement a pilot warehouse receipt program in one selected country, and (ii) design a strategy for wider rollout of warehouse receipts in West Africa. To achieve these two objectives, USAID ATP collaborated with the

Agricultural Development and Value Chain Enhancement (USAID ADVANCE), a bilateral project, to establish a pilot warehouse receipt program in Ghana through a newly established Ghana Grains Council (GCC). 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.

USAID ATP's role in this collaborative partnership with USAID ADVANCE has been to strengthen management activities and fund office and administration expenses. In FY 2011, the Ghana Grain Council (GGC) used an ATP grant to conduct a series of activities, including recruiting staff, board members and members, developing warehouses, procuring equipment for warehouses, offering training and workshops on warehouse receipts, drafting warehouse rules and regulations, contributing to the inter-ministerial task force, mandated by the Government of Ghana, to ensure the development of a warehouse law and commodity exchange law in Ghana, and developing quarterly action plans.

New partners joined the warehouse receipt system in a new Warehouse Receipts Joint Monitoring Committee (WRSJMC), including the Ministry of Local Government, and the Agricultural Development Bank, and the donor community (including USAID and the World Bank) are participating as observers. The mandate is to get government agencies involved in the GGC Warehouse Receipts Project and to give it support. The team will monitor the progress of the development of the receipts system.

The GGC will convene a general board meeting in September, which will provide the opportunity for an official launch of the warehouse receipt system (WRS), and for USAID ATP to organize a regional workshop to share lessons learned with regional stakeholders.

In September 2011, USAID ATP organized in collaboration with USAID ADVANCE a two-day regional conference in Accra entitled "Ghana Warehouse Receipt System: A Potential Model for West Africa." The conference was a culmination of a broader cooperation between USAID ATP and USAID ADVANCE to establish a pilot warehouse receipt system in Ghana that can be replicated in other West African countries.

### **Environmental mitigation**

Access to finance activities have the potential to adversely impact the environment and thus received a Negative Determination with Conditions. Environmental review forms (ERF) were completed for every contractual agreement signed with subcontractors to help develop business plans. When activities showed high, moderate or unknown risks, an environmental review report (ERR) was completed and submitted to USAID for clearance. USAID ATP implemented and monitored mitigation measures proposed in the ERR for the *Africaine de viande SA* business plan as well as for the five business plans in Ghana as indicated in the environmental section of the finalized business plans. Facilitation of funds transfer received a Categorical Exclusion under the applicable IEE. USAID E-ATP implemented mitigation measures proposed in the ERR for Koama's business plans by requesting that the subcontractors insert a section on environmental mitigation and monitoring in the business plans, and share best practices with the beneficiary as outlined in relevant EGSSAA guidelines. The project did not confront any specific environmental issues.

## **6.4 MOBILIZE ADDITIONAL INVESTMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS, INCLUDING GDAS**

In FY 2011, the USAID ATP and E-ATP established a total of six PPPs. Others are being negotiated. Through these partnerships, USAID ATP is leveraging private sector expertise and resources to build the capacities of producer and trader organizations on best practices and to strengthen networks of value chain actors.

In FY2011, USAID ATP established four PPPs, reaching its target for FY 2011, and USAID E-ATP established two, falling short by one. These PPPs are:

- **MELS (Burkina Faso):** USAID ATP formalized a partnership with *Meunerie et emballage de légumes secs, farine et semoule de céréales* (MELS-Burkina Faso), a Ouagadougou-based cereal processor. The project seeks to link quality driven producer s groups in the region to the firm while the partner is investing in product branding and market development. The goal is to facilitate access to markets for small maize producer associations in southern Burkina Faso and northern Côte d'Ivoire. The mill can absorb up to 6 000 MT of maize per year. The project is facilitating contractual arrangements and trade financing mechanisms so as to establish long-term relationship between the producer's groups and the processor. The project has already supported the partner in upgrading its brand in FY 2011, allowing for brand visibility.
- **Rose Eclat (Burkina Faso):** The company offers two product lines: dehydrated slice onion and onion powder. USAID ATP supports Rose Eclat in brand development and regional market development. In return, Rose Eclat shares her expertise and improved technologies with small-scale fruit drying business in the region. This initiative provides incentive for the adoption of innovative drying technology by onion processors in the region, from current practices of sun-drying in often non-hygienic conditions. Rose Eclat has an annual processing capacity of 50 MT.
- **Onion Wholesale market (Ghana):** USAID ATP is supporting the onion trader's associations and the Amasaman Municipality in the construction of a modern onion wholesale market in the outskirts of Accra. For the municipality, this project will contribute to relieve traffic conjunction in town. For the project and the trader's associations, the aim is to increase efficiencies in market operations and reduce product losses while promoting a healthier environment. The Municipality provides the land and additional public work such road, pavement and sewage. USAID ATP assists the trader's associations in market and logistics design, contractual arrangements with the municipality and access to needed capital. The market design and the business plan will be completed in the first quarter of FY 2012 (the onion value chain phases out in December 2011). The construction budget is estimated at \$5 million.
- **PEN Foods Bank Enterprise, Ghana:** PEN Foods Bank Enterprise is a warehouse operator and cereal distributor located in Ejura. The USAID ATP project seeks to support the firm in expanding its warehouse capacity to 1000 MT from the current 300 MT. PEN Foods has been selected as one of the partnering warehouse operators by the Ghana Grain Council. When completed, the new facility will contribute to increase the volume of cereals traded by the company in the region from its current level of 1 000 MT to 2 500 MT. The project supported the development of a business plan and has linked PEN Foods with financial partners (social investment funds and bank). In FY 2012, the partners will jointly undertake activities to support regional marketing of quality maize and upgrading of brand to reflect change to weighed and packaged 50 and 100 kg branded bags.

For E-ATP, the following PPPs were formed:

- **Koama Industries, Burkina Faso:** The USAID E-ATP project has established a partnership with Koama Industries, a rice processing and packaging company located on the outskirts of Ouagadougou, Burkina Faso. The company has milling capacities of approximately 20 tons per day for dehusking and whitening of paddy rice. The company would like to benefit from the project's technical assistance to mobilize additional capital to purchase a new multifunctional rice processing equipment with capacity of 16 tons per day and extend its supply and distribution networks in the region. The USAID E-ATP project and Koama Industries have agreed to jointly support the following objectives: (1) Improve the supply of quality paddy rice in the region; (2) Promote the distribution of rice-based processed foods; and (3) facilitate the access to capital to extend processing capacity. This activity is ongoing and the financial partner has already committed the resources which should be available in the first half of FY 2012.
- **Dala Foods, Nigeria:** The USAID E-ATP project has established a partnership with Dala Foods

Nigeria Limited (Dala Foods), a fast growing and leading consumer-food processing and packaging company located in Kano, Nigeria. Dala Foods (established in 1979) has innovated with millet-based, well-branded food products. Recently, in collaboration with the Institute of Human Virology of Nigeria, it has added new product lines such as mixed and enriched cereal supplements. The company has a large distribution network across Nigeria but very limited presence in neighboring countries. Likewise, its growth is hampered by a lack of consistent and regular supply of quality input. Therefore, USAID E-ATP and Dala Foods are jointly undertaking activities towards securing a consistent and regular supply of quality millet from the region and extending Dala Foods distribution network in the region.

- GIC, Senegal: GIC is a newly created millet processing company based in Kaolack, Senegal. The company has been supported by the USAID PCE Project in Senegal for the production of quality sorghum intended for the domestic and international market. Through the collaboration, E-ATP will link the processing firm to quality grain suppliers from Burkina Faso and Mali and will facilitate access to needed capital to scale up and expand operations. The project has supported the development of a business plan and is facilitating negotiations with financial partners together with the USAID PCE Project.

In FY 2012, the project also continued to support already established PPPs, including:

- The IRS rice mill. The PPP advisor met with the executive director of IRS Rice Mill a leading Kano-based rice milling company, to explore areas of potential collaboration. IRS Rice Mill currently processes several tons of parboiled rice imported from Thailand. However, the company has expressed interest in launching an outgrowers scheme with the support of USAID E-ATP that would enable sourcing of rice from Nigeria and possibly Ghana. Representatives from USAID-funded and World Bank-funded rice value chain projects, as well as the national chair of the Rice Farmers Association of Nigeria (RIFAN), collaborated to develop a concept note for IRS Rice Mill in order to describe the proposed alliance and the investment required to sustain an outgrower scheme.
- Burkina Primeur: USAID ATP and Burkina Primeur are collaborating to promote the production and distribution of ready-to-retail quality onion that is calibrated, weighed and packaged in more efficient and attractive mesh bags. Two areas of work are targeted: (i) adapting the product to market demand, particularly in quality driven segments; (ii) fostering the adoption of rainy season onion variety (PREMA 178). The partner invested in storage, packing and refrigerated trucks to enhance the logistics and ultimately product quality. The more efficient and attractive mesh bags used by Burkina Primeur reduce losses and PREMA 178 extends production season and improves availability of regionally produced onions. In FY 2011, the project supported the partner by linking the company to EmbalMali, the producer of mesh bags (which ATP is collaborating with since 2010) and to well established onion importers and distributors Côte d'Ivoire, Ghana, Togo and Benin.

## **Environmental mitigation**

USAID E-ATP conducts due diligence of its potential PPP partners. In addition, the project screens joint activities planned under each PPP by completing an ERF and an ERR when activities show high, moderate or unknown risks. During the previous quarter, USAID E-ATP started these pre-partnership assessments. Once finalized, the due diligence documents, ERFs and ERRs will be submitted to USAID for clearance before field activities start.

## **6.5 PROVIDE GRANTS ON A COMPETITIVE (AND A NON-COMPETITIVE) BASIS TO CATALYZE OTHER TRANSFORMATIVE PROJECTS**

The grants awarded during FY 2011 are reported in the management section.

# 7. OUTCOME 5: ENHANCED CAPACITY OF PRIVATE POULTRY AND ANIMAL HEALTH SECTORS TO REDUCE THE RISK OF AI OUTBREAKS AND TRANSMISSION, AND THE CAPACITY TO RECOVER AFTER HPAI OUTBREAKS

## 7.1 TASK 1.4.1: BUILD THE CAPACITY OF POULTRY PRODUCERS AND PRODUCER ORGANIZATIONS TO REDUCE AI OUTBREAKS

In FY 2010, USAID E-ATP organized a regional workshop with DOC producers and representatives from national poultry associations and national veterinary services. The workshop engaged the poultry industry in a voluntary quality assurance process based on the design, implementation and verification of best practices for breeding flocks and hatcheries, and the development, adoption and enforcement of new regulations on intra-regional trade in DOC and ETH. In FY 2011, the project also developed and disseminated best practice guidelines, raised biosafety as an industry priority, supported the development of veterinary services supporting the adoption of hygienic production practices, strengthened auditing services, and planned the piloting of a model slaughter operation. The project's main partner in this work is Asian Veterinary and Livestock Services (ASVELIS), a private group dedicated to the provision of services in the animal sector.

It is envisioned that once quality of eggs-to-hatch (ETH) and day-old chicks (DOC) has been improved and demonstrated, the trade of ETH and DOC (intra-regional and domestic) becomes primarily done from the countries and these enterprises that are implementing the quality assurance system. This will have major impacts, including:

- Further motivate the ETH/DOC producers to continuously improve the quality of their products.
- Enable DOC producers to source EH from breeding farms when they face a shortage with their own breeding farm or ETH supplier.
- Decrease the risk of poultry diseases and pathogens being transmitted from one country to another.
- Increase the productivity of farmers buying DOC for the production of meat chickens and eggs.
- Contribute to reducing food safety issues especially linked with contamination of DOC, broilers, layers, chicken meat and chicken eggs by pathogens that represent a risk to human health, like salmonella.

**Developing and disseminating best practice guidelines.** As a follow-up to recommendations from its August 2010 workshop, USAID E-ATP developed standards and regulations related to health status and DOC and ETH trade in West Africa. In November 2010, the project finalized these

documents by facilitating national consultative workshops with DOC/ETH suppliers and national veterinary services in four countries (Burkina Faso, Ghana, Mali, Nigeria, Senegal). The trip to Côte d'Ivoire was canceled due to the instability surrounding the presidential elections). During these meetings, three documents were discussed and improved:

- Guidelines on good practices for poultry breeding farms
- Guidelines on good practices for poultry hatcheries
- Guidelines on principles for establishing regulation for the cross-border trade of DOC and ETH

In addition, the project visited national laboratories to assess their capacities and needs to conduct analysis related to the health status of poultry breeding flocks and DOC (mainly Newcastle Disease, AI, salmonellosis and mycoplasmosis).

In the second quarter of 2011, following assessments, comments received, and stakeholder meetings that USAID E-ATP organized in 2010, the project finalized the *Guide on Good Practices for Poultry Breeding Flocks and Hatcheries in West Africa*. Both English and French versions were shared with poultry value chain stakeholders. Seminars introducing the *Guide to Good Hygiene Practices within Breeder Flocks and Hatcheries in West Africa* were facilitated by ASVELIS.

**Training in biosafety.** As the previous work had shown that the DOC quality is not satisfactory, the project organized a refresher course on various technical aspects of the set up and management of a poultry breeding farm and a hatchery, in English in Accra and in French language in Dakar, in April 2011. Participants at these seminars included hatchers, representatives of veterinary services, and members of poultry associations. In addition to two ASVELIS experts, five experts from private companies (genetic, equipment, nutrition, pharmaceuticals) accepted to join as speakers, with their costs covered by their companies. Topics included: management of breeding flocks, management of hatcheries, biosecurity (including cleaning, disinfection, set up of biosecurity barriers on the premises), good practices for the transport of ETH and DOC, among others. The participants asked to organize similar training for their colleagues in their enterprises, and the educational materials were shared with them for that purpose.

**Strengthening auditing services.** As a result of the efforts, 30 ETH/DOC producers have expressed their willingness to join the system for auditing. They come from Benin: 2 (out of 2), Burkina Faso: 1 (out of 1), Ghana: 8 (out of 12), Mali: 4 (out of 4), Nigeria: 7 (out of 40), Senegal: 2 (out of 10), and Togo: 6 (out of 6). Most ETH/DOC producers of Cote d'Ivoire who were met in August 2010 had also expressed their willingness to engage but the political crisis in the country prevented them joining the activities organized by USAID E-ATP.

Each NSC was asked to nominate 2 veterinarians to act as auditors who would visit the ETH/DOC producers on a frequency to be defined (two to four times a year) to assess the level of compliance of the enterprises against the standards. The project then trained 12 auditors in Dakar in July 2011 (the 2 auditors for Burkina Faso were trained by the auditors from Mali few weeks later). The training course was organized over 4 days and included a field exercise at two large-scale breeding farms and hatcheries (SEEMAP and SEDIMA) whose owners had accepted to allow for trainers and trainees to use their premises. Topics included biosecurity, farm management, pathology, disease prevention and control, conduct of audit, and others. In July of 2011, the project organized two trainings with ASVELIS for poultry auditors from Nigeria, Benin, Togo, Mali and Senegal. The trainings covered avian pathologies and responses. Participants were advised to follow a prescribed calendar of sanitary testing and analysis.

Audits or pre-audit visits started during the third quarter of 2011 in Benin, Burkina Faso and Togo (samples have already been sent and analyzed at the laboratory in Togo) and were scheduled for fourth quarter in Ghana, Mali and Nigeria. It is foreseen that all enterprises engaged will have been audited at least once before end of 2011 and that samples will have been collected and sent to national veterinary laboratories.

Certification will start when the first enterprises will have formally sent their application (including the report from the auditor and the reports from the laboratory) to their National Sanitary Committee. It is foreseen that this could start during first quarter of 2012.

**Program for sampling and analyzes.** Since almost none of the ETH/DOC producers were using the services of laboratories to regularly check the health status of the breeding animals and DOCs and the microbiological contamination of the hatchery premises, the project assisted in the design of a common program for sampling and laboratory analyzes that would help monitor relevant poultry diseases and pathogens.

**Raising biosecurity as an industry priority.** During the third quarter of FY 2011, USAID E-ATP worked with UOFA on revisions to the Union's capacity building plan in order to assign implementation and supervision responsibilities for planned activities to specific UOFA members. The revised capacity building plan included the development of a biosecurity committee within each of the national-level organizations to ensure a smooth transition to national-level vigilance once the AI program ends in September 2011. USAID E-ATP incorporated these biosecurity considerations into capacity building plans and advocacy efforts through close coordination with ASVELIS.

In May 2011, USAID E-ATP organized a partner institutional viability assessment (PIVA) of the Poultry Association of Nigeria (PAN), a Nigeria-based group which also works in several countries throughout the region. Since Nigeria is the dominant poultry producer in the region, and has not yet been declared AI free by the OIE, strengthening PAN's capacity in this manner is central to controlling AI in West Africa. The PIVA workshop facilitated the development of a biosecurity charter, which will strengthen the poultry sector in Nigeria as well as in the broader region. USAID E-ATP is piloting this biosecurity charter among a limited number of hatchers that are supported by national organizations such as PAN. Through this pilot, on a volunteer basis, certain hatcheries in Senegal, Ghana, Benin and Nigeria will commit to work in coordination with national and regional veterinary services to ensure adherence to best practice sanitary standards as a means of preventing AI.

**Building regional veterinary services supporting the adoption of hygienic production practices.** In October 2010, USAID E-ATP participated in a meeting of the UEMOA veterinary committee to validate the five-year UEMOA strategic plan on capacity building for veterinary services. This plan follows recommendations from a regional performance evaluation of veterinary services conducted by UEMOA and validated in June 2010. It defines the strategy and approach of UEMOA in terms of animal health and food biosafety. The plan was developed by UEMOA in close partnership with the World Animal Health Organization (OIE).

USAID E-ATP actively contributed to the debates on the five intervention areas proposed by the plan — professionalization and harmonization of best practices, traceability of animals and their products, development of common sanitary programs, harmonization of veterinary controls, and cross-cutting functions. Participants discussed the need for veterinary services of the UEMOA zone to exchange experiences and the importance of building stronger relationships between veterinary services and farmers. Building technical capacity in biosafety was also emphasized.

USAID E-ATP believes that this strategy is important not only for the prevention and control of avian influenza (AI) outbreaks, but also for facilitating the resumption of trade in poultry products within the region and for developing strong and sustainable linkages between veterinary services and poultry farmers.

**Planning the piloting of a model slaughter operation.** As discussed above, USAID E-ATP met with actors in the poultry sector to propose a pilot poultry slaughtering facility that would operate in accordance with hygienic and sanitary standards recognized as best practice in the industry. The project has located interested investors, and plans to move into the implementation phase in FY 2012.

## **Environmental mitigation**

Activities to prevent AI outbreaks received a Negative Determination with Conditions under the applicable IEE. Developing biosafety standards and providing technical assistance to DOC and ETH producers help mitigate potential adverse effects resulting from increased intra-regional trade of poultry products (particularly the transmission of diseases such as AI to other animals and human beings). The USAID E-ATP guide on biosafety standards includes best practices recommended by USAID to prevent AI.

## 8. CROSS-CUTTING AREAS

### 8.1 GENDER

The gender mainstreaming component of USAID ATP and E-ATP focuses on increasing gender equity in the areas of the projects' interventions. In FY 2011, USAID ATP/E-ATP were very active in implementing their gender mainstreaming program in FY 2011, far exceeding its targets for FY 2011. The projects' efforts focused on expanding access to finance for individual women actors and women organizations; expanding trade opportunities for women value chain actors; supporting the capacity of professional organizations to offer services and advocate on behalf of women; and integrating gender equity in the project value chains; these are discussed below.

Although women in West Africa play substantive roles in several links within USAID ATP/E-ATP's value chains, they remain at a disadvantage when it comes to accessing the financial resources needed to conduct and expand their businesses. Reasons include women's commonly lower social and educational status, lack of knowledge of available resources and procedures for accessing those resources, and some institutions' unfamiliarity with the important role of women in agribusiness and the advantages of providing them the grants, credit and loans they need. USAID ATP/E-ATP gender mainstreaming efforts in finance access in FY 2011 included the following.

**Data collection guide.** A data collection guide was developed through pre-data collection sessions that produced insights into women's needs and concerns in regards to finance access and with substantial input by three key organizations with which USAID E-ATP works: RTCF, the Burkina Faso cereal women processors network), the *Union nationale des étuveuses de riz du Burkina Faso* (UNERiz, the Burkina Faso national apex body for women rice parboilers), and the Ghana Agricultural Producers and Traders Organisation (GAPTO). The guide was used as the basis for two data collection missions in March-April 2011 in Burkina Faso and Ghana.

**Trainings and technical support.** In April 2011, a total of 78 women in Accra, Techiman, and Ejura benefited from training on access to finance for intra-regional commerce. In July, discussions were held with women processing groups interested in obtaining loans particularly for driers in Ouagadougou, Bobo and Banfora, Burkina Faso, as well as banks such as BRS, *Fédération de caisse populaires* in Ouagadougou, ACEFIME CREDO, PRODIA, BOA and SOFIGIB. In September 2011, efforts to further finance access for women belonging to GAPTO, including training of banks, were conducted in Accra and Kumasi.

**Financing to women's parboiling organizations.** USAID E-ATP assisted two women's parboiling organizations in Mogtédou, Burkina Faso, in applying for USADF grant, totaling USD 185,000, to purchase equipment and paddy.

The projects have also focused on expanding trade opportunities for women value chain actors.

**UGCPA.** During the training-of-trainers organized by USAID E-ATP with UGCPA in the millet/sorghum value chain, the gender specialist facilitated training sessions on (i) the roles of women in millet/sorghum production, and (ii) the importance of including women in the cascade training programs planned for January 2011. The training itself was adapted to accommodate women's busy schedules.

**CIC-B.** USAID ATP/E-ATP provided CIC-B with technical assistance to organize regional training on "Leadership and entrepreneurship: promoting business linkages among cereal women processors in West Africa." This training included 25 women owners and/or managers of small-to-medium cereal processing units for food/feed from seven countries. The workshop led to improved skills in entrepreneurship, processing technologies and practices, and leadership in professional associations, and

allowed for an exchange of lessons learned and experiences at the regional level. It is expected that women will play an active role in the nascent West African Grain Network.



Cereal processors presenting their products during an exhibition-tasting at a regional training on "Leadership and entrepreneurship: promoting business linkages among cereal women processors in West Africa"

**Foire Internationale pour l'Agriculture et les Ressources Animales (FIARA).** In February 2011, the project supported eight women to attend the international agriculture and animal resources trade fair in February in Dakar, with the objective to help them identify business partners.

**Associations to offer services and advocate on behalf of women.** USAID ATP/E-ATP project support focused on enabling professional associations to integrate gender perspective into their activities. For example, in the rice value chain, USAID E-ATP assisted the CIR-B in creating a national organization of women parboilers, the *Union nationale des étuveuses de Riz du Burkina Faso* (UNERiz)



The executive council of the new apex association of parboiling women, UNERiz

which brings numerous local women's parboiling cooperatives, so they can better contribute in the policy sphere and link up with other parboiling groups in West Africa. The inter-professional rice committee of Burkina Faso (CIR-B) was urged to put into effect a method by which women could participate more substantially in the organization's activities, and be more included in decision-making. Training of executive members of CIR-B and other national apex organizations is in the planning stage. In November 2010, USAID ATP and E-ATP participated in a panel discussion on the question, "Is the food-processing industry profitable for women?" The panel was part of a workshop organized by *Afrique*

Verte on “Regional trade in foodstuff in West Africa: opportunities and constraints,” and funded by the *Fonds de solidarité prioritaire* (FSP) of the French ministry of foreign affairs through its program *Genre et économie, les femmes actrices du développement*. Gender-focused presentations were made in the March 2011 training-of-trainers on integrated cereal crop management.

A training of trainers curriculum, in English and French, in business negotiation skills was also developed. Finally, the guidebook *Integrating Gender: A Step-by-Step Guide for Mainstreaming Gender in Value Chains* was printed in French and distributed to all value chain leaders. The English version is in progress.

### **Environmental mitigation**

Data collection activities, capacity building in value chain gender integration and USAID E-ATP’s participation to the rice forum and to the debriefing with stakeholders sponsored to attend the FIARA did not have significant adverse effects on the environment. The project did not face any specific environmental issue related to these gender activities.

## **8.2 GRANTS**

### **8.2.1 EXECUTED GRANTS**

In FY 2011, USAID E-ATP awarded eight grants to support MIS and trade flow data collection for millet, sorghum, poultry and rice. The eight grantees are: *Association des acheteurs des produits locaux de Sikasso (APLS)*, *CIC-B*, *CIR-B*, *Fédération des intervenants de la filière avicole du Mali (FIFAM)*, *GNAPF*, *Fédération des coopératives paysannes de l’office du Niger (FECOPON)*, *Union des groupements d’éleveuses de Bama (UGER-B)* and *Union nationale des acteurs de la filière avicole (UNAVA)*.

In addition, four pre-award surveys and assessments were conducted for potential grantees not only to ascertain their ability to manage project grants, but to build their institutional capacity where warranted. The potential grantees are: *CPC*, *Association nationale des professionnels avicoles du Togo (ANPAT)*, *Union nationale des aviculteurs professionnels du Bénin (UNAP)* and *Conseil de concertation des riziculteurs du Bénin (CCR-B)*.

Grants for institutional capacity building and market information system activities were also approved for the *Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina (APROSSA)* and the *Association malienne pour la sécurité et la souveraineté alimentaires (AMASSA)*. They will be fully executed during the fourth quarter of FY 2011.

Grants for CCR-B and the GRIB are also being reviewed for approval. The USAID E-ATP grants specialist expects that they will be fully executed at the beginning of the fourth quarter of FY 2011.

In addition, the grant for CIR-B intended to support the group’s capacity improvement plan, is being prepared and the USAID E-ATP grants specialist expects this grant to be finalized and executed in the fourth quarter of FY 2011.

### **Environmental mitigation**

USAID E-ATP is conducting due diligence of potential grantees. In addition, the project screens joint activities planned under each grant. An ERF and an ERR are completed when activities show high, moderate or unknown risks. During the quarter under review, as no new grants were awarded, activities consisted in monitoring existing grants. The project did not face any specific environmental challenge.

## 8.3 COMMUNICATIONS

Project communications activities focused on increasing the quantity of quality communication materials and targeting them to specific stakeholders; improving the quality of those materials in terms of research, writing and design; responsiveness to the needs of project components (value chains and cross-cutting areas); and providing materials based on a defined production schedule.

During the year, USAID ATP/E-ATP had numerous occasions to highlight their activities regionally. For example, in October 2010, USAID ATP/E-ATP attended a regional workshop organized by UEMOA in Cotonou to validate a report on a study on UEMOA's priority agricultural value chain development plans. Participants in the workshop included the director of agriculture and the director of livestock from each member state, and representatives of professional agricultural and livestock organizations. The March 2011 visit to ECOWAS was another such event. The project chief of party conducted a one-on-one TV interview for the program, "Business Summit," to air on two Ghana TV stations at no charge.

The project also continued to refine its communications strategy. Efforts include expanding media coverage through more aggressive ways to reach media awareness, re-packaging success stories for website and media, and developing additional feature stories for website. The projects also undertook a media relations strategy re-evaluation in order to determine how news coverage might be developed in both Ghana and the Francophone sub-region without having to "pay for placement." As a result, the projects developed closer contacts with the media, leading the project to receive substantial press and television coverage, including:

- Various dates : "Chaîne de valeurs oignon/échalote: Les acteurs veulent assainir le milieu"; "Professionnelles des céréales de la sous-région: "Session de recyclage des transformatrices", L'Observateur (Ouagadougou).
- November 20 : "Les bonnes pratiques d'hygiène et de découpe de la viande enseignées aux bouchers", L'Observateur, October 7;
- December 23 : "Filière oignon/échalote: Une variété pluviale pour un approvisionnement sans rupture", L'Observateur (Ouagadougou).
- April 2011 ASVELIS poultry workshop in Accra: Extensive coverage in media, including the Ghanaian Times, Business & Financial Times, Independent, Chronicle, New Crusading Guide, The Enquirer, Ghanaian Observer, The Mai, and Punch.

Specifically, the project also secured commitment from Ghana's *Business & Financial Times* for publication of regularly provided material.

In FY 2011, USAID E-ATP periodically communicated its undertakings and achievements through multiple channels:

- *Trade Catalyst*: The project published the eighth edition of *Trade Catalyst*, a public newsletter that went from being produced on a quarterly basis to a bimonthly one. The publication covered such activities as access to finance for women (Ghana), a regional workshop on good practices in poultry production (Ghana), training in integrated management of millet/sorghum and maize (Burkina Faso), and a Ghana MIS survey. The June newsletter was produced and distributed in English and French.
- *In Brief*: This new publication was initiated in English and French to give a brief description of those activities undertaken which, due to space constraints, cannot be fitted in the *Trade Catalyst*.
- Success stories: Seven success stories were produced and covered such issues as strategy for reduction in road barriers and bribes, certification of pilot warehouse receipts program, new technology in onion production, access to finance, and Integrated Pest Management (IPM) training results.

- Fact sheets: Twelve fact sheets were produced to cover issues such as maize, onion/shallot, livestock, poultry, millet/sorghum, rice, mobilization of finance, policy, MIS, and PPP.
- Policy Briefs: The project produced one policy brief on its role in lifting the ban on poultry trade between Burkina Faso and Cote d'Ivoire.
- Website: The communications team updated the project website, [agribizafrica.org](http://agribizafrica.org), on a regular basis. Problems with the website were solved, and the site is now populated and regularly updated.
- Calendar of Activities: This was sent to clients, partners and staff once a month through FY 2011.

The project produced three quarterly reports; this annual report covers all four quarters of FY 2011.

The projects also produced numerous one-time publications:

- *Briefing Book*, presenting both ATP and E-ATP through a series of seven themes. The themes are: direct trade facilitation, organizational capacity building, promoting product competitiveness, reducing road harassment, improving access to financial services, improving access to market information, removing policy barriers to trade, and creating synergies with bilateral programs. Each briefing paper discusses the rationale for the project intervening, its strategy and achievements, and takeaways from these activities.
- New ATP brochure, in both English and French, and USAID E-ATP brochure, produced in the first quarter FY 2011.
- *Who's Who Guide* of value chain contacts, completed by September 2011.
- *Guide to Best Practices in Parboiled Rice*, available both in French and English.
- *Gender Mainstreaming, A Step-by-Step Guide to Integrating Gender into Value Chains*, for use by the gender specialist, value chain leaders and the institutional capacity building team; this is currently available only in French, the English version is in progress.
- *Rules of the Road* brochure.
- MIS brochure.
- *Esoko Use Wallet Card*, a small-sized "cheat sheet" that describes how to access and use Esoko.com system users.
- The translation to English of a *Guide to Best Practices in Intensive Rice-Growing System (SRI)*.
- The production of trade route maps for USAID ATP/E-ATP.

Finally, to comply with USAID's branding directive that forbids the use of project logo, the project has developed a new signage, letterhead, and business cards. A Season's Greetings card was also developed for end-of-year electronic distribution.

### **Environmental mitigation**

Communication activities have no significant effect on the environment and received a Categorical Exclusion under the applicable IEE.



# 9. PROJECT MANAGEMENT

## 9.1 STAFFING

As of September 30, 2011, the USAID ATP and E-ATP staff strength of 50 is represented as follows:

Accra	- 22
Ouagadougou	- 22
Kano	- 5
Abuja	- 1
Cotonou	- 1 (part-time market facilitator)
Abidjan	- 1 (part-time market facilitator)

Four staff members left the project and were replaced very soon thereafter, as listed in the table below.

Departing Personnel	New Personnel	Position
Lucienne Bambara	Lazare Bouda	Finance Manager
Souleymane Belem	Salif Ouedraogo	Administrative Assistant/Receptionist
Rose Wanzie	Mamadou Sanfo	Maize Value Chain Leader
Raphael Vogelsperger	Edouard K. Tapsoba	Deputy Chief of Party
Ismael Ouedraogo	Marjatta Eilittä	Chief of Party

## 9.2 PROGRESS REPORT AND OTHER CONTRACTUAL DOCUMENTS

During FY 2011 Q1, USAID ATP received a task order modification to incrementally fund the project in the amount of \$4,000,000, which brings the total obligated amount to \$14,333,536.

In FY 2011 USAID ATP submitted the following reports that were reviewed and approved by the Contracting Officer's Technical Representative (COTR):

- FY 2010 annual report;
- FY 2011 work plan;
- FY 2011 first quarter progress report;
- FY 2011 second quarter progress report;
- Revised branding implementation and marking plan that fully complies with USAID branding and marking requirements;
- FY 2011 third quarter progress report (currently under review by USAID), and;
- FY 2012 work plan.

In FY 2011 USAID E-ATP submitted the following reports that were reviewed and approved by the COTR:

- FY 2010 annual report;
- FY 2011 work plan;
- FY 2011 first quarter progress report;

- FY 2011 second quarter progress report;
- Revised branding implementation and marking plan that fully complies with USAID branding and marking requirements; and
- FY 2011 third quarter progress report (currently under review USAID).

### 9.3 TRAVEL

The table below lists travel that took place between October 2010 and September 2011 and its purpose. The first table depicts travel in USAID ATP; the second, in USAID E-ATP.

#### USAID ATP Travel

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
1	03/10/10 - 16/10/10	Côte d'Ivoire Burkina Faso	Olivier Kabre	Monitor and review MIS data collection methods on livestock/meat VC by COFENABVI at different market areas to ensure efficient and appropriate transmission of data onto the Esoko platform
2	4/10/2010 - 22/10/10	Burkina Faso Benin Ghana	Kossi Dahoui Sadok Zerelli Nguessan Nguessan	Conduct a transport and logistics study of the livestock value chain barriers along the USAID ATP transport corridors and across border posts
3	18/10/10 - 27/10/10	Burkina Faso Ghana	Frank Ofei	Identify regional trade promotion activities in FY 2011 with policy dimensions and contribute to the annual update of VCDPs and Advocacy Plans
4	25/10/10 - 29/10/10	Togo	Olivier Kabre Yacouba Ballo	Organize and conduct a workshop on establishing a MIS within the Cereal Producers Central in Togo
5	27/10/10 - 31/10/10	Ghana	Raphael Vogelsperger	Participate in USAID ATP and E-ATP WP presentation at USAID/WA
6	31/10/ - 18/11/10	Burkina Faso Ghana	Nguessan Nguessan David Schacht Kossi Dahoui	Conduct the Transport and Logistics study for maize VC
7	31/10/10 - 5/11/10	Burkina Faso	Ismael Ouedraogo	Meet with technical staff in Ouagadougou and participate in the project's presentation to USAID/WA Deputy Mission Director
8	01/11/10 - 09/11/10	Mali	Olivier Kabre	Monitor and review the MIS data collection methods on livestock/meat by COFENABVI at different market areas to ensure efficient and appropriate transmission of data onto the Esoko platform
9	02/11/10 - 08/11/10	Benin	Frank Ofei	Represent the project at a regional workshop organized by ECOWAS
		Burkina Faso	Christian Amedo Olivier Kabre	Work with the Ouaga staff on data collection for USAID ATP FY 2011 activities. Present the USAID ATP M&E and MIS platform to the Deputy Director

10	02/11/10 - 05/11/10			of USAID/WA
11	05/11/10 - 11/11/10	Ghana	Rose Wanzie Jules Sombie Jean Didier Nacoulma Issa Yameogo	Support GAPTO General Assembly meeting; conduct a progress PIVA; and identify priorities for USAID ATP's institutional support in FY 2011
12	14/11/10 - 19/11/10	Ghana	Seydou Sidibe	Coordinate the 2010 <i>Opération Tabaski</i> for which USAID ATP supports livestock exporters from Burkina Faso to develop business linkages and sell sheep to Ghanaian livestock traders
13	06/12/10 - 18/12/10	Burkina Faso	Kossi Dahoui	Participate in advocacy workshop and prepare a plan on road harassments as experienced by the onion/shallot VC actors
14	14/12/10 - 21/12/10	Mali	Daouda Sakho Seydou Sidibe	Assist the company Viande du Sahel in mobilizing funds with Oikocredit to upgrade its equipment. Through this upgrade, the objective of Viande du Sahel is to become competitive to export quality meat to terminal markets in the region
15	05/12/10 - 17/12/10	Ghana Burkina Faso Nigeria	Frank Ofei Daniel Plunkett	Train on the regional trade rules at an advocacy workshop for the onion VC in Ouagadougou, and to work with the ECOWAS Commission in Abuja on the Policy Watch system.
16	06/12/10 - 20/01/11	Ghana Nigeria	Jonathan Coulter Alexis Anning	To conduct a study on commodity exchange in West Africa
17	16/12/10 - 23/12/10	Burkina Faso	Olivier Kabre Brahima Cisse	Participate in the organization and monitoring of transactions at the national Cereal Fair (Bourse Céréalière) in Bobo Dioulasso
18	27/12/10 - 4/01/11	Ghana	Dieudonne Kam	Cross-check the quality of road harassment data and observe how traders and truckers apply USAID ATP training in avoiding bribe payment
19	9/01/11 - 23/01/11	Burkina Faso Nigeria	Jonathan Coulter Alexis Aning	Conduct a study on commodity exchange in West Africa
20	16/01/11 - 23/01/11	Burkina Faso	Felix Deyegbe	Provide communications support to 2 regional workshops, regional training of professional organizations in managing cereal storage and forum on parboiled rice market study results
21	16/01/11 - 4/02/11	Burkina Faso	Christel Tshikudi	Carry out quarterly management and administrative assistance to the project office in Ouagadougou.
22	20/01/11 - 28/01/11	Ghana	Daouda Sakho	Facilitate contacts between financial institutions and selected partner organizations, and initiate negotiations between those organizations and financial institutions to improve access to credit

23	24/01/11 - 04/02/11	Burkina Faso	Camilo Forero	Conduct an internal audit of project financial operations at the project's Ouagadougou office, and assist in identifying a replacement for the Finance Manager who resigned
24	29/01/11 - 05/02/11	Senegal	Felix Deyegbe	Provide communications support to the value chain actors who will participate in FIARA
25	6/02/11 - 19/02/11	Benin Togo	Christian Amedo	Conduct a data validation exercise in selected markets in both countries
26	7/02/11 - 11/02/11	Burkina Faso	Brahima Cisse	Work in collaboration with the West African Trade Hub (WATH) on the harmonization of data collection on road harassments
27	9/02/11 - 12/02/11	Mali	Seydou Sidibe Paulette Lee	Participate in an advocacy workshop aimed at preparing a meeting between livestock value chain stakeholders and the president of Mali and develop feature stories for communication products
28	13/02/11 - 18/02/11	Ghana	Raphael Vogelsperger Seydou Sidibe	Attend a workshop organized by USAID/WA on the role of livestock within USAID's regional Feed the Future (FTF) program and work with Accra technical staff.
29	15/02/11 - 29/02/11	Mali Ghana	Paul Millogo	Assist the regional company <i>Africaine de Viande</i> in developing its business plan
30	04/03/11 - 06/03/11	Ghana	Rose Wanzie Seydou Sidibe Jules Sombie Frank Ofei Daniel Plunkett Issa Djibrilla	Prepare an advocacy meeting with ECOWAS to take place in Abuja
31	06/03/11 - 13/03/11	Nigeria	Rose Wanzie Seydou Sidibe Jules Sombie Daniel Plunkett Issa Djibrilla	Participate in the advocacy meeting with ECOWAS to discuss specific mechanisms that would help enforce regional trading rules through the policy watch system
32	6/03/11 - 12/03/11	Ghana Benin Burkina Faso	Labi Dahoui Dieudonné Kam Ali Issaka	Validate road harassment data
33	7/03/11 - 1/04/11	Mali Burkina Faso	Olivier Kabre Garcia Honvoh Gafar Ajao Kola Kuku	Organize and participate in the training of USAID ATP and E-ATP MIS managers, agents and market facilitators in the use of the new and advanced features of the Esoko platform for market data collection and dissemination
34	13/03/11 - 02/04/11	Mali	Christian Amedo Felix Deyegbe	Monitor and validate the quality of data provided to USAID ATP from selected onion, livestock and maize markets and develop feature stories for project communications
35	28/03/11 - 31/03/11	Togo	Frank Ofei	Participate in ECOWAS/UEMOA joint meeting to review the ETLs

36	31/03/11 - 15/04/11	Ghana Burkina Faso	Gloria Kessler	Prepare a status report on the projects' performance indicators and deliverables and develop an action plan for adjustment and completion
37	04/04/11 - 08/04/11	Ghana	Raphael Vogelsperger Seydou Sidibe Jules Sombie Issa Djibrilla Daouda Sakho Rose Wanzie	Hold an all-technical staff meeting to review the project's progress in achieving its deliverables.
38	15/04/11 - 29/05/11	Ghana	Sally Cameron	Review the projects' progress in fulfilling their work plans, responding to USAID priorities, and managing resources.
39	18/04/11 - 22/04/11	Ghana	Raphael Vogelsperger	Review the projects' progress with Sally Cameron, project director, and the Accra management team.
40	22/05/11 - 31/05/11	Burkina Faso Benin	Kossi Dahoui Brahima Cisse	Organize market shows in the Parakou, Fada N'Gourma, Pouytenga markets.
41	27/04/11 - 07/05/11	Mali	Rose Wanzie Moumouni Congo	Provide technical assistance to a regional workshop on negotiation and contracting and assist with training maize producers in Koutiala on integrated crop management.
42	5/06/11 - 25/06/11	Burkina Faso	Christ Amedo Brahima Cisse	Audit data quality and discuss with project partners the need to ensure that data provided meet USAID ATP standards.
43	6/06/11 - 16/06/11	Ghana Togo Benin	Issa Djibrilla Mamadou Boubacar Jeffrey Edue	Initiate a long-term partnership between onion exporters in the production areas and terminal market importers to generate a steady and continuous supply of graded, packaged and weighed onions.
44	7/06/11 - 11/06/11	Mali	Daouda Sakho Seydou Sidibe Moumouni Congo	Participate in a board meeting of the regional company, Africaine des Viandes, and facilitate the adoption of its business plan.
45	11/06/11 - 02/07/11	Ghana Benin	Frank Ofei	Attend ECOWAS meeting to discuss specific bottlenecks impeding the effective implementation of the ECOWAS trade liberalization scheme, including discrepancies between ECOWAS and UEMOA schemes related to USAID ATP and E-ATP value chains.
46	14/06/11 - 16/06/11	Ghana	Dieudonne Kam	Monitor collection of road harassment data on the maize transport corridor.
47	17/06/11 - 26/06/11	Ghana	Seydou Sidibe Ursula Kohlen Jules Sombie Jean Didier Nacoulma	Participate in the regional USAID livestock workshop and facilitate the progress PIVA of COFENABVI.

48	17/06/11 - 1/07/11	Burkina Faso	Sally Cameron	Serve as acting office team leader after the departure of the current deputy chief of party (Raphael Vogelsperger).
49	22/06/11 - 28/06/11	Mali	Issa Djibrilla Jean Didier Nacoulma Moumouni Congo Felix Deyegbe	Support the onion processing union in organizing exchange visits aimed at developing a processing technology and improving the quality and packaging of processed onion products.
50	02/07/11 - 20/08/11	Burkina Faso	Walid Gaddas	Provide short term technical assistance for the onion value chain with respect to building capacity of three regional onion suppliers to satisfy the requirements of regional buyers for ready-to-retail onions
51	17/07/11 - 31/07/11	Ghana Burkina Faso	Emilie Cassou	Develop a briefing book that highlight important projects' components
52	24/07/11 - 13/08/11	Ghana Burkina Faso Senegal Mali	Olivier Kabre Tshepo Thlaku	Assess the performance of the USAID ATP/Esoko MIS across West Africa
53	25/07/11 - 05/08/11	Burkina Faso	Christel Tshikudi	Manage administrative tasks in the absence of DCOP and orient new DCOP/VC Team Leader to Abt and USAID administrative compliance
54	08/08/11 - 10/08/11	Mali	Emilie Cassou	Meet with some of the projects' partners and stakeholders in the millet/sorghum, maize, rice and livestock value chains in order to obtain strategic information in developing a briefing book for the projects.
55	08/08/11 - 19/08/11	Niger Burkina Faso	Issa Djibrilla	Assess the feasibility of new partnership opportunities and also follow-up on previous PPP initiatives.
56	13/08/11 - 22/08/11	Benin	Seydou Sidibe Felix Deyegbe	(1) Assess the market conditions of the livestock/meat market in Gogounou and adapt it to the standards of livestock markets in other countries in the sub-region; and (2) Conduct a training of trainer for wholesale butchers in good hygiene practices and newly improved techniques in meat cutting.
57	17/08/11 - 28/08/11	Ghana	Edouard Tapsoba	Be oriented on several aspects of USAID ATP and E-ATP programs by Chief of Party, Deputy Chief of Party – Accra office, and Operations Manager
58	28/08/11 - 03/09/11	Ghana	Project Staff and Subs	Participate in the projects' annual workplanning and teambuilding workshops
59	12/09/11 - 16/09/11	Ghana	Edouard Tapsoba Jonathan Coulter	Participate in the in the regional Warehouse Receipt (WRS) conference and assist with facilitation

60	12/09/11 - 17/09/11	Burkina Faso	Felix Deyegbe	Provide communications support to two value chain workshops i.e. ASVELIS workshop on lessons learned (Poultry VC) and training of regional onion suppliers (Onion VC)
61	18/09/11 - 28/09/11	Ghana Burkina Faso Niger	Virginia Shippers Jeffrey Edue Ali Issaka Dieudonne Kam Labi Dahoui	Update the onion, livestock, and maize transport deliverables under USAID ATP
62	22/09/11 - 29/09/11	Mali	Jean Didier Nacoulma Daouda Sakho Felix Deyegbe Issa Djibrilla Moumouni Congo	Support the onion processing union in organizing exchange visits aimed at developing a processing technology and improving on the quality and packaging of processed onion products
63	25/09/11 - 08/10/11	Burkina Faso Mali	Christian Amedo	Conduct training for USAID ATP and E-ATP data collectors' partners in Microsoft Acces
64	27/09/11 - 28/09/11	Benin	Labi Dahoui	Update the onion, livestock, and maize transport deliverables under USAID ATP
65	27/09/11 - 29/09/11	Togo	Edouard Tapsoba Kossi Dahoui	Attend a workshop on the validation of a USAID funded study on improved road transport governance

### USAID E-ATP Travel

	Date of Travel (DD/MM/YY)	Countries	Travelers	Purpose
1	07/10/10 - 15/10/10	Burkina Faso	Paulette Lee	Initiate a collaborative effort with the Ouagadougou staff to advance the FY 2011 work plan objectives
2	18/10/10 - 27/10/10	Benin Burkina Faso	Bechir Rassas	Participate in a regional workshop organized by UEMOA, Department of Rural Development, Natural Resources and the Environment, and carry out his routine quarterly management and technical visit
3	18/10/10 - 30/10/10	Burkina Faso	Vincent Akue	Align PPP initiatives with regional VCDPs and determine priority activities for the first six months of FY 2011
4	18/10/10 - 31/10/12	Ghana	Brahima Cissé	Take up the long-term position of data analyst
5	22/10/10 - 31/10/12	Burkina Faso	Kalenga Kabwanga Kanaf	Take up the long-term position of administrative and logistics manager
6	25/10/10 - 7/11/10	Nigeria Burkina Faso	Christel Tshikudi	Conduct site administrative risk assessment in the Kano office and carry out her routine quarterly management visit in Ouagadougou

7	25/10/10 - 13/11/10	Burkina Faso Côte d'Ivoire	Venancious Tuor	Provide communications support to a regional gender workshop in Ouagadougou and assist COFENABVI with implementing a media campaign strategy to market sale of Tabaski sheep
8	26/10/10 - 2/11/10	Burkina Faso Mali	Suzanne Ngo-Eyok	Validate the capacity building development plans for USAID E-ATP partners UOFA, APROSSA, and CIR-B
9	02/11/10 - 16/11/10	Mali Burkina Faso Senegal	Amadou Fall	Conduct a market study on parboiled rice
10	6/11/10 - 13/11/10	Nigeria	Samuel Sarpeh	Analyse IT infrastructure in USAID E-ATP's Kano office and implement directives from Abt home office to migrate users to a new email system
11	7/11/10 - 13/11/10	Mali	Mamadou Sanfo	Meet with USAID/Mali IICEM and other local partners to discuss promotion of millet/sorghum-processed products
12	7/11/10 - 09/11/10	Burkina Faso Mali Senegal	Gustave Rouxel	Conduct an initial assessment of poultry abattoirs, deliver training, and provide technical assistance needed to address specific needs identified by each facility
13	8/11/10 - 28/11/10	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Côte d'Ivoire	Thomas Delquigny	Work with regional poultry sector stakeholders to finalize standards and regulations related to the health status and intra-regional trade in day-old chicks and eggs for hatching
14	10/11/10 - 19/11/10	Mali Senegal	Djè Kouakou	Contribute to the poultry slaughter facilities assessment and facilitate meetings with stakeholders
15	14/11/10 - 08/12/10	Ghana Burkina Faso	Guiseppe Tomasin	Evaluate and identify regional market opportunities for the distribution and after-sales servicing of equipment for production, harvesting, post-harvest handling, and processing within the rice VC
16	15/11/10 - 21/11/10	Nigeria	Samuel Asuming-Brempong	Conduct a market study on parboiled rice
17	15/11/10 - 20/11/10	Ghana	Gafar Ajao	Review progress in the project's current MIS work in Kano, discuss coordination of MIS activities in Nigeria and other USAID ATP/E-ATP countries, and explore the possibility of his involvement in MIS activities outside Nigeria
18	21/11/10 - 27/11/10	Burkina Faso	Kola Kuku	Hold a series of meeting with the VC leaders and other technical staff in Ouagadougou to strengthen the market facilitation program in Kano
19	05/12/10 - 18/12/10	Mali Côte d'Ivoire	Daouda Moussa Moumouni Congo	Supervise and coach the project's transport assistants in their monitoring of road harassment data along target transport corridors

20	05/12/10 - 23/12/10	Ghana Benin Togo	JeanBruno Guigma Bernardin Gatete Christian Amedo	Lay the ground for documenting the impact of project interventions on intra-regional trade in countries where USAID E-ATP activities are being implemented
21	19/12/10 - 24/12/10	Burkina Faso	Venancious Tuor	Provide communication support for a regional onion workshop, and participate in the presentation of results on road harassment in Ouagadougou
22	28/12/10 - 29/12/10	Mali	Boureima Zoringré	Verify information on legal and illegal fees paid by drivers and traders in last quarter
23	31/12/10 - 3/01/11	Senegal	Barthelemy Sidibe	Verify information on legal and illegal fees paid by drivers and traders in last quarter
24	3/01/11 - 31/03/11	Burkina Faso	Ursula Kohnen	Coordinate implementation of and reporting on USAID E-ATP VC work in the wake of the resignation of the project's VC Coordinator
25	10/01/11 - -14/01/11	Mali	Daouda Moussa	Conduct a study on transport and logistics for millet/sorghum and rice along the Bobo Dioulasso-Ségou-Bamako-Dakar corridor for rice, and the Bobo Dioulasso-Sikasso-Bamako-Dakar corridor for millet/sorghum
26	19/01/11 - 27/01/11	Ghana	Dje Kouakou Jean Bruno Guigma Frank Ofei	Facilitate a regional workshop to formalize USAID E-ATP / UOFA partnership and agree on joint activities for the next months.
27	24/01/11 - 26/02/11	Burkina Faso Mali	Laura Busch Daouda Moussa Nebie Boukari	Conduct field research for USAID E-ATP millet/sorghum and rice transport and logistics study
28	25/01/11 - 28/01/11	Senegal	Ismael Ouedraogo	Participate in USAID/Senegal Feed the Future Synergy Meeting for senior and technical personnel and regional projects on food security
29	26/01/11 - 02/02/11	Burkina Faso	Paulette Lee	Provide communications support for the millet/sorghum workshop in Bobo-Dioulasso and orient technical and support staff in Ouagadougou on ongoing communications issues
30	13/02/11 - 16/02/11	Ghana	Daouda Moussa Laura Busch	Participate in a debriefing with USAID/WA on the assessment of transport and logistics costs for rice and millet/sorghum value chains.
31	15/02/11 - 25/02/11	Burkina Faso	Venancious Tuor	Work with Ouagadougou staff on developing success/feature stories and provide communications support to a capacity building training session organized for the onion actors under ONFO
32	16/02/11 - 20/02/11	Nigeria	Olivier Kabre	Train MIS managers and enumerators in market information data collection methodology and dissemination using Esoko market information platform
33	16/02/11 - 20/02/11	Nigeria	Ismael Ouedraogo	Conduct management visit of USAID E-ATP activities in Kano along with Michael Wyzan, COTR

34	20/02/11 - 26/02/11	Nigeria	Dje Kouakou	Participate in an international Congress on "climate change: implications on poultry production in Africa", and establish business contacts with poultry equipment and input suppliers in Nigeria
35	21/02/11 - 26/02/11	Ghana	Kokou Zotoglo	Facilitate a forum on parboiled rice for Ghanaian and Nigerian stakeholders
36	21/02/11 - 26/02/11	Ghana	Kola Kuku	Accompany Nigerian rice value chain stakeholders and participate in the forum discussing USAID E-ATP market study results on parboiled rice in Ghana and Nigeria
37	21/02/11 - 3/03/11	Ghana	Gafar Ajao	Carry out market information system (MIS) survey and enumerator training to improve quality and volume of offers collected by Esoko Ghana
38	28/02/11 - 09/03/11	Burkina Faso	Vincent Akue	Follow up on the implementation of current PPP projects and assess the feasibility of new partnership opportunities in Burkina Faso
39	6/03/11 - 09/03/11	Ghana Nigeria Benin	Jean Bruno Guigma	In Ghana and Nigeria: audit intra-regional trade data in millet/sorghum, rice and poultry value chains provided by the project partners. In Benin: audit rice trade data collected by the CCR-B and train its enumerators in intra-regional trade data collection for parboiled rice
40	04/03/11 - 06/03/11	Ghana	Mamadou Sanfo Dje Kouakou Kokou Zotoglo	Prepare for the advocacy meeting with ECOWAS to discuss specific mechanisms that would help enforce regional trading rules through the policy watch system
41	06/03/11 - 13/03/11	Nigeria	Bechir Rassas Venancious Tuor Suzanne Ngo-Eyok Mamadou Sanfo Dje Kouakou Kokou Zotoglo	Participate in the advocacy meeting with ECOWAS to discuss specific mechanisms that would help enforce regional trading rules through the policy watch system
42	14/03/11 - 21/03/11	Burkina Faso Mali	Cheikh Ngane Rose Wanzie Mamadou Sanfo Daouda Moussa Daouda Sakho Nebie Boukari Issa Yameogo	Establish commercial linkages among private sector rice value chain actors in Senegal, Mali, and Burkina Faso
43	14/03/11 - 19/03/11	Burkina Faso	Suzanne Ngo-Eyok	Work with VC Coordinator, poultry VC leader to design, plan, and make the necessary preparation for the upcoming poultry workshop in collaboration with members of UOFA
44	20/03/11 - 26/03/11	Ghana	Jean Bruno Guigma Dje Kouakou Ursula Kohnen	Facilitate a regional meeting with UOFA aimed at validating its institutional capacity building plan and agreeing on joint technical activities
45	22/03/11 - 25/03/11	Senegal	Drissa Traore	Cross-check data collected on road harassments along USAID E-ATP VC transport corridors for the 1st quarter of the year

46	25/03/11 - 02/04/11	Burkina Faso	Suzanne Ngo-Eyok	Assist CIR-B with organizing and holding their general assembly; and participate in a training session with its new elected Board of Directors
47	27/03/11 - 30/03/11	Mali	Boureima Zoringre	Cross-check data collected on road harassments along USAID E-ATP VC transport corridors for the 1st quarter of the year
48	28/03/11 - 02/04/11	Burkina Faso	Diomande Daouda Mamadou B Djaouga	Participate in the training of MIS managers, agents, and market facilitators on Esoko platform
49	04/04/11 - 08/04/11	Ghana	Jean Didier Nacoulma Mamadou Sanfo Dje Kouadou Kokou Zotoglo Jean Bruno Guigma Douda Moussa Youssef Kabore Diomande Daouda Cheikh Ngane Gafar Ajao Kola Kuku	Hold an all-technical staff meeting to review the project's progress in achieving its deliverables.
50	10/04/11 - 15/04/11	Ghana Senegal	Patrice Gautier Thomas Delquigny Eugene Goater Dje Kouakou	Train poultry value chain actors on compliance with sanitary standards of day-old chicks trade in West Africa.
51	10/04/11 - 17/04/11	Ghana	Jean Didier Nacoulma Daouda Sakho	Help prepare the technical assistance for Banyan Global consultant, Janice Stallard, by providing primary data on access to finance for women value chain actors.
52	11/04/11 - 13/04/11	Togo	Olivier Kabre Gafar Ajao	Attend and assist CILSS with the organization and trade facilitation of its Conférence régionale sur la dynamique des marchés en Afrique de l'Ouest (CORPAO).
53	13/04/11 - 19/04/11	Mali	Mamadou Sanfo Moumouni Congo	Prepare the cascade training program in integrated crop management for Malian millet/sorghum farmers, members of the Coopérative des Exploitants Motorisés de Koutiala (CEMK).
54	16/04/11 - 21/04/11	Senegal	Nathalie Kanaf	Provide logistic and administrative support to Asvelis consultants while they train poultry value chain actors on compliance with sanitary standards of day-old chicks trade in West Africa.
55	19/04/11 - 30/04/11	Togo	Daouda Sakho	Initiate partnership with ECOWAS Bank for Investment and Development (EBID), BOAD and EcoBank and participate in the World Bank's Consultative Group to Assist the Poor (CGAP) meeting.
56	21/04/11 - 30/04/11	Senegal	Mamadou Sanfo	Start the implementation of the joint USAID E-ATP and USAID Senegal/PCE action plan in millet/sorghum.
57	24/04/11 - 8/05/11	Ghana	Janice Stallard Jean Didier Nacoulma Daouda Sakho	Provide short-term technical assistance with facilitating access to finance for female value chain stakeholders that partner with the projects.

58	26/04/11 - 30/04/11	Benin	Gafar Ajao	Conduct a census of the profiles of value chain actors who use the projects' MIS platform.
59	26/04/11 - 08/05/11	Mali	Jean Bruno Guigma	Audit intra-regional trade data in millet/sorghum, rice, and poultry value chains, provided by project partners in Mali.
60	01/05/11 - 07/05/11	Ghana	Graeme Frelick	Train technical and administrative staff in events preparation and facilitation.
61	02/05/11 - 07/05/11	Ghana	Frank Ofei Kola Kuku Gafar Ajao Adebayo Adegbenjo	Attend a training in events preparation and facilitation.
62	8/05/11 - 25/05/11	Ghana Togo Benin	Laura Busch Daouda Moussa Zoumana Coulibaly Dje Kouakou Jeffrey Edue	Conduct field research for a study of transport and logistics in the poultry sub-sector.
63	18/05/11 - 28/05/11	Nigeria Burkina Faso	Christel Tshikudi	Carry out routine quarterly administrative/management visit to the projects' satellite office in Kano.
64	20/05/11 - 31/10/12	Burkina Faso	Ursula Kohlen	Take up the long-term position of the project's senior value chain advisor.
65	21/05/11 - 30/05/11	Senegal	Mamadou Sanfo Jean Didier Nacoulma Epifane Tougma	Carry out a training of trainers for 30 producers of millet/sorghum on good preservation technologies in agriculture.
66	23/05/11 - 28/05/11	France	Patrice Gautier	Conduct face-to-face avian influenza follow-up meetings on the quality of and trade in eggs-to-hatch and day-old chicks.
67	24/05/11 - 28/05/11	Benin	Olivier Kabre Kokou Zotoglo	Conduct a field study and put in place the mechanism and approach for the expansion of Cyber Seed in West Africa .
68	25/05/11 - 28/05/11	Nigeria	Suzanne Ngo-Eyok Jean Didier Nacoulma	Conduct an initial partner PIVA workshop for the Poultry Association of Nigeria (PAN).
69	25/05/11 - 12/06/11	Burkina Faso	Venancious Tuor	Communicate the significance and impact of project activities in developing communications materials and cover on-going activities for the project's documentation needs.
70	29/05/11 - 11/06/11	Benin Mali	Bernardin Gatete	Conduct pre-award assessment and training on grant management financial compliance for CIR-B, AMASSA and FIFAM.
71	5/06/11 - 11/06/11	Senegal	Jean Bruno Guigma	Conduct an audit of the data that Senegalese partners are providing on trade in day-old chicks.

72	6/06/11 – 16/06/11	Nigeria	Vincent Akue	Conduct an assessment of PPP potentials in Nigeria.
73	13/06/11 - 25/06/11	Burkina Faso Senegal	Gustave Rouxel Dje Kouakou	Upgrade two pilot slaughter facilities according to good health practices and slaughter hygiene, and design training programs on best practices.
74	14/06/11 - 17/06/11	Nigeria	Olivier Kabre	Assess the new Nokia MIS features and their relevance to MIS work in Nigeria and other USAID E-ATP countries.
75	20/06/11 – 5/07/11	Ghana	Gafar Ajao	Carry out an MIS survey and organize consultative meetings to improve the quality and volume of offers collected by Esoko Ghana for USAID E-ATP.
76	24/06/ - 01-07/11	Burkina Faso	Olivier Kabre Suzanne Ngo-Eyok	Facilitate a meeting with MIS partners to select an organization that will develop a regional poultry MIS platform.
77	26/06/11 – 8/07/11	Burkina Faso	Bernardin Gatete	Conduct due diligence for new grantees under USAID E-ATP, APROSSA and UOFA.
78	29/06/11 - 02/07/11	Burkina Faso	Jennifer Tchorly	Attend training in events preparation and facilitation.
79	1/7/2011 - 10/07/11	Senegal	Eugene Goater Thomas Delquigny	Assess the level of compliance of USAID E-ATP partners with sanitary standards for DOC production in West Africa and provide on-site advice on how to comply with standards.
80	3/07/11 - 16/07/11	Ghana Burkina Faso	Naji Choueiri	Work with six processors from the cereal and onion value chains that have expressed interest in USAID ATP and E-ATP technical assistance to upgrade packaging
81	4/07/11 - 9/07/11	Togo	Mamadou Sanfo	Facilitate contract farming between a Togolese cereal processor and farmer based organizations; and prepare a regional training on contract farming
82	04/07/11 - 09/07/11	Nigeria	Kokou Zotoglo	Promote and disseminate new technologies including SRI (Intensive Rice Growing System) through training
83	06/07/11 - 15/07/11	Burkina Faso	Suzanne Ngo-Eyok	Train members of CIR-B in accounting and financial management practices.
84	7/07/11 - 22/07/11	Burkina Faso Ghana	Gloria Kessler	Provide technical assistance in managing the production and submission of deliverables and quarterly reports under the E-ATP task order
85	10/07/11 - 12/07/11	Ghana	Thomas Delquigny	Debrief management staff on assessment of the level of compliance of USAID E-ATP partners with sanitary standards for DOC production

86	11/07/11 - 18/07/11	Burkina Faso	Bechir Rassas	Work with technical staff on the project's quarterly report and serve as DCOP in the interim for the Ouagadougou office
87	11/07/11 - 23/07/11	Mali Senegal	Daouda Moussa Lazare Bouda	Participate in Bamako and Dakar roadshows
88	12/07/11 - 14/07/11	Senegal	Jean Didier Nacoulma Dje Kouakou Paulette Lee Kabwanga Kalenga	Build the technical capacity of West African women managing poultry farms and identify specific solutions to gender-related challenges they encounter
89	15/07/11 - 21/07/11	Mali Burkina Faso Niger	Olivier Kabre Jean Bruno Guigma	Evaluate the public MIS for members of Réseau des systèmes d'information des marchés en Afrique de l'Ouest (RESIMAO) and its partners
90	17/07/11 - 30/07/11	Burkina Faso	Janice Stallard	Provide training on access to finance for female value chain stakeholders that partner with USAID E-ATP in Burkina Faso
91	18/07/11 - 25/07/11	Nigeria	Christel Tshikudi	Conduct management visit to discuss implications of USAID E-ATP alignment with Feed the Future strategy
92	23/07/11 - 17/08/11	Ghana Burkina Faso Mali	David Wilcock	Conduct an assessment of USAID ATP's and E-ATP's contribution to intra-regional trade in food staples in certain zones of project implementation
93	24/07/11 - 28/07/11	Niger	Daouda Moussa	Participate in the OPA workshop and present USAID ATP and E-ATP road harassment data collection methodology and study results
94	26/07/11 - 30/07/11	Ghana	Jean Bruno Guigma	Attend a 3-day workshop organized by the USAID/WA on the principles of USAID's performance management process with particular emphasis on results framework and performance indicators
95	31/07/11 - 4/08/11	Senegal	Mamadou Sanfo	Elaborate a business plan to support the Société générale d'Investissement et de Commerce (GIC-Senegal) in negotiating financing to buy in cereals in West Africa
96	1/08/11 - 12/08/11	Burkina Faso	Venancious Tuor	Identify and develop materials to highlight the project's activities and achievements, cover field activities and develop success stories
97	02/08/11 - 11/08/11	Senegal	Kokou Zotoglo	Participate in a training workshop and hold discussions on technologies of parboiling and harvest-threshing of rice
98	6/08/11 - 08/08/11	Mali	Mamadou Sanfo Jean Bruno Guigma Issa Yameogo	Assist Mr. David Wilcock in his assessment of USAID ATP's and E-ATP's contribution to intra-regional trade in food staples in certain zones of project implementation
99	07/08/11 - 11/08/11	Senegal	Bernardin Gatete	Monitor grant management, financial compliance and provide technical assistance to UNAFA

100	08/08/11 - 19/08/11	Niger Burkina Faso	Vincent Akue	Assess the feasibility of new partnership opportunities and also follow-up on previous PPP initiatives
101	9/08/11 - 13/08/11	Burkina Faso	Suzanne Ngo-Eyok	Conduct a progress PIVA for CIC-B
102	15/08/11 - 22/08/11	Nigeria	Garcia Honvoh	Assist USAID E-ATP MIS Specialist with training enumerators and VC actors on the use of the Esoko platform
103	20/08/11 - 26/08/11	Togo	Mamadou Sanfo Epifane Tougma	Facilitate contract farming between a Togolese cereal processor (SOCMEL) and cereal-producer organizations in West Africa; and prepare a regional training on contract farming
104	22/08/11 - 27/08/11	Nigeria	Suzanne Ngo-Eyok	Assist the Poultry Association of Nigeria in developing a regional advocacy plan
105	28/08/11 - 03/09/11	Ghana	Project Staff and Subs	Participate in the projects' annual workplanning and teambuilding workshops
106	3/09/11 - 11/09/11	Ghana	Jean Didier Nacoulma Daouda Sakho	Carry out a follow-up activity on access to finance by USAID ATP and E-ATP women VC actors
107	07/09/11 - 09/09/11	Burkina Faso	Suzanne Ngo-Eyok	Conduct a progress PIVA for CIR-B
108	12/09/11 - 16/09/11	Ghana	Mamadou Sanfo Kokou Zotoglo	Participate in the regional Warehouse Receipt (WRS) conference and assist with facilitation
109	12/09/11 - 23/09/11	Burkina Faso	Patrice Gautier Thomas Delquigny	Conduct a workshop to complete all filed activities related to the USAID E-ATP deliverable on the "best practice guide to build public and private cooperation for preparedness and response"
110	19/09/11 - 20/09/11	Ghana	Patrice Gautier	Brief technical and management staff and USAID on the USAID E-ATP avian influenza program
111	20/09/11 - 30/09/11	Benin	Jean Bruno Guigma	Carry out a quality control audit on the trade flow data on parboiled rice for USAID E-ATP
112	22/09/11 - 30/09/11	Nigeria	Daouda Sakho	Develop partnership with some financial institutions in Nigeria in order to improve access to finance for the project's VC actors
113	25/09/11 - 08/10/11	Burkina Faso Mali	Jean Bruno Guigma Brahima Cisse	Conduct training for USAID ATP and E-ATP partners in Microsoft Access

## 9.4 LOCAL GRANT AND SUBCONTRACT AGREEMENTS

Between the period of October 2010 and September 2011, USAID ATP entered into agreements with the following organizations:

	<b>Period of Performance (DD/MM/YY)</b>	<b>Organization</b>	<b>Amount</b>	<b>Purpose</b>
1	11/10/10 – 01/12/10	Cabinet Sicarex	FCFA 3,300,000	Identify commercial buyers and processors of millet/sorghum and maize in West Africa as well as financial institutions interested in investing
2	07/12/10 – 31/12/10	CDC Consult Limited	GH¢ 30,699	Assist USAID ATP partners in Ghana with developing business plans, evaluate their management systems, and conduct a market study on technical and financial opportunities for these partners
3	28/01/11 – 28/02/11	Inova S.A	FCFA 10,250,000	Assist with implementing the pilot mobile banking and transfer platform and make recommendations to expand the pilot to other financial institutions in West Africa
4	21/01/11 – 28/02/11	SOPROMAC SARL	FCFA 9,579,000	Elaborate a five-year business plan with the aim of mobilizing financing and increasing intra-regional trade deals in meat
5	15/02/11 – 15/04/11	ONFO	FCFA 4,317,685	Support ONFO through a grant that will allow it and its members to build their institutional capacity in order to contribute meaningfully to the improvement of onion production in Burkina Faso and advocate for an enabling environment for onion trade in West Africa
6	23/05/11-07/07/11	CEMK	F CFA 572,000	Identify and train 300 farmers on integrated crop management of millet, sorghum and maize.
7	23/05/11-22/07/11	UPPAH	F CFA 2,288,000	Identify and train 1,200 farmers on integrated crop management of millet, sorghum and maize.
8	10/06/11-30/06/11	Pens Food Bank Ent.	GHS 5,000	Provide training and coaching to partner associations' executive committees for improvement in financial management and loan negotiation
9	15/07/11 - 30/10/11	Rose Eclat	F CFA 1,786,431	Support enhanced packaging of dry onions for local and regional markets
10	10/08/2011-09/09/2011	Assistance pour le Développement en Afrique (ADA Consulting Africa)	F CFA 932,000	Train 25 farmers on contract farming

Between the period of October 2010 and September 2011, USAID E-ATP entered into agreements with the following organizations:

	<b>Period of Performance (DD/MM/YY)</b>	<b>Organization</b>	<b>Amount</b>	<b>Purpose</b>
1	01/10/10 – 31/10/12	APLS	CFA 15,793,250	Collect and manage trade data on millet/sorghum
2	01/10/10 – 31/10/12	CIC-B	CFA 34,148,760	Collect and manage trade data on millet/sorghum
3	01/10/10 – 31/07/12	CIR-B	CFA 23,322,000	Collect and manage trade data on rice
4	01/10/10 – 31/10/12	FIFAM	CFA 12,150,000	Collect and manage trade data on poultry (day-oldchicks)
5	01/10/10 – 31/10/12	GNAPF	Gh¢ 65,345	Collect and manage trade data on poultry (day-oldchicks)
6	01/10/10 – 31/10/12	FECOPON	CFA 10,817,500	Collect and manage trade data on rice
7	01/10/10 – 31/10/12	UGER-B	CFA 12,747,500	Collect and manage trade data on parboiled rice
8	01/10/10 – 31/10/12	UNAFA	CFA 18,022,500	Collect and manage trade data on poultry (day-oldchicks)
9	15/01/11 – 28/02/11	UGCPA	FCFA 3,075,000	Train at least 600 producers of the UGCPA to increase their competitiveness on the market of cereal
10	23/05/11-07/07/11	CEMK Mali	F CFA 572,000	Identify and train 300 farmers on integrated crop management of millet, sorghum and maize.
11	23/05/11-22/07/11	UPPAH Bobo	F CFA 2,288,000	Identify and train 1200 farmers on integrated crop management of millet, sorghum and maize.
12	08/06/11-15/07/11	Union des GIE Producteurs de Céréales Locales	F CFA 2,633,000	Identify and train 525 farmers on conservation farming.

13	08/06/11-15/07/11	Union des Groupements de Koulouck Keur NDENE (UGK)	F CFA 2,633,000	Identify and train 525 farmers on conservation farming.
14	01/06/11 - 30/09/12	Association Malienne pour la Sécurité et la Souveraineté Alimentaire (AMASSA)	FCFA 68,424,118	Provide support in institutional capacity building and MIS
15	01/06/11 - 30/09/12	Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina Faso (APROSSA)	FCFA 69,576,784	Provide support in institutional capacity building and MIS
16	01/06/11 - 31/08/12	Conseil de Concertation des Riziculteurs du Bénin (CCR-B)	FCFA 22,375,000	Provide support in trade data collection, data management, and capacity building
17	06/07/2011-24/07/2011	El Hadji Mamadou DIOUF	FCFA 1,575,000	Facilitate a three-day training on poultry management practices for 22 participants (mainly women) from 7 West African countries
18	19/07/2011-07/08/2011	Agence de Service Comptable et d'Informatique de Gestion - ASCIG	FCFA 1,360,000	Train CIR-B members on accounting and financial management, development of accounting and financial procedures manual
19	10/08/2011-09/09/2011	Assistance pour le Développement en Afrique (ADA Consulting Africa)	FCFA 932,000	Train 25 farmers on contract farming

# 10. PIPELINE ANALYSIS

## ATP PROJECT

CONTRACT BUDGET CATEGORY	BUDGET AMOUNT	EXPENSES BILLED TO USAID THRU SEP. 2011	ACCRUED EXPENSES THRU SEP. 2011	REMAINING BALANCE
DIRECT LABOR (including fringe)	2,998,923	2,466,620		532,303
OTHER DIRECT COSTS	10,544,819	8,350,829	271,850	1,922,140
INDIRECT COSTS	2,334,220	2,150,516	18,626	165,078
FIXED FEE	1,032,068	839,051	18,881	174,136
<b>TOTAL</b>	<b>\$16,910,030</b>	<b>\$13,807,016</b>	<b>\$309,357</b>	<b>\$2,793,657</b>
<b>PIPELINE ANALYSIS</b>				
FUNDED AMOUNT (OBLIGATION)				\$14,333,536
TOTAL BUDGET				\$16,910,030
LESS ACCRUED EXPENSES THRU 09/30/11				\$14,116,373
OBLIGATION BALANCE ON 09/30/11				\$217,163
BUDGET BALANCE ON 09/30/11				<b>\$2,793,657</b>
MONTHLY AVERAGE BURN RATE				<b>\$343,302</b>
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE				0.6
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE				8
PROJECTED MONTHLY BURN RATE FROM OCT. 2011 THRU SEP. 2012				<b>\$232,879</b>
PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE				0.9
PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE				12

ATP received incremental funding of \$4,000,000 in October 2010 which increased the obligation to \$14,333,536. E-ATP received incremental funding of \$7,550,810 in February 2011 that increased the obligation to \$16,050,810.

## E-ATP

<b>CONTRACT BUDGET CATEGORY</b>	<b>BUDGET AMOUNT</b>	<b>EXPENSES BILLED TO USAID THRU SEP. 2011</b>	<b>ACCRUED EXPENSES THRU SEP. 2011</b>	<b>REMAINING BALANCE</b>
DIRECT LABOR (including fringe)	3,160,140	2,380,878	8,000	771,262
OTHER DIRECT COSTS	14,376,531	6,940,871	837,607	6,598,052
INDIRECT COSTS	3,037,857	1,939,950	67,116	1,030,791
FIXED FEE	1,296,196	704,750	57,503	533,944
<b>TOTAL</b>	<b>\$21,870,724</b>	<b>\$11,966,449</b>	<b>\$970,226</b>	<b>\$8,934,049</b>
<b>PIPELINE ANALYSIS</b>				
FUNDED AMOUNT (OBLIGATION)				\$16,050,810
TOTAL BUDGET				\$21,870,724
LESS ACCRUED EXPENSES THRU 09/30/11				\$12,936,675
OBLIGATION BALANCE ON 09/30/11				\$3,114,135
BUDGET BALANCE ON 09/30/11				<b>\$8,934,049</b>
MONTHLY AVERAGE BURN RATE FROM BEGINNING OF PROJECT				<b>\$497,564</b>
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE				6
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE				18
PROJECTED MONTHLY BURN RATE FROM OCT. 2011 THRU SEP. 2012				<b>\$691,184</b>
PIPELINE MONTH OBLIGATION AT PROJECTED MONTHLY BURN RATE				4
PIPELINE MONTH BUDGET AT PROJECTED MONTHLY BURN RATE				13

# II. PERFORMANCE MONITORING

## II.1 USAID ATP

USAID ATP made substantial progress in FY 2011 toward achieving its major objective and other key performance indicators. Trade within the region in project-supported value chains increased by 37 percent over the baseline, exceeding the target of 14 percent for the year. During the year, the project further strengthened activities in business linkages and trade facilitation. The project facilitated intra-regional trade mostly through regional trade events, provided direct assistance to key producer and trader organizations, and established partnerships with agriculture-related firms. The project also assisted key partner organizations operating in strategic marketing channels in strengthening their institutional and analytical capabilities to provide enhanced services to their members. Road harassment activities were undertaken to reduce bribe costs to allow freer flow of traffic within the sub-region. In the area of policy, one policy was analyzed, four policy reform processes reached dialogue milestone after significant advocacy, and another two policy reforms were presented to ECOWAS for legislation. The project generated several successes, as highlighted below:

- **Onion production technology leads to improved regional onion supply:** In order to help the onion value chain be more competitive in West Africa, USAID ATP has introduced a technology that extends the crop's production season and therefore its period of trade. In Burkina Faso, onions are principally produced during the cooler dry season, resulting in commercialization during just a few months (February-June). Extending onion production into the rainy season extends year-round the supply of the Sahelian onion in the regional markets.
- **Access to finance training yields results:** A maize producer organization in Ghana has succeeded in making a much needed equipment purchase with a \$51,733 bank loan secured as a result of USAID ATP training and coaching.
- **Courses on Integrated Crop Management:** USAID ATP has developed a new joint action plan with CropLife Africa - Middle East to expand training in ICM, i.e., both in Integrated Pest Management (IPM) and Integrated Soil Fertility Management (ISFM). These were done in the framework of an organizational "cascade" approach to training. Training of Trainers (ToT) starts with key farmer trainers in various value chain organizations, followed by supervised training down through the ranks of those organizations. These trainings aim at increasing productivity which will eventually result in increased trade volumes.
- **Regional livestock trade linkages for Tabaski:** For the second year in a row, USAID ATP facilitated the "Operation Tabaski" and linked members of the Ghana Livestock and Traders Association and their Burkinabe counterparts with the aim of developing lasting, mutually beneficial business relationships. In FY11, the project provided technical and financial support for the importation to Ghana of 2,584 sheep from Burkina Faso; this was a 72% increase from the project-facilitated FY10 trade of 1,500. In addition to helping sellers and buyers connect, USAID ATP was extremely successful in its commitment to reducing road harassment and bribe costs during this event. In fact, along the Burkina Faso-Ghana, Burkina Faso-Côte d'Ivoire and Mali-Côte d'Ivoire routes there were no illegal payments made for the Tabaski sheep.

**TABLE 1: USAID ATP PERFORMANCE INDICATORS AND TARGETS**

Objective/Outcome Indicator	Target FY11	Achieved FY11	Target FY12
% change in value of intra-regional exports of targeted agricultural commodities as a result of USAID ATP program assistance (over the baseline)	14	37	20
<b>Program Element: Agriculture Enabling Environment</b>			
Number of policy reforms presented for legislation/decision as a result of USAID ATP program assistance	2	2	1
Transport obstacles, bribe costs per 100km (over the baseline)	20%	40%	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	4	4	0
<b>Program Element: Agricultural Sector Productivity</b>			
Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services and trade facilitation activities)	6	0.529	0
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)	5	4	5
Number of users of regional MIS (including new users and users registered in previous years)	10,000	21,619	12,000

**TABLE 2: USAID ATP OUTPUT INDICATORS AND TARGETS**

	Target FY11	Achieved FY11	Target FY12
<b>Program Element: Agriculture Enabling Environment</b>			
Number of policy reforms analyzed as a result of USG assistance	1	1	0
Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance (SWOT and PIVA included)	0	2	5
Number of individuals who have received short-term agricultural enabling environment training as a result of USG assistance (men and women)	200	255	100
<b>Program Element: Agricultural Sector Productivity</b>			
Number of new technologies or management practices made available for transfer as a result of USG assistance	3	1	3
Number of producer organizations, water users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions	8	41	8
Number of agricultural-related firms benefiting directly from interventions as a result of USG assistance (including new	20	24	25

firms and previous firms project continues to assist)			
Number of PPPs formed as a result of USG assistance	4	4	0
Number of individuals who have received short-term agricultural sector productivity training with USG assistance (men and women)	6,000	3,445	7,000
Number of women's organizations/associations assisted as a result of USG interventions	4	12	4

## HIGHLIGHTS

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

By design, USAID ATP covers only a subset of the intra-regional trade, limited to a few commodities (livestock/ruminant, maize and onion/shallot) traded along key trade corridors, rather than the entire universe of the agricultural intra-regional trade in West Africa. In doing so, the project's overall purpose is to showcase how it can contribute, through catalytic activities, to increasing intra-regional trade while providing reliable and accurate estimates to document the importance of this increased trade. The intra-regional trade reported by USAID ATP does not originate from official statistics, but is collected by project-assisted producer/trader organizations, individual traders, truckers and private firms. The project collects trade data in strategic markets/border points in six countries, disaggregated by commodity, country of origin, and country of destination.

As indicated, the value of intra-regional trade in FY 2011 was considerably higher, at 37%, than the baseline, exceeding the FY 2011 target of 14 percent. Value of trade was higher than baseline for all three value chains (Table 3).

**TABLE 3: PERCENT CHANGE IN VALUE OF INTRA-REGIONAL TRADE OVER THE BASELINE**

Marketing Channel	Baseline (Oct 08-Sept09) US\$ million	Trade data (Oct10-Sept11) US\$ million	% change
Maize	7.18	14.22	98.05
Livestock/meat	197.90	253.31	28.00
Onion/shallot	29.27	52.74	80.25
<b>Total Trade</b>	<b>234.34</b>	<b>320.27</b>	<b>36.67</b>

Livestock trade dominates the trade in the three value chains. This included 366,437 heads of cattle valued at \$208 million and 609,439 sheep/goats, valued at \$46 million. Livestock trade in FY 2011 was affected by the political crisis in Côte d'Ivoire as trucks from these exporting countries could not pass through the north of Côte d'Ivoire to reach Abidjan and the train that carries much livestock from Ouagadougou to Abidjan was suspended for several months. In general, trade from Sahel to Côte d'Ivoire decreased, and to Ghana and Nigeria increased.

Onions exported from Niger and Burkina Faso to Ghana, Côte d'Ivoire, Togo, and Benin reached 125,441 tons valued at \$53 million in FY 2011; onion trade continued to grow in comparison to previous year. In contrast, total trade in maize, at 57,805 tons and at \$14 million, decreased in the reporting year due to axle load limits being applied on trucks carrying maize in Nigeria, and high maize prizes in Techiman, Ghana, vis-à-vis in Niger with large maize imports from outside West Africa due to the country's political crisis.

## **OTHER ACHIEVEMENTS**

### **Number of policy reforms analyzed as a result of USG assistance**

The project met its FY 2011 target of one policy reform to be analyzed:

Analysis of Value Added Tax (VAT): A policy brief was drafted in March 2011 and presented to ECOWAS customs officials on VAT. It demonstrates that the imposition of VAT on regional agricultural imports constitutes an import tax and is contrary to the ECOWAS Trade Liberalization Scheme (ETLS) regime as it discriminates against imports of other Member States and favors locally-produced products as well as imports from outside West Africa.

### **Transport obstacles as bribe costs per 100km**

The project exceeded its FY 2011 target bribe cost reduction of 20 percent, with a 40 percent overall reduction in bribe costs. The project reduced bribe costs on the Kantchari-Accra onion corridor by 40 percent over the baseline by the end of FY 2011. The Fada N'gourma-Parakou livestock corridor also experienced a reduction of 14 percent over the baseline, and the Techiman-Kantchari maize corridor experienced a 70 percent reduction over the baseline.

### **Number of policy reforms presented for legislation/decision as a result of USAID ATP program assistance**

The project met its target of two by presenting two policy reforms to the ECOWAS Commission:

- Introduction of agricultural trade policy barriers into ECOWAS decision-making apparatus with the likelihood of adopting a regional directive on facilitating ETLS application at national level in favor of agricultural products.
- ECOWAS acceptance to study policy reform decisions on export restrictions.

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

The project exceeded its target of one by assisting stakeholders in taking four policy measures to a dialogue stage:

- Seasonal restrictions
- Transit regime
- Demand for certificate of origin
- Illegal road blocks

The project has assisted value chain associations in establishing mechanisms for collaboration with public authority at the national and regional levels.

Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services and trade facilitation activities)

The project was able to mobilize/leverage a total of \$529,000 which is far below the target of \$6 million. It should, however, be noted that this target is much higher than the original FY 2011 target which USAID changed in the fourth quarter of FY 2011.

The project assisted Tabaski operation in Côte d'Ivoire and Ghana in November 2010 where internal financing of COFENABVI to FEBEVIB members leveraged \$347,370. An additional \$65,000 was mobilized from Sekyedumase Rural Bank, Ghana, as a result of business plan design and training on access to finance by Agribusiness and Trade Association (AGRITA) based in Adidwan in the Ashanti region of Ghana. Another agro-enterprise in Ghana, Pens Food Bank in Ejura in the Ashanti region, also mobilized \$86,900 and invested this amount in the procurement of maize dryer after receiving training by the project. This equipment will be used to dry and store maize in a new warehouse constructed by the company. Finally, support to RTCF women processors in Banfora, Burkina Faso, resulted in mobilizing \$29,909 from microfinance institutions to purchase gas dryer and accessories for cereal processing.

**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 four partner institutional viability assessments (PIVAs) in FY2011 against a target of five for the year. The four progress PIVAs organized were for GAPTO, ONFO/Burkina COFENABVI and CIC-B. The fifth PIVA meant for UCOVISA has been cancelled because of the political disturbances in Côte d'Ivoire during the period.

**Number of users of regional MIS (including new users and users registered in previous years)**

The USAID ATP/Esoko market information platform registered a total of 21,619 users in FY 2011, far exceeding its target of 10,000. The project achieved this result in spite of some difficulties encountered by Esoko Networks as it transitioned from the old Tradebiz.net to Esoko Networks. The bulk of the users were registered in Ghana (in Esoko's own franchise) where access to the network was better than in other countries.

**Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance (SWOT and PIVA included)**

The FY 2011 target in this indicator is zero. During FY 2011, the project conducted four partner institutional viability assessments (PIVAs): GAPTO, ONFO/Burkina COFENABVI and CIC-B.

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

With 255 trained individuals, the project exceeds its FY 2011 target of 200. USAID ATP considers capacity building and awareness creation activities on the agricultural business environment pre-requisites to value chain development activities. During the year, some 238 men and 17 women participated in enabling environment training. While the project exceeded the target of 160 for male participants, it fell short in reaching the target of 40 for female participants.

In December 2011, a workshop on advocacy techniques and drafting of advocacy plans on road harassment for onion/shallot value chain stakeholders was conducted in Ouagadougou where a total of

18 participants, including 5 women, were trained. Another similar workshop on advocacy techniques and drafting and presenting advocacy letters was organized in March 2011 at the ECOWAS Commission in Abuja which was attended by a total of 18 participants, including 4 women. A workshop was organized in Techiman, Ghana, in May 2011, and a market show at Fada N'gourma and Pouytenga in Burkina Faso, on May 29-31, to sensitize traders on ways to reduce road harassment. A total of 219 participants, including 8 women, benefitted from these events.

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

One new technology was made available to producer organizations in Togo and Mali in FY 2011. The target of 3 set for the year was not met. In Togo, two associations received training on contract farming. These associations are *Centrale des Producteurs de Céréales du Togo (CPC) Togo* and *Dieu est Grand* which are active in the maize value chain.

#### **Number of producer organizations, water users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions**

USAID ATP assisted 41 producer and trade business organizations, far exceeding its target of 8. It should be noted that producer/trader organizations may be assisted more than once through the project's various interventions and may be counted as many times as they are assisted.

#### **Number of agricultural-related firms benefiting directly from interventions as a result of USG assistance (including new firms and previous firms project continues to assist)**

Similarly, the project continued to diligently work with agriculture-related firms, assisting a total of 24 against the target of 20. As above, an agricultural firm may receive assistance through various interventions and may be counted as many times as it receives assistance from the project. In FY 2011, these interventions concerned all three ATP value chains and access to finance.

#### **Number of PPPs formed as a result of USG assistance**

In FY2011, the project established four PPPs, just reaching its target for FY 2011. The PPPs were established with *Meunerie et Emballage de Légume Secs (MELS) Burkina Primeur* and *Rose Eclat* in Burkina Faso and with the construction of onion wholesale market at Amasaman which involved the Amasaman municipality and the onion traders associations in Ghana. Through these partnerships, USAID ATP is leveraging private sector expertise and resources to strengthen networks of value chain actors and to build the capacities of producer and trader organizations on best practices.

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

In FY 2011, a total of 3,445 individuals participated in agricultural sector productivity training, including 2,387 men and 1,058 women. Partly due to budgetary constraints, these numbers fell below the targets of 6,000 (total number), 4,800 (for men), and 1200 (women).

#### **Number of women's organizations/associations assisted as a result of USG interventions**

Twelve women's organizations received assistance from USAID ATP interventions, far exceeding the FY 2011 target of 4. The organizations supported included *Rose Eclat*, *AEOB*, *AEFOB*, *Union Narel-Taaba* and *Union Tee-Wendé*, *Royale Nature*, *RTCF* (all in Burkina Faso) and Ghana Onion Sellers' Progressive Association, Accra Women Onion Sellers Association, Ejura Women Maize Value Chain Association and Techiman Women Maize Export Association (all in Ghana).

## 11.2 USAID E-ATP

### INTRODUCTION

USAID E-ATP made substantial progress in FY 2011 toward achieving its major objective and other key performance indicators. Trade within the region in project-supported value chains increased by 27 percent over the baseline, exceeding the target of 21 percent for the year. During the year, the project further strengthened activities in business linkages and trade facilitation. The project facilitated intra-regional trade mostly through regional trade events, provided direct assistance to key producer and trader organizations, and established partnerships with agriculture-related firms. The project also assisted key partner organizations operating in strategic marketing channels in strengthening their institutional and analytical capabilities to provide enhanced services to their members. Road harassment activities were undertaken to reduce bribe costs to allow freer flow of traffic within the sub-region. In the area of policy, two policies were analyzed, one policy reform process reached dialogue milestone after significant advocacy, and two policy reforms were presented to ECOWAS for legislation.

The project generated several successes, as highlighted below:

- **Training in rice parboiling:** USAID E-ATP trained close to 500 women rice parboilers in improved techniques developed by the Africa Rice Center. A training manual was developed by USAID E-ATP and Africa Rice Center, and a "Guide to Best Practices in Parboiling Rice", produced in English and French.
- **Model for poultry operations:** USAID E-ATP met with poultry value chain actors from Burkina Faso and Senegal to propose a pilot slaughtering facility designed to operate in accordance with hygienic and sanitary standards recognized as best practice in the industry. With private and public funding, this initiative will be finalized by end of December 2011.
- **Training of trainers in integrated crop management (ICM):** USAID E-ATP co-organized in a training-of-trainers event for 39 farmer trainers from the *Union des groupements de producteurs pour la commercialisation des céréales au Burkina Faso*. The training focused on integrated pest management (IPM) and integrated soil fertility management (ISFM) as a way to boost agricultural productivity and grain quality in millet/sorghum value chain, thus enhancing the competitiveness of the organization in the West African cereal market.
- **Meeting to lift ban in poultry products between Ghana and Burkina Faso:** Under the leadership of the *Maison de l'Aviculture* of Burkina Faso, which hosts the General Secretariat of the regional poultry umbrella organization (UOFA, USAID E-ATP's regional partner organization for the poultry value chain), USAID E-ATP provided support for a meeting between veterinary services of Burkina Faso and Ghana to prepare an agreement between the two countries to lift the ban on trade in poultry products.

**TABLE I: USAID E-ATP PERFORMANCE INDICATORS AND TARGETS**

<b>Objective/Outcome Indicator</b>	<b>Target FY11</b>	<b>Achieved FY11</b>	<b>Target FY12</b>
Increase in the aggregate value of intra-regional exports of targeted agricultural commodities as a result of USAID E-ATP program assistance	21	27	33
<b>Program Element: Agriculture Enabling Environment</b>			
Number of policy reforms presented for legislation/decision as a result of USAID E-ATP program assistance	2	2	3
Percent reduction in transport obstacles per 100 km (1: Bama-Koutiala)	16	74	23
Percent reduction in transport obstacles per 100 km (2: Koutiala-Dakar)		2	
Number of policy reform processes reaching dialogue milestone after significant advocacy by private and other non-governmental actors as a result of USAID E-ATP program assistance	2	1	2
Percentage reduction in average transportation and logistics costs for USAID E-ATP target products using USAID E-ATP products' trucking corridors (as percent decrease over the baseline — cumulatively).	15	0	25
<b>Program Element: Agricultural Sector Productivity</b>			
Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$million; cumulatively over the baseline)	5	0.593	0
Number of institutions/organizations making significant improvements in their ability to offer services to their clients based on recommendations of USAID E-ATP-supported assessments (as represented by significant progress on specialized PIVA scores)	2	3	2
Number of users of regional market information systems in Nigeria and other markets dealing in USAID E-ATP commodities in addition to the number of users attributable to USAID ATP (cumulatively over the baseline)	5,000	2,885	8,000
Number of institutions/organizations making significant improvements to their capacity to put into place technical packages to prevent AI outbreaks and transmission and then contribute to sector recovery after outbreak, based on PIVA baselines and scores.	2	1	2

**TABLE 2: USAID E-ATP OUTPUT INDICATORS AND TARGETS**

Indicator/Target	Target FY11	Achieved FY11	Target FY12
<b>Program Element: Agriculture Enabling Environment</b>			
Number of policy reforms analyzed as a result of USG assistance	2	2	2
Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	4	4	4
Number of individuals who have received short-term agricultural enabling environment training as a result of USG assistance (men and women)	50	183	125
<b>Program Element: Agricultural Sector Productivity</b>			
Number of new technologies or management practices made available for transfer as a result of USG assistance	3	3	2
Number of producer organizations, water users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions	7	44	7
Number of agricultural-related firms benefiting directly from interventions as a result of USG assistance	10	11	10
Number of PPPs formed as a result of USG assistance	3	2	2
Number of individuals who have received short-term agricultural sector productivity training with USG assistance (men and women)	2,500	4,649	1,500
Number of women's organizations/associations assisted as a result of USG interventions	5	20	5

## HIGHLIGHTS

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

By design, USAID E-ATP covers only a subset of the intra-regional trade, limited to a few commodities (rice, millet/sorghum, and poultry) traded along key trade corridors, rather than the entire universe of the agricultural intra-regional trade in West Africa. In doing so, the project's overall purpose is to showcase how it can contribute, through catalytic activities, to increasing intra-regional trade while providing reliable and accurate estimates to document the importance of this increased trade. The intra-regional trade reported by USAID E-ATP does not originate from official statistics, but is collected by project-assisted producer/trader organizations, individual traders, truckers and private firms. The project collects trade data in strategic markets/border points in six countries, disaggregated by commodity, country of origin, and country of destination.

The FY 2011 total trade value was 27 percent over the value of the baseline data, exceeding the target of 21 percent. In the case of poultry, data on day-old chicks could not be collected during the year for numerous reasons, including problems between the poultry associations and their member companies leading to situations where members did not submit data and the political disturbances in Côte d'Ivoire, home of the major poultry producer in the region, Interprofession avicole ivoirienne (IPRAVI), among others.

Trends for each value chain differed, and are depicted in Table 3. Whereas the value of sorghum and millet increased by 29 percent over the baseline, parboiled rice trade was 17.4 percent over the baseline. Amount of millet/sorghum trade would likely have been even larger, but for data missing for certain months, including in Côte d'Ivoire. Relatively lower rice trade increase can be partially explained by a ban on rice exports from Kano to Niger, which started in April 2011, which caused a significant reduction in exported parboiled rice.

**TABLE 3: PERCENT CHANGE IN VALUE OF INTRA-REGIONAL TRADE OVER THE BASELINE**

<b>Marketing Channel</b>	<b>Baseline (Oct 08-Sept09) US\$ million</b>	<b>Trade data (Oct10-Sept11) US\$ million</b>	<b>% Increase</b>
<b>Millet and Sorghum</b>	21.89	28.20	28.8
<b>Parboiled Rice</b>	4.89	5.74	17.4
<b>Total Trade</b>	<b>26.78</b>	<b>33.94</b>	<b>26.7</b>

Millet and sorghum volumes are very similar, at 45216 metric tons for millet, and 42447 metric tons for sorghum. Their values were at 15.3 and 13.0 million, respectively. Parboiled rice volume was 6972 metric tons, valued at \$5.74 million.

## OTHER ACHIEVEMENTS

### **Number of policy reforms presented for legislation/decision as a result of USAID E-ATP program assistance**

The project met its target of two by presenting two policy reforms to ECOWAS commission. The policies include:

ECOWAS Council of Ministers adopted monitoring and evaluation manual to enhance functioning of national units coordinating policy implementation at country level.

Institutional measures for monitoring and facilitating the functioning of agricultural trade regime.

### **Transport obstacles (bribe costs per 100 km)**

In FY 2011, road harassment efforts in the poultry corridor (Abidjan-Bobo Dioulasso) had to be stopped due to political unrest in Côte d'Ivoire and therefore, the data are not presented.

During this period, USAID E-ATP continued working on road harassment issues in two value chain corridors, for millet/sorghum and rice. For the Bama-Koutiala rice corridor, bribe cost reduction was 74% from the baseline in first quarter of FY 2010. For the Koutiala-Dakar millet/sorghum trade corridor, the reduction was only 2%. Large reduction in bribes in the Bama-Koutiala corridor was

due to the complete removal of mobile police checkpoints in Burkina Faso. In the Koutiala-Dakar corridor, there were two developments. On the Senegalese side, the number of checkpoints was reduced, resulting in lower total amount spent on bribes. On the Mali side, however, average bribe cost increased so much that there was little impact on the overall amount spent on bribes in the corridor.

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

USAID E-ATP achieved one policy reform process reaching a dialogue milestone phase, out of the target of two. Under the leadership of the Maison de l'Aviculture (MDA) of Burkina Faso, which hosts the General Secretariat of the regional poultry umbrella organization (UOFA, USAID E-ATP's regional partner organization for the poultry value chain), USAID E-ATP provided support for a meeting between veterinary services of Burkina Faso and Ghana in Kumasi, Ghana, in January 2011 to prepare an agreement between the two countries to lift the ban on trade in poultry products between the two countries. This technical meeting paved the way for a formal agreement between the political authorities of the two countries to meet and officially proclaim the lifting of the ban. Such a joint formal agreement, while short of the most formal declaration filed with the Organisation Internationale des Epizooties (OIE), will nevertheless go a long way towards a situation where there is free movement of poultry products between Ghana and Burkina Faso.

### **Percentage annual reduction in average transportation and logistics costs for USAID E-ATP target products using USAID E-ATP products' trucking corridors**

USAID E-ATP did not meet its target of 15 percent reduction in average transportation and logistics cost in FY 2012. Given that the study on transportation and logistics cost for the trade corridors was done in FY 2011, the percentage annual reduction in such costs will be reported in FY 2012.

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

The project was able to mobilize/leverage a total of \$593,000 million which is far below the target of \$6 million. Two beneficiaries have contributed to this amount, allowing them to expand and improve their activities: Khalis, a woman-operated poultry business outside Ouagadougou, for \$164,500 and Koama Industries, a rice business for \$428,000.

### **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)**

Three progress PIVA workshops were organized to assess progress accomplished by project assistance in institutional capacity building over FY 2011 for three organizations: le Comité Interprofessionnel du Riz du Burkina (CIR-B); l'Association Malienne pour l'Amélioration de la Souveraineté et de la Sécurité Alimentaire (AMASSA); and l'Association pour la Promotion de la Souveraineté et de la Sécurité Alimentaire (APROSSA) du Burkina Faso. The FY 2011 target was only two.

### **Number of users of regional MIS**

The annual FY 2011 target of users of ESOKO market information platform was 5,000, but the platform registered only 2,885 users of market information on commodities of the E-ATP value chains. Contributing factors to this relatively low number are the fact that the poultry information is

collected and available only in Nigeria, and the nature of parboiled rice trade, which involves numerous small, and at times informal, parboilers/traders.

**Number of institutions/organizations making significant improvements to their capacity to put into place technical packages to prevent AI outbreaks and transmission and that contribute to sector recovery after outbreak, based on PIVA baselines and scores**

One baseline PIVA was conducted in FY 2011, with the Poultry Farmers Association of Nigeria. This organization has since received project support and a progress PIVA is scheduled for the first quarter of FY 2012. The progress PIVA for UOFA could not be conducted due to the disturbances in Côte d'Ivoire where the association's headquarters are located.

**Number of policy reforms analyzed as a result of USG assistance**

The project met its FY 2011 target of two policy reforms to be analyzed. These two were then presented to the ECOWAS Commission:

Analysis of transit regime: A policy brief was drafted in June 2011 and presented to the ECOWAS Transport and Custom officials. It argues that regional agricultural goods in transit or being imported should attract no duty or tax. Therefore, Inter-State Road Transport (ISRT) Convention log-book, transit fee and escort are no longer required under the ETLS regime as they constitute tariff and non-tariff barriers which the ECOWAS Commission should seek to eliminate. It is only the vehicles transporting the goods that should have transit papers.

Seasonal export restrictions on cereals: An advocacy background paper was drafted in January 2011 and presented to ECOWAS agricultural and customs officials. It shows that quantitative and other trade restrictions are contrary to the ETLS regime, and that the widespread practice of seasonal cereal export bans and restrictions should be discontinued. Their elimination must be supported by a vibrant regional food security program, well-organized information network on cereal production and stock levels, and food price monitoring.

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

USAID E-ATP has carried out four assessments on institutional and organizational capacities of the following partner organizations, thus achieving its annual target:

- le Comité Interprofession du Riz du Burkina (CIR-B)
- l'Association Malienne pour l'Amélioration de la Souveraineté et de la Sécurité Alimentaire (AMASSA)
- l'Association pour la Promotion de la Souveraineté et de la Sécurité Alimentaire (APROSSA)
- Poultry Association of Nigeria.

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

In FY 2011, USAID E-ATP trained 183 individuals (including 17 women) in topics related to agricultural enabling environment, exceeding the overall annual target of 50, including 10 women. USAID E-ATP facilitated the participation of 158 men and 16 women to "road shows" aimed at sensitizing transporters, traders, and other value chain actors on illegal practices, and with a view to changing the attitudes and behaviors of stakeholders along corridors and at the borders. In addition, 9 members (including 1 woman) were trained on advocacy techniques.

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

In FY 2011 a total of three new technologies or management practices were transferred to the beneficiaries in the three value chains; this results meets the FY 2011 target. The new technologies include: integrated pest management (IPM) in millet/sorghum production, integrated soil fertility management (ISFM) in millet/sorghum production, and best practices for breeders and hatcheries in poultry.

### **Number of producer organizations, water users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions**

USAID E-ATP assisted 44 organizations and associations (including 20 women's organizations) against a target of 7. USAID E-ATP's assistance consisted of building the capacity of these organizations in parboiled rice techniques, management of poultry farms including control of AI, developing business plans, and the use of the Esoko platform. Targets were exceeded due to the fact that most of these organizations are relatively new and their demand for capacity building and skill development assistance is still substantial at this early stage.

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

A total of 11 agriculture-related firms in three countries (Burkina Faso, Ghana and Senegal) benefited from direct USAID E-ATP interventions in FY 11, including the following:

- Rice processors: Koama, Burkina Faso
- Poultry farms: Kali's poultry, Burkina Faso
- Millet/sorghum and general processors: *Centrale de Transformation des Produits Agricoles (CTRAPA)*, *Etablissement Bapianta*, *Danaya*, *Etablissement Adja Vélegda*, *Société Nord International* (all in Burkina Faso), *la Vivrière*, *Free Work Service*, *Général Investissement et de Commerce* (all in Senegal), *Pens Food bank Enterprise* (in Ghana).

USAID E-ATP's assistance consisted mainly of supporting the development of business plans, trade facilitation, and access to finance.

This result exceeds the FY 2011 target of 10.

### **Number of PPPs formed as a result of USG assistance**

In FY 2011, USAID-EATP completed two PPPs in support of the rice and millet/ sorghum value chains (Koama Industrie in Burkina Faso and Dala Foods in Nigeria, respectively). A third PPP is still being negotiated with General Investment et de Commerce in Senegal, and should be finalized in the first quarter of FY 2012.

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

The number of individuals who have received short-term agricultural sector productivity training was 4,649, of which 1,338 were women. This greatly exceeded the target of 2,500 for men, and 500 for women.

Training programs organized during the FY 2011 focused on the SRI rice system, rice parboiling practices, integrated crop management, trade facilitation, conservation agriculture, best practices in

poultry breeder farms and hatcheries, auditors of the sanitary charter, gender and equity, mobile banking transfer, and data collection tools.

### **Number of women's organizations/associations assisted as a result of USG interventions**

USAID E-ATP assisted 20 women organizations in 5 countries (Burkina Faso, Senegal, Ghana, Mali, Benin), exceeding the annual target of 5. The assisted women organizations are as follows:

- Burkina Faso: UNERIZ-B, Réseau des Transformatrices de Céréales du Faso, and seven parboilers' organizations (Union des groupements des femmes étuveuses de Bagré/Sourou/Bama/Banzon/Mogtédou/Karfiguélé/Doun)
- Senegal : UFCE and Groupement d'Intérêts Economiques de Casamance
- Ghana : Nyebubiyooma, Iyumba, and Tiyumba
- Mali: Coopérative des Etuveuses de Zangaradougou and Association des Transformateurs de Céréales du Mali
- Benin : Ahizon, Conseil de Concertation des Riziculteurs de Savè, Conseil de Concertation des Riziculteurs de Parako, Conseil de Concertation des Riziculteurs de Dassa