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



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**USAID EXPANDED AGRIBUSINESS AND
TRADE PROMOTION (USAID E-ATP)
ANNUAL PROGRESS REPORT
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DISCLAIMER

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

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ACRONYMS

ACCIR	<i>Association champenoise de coopération inter-régionale</i>
ADS	Automated Directives System (USAID)
ADVANCE	Agricultural Development and Value Chain Enhancement (Ghana)
AGRA	Alliance for a Green Revolution in Africa
AI	Avian Influenza
ALCI	<i>Aliment de Côte d'Ivoire</i>
ALCO	Abidjan-Lagos Corridor Organization
AMASSA	<i>Association malienne pour la sécurité et la souveraineté alimentaires</i>
ANARIZ-CI	<i>Association nationale des riziculteurs de Côte d'Ivoire</i>
ANOPACI	<i>Association nationale des organisations professionnelles agricoles de Côte d'Ivoire</i>
ANPAT	<i>Association nationale des professions avicoles du Togo</i>
APCAM	<i>Assemblée permanente des chambres d'agriculture du Mali</i>
APHIS	Animal and Plant Health Inspection Service (USDA)
APIM-BF	<i>Association professionnelle des institutions de microfinance du Burkina Faso</i>
APLS	<i>Association des vendeurs des produits locaux de Sikasso, Mali</i>
APROSSA	<i>Association pour la promotion de la sécurité et de la souveraineté alimentaires au Burkina</i>
ATP	Agribusiness and Trade Promotion Project
AU-NEPAD	Africa Union's New Partnership for Africa's Development
BRS	<i>Banque régionale de solidarité</i>
CAADP	Comprehensive Africa Agriculture Development Programme
CBO	Community-based Organization
CCR-B	<i>Conseil de Concertation des Riziculteurs du Bénin</i>
CET	Common External Tariff
CGAP	Consultative Group to Assist the Poor (World Bank)
CIC-B	<i>Comité interprofessionnel des céréales du Burkina Faso</i>
CILSS	<i>Comité permanent inter-états de lutte contre la sécheresse dans le Sahel</i>
CIR-B	<i>Comité interprofessionnel de riz du Burkina</i>
CIRIZ	<i>Comité de l'interprofession riz (Senegal)</i>
CORAF	West and Central African Council for Agricultural Research and Development (also known by the English acronym, WECARD)

COTR	Contracting Officer’s Technical Representative
CPI	<i>Conseil présidentiel de l’investissement (Senegal)</i>
CRSP	Collaborative Research Support Program
CSA	<i>Commissariat pour la sécurité alimentaire (Senegal)</i>
CTOP	<i>Coordination togolaise des organisations paysannes</i>
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DMDA	Dawanu Market Development Association
DOC	Day-old Chicks
E-ATP	Expanded Agribusiness and Trade Promotion Project
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
ERF	Environmental Review Form
ERR	Environmental Review Report
ETH	Eggs-to-Hatch
ETLS	ECOWAS Trade Liberalization Scheme
FACI	<i>Fabrication d’aliment composé ivoirien</i>
FAO	Food and Agriculture Organization (United Nations)
FAOSTAT	Statistical database of FAO
FARA	Forum for Agricultural Research in Africa
FERT	<i>Formation pour l’Epanouissement et le Renouveau de la Terre</i>
FEWS NET	Famine Early Warning System Network
FIFAM	<i>Fédération des intervenants de la filière avicole du Mali</i>
FTF	Feed the Future
GCCA	Global Cold Chain Alliance
GFSR	Global Food Security Response
GNAPF	Ghana National Association of Poultry Farmers
GRIB	Ghana Rice Inter-professional Body
HPAI	Highly Pathogenic Avian Influenza
IEE	Initial Environmental Examination
IFAD	International Fund for Agricultural Development
IFANET	Information Aid Network
IICEM	<i>Initiatives intégrées pour la croissance économique au Mali</i>
IICO	International Islamic Charitable Organization

INTSORMIL	International Sorghum and Millet (CRSP)
IPM	Integrated Pest Management
IPRAVI	<i>Interprofession avicole ivoirienne</i>
JAAL	<i>Journées agro-alimentaires</i>
M&E	Monitoring and Evaluation
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (Nigeria)
MDA	<i>Maison de l'aviculture (Burkina Faso)</i>
MEC FEPRODES	<i>Mutuel d'épargne et de crédit de la fédération des groupements et associations de femmes productrices de la région de Saint-Louis (Senegal)</i>
MIS	Market Information System
MP	Mobilizing Program
MTN	Mobile Telephone Networks
NAIP	National Agricultural Investment Program
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OIE	World Organization for Animal Health
OPA	<i>Observatoire des pratiques anormales</i>
PAMEL	<i>Projet d'aviculture moderne d'espèces locales (Burkina Faso)</i>
PAN	Poultry Association of Nigeria
PCE	<i>Projet de croissance économique (Senegal)</i>
PIVA	Partner Institutional Viability Assessment
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
RAO	Regional Agriculture Office (USAID/West Africa)
RCO	Regional Contracting Officer
RIFAN	Rice Farmers Association of Nigeria
ROPPA	<i>Réseau des organisations paysannes des producteurs agricoles de l'Afrique de l'Ouest</i>
RPCA	<i>Réseau de prévention des crises alimentaires (OECD)</i>
RTCF	<i>Réseau des transformatrices de céréales du Burkina Faso</i>
RVCC	<i>Réseau de veille commerciale des céréales (Burkina Faso)</i>
SIAGRO	<i>Salon international des industries et techniques agro-alimentaires (Senegal)</i>
SIPRA	<i>Société ivoirienne des productions animales (Côte d'Ivoire)</i>
SODEPAL	<i>Société d'exploitation des produits agro-alimentaires (Burkina Faso)</i>

SOFIGIB	<i>Société financière de garantie interbancaire du Burkina Faso</i>
SRC	<i>Société de recherche et de conception (Burkina Faso)</i>
SRI	<i>Système de riziculture intensive</i>
STOP AI	Stamping Out Pandemic and Avian Influenza (USAID)
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToT	Training of Trainers
TRG	Training Resources Group
UBA	United Bank for Africa
UCOVISA	<i>Union des coopératives du vivrier des savanes (Côte d'Ivoire)</i>
UEMOA	<i>Union économique et monétaire ouest africaine (also known under its English acronym, WAEMU)</i>
UERB	<i>Union des étuveuses de riz de Bagré (Burkina Faso)</i>
UNAFSA	<i>Union nationale des acteurs de la filière avicole (Senegal)</i>
UNAP	<i>Union nationale des aviculteurs professionnels (Benin)</i>
UNERiz	<i>Union nationale des étuveuses de riz du Burkina Faso</i>
UOFA	<i>Union des organisations de la filière avicole</i>
URC Nazinon	<i>Union régionale des coopératives d'épargne et de crédit du Nazinon (Burkina Faso)</i>
USAID	United States Agency for International Development
USAID/WA	USAID/West Africa
USDA	U.S. Department of Agriculture
USG	United States Government
UTE	<i>Union technique d'exécution (Burkina Faso)</i>
VAT	Value Added Tax
VCDP	Value Chain Development Plan
WA	West Africa
WATH	West Africa Trade Hub Project
WWB-G	Women's World Banking Ghana

I. INTRODUCTION

This annual progress report for the Expanded Agribusiness and Trade Promotion (USAID E-ATP) program covers the period from October 1, 2009 to September 30, 2010. The project was awarded on July 31, 2009 to a consortium led by Abt Associates and including CARANA, ACDI/VOCA, Banyan Global, JE Austin Associates, ASVELIS, and the Global Cold Chain Alliance (GCCA).

I.1 OVERALL PROJECT OBJECTIVES

The Expanded Agribusiness and Trade Promotion (USAID E-ATP) program expands on the interventions of the ongoing Agribusiness and Trade Promotion (ATP) program, which was launched in 2008. USAID E-ATP's primary objective is to 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 (FTF) 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).

USAID E-ATP also has an avian influenza (AI) component focused on approaching AI from the producer organization standpoint, and specifically finding ways for poultry producer organizations to increase their knowledge and implementation of biosecurity best practices and to partner with the public sector to respond to and contain outbreaks.

I.2 PROJECT STRATEGY

USAID E-ATP focuses on activities in key value chains (millet/sorghum, rice, and poultry) and along key transport/trade corridors where it can have a catalytic impact supporting West Africans to develop sustainable solutions to these constraints. Helping them do so will drive substantial increases in intra-regional trade during the project and contribute to their sustainability after the project ends. The project addresses a range of cross-cutting issues, including gender, the environment, and public-private alliances.

I.3 EXPECTED OUTCOMES

The USAID E-ATP consortium will implement integrated activities and programming to contribute to the following outcomes:

- Outcome 1: Significant reduction in 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.
- Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors.
- 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.

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

I.4 USAID E-ATP COMPONENTS AND TASKS AND THE ECOWAP INVESTMENT PLAN MOBILIZING PROGRAMS

USAID E-ATP makes significant contributions towards 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). The Economic Community of the West African States (ECOWAS) has its own agricultural policy, known as ECOWAP, which is the West African equivalent of CAADP at the regional level. The implementation of ECOWAP/CAADP is based on the implementation of national agricultural investment programs (NAIPs) as well as at regional agricultural investment programs. At the regional level, three mobilizing programs (MPs), outlined below, complement the NAIPs. The mobilizing programs are designed to accelerate the implementation of the regional agricultural policy. They reflect the ECOWAS Commission's strategic priorities for the transformation of the West African agricultural sector.

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

MP2. *Promoting an overall environment conducive to regional agricultural development*

MP3. *Reducing food vulnerability and promoting sustainable access to food*

Reflecting the priorities of the ECOWAP/CAADP mobilizing programs, USAID E-ATP is designed to 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 E-ATP outcomes and tasks and the various components of the ECOWAP Investment Plan is depicted in the table below. Throughout the main report, a mobilizing program (MP) number is included in parentheses following the title of each USAID E-ATP task.

I.5 USAID E-ATP 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, with a special focus on facilitating the trade in staple foods from surplus to deficit areas.

Task I.1.1: Build a policy advocacy plan and policy watch system.	MP2
Task I.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.	MP2
Task I.3.1: Conduct assessment of transport, handling and logistics to improve movement of selected commodities from surplus to deficit areas.	MP3
Task I.3.2: Reduce freight transport costs through improving value chain logistics.	MP1 MP3
Task I.3.3: Support private sector awareness-building on regulatory and policy issues.	MP2

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

Task I. 2.1: Validate quick-start analyses and develop value chain action plans.	MP1
Task I.2.2: Facilitate strong, sustainable horizontal and vertical linkages.	MP1 MP3
Task I.2.3: Strengthen the capacity of regional apex organizations.	MP1
Task I.2.5: Build and disseminate replicable business models to drive trade.	MP3

Outcome 3: More effective advocacy by regional private sector and other non-governmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade.

Task I.3.4: Support advocacy on regulatory and policy issues.	MP2
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Outcome 4: Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems and facilitation of market linkages.

Task I.2.4: Leverage USAID ATP MIS System to support USAID E-ATP commodities.	MP1 MP3
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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.

Task I.4.1: Build the capacity of poultry producers and producer organizations to reduce AI outbreaks.	MP3
Task I.4.2: Develop and disseminate models for public-private cooperation in AI control.	MP3

2. PROJECT APPROACH

2.1 TARGETED VALUE CHAINS AND SELECTED TRADE/TRANSPORT CORRIDORS

The USAID E-ATP value chains are rice, poultry and millet/sorghum. Because of limited resources, the project has elected to work along the broad Central-West African corridors, through which Sahelian countries (Mali, Burkina Faso, and Niger) and coastal countries (Côte d'Ivoire, Ghana, Togo, Benin, and Nigeria) trade with one another in the project's target value chains.

Rice



Poultry



Millet



Sorghum



2.2 PARTNERSHIPS IN IMPLEMENTATION

USAID E-ATP assists the regional inter-governmental organizations (ECOWAS, the West African Economic and Monetary Union or UEMOA, and the *Comité permanent inter-états de lutte contre la Sécheresse dans le Sahel* or CILSS), and supports regional and national umbrella organizations of producers, processors, and traders involved in the targeted value chains along the selected trade/transport corridors. Additionally, it looks for areas in which to work synergistically with the West Africa Trade Hub (WATH) and other USAID projects in the region.

3. HIGHLIGHTS OF ACHIEVEMENTS: PERFORMANCE INDICATOR REPORTING

3.1 INTRODUCTION

USAID E-ATP is designed to improve the efficiency of intra-regional trade by addressing a set of critical constraints, including: a poor enabling environment, particularly with regard to policy implementation; the absence of well-developed links across regional value chains; limited market information and support services, such as finance; physical and policy barriers related to transport; and poor private sector practices in supply-chain management contributing to very high transport costs.

USAID E-ATP made significant progress in FY10 toward achieving its major objective and other performance targets. In this narrative, we present general highlights of those achievements, followed by an analysis of the results associated with the project's main objective and a summary of achievements related to specific project activities.

3.2 GENERAL HIGHLIGHTS

Intra-regional trade in USAID E-ATP value chains (rice, poultry, and millet/sorghum) increased by over 12 percent in the past year, exceeding the target of 10 percent for the year. This result was achieved through a variety of activities, including capacity-building and direct technical assistance to key trade associations and their members, trade facilitation through a network of market facilitators in several countries, and regional commodity exchange events.

In specific project activity areas, the following highlights merit particular mention:

- Building on a regional consultative workshop for poultry value chain actors, USAID E-ATP undertook activities to streamline the procedures and policies for the trade in day-old chicks (DOC) between exporters in coastal countries and importers in Mali and Burkina Faso. These activities are part of project strategy to build the capacity of poultry producers and producer organizations to reduce Avian Influenza outbreaks.
- Over 35 participants representing the private sector, professional associations, national authorities, and bilateral support programs identified changes, actions, and measures to improve the competitiveness of the rice value chain and mitigate food insecurity in the region.
- Over 40 representatives of the millet/sorghum value chain from four countries in the region developed a set of changes, actions, and support measures to improve their industry.
- Workshop findings served as the basis for generating “quick-start” activities and overall value chain development plans. Quick-start activities began soon after the three workshops. Particular emphasis

was placed on establishing strong relations with key value chain partners. Similar attention was paid to close collaboration with bilateral programs in each USAID E-ATP country, with a view towards building on their achievements and learning from their experiences.

- Value chain development plans (VCDP) were completed for all three USAID E-ATP value chains. Each VCDP summarizes the current market dynamics and challenges, outlines USAID E-ATP's vision and strategies for achieving change in value chain competitiveness across the region, and provides detailed objectives and activities corresponding to the overarching strategies. Implementation of the three VCDPs started as soon as the strategic documents were completed.
- The USAID E-ATP capacity building specialist conducted a SWOT analysis of over 20 professional organizations involved in USAID E-ATP's three value chains. SWOT analysis is a framework for analyzing an organization's strengths, weaknesses, opportunities and threats for a core function. Four of those organizations underwent detailed Partner Institutional Viability Assessments (PIVAs). For each organization, emphasis was placed on governance and leadership, financial resources, human resources, programming and budgeting, advocacy and lobbying, services to members, and aptitude to change.
- The USAID E-ATP policy team traveled throughout the region to identify policy barriers hampering intra-regional trade in USAID E-ATP value chains. Through its fieldwork, the team was able to validate previously identified barriers, identify several new barriers, and develop an approach to dismantling them through a policy watch system for dispute resolution. While such a system currently exists under the West African Economic and Monetary Union (UEMOA), it is infrequently used. Under the Economic Community of West African States (ECOWAS), a similar system has been discussed but has yet to be put into place.
- USAID E-ATP maintained collaborative relations with other USG partners, particularly with bilateral and regional programs involved in the agricultural and animal health sectors. These include: the Economic Growth Project or *Projet de croissance économique* (PCE), USAID/Senegal; the Integrated Initiative for Economic Growth in Mali or the *Initiatives intégrées pour la croissance économique au Mali* (IICEM), USAID/Mali; the Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (MARKETS) project, USAID/Nigeria; and the Agricultural Development and Value Chain Enhancement (ADVANCE) project, USAID/Ghana.
- USAID E-ATP played a critical role in facilitating improved biosafety and other practices that led to the recent key decision to lift the ban on poultry trade between Burkina Faso and Côte d'Ivoire in late FY10.
- USAID E-ATP has been very active in efforts to incorporate the gender dimension into its major activities.

As can be seen in Table 1 and Table 2 below, USAID E-ATP exceeded its targets in over 60 percent of the indicators (9 out of 14 indicators).

TABLE I: USAID E-ATP PERFORMANCE INDICATORS AND TARGET

Objective/Outcome Indicator	Target FY10	Achieved FY10	Target FY11	Target FY12
Increase in the aggregate value of intra-regional exports of targeted agricultural commodities as a result of USAID E-ATP program assistance	10%	12.3%	21%	33%

Program Element: Agriculture Enabling Environment

Number of policy reforms presented for legislation/decision as a result of USAID E-ATP program assistance	2	2	2	3
Percent reduction in transport obstacles per 100 km	8%	0	16%	23%
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	2	2	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).	5%	0	15%	25%

Program Element: Agricultural Sector Productivity

Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$million; cumulatively over the baseline)	0.5	1.12	2.5	4
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)	0	0	4	5
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)	3,000	5,847	5,000	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.	0	0	2	2

TABLE 2: USAID E-ATP OUTPUT INDICATORS AND TARGETS

Indicator/Target	Target FY10	Achieved FY10	Target FY11	Target FY12
Program Element: Agriculture Enabling Environment				
Number of policy reforms analyzed as a result of USG assistance	2	3	4	6
Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	4	22	8	12
Number of individuals who have received short-term agricultural enabling environment training as a result of USG assistance (men and women)	50	142	100	125
Program Element: Agricultural Sector Productivity				
Number of new technologies or management practices made available for transfer as a result of USG assistance	3	5	6	8
Number of producer organizations, water users associations, trade and business associations and community-based organizations (CBOs) assisted as a result of USG interventions	7	36	14	21
Number of agricultural-related firms benefiting directly from interventions as a result of USG assistance	10	39	20	30
Number of PPPs formed as a result of USG assistance	3	0	6	8
Number of individuals who have received short-term agricultural sector productivity training with USG assistance (men and women)	2,500	370	5,000	6,500
Number of women's organizations/associations assisted as a result of USG interventions	10	14	15	20

3.3 MAIN OBJECTIVE: INCREASE IN THE AGGREGATE VALUE OF INTRA-REGIONAL TRADE IN TARGETED USAID E-ATP AGRICULTURAL COMMODITIES IN WEST AFRICA

This objective is measured by the percent change in the value of intra-regional exports of USAID E-ATP commodities as a result of project assistance. To measure the increase in intra-regional trade, USAID E-ATP has proceeded as follows:

- Collect baseline data on trade in its three value chains: rice, poultry, and millet/sorghum.
- Collect trade data continuously. Data collected are analyzed and summarized on a monthly, quarterly and annual basis.
- Collect trade data by commodity, country of origin, and destination country. It is critical to note that those data are limited to the export operations of partner organizations whose trade USAID E-ATP facilitates.

USAID E-ATP does not measure all regional trade in the commodities under consideration, but only a subset of that trade in which USAID E-ATP is involved directly through market facilitation, MIS to improve market knowledge, and other activities to reduce transport and policy barriers to regional trade.

It is important to note that the main indicator USAID E-ATP is using has all the desirable features on which most practitioners agree: it is direct, objective, adequate and reliable. It is direct because it measures as closely as possible the result it is intended to measure. It is objective because it is not associated with any ambiguity about what is being measured and what kind of data should be collected. It is adequate because it satisfactorily measures the result in question without the need for any companion indicators to measure the same result, and it is reliable because it is supported by primary data collected from dependable sources and using a rigorous data-quality control mechanism.

USAID E-ATP selected data collection partners to document rice, poultry, and millet/sorghum trade flows within the region as described above. Data flows depict the movement of USAID E-ATP value chain commodities from surplus to deficit areas both across countries and within each country where inter-country trade in a particular commodity is not significant. Baseline data (October 2008 — September 2009) and intra-regional trade flows for FY10 were collected in Ghana, Nigeria, Burkina Faso, Côte d'Ivoire, Mali and Senegal.

Table 3 depicts intra-regional trade flows by commodity. As can be seen in the table, trade in USAID E-ATP commodities has increased by nearly 17 percent (from \$34 million to \$40 million). The increase was highest for parboiled rice (45 percent), followed by sorghum (23 percent) and millet (18 percent). Intra-regional trade in poultry decreased by over 10 percent for two reasons. First, the trade restrictions associated with Avian Influenza were an overwhelming factor. Lifting trade restrictions in poultry products between Côte d'Ivoire and Burkina Faso in 2010 — a development in which USAID E-ATP played a critical role — came too late in the fiscal year to have any significant impact on trade flows between the two countries; it is expected that the situation will improve in early FY11 and beyond. Second, the numerous constraints to a better DOC transport system cause participants to import from Europe and other overseas sources rather than purchasing within the region.

TABLE 3: INTRA-REGIONAL TRADE IN USAID E-ATP VALUE CHAINS: INCREASE IN VALUE FROM FY09 TO FY10

Marketing Channel	Baseline (Oct 08-Sept09) \$million	Trade (Oct09-Sept10) \$million	Percent Increase
Millet	10.96	12.89	17.60
Sorghum	10.93	13.44	22.96
Poultry (DOCs)	7.65	6.77	(11.50)
Parboiled Rice	4.89	7.07	44.58
Total Trade	34.43	40.17	16.67

3.4 OTHER ACHIEVEMENTS

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

Poultry value chain stakeholders presented two policy reforms for legislation/decision with support from USAID E-ATP:

- **Removing the trade ban on poultry products between Burkina Faso and Côte d'Ivoire.** Through a series of workshops organized with public and private poultry value chain stakeholders, the project raised stakeholder awareness of the impact of the trade ban on poultry products, which most countries in the region had enacted following the 2006 Avian Influenza (AI) outbreaks. USAID E-ATP efforts contributed to lifting the ban between Burkina Faso and Côte d'Ivoire in August 2010.
- **Government support to the Ghanaian poultry industry.** USAID E-ATP supported the Ghana National Association of Poultry Farmers (GNAPF) to analyze options for Ghana's trade policy regarding poultry meat imports and make proposals to Ghanaian decision-makers. While the Government of Ghana was hesitant about modifying import taxes on poultry products, it agreed to take GNAPF's request as a "case study" on how farmer organizations can voice their concerns with the Government through the Tariff Advisory Board. To this end, the Tariff Advisory Board organized a workshop in April 2010 under the auspices of the Ministry of Trade and Industry on how private sector associations can petition the appropriate authorities.

Policy reforms for rice and millet/sorghum value chains, such as those relating to the equivalence of phytosanitary certificates or to the value-added tax applied at border posts, will be presented for legislation/decision in FY11.

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

In FY10 USAID E-ATP identified key intra-regional trade corridors for each of its target value chains:

- **For rice:** Bobo Dioulasso (Burkina Faso) – Bamako (Mali) – Dakar (Senegal).
- **For Poultry:** Due to intra-regional trade restrictions on poultry and eggs since the AI outbreaks and until August 2010, official intra-regional trade was limited to eggs-to-hatch and day-old-chicks transported by air from Senegal to Mali/Burkina Faso. USAID E-ATP did not initially select an intra-regional road transport corridor for this value chain. However, in August 2010, Burkinabé and Ivorian authorities lifted the trade ban on poultry products between the two countries and in September 2010, USAID E-ATP selected the Bobo-Dioulasso (Burkina Faso) – Abidjan (Côte d'Ivoire) corridor to monitor road harassment for poultry trade between the two countries.
- **For millet/sorghum:** Bobo Dioulasso (Burkina Faso) – Bamako (Mali) – Dakar (Senegal), and Sikasso (Mali) – Abidjan (Côte d'Ivoire).

Along these corridors, USAID E-ATP recruited and trained four assistants to conduct road harassment surveys (number of checkpoints, time spent, and value of bribes). Since no baseline or FY10 data were collected during the year, the 8 percent reduction in transport obstacles per 100 km was not achieved. The baseline data will be estimated in the first quarter of FY11.

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

The project achieved its target of two by assisting rice, poultry and millet/sorghum value chain stakeholders in making recommendations on free intra-regional trade in agricultural commodities during the roundtable organized in July 2010 by the Forum for Agricultural Research in Africa (FARA) on *Promoting Access to Regional and International Markets for Africa's Agricultural Commodities*. This is an important dialogue milestone as the roundtable recommendations will be discussed with counterparts from the African Union responsible for implementing CAADP.

The second dialogue milestone was reached when USAID E-ATP assisted the GNAPF in making a representation to and entering into dialogue with the Ghanaian Tariff Advisory Board in order to revise tax and other support policies for the poultry sector. Following this presentation, the Ghanaian authorities decided to use the poultry value chain as a "case study" on tariff revision.

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 \$1.12 million, well beyond the target of \$0.5 million. Amounts mobilized/leveraged were as follows: \$762,000 for rice, \$34,000 for poultry, \$224,000 for millet, and \$135,000 for sorghum. The mechanisms USAID E-ATP used to mobilize/leverage these funds consisted mainly in technical assistance to develop business plans, and in facilitating cereal transactions during the international cereals commodity exchange that USAID E-ATP supported in Burkina Faso by the end of 2009. For the rice value chain, most of the funds were mobilized/leveraged through procurement contracts signed between rice suppliers and the Burkinabé food security agency, following the technical assistance USAID E-ATP provided during the cereals commodity exchange event.

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 a 5 percent reduction in average transportation and logistics costs in FY10 (see Table 1) because the initial three assessments on transport and logistics costs could not be conducted during the year. These assessments are planned for early FY11.

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)

The project organized four initial Partner Institutional Viability Assessments (PIVA) for its key partners in rice (*Comité interprofessionnel du riz du Burkina, CIR-B*), poultry (*Union des organisations de la filière avicole d'Afrique de l'Ouest, UOFA*), and millet/sorghum (*Association pour la Promotion de la sécurité et de la souveraineté alimentaires, APROSSA*), and *Association Malienne pour la sécurité et la souveraineté Alimentaires, AMASSA*). The FY10 target was 0 as it is only in the second year. When progress PIVAs are conducted, performance improvements of the partner organizations can be measured.

Number of users of regional MIS

The USAID E-ATP-sponsored Esoko market information platform registered nearly 6,000 new users requesting market information on rice (3,737), millet (1,116) and sorghum (994). No user requested information on poultry products as those are not yet integrated in the Esoko platform. USAID E-ATP

exceeded the annual target for this indicator (3,000 users), primarily because it organized numerous information and training workshops on market information for the benefit of 115 participants (including 27 women) from 26 partner associations and 6 different countries. USAID E-ATP also launched its market information activities in Nigeria (using the Esoko platform) in partnership with Information Aid Network (IFANET) and the Dawanau Market Development Association.

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

Since no progress PIVAs were scheduled for FY10, the target for the number of institutions/organizations falling under this heading was set at 0%. In FY10 USAID E-ATP conducted a baseline PIVA with UOFA, which specifically discussed and scored services the organization provides to its members to prevent AI outbreaks and transmission. Progress made by this regional organization and some of its national chapters will be scored in FY11 through a progress PIVA.

Number of policy reforms analyzed as a result of USG assistance

The project exceeded its target (two) for the year by analyzing and documenting three policies:

- **Value-added tax (VAT) policy:** Inconsistent application of the rules on VAT is one of the biggest complaints of the USAID E-ATP value chain stakeholders. While the UEMOA countries appear to have harmonized VAT policy, exploring the details of VAT assessment on agricultural products shows considerable variation. The ECOWAS countries have made only slight progress towards harmonizing their VAT rates so far, but the ECOWAS harmonization process may present the opportunity to broaden the list of food security crops for which the VAT rate is zero. USAID E-ATP has developed a policy brief on this issue.
- **ECOWAS rice tariff policy:** The biggest stimulus for increasing intra-regional trade in rice in West Africa will come from the adoption of the ECOWAS Common External Tariff (CET), accompanied by the proper application of the rules governing trade in rice among countries. With seven different rice tariffs currently being applied, reflecting ECOWAS member countries' long-standing philosophies and practices, agreement on a single tariff rate will not be easy. Once the rice tariff is decided, immediate action should be taken to promote the free movement of rice between countries. USAID E-ATP has developed a paper providing practical policy measures to facilitate the trading of rice across borders.
- **Ghana policy options in the poultry trade.** USAID E-ATP drafted a policy paper in which it analyzed Ghana's policy options for poultry. The analysis describes the present state of Ghana's poultry industry, Ghana's WTO and regional commitments, and lays out the policy options available.

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

USAID E-ATP conducted competency assessments for 22 potential partner organizations in the rice, poultry and millet/sorghum value chains (see list in Table 4 below). Each of these 22 organizations underwent a strengths, weaknesses, opportunities, and threats (SWOT) analysis to assess their ability to contribute to USAID E-ATP's primary objective.

TABLE 4: ORGANIZATIONS THAT UNDERWENT A COMPETENCY ASSESSMENT AS A RESULT OF USAID E-ATP ASSISTANCE

Country	Value Chain	Professional organizations
Ghana	Poultry Rice	Ghana National Association of Poultry Farmers (GNAPF) Ghana Rice Inter-Professional Body (GRIB)
Mali	Poultry Millet/sorghum	Fédération des Intervenants de la Filière Avicole du Mali (FIFAM) Association Malienne pour la Sécurité et Souveraineté Alimentaires (AMASSA) Assemblée Permanente des Chambres d’Agriculture du Mali (APCAM)
Senegal	Poultry Rice Millet Sorghum	Union Nationale des Acteurs de la Filière Avicole (UNAFA) Comité de l’Interprofession Riz (CIRIZ) Commissariat pour la Sécurité Alimentaire (CSA)
Cote d’Ivoire	Poultry Rice	Interprofession Avicole Ivoirienne (IPRAVI) Association Nationale des Riziculteurs de Côte d’Ivoire (ANARIZ-CI)
Nigeria	Poultry Millet Sorghum Rice	Poultry Association of Nigeria (PAN) Dawanau Market Development Association (DMDA) Rice Farmers Association of Nigeria (RIFAN)
Burkina Faso	Poultry Millet Sorghum Rice	Maison de l’Aviculture (MDA) Comité Interprofessionnel des céréales (CIC-B), Association pour la Promotion de la Sécurité et Souveraineté Alimentaires (APROSSA) Réseau de Veille Commerciale des Céréales (RVCC) Comité Interprofessionnel de Riz du Burkina (CIR- B)
Togo	Poultry Rice	Association Nationale des Professions Avicoles du Togo (ANPAT) Coordination Togolaise des Organisations Paysannes (CTOP)
Benin	Poultry Rice	Union Nationale des Aviculteurs Professionnels (UNAP) Conseil de Concertation des Riziculteurs du Bénin (CCR-B)

Four of these organizations (CIR-B, UOFA, APROSSA, AMASSA) were then evaluated in-depth through initial PIVAs (see above).

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

In FY10, USAID E-ATP trained 142 individuals (including 20 women) in agricultural enabling environment topics, exceeding the annual target of 50. USAID E-ATP asked its partners to consider gender equity and also offer the opportunity to their women members to attend the activities; the target of trained women (10) has also been exceeded.

USAID E-ATP facilitated the participation of 90 men and 13 women to three “road shows” aimed at sensitizing transporters, traders, and other stakeholders not to pay illegal fees along corridors and at the borders. Journalists also benefited from this program. In the poultry value chain, the project organized a capacity building workshop for public and private poultry value chain stakeholders on the conditions for lifting trade bans in intra-regional trade. Over 20 men and 7 women attended this workshop. In addition, USAID E-ATP coached 9 professional organization executives in preparation for a roundtable organized by FARA on Promoting Access to Regional and International Markets for Africa’s Agricultural Commodities.

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

A total of five technologies and management practices have been transferred to value chain partners.

- A traceability model for DOC production farms.
- Best practices for selecting millet and sorghum varieties adapted to the needs of cereal processors.
- Best contracting practices in intra-regional cereal transactions.
- A mobile money transfer and payment technology developed by INOVA Services to be used by value chain stakeholders to e-transfer money within or between countries.
- Best practices in bank negotiation for regional trade financing.

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 36 producer and trade organizations (including 14 women organizations) against a target of 7.
- USAID E-ATP's assistance consisted of building the capacity of these organizations to monitor intra-regional trade data, develop business plans, develop action plans, or access the Esoko platform.
- Targets were exceeded due to institutional factors: since no regional rice and millet/sorghum organization existed, the project had to work directly with national and local cereal organizations. USAID E-ATP is now working in close collaboration with USAID ATP to put in place a regional cereal network, which could form the basis for a formal West African grain organization in the next few years.

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

A total of 39 agriculture-related firms benefited from direct USAID E-ATP interventions in FY10, including the following:

- Rice processors (11): SANDIA, CODERIZ, GRENIER DU FASO, Wend Malgré de CODENI, OCADES, CODERI, SAWADOGO ABDOULAYE, Wend Yam Malgré, SOKIMEX, Wend Konta.
- Poultry farms (10): *Projet d'aviculture moderne d'espèces locales (PAMEL)*, *Ferme Ouattara Ali dit Nanan Issa (FOANI SERVICES/Domaine de l'Est Agni)*, *Société ivoirienne des productions animales (SIPRA)*, *PROVETO*, *Fabrication d'aliment composé ivoirien (FACI)*, *Aliment de Côte d'Ivoire (ALCI)*, *AVIPROD*, *SEDIMA*, *PRODAS*, *CAM*.
- Millet/sorghum processors (18): *Société d'exploitation des produits agroalimentaires (SODEPAL)* *Société*

de recherche et de conception (SRC), Entreprise Mariame et Fatoumata, Lamogoya, NAFAMA, Entreprise de transformation des céréales locales, produit naturel, BADEMA Wendmagda, Bon gout, entreprise Traoré et Fils, Chez Mimi, Unité de maltage de Ouidtenga, Association femmes enfants plus, DJIGUI ESPOIR, NOOMDE, Centrale de transformation des produits agricoles, SUCCULENCE, Entreprise Ouédraogo Baguian Asséta.

USAID E-ATP's assistance consisted mainly of (i) sponsoring the participation of firms to trade fairs, (ii) providing capacity building services (e.g. in the selection of the best sorghum or millet variety adapted to the needs of processors), (iii) supporting the development of business plans, and (iv) trade data collection and analysis.

The target (10) was exceeded largely because there is a myriad of small-scale companies in the millet/sorghum value chain, most of which are women-owned and women-led businesses involved in processing.

Number of PPPs formed as a result of USG assistance

In FY10, USAID E-ATP identified six PPPs: two in the rice value chain, one in the poultry value chain, and three in the millet/sorghum value chain to boost the untapped regional market for processed millet and sorghum products. Although the project did not meet its FY10 target (three), it expects to meet its cumulative target (six) by the end of FY11.

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

The number of individuals who received short-term agricultural sector productivity training was 370 (including 95 women), well below the target of 2,500 individuals. The main reason for this gap is that most technical capacity building plans were developed with key partners at the beginning of the main cultivation period, too late to start production-related training programs as farmers are not available during the cropping season. USAID E-ATP will easily catch up in FY11 and the planned cumulative total of 5,000 individuals will be achieved.

Training programs that USAID E-ATP organized during the last quarter of FY10 focused on the Rice Intensification System (SRI), rice parboiling practices, biosecurity in poultry farms, the use of market information to increase revenues, and trade data monitoring and use by value chain organizations.

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

USAID E-ATP assisted 14 women-organizations, exceeding its target (ten), because of a deliberate effort to incorporate gender equity into its value chain activities. Assisted women organizations are as follows:

- *Union des groupements des femmes étuveuses de Sourou*
- *Union des groupements des femmes étuveuses de Bama*
- *Union des étuveuses de riz de Bagré (UERB)*
- *Union départementale des transformatrices/étuveuses de Banzon*
- *Union des productrices de Kandi*

- *Coopérative des étuveuses de Kandi*
- *Coopérative des femmes pour la production/transformation et la commercialisation du vivrier de la Marahoué*
- *Association des femmes de SAMO*
- *Nyebu bi yoona Rice Processors*
- *Single Mothers' Association*
- *GIE Agropastoral Kandé Alassane Ziguinchor*
- *Femmes pratiquant l'étuvage du riz d'Avétonou*
- *Groupement des étuveuses de Gayéri*
- *Etuveuse – Groupement agro-pastoral d'Anié*

3.5 CHALLENGES

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

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

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

Policy barriers. Removing policy barriers is a long, protracted process. At the regional level, ECOWAS still lacks the capacity to monitor and implement its measures. At the national level, advocacy groups make slow progress and struggle to maintain their momentum.

3.6 LESSONS LEARNED

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

Revise strategies when necessary. The challenges encountered with some policy barriers to trade demand that the project adjust its strategy of strengthening private sector advocacy campaigns to include providing better information to public authorities, for example on the level of cereal stocks in the country

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

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

4.1 TASK 1.1.1: BUILD A POLICY ADVOCACY PLAN AND “POLICY WATCH SYSTEM” (MP2)

Posting a USAID ATP and E-ATP Policy Advisor to ECOWAS

In FY10 USAID ATP and E-ATP posted a policy advisor to the ECOWAS Commission to make collaboration with ECOWAS more effective. Closer collaboration was made possible not only with the Agriculture Department, where the policy advisor is located, but also with other ECOWAS departments, whose activities have a bearing on the development of agricultural trade. This is all the more important because USAID ATP and E-ATP’s emphasis on intra-regional trade expansion entails collaboration with many ECOWAS departments, including those covering customs, trade, transport, private sector and communications.

The presence of the policy advisor at ECOWAS is helping bridge the divide between the ECOWAS Agriculture Department and the other ECOWAS departments, thus strengthening the Agriculture Department’s capacity to address trade policy concerns more effectively.

Identifying policy barriers to expanded trade in USAID E-ATP value chains

The USAID E-ATP policy team traveled to Ghana, Burkina Faso, and Senegal to identify policy barriers hampering intra-regional trade in USAID E-ATP value chains. During those visits, they met with regional officials from the ECOWAS Commission (in Senegal and Ghana), national officials from Burkina Faso, Ghana, and Senegal, private sector actors, and NGOs. Through those meetings and other fieldwork, the team was able to validate previously identified barriers, identify several new barriers, and develop an approach to dismantling them through a policy watch system for dispute resolution.

The policy team collaborates with ECOWAS on the policy watch system

During the final quarter of FY10, the policy team, which includes the USAID ATP and E-ATP policy advisor posted at the ECOWAS Commission in Abuja, Nigeria, made considerable progress in developing its concept to improve the dispute resolution system operating in the ECOWAS and UEMOA context. The policy watch system involves public sensitization on regional trading rules in order to give economic operators in the three USAID E-ATP value chains a stronger voice vis-à-vis national governments and regional integration bodies. While such a system currently exists under UEMOA, it is infrequently used. Under ECOWAS, a similar system has been discussed but has yet to be put into place.

An effective policy watch system requires strengthening the advocacy capabilities of value chain associations to determine whom best to approach in the national governments and regional bodies in the case of complaint by a value chain stakeholder. Lacking at the national level is an effective national committee on ECOWAS matters that is capable of receiving such complaints from stakeholders and interfacing with the ECOWAS (or UEMOA) Commission. While each country has one or more committees tasked with interacting with ECOWAS, such committees are not “user-friendly” for dispute resolution, nor are they proactive in ensuring implementation of regional trading rules. Also missing at the level of the regional bodies is active involvement in dispute resolution to serve as a “market regulator” in fielding complaints and taking action to ensure that member states comply with their commitments to free trade.

On June 16-17, 2010, a detailed outline of the policy watch system was presented in Accra to members of the ECOWAS Commission and the national administration in Ghana. Participants proposed that the policy watch system be used first to resolve the policy barriers to trade identified for the three USAID E-ATP value chains.

The policy team has made significant progress on raising awareness of seasonal export restrictions, a primary barrier to increased intra-regional trade. An ECOWAS internal team is being formed with a view to developing specific language prohibiting such export restrictions and inserting it into regional trading rules. A complementary objective of the ECOWAS internal team is to establish a policy watch system to address national governments’ actions to impose export restrictions.

The USAID E-ATP and ATP policy team collaborates with bilateral projects

The USAID E-ATP and ATP policy team worked in close collaboration with the West Africa Trade Hub to ensure the completion of a gap analysis study. The objective of this study was to determine the implementation status of the ECOWAS free trade area, known as the ECOWAS Trade Liberalization Scheme (ETLS). ETLS emphasizes the free movement of transport, goods and persons within ECOWAS, including removal of all tariff and non-tariff barriers to trade. A joint workshop was organized in June 2010 to enable the two USAID projects to present the results of the study to ECOWAS and value chain actors.

The policy team worked closely with USAID/Senegal PCE, a USAID-financed bilateral project working in several of the same value chains. PCE has been tasked with assisting Senegal’s Presidential Investment Council (*Conseil présidentiel de l’investissement* or CPI) to prepare for a border conference between Senegal and Mali in November 2010. CPI has established four working groups (agriculture, livestock, merchandise, and cross-cutting issues), which had met several times before that date to develop national positions on relevant cross-border issues.

In response to a PCE request, the USAID E-ATP policy team participated in a CPI-launch workshop, which involved over 60 participants. At the workshop, the policy team presented an overview of the regional trading system under ECOWAS and UEMOA and the specific regional trading rules affecting the three USAID E-ATP value chains. With regard to rice, for example, the presentation discussed the impact of customs tariffs or “taxes of equivalent effect;” recommendations against the application of VAT on imported products when it is not assessed on domestic sales; the persistence of non-tariff barriers, such as frequent control checkpoints or technical barriers to trade that should have been eliminated under the regional trading rules; and the documentation necessary for the free movement of rice across borders. Information on the regional trading rules applicable to USAID E-ATP products has also been made available to the bilateral USAID/Mali IICEM.

4.2 TASK 1.1.1: 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 (MP2)

The quick-start analyses in the rice, poultry and millet/sorghum sectors that USAID E-ATP conducted in FY10 (see Task 1.2.1 below) included examinations of regional trade and policy issues affecting these three value chains. Relevant findings were used to draft value chain assessment reports presented for discussion during the rice, poultry and millet/sorghum regional workshops.

The rice value chain analysis, which pulled pertinent material from the recent regional assessments of the rice value chain, identified critical policy barriers. These barriers represent important challenges for stakeholders in expanding their output market and obtain the appropriate inputs, notably the rice seed needed to improve the competitiveness of locally produced rice with imported rice.

In the regional poultry value chain, policies and regulations designed to prevent the spread of AI were identified as the most significant challenge to increasing intra-regional trade in poultry and poultry

A turning point in removing the ban on AI-related trade restriction

Burkina Faso lifted its AI-related import restrictions on poultry products from Côte d'Ivoire in August 2010. This defining moment came about in large part due to a series of USAID E-ATP activities, including: a workshop for national veterinarians in Ouagadougou; participation in the strategic planning workshop in Bamako of the regional poultry chain association UOFA; and short-term technical assistance on biosafety in Burkina Faso, Ghana and Côte d'Ivoire, followed by an August 2010 workshop on biosafety in Accra.

USAID E-ATP will continue its effort to remove similar bans between Ghana and Burkina Faso, and Ghana and Togo, and ultimately throughout the region.

products. Outbreaks of AI in Ghana and Côte d'Ivoire in 2006 resulted in the closing of these countries' borders to trade in poultry and poultry products. Niger and Nigeria also do not allow trade in poultry products. Burkina Faso, which declared AI outbreaks in 2006, imports day-old chicks from Côte d'Ivoire and would like to resume exports of local chicken and guinea fowl to Côte d'Ivoire, but these exports remain banned.

The avian influenza outbreak of 2006 put an effective halt to trade in day-old chicks (DOC) and eggs-

to-hatch (ETH) between key supply countries along the coast and poultry farmers in Mali and Burkina Faso. Since there is presently no process for declaring affected countries clear of AI, the trade ban is still in effect.

However, USAID E-ATP has identified opportunities for certified, individual suppliers of DOC and ETH in supplier countries such as Ghana and Côte d'Ivoire to export inputs to buyers in Mali and Burkina Faso. Developing these opportunities was the primary focus of numerous exchanges between USAID E-ATP and the veterinary service departments in the four above-mentioned countries and Senegal, as well as with poultry input suppliers and buyers in each country. These efforts produced a general agreement and willingness among these stakeholders to formalize procedures allowing intra-regional trade in DOC and ETH, to sit with other regional stakeholders to make these explicit, and to identify how to put the procedures into practice.

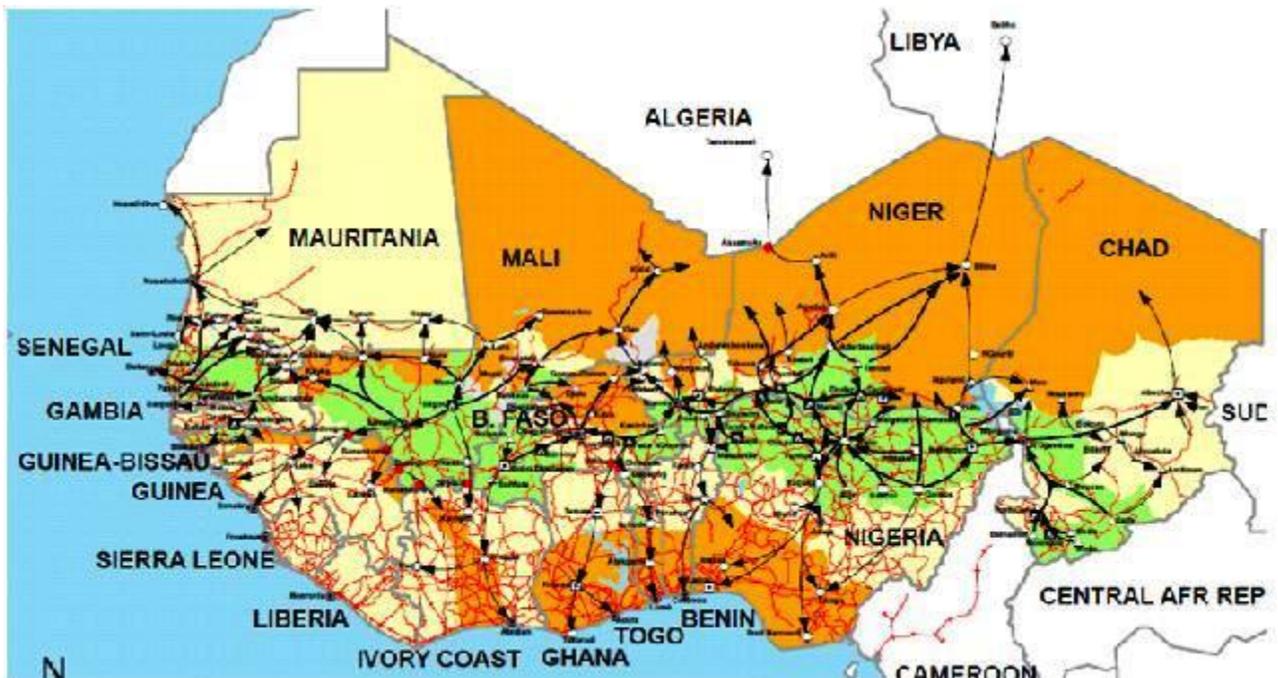
4.3 TASK 1.3.1: CONDUCT ASSESSMENT OF TRANSPORT, HANDLING AND LOGISTICS TO IMPROVE MOVEMENT OF SELECTED COMMODITIES FROM SURPLUS TO DEFICIT AREAS (MP3)

USAID E-ATP aims to reduce transport costs and increase the efficiency of logistics and handling in value chain management along intra-regional transport corridors in order to achieve more efficient transport of staple foods between surplus and deficit areas. In FY10, USAID E-ATP organized an initial analysis of selected transport corridors for millet/sorghum and rice, and set up a network of surveyors to collect road harassment data along target transport corridors.

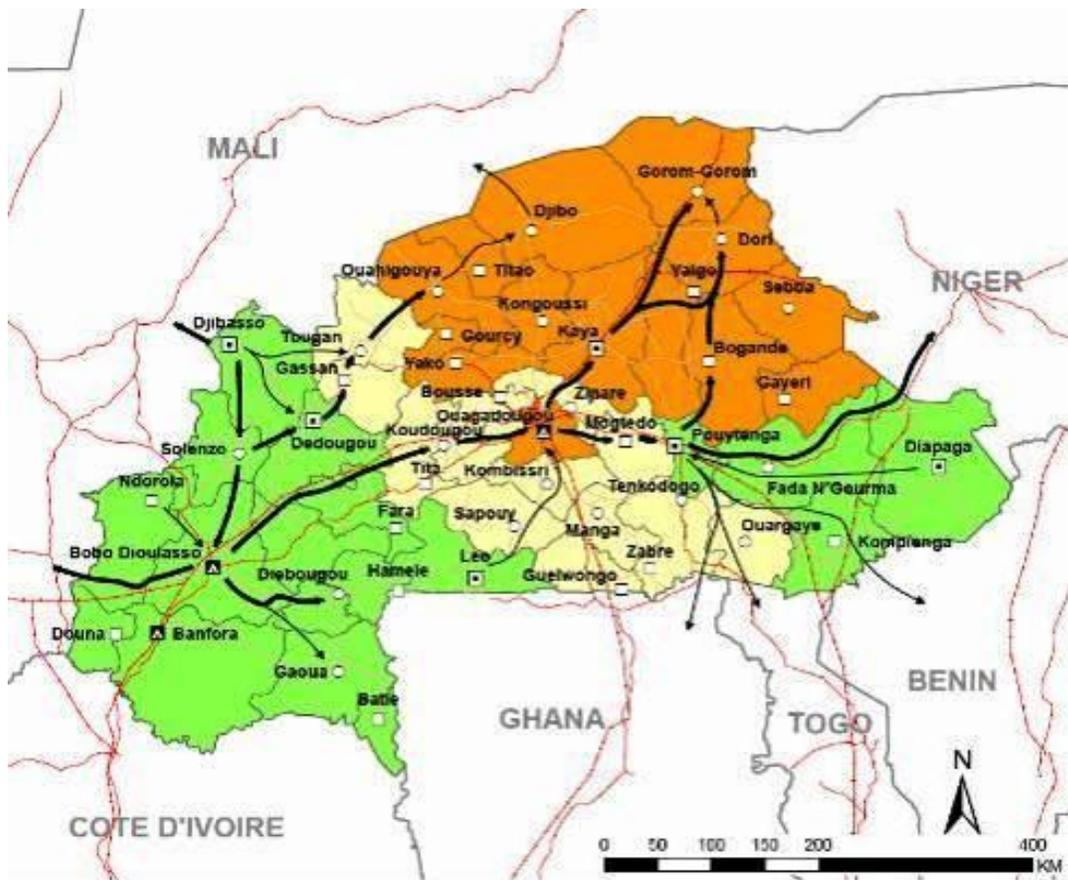
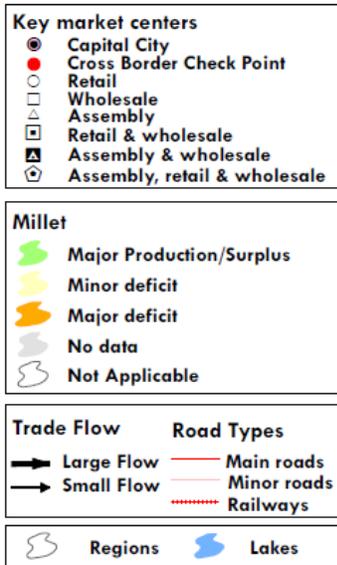
Initial transport barriers assessments

In Accra on January 27-28, 2010, USAID E-ATP conducted consultative workshops for rice and poultry value chain stakeholders; the millet/sorghum consultative workshop took place in Ouagadougou on March 29-30, 2010. The three workshops were instrumental in identifying: (i) production (surplus) and consumption (deficit) areas for the value chain products at the regional and national levels (see maps below for millet in West Africa and in Burkina Faso, and for rice in West Africa); (ii) major constraints in transport and logistics; and (iii) stakeholder partners in transport and logistics. In FY11, USAID E-ATP will conduct in-depth transport, handling and logistics assessments for each value chain, and build on these assessments to implement training workshops for truckers and traders and promote best practices in value chain logistics.

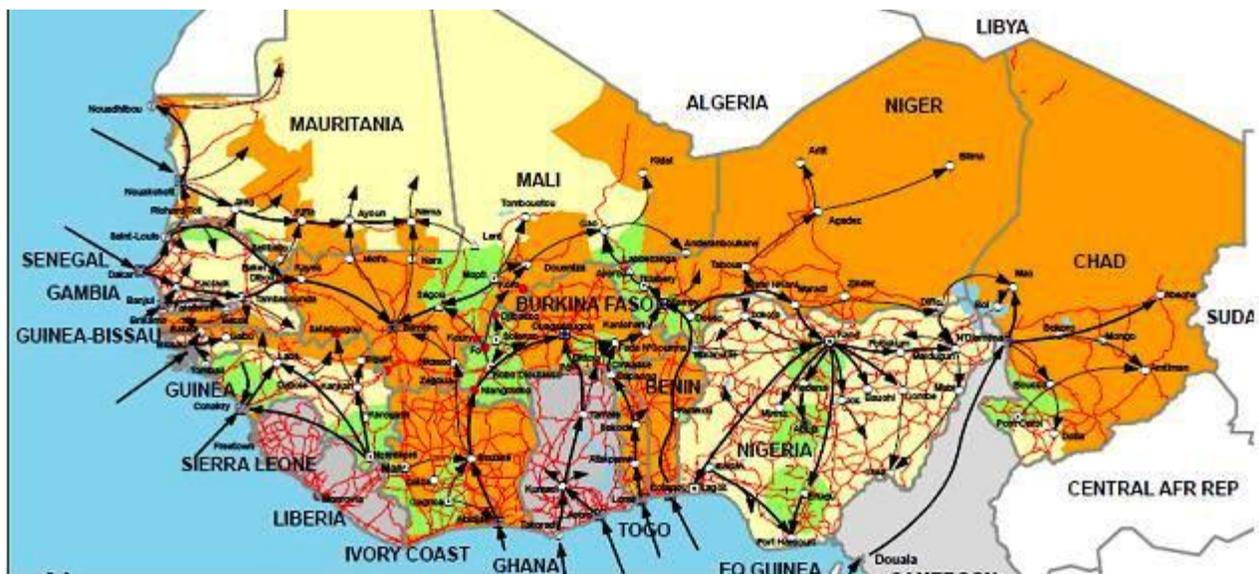
**SURPLUS AND DEFICIT AREAS FOR MILLET IN WEST AFRICA
(SOURCE: FEWSNET)**



SURPLUS AND DEFICIT AREAS FOR MILLET IN BURKINA FASO (SOURCE: FEWSNET)



SURPLUS AND DEFICIT AREAS FOR RICE IN WEST AFRICA (SOURCE: FEWSNET)



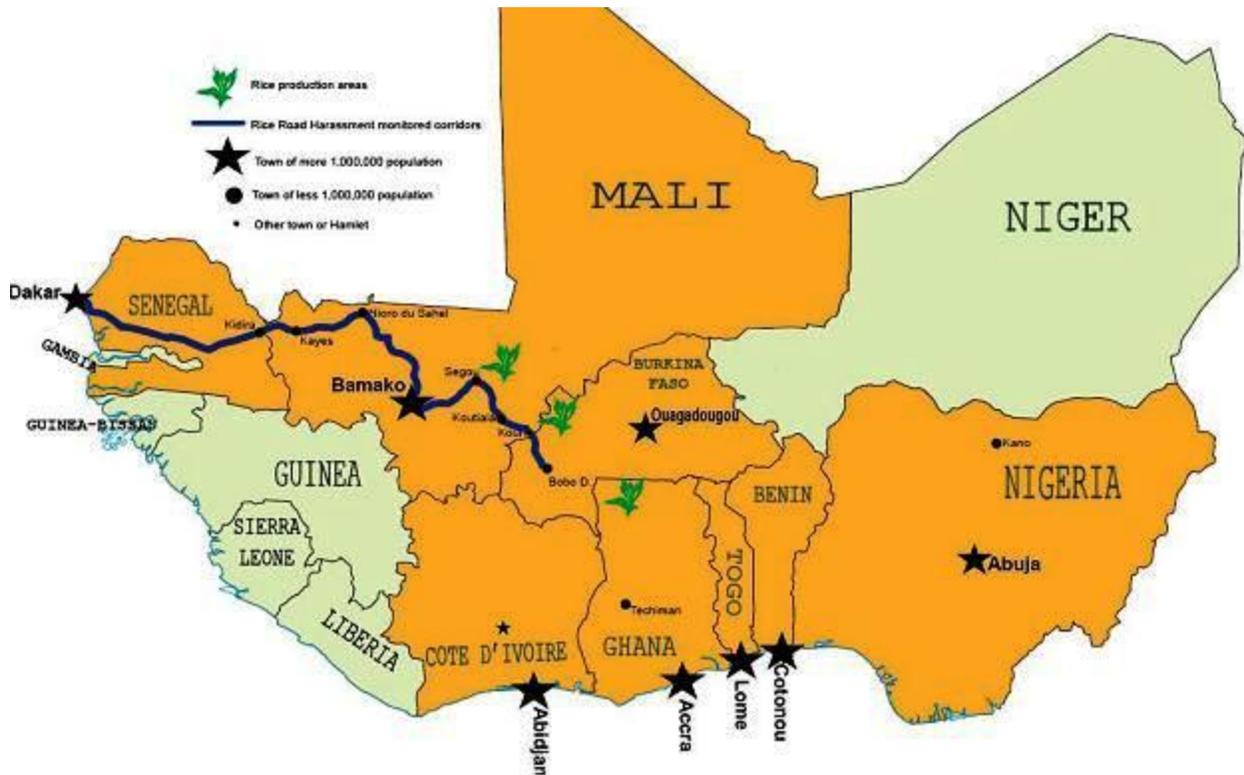
Selection of key transport corridors

To complement the value chain quick-start analyses, USAID E-ATP pre-selected key intra-regional trade corridors for its target commodities. Selection criteria included the volume of USAID E-ATP target products moving along the corridor, the importance of the corridor in linking surplus to deficit areas, the importance of physical and regulatory barriers along the corridor, and the capacity of USAID E-ATP to monitor the corridor (i.e., the corridor may not be outside the USAID E-ATP geographical intervention area).

In April 2010, the USAID E-ATP transport advisor travelled along several transport corridors in the region to conduct an initial analysis of key corridors identified during the value chain assessments and validated by stakeholders during the regional consultative workshops. Selected corridors are as follows:

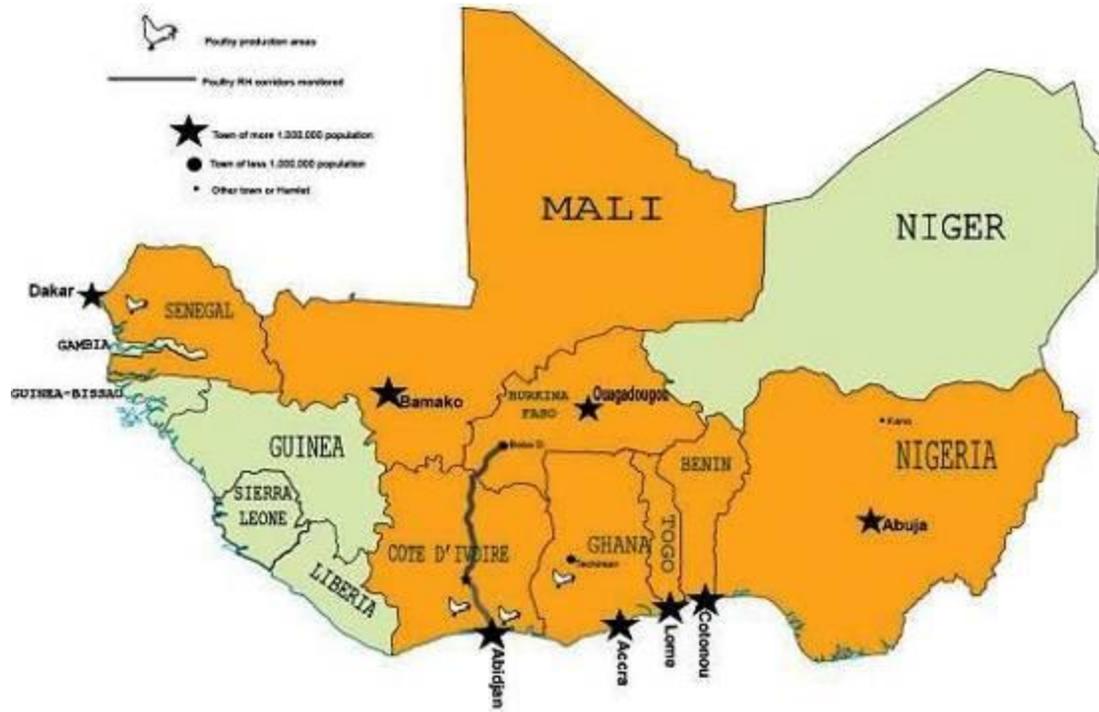
For rice: Bobo-Dioulasso (Burkina Faso) - Ségou (Mali) – Dakar (Senegal) (see map below).

USAID E-ATP RICE TRANSPORT CORRIDOR



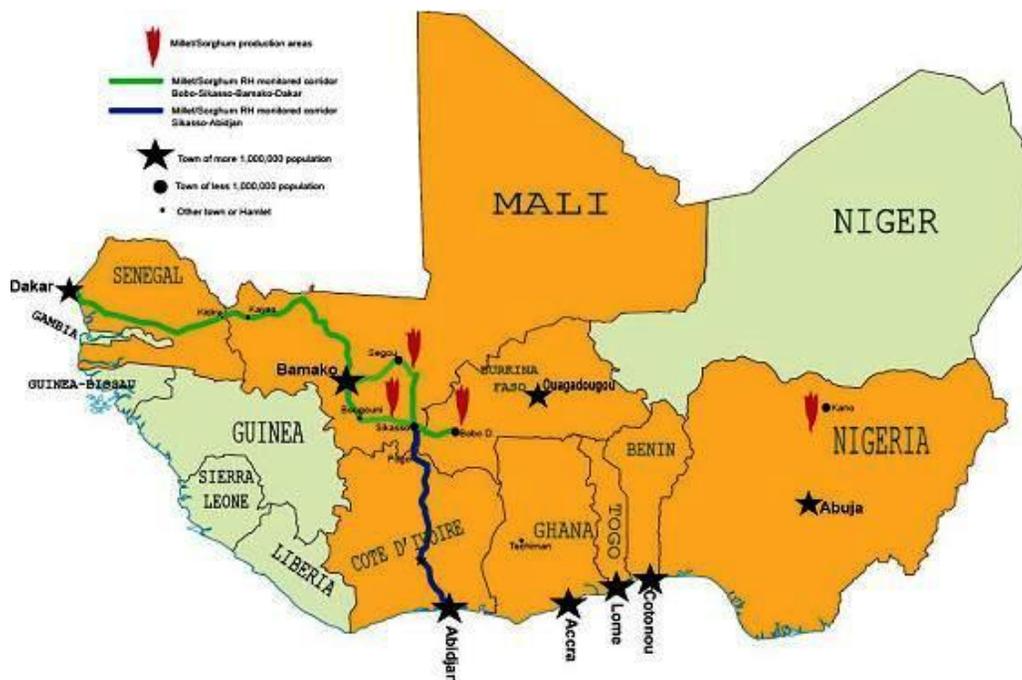
For poultry: Due to intra-regional trade restrictions on poultry and eggs since the AI outbreaks, official intra-regional trade was limited to eggs and day-old-chicks transported by air from Senegal to Mali/Burkina Faso. Therefore, USAID E-ATP did not initially select an intra-regional road transport corridor for this value chain. However, in August 2010, Burkinabè and Ivorian authorities lifted the trade ban on poultry products between the two countries. Therefore, in September 2010, USAID E-ATP selected the Bobo-Dioulasso (Burkina Faso) – Abidjan (Côte d'Ivoire) corridor to monitor road harassment for chicken traded in both directions.

USAID E-ATP POULTRY TRANSPORT CORRIDOR



For millet/sorghum: Bobo Dioulasso (Burkina Faso) – Bamako (Mali) – Dakar (Senegal), and Sikasso (Mali) – Abidjan (Côte d'Ivoire) (see map below).

USAID E-ATP MILLET/SORGHUM TRANSPORT CORRIDOR



Setup of a survey network

For each of the selected corridors, USAID E-ATP identified bulking markets, transit cities, border posts and checkpoints. The project developed survey forms to monitor road barriers and collected information on transport and transit procedures in place along the corridors. USAID E-ATP collaborated closely with the USAID/Senegal PCE project and the USAID/Mali IICEM project, to recruit transport assistants in charge of surveying truckers and traders. By the end of FY10, four transport assistants were mobilized and trained; USAID E-ATP and USAID/Senegal PCE agreed to cost-share additional transport assistants in Senegal, who will be recruited in FY11.



Building on USAID ATP's methodology, USAID E-ATP initiated on-going surveys along selected corridors to track irregular practices of road harassment (number of checkpoints, time spent, and value of bribes). The four transport assistants that USAID E-ATP recruited in FY10 are in charge of (i) training drivers to correctly complete the survey forms; (ii) disseminating the forms (at bulking markets) or collecting them (at terminal markets); (iii) checking data collected by drivers; and (iv) training exporters and transporters on trade and transport regulations and required documentation. USAID E-ATP trained these assistants, who started their surveys in September 2010. The project uses the methodology developed by the West Africa Trade Hub (WATH), which works in close partnership with USAID E-ATP. In FY11, USAID E-ATP will analyze and disseminate these data via the *Observatoire des pratiques anormales* (OPA) of UEMOA, under the Borderless initiative supported by OPA, WATH, USAID ATP and E-ATP, and the World Bank-supported Abidjan-Lagos Corridor Organization (ALCO).

Identification of road infrastructure bottlenecks

During his travels along selected key corridors for millet/sorghum and rice, the USAID E-ATP transport advisor identified road infrastructure bottlenecks in Burkina Faso, Mali, Senegal, and at border crossings between these countries. In FY11, USAID E-ATP will communicate this list to ECOWAS and its value chain partners, and integrate it into its advocacy activities to improve the movement of commodities from surplus to deficit areas in the region.

Top priority road and other infrastructure to be improved along the Ouagadougou - Bamako - Dakar corridor (millet/sorghum and rice value chains)

- Koury-Kimparana (Burkina Faso): very poor condition for 62 km
- Tougan-Dédougou-Bobo (Burkina Faso): poor for 179 km
- Kimparana-San (Mali): poor for 53 km
- Kouoro bridge on the San-Sikasso trunk (Mali): bridge in poor shape
- Kaolack-Fatick (Senegal): poor for 44 km
- Bougouni-Sikasso (Mali): poor for 219 km

No joint border posts between Burkina Faso and Mali, or between Mali and Senegal.

Collaboration with OPA

To strengthen its collaboration with UEMOA and OPA, USAID E-ATP made two presentations in February and April 2010 to the UEMOA Commissioner for Community Planning, Transport, and Tourism and his senior staff in charge of transport issues. Each quarter USAID ATP provides OPA with road harassment data and analysis that OPA publishes in its quarterly reports and presents to officials and private sector stakeholders during “road shows.” USAID E-ATP intends to reinforce this partnership by supplying additional information on new transport corridors to OPA. The absence of a formal partnership agreement between UEMOA and USAID ATP and E-ATP (as a project cannot legally sign a memorandum of understanding with UEMOA) was discussed. Both parties agreed to formalize their collaboration through correspondence; a detailed note on USAID ATP and E-ATP’s support to OPA was addressed to UEMOA in June.

USAID E-ATP also actively participated in the annual steering committee meeting of OPA that took place on July 12-13, 2010 in Dakar. OPA requested USAID to extend its support beyond 2011 and agreed to organize a validation workshop on the methodology for road harassment data collection and dissemination in March 2011.

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

In FY10, USAID E-ATP actively addressed Outcome 2 through regional participatory assessments of rice, poultry, and millet/sorghum value chains, validation of the assessments, preparation of development plans for each value chain, selection of key partners, and implementation of the value chain action plans to improve linkages among value chain participants and boost intra-regional trade in its target value chains.

5.1 TASK 1.2.1: VALIDATE QUICK-START ANALYSES AND DEVELOP VALUE CHAIN ACTION PLANS (MPI)

5.1.1 QUICK-START ANALYSIS OF VALUE CHAINS

The project completed analyses of both rice and poultry value chains during the first quarter of FY10. Based on a thorough literature review, field visits, and extensive interviews with key stakeholders, USAID E-ATP assessed the rice and poultry value chains and identified key constraints and opportunities for project intervention.

Rice: An in-depth assessment of the rice value chain in Burkina Faso was completed in early December 2009. The design of this assessment and its conclusions parallel the Global Food Security Response (GFSR), a predecessor to the FTF initiative, rice assessments completed in the fall of 2009. The GFSR assessments consisted of in-depth analyses of rice value chains in Senegal, Mali, Nigeria, Ghana, and Liberia, and synthesized the results into a regional strategy for promoting the competitiveness of the rice value chain in West Africa. Using findings of the GFSR reports as well as its own analysis, USAID E-ATP identified key challenges and opportunities for increasing intra-regional trade in rice. Those challenges and opportunities were thoroughly discussed during a regional validation workshop (Accra, January 2010) where participants charted a course of action for USAID E-ATP and rice value chain stakeholders.

Poultry: The analysis of the poultry value chain, which began late in the third quarter of 2009, was completed in December 2009. The analysis covered Côte d'Ivoire, Ghana, Burkina Faso, and Mali. Further analysis with a particular focus on AI and biosafety issues (see Outcome 5 below) added a critical perspective to the challenges facing the poultry value chain in the region.

Millet and sorghum: The project's millet/sorghum value chain leader arrived in late January and immediately set to work with an external consultant to assess the value chain in Senegal, Mali, and

Burkina Faso. This rapid assessment team coordinated with USAID and other bilateral programs in each country and built from the vast experience and activities of those programs. This approach allowed the team to identify key private sector actors and professional associations, as well as critical challenges to increasing regional trade in processed and unprocessed millet/sorghum grain. These results served as focal points for the consultative process of identifying project activities to support the value chain, which took place in a regional workshop in Ouagadougou in March 2010.

As seen in the picture at right, processed millet is an increasing market opportunity for many actors in the region who produce millet-based flours, couscous, supplements for children, and other products. Growth among these actors would benefit immensely from access to improved drying technologies (versus the solar methods displayed in this photo), awareness campaigns to encourage urban consumers to view millet more positively, better management of supply chains, and relations with producers.



Solar drying of millet by a woman-led small processing enterprise

5.1.2 REGIONAL CONSULTATIVE WORKSHOPS

Regional rice consultative workshop

On January 28-29, 2010, over 35 participants representing the private sector, professional associations, national authorities, and bilateral support programs identified changes, actions, and measures to improve the competitiveness of the rice value chain and mitigate food insecurity in the region. Coming from six countries in the region, participants focused on opportunities to improve regional trade in rice and rice seed, access to equipment and other inputs, the competitiveness of local/regional rice in imported rice market segments, and the commercial production and distribution of improved rice seed.

The workshop findings served as the basis for generating quick-start activities and the project's overall development plan for the value chain. Quick-start activities began soon after the workshop. These included an initial assessment of equipment manufacturers and suppliers in Mali, determining the potential for using intensive rice production practices as a means for promoting commercial production techniques in the region, and participation in the Africa Rice Congress (held in Bamako, March 22-26) to establish relationships with regional organizations interested in promoting learning among countries.

Regional poultry consultative workshop

At the same time as the rice workshop, over 50 stakeholders in the poultry value chain from six countries in the region participated in a consultative workshop organized by the project in Accra. Participants explored key changes needed to make the industry more competitive, actions to bring about changes, and measures by which USAID E-ATP and other programs could assist stakeholders in implementing activities. Participants represented private sector actors in the poultry industry (hatcheries and producers of broilers and layers), professional associations, veterinary service departments of national governments, and regional programs addressing AI.

Reports of the workshop proceedings summarized key findings of the value chain and AI assessments and the conclusions of participants, which centered around four pillars of USAID E-ATP's proposed strategy in the sector. These included opportunities for actors to (i) increase regional trade in eggs-to-hatch and day-old chicks; (ii) expand safe production, slaughtering, and marketing of poultry meat; (iii) increase production and marketing of eggs for consumption, and (iv) strengthen national and regional inter-professional organizations. The issues of AI and actors' biosafety measures were folded into each component and will be addressed by stakeholder organizations to their members as critical aspects for promoting trade and services.

Subsequently, quick start activities were identified for implementation during the subsequent three months. These activities focused primarily on efforts to strengthen professional associations and promote intra-regional trade in day-old chicks.

Regional millet/sorghum consultative workshop

In March 2010, over 40 representatives of the millet/sorghum value chain from four countries in the region produced a set of changes, actions, and support measures to improve their industry. As in the other consultative workshops, participants focused on four themes, including (i) increasing regional trade in processed and unprocessed millet/sorghum grain, (ii) improving the competitiveness of the processing sector, (iii) increasing access to markets for processors, and (iv) improving the supply of millet/sorghum in line with market requirements.

5.1.3 IDENTIFICATION AND SELECTION OF USAID E-ATP PARTNERS

The three consultative workshops and assessments allowed the project to begin the process of identifying and establishing relations with key partners. In the poultry sector, UOFA emerged as the most promising apex organization and project partner. In the rice and millet/sorghum sectors, the project did not find any existing regional apex organizations, but identified national partners qualified to contribute to the value chain development strategy. USAID E-ATP will also support, in partnership with USAID ATP, the nascent West African cereal network, under the leadership of the *Comité interprofessionnel des céréales du Burkina Faso (CIC-B)*, which covers millet, sorghum and rice, as well as maize.

5.1.4 VALUE CHAIN DEVELOPMENT PLANS

VCDPs were completed for all three value chains and submitted to USAID. Each VCDP summarizes the current dynamics and challenges, outlines USAID E-ATP's vision and strategies for achieving change in trade and value chain competitiveness across the region, and provides detailed objectives and activities corresponding to the overarching strategies. A summary of the basic vision and strategy for each value chain is as follows:

Rice: Leverage commercial opportunities for regionally produced rice to compete in the imported rice market segments, with a view to improving food security in the region: (i) to spur private sector investments in quality processing practices, inter-firm relations, and regional equipment distribution; (ii) to promote regional networks of learning and innovation among stakeholders; and (iii) to address policy barriers to regional trade and value chain efficiency.

Poultry: Leverage commercial opportunities for regional trade in DOC and ETH and national demand for poultry meat and eggs to foster long-term trade relations and investments in improved biosafety practices to combat AI and other diseases.

Millet/sorghum: Leverage commercial opportunities for regional trade in millet/sorghum-based processed products and grain, with a view to improving food security in the region: (i) to promote private sector investments in processing capacity and relations with producers; (ii) to create stakeholder-led campaigns to develop markets for new and existing processed products; (iii) to encourage stakeholder initiatives to tackle regional trade restrictions.

Each VCDP will be updated in October-November 2010.

5.2 TASK 1.2.2: FACILITATE STRONG, SUSTAINABLE HORIZONTAL AND VERTICAL LINKAGES

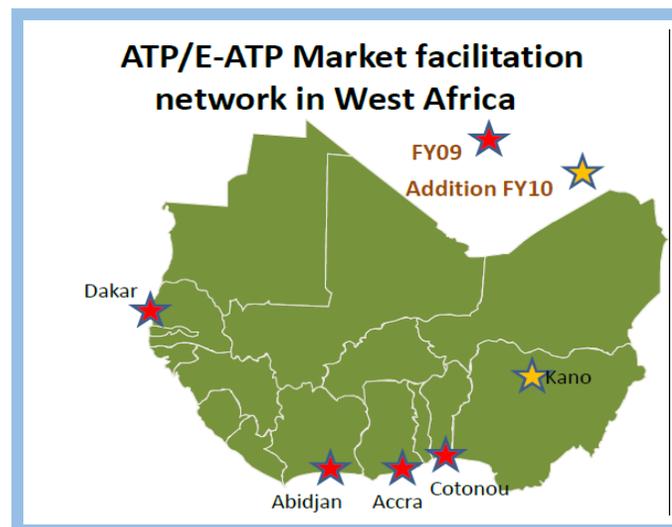
5.2.1 PREPARATION OF “WHO’S WHO” GUIDES OF KEY MARKET ACTORS

Input for the “Who’s Who” guides of market actors began with the preparation of the list of contacts from the value chain analyses and of other stakeholders to be invited to the regional workshops. Steps were also taken to standardize the information to be included in the final document. A Who’s Who guide has been developed for each target value chain, in an electronic format to facilitate the update. Soft and hard copies will be shared with value chain stakeholders during regional activities in FY11. The guides will be updated on an on-going basis and will help linking value chain stakeholders throughout the region.

The project market facilitation network represents an additional tool to improve trade linkages in the region. USAID E-ATP, in partnership with USAID ATP, has a market facilitation network in five main consumption markets: Dakar (Senegal), Abidjan (Côte d’Ivoire), Accra (Ghana), Cotonou (Benin), and Kano (Nigeria) (see map).

In order to improve trade facilitation activities, the technical staff conducted a meeting with market facilitators to review their activities guide. The main objective of this meeting was to reach agreement on the kind of support market facilitators could bring to the project to ensure best results in supporting importers and exporters.

Market facilitators in Benin and Senegal are exploring markets among cereal processing companies that are seeking to expand their processed goods market and need to procure additional raw materials for this expansion. This activity was initiated in collaboration with value chain leaders to promote value-added product markets in the region. Examples include: cereal-based drinks in Ghana and Nigeria baby



porridge, and other local foods such as “degue”, a desert made by mixing yogurt and millet couscous in Benin.

5.2.2 LINKAGES IN THE RICE VALUE CHAIN

Assessment of rice equipment market and supplies

The lack of appropriate mechanized harvest, post-harvest, and processing equipment was identified as a key constraint in the rice value chain. As an initial step in characterizing the regional market and identifying suppliers that the project could support in expanding their markets, USAID E-ATP conducted an assessment of a potential equipment manufacturer and supplier in Mali, to be linked with farmers and processors in the region.

Moreover, on trips to Ghana and Senegal, USAID E-ATP staff explored the challenges for distributors of rice production and processing equipment to expand regional distribution and after-sales service networks. One of the major obstacles highlighted by nearly all actors is the government-subsidized distribution of equipment, which effectively undermines private sector expansion in the sector by limiting their incentives to invest in distribution networks and market development campaigns. In early FY11, USAID E-ATP will be conducting an analysis of the demand for equipment in the region and identifying equipment manufacturers and distributors that the project can support.

Improving regional rice seed markets

Development and efficient distribution of rice seed, particularly varieties that are competitive in imported market segments, is a critical barrier for downstream producers, processors, and traders to access these high-value, expanding markets. Throughout the region, most national governments have a firm lock on developing seed varieties and on seed multiplication, which often fails to make sufficient quantities available to farmers¹ and is often done without considering commercial opportunities. In collaboration with regional partners, USAID E-ATP is undertaking a strategy to promote commercial seed production and distribution, and to foster links between seed producers and marketers of hulled rice. In FY10, USAID E-ATP launched the following initiatives:

- **Identifying and forming alliances with commercial seed producers and support organizations.** USAID E-ATP participated in the regional workshop of commercial seed producers held in Burkina Faso that was supported by the Alliance for a Green Revolution in Africa (AGRA). USAID E-ATP identified key commercial seed producers in the region and, in subsequent meetings with AGRA, identified opportunities to collaborate in support of seed producers’ access to commercial distribution channels and mechanisms for addressing policy restrictions limiting innovation and regional trade.
- **Assessing existing business models for seed production.** USAID E-ATP developed two case studies of commercial seed company operations, one in Ghana and another in Burkina Faso, to document the contract farming operations and identify challenges for the commercial distribution of seed. These case studies will be used to develop a business model for contract farming and commercial seed distribution in the region.

¹ An assessment performed by the Michigan State University Food Security Project suggests that only 2 percent of Malian farmers use improved seeds.

- **Strengthening the regional seed market.** In collaboration with USAID ATP and the USAID/Ghana ADVANCE project, USAID E-ATP initiated a study of regional market opportunities for commercial rice and maize seed production and distribution. The study will be completed in FY11 and will explore existing and potential market opportunities and policy constraints for innovation and growth in the sector. A regional workshop of commercial operators and relevant national and regional public authorities and support programs will highlight the market opportunities, growth constraints and avenues for facilitating trade relations and improving the seed sector's enabling environment.
- **Par-boiled rice: opportunities for small and large-scale processors.** In collaboration with the Ghana Rice Inter-professional Body (GRIB) and USAID/Ghana ADVANCE, USAID E-ATP launched a study (to be completed in early FY11) of the market opportunity for parboiled rice supplies from northern Ghana to compete in the Nigerian market. Similarly, USAID E-ATP has launched a study on the Senegal, Mali, and Burkina Faso markets for parboiled rice. Both studies will be discussed during regional stakeholder forums to facilitate intra-regional linkages between parboiled rice producers and traders in these markets.

Trade transactions during a regional commodity exchange

During the *Bourse céréalière internationale* (commodity exchange) that took place in Ouagadougou in December 2009 during the *Journées agro-alimentaires* (JAAL) trade fair, many trade transactions (national and regional) were initiated between buyers and sellers of cereals, including rice. USAID E-ATP actively participated in the Bourse, and trade transaction amounts mobilized/leveraged were approximately \$762,000.

5.2.3 LINKAGES IN THE POULTRY VALUE CHAIN

Regional trade in day-old chicks

As part of its quick-start activities, USAID E-ATP took steps toward facilitating a resumption of intra-regional trade in DOC. In particular, meetings and communications were held with national departments of veterinary services to identify the mechanisms for conducting such trade. The three regional workshops that USAID E-ATP organized with poultry stakeholders (in Accra in January and August 2010, and in Ouagadougou in July 2010) contributed significantly to building linkages among value chain actors, including suppliers of DOC and ETH, at the regional level. While these linkages did not directly lead to business deals, due to the intra-regional trade bans on poultry products, they facilitated the exchange of technical and market information, such as the AI traceability model developed by a poultry farm in Côte d'Ivoire (see Outcome 5).

Resuming trade in poultry products between Burkina Faso and Côte d'Ivoire

As noted above, USAID E-ATP has played a catalytic role in building momentum and consensus toward the resumption of regional trade in DOC and ETH. USAID E-ATP visited the Departments of Veterinary Services in five regional countries and generated interest among suppliers in Ghana and Côte d'Ivoire to adhere to regulations to supply poultry farmers in Burkina Faso and Mali, where there is a chronic shortage of inputs. In addition, in order to demonstrate the market size for DOC and ETH to input suppliers, USAID E-ATP collected information on the overall demand among nearly all poultry farmers in Burkina Faso, disaggregating data based on demand for broilers or layers and projecting demand over a 12-month period.

With the lifting of the trade ban between Burkina Faso and Côte d'Ivoire announced in August 2010, to which USAID E-ATP directly contributed, the market facilitator in Côte d'Ivoire has started identifying sellers and buyers to facilitate business transactions in DOC, ETH and live birds between the two countries.

5.2.4 LINKAGES IN THE MILLET/SORGHUM VALUE CHAIN

Salon International des Industries et Techniques Agro-alimentaires (SIAGRO)

Even prior to the regional millet/sorghum workshop, the project sponsored three leading actors in the value chain to attend the SIAGRO in Dakar, on March 23-26. Two processors and one equipment manufacturer participated and visited several potential trading partners. The equipment manufacturer had substantive discussions with Senegalese processors looking for appropriate drying equipment, an issue identified by the value chain assessment team. The processors established linkages with regional buyers also in attendance. Follow-up contacts with those regional buyers will strengthen these relationships in coming months.

Improving millet/sorghum seed varieties in line with processing requirements

Processors of millet/sorghum market a variety of products that appeal to a range of consumer tastes. The appeal of many products rests in the specific variety of grain that gives them a particular flavor or form when cooked. However, most processors have limited control over their access to desired varieties or to supplies of uniform quality and characteristics. To give lead processors in Burkina Faso opportunities to collaborate directly with the research centers developing grain varieties and with seed producers, USAID E-ATP supported the participation of ten processing companies (all women-owned and operated) at a regional seed trade fair in Bobo-Dioulasso in April 2010. At a panel discussion of researchers, seed producers, and processors, recommendations were made and adopted to strengthen the vertical linkages between the respective actors to ensure that seed development, multiplication, and distribution takes into consideration the market requirements of end-buyers.

Promoting millet/sorghum-based processed products

In the growing urban market, millet and sorghum are perceived as inferior crops consumed mainly in rural areas. These perceptions influence the choice of household grain purchases, most often resulting in urban consumers purchasing rice over millet/sorghum. Because these perceptions impede commercial opportunities for processed millet/sorghum products, USAID E-ATP facilitated a meeting of leading processors and other stakeholders to outline a campaign to promote millet/sorghum-based products and change consumer perceptions and behaviors. This activity directly facilitates vertical linkages between processors/traders and consumers.

The first meeting of leading actors was held in June 2010 in Ouagadougou, where participants identified the principle focus of the campaign and outlined a plan for stakeholders to lead the process of its development and launch. USAID E-ATP and stakeholder experience from this meeting will be used to spur similar efforts in Mali and Senegal, which will be done in close collaboration with bilateral USAID-funded projects and the Collaborative Research Support Program on millet and sorghum (INTSORMIL) in Mali. As consumers' behaviors and requirements vary greatly from one country to the other, the promotion campaigns will be national, but USAID E-ATP will ensure lessons learned are shared between stakeholders from Burkina Faso, Mali, and Senegal.

In close collaboration with USAID ATP, USAID E-ATP is developing a series of activities to facilitate sustainable access to regional markets for leading processors of cereals in Mali and Burkina Faso. Processors in these countries have a competitive advantage given their proximity to good sources of cereal production, but financial constraints, an over-reliance on institutional buyers (such as the World Food Program), and a lack of awareness of commercial export market requirements limit their ability to grow beyond their national borders. USAID E-ATP and ATP have developed an approach incorporating financial institutions, equipment suppliers, buyers, and processors to achieve long-term access for processors to these markets and to financial services. This activity will culminate in FY11 with a regional stakeholder forum.

Linkages between Ghana and Nigeria

Lucy Baagyei-Danso, an independent business woman with a Ghana-based supermarket visited Nigeria in September 2010 after she received a sample of Kunun Tsamiya (a millet food drink from Dala Foods) that was given to her by the Nigerian market facilitator. Her visit was to survey processing companies that are producing cereal food drinks (Dala Foods and Dantata Foods, both in Kano). She hopes to test the business trend and later develop a business relationship with Nigeria cereal food processing companies. A trade test of ten cartons was carried out and USAID E-ATP will follow-up with the Nigerian companies to develop sustainable linkages with Ghana buyers.

Linkages between processors and suppliers of grains

In Benin and Senegal, market facilitators have helped create linkages between millet and sorghum processing companies that are seeking to develop a relationship with raw material producers to expand their processing and marketing of goods in the sub-region. USAID E-ATP will continue following-up on these prospects in FY11.

Trade transactions during a regional commodity exchange

During the *Bourse céréalière internationale* (commodity exchange) that took place in Ouagadougou in December 2009 during the JAAL trade fair, many trade transactions (national and regional) were initiated between buyers and sellers of cereals, including millet and sorghum. USAID E-ATP actively participated in the Bourse, and trade transaction amounts mobilized/leveraged were an estimated \$224,000 for millet and \$135,000 for sorghum.

Collaboration with USAID/Mali IICEM

From July 14 to 21, the USAID E-ATP millet/sorghum value chain leader traveled to Mali to work with USAID/Mali IICEM. Both projects recognize overlap between the two project goals. Nonetheless, the two projects are complementary in that USAID/Mali IICEM strives to increase production for markets, particularly in grains exportation and processing, while USAID E-ATP is working to increase intra-regional trade and increase regional food security. Common interests include: a market study on processed products and the introduction of commercial relationships among key USAID E-ATP focus countries (Burkina Faso, Mali, Ghana, Benin, Senegal, and Nigeria), promotion of processed products, initiation of activities to reduce seasonal export restrictions, and increased processors access to equipment. The meeting permitted the two projects to define the target population of their collaborative efforts, list products to take into account, and determine the strategic axes of this collaborative effort. AMASSA was chosen to lead coordination efforts given its experience supporting processors in Mali as well as its qualified technical staff.

5.3 TASK 1.2.3: STRENGTHEN THE CAPACITY OF REGIONAL APEX ORGANIZATIONS (MP2)

Following the three value chain validation workshops held in Accra and Ouagadougou in January and March 2010, a priority task was to select strategic regional partners to assist with the development of a detailed action plan in support of the three VCDPs. To achieve this objective, the institutional capacity building specialist developed a three-stage program to assess potential institutional partners. The first step was to prepare a list of potential partner organizations in the sub-region in collaboration with the value chain leaders and the value chain coordinator. Second, the capacity building specialist conducted a SWOT analysis of a number of organizations through research and interviews. Third, the organizations selected for evaluation were identified and an evaluation schedule was developed in collaboration with those organizations.

SWOT analysis of key professional organizations and partner institutional viability assessments.

The USAID E-ATP capacity building specialist conducted a SWOT analysis of 22 professional organizations involved in USAID E-ATP's three value chains (see table below). Four of those organizations (CIR-B, UOFA, APROSSA, AMASSA) underwent detailed partner institutional viability assessments (PIVAs). As detailed by value chain below, for each organization, emphasis was placed on governance and leadership, financial resources, human resources, programming and budgeting, advocacy and lobbying, services to members, and aptitude to change.

Country	Value Chains	Professional Organizations
Ghana	Poultry Rice	GNAPF GRIB
Mali	Poultry Millet/sorghum	<i>Fédération des Intervenants de la Filière Avicole du Mali (FIFAM)</i> AMASSA
Senegal	Poultry Rice Millet/sorghum	<i>Union Nationale des Acteurs de la Filière Avicole (UNAFSA)</i> <i>Comité de l'Interprofession Riz (CIRIZ)</i> <i>Commissariat pour la Sécurité Alimentaire (CSA)</i>
Côte d'Ivoire	Poultry Rice	<i>Interprofession Avicole Ivoirienne (IPRAVI)</i> <i>Association Nationale des Riziculteurs de Côte d'Ivoire (ANARIZ-CI)</i>
Nigeria	Poultry Millet/sorghum	Poultry Association of Nigeria (PAN) Dawanau Market Development Association Rice Farmers Association of Nigeria (RIFAN)
Burkina Faso	Poultry Rice Millet/sorghum	<i>Maison de l'Aviculture (MDA)</i> CIC-B APROSSA <i>Réseau de Veille Commercial des Céréales (RVCC)</i> CIR-B
Togo	Poultry Rice	<i>Association Nationale des Professions Avicoles du Togo (ANPAT)</i> <i>Coordination Togolaise des Organisations Paysannes (CTOP)</i>
Benin	Poultry Rice	<i>Union Nationale des Aviculteurs Professionnels (UNAP)</i> <i>Conseil de Concertation des Riziculteurs du Bénin (CCR-B)</i>

Poultry

In February, USAID E-ATP attended the meeting of presidents of the national member organizations of UOFA. The objective of the meeting was to evaluate proposed activities for the next three years to be presented at UOFA's general assembly in June. One outcome of the meeting was an agreement that USAID E-ATP would support the organizational assessment of UOFA and its members. Subsequent discussions with UOFA contributed to the development of a scope of work for the various assessments to be conducted.

In collaboration with UOFA, USAID E-ATP conducted organizational assessments of six of its national member organizations in Mali, Senegal, Côte d'Ivoire, Togo, Burkina Faso, and Benin. An additional assessment was conducted of GNAPF that was not, at the time of the assessment, a member of UOFA. Organizations assessed were as follows:

- Benin: UNAP
- Burkina Faso: MDA
- Côte d'Ivoire: IPRAVI
- Mali: FIFAM
- Senegal: UNAFA
- Togo: ANPAT
- Ghana: GNAPF

PIVA Scores of UOFA members

Competency	Maximum Score	2010 Score	2011 Target
I. GOVERNANCE	36.0	24.1	34.0
II. OPERATIONS & MANAGEMENT	48.0	21.6	27.9
III. HUMAN RESSOURCES DEVELOPMENT	40.0	20.3	24.5
IV. FINANCIAL MANAGEMENT	40.0	21.7	34.5
V. PROGRAMS & SERVICES	28.0	13.0	21.0
VI. EXTERNAL RELATIONS & ADVOCACY	36.0	19.0	32.5
VII. ENTREPRENEURSHIP	8.0	3.5	7.0
VIII. GENDER & EQUITY	28.0	16.4	23.0
Total (I – VIII)	264.0	114.8	170.4

Note: Competency areas targeted for capacity building are in red font

It is worth noting that USAID E-ATP was also instrumental in the expansion of UOFA to include the Ghanaian inter-professional organization (GNAPF). Discussions between UOFA leadership and GNAPF began at the regional workshop hosted by USAID E-ATP in January regarding GNAPF's inclusion in the regional body. Subsequently, GNAPF made a formal request for acceptance, which was ratified at the UOFA General Assembly held in Bamako in early June. The inclusion of GNAPF in UOFA has important implications for the coordination among actors in the region and enhancing trade and learning across a wider area. Following the addition of Ghana to the regional organization, changing the status of the regional organization beyond UEMOA boundaries, it is hoped that PAN will also join the regional organization in FY11.

Rice

For the rice value chain, the following activities should be noted:

- Assisting in the establishment of a regional organization of rice producers. The Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA) has been facilitating the emergence of a regional organization of rice producers. USAID E-ATP is collaborating with ROPPA and the organizational leadership of this initiative to track its progress and identify activities it can support that will lead to greater learning among producers. The new organization is expected to hold its first general assembly in Ouagadougou in October (after the present reporting period), where USAID E-ATP will be on hand to provide support in line with its regional trade objectives.
- A PIVA for CIR-B. USAID E-ATP assisted the CIR- B in conducting a PIVA in September 2010. CIR-B is an inter-professional organization with a potentially significant impact on rice trade in Burkina Faso and the region. CIR-B PIVA scores are as follows:

CIR-B PIVA Scores

Competency	Maximum Score	2010 Score	2011 Target
I. GOVERNANCE	36.0	22.5	28.5
II. OPERATIONS & MANAGEMENT	48.0	19.5	37.0
III. HUMAN RESOURCES DEVELOPMENT	40.0	22.9	32.0
IV. FINANCIAL MANAGEMENT	40.0	21.3	33.0
V. PROGRAMS & SERVICES	28.0	16	23.0
VI. EXTERNAL RELATIONS & ADVOCACY	36.0	25	31.0
VII. ENTREPRENEURSHIP	8.0	5.8	6.5
VIII. GENDER & EQUITY	28.0	22.3	31.5
TOTAL (I – VIII)	264.0	155.3	222.5

Note: Competency areas targeted for capacity building are in red font.

Millet and Sorghum

USAID E-ATP conducted PIVAs for two organizations active in the millet/sorghum value chain: AMASSA in Mali and APROSSA in Burkina Faso. Results for the two organizations are as follows:

AMASSA PIVA Scores

Competency	Maximum Score	2010 Score	2011 Target
I. GOVERNANCE	36.0	28.9	30.6
II. OPERATIONS & MANAGEMENT	48.0	39.0	41.5
III. HUMAN RESOURCES DEVELOPMENT	40.0	28.2	30.6
IV. FINACIAL MANAGMENT	40.0	30.5	31.8
V. PROGRAMS & SERVICES	28.0	21.0	22.0
VI. EXTERNAL RELATIONS & ADVOCACY	40.0	30.5	31.8
VII. ENTREPRENERSHIP	8.0	6.4	6.6
VIII. GENDER & EQUITY	36.0	32	32.1
TOTAL (I – VIII)	264.0	216.5	227

Note: Competency areas targeted for capacity building are in red font.

APROSSA PIVA Scores

Competency	Maximum Score	2010 Score	2011 Target
I. GOVERNANCE	36.0	31.9	34.5
II. OPERATIONS & MANAGEMENT	48.0	41.3	44.0
III. HUMAN RESOURCES DEVELOPMENT	40.0	33.4	35.7
IV. FINACIAL MANAGMENT	40.0	34.7	37.5
V. PROGRAMS & SERVICES	28.0	22	24.5
VI. EXTERNAL RELATIONS & ADVOCACY	36.0	30	32.3
VII. ENTREPRENERSHIP	8.0	6.5	7.3
VIII. GENDER & EQUITY	28.0	17.5	22.2
TOTAL (I – VIII)	264.0	217.3	238

Note: Competency areas targeted for capacity building are in red font.

5.4 TASK 1.2.5: BUILD AND DISSEMINATE REPLICABLE BUSINESS MODELS TO DRIVE TRADE

Activities implemented under this task are closely related to those of Task 1.2.2 “Facilitate strong, sustainable horizontal and vertical linkages.” Indeed, successful business models are based on strong, win-win relationships between value chain stakeholders. Under this task USAID E-ATP also identified

and promoted technical innovations, such as technologies and management practices that have the potential to drive intra-regional trade in target value chains.

5.4.1 BUSINESS MODELS AND TECHNICAL INNOVATIONS IN THE RICE VALUE CHAIN

The **Système de Riziculture Intensive (SRI)** model. On August 10-13, 2010, USAID E-ATP teamed up with the USAID/Mali IICEM project to conduct a regional workshop in Mali on the *Système de riziculture intensive* (SRI – rice intensification system) in which 40 participants from eight West African countries participated. The SRI

technology was presented, demonstrated, and discussed in detail.

The program included a field visit to two sites (Baramadougou and San) and discussions on the results of tests conducted by USAID/Mali IICEM around Timbuktu, Gao, and Mopti. During these tours, participants witnessed firsthand the practice of SRI and its applications in small and large village irrigation systems.

Participants also watched a video made by Professor Norman Uphoff of Cornell University with support from the World Bank. Additionally, the success in using SRI techniques around the world, namely in Asia, Latin America, Australia, and Madagascar was presented

The SRI method compared to the traditional rice cultivation method

SRI uses one-sixth the number of seeds needed in the conventional rice cultivation method and 10 percent of the water (since the soil is allowed to dry out). It saves 70 percent in labor by using mechanical instead of manual weeding, requires two to three fewer weeks to grow, and produces 35 to 100 percent more rice as it allows the plant to produce at its maximum potential. The ground must be leveled to accommodate alternating between irrigation and drying out, and transplanting should be within eight to twelve days. While good soil preparation is important with any crops, it is essential with SRI, which produces spectacular roots. As women most often do the weeding using the traditional (manual) method, SRI also saves time and energy for women.



An SRI rice field in Mali: distances between rice plants are larger than in conventional rice cultivation, promoting maximum growth and grain development of individual plants



Harvested rice from an SRI field (left) and from the control field under the conventional method (right)

The local people of San appreciated the partnership that allowed them to quickly understand the merits of this technology and make the most profit. For them, the first season of the SRI "learning by doing" initiative was highly beneficial and allowed them to live with SRI technology. "We no longer need help or advice from an agricultural extension agent," said Mamadou Kamaté, the mayor of Baramadougou. "We know what we earn from SRI technology. It is clear to us that we now know the way out of poverty." With minimal increases in production, a rice farmer can increase his income by 50 percent with the application of SRI practices. Understandably, SRI technology is one of the solutions tailored to the context of small rice farms of West Africa, with a potential to boost production and to push intra-regional trade in rice.

Learning network to exchange innovations in the rice value chain

Learning and innovation in the rice value chain has largely been limited to exchanges between actors at the national level. There are many technical innovations occurring across the region and many business models to be replicated, but because of a lack of networks, the spread of information and subsequent adoption rates are slow. This constraint of the rice value chain was discussed in March in Mali during the Africa Rice Congress organized by the Africa Rice Center, which USAID E-ATP attended. To reduce this value chain constraint, USAID E-ATP devoted the last day of the SRI workshop (see above) to information sharing and networking between actors in the rice value chain. Establishment of a regional information sharing and networking mechanism was highly applauded by workshop participants, who discussed ways to establish more sustainable flows of information, sharing of innovations, and sustained linkages at the regional level. In FY11, USAID E-ATP will strive to further support the emergence of a regional learning network.

Improved rice parboiling practices

USAID E-ATP, in collaboration with the Africa Rice Center, organized a regional training of trainers course in improved rice parboiling technologies and practices. The workshop took place in Ouagadougou from September 28-30, 2010, and gathered 28 participants (over 70 percent of whom were women) from seven countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Senegal and Togo).

Although rice is highly nutritious, a lot of the quality is lost during processing. This results in poor quality rice on the market and consumers turn to imported rice. Parboiling consists of improving the quality of rice by treating paddy (raw rice) with warm water and steam. There are many good reasons for parboiling rice: the market for quality rice is growing, and food vendors and restaurant owners are starting to use parboiled rice because it is already clean and easy to cook. Most importantly, parboiled rice is more nutritious than non-parboiled rice.

The training focused on (i) applying new techniques in parboiling rice to improve productivity; (ii) reducing energy consumption through the use of improved cook stoves and parboiling equipment and techniques; (iii) training others in applying the new techniques; and (iv) sharing the experiences of participants. Through this training participants developed knowledge and skills for improved practices and on improved parboiling equipment (developed by the Africa Rice Center) that reduce the net use of wood as an energy source in rice parboiling, when compared to traditional parboiling activities. Trainers demonstrated best practices to ensure the high quality of the end product. All participants received detailed documentation on parboiling and on environmental issues, and are expected, in turn, to train other parboiling actors in their respective communities throughout the region.

During the workshop, a partner of the USAID/Nigeria MARKETS project shared his Nigerian experience in medium-scale parboiling (up to five tons/day) and opened their eyes to the possibilities of scaling-up parboiling activities, which may be of specific interest to women cooperatives involved in parboiling.

By strengthening the capacities of parboiling processors, USAID E-ATP believes that the market for quality parboiled rice could be better supplied, thus increasing rice production and creating better prospects for intra-regional trade in quality parboiled rice.

5.4.2 BUSINESS MODELS AND TECHNICAL INNOVATIONS IN THE POULTRY VALUE CHAIN

Best biosafety practices in the poultry value chain were promoted through many activities implemented by USAID E-ATP in FY10 (see above). During a regional poultry workshop that USAID E-ATP organized in July 2010 in Ouagadougou, an Ivorian poultry company presented an innovative and easily replicable traceability model. This model is explained in detail under the AI-related Outcome 5 of this report.

5.4.3 BUSINESS MODELS AND TECHNICAL INNOVATIONS IN THE MILLET/SORGHUM VALUE CHAIN

As explained above under value chain linkages, one key component of the millet/sorghum value chain development strategy is the expansion of regional markets and transactions in processed millet- or sorghum-based products (such as couscous, flour, degue, sankhal, and so on). This strategy implies that millet/sorghum facilities be upgraded and practices improved to ensure a sustainable supply of quality products on a year-round basis. In FY10, USAID E-ATP assisted millet/sorghum value chain stakeholders in developing an action plan to promote processed products in Burkina Faso, Mali, and Senegal. In FY11, this activity will be complemented by the dissemination of processing innovations (including nutritional and sanitary issues), and business models linking processors to grain suppliers as well as processors to retailers or consumers.

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

6.1 TASK 1.3.4: SUPPORT ADVOCACY ON REGULATIONS AND POLICY

Three other major advocacy activities were completed in FY10:

- USAID E-ATP institutional partners participated in a roundtable organized in partnership with FARA. The objective of the event was to increase awareness about policy issues affecting regional and international agricultural trade, promote dialogue on these issues and build consensus on key trade-enhancing policies in Africa. Specific objectives were to:
 - Stimulate dialog among stakeholders on key trade policy issues to build broad-based support for alternative regional agricultural trade policies and to bridge agriculture and trade policies and processes;
 - Advocate for pragmatic agricultural trade policies that promote and facilitate access to regional and international markets, taking into account the needs of smallholder agricultural producers;
 - Clarify the added value of regional approaches and how these link up with national initiatives and policies;
 - Identify and agree on policy options to respond to critical issues;
 - Disseminate outcomes to a wide range of stakeholders to support national and regional policy-making processes, including the involvement of civil society organizations in policy-making processes.

- Key messages were presented by the USAID E-ATP partners. These messages were included in the FARA report that will be presented to policymakers.



- The USAID E-ATP capacity building specialist assisted UOFA in the preparation of an advocacy plan for poultry.
- The USAID E-ATP capacity building specialist also worked with the USAID ATP maize and the millet/sorghum value chain leaders in the development of a single advocacy plan for cereals, rather than of three

separate advocacy plans for maize, rice, and millet/sorghum. The fact that most cereals value chain actors deal with all three of these commodities provided the rationale behind this approach

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

7.1 TASK 1.2.4: LEVERAGE ATP MIS SYSTEM TO SUPPORT E-ATP COMMODITIES

Building on the success of USAID ATP's market information system (MIS), USAID E-ATP's MIS is implemented in order to capitalize on the natural synergies between the two programs.

To ensure that USAID E-ATP's value chain commodities (rice, millet/sorghum, and poultry) and geographic areas are included in the USAID ATP MIS system, we have (i) selected the appropriate information collection centers, (ii) trained (or retrained existing) MIS partners in data collection and information upload onto the Esoko Networks platform, and (iii) signed agreements with MIS partners similar to USAID ATP's. We have expanded the USAID ATP and E-ATP MIS system to cover northern Nigeria. USAID E-ATP has also expanded the partnership USAID ATP has with MIS partners such as AMASSA and APROSSA.

MIS Partnerships

In partnership with the value chain leaders and market facilitators, the specialist identified potential partner organizations in eight countries: Benin, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Mali, Togo, and Senegal. In May-July 2010, the MIS specialist evaluated selected organizations in Benin, Burkina Faso, Côte d'Ivoire, Nigeria, Togo, and Senegal to identify ways to build on the existing USAID ATP MIS set up. In Nigeria, the MIS specialists evaluated three value chain organizations: the Dawanau Market Development Association (DMDA) in Kano, the Nigerian Livestock Breeders and Dealers Association, and PAN, as well as two private MIS organizations —IFANET and Esoko Nigeria.

Following these evaluations, IFANET and DMDA were selected to cover six markets in Kano. Twenty-seven enumerators were trained in data collection and dissemination. Data collection and posting on the Esoko platform is ongoing.

Evaluation of MIS and value chain organizations

The MIS specialist and the USAID E-ATP institutional capacity building specialist evaluated MIS or value chain organizations in five countries as follows:

Senegal

- Three MIS organizations: MANOBI, *Agence de régulation des Marchés*, and the *Commissariat à la Sécurité Alimentaire (CSA)*.
- Four value chain organizations: UNAFA, *Comité de l'interprofession de riz (CIRIZ)*, *Cadre national de concertation des ruraux*, and *Fédération des périmètres autogérés du Delta*.
- One semi-public organization: *Société nationale d'aménagement et d'exploitation des terres du delta du Fleuve*.

Côte d'Ivoire

- Two MIS organizations: *Système d'information de marché avicole* and *Agence nationale d'appui au développement rural*.
- Four value chain organizations: IPRAVI, ANARIZ-CI, *Union de coopératives du vivrier des savanes (UCOVISA)*, and *Association des activités agropastorales de la savane*.

Burkina Faso

- One MIS organization: APROSSA
- One civil society organization: RVCC
- Two value chain organizations: CIC-B and CIR-B

Togo

- *Association nationale des professionnels avicoles du Togo*
- *Coordination togolaise des organisations paysannes*

Benin

- One public MIS: *Office nationale de la sécurité alimentaire*
- Three value chain organizations: UNAPA, *Association nationale des riziculteurs du centre*, and CCR-B.

Data Collection and Dissemination

Training enumerators and Esoko platform trainers

USAID E-ATP organized MIS training for IFANET and DMDA enumerators in Kano in the ESOKO platform data collection methodology, including the uploading of prices, bids/offers and profiles of value chain actors on the ESOKO platform. Twenty-seven enumerators were trained (including seven

women) in MIS data collection and uploading in Dawanau, Yankura, Yankaba, Yan-Awaki, Dambatta, Kwanar Ungogo, and Makarfi markets.

DMDA is an apex organization of 25 commodity associations representing traders in the Dawanau grain market, the largest grain market in West Africa. DMDA has received support from various USAID projects, such as MISTOWA. DMDA has a training center and a market information system. However, its market information system is non-operational due to lack of funds. Data collection activities are undertaken only sporadically. Data are collected by individuals for their own use and are not disseminated to association members.

Established over ten years ago, IFANET is a private MIS company that covers a large number of markets in Nigeria, particularly Kano. It has collected market information on E-ATP target commodities since 2003. IFANET has collaborated several times with DMDA, supporting it with the acquisition of computer equipment and Internet access and training members on the use of ICT.

Esoko end-user training in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, and training value chain actors in Togo

In August 2010, the USAID ATP and E-ATP MIS specialist, supported by MIS partners, trained 115 value chain actors in those countries, including 27 value chain associations. Participants were able to see the benefits of receiving real-time prices

on their mobile phones as well as SMS bids and offers posted by colleagues in other countries. Participants said they would share this training with their members and business counterparts (see <http://www.burkina-ntic.net/Les-prix-des-produits-agricoles-a.html>). For instance, the *Centrale des producteurs de céréales* in Togo intends to use the Esoko platform as a means of sharing information among members of their national organizations. Some participants proposed a closed market network to share information within their respective regional associations or business networks on bids and offers involving credible and known business colleagues.



USAID E-ATP

Market Information System

- Market prices
- Bids and Offers
- Contacts
- Alerts



In July 2010, APROSSA and AMASSA trained 68 new users, including the Union départementale des producteurs de niébé supported by the *Formation pour l'épanouissement et le renouveau de la terre* (FERT) an international NGO, and the *Association champenoise de coopération inter-régionale* (ACCIR), an international apex organization established in 1981 to represent professional grain associations. This training activity has resulted in a partnership between APROSSA and FERT/ACCIR to train all association members. AMASSA in Mali organized training workshops for 43 new users, including enumerators and value chain actors.

Other market information dissemination mechanisms

The *Afrique Verte* network uses the information provided by the Esoko platform to publish its newsletter on food security in Burkina Faso, Mali, and Niger entitled *Point sur la Situation Alimentaire au Sahel* N°111, 112, 113.

Monitoring commercial transactions

In December 2009 and March 2010, in collaboration with *Afrique Verte*, USAID E-ATP conducted two regional trade workshops in Burkina Faso and one national workshop in Mali. Commercial transactions generated by those workshops are described in the following table.

Actors		Commodity	Quantity (MT)	Value (USD)	Comment
Buyers	Suppliers				
Burkina Faso					
Union provinciale du Sahel	Mr. Bado Oumar,	Millet	20	6,900	Delivered
	Trader in Boucle du Mouhoun	Sorghum	10	3,000	Delivered
Union provinciale du Sahel	Hamidou	Millet	36.9	12,730.5	Delivered
		Sorghum	1.5	12730.5	Delivered
Trader in Centre Est, Mr. Gansoré Joachin	Mr. Oui Abdina,	Millet	560	19,0400	Delivered
	Trader from Boucle du Mouhoun	Sorghum	129	38,700	Delivered
Trader in Plateau Central	Mr. Rabo Abdoulaye from Hauts Bassins	Sorghum	30	3,8700	Delivered
Organisation paysane du BAM	Sellers with farming families in the village	Sorghum	9.5	2,992	Delivered
		Millet	3	990	Delivered
SONAGESS	<i>Organisation paysanne du plateau central</i>	Rice	100	64,000	Delivered
Niger Trader	<i>Opérateurs de l'Est</i>	Millet	1,000	39,0000	Ongoing negotiations
Mali					
Mr. Mama Koné, Trader in Bamako	Ets Velegda B. Mamounata, Burkina Faso	Millet	200	48,000	Canceled
Mr. Sidiki B Doumbia, Trader	-	Millet	2	480	Ongoing negotiations
Groupement d'Intérêt Economique de Jekafeere Niono	-	Local rice	42	2,6040	Delivered
Groupement d'Intérêt Economique de Jekafeere Niono	-	Local rice	2.5	1,750	Delivered
ARPASO	-	Local rice	500	30,0000	Delivered
APVM	-	Paddy rice	400	9,2000	Delivered
Mr. Cheick O. Traoré	-	Cereal seeds	10	1000	Ongoing negotiations
TOTAL			3,056	1,197,000	

As detailed in the table, twelve contracts totaling about 1,900 MT have been successfully completed and 3,700 MT are under negotiations. A transaction of 200 MT of millet between Mama Koné in Mali and

Alizeta Velegda in Burkina Faso could not be completed because the commodity could not cross the border due to the export ban on cereals. The transaction of 2,500 MT of sorghum between the *Union des producteurs de Fada* and the Nigerien trader failed because the seller could not mobilize enough funds to purchase the quantity demanded.

8. 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

In September and October 2009, USAID E-ATP conducted a poultry value chain assessment in four West African countries (Côte d'Ivoire, Ghana, Burkina Faso, and Mali). This was complemented by an Avian Influenza (AI) assessment in six countries, begun in mid-November 2009, which included those same four countries plus Senegal and Nigeria.

These studies provided facts, opinions, and contacts for organizing a regional consultative workshop of value chain stakeholders, which the project held in late January 2010 in Accra, Ghana. Over 40 participants representing leading private sector actors, professional organizations, and government officials attended the two-day workshop. The objective was to review the study findings, discuss in depth constraints and opportunities in particular areas, and work towards agreement on necessary changes in the value chain, actions to realize these changes, and means by which the project or other organizations could support stakeholders in this process. The particular areas of workshop focus were the following:

- Promoting intraregional trade of ETH and DOC to respond to shortages, particularly in Sahelian countries.
- Opportunities to expand the marketing and trade of poultry meat and eggs (as opposed to trade in live birds).
- Ways to promote egg consumption through improved marketing and distribution.
- Appropriate roles of and challenges facing national and regional inter-professional organizations and producer associations.

Biosafety issues were addressed under each of these focus areas, as USAID E-ATP believes that best practices and measures to prevent AI and other disease outbreaks must be integrated into value chain development efforts at every level.

8.1 TASK 1.4.1: BUILD THE CAPACITY OF POULTRY PRODUCERS AND PRODUCER ORGANIZATIONS TO REDUCE AI OUTBREAKS (MP3)

Initial steps toward building the capacity of value chain stakeholders to reduce AI outbreaks were taken into consideration in designing the regional poultry value chain workshop in January 2010. The aim was for stakeholders to identify key changes and actions needed to reduce AI and other disease outbreaks to improve competitiveness and expand markets across the region. Key findings of USAID E-ATP's regional poultry and AI assessments were discussed during the workshop.

While general trade restrictions are in place to prevent the free flow of poultry and poultry products from countries affected by outbreaks of AI, protocols of the World Animal Health Organization (OIE) exist to change the status of a country from AI-endemic to AI-free, however it requires a series of transparent and well documented steps which typically take over a year to achieve. Other more flexible protocols also exist to permit trade in certain instances, notably for products that can be certified prior to and upon arrival by public veterinary services. This opportunity largely excludes trade in traditionally raised poultry, but allows for exchanges between actors in the modern poultry sector.

During the regional poultry value chain workshop, stakeholders validated the opportunity to increase trade in poultry inputs, such as DOC, as immediate trade opportunities exist between suppliers in coastal countries and poultry farmers in Mali and Burkina Faso (see text box).

To support this trade and ensure that actors are better able to prevent AI outbreaks, the project began a two-fold process, which includes:

- I. Identifying opportunities to support DOC suppliers and importers to establish trade relations, conditional upon their efforts to improve biosafety practices and better comply with

government policies, for which the project will provide technical assistance. Other activities include furthering relations with national departments of veterinary services and compiling countries' respective policies governing exports and imports of DOC. In addition, the project communicated with several regional DOC suppliers and importers to identify current challenges in adhering to government procedures and opportunities for either improving the effectiveness of or harmonizing procedures to permit greater trade flows. These activities helped prepare a regional workshop of key DOC exporters and importers and national departments of veterinary services to normalize procedures for trade and mechanisms for troubleshooting problems. The workshop took place in Ouagadougou in July 2010 and helped build capacities of private poultry farmers in traceability and best practices to prevent AI.

Inadequate Supply of DOC and ETH

There is significant domestic capacity to produce ETH and DOC in the key coastal producing countries of Côte d'Ivoire, Ghana and Senegal, but more limited capacity in landlocked countries (Burkina Faso, Mali). The landlocked countries import many of their DOC from the European Union at high cost. Efforts to promote DOC production in Burkina Faso have had mixed results while progress is being made in Mali, which still imports most of its ETH from Brazil via Senegal.

There are opportunities for coastal countries to export DOC and ETH to landlocked countries, as well as to coastal countries with less commercially developed poultry value chains, such as Guinea, Liberia, Togo, and Benin. The West Africa region should be able to greatly reduce imports of DOC from outside the region. Imports of ETH from low-cost producers such as Brazil will likely continue in the short run, but as breeding flocks expand in coastal countries these imports should decline.

2. Strengthening the capacity of national and regional poultry professional associations. As described above (see Outcome 2), activities for supporting national poultry professional associations and the regional apex organization are underway. It is anticipated that these organizations will play a critical role in ongoing instructions and verification of improved biosafety practices and in promoting improvements to their members. Capacity building will be provided as an incentive for organizations that undergo efforts to improve their organizational structures.



The above-mentioned activities in the poultry value chain provide the foundation for USAID E-ATP efforts to build the capacity of poultry producers and producer organizations to reduce AI outbreaks. For example, by opening avenues for trade in DOC and ETH, USAID E-ATP promotes good practices and strengthens the capacity of producers to improve biosafety measures that directly mitigate AI outbreaks. All DOC and ETH suppliers wishing to benefit from USAID E-ATP support to expand into regional markets work with the project to identify gaps in their biosafety practices and implement measures for closing them.

Stronger regional and national member poultry organizations, which are the focus of USAID E-ATP's institutional strengthening activities, provide the means through which the project works toward harmonized sanitary standards, communicating these standards and improved biosafety practices to members, and effectively contributing to a general lift of trade bans on poultry products.

Assessment of Ten DOC producers in Ghana and Côte d'Ivoire

In August 2010, USAID E-ATP visited DOC facilities in Ghana and Côte d'Ivoire and assessed their suitability for housing breeding flocks and egg hatching operations. Biosafety measures were overall acceptable for these types of operations, which require the highest levels of biosafety in the poultry value chain. However, some upgrades (particularly to prevent microbe contamination) were suggested. Another weak point consisted in the absence of or irregular analyses by laboratories (e.g. on influenza viruses, mycoplasma, or salmonella). Qualifications and experience of staff were adequate but vocational training and technical updates were lacking in most enterprises. Finally, despite their commitment to quality, these enterprises have not yet engaged in a system whereby their practices would be certified by a third party and communicated to both DOC purchasers and national veterinary services of importing countries. These are areas in which USAID E-ATP will provide support in FY11.

8.2 TASK 1.4.2: DEVELOP AND DISSEMINATE MODELS FOR PUBLIC-PRIVATE COOPERATION IN AI CONTROL

On July 21-22, 2010 USAID E-ATP organized in Ouagadougou a regional workshop with veterinary services and private poultry farmers from seven countries. They analyzed conditions required to lift trade bans in poultry products, and discussed ways to improve the collaboration between the public and the private sectors. A private poultry supplier from Côte d'Ivoire presented an innovative traceability model that was greatly appreciated by veterinary services and other poultry farmers.



Incubator trays of eggs-to-hatch in a SIPRA farm in Côte d'Ivoire

Private traceability model to prevent AI outbreaks in DOC farms

The *Société ivoirienne des productions animales* (SIPRA) in Côte d'Ivoire has the capacity to produce over 18 million DOC and 280,000 ETH per year. With six breeding farms, SIPRA is a key actor in the poultry value chain in the region.

SIPRA developed its own traceability model to improve the prevention of AI and other disease outbreaks in its farms. The model is based on a voluntary control at all levels of the supply chain. Each ETH is marked according to the breeding farm it comes from, and this mark is repeated on trays, incubators and cardboard boxes until the DOC is sold. This model respects the four key elements of any traceability procedure: (i) the products are well identified, (ii) the links between each step are documented, (iii) all data are recorded, and (iv) the information is passed over to the buyer. Such a model ensures the traceability throughout the supply chain and allows one to quickly identify any biosafety problem that may arise. It also improves the confidence of the buyer in the DOCs bought, and thus its business relationship with SIPRA.

Through the series of workshops it organized with public and private poultry stakeholders in 2010, USAID E-ATP raised awareness about the impact of the trade bans on poultry products, which most countries of the region had enacted following the 2006 AI outbreaks. The project's efforts contributed to the lifting of the ban between Burkina Faso and Côte d'Ivoire in August 2010. In FY11, USAID E-ATP will continue assisting public and private stakeholders to collaborate, implement and monitor best practices to prevent AI outbreaks, especially along the Bobo-Dioulasso (Burkina Faso) – Abidjan (Côte d'Ivoire) trade corridor that reopened in August 2010.

Regional seminar with DOC producers from West Africa

On August 20, 2010 in Accra, USAID E-ATP organized a regional workshop to discuss its assessment of DOC farms in Ghana and Côte d'Ivoire, as well as experiences in other regions in upgrading DOC quality and trade. DOC producers and representatives from national poultry associations and national veterinary services attended the workshop. They recognized the importance of boosting trade in DOC and ETH in West Africa in order to upgrade the sanitary status and the productivity and competitiveness of the poultry value chain. Therefore, these stakeholders agreed to engage in a quality assurance process based on the design, implementation and verification of best practices for breeding flocks and hatcheries, and on the development, adoption and enforcement of new regulations on intra-regional trade in DOC and ETH. These activities will represent the core support of the AI component of USAID E-ATP in FY11. They will build the capacity of poultry producers, poultry organizations and national veterinary services to prevent and manage outbreaks of diseases like AI. Through this activity public-private partnerships will be developed at the national level as well as at the regional level with institutions like UOFA, UEMOA and ECOWAS. USAID E-ATP support to develop public-private partnerships in AI prevention are aligned with the recently drafted strategic plan for strengthening veterinary services in the UEMOA region, developed by UEMOA in collaboration with the OIE.

9. CROSS-CUTTING AREAS

9.1 MOBILIZATION OF FINANCE (MP2)

USAID E-ATP's strategy to mobilize finance for agribusinesses and intra-regional trade in rice, millet/sorghum, and poultry value chains was originally based on a four-pronged approach: (i) developing and implementing a Development Credit Authority (DCA) guarantee program in partnership with USAID ATP (USAID/West Africa terminated this activity during the April-June 2010 quarter, as explained below); (ii) assisting value chain actors to access finance by improving their capacity to develop bankable business plans and successfully apply for loans; (iii) facilitating the transfer of funds related to trade within value chains; and (iv) strengthening the capacity of selected financial service providers to evaluate creditworthiness and the risks associated with lending to agribusinesses.

Development Credit Authority

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

Facilitation of access to credit

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

Identification of potential financial partners

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

During the preparation for the DCA program, USAID E-ATP contacted Women's World Banking Ghana (WWB-G), a microfinance institution whose mission it is to train, assist, and lend credit to low-income women entrepreneurs. WWB-G started to gather required documents for the USAID appraisal. Despite the end of the DCA process, USAID E-ATP is collaborating with WWB-G to introduce them to female value chain stakeholders interested in accessing credit through a microfinance institution.

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

In April, USAID E-ATP also attended a roundtable organized in Ouagadougou by the World Bank's Consultative Group to Assist the Poor (CGAP), an independent policy and research center supported by over 30 development agencies and private foundations and housed at the World Bank. CGAP's mission is to advance financial access for the poor. USAID E-ATP actively participated in a panel, along with representatives of the International Fund for Agricultural Development (IFAD) and Terrafina, on the following topic: "How funders and investors can support rural financing – new answers to an old question." During the workshop, participating microfinance institutions from Burkina Faso, Mali, Senegal, Togo, and Benin suggested that USAID E-ATP organize a regional workshop on value chain financing. As Terrafina is in the process of developing new financial products for value chain stakeholders (in particular those involved in cereal warrantage/storage), USAID E-ATP and Terrafina agreed to couple this/these workshop(s) on value chain financing with the launch of Terrafina's new products, expected in the April-June 2011 quarter.

Training course on access to finance

In partnership with USAID ATP, USAID E-ATP conducted a training course on access to finance for selected value-chain actors. A total of 118 participants (including 15 women) attended. The course was held on December 1, 2009, in preparation for the *Bourse céréalière internationale* during the JAAL in Ouagadougou. This introductory course targeted stakeholders (particularly from Côte d'Ivoire and Mali) involved in USAID E-ATP value chains, particularly millet/sorghum. The course catalyzed trade activities: participants signed contracts to trade millet, sorghum and rice; suppliers provided buyers with supplier credit ranging from ten to 90 days and in some cases a bank provided the buyer with a loan. The amount mobilized/leveraged on millet, sorghum and rice through these contracts was approximately \$846,118.

Technical assistance to value chain stakeholders

On May 20, 2010, USAID E-ATP attended a workshop sponsored by Oikocredit that initiated a joint venture between Oikocredit, a Senegalese rice producer cooperative (Debi-Tiguet Farmers' Union), an agricultural service provider (Deltagrisol), and a microfinance partner (MEC FEPRODES). The joint venture targets the processing and marketing of quality local rice to compete with imported white rice; this goal is in line with interventions proposed by USAID E-ATP in its rice value chain development plan. USAID E-ATP introduced Oikocredit to the USAID/Senegal PCE project, facilitated initial discussions, and both parties agreed to identify ways to support the joint venture in developing its business plan.

Assistance to a Poultry Value Chain Actor

E-ATP provided technical assistance to the *Projet d'Aviculture Moderne d'Espèces Locales* (PAMEL) developed by a poultry entrepreneur, Adama Compaoré, in the area around Ouagadougou. Compaoré plans to expand his poultry farm and increase the annual production of local broilers from 5,000 to 12,000 and the annual production of eggs from 10,000 to 15,000.

Total investments for this project are around 26.5 million Fcfa. Compaoré has already invested 13 million Fcfa of private funds, and has contacted E-ATP for assistance with a 10 million FCFA loan.

USAID E-ATP also met with USAID/Senegal PCE to share information and lessons learned on their respective access to finance activities. They identified areas of collaboration to facilitate access to finance for rice and millet/sorghum value chain stakeholders. Possible beneficiaries include a cleaning facility that a Senegalese entrepreneur, Tamsir Niane, intends to build to expand his millet/sorghum export and contract farming activities.



Rice mill of the Debi-Tiguet Farmer Union, Senegal

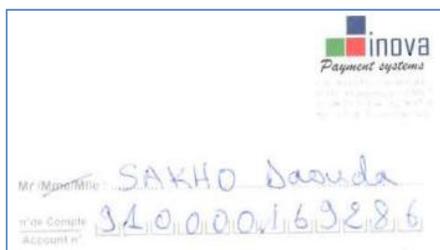


Local Senegalese white rice

In the poultry value chain, USAID E-ATP assisted the Projet d'aviculture moderne d'espèces locales (PAMEL) to develop its business plan (see text box). In the last quarter of FY10, USAID E-ATP mobilized a sub-contractor 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 problems. The final business plan is expected in early FY11 and will be used by PAMEL for a 10 million Fcfa loan application.

Facilitation of transfer of funds

USAID E-ATP investigated several fund transfer systems that could help improve the transfer of money within the region, among them INOVA Payments Systems. USAID ATP and INOVA discussed ways to extend mobile transfer services to value chain actors and improve their access to financial services through the INOVA electronic platform. Building on a partnership request that INOVA sent to USAID ATP and E-ATP in March 2010, the USAID ATP project supports a pilot program linking INOVA with a microfinance institution (URC-Nazinon) and Burkinabè traders exporting livestock to Ghana. If successful, it may be expanded in FY11 to USAID E-ATP value chains.



Demonstration of money transfer via a mobile phone

INOVA Payment System

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

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

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

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

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

Capacity strengthening of selected financial service providers

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

USAID E-ATP, in partnership with USAID ATP, has also started to prepare a regional workshop focused on access to finance for women. In early FY11, this workshop will bring together women value chain stakeholders and finance institutions to discuss specific constraints faced by women in the target value chains and to strengthen the capacities of financial partners to evaluate and mitigate risks related to loans to women actors.

9.2 GRANTS (MPI)

USAID E-ATP awarded a grant to IFANET to support MIS and trade data collection on intra-regional and intra-zone flows for millet, sorghum and rice in Nigeria.

USAID E-ATP also embarked on a series of assessments of potential grantees. Through the pre-award surveys and assessments, the project grants manager met ten professional and inter-professional organizations to assess their financial management capacities. These organizations included GNAPF, MDA in Burkina Faso, FIFAM in Mali, IPRAVI in Côte d'Ivoire, and UNAFA in Senegal — all of which are members of UOFA.

Other organizations assessed were CIR-B, the *Union des groupements des étuveuses du riz de Bama* (Burkina Faso), the *Fédération des sociétés coopératives paysannes et du Sexagon* (involved in rice production and commercialization, Mali), the *Association des acheteurs des produits locaux de Sikasso* (APLS) in Mali, and CIC-B in Burkina Faso. Both APLS and CIC-B will be collecting trade data on millet and sorghum.

9.3 COMMUNICATIONS (MP2)

Hiring a communications manager

To expand on USAID ATP's efforts to build an effective communications strategy, USAID E-ATP has hired a full-time communications manager. She is a seasoned communications expert with a journalistic background and extensive experience in communications and outreach in a variety of settings and with a variety of organizations, including USAID.

Communications strategy

Basing its communications strategy on that established under USAID ATP, USAID E-ATP used various communications channels to present the project and its activities to key partners and the general public throughout the region.

Building relations with the media

USAID E-ATP has built relationships with key stakeholders in the media in project countries where major activities were undertaken. This involved establishing an initial working relationship with key local and regional media organizations, including local newspapers, radio stations, national television stations in project countries, and a regional television network (*Africable*) based in Ouagadougou. Major media coverage was achieved for major events during the year. Notable among them was the regional workshop on a new intensive system for rice farming. The workshop, which took place in Mali, was covered by 32 national and regional media outlets.

Communications materials

The project has used a variety of communication materials to give visibility to the project and its activities. Brochures and fact sheets were produced and distributed to stakeholders and the general public during USAID E-ATP events, meeting sessions, and field trips. These materials were produced both in English and French. Press releases, news stories, and newspaper articles were also used to highlight project activities.

Documentation

The project has archived press releases and news stories about its activities. Footage of these activities has been used in videos to showcase project achievements.

USAID ATP and E-ATP website

The project has partnered with USAID ATP to publicize its activities by developing a shared website (<http://www.agribuzafrika.org>) to give visibility to project achievements and communicate other information to key stakeholders and the general public.

Success stories and press releases

USAID E-ATP delivered several success stories and press releases to showcase its activities throughout the year. Success stories have included removal of a four-year ban on poultry trade between Côte d'Ivoire and Burkina Faso in August 2010.

USAID efforts in bringing the new intensive rice growing system (SRI) to one of Mali's rice growing regions were recognized with the presentation of awards to the USAID E-ATP rice value chain leader and his colleague from USAID/Mali's IICEM project.

USAID E-ATP has also helped the Burkina Faso inter-professional cereal producers group (CIC-B) establish the Network of West African Professional Cereal Producers. The network is developing informal community and national organizations, composed of cereal producers, processors and traders, and places a strong emphasis on establishing and strengthening linkages and partnerships for intra-regional trade, advocacy, and gender mainstreaming.

Press releases were systematically issued for major events to communicate project activities to the public.

9.4 GENDER (MP3)

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

Project staff training

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

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

USAID E-ATP Gender Statement

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

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

USAID E-ATP will publicize project results showing how both men and women contribute to each result.

Contact with rice, poultry and millet/sorghum value chain stakeholders

In order to improve gender equity and benefits in the target value chains, USAID E-ATP organized a series of meetings with rice, poultry, and millet/sorghum value chain stakeholders throughout FY10.

During the regional consultative workshops of USAID E-ATP value chain stakeholders (January and March 2010), the gender specialist interviewed many participants to identify key constraints faced by women in the rice, poultry, and millet/sorghum value chains. Participants indicated that poor access to finance, poor access to market information, weak business linkages (at national and regional levels), and weak organizational development were the main constraints faced by women.

In March 2010, the gender specialist met with several women's groups and organizations in Burkina Faso, including the *Réseau des transformatrices de céréales du Burkina Faso* (RTCF) and CIC-B. In April 2010, he met with women's organizations involved in parboiling activities in the rice production areas of Banzon and Bama in western Burkina Faso, and at Mogtedo in central Burkina Faso. Parboiled rice is mainly consumed within the country; however parboiled rice produced in Banzon and Bama is also sold to Malian traders who either sell it on Malian markets or re-export it to Guinea and Senegal. Discussions with women focused on their access to resources required for their parboiling activity, including financing, equipment, market information, training, etc., and on benefits generated by rice parboiling. Also discussed was the support that USAID E-ATP could provide to the *Union nationale des étuveuses de riz du Burkina Faso* (UNERiz), which is expected to be created in FY11. Findings from these meetings were included in the rice value chain assessment and development plan.

Incorporation of a gender dimension into field activities

To complement the incorporation of a gender dimension in its assessments, analyses and quick-start activity plans, USAID E-ATP also used a gender lens to implement its field activities, as detailed below.

PIVA and gender

In preparation for the PIVAs that USAID E-ATP organized with its selected key partner organizations, CIR-B (rice), UOFA (poultry), and APROSSA and AMASSA (millet/sorghum), the project gender specialist and the USAID E-ATP capacity building specialist incorporated gender considerations in the competency areas screened with the partners. An eighth institutional competency area entitled “Gender and Equity,” comprising seven competency elements, was added to the PIVA scoring matrix. The PIVA matrix is now composed of 66 competency elements, including seven on gender and equity issues.

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

Training in rice parboiling In September 2010 in Ouagadougou, USAID E-ATP organized a training on best practices in small-scale rice parboiling. Among 28 participants, 19 (over 70 percent) were women. Indeed, women are highly involved in small-scale parboiling, but do not often benefit from training programs. Therefore, USAID E-ATP mainly selected literate women from eight countries in the region as participants, and built their capacities to produce high quality parboiled rice with less fuel-wood. These women are expected to share their new knowledge and skills with other parboiling women and become local trainers. By strengthening capacities of parboiling stakeholders, USAID E-ATP believes that the market for quality parboiled rice could be better supplied, thus stimulating rice production and offering brighter prospects for intra-regional trade in quality parboiled rice.

Institutional Competency in Gender & Equity Seven Competency Elements to Score

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

Forum on Behavior Change Perspectives on Gender and Value Chain Development

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

learned from other projects to promote value chain development that is inclusive of and benefits women.

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

9.5 MONITORING AND EVALUATION (MPI, MP3)

The USAID E-ATP monitoring plan was finalized during the third quarter. The database tables and overall structure were developed in coordination with the value chain leaders and tailored to the sources and types of information to be monitored. Additional guidelines and materials were developed for the collection of performance data, and the technical staff was trained in their use. A consistent and straightforward approach was developed for collecting baseline data for all three value chains.

The M&E unit also assisted one of USAID ATP's key information collection partners in expanding its information collection system to incorporate data on trade in millet and sorghum, one of USAID E-ATP's target value chains. In a workshop for various information specialists and representatives from the technical divisions of CIC-B, challenges for incorporating the collection of millet/sorghum information were identified and resolved.

9.6 ENVIRONMENT: STATUS OF MITIGATION AND MONITORING (MP3)

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

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

In addition, throughout the year, USAID E-ATP carried out environmental screenings for activities conducted under new contractual agreements. USAID E-ATP prepared environmental review forms (ERFs) for every professional service agreement the project signed during the year. When ERFs identified activities as very low risk and judged that they would receive a categorical exclusion under the applicable IEE, USAID E-ATP kept them on file. When activities were identified as having a potential impact on the environment, the ERF and an environmental review report (ERR) were submitted to USAID for clearance.

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

USAID E-ATP did not observe or learn of any specific environmental issue requiring USAID's attention.

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

9.7 SYNERGIES WITH OTHER USG PARTNERS (MPI, MP3)

9.7.1 COLLABORATION WITH USAID/SENEGAL

The USAID ATP and E-ATP policy team worked closely with USAID/Senegal PCE, a project working in several of the same value chains. PCE was tasked with assisting Senegal's CPI to prepare for a border conference between Senegal and Mali in November 2010. CPI established four working groups (agriculture, livestock, merchandise, and cross-cutting issues) expected to meet four times before October 2010 to develop national positions on relevant cross-border issues.

In response to a PCE request, the E-ATP policy team participated in a CPI-launch workshop, which involved over 60 participants. At the workshop, the policy team presented an overview of the regional trading system under ECOWAS and UEMOA and the specific regional trading rules affecting the three E-ATP value chains. With regard to rice, for example, the presentation discussed the impact of customs tariffs or "taxes of equivalent effect"; recommendations against the application of VAT on imported products when it is not assessed on domestic sales, the persistence of non-tariff barriers such as frequent control checkpoints or technical barriers to trade that should have been eliminated under the regional trading rules, and the documentation necessary for the free movement of rice across borders.

USAID E-ATP and PCE agreed to cost-share the salaries of two transport assistants in charge of collecting road harassment data along the Bamako-Dakar trade corridor. The assistants are expected to be hired in early 2011.

In the rice value chain, USAID E-ATP collaborates with PCE to conduct studies on parboiled rice and on establishing regional business linkages with Senegalese actors.

9.7.2 COLLABORATION WITH USAID/MALI

USAID E-ATP and USAID/Mali's IICEM project collaborate on several aspects in the rice value chain. USAID E-ATP and IICEM co-organized a regional workshop on SRI, a rice cultivation practice successfully tested in Mali by IICEM, which could be replicated in other countries of the region. USAID E-ATP also facilitated a study tour that IICEM organized to Burkina Faso to visit parboiling women organizations. Moreover, both projects plan to collaborate further to identify regional market opportunities for white and parboiled rice, as well as for post-harvest rice equipment.

In the millet/sorghum value chain, USAID E-ATP collaborates with IICEM as well as with INTSORMIL, a sorghum and millet research support program. Collaboration covers several areas including (i) promotion of millet/sorghum-based processed products; (ii) dissemination of business models through

regional study tours and a regional workshop involving all bilateral projects; and (iii) advocacy to reduce cereal export bans and other barriers to trade in Mali.

9.7.3 COLLABORATION WITH USAID/GHANA

USAID E-ATP collaborated with USAID/Ghana's ADVANCE project in promoting parboiled rice market opportunities for Ghanaian suppliers to Nigerian markets, and incorporating Ghana in the assessment of commercial seed supplies and markets and policies in the region.

9.7.4 COLLABORATION WITH USAID/NIGERIA

USAID E-ATP and USAID/Nigeria MARKETS collaborated in the rice value chain by sponsoring a MARKETS resource person to attend the regional training on parboiling best practices and technologies. During this training, organized by USAID E-ATP in September 2010, MARKETS participants shared USAID/Nigeria's experience in parboiling practices.

9.7.5 COLLABORATION WITH OTHER USG PARTNERS

During the April-June quarter, USAID E-ATP organized working sessions with STOP AI and USDA's APHIS projects to discuss respective poultry/AI activities, exchange information and maintain lines of communication and collaboration.

10. ADMINISTRATION

10.1 STAFFING

At inception, the project lost two proposed key personnel: Silas Kanamugire, the proposed transport advisor in Accra, who accepted another professional opportunity, and Mashood Ola'llupeju, the proposed public-private alliance advisor, who elected to remain with his current employer. USAID E-ATP decided to eliminate the transport advisor position in Accra and, instead, assign a transport advisor (Daouda Moussa) to the Ouagadougou office to closely coordinate transport-related activities with UEMOA.

Following USAID's recommendation, USAID E-ATP made the decision to add a long-term gender specialist to develop strategies for gender equity and integrate gender mainstreaming into project activities.

To achieve project outcomes 2 and 3, USAID E-ATP also decided to add an institutional/organizational-strengthening specialist. The rationale for this decision was to build strong partnerships with regional associations and strengthen linkages among key value chain actors.

In January, USAID E-ATP hired two new staff members in Ouagadougou, Burkina Faso: Jean-Didier Nacoulma, gender specialist; and Mamadou Sanfo, millet/sorghum VC leader.

USAID E-ATP added five staff members for its operations in Kano, Nigeria: Kola Kuku, market facilitator; Gafar Ajao, MIS specialist; Adebayo Adegbenjo, finance and administration manager; Elizabeth Musa, receptionist/administrative assistant; and Musa Iliyasu, driver.

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

In September, USAID ATP and E-ATP recruited a full-time communications manager with international experience to strengthen its communications unit to better respond to USAID's reporting needs while promoting the project's achievements to key stakeholders, partners, and the public in the region. The communications manager will conceptualize ideas for various types of promotional packages (brochures, booklets, flyers, videos, etc.), and design, develop, and implement these concepts.

USAID E-ATP also decided to add a data analyst position to assist with processing and analyzing M&E, transport, and MIS data. He/she will also be responsible for maintaining and strengthening the project database. He/she will join USAID E-ATP team in the first quarter of FY11.

USAID E-ATP VC Coordinator, Eric Derks, announced in September that he would leave USAID E-ATP to join the ADVANCE project in Ghana in December 2010. Steps are being taken to find his replacement before his resignation.

10.2 WORKPLANNING AND TEAMBUILDING

USAID E-ATP organized its first teambuilding and workplanning workshops in Akosombo and Accra from October 5 to October 14, 2009. The overall purpose of the workshop was to chart a strategic project direction, achieve an efficient project start-up, clarify roles and responsibilities, and prepare a draft FY10 workplan.

Another teambuilding and workplanning workshop was held in Elmina from August 26 to 28, 2010 facilitated by Training Resources Group (TRG) to prepare for FY11. The retreat goals were to prepare a draft FY11 workplan, develop a common project vision, identify shared values, develop agreements for, and agree on approaches for improved work flow and increased teamwork.

10.3 TASK ORDER DOCUMENTS

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

1. FY10 workplan and PMP
2. Three quarterly progress reports
3. Quarterly accruals and annual foreign tax reporting requirements
4. Revised Government property procurement plan
5. FY11 workplan and PMP (still under review)

The project management team discussed with the COTR, the office chief of the Department of Agriculture and Natural Resources, and the RCO the possibility of merging USAID ATP and USAID E-ATP to achieve higher implementation efficiency and streamline reporting. Three specific proposals were discussed:

1. **Project names:** Abt Associates proposed that the two task orders be known as the Agribusiness and Trade Promotion (ATP) Project because USAID ATP is an established brand within the region, and referring to USAID ATP and USAID E-ATP separately would create unnecessary confusion among stakeholders throughout the region.
2. **Deliverables:** Abt Associates also proposed to submit combined annual workplans, progress reports, and final reports. However, USAID ATP and USAID E-ATP reports and WPs would include separate financial reports/pipeline analysis and PMPs/indicators.
3. **Personnel:** Abt Associates finally proposed that approved rates for personnel and consultants under USAID ATP automatically apply to the same personnel and consultants under USAID E-ATP, and vice-versa.

10.4 TRAVEL

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

	Date of Travel	Countries	Travelers	Purpose
1	08/09/09 – 8/10/09	Côte d'Ivoire Ghana Burkina Faso Mali	John Holtzman	Conduct poultry assessment in these countries and participate in the project workplanning and teambuilding workshops in Ghana.
2	08/09/09 – 9/10/09	Ghana Burkina Faso Ghana	Carol Yee	Assist USAID E-ATP in project start-up. Participate in USAID ATP workplan development, as well as USAID E-ATP teambuilding workshops in Ghana.
3	3/10/09 – 17/10/09	Ghana Burkina Faso	Brooke Hopper	Participate in the teambuilding and workplanning workshops in Ghana, and assist with USAID E-ATP start-up activities in Burkina Faso.
4	2/10/09 – 24/10/09	Ghana	USAID E-ATP staff and subcontractors	Participate in the teambuilding and workplanning workshops, and, for some, present the workplan to stakeholders.
5	17/11/09 – 31/10/12	Ghana	Bechir Rassas	Assume the long-term position of DCOP.
6	22/11/09 – 8/12/09	Burkina Faso Mali Senegal	Patrice Gautier	Conduct AI assessment and provide AI baseline.
7	25/11/09 – 31/10/12	Burkina Faso	Dje Kouajou Kokou Zotoglo	Assume the long-term positions of poultry value chain leader and rice value chain leader, respectively.
8	28/11/09 – 11/12/09	Mali Senegal	Dje Kouakou Ricarda Mondry	Conduct AI assessment and provide AI baseline.
9	7/12/09 – 11/12/09	Mali	Kokou Zotoglo	Participate in the 25th Annual Meeting of the <i>Réseau de Prévention des Crises Alimentaires (RPCA)</i> .
10	13/12/09 – 16/12/09	Ghana	Gafar Ajao	Meet with the USAID E-ATP team to discuss and plan MIS activities in Kano.
11	16/12/09 – 25/12/09	Burkina Faso	Bechir Rassas	Work with VC coordinator and all USAID ATP and E-ATP staff in cross-cutting areas.

12	3/01/10 - 16/01/10	Ghana Côte d'Ivoire	Ricarda Mondry	Conduct a baseline survey on avian influenza.
13	10/01/10 - 20/01/10	Mali	Jean Bruno Guigma	Identify major actors for the rice, millet and sorghum VCs, and evaluate their data collection capacity.
14	17/01/10 - 31/01/10	Ghana	Raphael Vogelsperger	Participate in the preparation for the validation workshops of the poultry and rice VC assessments.
15	18/01/10 - 5/02/10	Nigeria	Christel Tshikudi	Open the projects' satellite office in Kano; hire and orient new staff to the projects.
16	18/01/10 - 28/01/10	Ghana	John Holtzman	Participate in the preparation for the validation workshops of the poultry and rice VC assessments and in other technical project meetings.
17	27/01/10 - 31/01/10 01/02/10-06/02/10	Ghana Nigeria	Ricarda Mondry	Conduct assessment of the avian influenza situation in West Africa and participate in the validation workshops of the poultry and rice VC assessments.
18	22/01/10 - 31/01/10	Ghana	Symantha Holben	Conduct assessments in Ghana of national poultry producer and inter-professional organizations and cold chain/storage related issues.
19	24/01/10 - 31/01/09	Ghana	Kokou Zotoglo Dje Kouakou Daouda Moussa Jean Bruno Guigma Eric Derks	Participate in the validation workshops of the poultry and rice VC assessments.
20	24/01/10 - 31/01/10	Ghana	Jean Didier Nacoulma, Adina Saperstein	Participate in the validation workshops of the poultry and rice VC assessments and develop a gender mainstreaming workplan.
21	24/01/10 - 29/01/10	Ghana	Epiphane Tougma	Provide administrative and logistical support during the validation workshops of the poultry and rice VC assessments.
22	24/01/10 - 6/03/10	Nigeria Senegal Mali Burkina Faso	Stephen d'Alessandro	Conduct assessment to facilitate project in supporting stakeholders in the millet and sorghum VC.
23	26/01/10 - 29/01/10	Ghana	Cheikh Ngane, Kolawole Kuku	Attend the validation workshops of the poultry and rice VC assessments.
24	31/01/10 - 13/02/10	Senegal Nigeria	Mamadou Sanfo	Conduct assessment for millet/sorghum VC and hold meetings with officials of USAID/Senegal PCE.
25	16/02/10 - 19/02/10	Mali	Kokou Zotoglo	Participate in the rice workshop being organized by USAID/Mali IICEM.

26	18/02/10 - 8/03/10	Ghana Benin Burkina Faso	Daouda Moussa, Abraham Bamfloe	Monitor transport of the E-ATP commodities along the main transport corridors and hold discussions with customs officials and forwarding agents.
27	21/02/10 - 28/02/10	Mali	Mamadou Sanfo	Identify ways in which USAID E-ATP can use its regional focus to add value to ongoing efforts to upgrade the millet/sorghum VC throughout the West African region.
28	22/02/10 - 5/03/10	Nigeria	Nana Boaitey	Set up, configure, and resolve IT-related issues at the new project office in Kano.
29	28/02/10 - 13/03/10	Mali	Venancious Tuor	Identify viable media outlets to introduce project activities to Mali; coordinate media coverage and publication of two workshops (Integrated Pest Management or IPM and M&E data management).
30	08/03/10 - 15/03/10	Nigeria	Olivier Kabre Bechir Rassas	Conduct meetings with USAID/Nigeria MARKETS project to explore opportunities for collaboration; assess how the Dawano Market in Kano can be integrated in project's MIS work.
31	6/04/10 - 30/09/12	Ghana	Vincent Akue	Take up the long-term position of PPP Advisor at the project office in Accra.
32	21/03/10 - 27/03/10	Mali	Kokou Zotoglo	Participate in the Africa Rice Congress 2010.
33	21/03/10 - 31/03/10	Burkina Faso	Suzanne Ngo-Eyok	Identify priority activities for USAID E-ATP institutional strengthening of partner organizations and use the millet/ sorghum workshop as opportunity to establish initial contacts with professional organizations and private firms.
34	24/03/10 - 02/04/10	Burkina Faso	Ismael Ouedraogo Bechir Rassas Venancious Tuor Stephen d'Alessandro Kola Kuku Gafar Ajao Olivier Kabre Djaouga Boubacar Diomande Daouda Christian Amedo	Participate in the validation workshop of the millet/sorghum VC assessment.
35	31/03/10 - 29/04/10	Burkina Faso Mali Senegal	Daouda Moussa	Identify millet and sorghum, rice and day-old-chick collection points and exact positions along the Ouagadougou-Bamako-Dakar corridor.
36	6/04/10 - 30/09/12	Ghana	Vincent Akue	Join the team in Accra as the long-term PPP Advisor.

37	18/04/10 - 7/05/10	Nigeria	Christel Tshikudi	Conduct quarterly management trip, draw-up the mid-year financial projections, and train finance and administration staff on budget tracking.
38	14/04/10 - 9/06/10	Ghana Burkina Faso Senegal Nigeria	Daniel Plunkett Frank Ofei	Conduct an analysis of the gaps between regional free trade rules in ECOWAS countries as they relate to USAID E-ATP value chains and their actual implementation on the ground.
39	1/05/10 - 15/05/10	Ghana Burkina Faso	Carol Yee	Conduct management visits and reviews of USAID E-ATP at the Accra and Ouagadougou project sites.
40	3/05/10 - 7/05/10	Nigeria	Margaret Dzakpasu	Assist the Kano project office finance manager with the preparation of financial reports in Quicken.
41	10/05/10 - 20/05/10	Burkina Faso	Bechir Rassas	Act as office director at the USAID ATP and E-ATP Ouagadougou Office in the DCOP's absence.
42	02/05/10 - 26/05/10	Ghana Mali Senegal Côte d'Ivoire	Dje Kouakou	Identify suppliers of eggs-to-hatch and day-old-chicks in Ghana, Côte d'Ivoire and Senegal for exports to Burkina Faso and Mali.
43	02/05/10 - 15/05/10	Ghana Mali Senegal	Symantha Holben Suzanne Ngo-Eyok	Conduct an initial assessment of the affiliates of UOFA and of other professional poultry organizations in West Africa.
44	13/05/10 - 3/07/10	Senegal Mali Burkina Faso Togo Benin	Olivier Kabre	Evaluate information systems of national and sub-regional organizations as well as private and public MIS partner organizations identified by the USAID E-ATP value chain coordinators.
45	23/05/10 - 06/06/10	Ghana Burkina Faso	Adina Saperstein Gretchen Bloom Jean D. Nacoulma	Conduct a training in gender mainstreaming for the project staff and design a gender mainstreaming strategy for institutional partners.
46	16/05/10 - 22/05/10	Senegal	Eric Derks Kokou Zotoglo	Work with actors and key stakeholders of the rice VC to carry out evaluation of the opportunities available in the region for the commercialization of rice and its seeds to meet the demands and competitive needs of the local markets dominated by imported rice.
47	22/05/10 - 28/05/10	Ghana	Eric Derks	Present the USAID E-ATP strategy in the rice value chain to USAID/Ghana ADVANCE management and technical personnel in order to avoid duplication of effort and generate synergies between the two projects.
48	24/05/10 - 15/06/10	Togo Benin Nigeria Côte d'Ivoire Burkina Faso	Suzanne Ngo-Eyok Olivier Kabre	Conduct an initial assessment of the affiliates of UOFA and of other professional poultry organizations in West Africa.

49	20/05/10 - 28/05/10	Senegal	Daouda Sakho	Attend a workshop in St. Louis organized by Oikocredit: present the USAID ATP and E-ATP approach to value chain financing and identify potential financial partners in Senegal.
50	29/05/10 - 18/06/10	Ghana Senegal Nigeria	Frank Ofei Dan Plunkett	Implement the second phase of the gap analysis SOW started last April.
51	31/05/10-20/06/10	Ghana Nigeria	Jean Bruno Guigma Christian Amedo Bernardin Gatete	Reach a consensus on data collection methodology with partner organizations and establish baseline data for each USAID E-ATP value chain.
52	8/06/10 - 12/06/10	Nigeria	Olivier Kabre	Join the M&E team to select partner organizations that can assist in expanding USAID ATP Market Information system (MIS) to Kano.
53	9/06/10- 11/06/10	Mali	Dje Kouakou	Attend a meeting organized by UOFA.
54	26/6/10-11/7/10	Mali Côte d'Ivoire Senegal Ghana	Daouda Moussa	Select assistants for data collection on road harassment along USAID E-ATP regional transport corridors, in close collaboration with USAID Mali/IICEM and USAID Senegal/PCE, and attend the annual steering committee meeting of the OPA under UEMOA.
55	28/6/10-3/7/10	Ghana	Dje Kouakou	Attend meetings with the director of veterinary services and other poultry input suppliers in Ghana in preparation for the July meeting where participants will identify conditions for opening trade in poultry inputs between Burkina Faso, Ghana and Côte d'Ivoire.
56	13/06/10 - 24/06/10	Ghana Burkina Faso	Maziar Sassanpour	Conduct management and technical reviews of ACDI/VOCA activities for USAID E-ATP.
57	20/06/10 - 29/06/10	Burkina Faso	Leigh Hartless	Meet ACDI/VOCA project staff in Ouagadougou to discuss improvement of field work conditions and performance, and compliance with procedures.
58	27/6/10-3/7/10	Ghana	Laura Dillon	Train communications and outreach staff on identification and elaboration of stories, selection of project photos, and other tools to make the project more visible.
59	4/7/10-23/7/10	Burkina Faso	Venancious Tuor	Meet with Ouagadougou technical staff to develop and finalize project success stories, fact sheets and technical briefs.
60	12/7/10-17/7/10	Burkina Faso	Bernardin Gatete	Conduct a grant pre-award assessment (due diligence) for CIR-B and <i>l'Union des Groupements des Femmes Etuveuses de Bama</i> .

61	13/7/10-17/7/10	Mali	Olivier Kabre	Evaluate the information systems of national and sub-regional organizations as well as private and public MIS partner organizations identified by USAID E-ATP VC leaders.
62	10/7/10-14/7/10	Senegal	Daouda Moussa	Select assistants for road harassment data collection along USAID E-ATP regional transport corridors, in close collaboration with USAID Senegal/PCE; and attend the annual steering committee meeting of OPA under UEMOA.
63	14/7/10-21/7/10	Mali	Mamadou Sanfo Suzanne Ngo-Eyok	Identify, with IICEM/USAID Mali, areas of collaboration and complementarities in the millet/sorghum value chain, and prepare, with millet/sorghum stakeholders (including AMASSA), regional activities planned for the USAID E-ATP millet/sorghum value chain development.
64	18/7/10-24/7/10	Nigeria	Olivier Kabre Garcia Honvoh Andrew Kpeleku	Train future trainers (MIS managers) and enumerators in market information data collection methodology and dissemination using the Esoko market information platform.
65	18/7/10-23/7/10	Benin Togo	Kokou Zotoglo	Identify areas of collaboration with Africa Rice and develop a partnership agreement; in Togo, identify key rice partners capable of contributing to the implementation of the rice VCDP.
66	9/8/10-14/8/10	Senegal	Mamadou Sanfo	Identify with USAID Senegal PCE, areas of collaboration and complementarities in the millet/sorghum value chain, and prepare ,with millet/sorghum stakeholders and CORAF, regional activities planned for the USAID E-ATP millet/sorghum value chain development.
67	1/8/10-21/8/10	Côte d'Ivoire Mali Senegal	Christian Amedo Bernardin Gatete Jean Bruno Guigma	Discuss with bilateral USAID projects and partner organizations the data collection methodology needed to establish the USAID E-ATP baseline data on intra-regional trade (millet/sorghum, rice, poultry) and conduct subsequent data collection rounds.
68	25/7/10-1/8/10	Ghana	Jules Sombie Jean Didier Nacoulma Dje Kouakou	Join Suzanne Ngo-Eyok, the USAID E-ATP institutional organization strengthening specialist, to conduct a PIVA for UOFA.
69	9/8/10-26/8/10	Ghana Côte d'Ivoire	Patrice Gautier Eugene Goater Abdrahamane Konate Dje Kouakou	Assess the sanitary practices of some suppliers of DOC and ETH in West Africa through field visits in Ghana and Côte d'Ivoire.
70	8/8/10-15/8/10	Mali	Kokou Zotoglo Venancious Tuor	Facilitate, in close partnership with USAID Mali IICEM, a regional training workshop on SRI technology, and share IICEM's SRI successes with other West African countries.
71	15/8/10-20/8/10	Burkina Faso	Venancious Tuor	Interact with technical staff to develop communications/public relations support materials.

72	18/09/10 - 22/09/10	Côte d'Ivoire	Daouda Moussa	Train data collectors and meet with poultry value chain actors to discuss logistic conditions to moving poultry from Burkina Faso to Côte d'Ivoire.
73	20/09/10 - 22/09/10	Burkina Faso	Suzanne Ngo-Eyok	Conduct an initial PIVA session for members of CIR-B for collaboration that will enable the project to identify common goals, evaluate its progress and optimize the impact of its institutional capacity building activities.
74	25/09/10 - 31/10/12	Ghana	Paulette Lee	Take up the long-term position of Communications Manager for the USAID E-ATP program.
75	27/09/10 - 01/10/10	Burkina Faso	Venancious Tuor	Provide communication support to the training of trainers workshop geared towards improving the quality of locally produced rice in the West Africa region.

10.5 LOCAL GRANT AND SUBCONTRACT AGREEMENTS

ATP entered into agreements with the following organizations:

	Period of Performance	Organization	Amount	Purpose
1	19/05/10 – 21/05/10	J. Expert International	FCFA 600,000	Facilitate three-day business training workshop on farming for 50 lead farmers and agricultural technicians from the central and southern region of Burkina Faso.
2	1/08/10 – 31/10/12	IFANET	NGN 34,008,877	Collect data on trade and MIS data on millet/sorghum, rice and other project cereals.
3	3/08/10 – 10/09/10	<i>Cabinet Consult Conseil</i>	FCFA 4,743,600	Develop a bankable business plan for CIC-B that aims at facilitating access to finance for input supply scheme targeted to cereals for the 2010 to 2015 cropping seasons.
4	1/09/10 – 1/10/10	<i>Cabinet Lessokon</i>	FCFA 1,180,000	Develop a bankable business plan for poultry farm, PAMEL, which aims at facilitating access to finance for its expansion.

II. PIPELINE ANALYSIS

CONTRACT BUDGET CATEGORY	BUDGET AMOUNT	BILLED TO USAID	ACCRUED EXPENDITURES TO 9/30/10	REMAINING BALANCE
DIRECT LABOR (excluding Fringe)	3,160,140	679,652	679,652	2,480,488
OTHER DIRECT COSTS	4,540,179	1,302,129	1,302,129	3,238,050
SUBCONTRACTS , CONSULTANTS, GOVERNMENT PROPERTY, GRANTS	9,836,352	1,421,235	1,723,945	8,112,407
INDIRECT COSTS (including Fringe)	3,037,857	1,102,952	1,106,815	1,931,042
FIXED FEE	1,296,196	280,220	299,567	996,629
TOTAL	21,870,724	4,786,188	5,112,108	16,758,615
PIPELINE ANALYSIS				
FUNDED AMOUNT (OBLIGATION)				8,500,000
TOTAL BUDGET				21,870,724
LESS ACCRUED EXPENSES THROUGH 9/30/10				5,112,108
OBLIGATION BALANCE ON 9/30/10				3,387,892
BUDGET BALANCE ON 9/30/10				16,758,615
MONTHLY AVERAGE BURN RATE				365,151
PIPELINE MONTH OBLIGATION AT CURRENT MONTHLY BURN RATE				9
PIPELINE MONTH BUDGET AT CURRENT MONTHLY BURN RATE				46