

# TRADE HUB AND AFRICAN PARTNERS NETWORK QUARTERLY REPORT OCTOBER-DECEMBER 2014

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**DISCLAIMER**

The authors' 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

<b>AAFEX</b>	Association Africa AgroExport
<b>ACA</b>	African Cashew Alliance
<b>ACTE</b>	Africa Competitiveness and Trade Expansion Initiative
<b>AfDB</b>	African Development Bank
<b>AGAM</b>	Association of Ghanaian Apparel Manufacturers
<b>AGOA</b>	African Growth and Opportunity Act
<b>AGRA</b>	Alliance for a Green Revolution in Africa
<b>AIMS</b>	African Institute for Mathematical Sciences
<b>ALCO</b>	Abidjan–Lagos Corridor Organization
<b>APEX</b>	<i>Agence de Promotion des Exportations</i>
<b>ARC</b>	AGOA Resource Center
<b>ARTC</b>	AGOA/Trade Resource Center
<b>ASEPEX</b>	<i>Agence Sénégalaise de Promotion des Exportations</i>
<b>AWP</b>	Annual Work Plan
<b>BA</b>	Borderless Alliance
<b>BIC</b>	Border Information Center
<b>BOA</b>	Bank of Africa
<b>BOAD</b>	<i>Banque Ouest Africaine de Développement</i>
<b>CBC</b>	<i>Conseil Burkinabé des Chargeurs</i>
<b>CCC</b>	Community Computer Centre
<b>CCI</b>	<i>Chambre de Commerce et d'Industrie</i>
<b>CDI</b>	Côte d'Ivoire
<b>CET</b>	Common External Tariff
<b>CFAHS</b>	<i>Coopérative Fédérative de L'horticulture de Sénégal</i>
<b>CILSS</b>	<i>Comité Inter-Etats de Lutte contre la Sécheresse au Sahel</i>
<b>COFENABVI AO</b>	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest</i>
<b>COP</b>	Chief of Party
<b>COTVET</b>	Council for Technical and Vocational Education and Training
<b>CTAP</b>	Certified Trade Advisors Program
<b>DCA</b>	Development Credit Authorities
<b>DfID</b>	Department for International Development

<b>ECOWAS</b>	Economic Community of West African States
<b>EDAIF</b>	Export Development and Agriculture investment Fund
<b>ETLS</b>	ECOWAS Trade Liberalization Scheme
<b>EU</b>	European Union
<b>FAF</b>	Financial Access Facilitator
<b>FDA</b>	Food and Drugs Administration
<b>FEBEVIM</b>	Fédération Bétail-Viande du Mali
<b>FinGAP</b>	Financing Ghanaian Agriculture Project
<b>FTF</b>	Feed the Future
<b>FY</b>	Fiscal Year
<b>GAMA</b>	Ghana Apparel Manufacturers Association
<b>GEPA</b>	Ghana Export Promotion Authority
<b>GIPC</b>	Ghana Investment Promotion Council
<b>GIZ</b>	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
<b>GSA</b>	Global Shea Alliance
<b>ICT</b>	Information and Communications Technology
<b>IFC</b>	International Finance Corporation
<b>IFDC</b>	International Fertilizer Development Center
<b>ISRT</b>	Interstate Road Transit Convention
<b>ITC</b>	International Trade Center
<b>JICA</b>	Japan International Cooperation Agency
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MCC</b>	Millennium Challenge Corporation
<b>MIS</b>	Market information systems
<b>MOU</b>	Memorandum of Understanding
<b>MSME</b>	Micro, Small, Medium Enterprises
<b>MSTAS</b>	Management Support and Technical Analytical Services
<b>NEXTT</b>	Nigerian Expanded Trade and Transport Project
<b>NGO</b>	Non-Governmental Organization
<b>NMCFCMU</b>	National Mango Farmers' Co-operative and Marketing Union
<b>NTB</b>	Non-Tariff Barriers
<b>OCAT</b>	Organizational Capacity Assessment Tool
<b>OPA</b>	<i>Observatoire des Pratiques Anormales</i>
<b>RESIMAO</b>	<i>Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest</i>
<b>SIAL</b>	<i>Salon International de l'Alimentation</i>

<b>SONAGESS</b>	<i>Société Nationale de Gestion du Stock de Sécurité Alimentaire</i>
<b>SOW</b>	Scope of Work
<b>SPS</b>	Sanitary and Phytosanitary
<b>STTA</b>	Short-term technical assistance
<b>TFA</b>	Trade Facilitation Agreement
<b>THN</b>	Trade Hub Network
<b>TOR</b>	Terms of Reference
<b>TOT</b>	Training of Trainers
<b>TSI</b>	Trade Support Institutions
<b>TTEE</b>	Trade & Transport Enabling Environment
<b>TTFO</b>	Trade and Transport Facilitation Observatory
<b>UCOVISA</b>	<i>Union des Coopératives du Vivrier des Savanes</i>
<b>UEMOA</b>	Economic and Monetary Union of West Africa
<b>UNMOCIR</b>	<i>Projet d'Amélioration de la Compétitivité de la Mangue Sénégalaise - Cadre Intégré Renforcé</i>
<b>USAID</b>	United States Agency for International Development
<b>USTR</b>	United States Trade Representative
<b>VC</b>	Value chain
<b>VCL</b>	Value Chain Leader
<b>WA</b>	West Africa
<b>WAFM</b>	West African Food Market
<b>WAGN</b>	West African Grains Network
<b>WARTFO</b>	West Africa Regional Transport Facilitation Observatory
<b>WATIP</b>	West Africa Trade Integration Project
<b>WB</b>	World Bank
<b>WRAP</b>	Worldwide Responsible Accredited Production
<b>WTO</b>	World Trade Organization

# I. INTRODUCTION

## I.1 BACKGROUND

USAID/West Africa’s Mission-wide goal is the advancement of social and economic well-being led by West African organizations. This goal is supported by several development objectives, including “broad-based economic growth and resilience advanced through West African partners.” The Trade Hub and African Partners’ Network Project (the “Trade Hub”) will contribute to this development objective by achieving two critical intermediate results:

- 1) Improving the capacity of West Africa’s farmers and firms in targeted regional and global value chains.
- 2) Improving the business-enabling environment by addressing transport constraints and trade barriers affecting the efficiency of the region’s corridors and borders.

The Trade Hub will work through regional private sector associations and regional governmental entities to help channel all partners’ efforts in a way that will address critical constraints to trade competitiveness, capture opportunities to expand trade, demonstrate West Africa’s productive potential to investors, and facilitate greater investment in the region. Its results will include both an increase in 1) regional trade in key agricultural commodities, a critical Feed the Future (FTF) indicator, and in 2) value-added global exports, a targeted indicator for the Africa Competitiveness and Trade Expansion (ACTE) Initiative, which ultimately aims to increase Africa’s share of world trade.

The project will build the capacity of several key groups of African partners—regional private sector associations and alliances, the Economic Community of West African States (ECOWAS), the Economic and Monetary Union of West Africa (UEMOA), a multi-donor funded Transport and Facilitation Observatory, and Global Development Alliances with private sector companies. As the Trade Hub works with associations and regional alliances, it will help them serve as leaders in promoting reforms, attracting buyers and investors, and adopting improved practices. Eventually, the Trade Hub’s partners will act independently and take on even greater leadership roles.

The Trade Hub’s major components are:

- Regional staple foods development (livestock and grains)
- Global value chain development (targeted agro-processing and manufactured consumer goods)
- Finance and investment
- Transport and the trade enabling environment
- Capacity building
- Communications
- Administration and management, including grants administration.

## I.2 HIGHLIGHTS OF THE PERIOD

This 3<sup>rd</sup> progress report for the Trade Hub and African Partners Networks project marks the transition to implementation based on the approved FY 15 work plan. The project team has begun an ambitious program of activities designed to increase regional trade, reduce regional non-tariff barriers, increase investment and create jobs. Initial assessments of the project landscape have been complemented with additional analyses, of note the Data Harmonization Study that analyzed the road harassment and trade flow data collection gaps that have lingered since the end of the predecessor projects in 2013.

Challenges to regional cereals trading in the form of quasi-official bans were identified; a strategy with our partners is the next step to reduce them. Significant assistance to lead apparel companies in Ghana helped to secure jobs for working women, and increase AGOA-qualified exports to the U.S.

The Trade and Transport component is working to mitigate major constraints to regional trade in West Africa, especially the lack of adherence to existing regional trade agreements. After a series of meetings and consultations with ECOWAS, UEMOA, CILSS, JICA, GIZ, the IFC and World Bank, DFID, and bilateral missions particularly in Nigeria, Ghana, Mali, and Benin as well as the soon-to-be implemented Food Across Borders project (ProFAB), the TTEE team has mapped out the areas each donor is addressing in regional trade. Working closely with regional partners, the TTEE team is providing leadership and coordination across the region for effective implementation of the Common External Tariff and assistance to countries' efforts in the Trade Facilitation Assistance arrangement.

To promote investment the project now has 22 Financial Access Facilitators (FAFs) and has signed Task Orders aimed at facilitating access to \$14.9 million in financing for six deals in Mali and Ghana. The potential deals cover all of the project's interests, from cereals to exports of value-added processed cashews.

The project finalized its terms of engagement with partners, particularly the Global Shea Alliance, the African Cashew Alliance and the Borderless Alliance and will support to each partner via the grants facility and direct capacity building assistance. A large grant has been approved for the Borderless Alliance, key to solving issues of non-tariff barriers in the region for both the Feed the Future and global value chains. Other partners' needs have been identified, particularly the West African Grains Network -- the project was instrumental in the support they received from AGRA and ECOWAS.

The project's strategy to promote lead companies in the apparel industry is showing initial success, especially in Ghana. With assistance from both the USAID mission and the U.S. Embassy in Accra, the project helped the company Dignity-DTRT to receive grants for training more workers, learn to properly prepare export documentation, and increase Ghana's AGOA-eligible apparel exports by \$836,649. This has resulted in over 1000 full time jobs and an expectation of over 2000 by the end of 2015.

The hard work of the team and our partners has set the stage for a productive FY 15. We are confident that the next three quarters will demonstrate outstanding returns to West Africa in terms of trade, investment, food security, employment, and regional development.

### **1.3 PROGRAMMATIC TRENDS**

The project has begun its activities to realize the value addition potential in the regional Feed the Future value chains. Increasing regional trade depends on there being a product to trade, either surplus quantities available from production areas for trade to deficit areas, and/or trade of value-added products. While non-tariff barriers reduce trade, it is also true that the region as a whole still imports millions of tons of needed cereals and higher value animal products, thus regional production competes with low cost world producers. Thus a challenge and an opportunity is to distinguish West African production from global commodities.

The project completed two major investigations to identify value-added opportunities in the livestock value chain between Mali and Cote d'Ivoire, and in the production and trade of parboiled rice. The project held a workshop in Mali to organize a network of cattle fattening services for COFENABVI and will continue in Burkina Faso during the coming quarter. The Mali workshop was followed by fieldwork

along the major trade route from Bamako to Abidjan by the project livestock specialist, supported by Abt's home office livestock value chain expert. The preliminary conclusion is that significantly increasing the numbers of cattle traded is a long term undertaking, whereas appreciable gains by the end of the project base period can be best made by trading more fattened cattle, which are of higher value.

Region-wide, rice is the most widely consumed cereal and there are major national initiatives to promote rice production. Parboiled rice provides an opportunity for women to benefit from a value-added process, and participate in its commerce. The corridor Bama (Burkina Faso) – Kourou (Mali) was chosen as the focus of project support for this value chain. The project sent a multi-disciplinary team from the regional value chain, TTEE, capacity building, and communications components to Burkina Faso and Mali to better understand and document the organization of the women's groups and their production processes. Initial findings are encouraging. After a decade of assistance from various donors, including previous USAID projects, the parboiled rice industry is poised to move from artisanal methods to more efficient processing based on better technology with higher volumes. The project will provide capacity building and investment assistance to help introduce better technology to scale up the parboiled rice production and trade, and will expand its activities to this trade in Benin.

Thus the trend is clear, increased trade with a value-added product, based on regional comparative advantage, will be more sustainable and provide gains beyond those available from reducing non-tariff barriers. The project will continue to pursue a strategy that enhances value, reduces barriers, and promotes investment in all components, exporting AGOA-eligible apparel, value-added mango and other specialty foods, high value livestock for more discerning consumers, and cereals products for specific markets.

# 2. IMPROVING THE TRADE AND TRANSPORT SECTOR'S COMPETITIVENESS

## 2.1 KEY ACHIEVEMENTS/RESULTS

The activities of the TTEE Component have been selected to address the needs of both regional (FTF) and global value chains.

Achievements in this Quarter are:

- Developed an Activity Plan for multi-sectorial support to ECOWAS for five activities aimed at improving intra-regional trade through effective implementation of the ECOWAS Trade Liberalization Scheme (ETLS), transport facilitation through implementation of the Inter-State Road Transit System (ISRT) and greater regional integration through harmonization of texts between ECOWAS and UEMOA on the Single Free Trade Area in West Africa. These priorities resulted from discussions with Technical Departments and Directorates of ECOWAS, including Trade, Customs, Private Sector, Transport, Research and Statistics, and the Community Computer Centre (CCC). This support is in line with the Strategic Objective Agreement (SOAG) signed on 18<sup>th</sup> September 2014 between USAID West Africa and the ECOWAS Commission. Activities to be supported are:
  - i) Establishment of a mechanisms for Monitoring and Evaluation and for recognizing and rewarding Member States (MSs) for ETLS implementation
  - ii) Study on evolution of intra-regional trade
  - iii) Study on Corridor Management in West Africa with focus on establishing a Corridor Management Committee on the Tema-Ouagadougou Corridor
  - iv) Preparation of an implementation plan for a regional transit and Customs connectivity project, ALISA with a pilot on Tema-Ouagadougou Corridor
  - v) Organization of meetings for the West Africa Regional Transport Facilitation Observatory (WARTFO)
- Participated in the official launch of the WATIP and WAFM programs, which have new responsibilities and opportunities for coordinating trade and transport facilitation activities in West Africa. The TTEE team has established contact with other partners such as the USAID-sponsored Food Across Borders Program (ProFAB), the EU-funded West Africa Trade Integration Project (WATIP), and the DfID-funded West African Food Markets (WAFM).
- Conducted a study on harmonization of data collection on road governance. The study was presented to USAID/WA Mission and, later, to stakeholders as an agenda item of the meeting of the Working Group of the West Africa Regional Transport Facilitation Observatory (WARTFO). The report recommended sharing of responsibilities to avoiding duplication of efforts in road governance activities. Further, the report proposed short and medium actions aimed at improving data collection and timely publication of reports. For long term and

sustainability measures, it suggested activities to be undertaken in support of the establishment of a West Africa Regional Transport Observatory (WARTFO). The Partners undertook to study the recommendations in greater detail and give their positions at the next *Observation des Pratiques Anormales* (OPA) Steering Committee Meeting slated for February 2015.

- Concluded a grant agreement with the Borderless Alliance covering TTEE activities in advocacy on compliance with regional trade and transport regulations and texts.

## 2.2 WORK PLAN OBJECTIVES

### Life of Project:

Improve transport efficiency and the trade-enabling environment, especially for targeted value chains, by supporting the implementation of reforms that promote transport market liberalization and free trade in the region.

### FY15:

- Support effective monitoring and reporting of road governance activities related to delays, costs, and bribes for transporting selected value chains along project corridors.
- Help governments to harmonize selected trade and transport policies, regulations, and procedures along selected corridors to support realization of a simplified single Free Trade Area Scheme for ECOWAS and UEMOA.
- Work with partner organizations to implement regional commitments aimed at achieving substantial reduction in costs, harassment, and documentation for trading in and transportation of targeted value chains along project corridors.
- Strengthen Borderless Alliance's capacity to carry out effective evidence-based advocacy to improve trade and transport enabling environment in West Africa.

## 2.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 2.3.1 STRATEGY #1: PROFESSIONALIZATION OF THE TRANSPORT SECTOR AND PROMOTING OF MARKET LIBERALIZATION, BY ELIMINATING CARGO QUOTAS AND PROMOTING FLEET UPGRADES, (INCLUDING LIVESTOCK TRUCKS).

- **Transport Professionalization Workshops (Ghana, Mali)** – The recommendations of the workshop held in Accra in Q4 FY 2014 were used to prepare the Workshops scheduled for this quarter in Mali and Burkina Faso. The Workshops were rescheduled for January 2015 due to scheduling constraints.
- **Multifunctional Truck Prototype** – The TTEE team prepared a concept note prepared as an initial step in the Challenge Grant process for this activity. In addition, the team is in the process of developing a SOW for STTA to provide technical assistance in the challenge grant process (bidding documents, evaluations of bids, supervision of prototyping, and final selection of model). The Challenge Grant Process is to commence next Quarter.
- **Collaboration with Burkina Faso Shippers' Council (CBC) on an automated Freight Exchange**- The team has identified STTA to work with to finalize the SOW for assessment and implementation of the system on the Tema-Ouaga Corridor in February 2015.

### 2.3.2 STRATEGY #2: IMPROVEMENT IN ROAD GOVERNANCE BY PARTNERING WITH BORDERLESS ALLIANCE, HUB RURAL, UEMOA AND CILSS TO CARRY OUT EFFECTIVE ROAD GOVERNANCE MONITORING AND REPORTING THROUGH CREDIBLE DATA COLLECTION, ANALYSIS, AND DISSEMINATION.

- **Data Harmonization Study-** Consultant Christophe Bruyas completed the Road Governance Data Study and presented it to stakeholders (USAID, ECOWAS, UEMOA, ALCO, WB, Borderless Alliance (BA), and CILSS). The Trade Hub has agreed to support UEMOA in the preparation of the 25th OPA Report for the period of April to June 2014, including verification trips required to ensure the viability of the data. The trips are to be conducted by BA, UEMOA, CILSS, and the Trade Hub.

Also, the Trade Hub will convene a meeting of stakeholders (ECOWAS, UEMOA, ALCO, CILSS, and BA) aimed at harmonizing road governance indicators and methodologies.

- **Collaboration with CILSS on road governance-** The Trade Hub has set up information sharing with CILSS and initiated fieldwork on trade and transport issues affecting trade in par-boiled rice on the Bama-Koury corridor. Further Trade Hub is working closely with CILSS in collecting and disseminating governance data based on recommendations from the Harmonization of Road Governance data collection study
- **Advocacy activities with BA** – The Trade Hub worked with BA to raise awareness on the part of the Benin and Ghana ministries of finance of policies that inhibit regional trade, in particular, fees and taxes levied on transit cargo. These fees and taxes are exorbitant and are against regional and international agreements and best practices that guarantee freedom of transit. Based on responses of contacts in these ministries, BA and THN have planned to meet with the Ghana Police and the Ghana Revenue Authority (GRA) to address specific issues of road harassment, taxes and fees levied on transit goods and foreign transporters.
- **Led the Bama-Koury Corridor parboiled rice sub-value chain assessment survey-** The survey report was presented to USAID by a crosscutting team of Trade Hub staff. The findings (paddy production by men, parboiling and selling by women, purchasing by SONAGESS, and Malian male buyers) and recommendations are being used to define parboiled rice activities first in Burkina Faso, then in Mali, Benin, and Northern Ghana.

### 2.3.3 STRATEGY #3: NATIONAL AND REGIONAL POLICY IMPLEMENTATION

THN is collaborating with regional organizations, member states and donor partners (among them DfID, JICA, SNV, AfDB, and the World Bank) to develop and implement targeted activities to improve the trade and transport environment on project corridors. In the last quarter:

- **THN participated in the official launching of the EU-funded West Africa Trade Integration Project (WATIP) and the DfID-funded West African Food Markets (WAFM) project-** The Trade Hub will be working closely with Saana a consulting implementing the WAFM Project for DfID and Borderless Alliance to provide support to traders on transport issues, especially on the Tema-Ouaga Corridor.
- **THN developed a mapping of WTO/TFA provisions to THN activities-** This highlights a need for coordinated support at regional and national levels to support Member States to prepare, submit, and implement the commitments. The mapping demonstrates how THN

activities support the implementation of WTO/TFA requirements in line with the adopted sequence of fulfilling articles of the agreement. (See annex E)

THN prepared a mapping of CET national preparedness to be used as an assessment tool for post-launch implementation from Jan 2015. The mapping is based on status report adopted at the 16<sup>th</sup> Meeting of the Joint ECOWAS- UEMOA Committee for the joint management of the ECOWAS Common External Tariff. It will be used to gauge the level of the CET implementation in THN focus countries: Burkina Faso, Côte d'Ivoire, Mali, Ghana and Senegal, and identify specific areas for THN intervention aimed at achieving effective implementation

- **Support to ECOWAS-** Following the SOAG signed between USAID and ECOWAS and official launch of THN at ECOWAS in Abuja, THN and ECOWAS agreed on a schedule of activities to support ECOWAS areas related to customs, trade, transport (transit) and trade statistics. The activities in the Action Plan will be executed beginning in January 2015.
- **Other donors (GIZ, JICA, AfDB)-**THN held coordination meetings with other donors as follows: the World Bank (Ghana-Country Office) on the implementation of the ISRT on the Tema-Ouagadougou- Bamako Corridor, GIZ on the rationalization of support to ECOWAS especially on support to the Directorate of Customs, JICA on collaboration (information sharing) relating to their planning work on the West Africa Corridor and Growth Ring Development Project.

#### **2.3.4 STRATEGY #4: PROVIDE INSTITUTIONAL CAPACITY BUILDING FOR PARTNER ORGANIZATIONS THROUGH TECHNICAL ASSISTANCE, ORGANIZATIONAL SUPPORT AND DEVELOPMENT.**

- Following the recent approval of its grant, Borderless Alliance has begun working with THN in implementing FY15 work plan activities.
- The Trade and Transport Enabling Environment (TTEE) in conjunction with Capacity Building teams assisted BA to develop their sustainability plan. As part of their grant application, BA submitted a sustainability strategy that identified key areas for institutional capacity building. Trade Hub drafted a scope of work for technical assistance to be provided by Kanava International using their trademark Impact Strengthening Development tool. The technical assistance will be provided in February 2015.

#### **2.3.5 STRATEGY #5: TRADE ENVIRONMENT IMPROVEMENT BY IDENTIFYING AND ADDRESSING CONSTRAINTS AFFECTING TRADE AND TRANSPORTATION OF SEEDS AND FERTILIZERS, CONDUCTING ADVOCACY TO CEREAL BANS, IMPOSITION OF VAT ON LIVESTOCK AND BY INSTALLATION AND UPGRADING BORDER AND MARKET INFORMATION CENTERS ON PROJECT CORRIDORS.**

- Participated in an exploratory trip on transport issues on livestock trade on the Bamako-Dakar corridor, in collaboration with the Livestock value chain specialist and FEBEVIM. Further activities on this are to be carried out in collaboration with COFENABVI.

### **2.4 CONSTRAINTS AND SOLUTIONS**

- Late approval of the Project Grants Manual delayed the preparation and subsequent approval of the grant to Borderless Alliance. Most of the scheduled activities with BA were rescheduled for

the next quarter.

- Lengthy approval process of the Annual Work Plan (AWP), and Project Indicators, resulting in delays in finalizing activity schedules, confirmation of commitments to partners, especially ECOWAS and Borderless Alliance.

## **2.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

### **Activities on the Tema- Ouagadougou corridor**

- Organize workshops for training on trucking professionalization for Burkina Faso and Mali
- Pursue advocacy meetings in Ghana aimed at improving road governance on the Tema-Ouagadougou corridor
- Complete study on feasibility of using the CBC's Freight Exchange Platform on the Tema-Ouagadougou Corridor.
- Provide support to ECOWAS on establishment of Corridor Management Committees (CMCs) in West Africa with emphasis on the Tema-Ouagadougou corridor
- Organize meetings for the ISRT Project on the Tema-Ouagadougou – Bamako Corridor in collaboration with World Bank and Borderless Alliance
- Implement the e-platform for reporting Non-Tariff Barriers (NTBs) on the Tema-Ouagadougou Corridor.

### **Activities on other corridors**

- Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali
- Participate in Trade Facilitation activities at existing BICs at Aflao and Paga-Dakola
- Provide support to ECOWAS on establishment of a mechanism to monitor ETLs implementation.
- Initiate a challenge grant on the design and prototyping of a specialized multi-use trailer for transporting cattle, small ruminants and general goods.
- Provide support to ECOWAS and UEMOA to organize meetings and activities related to the Regional Trade and Transport Facilitation Observatory (TTFO) (now called the West Africa Regional Transport Facilitation Observatory (WARTFO))
- Carry out follow up activities, advocacy and trade assistance for women in cross-border trade on Bama-Koury corridor
- Promote mutual recognition of SPS certificates in Côte d'Ivoire, Mali and Senegal
- Provide information to low-literate women involved in cross-border trade

# 3. SUPPORT TO REGIONAL VALUE CHAINS

## 3.1 KEY ACHIEVEMENTS/RESULTS

### 3.1.1 LIVESTOCK VALUE CHAIN

Trade Hub staff engaged with key partners in the livestock sector on a regular basis. Multiple meetings were held with the regional private sector association (COFENABVI) to assist in the development of their strategic planning and sign an MOU, which outlines how the project and COFENABVI will work together. Several activities within this value chain were completed during the second half of the reporting period:

- Designed, organized and conducted Livestock fattening training in Mali: Sixteen livestock producers (three women and thirteen men) from professional livestock cooperatives attended. The training focused on business and financial management to coach their members on best practices for cattle fattening.
- Created a network of fattening operators with a focal person in each region. The focal persons will coach other FEBEVIM members on cattle fattening activities. A national coordinator was elected from among the focal persons to work with the Trade Hub monitoring and evaluation specialist to track the impact of the training.
- In collaboration with COFENABVI, carried out a livestock mapping exercise along the Bamako–Abidjan corridor that identified specific constraints and opportunities to increase the amount of fattened livestock to be traded from the Sahel to the CDI urban market.

### 3.1.2 CEREALS VALUE CHAIN

- Engagement with the regional private sector alliance (WAGN) also took place during this quarter. WAGN has attracted strong interest from several donors who hope to help it become a vibrant operational platform for the cereals sector. Trade Hub interacted with several of the other donors, most particularly AGRA and ECOWAS, to better coordinate assistance to be provided.
- A four-country study of potential cereals restrictions identified the barriers that exist in three of these countries and provided a road map for the Trade Hub to reduce and/or eliminate these in the medium term.

## 3.2 WORK PLAN OBJECTIVES

### 3.2.1 LIVESTOCK VALUE CHAIN

FY 15: The Trade Hub will assist the private sector regional association to become more proactive and expand its membership.

## 3.2.2 CEREALS VALUE CHAIN

FY 15: The Trade Hub will help the regional private sector association attain minimal operational standards to support its member companies in their commercial operations.

## 3.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 3.3.1 LIVESTOCK VALUE CHAIN

#### **3.3.1.1 Strategy #1: Increase the number of quality fattened animals that arrive in coastal market countries, such as Ghana, Senegal, Cote d'Ivoire, Benin, Togo, and Nigeria.**

**Situational Analysis Bamako – Dakar Corridor:** The regional and national livestock federations communicated with the Trade Hub about a worsening situation along the Bamako – Dakar corridor, involving the levy of unauthorized fees for the export of small ruminants to Senegal for the Muslim holidays. In late October 2014, a Trade Hub team composed of specialists from the Trade and Transport component travelled to Bamako with the Livestock Specialist to meet with key parties. Meetings were held with FEBEVIM (the Mali livestock association), APEX – Mali (the export agency), FENEGroup (transporters), SITRA (transport syndicate), and IMAGRI (Mali Industry for Agriculture) to discuss the levy of these fees for exports to Senegal, which does not seem to conform with the ECOWAS free trade protocol. Meetings were also held with USAID/Mali to inform them of this situation; the Dutch agency SNV also participated in these meetings as they have an on-going advocacy program along the Bamako – Dakar corridor.

The value chain associations (both Mali and regional) were tasked to develop an advocacy program to address these issues. A mission from the livestock association and SNV travelled to the Mali/Senegal border at the end of November. The result of this visit was clarification of the amount of fees associated with export licenses for livestock from Mali to Senegal (43,000 CFA/truck). With the passing of the Muslim “Eid” holiday, the frequency of these fees has decreased. The Trade Hub is confirming if the texts or rationale upon which this fee is based is in agreement with ECOWAS trade regulations.

**Training of Trainers for Animal Fattening:** In late November 2014, the Trade Hub worked with COFENABVI to deliver a Training of Trainers program on animal fattening techniques and strategies for a group of livestock operators in Mali. One result of this program was the creation of a network for animal fattening within the Mali Livestock Federation (a member of COFENABVI).

Through this activity, the Trade Hub will help COFENABVI develop a core cadre of practitioners/trainers that will support the emergence of modern commercial livestock fattening units and the operator networks that will facilitate stronger trade relations between buyers and sellers.

The next steps include:

- Finalize the networking system, launch its implementation, complete a profile of each member and collect his or her baseline data.
- Meet with the bilateral mission and FtF livestock national projects in Mali to share the results of the training and needed follow-up measures.

The lessons learned from this training will be incorporated into a similar training in Burkina Faso during the next quarter.

**Livestock Mapping Bamako – Abidjan Corridor:** A mapping exercise along the Bamako – Abidjan corridor was completed to identify and prioritize opportunities for increasing regional livestock trade and achieve key targets during FY 15. The fieldwork and analysis took place during December 2014 and included the Trade Hub livestock specialist working with a home office technical expert with significant experience in the livestock sector in West Africa. This type of detailed analysis builds off the Value Chain analyses to update existing trade flows and identify opportunities to increase transactions along a project-targeted corridor. Similar corridor specific analysis will be completed for other Feed the Future value chains and for livestock on other corridors.

Key findings from this work include:

- Updated data for actual trade flows, including livestock trade that is not normally collected at official border points.
- Improved understanding of the dynamics between key supply markets in Mali and key end user markets in Cote D'Ivoire. Part of this is the identification of key supply markets in central CDI for the urban Abidjan market, and more interestingly, in support of return trade flows for the urban Bamako market.
- Identification of large commercial entities in Abidjan that would like to have formal supply sources of high quality cattle (i.e. professionally fattened) from Sahelian countries.
- The role of informal livestock flows between these countries (the “transhumant” activity) is larger than had been envisioned and could represent a key part of how demand in the Abidjan market is met. Understanding this trade would provide a more accurate description of the market, may present opportunities to add value.

Significant value-added potential exists from well-managed cattle fattening enterprises in the Sahel. – e.g., linking fattening enterprises with large purchasing entities in urban markets such as Abidjan could boost regional trade flows. Capturing these opportunities will take considerable facilitation on the part of the project to help the buyer and sellers agree on price, financing, and product delivery terms. One initial activity will be to work with a buyer in Abidjan to enter into a formal contract with a group of fattening enterprises in Mali or Burkina Faso.

The final report from this activity will include recommendations with regard to best practices for financial management of fattening enterprises and suggestions for linking these enterprises to the Financial Access Facilitators. These activities will directly complement the follow-up from the fattening workshop held in Mali and a similar workshop to be held in Burkina Faso during the next quarter.

**3.3.1.2 Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.**

Activities scheduled for next quarter

**3.3.1.3 Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.**

Three women, members of the Mali Livestock Federation FEBEVIM reinforced their capacities on cattle fattening as a result of attending the TOT workshop described above

Other activities are scheduled for next quarter, including development of a gender action plan for the regional association.

#### **3.3.1.4 Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.**

**Capacity Building for the Regional Association:** The Trade Hub Livestock Specialist met with COFENABVI's Permanent Secretary on multiple occasions during the reporting period. Much of this effort was in preparation for the association's annual board meeting in late October, at which a formal presentation of the Trade Hub program was made. In addition, the Value Chain Lead met with COFENABVI to outline the scope and type of assistance that can be expected from the Trade Hub during FY 15. This included a general presentation of the Trade Hub grant program, using a Fixed Obligation Grant structure that would allow COFENABVI to identify key activities in support of its strategic program and its capacity to help members increase more formal trade. The details of this grant program will be confirmed during the next quarter.

#### **3.3.1.5 Strategy #5: Support operation of a Livestock MIS.**

This activity is scheduled for next quarter.

### **3.3.2 CEREALS VALUE CHAIN**

#### **3.3.2.1 Strategy #1: Identify key constraints to increased cross-border marketing of cereals during periods of food insecurity and develop action plans to alleviate such constraints.**

**Study of Cereal Export Bans:** Field research was completed in four countries during October and November to assess the 2014 agricultural harvest for cereals and ascertain the potential, and reasons, for restrictions to cross-border cereals trading. Information was collected from traders, transporters and relevant government officials in Burkina Faso, Mali, Togo and Ghana.

A principal finding of this study is that despite a relatively positive cereals harvest throughout the region, there are on-going restrictions to cereals trade. The study also served as a reminder that regional trade in cereals is mainly limited to maize; very little rice, sorghum and millet is traded at any point during the year (with the exception of one corridor for parboiled rice between Burkina and Mali). Restrictions to maize trading include:

- A cereals export ban exists in Burkina Faso: Officials refer to the food riots of 2008 and a 2011 "Circulaire" that has never been rescinded.
- A cereals export ban exists in Mali, according to the government agency that issues export licenses for all cereals. WTO regulations that justify the imposition of export ban that supersede ECOWAS regulations.
- A cereals export restriction exists in Togo: The Togolese government has an agreement with Gabon to export all of its maize; this is an unofficial monopsony to control maize exports. Additional export licenses for other markets are not being provided.
- No restrictions exist in Ghana for the export of maize, but export licenses are required. Interviews with Ghanaian traders indicate that local maize is competitive in the CFA markets only at certain times of the year (i.e., when maize quantities in the neighboring countries is limited).

The Trade Hub will work with regional institutions such as Borderless Alliance and other value chain stakeholder agencies to develop a targeted advocacy programs in each of the three countries that have official and/or "de facto" restrictions in place.

**3.3.2.2 Strategy #2: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members while making it more sustainable as a member-driven organization. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.**

**Coordinating technical assistance for the Regional Association:** The Cereals Value Chain Specialist met regularly with members of the WAGN board, to support negotiations with ECOWAS about funding. He also assisted in the development of WAGN's recruitment strategy for its executive secretary. This position will be critical for WAGN to have an effective role in the cereals value chain at the regional level. The Executive Secretariat will also be the key recipient of Trade Hub support starting the second quarter of FY 15, when it will be set up in Togo.

Trade Hub staff coordinated with financial partners who have provided funding in the past and are expected to support WAGN's development during the next two years. In addition to meeting with ECOWAS, significant effort was made with AGRA for funding for the operations of the Executive Secretariat during its first two years. Technical assistance was provided by the Trade Hub to develop a technical and cost proposal that has been submitted to AGRA and approved to start in early 2015.

Five donors have committed to support WAGN during the 2015 – 2016 periods: ECOWAS, AGRA, Trade Hub, EU/CTA and the Farm Foundation. They will provide approximately \$600,000 most of this targeted at the Executive Secretariat's establishment, training and mentoring. Trade Hub may provide direct support to WAGN's executive secretary during the last three quarters of FY 15 for capacity development and establishing services for members.

**3.3.2.3 Strategy #3: Increase access to “real time” MIS data for major cereals, increase market information transparency.**

**Workshop for MIS staff that supports the regional network:** The objective of this workshop was to identify all challenges faced by national MIS operators in using the RESIMAO regional platform ([www.resimao.net](http://www.resimao.net)) and to develop recommendations to address these constraints. This activity was held in Togo in November 2014 with participants from seven countries.

The main outputs of this workshop include:

- A consolidated document of the technical issues faced by national MIS operators.
- Term of references for technical assistance to assist MIS operators address these issues.
- A roadmap of critical actions to be taken during the balance of FY 15.
- A list of agricultural products to be tracked weekly in the regional platform.

**Some of the main technical issues identified on the RESIMAO platform are:**

- Usage of an Excel template to upload market prices on the web platform
- Automatic control of the prices uploaded before validation by the administrator
- The format of the SMS that is sent to the registered users
- The mobile application used for data collection by enumerators should be able to use SMS as well as GPRS to send field data
- Issues with Graphs and tables displayed on the public interface

An MOU was negotiated and signed with RESIMAO during the reporting period. This document provides a general framework for collaboration and the type of support to be provided. This includes

financial support from the Trade Hub's grant facility, both for capacity building of the regional partner and selected technical innovation opportunities that could be identified.

**Attend Africa-wide workshop on ICT platforms:** The Trade Hub MIS Specialist attended a workshop in Tanzania in December on Agricultural Market Information Systems and ICT Platforms for Business Management. The workshop was organized by IFDC in partnership with the East Africa Grain Council and EU/CTA. He presented the Trade Hub's MIS supply and demand analysis study that was completed earlier this year.

Workshop objectives were to:

- Build the capacity of MIS practitioner on different issues, among them design, operations, data collection, analysis, sustainability, scaling up and data report interpretation.
- Expose delegates to advanced ICT platforms to enhance the effectiveness and impact of different agricultural value chains.
- Produce briefs on various issues that affect MIS. For example, sustainability issues, roll out strategy, choosing right technology, choosing right partners, design content strategy etc.

Benefits from participation included:

- Got feedback from the MIS community about the Trade Hub Project, especially in terms of supporting a more effective regional MIS platform. Discussions were on the great number of systems available but none of them is fully adapted to the needs of the project selected value chain actor's.
- Learned about recent innovations in other parts of Africa that could support the Trade Hub's pm-gong program.
- Networked with other MIS practitioners intervening in Africa to identify potential synergies and areas of collaboration.

## 3.4 CONSTRAINTS AND SOLUTIONS

### 3.4.1 LIVESTOCK VALUE CHAIN

The research completed during the reporting period on the Bamako – Abidjan corridor highlighted the difficulty of collecting accurate trade data for the livestock value chain. Two constraints were reviewed (and were discussed in the Value Chain assessment): the lack of formal trading agreements between buyers and sellers and the importance of “trans-human” livestock trade flows. Both of these reduce the ability of intra-regional transactions to take place. The impact of the latter constraint within the Bamako – Abidjan corridor is higher than had been identified previously.

Support to the regional association and its Malian and Ivorian members will be focused on ways to improve market information and support this trade, which also provides meat products for the Bamako urban market (a reverse trade flow). Further analysis on this point will be completed to better understand this phenomenon.

There is potential to increase the supply of quality, fattened meat in the larger urban markets such as Abidjan; access to finance continues to be a major impediment. The Trade Hub has now contracted more than 20 FAFs throughout the region and will be completing an investment pipeline exercise for the Feed the Future value chains in January 2015. Given the importance of the livestock sector from both a

food security and trade perspective (and that the greatest regional trade targets are within the livestock sector) it is expected that opportunities to increase financial relationships in the short run will be identified.

Another potential solution to increased livestock value added trade will be the follow on support for animal fattening efforts working with the regional and national associations. A pilot program to establish a formal “buyer-seller” linkage between fatteners and a wholesaler in Abidjan could be the basis for significant expansion of this type of formal trade.

### **3.4.2 CEREALS VALUE CHAIN**

Improving the regional alliance for the cereals value chain was identified as a priority in the Value Chain Assessment and reiterated in the FY 14 annual report of the Trade Hub. The delays surrounding the establishment of the Executive Secretary have been significant. Several Trade Hub activities were expected to be completed with WAGN, such as the cereals export ban study. They were completed autonomously. With the receipt of ECOWAS funding during this past quarter, the recruitment of the Executive Secretary and the imminent approval of AGRA’s funding, a functioning Executive Secretariat is now a reality. A large part of Trade Hub support to improve the regional value chain will be targeted at this level. There will also be regular coordination meetings with the WAGN leadership and the five donors who have or will commit support, starting the second quarter of FY 15.

The study on cereal export bans confirmed that export bans are most applicable to maize as this is the most traded cereal at the regional level. The baseline data further supports this perspective. Initial experience with the FAFs has identified several financial transactions for maize. These are detailed in the Finance and Investment component section of this report.

Rice trading is limited to one corridor from southern Burkina Faso to Mali. No rice trade of any note is traded in between Dakar–Bamako; Bamako–Abidjan or Ouagadougou–Tema. The rice that is traded on the Bama corridor is parboiled and the focus of a Trade Hub team that analyzed this corridor in December 2014 (this activity is reported in the Trade and Transport Enabling Environment section of this report). The possibility for expanding support to parboiled rice trade as a viable way to increase both local value within the region and overall increased trade will be further explored.

## **3.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

### **3.5.1 LIVESTOCK VALUE CHAIN**

#### **Follow on:**

- Support an advocacy program by the Mali livestock association to raise awareness about unauthorized export fees for small ruminants and confirm if texts used to justify these fees are in compliance with ECOWAS regulations.
- Monitor animal fattening support services provided to Mali producers
- Support contacts by FAFs with livestock companies in Mali-CDI. Explore the use of technical innovation grants to address constraints along this corridor.
- Develop pilot program to link animal fatteners’ enterprises with Abidjan wholesaler in a formal contracting relationship.

**New:**

- Complete animal fattening Training of Trainers workshop in Burkina Faso.
- Technical assistance to complete a “gap analysis” of the relationship between ministry technical services and the cadre of COFENABVI Para-vets posted at out-shipping & arrival points.
- Organize two workshops to review SPS export regulations and constraints on the Mali – CDI and Mali - Senegal border, making available to COFENABVI and national federations for dissemination and ownership by its members.
- Workshop for a gender plan action for COFENABVI.
- Review and approve a capacity building grant for COFENABVI to 1) organize information and sensitization sessions in new countries to establish inter-professional federations and to consolidate those that exist and 2) to increase quality of services provided to member companies.
- Provide technical assistance to consolidate the national cooperative basis for a national federation to join COFENABVI (Ghana).
- Organize a regional meeting for national livestock MIS to share methodologies, best practices and experiences and develop a road map for creation of a regional MIS.

**3.5.2 CEREALS VALUE CHAIN****Follow on:**

- Develop country-specific advocacy programs with key stakeholder agencies to reduce and/or eliminate cereals export restrictions.
- Support development of a comprehensive multi-donor program for WAGN.
- Refer cereals companies in the Sahel to FAFs and the Finance team completing the Investment Pipeline exercise during January and February 2015.

**New:**

- Complete the maize mapping exercise along one target corridor to identify site-specific constraints and opportunities.
- Contract a study to identify challenges and potential management, technical and regulatory responses that will mitigate the aflatoxin problem in intra-regional trade and transport.
- Provide organizational support and TA for improved capacity development and strategic planning of WAGN’s Executive Secretariat.
- Study tour for WAGN leadership to visit other regional cereals marketing platforms
- Provide expert mentoring support to WAGN Executive Secretariat on advocacy
- Provide technical support to RESIMAO to apply MIS study and work shop recommendations
- Organize a regional training of national administrators (2 per country) of the RESIMAO platform.
- Negotiate a capacity building grant with RESIMAO to improve data collection and updating to their regional platform.

# 4. SUPPORT TO GLOBAL VALUE CHAINS

## 4.1 KEY ACHIEVEMENTS/RESULTS

### 4.1.1 CASHEW, SHEA, MANGO VALUE CHAINS

**Cashew Value Chain:** A detailed review of the ACA's strategic plan identified areas where support could be provided to improve the functioning of the value chain, including access to finance for local value-added processing (Access to Finance section).

**Shea Value Chain:** Trade Hub staff spent significant time working with the Global Shea Alliance on its sustainability initiative and how this will ultimately improve the functioning of the value chain, especially the upstream actors (women nut collectors).

**Mango Value Chain:** To address the key constraint to improving the quality of export mangoes, we met with the Agriculture and Rural Development and Private Sector Directorates of ECOWAS in Abuja. The focus of these discussions was to create a partnership with ECOWAS and other partners to promote a coordinated multi-stakeholder approach to manage the fruit fly problem across the region.

Initial discussions were begun to create market linkages to source mangos from Senegal for processors and exporters in Ghana, Burkina Faso and Nigeria. The focus of these efforts is the off-season period (August to November). The Mango Value Chain Specialist attended Senegal's "Mango Day" in December and met with the following key partners:

- Projet d'Amélioration de la Compétitivité de la Mangue Sénégalaise
- Cadre Intégré Renforcé (UNMOCIR)
- L'Agence Sénégalaise de Promotion des Exportations (ASEPEX),
- Crop Protection Directorate (DPV)
- Cooperative Federative de L'horticulture de Sénégal (CFAHS).
- In Ghana, meetings were held with GiZ and the Plant Protection and Regulatory Services Department of the Ministry of food and agriculture about organizing pilot training for mango farmers on integrated pest management (fruit flies, anthracnose, farm management, harvesting).

### 4.1.2 APPAREL VALUE CHAIN

This reporting period included a concerted effort to "jump start" the apparel sector in Ghana and identify areas of collaboration in Cote d'Ivoire and Benin discussed in the Value Chain Assessment. Support was provided to members of the defunct GAMA Association to reconstitute a new association, Association of Ghanaian Apparel Manufacturers (AGAM). The new Association members (11 out of 14 companies) have endorsed the Trade Hub strategy of supporting the two lead firms and ensuring full government support and assistance to the apparel value chain. The two lead firms in question have become regular exporters to the US and provide a model for other companies that seek to become "export ready."

One example of the strategic approach for this value chain is the provision of an apparel export strategy paper to the Ministry of Trade and Industry which has been incorporated into the National Export Work Plan/Strategy to double apparel exports by 2017. The Trade Hub worked with both USAID and the US Embassy, to advocate for the approval of a COTVET training grant to Dignity DTRT Apparel. This had been outstanding for almost a year. A site visit by the Minister of Trade confirmed that this lead firm was an excellent example of the type of operation that should be supported with these funds.

## **4.2 WORK PLAN OBJECTIVES**

### **4.2.1 CASHEW VALUE CHAIN**

FY 15: The Trade Hub will assist the regional private sector alliance to increase local processing of cashew nuts and an overall increase in raw and semi-processed nut exports.

### **4.2.2 SHEA VALUE CHAIN**

FY 15: The Trade Hub will assist the regional alliance to more effectively support the harvesting, storage, and transport of improved quality shea kernels for export from West Africa.

### **4.2.3 MANGO VALUE CHAIN**

FY 15: The Trade Hub will assist the regional export platform, national private sector associations and lead firms in four countries to increased mango exports.

### **4.2.4 APPAREL VALUE CHAIN**

FY 15: The Trade Hub will assist lead firms in three countries in the region to increase apparel production within the value chain for export to the US and other markets.

## **4.3 ACTIVITIES IMPLEMENTED THIS QUARTER**

### **4.3.1 CASHEW VALUE CHAIN**

**4.3.1.1 Strategy #1: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.**

Activity scheduled for next quarter

**4.3.1.2 Strategy #2: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.**

Activity scheduled for next quarter

**4.3.1.3 Strategy #3: Strengthening capacities of member-based organizations, including their ability to deliver support services to producers.**

Detailed discussions with ACA about the type of support from the Trade Hub grant facility began during project start up and continued through the beginning of the reporting period. Part of this process involved identifying those activities in the Trade Hub work plan to be implemented in support of the

value chain (and ACA's role in these activities), in addition to other activities that ACA would implement with grant funds.

One important agreement during the reporting period was that support to ACA members to increase access to finance for the cashew harvest that is currently underway will be provided by the project's Financial Access Facilitator mechanism. As documented in the Finance component's report, this support has begun and new financing opportunities are being identified in several countries (ACA had requested that grant funding be used for this type of support).

A revised grant application has been submitted by ACA that outlines a series of capacity building activities for both member companies and the ACA staff. The first set of activities is focused on improved management of local processing factories; the second set of activities is for ACA staff to provide improved assistance and advice to its members about the functioning of the value chain. A third set of activities is to improve the operations of the Market Information System that ACA has created for its member companies within the cashew value chain.

The Trade Hub FY 15 work plan includes activities to be managed by the project in support of both of these technical areas: improved management of local processing and a better-functioning MIS. These Trade Hub activities will be implemented later in the fiscal year. There are other stand-alone activities that the Trade Hub will implement in support of the value chain (detailed below).

Final review and approval of the Trade Hub's grant to ACA should be completed in January 2015.

**4.3.1.4 Strategy #4: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.**

Activity scheduled for third quarter and will complement capacity building activities to be implemented by ACA during the second quarter of FY 15).

**4.3.1.5 Strategy #5: Support improvements in ACA's MIS with regard to increased access by member companies to cashew product data (prices and key production costs).**

Activity scheduled for third quarter (and will complement MIS activities to be implemented by ACA during the second quarter of FY 15).

## **4.3.2 SHEA VALUE CHAIN**

**4.3.2.1 Strategy #1: Support on-going advocacy efforts to have shea butter accepted in the US as a Chocolate-Based Equivalent.**

GSA has requested technical support for the Codex Alimentaire initiative for shea (this meeting will take place in January 2015). Two technical documents are being prepared that give industry-based background and justification for allowing Shea into the Codex standards for vegetable oils/fats. Many countries safely use shea, but others follow Codex more strictly (such as the US). Modifying the standards to reflect shea as a vegetable fat further facilitates trade and market entry for shea suppliers. The first document is a working document for vegetable fat standards, and the second document provides more background for shea in chocolate processing.

If requested, technical assistance could attend this meeting with senior GSA staff.

#### **4.3.2.2 Strategy #2: Support GSA efforts to improve its member's capacity to identify and collect improved quality shea nuts.**

A major tenant of GSA's Sustainability Initiative is to establish medium-sized warehouses throughout shea production areas to improve economies of scale and a stronger negotiating position for collector groups prior to entering into formal trading relationships. Several meetings between Trade Hub staff and GSA have focused on specific modalities and types of Trade Hub support for this program, which is envisioned to be a partnership with GSA member companies and key civil society organizations involved in the shea value chain.

The result of these meetings is agreement that Trade Hub grant funds will be used to support capacity building and training of the associations who will manage the warehouses to be built under this initiative. GSA will issue a public tender for members of its Sustainability Working Group (member companies and civil society organizations who have committed to the tenants of the alliance's sustainability initiative) to submit proposals to establish warehouses along their respective supply chains. Trade Hub grant funds will be used to support the required training and capacity building for the association who manage these new warehouses. Up to 20 warehouses will be supported with Trade Hub grant funds (the total number of warehouses to be established will depend on overall funding to be received in response to the public tender). GSA will manage this program.

A concept note for this program was prepared by GSA and has been reviewed positively by the Trade Hub. The next step is a grant application, which Trade Hub staff will evaluate in January 2015.

#### **4.3.2.3 Strategy #3: Strengthening capacities of national associations, including their ability to deliver support services to producers.**

Activity scheduled for third quarter:

### **4.3.3 MANGO VALUE CHAIN**

#### **4.3.3.1 Strategy #1: Support ECOWAS program to standardize and improve mango quality and post-harvest practices throughout the West Africa region.**

One result of meetings with ECOWAS about the regional fruit fly program and key stakeholder organizations in Ghana is to identify training needs at the association level. Training proposals on fruit flies control have been submitted in Ghana and Burkina Faso and are under review.

#### **4.3.3.2 Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US (longer term), and within the West African region, including supplies to the processing industry.**

The meetings held with key mango companies in Senegal included the potential export of mangos to Ghana, Burkina Faso and Nigeria for processing. These discussions reflect a growing potential for intra-regional trade in the value chain, taking advantage of the different growing seasons and using lower quality mango varieties for juice processing in certain national markets, such as Ghana and Nigeria.

Several meetings were held with HPW, a Swiss company that manages a processing facility in Ghana. This company is now registered with the FDA and will start exporting dried mango products to the US (it currently exports to several European countries). HPW is another example of a company that is starting to source different qualities of mango for their processing facility in Ghana.

The Trade Hub met with one of the FAF's based in Ghana to link up with management of the MCC-financed pack house that is starting to process mangos during the current season. The manager of this pack house has developed a comprehensive business plan to expand this operation.

**4.3.3.3 Strategy #3: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.**

A MOU has been drafted for establishing the Trade Hub and AAFEX collaboration (regional agricultural products export association who has been identified as a key partner for the mango value chain). The MoU with AAFEX will include support to three national associations APROMA-B (Burkina Faso), National Mango Farmers' Co-operative and Marketing Union – NMCFCMU (Ghana) and Coopérative Fédérative de L'horticulture du Sénégal (CFAHS) to organize country inter-professional working groups in the three countries. The MOU will be finalized and signed in early 2015 and provide the basis for continued collaboration.

Initial consultations have been organized in Ghana and Senegal about the formation of a regional mango-specific platform in support of the development of the overall value chain. This process will be accelerated during the next quarter.

#### **4.3.4 APPAREL VALUE CHAIN**

**4.3.4.1 Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.**

##### **Ghana**

Several meetings were held with key Government Stakeholders, focused on removing impediments for the industry to increase its exports. These included the Ministry of Trade and Industry (MOTI), Ghana Export Promotion Authority (GEPA), Ghana Investment Promotion Council (GIPC), Export Development and Agriculture investment Fund (EDAIF) and the Council for Technical and Vocational Education and Training (COTVET).

Discussions focused on the following areas:

- Current state of the Apparel Industry in Ghana, growth and export opportunities.
- Action taken by government and some of its agencies i.e. EDAIF and COTVET in response to pertinent issues faced by the lead firms in the apparel industry namely Dignity DTRT Apparel (Accra Garment Enclave) and Lucky 1888 (Tema Free Zones).
- Challenges faced by the various institutions with respect to the delivery of required services to the apparel sector.
- Investment opportunities available to manufacturing companies in Ghana considering the current trend of investors and buyers looking to Africa, especially the AGOA eligible countries, as an additional sourcing destination.
- The requirements for commercial manufacturing companies to remain competitive in the region and internationally (e.g. having a dynamic and transparent apparel association).

- Possible collaboration with the Trade Hub to properly diagnose the sector and make recommendations in terms of the next steps to achieve the ultimate goal of increased production and export sales.

## **Côte d'Ivoire & Benin**

Trips to Abidjan and Cotonou were organized to introduce the Trade Hub to government stakeholders and apparel manufacturing companies. The meetings with the Ministry of Trade, Chamber of Commerce, Exporting Agency (Apex-ci), UNIDO and ITC discussed the following:

- The need for government to better understand the requirements, standards and trends in the international apparel manufacturing industry to be competitive.
- Government intervention in the apparel value chain should support the provision of factory shells and other infrastructure, financial support for training and loans at competitive interest rates for the purchase of industrial machines and provide attractive incentives for potential investors and entice inward mission buyers to evaluate their garment industry.
- The need for apparel companies to take full advantage of the AGOA facility.

The assessment conducted on apparel companies in the two countries led to the identification of three apparel companies with potential for mass production. Recommendations to the relevant government agencies with well-defined next steps for the need of technical assistance and support have been made.

The assessment also identified regional trade opportunities for yarns and knit fabrics, taking advantage of existing Jet and Winch dyeing and automatic carousel printing factories to provide a better understanding of some of the key textile processes.

Requests were received in both countries to assist in the development of an apparel specific strategy to be integrated into the National AGOA Strategy and National Export Strategy, respectively.

### **4.3.4.2 Strategy #2: Promote adoption of “Fair Trade” policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.**

The assessment of factories visited in the focus countries included a review of the potential to receive international certifications such as “Fair Trade” and Worldwide Responsible Accredited Production (WRAP).

The areas for examination included the following:

#### **Factory Standards**

- Organization of the factory in terms of layout and cleanliness
- Lighting system and ventilation
- Safety and health measures in place like metal gloves for cutters and availability of a first aid box, nurse on site or a sick bay as well as fire safety procedures in place.
- Existence of standard manufacturing policies e.g. needle policy for tracking and recording broken needles, metal detectors to make sure that garments leaving the factory are metal free

- Target boards up for monitoring operators for performance bonuses

### **Ethical Standards**

- Payment of minimum wage to trainees and workers
- Existence of other incentives and bonuses apart from salaries e.g. performance bonus, attendance bonus, daily meals allowance, transport allowance, access to in-house clinic and insurance
- Hours of work per day, overtime allowance plus weekend
- Environmentally friendly business practice

The project fostered contacts with Made in Africa, a company that offers a) equity and loan capital/finance, b) WRAP and Fair Trade compliance and c) ability to match manufacturers with buyers. This company is based in the UK/U.S. Representative of Made in Africa have been to Ghana scouting for opportunities and have identified some amongst the Arts and Crafts manufacturers as well as more mass production orientated garment manufacturers. Made in Africa expects to launch in Ghana, in February or March 2015. Discussions will continue with the Trade Hub to provide some insight into the possibility of starting a pilot project with selected companies.

## **4.4 CONSTRAINTS AND SOLUTIONS**

### **4.4.1 CASHEW VALUE CHAIN**

ACA has set a target of 200,000 MT of cashew nut to be processed within Africa by December 2015. As of December 2013, 130,000 MT of cashew nuts were processed locally. The combination of the Trade Hub's grant program and other direct technical assistance will support achievement of this objective and increase overall value-added.

Access to finance for many cashew companies in West Africa remains a constraint, especially smaller companies that have less experience in the value chain. This is the type of support that is being provided by the Trade Hub's FAF mechanism, working with smaller companies with limited exposure to outside finance.

### **4.4.2 SHEA VALUE CHAIN**

One impediment to expansion of shea exports is the limitation of exports to the US as a result of shea by-products not being approved for use in the chocolate industry (as a cocoa butter equivalent). The Trade Hub is providing some support for the GSA advocacy program to secure the needed approvals in the US. It's recognized that this will be a medium- or long-term process.

Reduced values received by women collectors are recognized by GSA and its Sustainability Working Group as a constraint to expanded trade and also as an equity issue. The establishment of multiple warehouses in shea producing zones should address this constraint, and Trade Hub will provide capacity training for warehouse management via a grant to GSA.

### **4.4.3 MANGO VALUE CHAIN**

Heavy rains in November and December have had an adverse impact on the mango harvest (second season) in Ghana. Rains at the wrong time (which could be a climate change problem) wash the pollen

from the flowers, preventing fertilization required for fruiting. As a result low volumes of fruits being recorded and could restrict several of the processing enterprises that were expecting to expand their activities.

#### **4.4.4 APPAREL VALUE CHAIN**

The constraints in this value chain fall into two groups.

##### **Operating Environment**

- The lack of an enabling mentality on the part of government stakeholders and financial institutions with regards to the international apparel industry.
- Limited understanding of the operations of an apparel factory and the requirements to successfully compete internationally
- Existing bureaucracy and red tape leading to delays in executing processes and procedures crucial to export deliveries

In Ghana many of these issues were addressed through a number of meetings with MOTI and other Government agency stakeholders. The apparel export strategy paper drafted by the Trade Hub was discussed at the Stakeholders and validation meeting of the Government's apparel industry. This was incorporated into the export gap/needs analysis work plan (2015 to 2017).

In Cote d'Ivoire the Export Promotion Agency was provided with detailed information of garment factory production process flow charts, production costings, additional information pertaining to per minute costings and international per minute time to produce various garments.

##### **Lead Firms**

- Lack of factory shells to enable lead firms to expand and operate at higher efficiency levels
- Lack of regular and consistent electricity and water supply
- Difficulty in accessing finance for working capital, purchase of the right industrial machines, maintenance of a highly skilled technical team.
- Improper factory layouts, lack of infrastructure and policies that meet international standards
- Unavailability of machine spare-parts and qualified mechanics for repairs during breakdowns

In Benin and Cote d'Ivoire in particular, the Apparel team suggested ways around the "tailoring mentality" to enable the companies to proceed to mass production concepts and skills. Support provided to better define Ghana's export strategy with regard to apparel addressed some of these issues. The advocacy support to make training funds available for one of the lead firms was a positive accomplishment.

### **4.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

#### **4.5.1 CASHEW VALUE CHAIN**

##### **New:**

- Provide TA to ACA environmental examination study, with explicit emphasis of management of the waste stream from increased local processing facilities to be installed.

- Develop gender strategy for ACA
- Finalize and approve capacity building support grant to ACA
- TOT to facilitate ACA in conducting participatory self-assessments using OCAT for select national associations
- Develop curriculum for cashew factory management certification program, based on a needs diagnostic of cashew processing companies

#### **4.5.2 SHEA VALUE CHAIN**

##### **Follow on**

- Monitor outcomes and next steps from the January 2015 Codex meeting.

##### **New:**

- Finalize and approve capacity building grant in support of GSA's sustainability initiative and warehouse construction

#### **4.5.3 MANGO VALUE CHAIN**

##### **Follow On**

- Follow-up meetings with ECOWAS, GiZ, UNMOCIR, other technical assistance projects and three key national mango value chain associations in Burkina Faso, Ghana, and Senegal to promote a coordinated approach to implement planned activities for an integrated pest management (fruit fly control) in West Africa.
- Promote market linkages between Senegalese exporters to sell to processors in Ghana, Burkina Faso and Nigeria.

##### **New**

- Work with the national associations and other technical assistance projects in the three countries to promote Global Gap, HACCP, Fair Trade certifications for mango exports.
- Work with APROMA-B to organize a regional mango trade fair in Burkina Faso in April 2015.
- Facilitate an initial meeting between Senegal, Ghana, Burkina Faso, Mali and Nigeria to brainstorm on the creation of the mango regional mango alliance.
- Finalize MOU with AAFEX.
- Meet key stakeholders in Burkina Faso.

#### **4.5.4 APPAREL VALUE CHAIN**

##### **Follow on**

- Continue to compile and update company profiles for possible buyer/seller linkages and content preparation for website content.
- Continue to provide support to the newly formed apparel association to make it more dynamic, highly recognizable by other stakeholders and to grow its membership to make it sustainable.

## **New**

- Identify and disseminate information on potential linkages between spinners, fabric knitters and garment companies in the region (Ghana, Benin, Cote d'Ivoire, Mali and Burkina Faso)
- Conduct a feasibility study to establish a Fair Trade and WRAP program; to hold further discussions with Made in Africa to identify possible areas of collaboration with regards to Fair Trade and WRAP certifications for selected apparel companies
- Continue to monitor closely work began with government agencies in the focus countries to implement strategies to increase apparel exports and improve their operational environment
- Continue to closely monitor the development of lead firms in the countries of focus and to provide the needed technical support as required
- Continue to assist the Finance Access Facilitators with targeted company background information, trends in the industry and opportunities for the targeted companies.
- Attend to ad-hoc information requirements of the many companies the Apparel team has dealt with to date
- Collect garment samples from the lead firms in the targeted countries for display at the Trade hub to show visiting investors and buyers what is and will be exported (as per the shirts from ANC in Benin).

# 5. FINANCIAL AND INVESTMENT SERVICES

## 5.1 KEY ACHIEVEMENTS/RESULTS

The investment and finance component, with the support of all the other Trade Hub components, achieved the following results this quarter:

- Signed contracts with 22 Finance Access Facilitators (FAFs). Still 3 under review: Initially targeted to be around 12, Trade Hub Finance and Investment component adjusted rapidly to the perceived strengths and weaknesses of each FAF. To insure better coverage of the regional value chains, the number has reached 22 for now. All these Finance Access Facilitators will help Trade Hub to achieve its investment, trade and job creation targets. This is the main and first pillar of the Investment and finance component.
- Identified 11 financial institutions interested in working more closely with Trade Hub FAFs and clients. Commercial banks with a regional presence and openness to agriculture are now part of Trade Hub list of potential partners. In the next quarter, we aim to sign with them an agreement to foster collaboration and facilitate access to finance for our FAFs and supported firms, in our global and regional value chains. This is the second important pillar of the Investment and finance component.
- Identified an investment pipeline in key countries for the global value chains: Around 20 investments identified by the field work, totaling around \$20 million (some of these deals could take more than a year to be disbursed). These are in addition to the immediate prospects that the FAFs are working on. Based on initial discussions with some FAFs and referrals from other Trade Hub components specialists, there are another 10 investments totaling \$20 million. If we add the referrals of African Cashew Alliance, we are up to 5 new deals, with more than \$20 million. In total, we could have 35 deals totaling \$60 million. If we got 50 % closure in the next year, that would be an encouraging start for Trade Hub.
- Established strong collaboration with ACA, GSA and Borderless. The Investment and Finance component got a good start with the three main alliances: ACA, GSA and Borderless. Referrals of potential companies and potential good FAFs that know Trade Hub sectors and value chains helped us to come up with a good mix of FAFs that will help to achieve our results. Borderless is meeting transport companies in West Africa, preparing for a major joint event to upgrade transport companies fleet, through a B2B meeting.

## 5.2 WORK PLAN OBJECTIVES

During the base period, the investment and finance component will leverage \$62.5 million of investment in targeted regional and global value chains, which will include \$25 million in loans with approximately 102 firms in Trade Hub's first 3 years. Additionally, 125 MSMEs will receive technical assistance and training support, with particular emphasis on increasing access to finance.

In FY 2015, this component is projected to facilitate \$20 million in investment and \$10 million in loans. To achieve these results, 70 MSMEs will receive technical assistance and training support. Among these 70 MSMEs, it is expected that 40 MSMEs will receive investment or loans from financial intermediaries.

## 5.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 5.3.1 STRATEGY # 1: INVESTMENT PIPELINE IDENTIFICATION

**Global Value Chain Investment Pipeline:** To set the strategy and launch its program, from September to October 2014 the investment and finance component carried out four field visits and studies in seven countries covering the trade corridors prioritized by the Trade Hub. These field visits, led by four people from Banyan Global and SSG Advisors, were informed by desktop reviews. The study and report focused on the value-added, global value chains, namely, cashew, shea, mango and textiles/apparel. The field teams met with a total of 170 stakeholders including firms, financial institutions, industry associations, donors, government authorities and FAFs (see table 1).

**Table 1: Stakeholder Interviews**

Entity	Burkina Faso	Côte d'Ivoire	Ghana	Nigeria	Mali	Senegal	Togo	TOTAL
Firms	11	7	9	9	11	4		51
FIs	4	7	16	4	4	6	8	49
Associations	3	3	3	6	3	2		20
Donors	4	2	1	5	4	3	2	21
Gov. Agencies		3	1	2		1		7
FAFs	1	3	2	7		8	1	22
<b>TOTAL</b>	<b>23</b>	<b>25</b>	<b>32</b>	<b>33</b>	<b>22</b>	<b>24</b>	<b>11</b>	<b>170</b>

The field visits served to better understand financial institutions' financing constraints in the region and help shape the investment and finance component's strategy and implementation. Specifically, the field visits assessed the region's financial/business climate, identified investment leads, and raised the region's awareness of the Trade Hub's activities. The team also interviewed FAF candidates and explored areas of mutual interest with potential association partners. The field team held consultations with USAID staff in each country visited.

The overall conclusion of the field visits was that there are sound investment prospects, a strong need for financial facilitation and a willingness among partners to collaborate. Firms advised that:

- Many FIs do not have a good grasp of agribusiness financing issues;
- The cost of borrowing and FIs' application processing times are prohibitive; and
- FIs' collateral requirements deter agribusiness investment.

Many firms expressed an interest in the Trade Hub Investment and Finance facilitation model and a willingness to cost-share some of the facilitation fees.

A wide disparity with regard to country-specific agribusiness assets and business opportunities exists across the region. Few countries have near-term export potential in all four value-added, global value chains. The Sahel region is particularly challenged by its distance from the coast and poor infrastructure, which adds to costs, and impairs global competitiveness. A couple of the national markets (e.g., Ghana) seem “crowded” due to existing governmental, donor and nongovernmental organization (NGO) investment promotion programs. The challenge facing such “crowded” markets is to turn possible competition among programs into collaboration.

During the field visits, the investment and finance team identified several “leads” which the FAF can fast track. These leads are, most notably, in integrated cashew and mango value chains (see several representative examples in Table 2). An important finding is that there is a need for—and good opportunities exist in—crosscutting, ancillary services, such as wholesale and retail packaging, cold storage and logistics.

The Trade Hub’s investment and finance component is also making special efforts to support women entrepreneurs that face an added set of obstacles to access financing.

**Table 2: Leads identified in the first field trip**

<b>Country/VC</b>	<b>Prospect Description</b>
<b>Burkina Faso</b>	
<b>Cashew processing</b>	\$500 to \$1 million to build a cashew-processing unit. Women-owned company already operating two mango drying unit.
<b>Mango exportation</b>	First privately owned mango processing station in Burkina Faso. Looking for working capital and state of the art equipment. Already has the main unit. Estimated \$250,000- 500,000.
<b>Mango processing</b>	Small, women-owned, successful enterprise looking to expand its drying mango unit. \$300,000-500,000.
<b>Côte d’Ivoire</b>	
<b>Mango Processing</b>	Existing 320 ha mango production and processing operation. Seeks financing to complement recent Social Impact Fund’s investment to upgrade conditioning line, improve production site including irrigation and support new out grower scheme. Estimated \$500,000–750,000.
<b>Apparel sewing and distribution</b>	Workshop and retail outlets for high end shirting and worker uniforms. Help finance new workshop in construction and provide TA, Rationalize purchase of fabrics and accessories. Estimated under \$500,000.
<b>Cashew processing</b>	\$1.3 million to develop a cashew factory. \$2.6 million to buy cashew nuts.
<b>Mali</b>	

<b>Shea processing</b>	Shea processing company looking to implement a new modern processing factory. Total investment of \$1.4 million.
<b>Cashew processing</b>	\$500,000 to develop a new cashew processing factory.
<b>Dry mango unit</b>	\$500,000 to develop an extension of its drying mango unit.
<b>Nigeria</b>	
<b>Logistics (Cross-cutting)</b>	Start-up, women-owned company to install storage and warehousing facilities, to begin in Niger State. Initial opportunity: \$1 million.
<b>Shea Processing</b>	Construction of a new factory, including plant, equipment and working capital Initial opportunity: about \$9 million.
<b>Senegal</b>	
<b>Cashew Processing</b>	Start-up (2 <sup>nd</sup> yr.) processing unit, employing 200 mainly female seasonal workers, seeking supply chain (ST) and upgrading (MT) financing. Estimate of \$1 million.

To date, six task orders have been signed for a potential investment value of about \$14.87 million. Three are coming from Ghana: one by a cashew factory, one by a new maize processor near Accra, and another one by a processing shea into butter and black soap, exporting 14 containers across the world. The other three are coming from Mali: one by a woman owned cereals processing company, another in the seed sector, also owned by a woman, and a major processing company in wheat and rice, diversifying in maize and millet/sorghum. To sum up, of these 6, we have 2 deals for global value chains (totaling \$385,000) and 4 for the regional value chains (totaling \$14.5 million). Gender wise, two out of six deals are from women-owned firms. This is in line with the overall targets of the contract. As this is the first set of task orders, Trade Hub will try to maintain this balance between global and regional value chains, men and gender awareness. Of course, with the major expansion of the cashew factories, our ratio of global/regional value chains will be unbalanced, but overall, the Investment and Finance component will monitor and do its best to achieve the 3 years targets, with the balance between the global and regional value chains, with the gender focus.

Another batch of Task Orders are in discussion with FAFs: six new cashew factories in Cote d'Ivoire, one cashew upgrading factory in Senegal, potentially two other cashew factories in Benin, one finance restructuring of a cashew factory in Nigeria. In Burkina Faso and Senegal, we asked the FAFs to focus on the FtF regional value chains to start with. Overall, we are thinking that we will get more regional value chain investments from the Sahel countries, and more global value chain investments from the coastal countries.

Signed task orders mean that in the next three to nine months – up to a year for startup – investment inflows or loan disbursements will begin. It is expected that in January and February, the Trade Hub's 22 FAFs will send task orders from Benin, Burkina Faso, Ghana, Ivory Coast, Mali, Niger, Nigeria, and Senegal. The Investment and Finance component estimates that there will be at least 25 new task orders in the next quarter, totaling more than \$20 million in potential investments/loans.

### 5.3.2 STRATEGY # 2: DEVELOPMENT OF PARTNERSHIP AGREEMENTS WITH FINANCIAL PARTNERS

**Financial partner snapshot report.** Part of the Value Chain Financing Constraints and Investment Opportunities report included an assessment of current financial sector (banks, MFIs, investor) interest in the Trade Hub's identified value chains. In fact, in the course of meeting with nearly 50 FIs, the investment and finance team heard from management that they too contend with an array of operational constraints to financing SMEs. Many of these are summarized below:

- *Inadequate Risk Management Tools.* Risk management tools like hedging (currencies, commodities prices), weather-indexed crop insurance, long-term contracts and even credit bureaus and collateral registries are not well established in West Africa. The market is, however, beginning to see some improvement in the use of risk mitigation tools in some markets; for example, the introduction of grain warehouse receipts programs in Ghana.
- *Collateral-based Lending Philosophy.* West African banks' credit decisions have historically been collateral-based. Banks typically lend to agriculture based on fixed asset collateral as opposed to the cash stream that these assets generate. There is a particular aversion to perishable crops, like fresh fruits and vegetables.
- *Weak Agriculture Credit Culture.* Government authorities and donor agencies have been significant providers of agribusiness loans. Smallholder farmers often view these as "free loans," "grants," or even "gifts." Agriculture loans are prone to political interference, however, as they reach a large portion of the rural voting public. These efforts can make FIs wary of lending to this sector.
- *Competitiveness.* Banks and equity funds are reluctant to finance value chains that may not be internationally competitive. West African agriculture faces productivity/yield issues and high cost of energy and logistics, which impair global competitiveness. These may be offset by lower labor costs or high market share of a value chain.

Other constraints are also hindering the expansion of financing to the agribusiness sector in West Africa:

- Poor Past Experience;
- Weak Agribusiness Familiarity;
- Bank Asset and Liability Management;
- Volatile Prices;
- Strategic Priorities;
- Alternative Lending Opportunities;
- FIs' Funding and Operating Costs.
- Natural Risks;
- Environment and Reputational Risks.

**Formalize relationships with commercial banks.** In field visit meetings, the investment and finance team attained a better understanding of FIs' motives for participating in the Trade Hub program; these included an interest in strong deal sourcing. Table 3 summarizes some of the advantages FIs perceive in collaborating with the Trade Hub, i.e., our 'value proposition.'

**Table 3: Perception of the FIs on potential USAID Trade Hub partnership**

Trade Hub Value Proposition as seen by FI partners	
<ul style="list-style-type: none"> <li>✓ Deal sourcing and vetting</li> <li>✓ Leveraging FI's in-house staff</li> <li>✓ Staff capacity building, training</li> <li>✓ Partnerships with experienced FAFs</li> <li>✓ FAF's deal structuring experience</li> <li>✓ A2F's subsidy of FAF fees</li> <li>✓ Interaction with Trade Hub VC experts</li> <li>✓ Collaboration with an "honest broker"</li> </ul>	<ul style="list-style-type: none"> <li>✓ USAID branding</li> <li>✓ Invites to conferences, workshops, B2Bs</li> <li>✓ Networking with partners, clients, associations</li> <li>✓ Opportunities to obtain/use DCA cover</li> <li>✓ Contribution to Environmental guidelines</li> <li>✓ Informal "political risk" cover</li> <li>✓ Share common interests, advocacy</li> </ul>

Field visit meetings discussed the establishment of partnership agreements (e.g., Memorandum of Understanding (MOU) or Letter of Partnership (LOP)) with FIs. This topic was raised as often as not by the FIs themselves. The MOU/LOPs could serve several purposes. Firstly, they would articulate the expectations of each partner and guide their interactions. Secondly, agreements of partnerships would elicit the attention and approvals of higher decision-making officers within a FI. Thirdly, they would solidify the relationship between the Trade Hub and FIs. It is not, however, a requirement for FIs to enter into a formal partnership agreement with the Trade Hub before considering an investment proposal facilitated by a FAF.

These MOU/LOPs will be developed in 2015 now that a comprehensive list of potential partners has been developed. The investment and finance team will also tailor each MOU/LOP based on the needs and requirements of each regional bank. Potential FI partners are described in table 4.

**Table 4: Potential FI Partners**

Commercial Banks and Leasing institution		
<b>Banque Atlantique</b>	Regional	Prudently venturing into agribusiness. Controlled by Morocco's Banque Populaire, with subsidiaries in seven countries in West Africa. Interested in FAF concept and seeking USAID DCA.
<b>BNDE</b>	Senegal	New bank, mainly GOS-owned. Focuses on agribusiness SMEs but has only one agribusiness staff recruited from USAID PCE. Has investment proposals in house and seeks technical and processing assistance.
<b>Bank of Africa</b>	Pan-African	BOA has subsidiaries in 8 West African countries. In 2011, Banque Marocaine du Commerce Extérieur (BMCE), Morocco's third largest bank, purchased control and is selectively seeking agribusiness lending opportunities.
<b>CBAO &amp; SIB</b>	Senegal and Ivory Coast	Subsidiaries of the Groupe Attijariwafa, Morocco's largest bank, which has subs in four West African countries. Both has targeted agribusiness and open to FAF model. Suggest local collaboration with cooperatives.
<b>Coris International Bank</b>	Burkina Faso	Founded in Burkina Faso in 2008, CIB focuses on SMEs and micro-enterprises. It has a wide branch network in Ouagadougou and throughout Burkina Faso. In 2014, opened representative offices in Abidjan and Bamako.

<b>Ecobank</b>	Pan-African	Growing interest in agribusiness lending. Has USAID DCA, which loan officers see as a tipping point to garnering senior support, especially in cases of weak collateral. In Nigeria, all-in agribusiness portfolio is \$60 million; draws heavily of CBN refinancing.
<b>Fidelity</b>	Ghana	Fidelity bought ProCredit for its SME lending expertise and plans to grow this segment; ProCredit has targeted agro-SMEs with tailored products, flexible repayment terms and trains bank staff in agricultural sector
<b>Orabank</b>	Pan-African	Orabank operates in 12 countries in West and Central Africa and jointly owns with the multi-lateral West African Development Bank (BOAD) the former Banque Regional de Solidarite.
<b>Union Bank</b>	Nigeria	Premier agribusiness lenders, consecrating 30% of its portfolio. Accolades as country's best agribusiness lender. Focus is on SMEs. Has representative offices in Ghana and Cotonou.
<b>Alios Finance</b>	Regional	Offices in Ivory Coast (Head), Senegal, Mali, Burkina Faso; well established and with deep client list and trained staff. Looks to expand in agriculture equipment leasing. Interested in DCA. Processing supplier credit program with IFC.

### 5.3.3 STRATEGY # 3: FINANCE ACCESS FACILITATORS (FAFS)

The FAF subcontractors are the lynch pin of the Trade Hub's and the investment and finance strategy. While several donor and national programs support the expansion of agribusiness SMEs, there are relatively few that specialize in financial facilitation, especially at a coordinated regional level. Our Finance Access Facilitator's strategy is described below.

**Identify senior FAF in key countries and develop contract agreements.** Although the initial investment and finance strategy had been to contract with only a few more senior level FAF, the global value chain assessment assisted the team in formulating a broader strategy. This in was a result from consultation with other USAID bi-lateral programs, such as FinGap and NEXTT in Nigeria, regarding the constraint of working with only a small set of FAF. As a result, by the end of December, the investment and finance component had recruited and placed under contact<sup>1</sup> 22 FAFs serving: Benin (1), Burkina Faso and Niger (1), Côte d'Ivoire (2), Ghana (6), Mali (2), Nigeria (6), Senegal (3), and Togo (1). Some of the selected FAF will only focus on very large transactions, while others will work at a more grassroots level, assisting in addressing key systemic constraints within a given value chain. This mixed approach will enable the Trade Hub to work through smaller FAF that have a specialization in the livestock sector while others provide technical assistance to women-owned businesses and other more sophisticated FAF have the capacity to put together larger, more complex investment deals. While the investment and finance team has worked through challenges of language (e.g., the need to translate all contracting documentation into French) and other logistical issues, a strong system is now in place to move this component forward.

Generally speaking, the FAF's role is to assist SME borrowers to secure financing through matching the demand for financing (by borrowers) with the supply (by lenders and equity investors). The FAFs

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<sup>1</sup> These contracts are master agreements, similar to Indefinite Quantity Contracts. Trade Hub has no financial obligation until a task order is signed.

help investors to finalize concepts, prepare business plans, suggest appropriate financing instruments, work with the FIs and borrowers to negotiate acceptable financing terms and conditions, including security arrangements, and provide assistance to meet loan disbursement requirements. In some cases, the FAFs may have to help clients and FIs to refinance existing nonperforming loans. The FAF's tools of the trade do not stop with financing, however. While not technical "industry specialists," the FAFs have a sound grounding in each industry and provide technical guidance on internal accounting, marketing and other issues as needed. One of the main products each FAF will produce is a business plan that can be tailored for each FI investment/loan procedure.

**Adding FAF to target MSMEs.** The investment and finance team continues to interview additional qualified FAF candidates in Cote d'Ivoire (1), Senegal (1) and Togo (1). These new FAF will assist the project achieve results in the Feed the Future value chains, where for the most part, business dealings are informal and structuring formalized financial arrangements will be complex; in particular in the francophone parts of West Africa.

The investment and finance component will continue to refine its FAF strategy through on-going learning over the course of the project and as deals materialize across the region. Current FAF partners – and countries – are consistent with the Trade Hub's corridor approach. A list of FAFs and their contacts can be found in the Annex D.

**Deliver FAF Training in an Anglophone and Francophone country.** This activity has been delayed due to the additional time needed to identify and select the FAFs. This entire process took about 6 months as documentation and procedures were finalized, coupled with a complex set of negotiations with each FAF was completed. To date, the Trade Hub is pleased with its current set of 22 FAFs. This compares well with the 30 FAFs the bilateral USAID Ghana FinGap project (covering only the 3 North's regions of Ghana) has after one year and a half. We will continue to collaborate closely with the FinGap project in Ghana to learn from and support each other's' activities.

It is expected that the training will be held in March and April of 2015. At that time, most of the FAFs will have started working; thus, the training will be more practical than informational. Real problems and successes will be shared to encourage regional partnerships among FAF, and discuss measures to facilitate and strengthen relationships with regional commercial banks and investors.

In general, FAF subcontractors expressed an eagerness to work with the Trade Hub and were confident in their abilities to generate and close deals with agribusinesses. However, several FAF expressed the view that while the Trade Hub's fixed-price, capped, performance-based fee structure calculated as a percentage of mobilized financing is appropriate for the more "vanilla-type" SME investments, it may be inadequate compensation for facilitating micro-investments and larger transactions. Some FAF recommended a multi-tiered compensation schedule, tailored for each clientele segment (i.e., micro, SME and larger). As we are only starting implementation, the investment and finance component will evaluate and monitor results based on performance of FAFs in each country.

#### **5.3.4 STRATEGY # 4: INVESTMENT PROMOTION**

The investment and finance component carries out a range of activities that bolster its finance-focused strategy of investment facilitation. In 2015, it will work to expand its reach and develop new networks to increase investment across West Africa. In quarter one, the investment and finance component implemented the following activities.

**Train and prepare transport companies across the region on financial management to prepare for upcoming B2B meetings.** The investment and finance component advised transport companies in financial management and benchmarking to assist them in identifying and addressing their financial constraints to upgrading. This included the Investment and Finance Specialist's presentation on the project's Access to Finance strategy to major trucking companies in Ghana. This important activity is part of the Borderless Alliance's overall 2015 strategy to assist the transport sector. The Borderless Alliance is rolling out technical meetings across the region to identify major transport players that will become champions of their transportation regional strategy. The BA meetings are the first steps in planning for regional Business2Business (B2B) meetings that are planned in May or June of 2015. The B2B meetings will bring together leading transport firms to develop a regional strategy to support its increased competitiveness.

**Participate in international and regional conferences on trade, investment, finance and value chains.** The Investment and Finance Specialist gave a presentation on the project's Access to finance strategy, through a Power Point Presentation, at the Senegal Mango National Day held in Dakar on December 1, 2014. The presentation expanded knowledge about the Trade Hub's activities to Senegal's mango stakeholders and to develop a mango sector pipeline.

In addition to the Mango National Day, the Investment and Finance Specialist participated in a USAID/Benin meeting with private sector companies from the New Alliance for Food Security and Nutrition in Benin. On the 23 companies members of the Alliance, two are NGOs, five are very large firms with no technical assistance needs, three are work in the cotton sector (and are not operating) and one is OraBank which has a USAID DCA. As such, there are 12 companies that could be a target for Trade Hub assistance. To date, the Benin FAF is in contact with two of these member companies, and a Ghana FAF is in discussions with two others. In addition to the above, USAID is considering launching a GDA with *Benin Emballages* which could be another opportunity for FAF support

Also, the Investment and Finance specialist and the Value Chain Lead went to the USAID/Ghana Advance/ATT/FinGap project's Fourth Annual Northern Ghana Agribusiness Forum, held in Tamale on October 23. This pre-harvest event brought together more than 900 maize, rice and soybean value chain actors from the three northern regions and the upper part of the Brong Ahafo Region to interact, establish market linkages, and enhance overall efficiency in their industries. Some contacts were made at this Forum that the investment and finance team is following-up on.

### **5.3.5 STRATEGY # 5: CAPACITY BUILDING**

The focus of the investment and finance will be to finalize investment deals in the coming months. As such, its work plan capacity building activities will be carried out later in 2015 as deals come on-line.

## **5.4 CONSTRAINTS AND SOLUTIONS**

The procedures and documentation to sign formal agreements with FAFs across the West Africa region took more time than expected. This important milestone is now behind us, and we are looking forward to start processing transactions and getting results, supporting other Trade Hub components, and assisting FAF – and their companies – invest, upgrade, expand trade and create jobs. A few of our ongoing constraints include the following:

**Demand for financial services – the need of modulated fee structures for FAFs:** As mentioned previously, FAFs are finding the fee structure of the performance based schedule, with a large payment occurring at loan/investment disbursement, challenging to manage. In fact, most of the consulting firms do not have the financial liquidity to support staff and travel. As a result, FAF may

have difficulty making site visits to firms and will also require substantial fees from their partner firms. Requiring upfront fees may prove quite difficult (or even impossible) for the informal firms working in the cereals and livestock sector, where they usually have less financial acumen and may resist such payment structures. The Investment and Finance component will monitor the progress and results of each FAF to determine if the fee structure is a major constraint; if this becomes an issue we may have to return to adjusting our current structure to expedite and facilitate the FAF-company-FI transactions.

**Demand for financial services – the need of a B2B event in each country, increasing the visibility of Trade Hub support for agro enterprises:** Although some FAFs are confident to find deals to present to Trade Hub, through our referrals or through their own networks, they think it would be a very useful to have a workshop with commercial banks to promote the Trade Hub's financial facilitation approach, investment into the agribusiness sector, and how to secure a formalized relationship with the project. Based on this feedback, each time the investment and finance component organizes an event, we will invite banks/investors, FAFs and other key stakeholders to increase awareness of the Trade Hub's financial facilitation strategy.

**Supply of financial services – the need of adapted DCA:** Some senior FAFs are questioning what additional support the Trade Hub can bring to facilitate investment in West Africa. To date, one of our best incentive/risk reduction mechanisms is the USAID Development Credit Authority (DCA) program. The investment and finance component have received many requests for additional DCAs throughout West Africa. Banks like Ecobank, Orabank, Coris Bank, Banque Atlantique and leasing companies like Alios Finance, all expressed their high interests to have DCA.

The Trade Hub would benefit from new DCAs that:

- Include Global and Regional value chains (FTF is the most exclusive source of DCA funding, limiting the DCA to regional value chains);
- Emphasize trade, agro-processing and light manufacturing; these companies should lead and catalyze rural development through their supply chains, as out grower schemes.
- Include a Maximum Cumulative Disbursements of at least \$ 8 million, with a 20 % limit per transaction of approximately \$1.6 million.

Traders transport and agro-processing companies need to increase their working capital and invest in upgrading their equipment. The needed levels of funds are higher than the usual \$500,000 limit per transaction often seen in DCA agreements across West Africa. If 5 financial institutions get DCAs in 3 countries that would mean 15 DCAs of \$8 million each requiring total coverage of \$120 million. At an average subsidy cost of 7%, it has a cost of about \$8.4 million, more in the range of the \$ 10-12 million if we consider the risk factor. The Trade Hub would welcome collaboration with USAID's DCA office to further expand its DCA coverage across West Africa and would clearly be of great support to expanding agribusiness and light manufacturing lending in the region.

**Supply of financial services – the need of MOU/LOP with banks:** The investment and finance component spent much time in the selection and recruitment of 22 FAFs in this last quarter. The 22 FAFs will start sending Task Orders and Deliverables in the near future requiring a great deal of organization and follow-up support. In addition, the component is preparing for the January and February Feed the Future Investment Pipeline Identification mission across West Africa. As mentioned in the previous sections, FAFs would like the project to formalize MOU/LOPs with banks in the coming period to support the solidification of their relationships with the formal financial sector. This work should commence in January 2015.

**Staff Recruitment and Investment and Finance Component Management:** As mentioned in the last annual report, it is difficult to hire qualified Business Development Services employees, or bankers for the Finance Specialist position. The Trade Hub expects to have USAID approval of the SSG Advisor's BDS candidate to begin work in early January. As for the Financial Specialist position, this person will also be proposed to the Mission in January. These two locally hired employees will expand the component's capacity to achieve its work plan activities. In addition, we are considering bringing on a short-term consultant in January to support MOU/LOP agreements with West African FIs.

## 5.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER

For the next quarter, these following activities are planned:

- **Value Chain Financing Constraints and Investment Opportunities Mission:** Our approach for the second Value Chain Financing Constraints and Investment Opportunities Mission will be focused on interviews between FAFs and firms. This will add value to the field level work and should result in more deals being identified.

In each country, consultants will meet with selected firms, together with FAF when possible, identified as potential Trade Hub investment pipeline companies/projects to obtain further information on their investment plans, develop brief investment profiles, and determine their relative investment readiness and/or ability to absorb and benefit from Trade Hub and FAF assistance. The consultants will also use engagement with potential clients to validate finance needs and constraints. In cases where a potential client cannot be visited on site, the consultants will carry out email and/or phone interviews.

- **Support FAFs to generate Task Orders and Deliverables:** As recently Trade Hub signed 6 FAFs in Nigeria and 3 in Senegal, the Investment and Finance component is expected to receive a lot of Task Orders and following these Task Orders, many deliverables. This will require important management time because there is back and forth for the first Task Order that a FAF submits.
- **Supply of financial services – the need of MOU/LOP with banks:** As the Investment and Finance Lead will participate in the Value Chain Financing Constraints and Investment Opportunities mission, and will support the FAFs in the Task Orders submission, very short time will be left to develop strong MOU/LOP with commercial banks across West Africa. Initial contacts were done, financial institutions are ready, we just need to put a dedicated technical resource to tailor and negotiate with each regional banks targeted as per the Table 4. As this is perceived as a priority for the FAFs, Banyan Global will develop a TOR to tackle this important activity.
- **Hiring of a Business Development Service Specialist and a Financial Specialist:** The Trade Hub expects to have USAID approval of the SSG Advisor's BDS candidate to begin work in early January. As for the Financial Specialist position, this person will also be proposed to the Mission in January. In the meantime, a resource from a temporary agency will be hired and will support the efforts of the overall Investment and Finance component. Both employees and the temporary resource will receive coaching and monitoring by the Investment and Finance Lead.
- **List of contacts: New Alliance for Food Security and Nutrition:** Trade Hub kindly received the contact list of the private sector New Alliance for Food Security and Nutrition for Benin's Alliance. Getting the names, titles, email addresses and phone numbers in Benin was very helpful to reach companies in the global and regional value chains. As we received

instruction to include collaboration in our work plan with the New Alliance for Food Security and Nutrition by the USAID/WA mission, Trade Hub is awaiting from the mission the contact lists form other New Alliance for Food Security and Nutrition West Africa countries: Burkina Faso, Ghana, Senegal and Nigeria.

# 6. PROMOTING AGOA EXPORTS

## 6.1 KEY ACHIEVEMENTS/RESULTS

The Trade Hub achieved a key result this quarter with the approval of the textile visa arrangement for Guinea by the United States Trade Representative (USTR). The Trade Hub provided a draft textile visa arrangement and technical advice, and followed up with USTR for the approval process.

## 6.2 WORK PLAN OBJECTIVES

The overall objective of African Growth and Opportunity Act (AGOA) support activities is to create a framework that supports the Trade Support Institutions (TSIs) that are hosting the AGOA/Trade Resource Centers (ATRCs) to effectively engage the private sector in regional and global trade assistance. This will contribute to the overall Trade Hub's objective of building independent partners that can take on a greater leadership role in promoting regional and export trade.

## 6.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 6.3.1 STRATEGY #1: TRANSFORM THE AGOA RESOURCE CENTERS INTO AGOA/TRADE RESOURCE CENTERS.

The Trade Hub finalized the AGOA/Trade Resource Center (ATRC) concept document that lays out the foundation of a sustainable network of trade support institutions that deliver business advisory services in West Africa. The Trade Hub will be issuing a challenge grant to fund three ATRCs for the fiscal year 2015.

The Trade Hub is also seeking additional technical and financial partners, and shared the ATRC with the Economic Community of West African States (ECOWAS), the African Development Bank (AfDB), and the United Nations International Trade Center (ITC). Both the AfDB and ITC expressed great interest in the ATRC concept as it fits with their mandate of building strong institutions for trade support and promoting trade.

ITC shared insight on several programs currently under their management: the Certified Trade Advisors Program (CTAP) that provides training to technical staff of partner institutions, the Benchmarking Program that allows partner institutions to measure organizational performance, and Assess, Improve and Measure (AIM) Program that builds the capacity of trade support institutions to increase the export value of their clients. The Trade Hub is discussing with ITC on the possibility for provision of technical training to the ATRC coordinators by ITC.

The Trade Hub also sent a request and will follow up with the AfDB to fund three additional ATRCs.

### 6.3.2 STRATEGY #2: BUILD CAPACITY AND TRAIN THE ATRC COORDINATORS AND CREATE BUSINESS LINKAGES

The Trade Hub provided technical assistance and training to ATRC coordinators, and supported activities in Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Ghana, Guinea, Senegal, and The Gambia.

## **Benin**

The Trade Hub AGOA and Apparel team met with the ATRC Coordinator at the Chamber of Commerce and Industry, and the Ministry of Commerce of Benin to brief them on ways to support the apparel industry in Benin. The team also provided recommendations on how the ATRC can provide assistance on export documentation to exporting companies.

## **Burkina Faso**

The ATRC Coordinator at the Burkina Faso Chamber of Commerce and Industry (CCI-BF) provided assistance to 5 stakeholders from the public and private sector, with a focus on experience sharing in export promotion, market access and linkages. The ATRC also attended a training in Bobo Dioulasso on sales contract and risk management that was attended by 23 (4 women) participants.

## **Cape Verde**

The Trade Hub attended a business forum organized by the Ministry of Foreign Affairs of Cape Verde during the Cape Verde International Trade Fair (FIC), and provided training on AGOA, export strategy and export readiness to 61 (19 women) participants. The Trade Hub also held discussions with Cabo Verde Investimentos (ATRC host) on required follow up with an apparel company that is exporting to the U.S. and is not taking advantage of AGOA.

## **Côte d'Ivoire**

The Trade Hub providing technical training on the administration of the textile visa to 9 (4 women) representatives from the Ministry of Commerce, Industry, and Customs Service, including the ATRC Coordinator at the *Association pour la Promotion des Exportations* (APEX-CI). The training encompassed information on AGOA, the GSP, rules of origin, and the administration of the textile visa to enable Ivorian companies to take advantage of AGOA.

The ATRC Coordinator at APEX-CI provided technical assistance to 7 companies in the agro-processed value chain, in trade fair, market access, and export documentation. One company successfully exported a container load of cassava and another company is preparing the shipment of a trial order to the U.S.

## **Ghana**

The Trade Hub met with the Ghana Export Promotion Authority (GEPa) and the Ghana Chamber of Commerce and Industry (GCCI) to discuss the setup of an AGOA/Trade Resource Center (ATRC) in Ghana. The Trade Hub will evaluate the strength of both organizations to determine the best suited institution to host the ATRC, and will proceed with the setup of the ATRC for next quarter.

The Trade Hub provided assistance on export documentation to two apparel companies exporting to the United States under AGOA for a total value of \$ 836,649. The Trade Hub intends to hold a meeting with apparel exporters from Ghana and Ghana Customs for training on the textile visa and the setup of an efficient process for the administration of the textile visa.

## **Guinea**

The Trade Hub worked with the resource center at the Chamber of Commerce and Industry and the Ministry of Commerce to draft the textile visa arrangement for Guinea. The textile visa allows apparel companies from an AGOA-eligible country to export to the U.S. duty-free under AGOA.

The Trade Hub successfully supported the Government of Guinea to prepare and submit its textile visa arrangement to the United States Trade Representative (USTR) that officially approved the textile visa for Guinea.

## Senegal

The Trade Hub and the TTEE team successfully supported a Senegalese company to enter the Nigerian market. The Trade Hub provided assistance to the Senegalese company to get a duty-waiver to be able to export to Nigeria under the ECOWAS Trade Liberalization Scheme (ETLS). The Senegalese company was able to successfully export 34 containers of seasoning powder and tablets to Nigeria for a total value of \$908,320.

## The Gambia

The Trade Hub facilitated a training on AGOA, export strategy and export-readiness that was attended by 46 (19 women) registered participants. The workshop was organized by the Gambia Investment and Export Promotion Agency (GIEPA) and the U.S. Embassy, in collaboration with the Gambia American Chamber of Commerce.

The Trade Hub worked with GIEPA to develop an action plan matrix for three sectorial groups (food processing, handicrafts, and Apparel and Fashion). The action plan matrix will serve as a guide for service delivery to the Gambian private sector by GIEPA.

### 6.3.3 STRATEGY #3: COLLABORATIVE FRAMEWORK BETWEEN THE ATRCS AND ASSOCIATIONS/ALLIANCES/INSTITUTIONAL PARTNERS.

The Trade Hub collaborated with the U.S. Embassies in Cape Verde, and the Gambia to provide training on AGOA, export-readiness as mentioned above.

The Trade Hub will organize a training for the ATRC Coordinators and invite some partners in the next quarter to jump start the process of building the collaborative framework between the ATRCs and the institutional partners.

The Trade Hub has agreed to participate at an AGOA workshop during the next quarter in Libreville to support the U.S. Embassy and the Government of Gabon that is hosting the next AGOA Forum.

## 6.4 CONSTRAINTS AND SOLUTIONS

The Trade Hub realizes that most companies and customs services in the region are not very conversant with the export process to the United States and export documentation. There are issues with export documentation in Cape Verde with an apparel company that is exporting without taking advantage of AGOA, and apparel companies in Ghana that are also having issues with the export documentation.

### Feedback from the company after receiving Trade Hub support:

“We thought we had taken all the appropriate steps and done everything correctly with the counsel of our legal advisor in Nigeria, and in anticipation we sent the containers,” said Mr. A. Amar Gueye, the Senegalese company’s representative in Nigeria. “Thanks to the USAID Trade Hub, we’ve been able to expand our business to a new market,” said Gueye.

The Trade Hub will train the companies and the customs services from these countries to ensure that the documentation is done properly and will duly take advantage of AGOA benefits. The Trade Hub will also work with the ATRC Coordinators and Customs Services to design an illustrative export documentation guide to help both exporters and customs officials.

## **6.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

The Trade Hub will focus on the following activities for the next quarter:

- Organize a training for selected ATRC Coordinators (Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and The Gambia), and will invite a representative from the selected host partner institution. The training will address capacity building, advisory services delivery, the export process, export documentation, business linkages and site visits. The training will provide the tools and enhance the capacity of the ATRC Coordinators, and build the collaborative framework with partners of the Trade Hub.
- Issue a challenge grant for three ATRCs and follow up with the AfDB, ITC, and ECOWAS on technical and financial support to the ARTC network.
- Open one ATRC in Ghana with the selected host partner institution.
- Train apparel companies Customs Officials (Cape Verde, Ghana) on export documentation requirements under AGOA.
- Participate at the Entrepreneurship Workshop organized by the U.S. Embassy in Libreville and provide technical support and advice of the hosting of the AGOA Forum in Gabon in 2015.

# 7. ACTIVITIES THAT SUPPORT VALUE CHAINS RESULTS

## 7.1 KEY ACHIEVEMENTS/RESULTS

### 7.1.1 IMPROVING BUYER-SELLER INTERMEDIATION

The acceleration of Trade Hub activities during the reporting period has a critical common objective: to improve the environment for buyers and sellers to interact. This applies to the livestock value chain (non-trade constraints on the Bamako – Dakar corridor; improved animal fattening in Mali; mapping exercise along the Bamako-Abidjan corridor); to the cereals value chain (study to identify and remove export bans; study of parboiled rice processing and trading between Burkina and Mali); the cashew value chain (improved management of local processing entities); the shea value chain (management of warehouses to improve negotiations with transporters); the mango value chain (accelerate regional trade for juice processing) and the apparel value chain (support lead firms and identify potential lead firms to increase operations).

As activities are implemented and Trade Hub staff learns more about the operating environment, new opportunities are identified. Examples include reverse livestock flows from CDI to the Bamako market; expansion of parboiled rice support to other parts of the region; intra-regional mango trade; intra-regional supply chains for apparel production. These types of opportunities will be explored as the program continues to contribute to overall increases in trade and investment.

### 7.1.2 EXPANDING USE OF GRADES AND STANDARDS

Research completed during the reporting period within several value chains reinforced the important role of expanded use and application of grades and standards to support increased trade. A large supplier of processed meat in the Abidjan market expressed willingness to enter into formal supply relationships with fatteners/producers in the Sahel that can guarantee higher quality cattle. As a local processing activity, parboiled rice has developed a strong market in Burkina Faso and Mali. Both of these markets could be significantly expanded if more attention is provided to the final quality of what is processed. This perspective will also be important as other opportunities for parboiled rice and fattened cattle are researched within the West African region. A key part of the ACA program for local processing is to ensure their SEAL program (supported by other donors) is part of this capacity building program. The training to be provided to shea warehouse operators will include increased attention to minimally acceptable quality of nuts to be collected. The regional fruit fly initiative that the Trade Hub is supporting for the mango value chain is to ensure standards are met for both export and regional varieties. The success of the two Ghanaian apparel firms in exporting to the US (and benefitting from AGOA provisions and adhering to these standards) will be highlighted as the Trade Hub supports existing and new lead firms both in Ghana and other countries.

## 7.2 WORK PLAN OBJECTIVES

### 7.2.1 IMPROVING BUYER-SELLER INTERMEDIATION

FY 15: Regional partner alliances have established at least 4 new buyer-seller linkages in both regional value chains (8 linkages) and 3 new buyer linkages each of the 4 global value chains (12 linkages).

### 7.2.2 EXPANDING USE OF GRADES AND STANDARDS

FY 15: Regional partners will have provided assistance to 80 firms to meet grades and standard requirements for all value chain products. In addition, 10 sectors and countries will have harmonized regional grades and standards with regard to intra-regional transportation of value chain goods.

## 7.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 7.3.1 IMPROVING BUYER-SELLER INTERMEDIATION

#### **7.3.1.1 Strategy #1: Support value chain-specific B2B Forums organized by regional partners**

**Support two WAGN members to attend national “cereals exchange”:** During the preparation of the “MIS Supply – Demand Analysis” completed during project start up, it was learned that a regional NGO active in the Sahel, Afrique-Verte, had started to organize cereals exchanges within West Africa. These forums were scheduled in different countries of West Africa to provide the opportunity for cereals traders to meet and negotiate specific transactions. The FY 15 work plan included supporting members of the regional private alliance, WAGN, to attend the regional cereals exchange to be held in Mali. As a result of the Ebola outbreak, Afrique-Verte modified the format for this activity, limiting it to Burkina Faso. The Trade Hub supported two members of WAGN with regional trading experience to attend this event in December.

The next national cereals exchange will be held in Mali and will involve three one-day events focusing on different cereals markets in the country during January – March. Trade Hub support will be provided for WAGN members to participate in these exchanges.

Taking advantage of regional and national exchanges for the Feed the Future value chains has the potential to increase the amount of formal transactions being negotiated during the immediate term. This is equally applicable to the Mango event in Senegal that Trade Hub staff attended (although no specific B2B activities took place). A separate mango trade event is scheduled in Burkina Faso later in 2015. If this takes place the Trade Hub will participate with key actors in the mango value chain.

#### **7.3.1.2 Strategy #2: Organize value chain-specific trade show participation**

Activity scheduled next quarter.

#### **7.3.1.3 Strategy #3: Support value chain-specific visits to West Africa**

AAFEX is one of the key Trade Hub partners, specifically within the mango value chain. An MOU with AAFEX is being negotiated and should be finalized during the next quarter. A request was made to support a delegation of AAFEX member companies to attend the 2014 SIAL (Salon International de l’Alimentation) in Paris. USAID support for AAFEX to attend this Trade Show (and others) had been provided during the past four years.

The FY 15 work plan does not prioritize nor provide large resources for this type of activity, as the immediate returns in the form of increased transactions are not always apparent. However, it was decided that the Trade Hub would contribute to the cost of the SIAL stall for the AAFEX delegation to participate. The sectors represented by these companies were mostly processed fruits and other African products and some grain processing.

Prior to agreeing to support this delegation, the Trade Hub requested a clear indication of what type of concrete results to be received, based on previous experiences. The AAFEX response suggested that new business linkages of up to \$1,000,000 could be established.

The SIAL took place in late October. The report submitted by AAFEX identified 990 visitors and 33 formal business contacts established. Companies established contacts could develop into new linkages of up to \$2.9 million Euros. Documentation for those linkages that were established as a result of participating in this event has been received and results reflected by the Trade Hub's indicators.

#### **7.3.1.4 Strategy #4: Promote adoption of formal contracting procedures with all value chains**

Activity scheduled for next quarter

### **7.3.2 EXPANDING USE OF GRADES AND STANDARDS**

#### **7.3.2.1 Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation.**

Activity scheduled for next quarter

#### **7.3.2.2 Strategy #2: Support regional partners to promote adoption of quality grades and standards, including international certification, by their member organizations/companies within each value chain.**

Activity scheduled for next quarter

## **7.4 CONSTRAINTS AND SOLUTIONS**

### **7.4.1 BUYER-SELLER INTERMEDIATION**

There are different types of constraints to expanding buyer-seller linkages for both regional and global value chains. Limited formal trade agreements (contracts) are a large constraint for both the cereals and livestock value chains. While this is somewhat applicable to global products, the larger constraint faced is increased access to finance, certainly for cashew, shea and mango. Trade Hub staff have spent considerable effort during the first nine months of this program to understand the key regional partners and their member companies, to better address their needs with regard to establishing trade linkages. As stated elsewhere in this document, new linkages are being established, via the FAF mechanism, support B2B opportunities and field research is being completed to identify large private concerns that need and want a better market for their products, be it quality livestock for processed meat or better quality shea kernels for export.

The follow on to the activities completed during the reporting period will be focused on establishing new or expanding buyer-seller linkages. This is, in essence, what the Trade Hub should be devoting

most of its resources to achieve. Increased linkages will lead directly to increased trade, investment and job creation. These achievements in both types of value chains will also support increased food security in rural households that participate in these supply systems.

#### **7.4.2 EXPANDING USE OF GRADES AND STANDARDS**

The activities implemented during the reporting period were value chain specific, with some application to applying accepted grades and standards. Specific activities to promote and expand understanding of grades and standards will take place during the next quarter, both within individual values chains (e.g. expanded understanding of SPS texts for livestock trade) and as a basis for trade facilitation in a specific corridor.

A basic tenant of all Trade Hub work is that “a higher quality product generates more profitable trade and forms the basis for increased trade”. Improving product quality often means adhering to existing grades and standards, as defined by both regional and national authorities. In some instances, generally accepted standards may not exist or be well-understood. The Trade Hub has a role to better define these standards where this is lacking. The on-going work with parboiled rice will result in a better understood minimum quality of this locally-processed good. In other instances, ensuring a higher quality good is the result of a more formal transaction will make trade more profitable for both parties and addresses regulatory concerns in the region.

### **7.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

#### **7.5.1 IMPROVING BUYER-SELLER INTERMEDIATION**

- Support the 2015 regional “Bourse des Céréales” by sponsoring participation of WAGN members in Mali (three events in different parts of Mali)
- Develop environmental management module to be adopted by regional partner for transfer to member companies

#### **7.5.2 EXPANDING USE OF GRADES AND STANDARDS**

- Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation
- Conduct a study on the Ouaga – Tema corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers

# 8. COMMUNICATIONS

## 8.1 KEY ACHIEVEMENTS/RESULTS

Over the past quarter, the Communications Team has developed support materials for technical activities, including both information documents and maps. Results include:

- In a recent trip to Burkina Faso, the Communications Team did an initial mapping of production centers, processing points, markets and trade and transport checkpoints in Bama, Banzon and along the Bama-Kourouy corridor. This is the first step in a more extensive mapping progress of similar activities across the project’s targeted corridors.

**Figure 1. Production, Processing, Trading in Bama, Banzon, Bama-Kourouy Corridor**



- The Communications Team spearheaded the creation of a media contact list, to be collaboratively updated with project partners, including ECOWAS, GSA, ACA and Borderless Alliance. This synergy will enable the partners to share information as well as connect with media outlets to maximize their exposure across the region and internationally.
- The Team created a series of component-specific one-page information sheets to document the project and its key parts. These informational items have proved useful in concisely explaining the project to potential partners and new audiences.

## 8.2 WORK PLAN OBJECTIVES

The project Communications Team has supported the Trade Hub's overall objectives of increasing regional and global trade, investment and jobs, and promote USAID's role in working with West Africans to advance their social and economic well-being. Communications, a cross-cutting area that supports the project's key components and partners, continues to work to establish awareness and recognition of the Trade Hub, helps project staff provide high quality written reports and oral presentations, fills crucial information gaps between buyers and sellers on regional trade, and in the near future, will bolster communication-related capacity building of the Trade Hub's regional partners.

**FY 15:** The Communications Team will build the foundation for meeting the Trade Hub's communication needs and provide visibility for the project's activities, results, and successes.

**Sub-Objective #1:** Establish awareness and recognition of the Trade Hub's catalytic role in boosting regional and global trade

**Sub-Objective #2:** Fill the information gap on regional and global trade: The Trade Hub's communications will increase access to reliable, up-to-date and credible data, information, research and contacts between buyers and sellers to increase regional and global trade opportunities and market connections in West Africa.

**Sub-Objective #3:** Support capacity building of regional partners: Through communications technical support and training, the Trade Hub will help its partners, including regional associations, to acquire skills in effective communications and social marketing, enabling them to improve knowledge sharing with their memberships.

## 8.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 8.3.1 STRATEGY #1: PRODUCE AND SHARE PROJECT INFORMATION AND EVIDENCE-BASED PERFORMANCE MONITORING AND HIGHLIGHTS

As planned, the Communications Team produced a series of materials to spotlight trends and progress:

- **Weekly Reports:** The Communications Team produced 12 weekly reports over the period (September through December 2014), detailing key outputs from meetings, events, field trips and Trade Hub participation in conferences and forums. These reports also provide advanced notice on Trade Hub team members' upcoming activities each week and planned travel around the West Africa region.
- **Component-specific Materials:** A series of one-pagers have been developed in French and English to serve the purposes of each project components (Value Chains, Trade and Transport Enabling Environment, Investment and Finance, Capacity Building and Gender, AGOA, as well as a Project Overview one pager). These one pagers provide an intro and overview of each component, with accompanying graphics to ensure audiences' easy understanding.
- **Case Studies:** The team developed a case study of a Senegalese firm that received Trade Hub support to expand its trade operations into Nigeria. The case study, to be finalized, will serve as a lessons learned document for other firms to ensure the completeness and

appropriateness of their documentation and other materials to ensure no customs issues.

- **Media Monitoring and Outreach:** The Trade Hub has put in place a media monitoring system to regularly search media for mentions of Trade Hub activities, as well as to track coverage of articles of interest to the Trade Hub. The team is currently collaborating with technical staff and project partners (including ECOWAS, Global Shea Alliance, African Cashew Alliance and Borderless Alliance) to develop a thorough media contact list for the West Africa region.
- **Quarterly Newsletter:** The team is currently finalizing the articles for the first edition of the Trade Hub newsletter. In each addition, the team aims to include three articles of interest, an events calendar, photos and spotlight on a particular activity by the project or project partner. The newsletter, to be completed in late December 2014/early January 2015, will be made available in both French and English.

### 8.3.2 STRATEGY #2: BUILD ROBUST DATABASE OF CONTACTS FOR INFORMATION SHARING

- **Update Trade Hub Contact Directory (SalesForce):** In the Annual Workplan, the Communications Team laid out plans to update Trade Hub contact directory (Salesforce) with appropriate information for project stakeholders and target audiences (media contacts, investors, firms, regional partners, government ministries, banks, etc.) The M&E Team will now take up this strategy and related activity.

### 8.3.3 STRATEGY #3: EXCHANGE INFORMATION WITH PARTNERS AND TARGET AUDIENCES THROUGH ONLINE AND WEB PRESENCE

Many of the activities under this strategy have been delayed by the pending request for approval for the Trade Hub website, as well as USAID/Washington's plans to develop a harmonized website template for the Trade Hubs for West Africa, East Africa and Southern Africa. The Communications Team has worked to push forward progress through correspondence and follow-up with USAID/West Africa, USAID/Washington as well as via a field visit by the Communications Specialist for the USAID MSTAS project, charged with developing harmonized indicators and communications for the three Trade Hubs.

- **Trade Hub Website (Awaiting Approval):** The Trade Hub, via the project's COR, submitted a website approval request to the Congressional Website Board in August 2014. To date, the Trade Hub is still waiting approval. USAID intends to see the creation of a harmonized format for the Trade Hub website, so that the three Trade Hubs (West Africa, East Africa and Southern Africa) reflect similar messaging and formats. In the first week of December, the Trade Hub hosted Sue Telingator, Communications Specialist with the Management Support and Technical Analysis Services (MSTAS) project, a project collaborating with USAID to put these aims into place. The Communications Team was able to discuss the Trade Hub's requested list of technical features for the website, and participate in a conference call with the Communications Teams from the other two Trade Hubs to discuss website approvals and a way forward. The major outcome of the meeting was a common conception of the key features for the website, and to set a planning timeline moving forward. In January 2015, Sue Telingator will be following up with USAID to continue to facilitate progress in the approval and implementation of the project websites.
- **Collaborate with TRALAC to update AGOA** info with the AGOA Exporter Toolkit: In line with the website discussion mentioned above, the Trade Hubs also intend to collaborate in working with TRALAC to see a comprehensive update of the AGOA.info website. The

MSTAS project, charged with overseeing the harmonization of Trade Hub communications activities, will be taking the lead on this activity. The Trade Hub looks forward to collaborating as needed.

### **8.3.4 STRATEGY #4: BUILD THE COMMUNICATIONS CAPACITY OF REGIONAL ORGANIZATIONS AND ASSOCIATIONS**

The activities under this strategy are planned for February 2015 and forward.

## **8.4 CONSTRAINTS AND SOLUTIONS**

A major challenge over the past few months has been the slow hiring process for the Communications Assistant role. In November 2014, the team took a major step forward with the hiring of Yvette Kuwornu, Communications Specialist. Yvette brings a strong background in journalism, marketing and promotions, and the Communications Team is excited to welcome her and leverage her knowledge and expertise to promote the Trade Hub's activities strategically.

## **8.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

Major planned activities for the next quarter include:

- With project activities well underway, there are now numerous opportunities for the Communications Team to support the project in effectively telling the story of USAID support to improve trade competitiveness, economic growth and employment in the region. Recent opportunities for Communications team members to accompany technical staff on field trips and site visits have highlighted the high potential and role that communications can play in capturing information and photos for documentary purposes. Moving forward, the Communications Team intends to work closely with technical staff to continue covering project activities and events firsthand.
- Continued discussions with MSTAS, USAID and the East Africa Trade Hub and Southern Africa Trade Hub on the harmonization of the formats for the online website and quarterly newsletter, as well as the expansion of the AGOA.info website with more information. The Communications Team intends to invest a strong effort in the development of a robust, interactive and savvy website to serve its project partners, target audience, and represent USAID.
- Development of an in-depth project communications strategy, in collaboration with the project's technical team and project partners.
- First level of completion of an extensive media contact list, a listing of newspaper, TV and radio media contacts from around the region (by country) as well as Africa-wide and international contacts. This media contact list will be updated on a quarterly basis to ensure accuracy.
- Providing communications strategy support to project partners.
- Production of success stories, case studies (as opportunities arise) and update of project materials as needed.
- With project activities underway, the Communications Team is currently outlining strategic opportunities to engage media for key events and activities. The team intends to collaborate closely with the USAID/West Africa Development and Outreach Communications Specialist, and Public Affairs Officers at the USAID bilateral missions to ensure as wide as possible

media awareness and coverage of the project.

- In Accra, the Communications Team intends to plan media workshops to introduce journalists to the Trade Hub and its work, as well as familiarize them with the major trends and challenges in agribusiness and trade.
- In a recent trip to Burkina Faso, the Communications Team did an initial mapping of production centers, processing points, markets and trade and transport checkpoints in Bama, Banzon and along the Bama-Koury corridor. This is the first step in a more extensive mapping progress of similar activities across the project's targeted corridors.

# 9. MONITORING AND EVALUATION

## 9.1 KEY ACHIEVEMENTS/RESULTS

During the quarter, the Trade Hub:

- Developed a final list of indicators and targets, incorporating the indicators from USAID/Washington's MSTAS project.
- Trained 12 people from Union des Cooperatives du Vivrier des Savanes (UCOVISA) on data collection.

## 9.2 WORK PLAN OBJECTIVES

The purpose of monitoring and evaluation (M&E) is to 1) provide an evidenced-based monitoring of project results and 2) to assist in decision-making required to achieve the objectives of the program in real time.

The M&E system is intended to be a conveyor of information transmission and meet the needs of internal management and supervision of all stakeholders of the program.

## 9.3 ACTIVITIES IMPLEMENTED THIS QUARTER

### 9.3.1 STRATEGY #1: BUILD A DATA COLLECTION PROCESS AND REPORTING SYSTEM.

**Review the data collection systems of CILSS:** A mission was conducted to Ouagadougou to finalize the areas of collaboration and develop a joint work plan for data collection on cross-border flows and road harassments. To support CILSS data collection system, the Trade Hub decided to recruit a monitoring and evaluation specialist for a period of 6 months based in CILSS offices.

**Review the data collection systems of ACA:** As part of its activities, the Trade Hub will subsidize the African Cashew Alliance (ACA) to assist cashew companies. So, a meeting was held between the Trade Hub and the ACA M&E to see indicators of structures, data collection methods and activities to be implemented to ensure the quality of data.

### **Complete the baseline study for Time and Cost to trade goods along selected corridors:**

USAID and the Trade Hub have defined a series of indicators in order to monitor the impact of Trade Hub's activities. As part of the Trade and Transport Enabling Environment component (TTEE), THN have two indicators (Time required to trade goods across borders and along corridors as a result of Trade Hub assistance (F 4.2.1-1) and Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance) for which no baseline has been defined as of November 2014. The THN decided to monitor these two indicators with a STTA, on the value chains and priority corridors. Thus, TOR was developed and submitted to USAID for approval.

**Strengthen the capacity of UCOVISA members to collect flows and road harassment data on Abidjan-Bamako corridor:** To consolidate the CILSS monitoring system on cross-border flows and ensure that the data collected meets the needs of Trade Hub, visits to data collection sites were conducted to understand the local situation and ensure data quality.

This reconnaissance work in Côte d'Ivoire in the localities of Ouangolodougou, Niele (Ouaméthro), Korogho, Tengrela (Kanakono) and Kimbirila North were followed by two-day workshop in Korogho to train data collectors and focal points.

### **9.3.2 STRATEGY #2: VERIFICATION OF DATA.**

No activity scheduled in this quarter.

### **9.3.3 STRATEGY #3: DATA ARCHIVING.**

**Complete the design and implementation of the project M&E systems:** Management Support and Technical Analytical Services (MSTAS) who is a project implemented by the PRAGMA in Washington, DC is in charge to measure results and proposes guidelines for the monitoring and evaluation of Africa's three Trade Hub programs. Thus, they define common indicators, collection instruments and system of measurement that can be compared across all three Trade Hubs. After several meetings, a consensus was found on a number of indicators. After consultation with USAID on the list of indicators produced, combining MSTAS indicators and ours, targets for each indicator was proposed and submitted to the approval of the components of the Trade Hub and USAID.

### **9.3.4 STRATEGY #4: PLANNING AND EVALUATION**

**Design appropriate M&E instruments for planning and tools for program activities:** The M&E component continues to support technical staff by developing tools and support weekly planning.

## **9.4 CONSTRAINTS AND SOLUTIONS**

The main constraint in the quarter was the unavailability of a final list of indicators and constant changes. Now that the final list is available, M&E team will finalize the PMP and develop the necessary tools for data collection.

## **9.5 ACTIVITIES PLANNED FOR THE NEXT QUARTER**

- Finalize the PMP and data collection tools
- Develop the database
- Organize a mission reconnaissance in Tamale, Bolgatanga and Bagre to verify the existence of maize exported from Bolgatanga and Tamale markets to other countries and parboiled rice exported from Burkina Faso to Ghana
- Support the ATRC in data collection (part of ATRC training)
- Support the FAFs in data collection (part of FAFs training)
- Recruit the M&E consultant for CILSS
- Complete the baseline study for Time and Cost to trade goods along selected corridors
- Support the GSA data collection system.

# 10. ADMINISTRATION AND MANAGEMENT

## 10.1 GENERAL AND PERSONNEL MANAGEMENT

To better address the needs of the value chain component, the project changed its staffing plan and Mr. Abou Fall is now the coordinator for global value chains. Mr. Fall is now working both to increase AGOA exports to the US and more generally to increase global exports.

During this quarter, the project hired a Communication Specialist and submitted requests to USAID for an M&E and Database Analyst and a Public/Private Partnership/Business Development Services Specialist.

The project still has few positions to be filled:

- Financial Services Specialist
- Administrative Assistant
- Office Assistant for the Ouagadougou Office

It has been a challenge to find qualified candidates within the FSN scale for the finance and investment component. The project had identified and hired a candidate for the Business Development/Private Partnerships Specialist Position for a short period of time, however, the candidate decided to resign and work for another organization. It is clear that in the finance and investment arena, salaries are extremely competitive and the project is dealing with an industry where salaries are higher than the FSN scale.

## 10.2 GRANTS UNDER CONTRACT

During this quarter, the project team finalized the grant process and put in place systems for management of the grant program. The Chief Operating Officer from Kanava International – the subcontractor focused on the grants component -- visited to support the setting up of the grants program.

The Trade Hub received three requests from grantees: one concept note and two applications from previously identified regional partners – Borderless Alliance (BA), African Cashew Alliance (ACA), and Global Shea Alliance (GSA). The Borderless Alliance and the African Cashew Alliance submitted a technical proposal and application form. The application from BA was processed and approved by USAID and the agreement for a cost reimbursement grant for \$600,000 has been signed. The grant to BA is to support specific activities to tackle Transport Professionalization and Market Liberalization, Improvement in Road Governance, National and Regional Policy Implementation and Institutional Capacity Building. The grant application and proposal from ACA is under review, and the grant agreement will be submitted for USAID approval during the first quarter of 2015. The concept note from GSA was reviewed and the project has requested for GSA to submit a detailed application and proposal.

### **10.3 SYNERGIES WITH OTHER PROJECTS**

An important part of implementing a regional project is coordination and collaboration with USAID's bi-lateral programs, as well as other regionally funded projects. During the quarter the project held consultations with projects in Nigeria, Benin, Senegal, Mali, and Ghana. In Nigeria we coordinated closely with the NEXTT project on issues such as financing cashew and shea investments, the Common External Tariff and Trade Facilitation. In Benin we explored the possibilities for working with the New Alliance for agriculture as well as investments in cashew processing. In the coming quarter we will assess the parboiled rice industry there. We have had the opportunity to understand the innovative equipment leasing and warehouse receipts systems developed by the Senegal Economic Growth project, as well as make presentations to the mango growers association and investigate investments in the Casamance region. In Mali our livestock and investments components are entirely complementary with that mission's programs and our many meetings with them have reinforced our working relationships.

As might be expected, the Trade Hub and the bilateral Feed the Future projects in Ghana have worked very well together, particularly with the FinGap project which is using the same approach of organizing BDS providers to help companies find financing. We have also attended the post-season grains forum in Tamale organized by the ADVANCE project. The project's priority corridor in FY 15 is the Tema–Ouagadougou route, and the Ghana projects have shown a keen interest in seeing progress, as that particular road has the highest number of irregular police stops in West Africa.

We have also had extensive collaboration with non-presence countries, Cote d'Ivoire, and Burkina Faso particularly, where we have provided AGOA assistance and training in the advantages of certification of export products and livestock trading, and in the parboiled rice value chain and helped the West African Grains Network to organize.

### **10.4 ADMINISTRATIVE/BUREAUCRATIC CONSTRAINTS**

During this quarter the project faced the administrative/bureaucratic challenges of travel approval and need for country clearance. On several occasions the project staff was unable to attend important meetings in Burkina Faso and Togo because it did not receive invitations from partners to attend workshops and meetings of interest with enough notice to get country clearance, which takes two to three weeks. The project has therefore submitted a pre-approval country clearance request to USAID and an emergency country clearance for Burkina Faso was approved by USAID.



3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	\$ 1,500,000	\$ -					0	\$ -
	Of which, women	\$ 225,000						0	\$ -

**Intermediate Objective 1: Increased Competitiveness of Targeted Entities and Value Chains**

4	Value and volume of sales of firms that received USAID assistance	\$ 30,000,000	\$ 1,011,167	\$879,872.92	\$ -	\$ -	\$ -	\$ 879,873	\$1,891,039
	Livestock		\$ -	\$ -				\$ -	\$ -
	Cereals		\$ -	\$5,234.92				\$ 5,234.92	\$ 5,234.92
	Cashew		\$ -	\$ -				\$ -	\$ -
	Shea		\$ -	\$ -				\$ -	\$ -
	Mango		\$ -	\$ -				\$ -	\$ -
	Apparel		\$ 98,086	\$836,649				\$ 836,649	\$ 934,735
	Other AGOA Value chains		\$ 913,081 <sup>2</sup>	\$37,989				\$37,989-	\$951,070
5	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	30	N/A	0				0	0

<sup>2</sup> Specialty foods

Of which, women	6		0				0	0
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**IRI: Increased capacity of targeted ag sector entities to trade**

<b>6</b>	<b># of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance (FTF 4.5.2-5)</b>	<b>62</b>	<b>N/A</b>					<b>0</b>	<b>0</b>
	<b>Of which, women</b>	<b>36</b>						<b>0</b>	<b>0</b>
	FTF Value chains	<b>32</b>						<b>0</b>	<b>0</b>
	Of which, women	<b>16</b>						<b>0</b>	<b>0</b>
	Non-FTF Value chains	<b>40</b>						<b>0</b>	<b>0</b>
	Of which, women	<b>20</b>						<b>0</b>	<b>0</b>
<b>7</b>	<b># of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance</b>	<b>18</b>	<b>N/A</b>	<b>16</b>				<b>16</b>	<b>16</b>
	<b>Of which, women</b>	<b>7</b>						<b>0</b>	<b>0</b>
	<b>Disaggregates Not Available</b>			<b>16</b>				<b>16</b>	<b>16</b>
	FTF Value chains	<b>8</b>		<b>2</b>				<b>2</b>	<b>2</b>
	Of which, women	<b>3</b>						<b>0</b>	<b>0</b>
	Non-FTF Value chains	<b>10</b>		<b>14</b>				<b>14</b>	<b>14</b>
	Of which, women	<b>4</b>						<b>0</b>	<b>0</b>
<b>8</b>	<b># of assisted ag-sector firms/farmers meeting international grades and standards to export</b>	<b>62</b>	<b>N/A</b>					<b>0</b>	<b>0</b>
	<b>Of which, women</b>	<b>36</b>						<b>0</b>	<b>0</b>
	FTF Value chains	<b>32</b>						<b>0</b>	<b>0</b>
	Of which, women	<b>16</b>						<b>0</b>	<b>0</b>
	Non-FTF Value chains	<b>40</b>						<b>0</b>	<b>0</b>
	Of which, women	<b>20</b>						<b>0</b>	<b>0</b>

**IR2: Increased capacity of targeted non-agricultural firms and associations to trade**

9	# of non-ag firms who have applied new technologies or management practices as a result of USG assistance	8	N/A					0	0
	Of which, women	4						0	0
10	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	2	0					0	0
	Of which, women	1						0	0
11	# of assisted non-ag firms meeting international grades and standards to export	8	0	2				2	2
	Of which, women	4		0				0	0

**Intermediate Objective 2: Improved regional trade and investment enabling environment**

**IR3: More efficient/cost effective movement of traded goods across borders**

12	Time required to trade goods across borders and along corridors as a result of Trade Hub assistance (F 4.2.1-1)	5%	0						
13	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	5%	0						

**IR 4: Regional trade and investment agreements and their support institutions advanced**

<b>14</b>	<b>IR4.1 Number of reforms / policies / regulations / administrative procedures in each of the five stages of development (FTF 4.5.1-24)</b>	<b>12</b>	<b>0</b>	<b>3</b>				<b>3</b>	<b>3</b>
	Stage 1: Analyzed			1				1	1
	Stage 2: Drafted and presented for public/stakeholder consultation;							0	0
	Stage 3: Presented for legislation/decreed;							0	0
	Stage 4: Passed/approved;							0	0
	Stage 5: Passed for which implementation has begun			2				2	2

#### Indicators Specific to the West Africa Trade Hub

<b>15</b>	<b>Creation of new jobs in project-assisted firms</b>	<b>6,000</b>	<b>-</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>140</b>
	New/Continuing							140	140
	New			140				140	140
	Continuing							0	-
	Of which women	<b>900</b>		119				119	119
<b>16</b>	<b>Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance</b>	<b>120</b>	<b>6</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>42</b>
	<b>Of which, women</b>	<b>48</b>	<b>0</b>	<b>10</b>				10	10
	Type of enterprises								

	Private enterprises (for profit)		4	22				22	26
	Producers organizations		1	2				2	3
	Women's groups							0	0
	Trade and business associations		1	12				12	13
	New/Continuing								
	New		6	32				32	38
	Continuing			4				4	4
17	<b>Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners</b>	<b>N/A</b>	<b>0</b>					<b>0</b>	
18	<b>Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings</b>	40	0	16				16	16
	Type of individual							0	0
	Producers			16				16	16
	People in government							0	0
	People in private sector firms							0	0
	Person in civil society							0	0
	Disaggregates not available							0	0
	Of which women	16		3				3	3
19	<b>Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment</b>	<b>400</b>	<b>0</b>	<b>483</b>				<b>483</b>	<b>483</b>
	<b>Of which, women</b>	<b>160</b>		<b>112</b>				<b>112</b>	<b>112</b>

20	<b>Number of new dues paying members in private business associations as a results of USG assistance</b>	200	0					0	0
	<b>Of which, women</b>	60						0	0
21	<b>Number of users of new MIS services</b>	20,000	-					0	-
22	<b>Value of new loans made to clients in targeted sectors</b>	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Type of loan recipient							\$ -	\$ -
	Producers							\$ -	\$ -
	Local Traders/assemblers							\$ -	\$ -
	Wholesalers/processers							\$ -	\$ -
	Others							\$ -	\$ -
	Disaggregates Not Available							\$ -	\$ -
	Sex of recipient							\$ -	\$ -
	Male							\$ -	\$ -
	Female	\$ 2,000,000						\$ -	\$ -
	Joint							\$ -	\$ -
	Disaggregates not available							\$ -	\$ -
	FTF/Non FTF							\$ -	\$ -
	FTF Value chains							\$ -	\$ -
	Non-FTF Value chains							\$ -	\$ -
23	<b>Number of MSMEs receiving business development services from USG assistance</b>	70	0	0	0	0	0	0	0
	Size of MSME							0	0
	Micro							0	0
	Small							0	0
	Medium							0	0
	Disaggregates Not Available							0	0



25	Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	5	0	3				3	3
25	Number of individuals who have received USG trainings on trade and transport enabling environment	40	37	0				0	37
	Of which, women	16	3	0				0	3

# ANNEX B: SIGNIFICANT MEETINGS AND TRIP REPORTS

## **Trade and Transport Enabling Environment**

- Meeting with World Bank to propose possible collaboration, October 7, 2014
- Meeting with ECOWAS – Customs Directorate, October 15-17, 2014
- Meeting with ECOWAS Trade Directorate, October 16, 2014
- Meeting with USAID/WA to present study to harmonize road governance methodologies and indicators, November 4, 2014
- Meeting with ECOWAS and GIZ to harmonize the GIZ/Trade Hub support to ECOWAS to prepare a consolidated Activity Plan, November 19-20, 2014
- Trade Hub visit to ECOWAS Commission, November 25-27, 2014
- Meeting with ECOWAS and World Bank to introduce the ECOWAS/WB proposed TF program, November 28, 2014

## **Value Chains Meetings:**

- Meeting with CILSS on export bans, October 7, 2014
- Trip report in Burkina to meet key stakeholders in Feed the Future Value Chains, October 12-17, 2014
- Trip report in Abuja to meet ECOWAS Directorates, October 16-18, 2014
- Trip report in Bobo Dioulasso to search on cereals seasonal export bans in Burkina Faso, October 21-25, 2014
- Trip report in Mali to participate a one day synergy meeting between USAID/WA regional partners in the Economic Growth sector and those of the USAID/Mali mission, October 27-29, 2014
- Trip report in Mali to meet COFENABVI, SNV, and cattle and small ruminants trade stakeholders, October 20-24, 2014
- Apparel Trip report in Benin and Cote d'Ivoire, November 2-8, 2014
- Apparel Trip report in Benin and Cote d'Ivoire, November 23-30, 2014
- Trip report to Senegal to intend Mango Day, November 28-December 4, 2014
- The stakeholder validation workshop on the National Export Strategy and the National Export Development Program, December 3, 2014

## **Finance Access Meetings:**

- Trip report in Tamale to participate in the 4th annual northern Ghana pre-harvest agribusiness forum, October 23, 2014

- Trip report in Benin to meet USAID and FAFs, November 5-8, 2014

### **AGOA Meetings**

- Trip report to Gambia to attend AGOA workshop, October 20-24, 2014
- Trip report to Cape Verde to attend AGOA workshop, November 19-23, 2014
- AGOA trip report in Ghana, Benin and Cote d'Ivoire, November 25- December 3, 2014

### **M&E Meetings**

- Meeting with ACA on indicators, October 22, 2014
- Trip report to Burkina Faso to finalize a conjoint work plan with CILSS, October 27-29, 2014

### **Communications**

- Work plan Presentation to USAID Mission Director, October 7, 2014
- Meeting with MSTAS, East and South Africa Trade Hub to support activities harmonization, December 3, 2014

# ANNEX C: DOCUMENTS AND PRESENTATIONS

- Road Governance Study: Current Status, Analysis, and Recommendations, September 2014
- Year Two Work plan, December 2014
- PowerPoint Presentation – Access to Finance & Investment, October 1, 2014
- PowerPoint Presentation - Cereals Export Bans in West Africa and Summary Regional MIS Meeting, November 28, 2014
- PowerPoint Presentation – Access to Finance and Investment, December 1, 2014
- PowerPoint Presentation – Road Governance Study: Current Status, Analysis, and Recommendations, December 11, 2014
- PowerPoint Presentation - Increasing Trade along the Mali to Côte d'Ivoire Corridor, December 17, 2014
- PowerPoint Presentation - Appraisal of the Parboiled Rice Sub-Value Chain: Banzon-Bama-Koury Corridor of Burkina Faso-Mali, December 18, 2014

# ANNEX D: TRADE HUB FINANCE ACCESS FACILITATORS

Country	Name of Company	Name of responsible	Email	Phone number
Benin	AMILCO	Christian Aila Adeogou	<a href="mailto:amilcobenin@gmail.com">amilcobenin@gmail.com</a>	+229 6566 9085
Burkina Faso (and covering Niger)	ICDE	Félicité Traoré	<a href="mailto:icde@fasonet.bf">icde@fasonet.bf</a>	+226 7029 1998
Cote d'Ivoire	CFS	Jean Guy Biley	<a href="mailto:cana_cfs@powernet.ci">cana_cfs@powernet.ci</a>	+225 0701 8814
	SIGMA	Guillaume Liby	<a href="mailto:libyguillaume@gmail.com">libyguillaume@gmail.com</a>	+225 0719 7419
Ghana	AIMS	Charles Polet	<a href="mailto:cpolet@gmail.com">cpolet@gmail.com</a>	+233 266 308 678
	GROWTH MOSAIC	Wayne Miranda	<a href="mailto:wayne.miranda@growthmosaic.com">wayne.miranda@growthmosaic.com</a>	+233 302 902 270
	IESO AGRIBUSINESS	Francis Osei	<a href="mailto:iesoagribusinessconsult@gmail.com">iesoagribusinessconsult@gmail.com</a>	+233 208 508 800
	IFSL	Geraldo MacJohn	<a href="mailto:mgygeraldo@yahoo.com">mgygeraldo@yahoo.com</a>	+233 241 903 256
	SOLUTIONS CONSULTING	Solomon B. Quaye	<a href="mailto:sobquaye@solutionsgroupgh.com">sobquaye@solutionsgroupgh.com</a>	+233 208 141 985
	VA INVESTMENT SOLUTIONS	Vincent Akue	<a href="mailto:vaconseils@gmail.com">vaconseils@gmail.com</a>	+233 271 032 688
Mali	ADG CONSULTING	Moctar Traoré	<a href="mailto:adgmali@gmail.com">adgmali@gmail.com</a>	+223 7645 4084
	7 CONSULT	Garibou Yalcouyé	<a href="mailto:gjyalcouye@7c-mali.com">gjyalcouye@7c-mali.com</a>	+223 6659 3182
Nigeria	GAPRIS CONSULTS	Gabriel Etim Umoren	<a href="mailto:geumoren@yahoo.com">geumoren@yahoo.com</a>	+234 803 595 7060

	GEORGES DAVIDSON AND ASSOCIATES	Dr. Bola Onasayna	<a href="mailto:bola@gdanigeria.com">bola@gdanigeria.com</a>	+234 803 305 8847
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	LIGHTHOUSE INVESTMENTS	Bode Oladapo	<a href="mailto:Bode.oladapo@gmail.com">Bode.oladapo@gmail.com</a>	+234 803 429 5964
	MATOG CONSULTING	Matthew Ogagavworia	<a href="mailto:ogagavworia@matogconsulting.com">ogagavworia@matogconsulting.com</a>	+234 802 320 0801
	STAR CAPITAL PARTNERS	Felix Awonaiya	<a href="mailto:felixa@starcapitalpartnersltd.com">felixa@starcapitalpartnersltd.com</a>	+234 802 342 0850
<b>Senegal</b>	GETSERVICES	Aliou Ndiaye	<a href="mailto:naliou2205@gmail.com">naliou2205@gmail.com</a>	+221 77 555 7072
	LA FINANCIÈRE AFRICAINE	Abdoulaye DIENG	<a href="mailto:Adieng@africaine.com">Adieng@africaine.com</a>	+221 77 674 2958
	OPTIS CONSULTING	Abdoul Aziz Kané	<a href="mailto:abdoulaziz.kane@optis-consulting.com">abdoulaziz.kane@optis-consulting.com</a>	+221 77 644 1548
<b>Togo</b>	PERFORM STRATEGY	Credo Mensah-Dzraku	<a href="mailto:credomen2002@yahoo.f">credomen2002@yahoo.f</a>	+228 9890 8070

# ANNEX E: MAPPING WTO/TFA IMPLEMENTATION

This mapping follows the proposed sequence that divides the implementation process into four parts according to WTO/TFA articles and corresponding THN activities in the 2015 Financial Year Annual Work Plan (FY15 AWP) that support the realization of some of the WTO/TFA

<b>SEQUENCE GROUP 1 : Political Will and Adoption of Fundamental Principles</b>		
<b>WTO/TFA ARTICLE</b>	<b>THN ACTIVITY</b>	<b>OTHER DONORS &amp; ACTIVITIES</b>
Article 1: Publication and availability of Information	Strategy #5, Activity 5.3: Support the financing of Border Information Centers (BICs)	World Bank Group (International Finance Corporation, IFC), WBG (IFC) through the West Africa Trade Logistics Project,  GIZ support to region through the West African Trade Integration Project (WATIP)
Article 2: Opportunity to comment, Information before entry into force and Consultation		WBG(IFC) through the West Africa Trade Logistics Project
Article 13, Paragraph 2: Committee on Trade Facilitation		
<b>SEQUENCE GROUP 2: Procedural Simplification</b>		
<b>WTO/TFA ARTICLE</b>	<b>THN ACTIVITY</b>	<b>OTHER DONORS &amp; ACTIVITIES</b>
Article 5: Other measures to enhance impartiality, non-discrimination, and Transparency [including detention]		
Article 6: Discipline on Fees and Charges imposed on or in connection with Importation and Exportation [including penalty disciplines]	Strategy #2, Activity 2.6: Conduct Ministerial Meetings, advocacy and Media Activities in Ghana aimed at improving trade and transport environment on the Tema-Ouagadougou Corridor	
Article 7, Paragraph 1: Pre-Arrival Processing	None	
Article 7, Paragraph 2: Electronic Payment		

Article 7, Paragraph 3: Separation of Release from final Determination of Customs Duties, Taxes, Fees, and Charges	None	
Article 7, Paragraph 8: Expedited Shipments	Strategy #5, Activity 5.1: Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLS Products at Paga/Dakola (Ghana/Burkina Faso) border	
Article 7, Paragraph 9: Perishable goods	Strategy #5, Activity 5.1: Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLS Products at Paga/Dakola (Ghana/Burkina Faso) border	
Article 9, Movement of Goods under Customs Control intended for Import	Strategy #3, Activity# 3.9: Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali and Ghana/B. Faso/Mali transit systems	World Bank Group through West Africa Transit and Transport Facilitation Project (WATTFP)
Article 10, Paragraph 1: Formalities and Documentation requirements	Strategy #3, Activity# 3.9: Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali and Ghana/B. Faso/Mali transit systems	WBG (IFC) through the West Africa Trade Logistics Project
Article 10, Paragraph 2: Acceptance of copies		
Article 10, Paragraph 3: Use of International Standards	Strategy #3, Activity# 3.9: Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali and Ghana/B. Faso/Mali transit systems	
Article 10, Paragraph 5: Pre-shipment Inspection		
Article 10, Paragraph 6: Use of Customs Brokers		
Article 10, Paragraph 8: Rejected Goods		GIZ Support to ECOWAS Customs Code
Article 10, Paragraph 9: Temporary Admission of Goods/Inward and Outward Processing		GIZ Support to ECOWAS Customs Code
Article 11: Freedom of Transit	Strategy #3, Activity# 3.9: Facilitate bilateral ISRT meetings for Côte	World Bank Group through West Africa Transit and Transport

d'Ivoire/Mali and Ghana/B. Faso/Mali transit systems	Facilitation Project (WATTFP) and Abidjan- Lagos Transit and Transport Facilitation Project (ALTTFP)
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### SEQUENCE GROUP 3: Compliance Management

WTO/TFA ARTICLE	THN ACTIVITY	OTHER DONORS & ACTIVITIES
Article 3:Advance Rulings		
Article 4:Appeal or Review Procedure		GIZ Support to ECOWAS Customs Code
Article 6,Paragraph 3: Disciplines on Fees, Charges imposed on or in connection with Importation and Exportation	Strategy #2.Activity 2.6: Conduct Ministerial Meetings, advocacy and Media Activities in Ghana aimed at improving trade and transport environment on the Tema-Ouagadougou Corridor	GIZ Support to ECOWAS Customs Code
Article 7,Paragraph 4:Risk Management		WBG(IFC) through the West Africa Trade Logistics Project
Article 7, Paragraph 5:Post Clearance Audit		
Article 7,Paragraph 7 :Trade Facilitation measures for Authorized Operators		WBG(IFC) through the West Africa Trade Logistics Project

### SEQUENCE GROUP 4: Interagency Cooperation and Coordination

WTO/TFA ARTICLE	THN ACTIVITY	OTHER DONORS & ACTIVITIES
Article 7,Paragraph 6: Establishment and Publication of average Release Times	Strategy #5, Activity # 5.5:Conduct surveys on border crossing times.[N.B: these surveys are not equivalent to TRS)	WBG(IFC) through the West Africa Trade Logistics Project
Article 8: Border Agency Cooperation	Strategy #5,Activity 5.1:Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLs Products at Paga/Dakola(Ghana/Burkina Faso)border  Strategy#3,Activity 3.8: Promote mutual recognition of SPS certificates in Côte d'Ivoire , Mali and Senegal	WBG(IFC) through the West Africa Trade Logistics Project  JICA through JBP at Cinkasé,  WBG through JBP Projects along Abidjan-Lagos and at Noepé

	<p>Strategy #3,Activity #3.12:Participate in Joint Border Posts (JBP) implementation at Noepé(Ghana/Togo) and Cinkansé (B.Faso/Togo)</p> <p><i>[N.B; this are just possible avenues of achieving Coordinated Border Management(CBM) but do not constitute a typical Integrated Border Management (IBM) or CBM Programme]</i></p>	
Article 10,Paragraph 4: Single Window		WBG through ALTTFP
Article 10,Paragraph 7: Common Border Procedures and Uniform Documentation Requirements	<p>Strategy #3,Activity# 3.9: Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali and Ghana/B.Faso/Mali transit systems</p> <p>Strategy#3,Activity 3.8: Promote mutual recognition of SPS certificates in Côte d'Ivoire , Mali and Senegal</p> <p>Strategy #3,Activity #3.12:Participate in Joint Border Posts (JBP) implementation at Noepé (Ghana/Togo) and Cinkansé (B. Faso/Togo)</p>	WBG(IFC) through the West Africa Trade Logistics Project
Article 12,Customs Cooperation	<p>Strategy #3, Activity #3.9: Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali and Ghana/B. Faso/Mali transit systems</p> <p>Strategy #3, Activity#3.12:Participate in Joint Border Posts (JBP) implementation at Noepé (Ghana/Togo) and Cinkansé (B. Faso/Togo)</p>	<p>GIZ Support to ECOWAS Customs Code</p> <p>WBG(IFC) through the West Africa Trade Logistics Project</p>

# ANNEX F: THN CET IMPLEMENTATION MONITORING TEMPLATE FOR THN FOCUS COUNTRIES

<b>COUNTRY :</b>		
<b>ACTIVITY NUMBER</b>	<b>ACTIVITY</b>	<b>STATUS AS 26<sup>TH</sup> NOVEMBER, 2014</b>
1	Designation of focal points by member states	All member states have designated CET focal points following the meeting of DGs of Customs in Ouagadougou in January 2014
2	Integration of CET into Customs Management System	Soft copy of CET has been transmitted to Member States for integration into the national computer systems. This was done in March and April 2014 in Lome and Abuja respectively
3	Training Programme on Customs Valuation	Customs valuation training programme based on the WTO valuation agreement and the ECOWAS regulation on Customs Valuation carried out in Monrovia for Liberian Customs Administration
4	1 <sup>st</sup> and 2 <sup>nd</sup> Train-the –trainers workshop on CET	1 <sup>st</sup> and 2 <sup>nd</sup> Train-the – Trainers workshops on CET took place in Abuja and Ouagadougou concurrently in May 2014 for Anglophone and Francophone member states respectively. All member states took part in the programme.
5	CET production at national level	Only Senegal and Niger have submitted to the ECOWAS Commission the electronic version of their tariff integrated with their national taxation
7	Sensitization for Stakeholders	Scheduled for November and December 2014. Letters have already been dispatched for the commencement of national sensitization with the support of GIZ in the provision of logistics
8	Implementation by January 2015	Member States and the Commissions of ECOWAS and UEMOA ready to implement that CET on 1 <sup>st</sup> January 2015

# ANNEX G: LIST OF AGRICULTURAL PRODUCTS TO BE TRACKED WEEKLY IN THE RESIMAO PLATFORM

Catégories	Produits	Etat
CEREALES ET PRODUITS DERIVES	Mil sanio (tardif)	Valide
CEREALES ET PRODUITS DERIVES	Mil souna (hatif)	Valide
CEREALES ET PRODUITS DERIVES	Blé	Valide
CEREALES ET PRODUITS DERIVES	Farine de blé importé	Valide
CEREALES ET PRODUITS DERIVES	Maïs blanc	Valide
CEREALES ET PRODUITS DERIVES	Maïs jaune	Valide
CEREALES ET PRODUITS DERIVES	Fonio	Valide
CEREALES ET PRODUITS DERIVES	Riz étuvé local	Valide
CEREALES ET PRODUITS DERIVES	Riz importé entier de grande consommation	Valide
CEREALES ET PRODUITS DERIVES	Riz importé brisé	Valide
CEREALES ET PRODUITS DERIVES	Riz local entier de grande consommation	Valide
CEREALES ET PRODUITS DERIVES	Riz local brisé	Valide
CEREALES ET PRODUITS DERIVES	Sorgho blanc	Valide
CEREALES ET PRODUITS DERIVES	Sorgho rouge	Valide
FRUITS	Ananas	Valide
FRUITS	Avocat	Valide
FRUITS	Banane douce (Poyo)	Valide
FRUITS	Banane plantin	Valide
FRUITS	Citron	Valide
FRUITS	Dattes	Valide

Catégories	Produits	Etat
FRUITS	Mandarine	Valide
FRUITS	Mangue greffée	Valide
FRUITS	Mangue ordinaire	Valide
FRUITS	Orange	Valide
FRUITS	Papaye ordinaire	Valide
FRUITS	Pamplemousse	Valide
FRUITS	Papaye solo	Valide
FRUITS	Pastèque	Valide
FRUITS	Melon	Valide
LEGUMES	Ail	Valide
LEGUMES	Aubergine Africaine	Valide
LEGUMES	Aubergine violette	Valide
LEGUMES	Carotte	Valide
LEGUMES	Chou vert	Valide
LEGUMES	Concombre	Valide
LEGUMES	Courge	Valide
LEGUMES	Courgette	Valide
LEGUMES	Echalote fraîche	Valide
LEGUMES	Echalote séchée	Valide
LEGUMES	Gombo frais	Valide
LEGUMES	Gombo séché	Valide
LEGUMES	Haricot vert	Valide

Catégories	Produits	Etat
LEGUMES	Navet	Valide
LEGUMES	Oignon importé	Valide
LEGUMES	Oignon violet de Galmi	Valide
LEGUMES	Piment frais	Valide
LEGUMES	Piment sec	Valide
LEGUMES	Poivron	Valide
LEGUMES	Salade Laitue	Valide
LEGUMES	Tomate de table	Valide
LEGUMES	Tomate sauce	Valide
LEGUMINEUSES	Haricot (niébé) blanc	Valide
LEGUMINEUSES	Haricot (niébé) rouge	Valide
LEGUMINEUSES	Pois d'angole (lentilles)	Valide
LEGUMINEUSES	Vouandzou	Valide
NOIX	Cola	Valide
NOIX	Noix de karité	Valide
OLEAGINEUX	Graine de palme	Valide
OLEAGINEUX	Arachide coque	Valide
OLEAGINEUX	Arachide décortiquée	Valide
OLEAGINEUX	Beurre de Karité	Valide
OLEAGINEUX	Huile d'arachide	Valide
OLEAGINEUX	Huile de palme	Valide
OLEAGINEUX	Huile palmiste	Valide
OLEAGINEUX	Sésame	Valide
OLEAGINEUX	Soja	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Souchet (pois sucré)	Valide
TUBERCULES, RACINES ET	Attiéké	Valide

Catégories	Produits	Etat
PRODUITS DERIVES		
TUBERCULES, RACINES ET PRODUITS DERIVES	Farine d'Igname	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Farine de manioc	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Gari Ordinaire	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Gingembre	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Igname précoce	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Igname tardive	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Manioc amer	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Manioc cossette	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Manioc doux	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Patate douce	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Pomme de terre importée	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Pomme de terre locale	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Tapioca	Valide
TUBERCULES, RACINES ET PRODUITS DERIVES	Taro	Valide

# ANNEX H: TRADE HUB AND RESIMAO LOC



**DRAFT**

**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**USAID/WEST AFRICA TRADE HUB AND AFRICAN PARTNERS  
NETWORK (TRADE HUB)**

**AND**

**LE RESEAU DES SYSTEMES D'INFORMATION DE MARCHÉ DE  
L'AFRIQUE DE L'OUEST  
(RESIMAO)**

**ON**

**FRAMEWORK FOR COOPERATION**

**USAID/WEST AFRICA TRADE HUB AND AFRICAN PARTNERS NETWORK PROJECT**, implemented by Abt Associates Inc. under Contract No. AID-13-000002-00 and funded by the United States Agency for International Development (USAID), with its Head Office at Marvel House 148A Giffard Road, Cantonment, Accra, Republic of Ghana (hereinafter referred to as **TRADE HUB**) represented by the Chief of Party (COP) on the one part; and

**LE RÉSEAU DES SYSTÈMES D'INFORMATION DE MARCHÉ DE L'AFRIQUE DE L'OUEST (RESIMAO)**, a regional network of national public agricultural market information systems, with its head office in Niamey, BP: 10496 Niamey-NIGER, represented by its coordinator, on the other part

(Both hereinafter referred to as "the Parties")

#### **PREAMBLE**

**CONSIDERING** that the purpose of the Trade Hub Project is to increase Africa's share of world trade by increasing exports at a faster rate than the growth in overall trade, and by improving West Africa's international private sector competitiveness in targeted value chains other than extractive industries;

**CONSIDERING** that RESIMAO is a sustainable organization composed of national public agricultural market information systems of ECOWAS member countries ;

**AWARE** that the goal of RESIMAO is to contribute to food security and poverty reduction and seeks to promote regional trade;

**USAID/WEST AFRICA TRADE HUB AND AFRICAN PARTNERS NETWORK PROJECT**, exécuté par Abt Associates Inc. sous le contrat N° AID-13-000002-00 financé par l'Agence des Etats Unis pour le Développement International (USAID), avec son siège à Marvel House 148A Giffard Road Cantonnements, Accra, République du Ghana (ci-dessus nommé Trade Hub) représenté par son Chef de Projet (COP) d'une part ; et

**LE RÉSEAU DES SYSTÈMES D'INFORMATION DE MARCHÉ DE L'AFRIQUE DE L'OUEST (RESIMAO)**, un réseau régional de système d'information de marchés agricoles publiques avec son siège à Niamey, BP: 10496 Niamey-NIGER, représenté par son coordonnateur, d'autre part

(Tous deux référenciés comme " Parties")

#### **PREAMBULE**

**CONSIDERANT** que le but du projet Trade Hub est d'augmenter la part de l'Afrique dans le commerce mondial par l'augmentation des exportations à un rythme plus rapide que la croissance du commerce en général, et en améliorant la compétitivité internationale du secteur privé de l'Afrique de l'Ouest dans les chaînes de valeur ciblées autres que les industries extractives ;

**CONSIDERANT** que le RESIMAO est une organisation pérenne composée des systèmes d'information de marchés agricoles publics des pays membres de la CEDEAO ;

**CONSCIENT** que l'objectif du RESIMAO est de contribuer à la sécurité alimentaire et à la réduction de la pauvreté et vise à promouvoir le commerce régional.



**CONSIDERING** that the mission of RESIMAO is to facilitate better commercial decision-making by all the stakeholders, by providing them an equitable access to strategic information through an effective management and communication of factual data and information.;

**CONSIDERANT** que la mission du RESIMAO est de faciliter une meilleure prise de décision commerciale par tous les acteurs, en leur fournissant un accès équitable à l'information stratégique à travers une gestion et une communication des données et des informations factuelles efficace ;

**CONVINCED** that cooperation between TRADE HUB and RESIMAO will serve their purposes and mutual interests adequately and make their activities more beneficial to the stakeholders in West Africa;

**CONVAINCUS** que la coopération entre TRADE HUB et RESIMAO servira leurs buts et des intérêts mutuellement avantageux et adéquats et rendra leurs activités plus bénéfiques pour les parties prenantes en Afrique de l'Ouest ;

**BOTH PARTIES** have agreed to enter into this memorandum of understanding (MOU).

**LES DEUX PARTIES** ont convenu de conclure ce protocole d'entente (MOU).

#### **ARTICLE 1: PURPOSE**

#### **ARTICLE 1: OBJET**

The objective of this MOU is to establish a framework for cooperation between the TRADE HUB and RESIMAO in the implementation of programs and projects to ensure a better access to timely and quality market information to agricultural value chain market actors in West Africa.

L'objectif de ce protocole est d'établir un cadre de coopération entre Trade Hub et le RESIMAO dans la mise en œuvre de programmes et projets visant à assurer un meilleur accès à l'information de marché de qualité et en temps réel aux acteurs du marché des chaînes de valeurs agricoles en Afrique de l'Ouest.

#### **ARTICLE 2: AREAS OF COOPERATION**

#### **ARTICLE 2: DOMAINES DE COOPÉRATION**

The parties shall cooperate in:

Les parties coopéreront à :

1. Provide better quality tools for information dissemination to West African market actors.
2. Increase the number of market actors

1. Fournir de meilleurs outils pour la diffusion de l'information aux acteurs des marchés agricoles de l'Afrique de l'Ouest
2. Accroître le nombre des acteurs des chaînes



members of national and regional value chain associations receiving market information.

3. Increase the quality and the timeliness of the information disseminated to market actors.

The areas of cooperation stated in Article 2 above may be:

1. Achieved through joint meetings, technical and financial assistance, joint implementation of specific projects and activities, funding and logistics support, other forms of cooperation as may be required
2. Subject to specific agreements where necessary, between the Trade Hub and RESIMAO.

### **ARTICLE 3 TRADE HUB INPUTS**

1. The Capacity Building, Value Chains, Financing and Investment and Trade, Transport and Enabling Environment Components of the Trade Hub project shall work in close collaboration with RESIMAO for the implementation of this MOU.
2. The Trade Hub project may provide technical and financial support to RESIMAO as may be mutually agreed by the Parties, for the implementation of activities under this MOU.
3. The Trade Hub may provide appropriate assistance to members of RESIMAO as may be mutually agreed by the Parties, for the implementation of activities under this MOU.

de valeurs agricoles membre des associations nationales et régionales recevant les informations de marché.

3. Augmenter la qualité et réduire les délais de publication de l'information diffusée aux acteurs du marché.

Les domaines de coopération visés à l'article 2 ci-dessus peuvent être:

1. Atteints par des réunions conjointes, l'assistance technique et financière, la mise en œuvre conjointe de projets et d'activités spécifiques, le financement et le soutien logistique, d'autres formes de coopération qui peuvent être nécessaires.
2. Sous réserve d'accords spécifiques le cas échéant, entre Trade Hub et le RESIMAO.

### **ARTICLE 3 ENGAGEMENT DE TRADE HUB**

1. Les composantes du projet Trade Hub qui sont le renforcement des capacités, les chaînes de valeur, le financement et l'investissement, le Commerce, les Transports et l'environnement favorable du projet Trade Hub, travailleront en étroite collaboration avec le RESIMAO pour la mise en œuvre de ce protocole d'entente.
2. Le projet Trade Hub fournira un appui technique et financier au RESIMAO, comme convenu d'un commun accord par les Parties, pour la mise en œuvre des activités prévues dans ce protocole d'entente.
3. Trade Hub fournira une assistance appropriée aux membres du RESIMAO, de commun accord par les Parties, pour la mise en œuvre des activités prévues dans ce protocole d'entente.

**ARTICLE 4  
RESIMAO INPUTS**

1. Provide communication and information relating to the members of the network ;
2. Ensure members commitment and participation to all activities carried out in the implementation of this MOU;
3. Ensure availability of timely and quality market information to the project selected value chain market actors.
4. Facilitate coordination between the Trade Hub and other partners and donors of RESIMAO operations and activities, through timely sharing of information on programs of mutual interest.
5. Furnish data to the Trade Hub for Monitoring and Evaluation purposes as requested and required by the Trade Hub contract with USAID.

**ARTICLE 5:  
OPERATING MODALITIES**

1. The parties shall establish such procedures and mechanisms as appropriate, for the development, implementation and monitoring of strategies, programs and activities necessary to achieve the goal of this MOU;
2. In this regard, they shall exchange all relevant information, documents, studies, reports, data bases on matters of mutual interest. Both parties shall collaborate in collection, analysis and dissemination of relevant documents and information, which

**ARTICLE 4  
ENGAGEMENTS DU RESIMAO**

1. Fournir la communication et l'information concernant les membres du réseau;
2. Assurer l'engagement des membres et leurs participation à toutes les activités menées dans la mise en œuvre de ce protocole d'entente;
3. Assurer la disponibilité de l'information en temps réel et de qualité aux acteurs de marché des chaînes de valeurs sélectionnés par le projet.
4. Faciliter la coordination entre le Trade Hub et les autres partenaires et bailleurs des opérations et activités du RESIMAO, à travers le partage rapide de l'information sur les programmes d'intérêt mutuel.
5. Fournir des données à Trade Hub à des fins de suivi et d'évaluation comme demandé et exigé par le contrat Trade Hub avec l'USAID.

**ARTICLE 5:  
MODALITES DE FONCTIONNEMENT**

1. Les parties mettent en place des procédures et mécanismes appropriés pour le développement, la mise en œuvre et le suivi des stratégies, programmes et activités nécessaires pour atteindre l'objectif de ce protocole d'entente;
2. À cet égard, elles échangeront toutes les informations, documents, études, rapports, bases de données pertinentes sur les questions d'intérêt mutuel. Les deux parties collaboreront à la collecte, l'analyse et la diffusion des documents et informations



shall be subject to the safeguards on confidentiality and restricted character of such documents or information;

3. Consultation on any on-going program or activity may be done as regularly as may be required, with a view to suggest new proposals, rectify strategies or enable the implementation of the activities of this MOU;
4. One immediate focus will be on improving RESIMAO's capacity to achieve Article 4, 3 above (Ensure availability of timely and quality market information to the project selected value chain market actors). Trade Hub activities during the next year will target RESIMAO's data collection and dissemination efforts in the Trade Hub's targeted transport corridors for cereals and livestock.
5. The parties may mutually agree to explore any other operating modalities to facilitate the cooperation in areas of this MOU.

#### **ARTICLE 6: FINANCIAL ARRANGEMENTS**

1. The parties may facilitate access to financing from development partners, private or public sector financiers or internal sources to one another in furtherance of the objectives of this MOU.
2. The parties may contribute to each other's activities in other suitable ways as per Article 2 above;
3. The parties shall give account to each other concerning all activities and funds assigned

pertinents, qui seront soumis aux garanties au secret de la confidentialité et au caractère restreint de tels documents ou informations.

3. Des consultations sur tout programme en cours ou activité peuvent se faire aussi régulièrement que possible si ceci s'avère nécessaire, en vue de faire de nouvelles propositions, de rectification ou de stratégies permettant la mise en œuvre des activités de ce protocole d'entente;
4. Une priorité immédiate sera l'amélioration de la capacité de RESIMAO à atteindre l'article 4. 3 ci-dessus (Assurer la disponibilité de l'information en temps réel et de qualité aux acteurs de marché des chaînes de valeurs sélectionnées par le projet). Les activités du Trade Hub au cours de l'année à venir vont cibler les efforts de collecte et de diffusion des données du RESIMAO sur les corridors ciblés par le Trade Hub pour le commerce des céréales et du bétail.
5. Les parties peuvent convenir d'explorer d'autres modalités de fonctionnement afin de faciliter la coopération dans les domaines de ce protocole d'entente.

#### **ARTICLE 6: DISPOSITIONS FINANCIERES**

1. Les parties peuvent faciliter l'accès au financement des partenaires au développement, des partenaires financiers du secteur privé ou public ou de sources internes à l'autre dans la poursuite des objectifs de ce protocole d'entente.
2. Les parties peuvent contribuer aux activités de l'autre par d'autres moyens appropriés selon l'article 2 ci-dessus;
3. Chaque partie doit rendre compte à l'autre en ce qui concerne toutes les activités et les



in Article (i) for the purpose of the implementation of related programs and activities in procedures prescribed or acceptable to the donor.

4. RESIMAO will be eligible to participate in the Trade Hub's grant program, as per the established guidance of this program and in support of the areas of cooperation as stipulated in this MOU.

#### **ARTICLE 7: DURATION AND TERMINATION**

1. This MOU shall enter into force on the date of its signature by the authorized signatories of both parties and shall remain in effect February 28, 2017, unless terminated by either party at any time in writing with notice to the other party
2. This MOU may be renewed after February 28, 2017 for the same term as the Trade Hub contract with USAID.
3. Notwithstanding its termination, the provisions of this MOU shall survive to the extent necessary to permit an orderly settlement of accounts between the parties and to bring ongoing activities to a proper close with the least disruption to the pending work.

#### **ARTICLE 8 AMENDMENTS**

The terms and conditions of this MOU may only be changed by mutually agreed written amendment signed by the parties.

#### **ARTICLE 9 SETTLEMENTS OF DISPUTES**

Any dispute arising from the interpretation or implementation of this MOU shall be settled amicably by negotiation between the parties.

fonds alloués aux fins de la mise en œuvre des programmes et des activités associées dans les procédures prescrites ou acceptables du bailleur.

4. Le RESIMAO sera éligible pour participer au programme de subvention de Trade Hub, selon l'orientation établie de ce programme et en appui aux domaines de coopération stipulés dans le présent protocole d'entente.

#### **ARTICLE 7: DURÉE ET FIN**

1. Ce protocole d'entente entrera en vigueur à la date de sa signature par les signataires autorisés des deux parties et restera en vigueur jusqu'au 28 Février 2017, sauf dénonciation par l'une des parties à tout moment par écrit avec un préavis à l'autre partie.
2. Ce protocole d'entente peut être renouvelé après le 28 Février 2017 pour la même durée que le contrat de Trade Hub avec l'USAID.
3. Malgré sa fin, les dispositions de ce protocole d'entente doivent survivre dans la mesure où elles permettraient de procéder à un règlement approprié des comptes entre les parties et de mettre les activités en cours à une bonne proximité du travail en cours avec moins de perturbations.

#### **ARTICLE 8 MODIFICATIONS**

Les termes et conditions du présent protocole ne peuvent être modifiés que par un avenant écrit et signé par les parties, par consentement mutuel.

#### **ARTICLE 9 REGLEMENT DES LITIGES**

Tout différend résultant de l'interprétation ou la mise en œuvre de ce protocole d'entente doit être réglé à l'amiable par voie de négociation entre les



parties.

**ARTICLE 10  
LANGUAGES**

The parties agree that English and French shall serve as the official languages of this MOU.

**ARTICLE 10  
LANGUES**

Les parties conviennent que l'anglais et le français serviront comme langues officielles pour ce protocole d'entente.

**ARTICLE 11  
ENTRIES INTO FORCE**

This memorandum of understanding shall enter into force on the date of its signature,

**ARTICLE 11  
ENTRÉES EN VIGUEUR**

Ce protocole d'accord entre en vigueur à la date de sa signature,

Done at Accra and Niamey, on November 14<sup>th</sup> 2014

Fait à Accra et Niamey, le 14 Novembre 2014

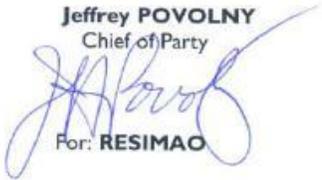
in two originals in the English language and two originals in the French language.

en deux exemplaires originaux en langue anglaise et deux exemplaires originaux en langue française.

For: **USAID/WEST AFRICA TRADE HUB  
AND AFRICAN PARTNERS NETWORK**

Pour: **USAID/WEST AFRICA TRADE HUB  
AND AFRICAN PARTNERS NETWORK**

**Jeffrey POVOLNY**  
Chief of Party



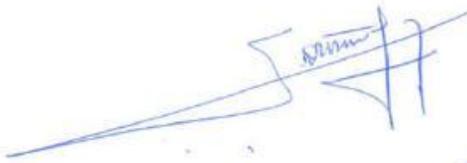
For: **RESIMAO**

**Jeffrey POVOLNY**  
Chef du Projet



Pour: le **RESIMAO**

**Sani LAOUALI ADDOH**  
Coordonnateur du RESIMAO



**Sani LAOUALI ADDOH**  
Coordonnateur du RESIMAO

