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WEST AFRICA TRADE AND INVESTMENT HUB

FY15 ANNUAL REPORT
OCTOBER 2014–SEPTEMBER 2015

Contract No.: AID-624-C-13-00002-00



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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

ACA	African Cashew Alliance
ACTE	Africa Competitiveness and Trade Expansion Initiative
AGAM	Association of Ghanaian Apparel Manufacturers
AGOA	African Growth and Opportunity Act
AGRA	Alliance for a Green Revolution in Africa
ALCO	Abidjan-Lagos Corridor Organization
ANC	Africa New Confection
APEX	<i>Agence pour la Promotion des Exportations</i>
ATP	Africa Trade and Competitiveness
ATRC	AGOA Trade Resource Center
AV	<i>Afrique Verte</i>
AWEP	African Women's Entrepreneurship Program
B2B	Business to business
BIC	Border Information Center
BNDA	<i>Banque National de Développement Agricole</i>
BNDE	<i>Banque Nationale de Développement Economique</i>
BSIC	<i>Banque Sahélo-Saharienne pour l'Investissement et le Commerce</i>
CARI	Competitive African Rice Initiative
CBC	<i>Conseil Burkinabé des Chargeurs</i>
CBE	Cocoa butter equivalent
CCIB	<i>Chambre de Commerce et d'Industrie du Benin</i>
CCIM	<i>Chambre de Commerce et d'Industrie du Mali</i>
CDI	Côte d'Ivoire
CEO	Chief Executive Officer
CET	Common External Tariff
CFAHS	<i>Coopérative Fédérative de L'horticulture de Sénégal</i>
CILSS	<i>Comité Inter-Etats de Lutte contre la Sécheresse au Sahel</i>
COFENABVI	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest</i>
COP	Chief of Party
COR	Contracting Officer's Representative
COTVET	Council for Technical and Vocational Education and Training
CPC	<i>Centrale des Producteurs de Céréales</i>
CRCOPR	Cadre du Riz

CVC	Cereals Value Chains project
DCA	Development Credit Authority
DTRT	Do The Right Thing
EAA	Ethical Apparel Africa (formerly MiA)
ECOWAS	Economic Community of West African States
EDAIF	Export Development and Agriculture Investment Fund
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
FAQ	Frequently Asked Questions
FDA	United States Food and Drug Administration
FEBEVIB	<i>Fédération Bétail-Viande du Burkina</i>
FEBEVIM	<i>Fédération Bétail-Viande du Mali</i>
FINGAP	Financing <i>Ghanaian</i> Agriculture project
FTF	Feed the Future
FY	Fiscal year
GCCI	Ghana Chamber of Commerce and Industry
GEPA	Ghana Export Promotion Authority
GHANFLIP	Ghana Federation of Livestock Interprofessional Associations
GIEP	Gambia Investment and Export Agency
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GPHA	Ghana Ports and Harbours Authority
GRA	Ghana Revenue Authority
GSA	Global Shea Alliance
GSP	Generalized System of Preferences
ISRT	Interstate Road Transit Convention
IT	Information technology
L4G	Livestock for Growth program
LIBTA	Ghana Livestock Breeders Association
LOC	Letter of Collaboration
M&E	Monitoring and evaluation
MARKETS 2	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites 2
MCC	Millennium Challenge Corporation
MiA	Made in Africa (now EAA)
MIS	Market information system
MOA	Ministry of Agriculture
MOFA	Ministry of Food and Agriculture
MOTI	Ministry of Trade and Industry

MOU	Memorandum of Understanding
MSME	Micro-, small, or medium enterprise
MSTAS	Management Support and Technical Analytical Services
NAFDAC	National Association for Food and Drug Administration and Control
NBFI	Non-bank financial institution
NEXTT	<i>Nigeria Expanded Trade and Transport project</i>
NGO	Nongovernmental organization
NHIL	National Health Insurance Levy
OCAT	Organizational Capacity Assessment Tool
PAERiz	<i>Projet d'Appui aux Etuveuses de Riz du Burkina Faso</i>
PMP	Performance Management Plan
ProFAB	Food Across Borders Program
REC	Regional Economic Community
RESIMAO	<i>Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest</i>
ROPFA	<i>Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest</i>
SME	Small or medium enterprise
SOW	Statement of work
SPS	Sanitary and phytosanitary
STTA	Short-term technical assistance
TA	Technical assistance
TFA	Trade Facilitation Agreement
TFC	Trade Facilitation Committee
TO	Task order
TOR	Terms of reference
TOT	Train-the-trainer
TTEE	Trade and Transport Enabling Environment
UCOVISA	<i>Union des Coopératives du Vivrier des Savanes</i>
UEMOA	Economic and Monetary Union of West Africa
U.S.	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
USTR	United States Trade Representative
VAT	Value-added tax
VC	Value chain
WAGN	West African Grains Network
WARTFO	West Africa Regional Transport Facilitation Observatory

WRAP	Worldwide Responsible Accredited Production
WTO	World Trade Organization
YKMFA	Yilo Krobo Mango Farmers Association

I. INTRODUCTION

I.1 BACKGROUND

USAID/West Africa’s Mission-wide goal is the West African led advancement of social and economic well-being. This goal is supported by several development objectives, including “broad-based economic growth and resilience advanced through West African partners.” The West Africa Trade and Investment Hub (the “Trade Hub”) contributes to this development objective by achieving two 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 works through regional private sector associations and regional governmental entities to help channel partners’ efforts to address critical constraints to trade competitiveness, capture opportunities to expand regional and global trade, demonstrate West Africa’s productive potential to investors, and facilitate greater investment in the region.

The project is building the capacity of several key groups of African partners—regional private sector associations and alliances, the Economic Community of West African States (ECOWAS), and the Economic and Monetary Union of West Africa (UEMOA). As the Trade Hub works with associations and regional alliances, it helps them serve as leaders in promoting reforms, attracting buyers and investors, and adopting improved practices.

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 PROGRAMMATIC CONSIDERATIONS

Looking back on FY15, we have identified two broad themes that help explain our experience to date and inform our approach to FY16. The first relates to the complexities of working in a regional context; the second pertains to the challenge of finding the right entry point for each technical area. We end this section with some perspectives on indicators and other ways to look at how we are making a difference.

I.2.1 A COMPLEX REGIONAL CONTEXT

The complexity of the Trade Hub is one of the project’s most distinctive characteristics, which became fully apparent during FY15, our first full fiscal year of work. As a regional project, the Trade Hub operates across 12 countries and within a large universe of potential partners and stakeholders, as well as with various USAID and other U.S. Government clients in the region and Washington. Incorporating 11 technical areas and multiple agendas relating to trade, investment, and the enabling

environment, we must engage and respond to different expectations while simultaneously focusing on the areas where we can have the most meaningful impact. The ability to be flexible is essential for identifying opportunities, needs, and potential productive points of intervention. At the same time, to stay focused on achieving valuable and meaningful results, we must avoid getting pulled in too many directions. With a year's worth of experience we better understand where the project adds value and how we can make a difference. Moving forward, we have more clearly defined our role and strategies in various technical areas, but also plan to retain the flexibility and responsiveness that is vital for achieving the best results.

1.2.2 THE RIGHT ENTRY POINTS AND PRODUCTIVE MODELS

Reaching our ambitious targets depends on our ability to find the right entry points and partners for each technical area. This search has evolved differently in each technical area. In some, such as mango and livestock, we have been able to do this in the last year and have achieved significant results. For other value chains, such as cereals, it took some time to find capable partners; we have now tested a successful model and expect significant transactions in FY16. In finance and investment, we developed our approach (the Financial Advisor model) fairly quickly, but it took longer than expected to roll out the model and get the Financial Advisors up to speed. Other areas, such as the Trade and Transport Enabling Environment (TTEE), have required time to gain an in-depth understanding of the needs and objectives of many different stakeholders as well as the complicated regional government/donor environment. Together we are moving forward with a robust program of activities as our second full year of operations begins.

1.2.3 WHAT IT ADDS UP TO

All of our work is geared toward expanded trade and investment. After a good deal of back and forth about how to measure progress toward this and related objectives and how to adjust our Performance Management Plan (PMP) with the harmonized Trade Hub PMP, we settled on 25 performance indicators and one context indicator, which are discussed at various points in this report. These indicators have been useful in helping us focus and be accountable for results.

At the same time, a project is more than the sum of its indicators. Sometimes we can add value by simply providing technical input that helps our partners more effectively pursue their trade-related agendas. This has been the case with Borderless Alliance in the last year, for example. And with our support for the Global Shea Alliance (GSA) in its work to empower women—this activity will help increase women's profitability, which will contribute to the long-term sustainability of the industry, and it may lead to a noticeable increase in the volume of shea exported from West Africa during the life of the project. And in adding value in the livestock sector by helping cattle fatteners improve their operations and find new markets—our pilot value-added activity is an innovative step toward modernizing this tradition-bound sector, but working with the livestock principal players is challenging. We are now ready to make significant progress in all aspects of this project, our results to date show that we are effective, and we intend to move forward to encourage long-term systemic change, while still working to meet our targets.

2. HIGHLIGHTS OF THE YEAR

The accomplishments described in this report would not have been possible without the collaboration of the Trade Hub’s many partners throughout the region. And because our work is to a large extent demand-driven, the achievements in this report reflect our partners’ priorities.

This chapter presents highlights from three perspectives: 1) our progress in achieving the project’s intended outcomes, 2) our results by major funding source, and 3) our progress in meeting our targets.

2.1 PROGRESS IN ACHIEVING INTENDED OUTCOMES

Although there were some changes in our results framework as we began to harmonize with the other Trade Hubs, the project is still focused on achieving outcomes such as increased private sector competitiveness, an improved enabling environment, and increased investment and employment. We also continue to see capacity building as an important cross-cutting component. We review our progress in each of these areas below.

Increased private sector competitiveness. During the year, we carried out several dozen activities—both through associations and directly with individual companies—to help the private sector become more competitive in either regional or global markets. Some results will be seen only over time, as these investments in human, financial, and institutional capital bear fruit. Other progress is more immediate, such as the results measured by Indicator 4—“new sales.” In FY15, we exceeded the \$30 million target for this indicator, helping our partners achieve over \$56 million in new sales. Table 1 below presents some highlights of this success.

Table 1: Highlights of Indicator 4—New Sales by Assisted Firms/Members of Associations

Value Gain	Sales	Snapshot of Trade Hub Support
Cattle	\$8,467,377	The cattle fatteners trained by the Trade Hub generated \$924,043.
Small ruminants	\$36,230,172	The project helped federations from Mali, Senegal, and Côte d’Ivoire work together to arrange sales of animals to 14 new markets for Tabaski.
Cereals	\$267,330	The Trade Hub helped CPC Togo sell maize to Premium Foods in Ghana. The cereals exchange organized by the project also gave some preliminary results.
Mango	\$7,125,710	The Trade Hub provided training in harvesting techniques to over 600 individuals in Ghana, Senegal, and Burkina Faso, resulting in better quality mangoes meeting standards for export.
Apparel	\$4,611,619	The Trade Hub helped the Government of Ghana better understand the needs of the apparel sector and award training funds to a woman-owned company that was able to export to the U.S. under AGOA.
Total	\$56,702,208	

An improved enabling environment. Complementing our work to build private sector competitiveness, we engaged with both public and private stakeholders to improve the trade enabling environment. Our main partner was Borderless Alliance, the leading regional advocacy organization and implementer of several innovative initiatives to improve road governance and smooth the flow of goods along key corridors. Our TTEE experts provided Borderless staff with technical inputs that strengthened their advocacy on many fronts. In addition, the Trade Hub’s grant financed many Borderless activities and our consultant helped the alliance strengthen its organizational capacity by developing a sustainability plan, including a plan for generating fees from services.

One of the most tangible results of the Trade Hub-Borderless collaboration in FY15 was the reduction from 53 to 33 in the number of checkpoints along the corridor from Tema (near Accra) to Paga (at the border with Burkina Faso). This is an example of how evidence-based advocacy can succeed, since one factor helping convince the Ghanaian authorities to take action was the evidence that Ghana was losing business to other countries because of delays along the corridor.

Other TTEE highlights include seven activities aimed at increasing countries' compliance with provisions of the ECOWAS Trade Liberalization Scheme (ETLS). For example, we helped guide discussions and agreement by stakeholders in Mali and Côte d'Ivoire on implementation of an Inter-State Road Transit agreement to harmonize customs interconnectivity and bond transit shipments. We also trained truckers and trucking companies to professionalize their operations and comply with ETLS provisions. Finally, we developed harmonized indicators and data collection methodologies that can be shared by ECOWAS and UEMOA to monitor the status of road governance across the region.

Increased investment. The finance and investment component is charged with expanding trade-related investment in the Trade Hub's target value chains. The finance team's main activity this year was to roll out the Financial Advisor program, hiring and training 28 Financial Advisors in eight countries. These advisors are paid on a performance basis—once they find a client with a promising investment idea and agree with the client on how they will work together, they are eligible for a performance-based task order to work on that deal. Each task order has three or four deliverables, culminating in a bank loan. So far, our Financial Advisors have helped three clients, all in the cereals sector, get financing. Table 2 shows the progress in this component, by the numbers:

Table 2: Finance and Investment—FY15 Highlights

Highlights	
Indicator 22: Value of loans obtained:	\$886,646
<ul style="list-style-type: none"> • Woman-owned seed company in Mali • Woman-owned maize cooperative in Cote d'Ivoire • Woman-owned rice-processing company in Senegal 	
Indicator 2: Value of investment (loans plus owner equity)	\$1,300,126
# Financial Advisors hired and trained	28 in 8 countries
# task orders signed to advance specific deals	28
Potential investment if all task orders are completed (NB: this amount is greater than the base period target of \$62.5 million)	\$66.8 million

Capacity building. The project provided institutional capacity building through grants and consultancies, as well as individual capacity building through numerous trainings and workshops. In terms of institutional capacity building, one of our main accomplishments was helping Borderless Alliance advance make progress toward financial sustainability by helping it develop a menu of fee-based services and a pricing tool that was approved by their executive committee and the presidents of their national committees. We also helped create a national federation of livestock producers in Ghana that is now eligible to join the regional livestock federation as its first member from an Anglophone country. In terms of individual capacity building, we have carried out 65 events in 12 countries, reaching 2,435 individuals on topics ranging from cattle fattening to mango harvesting to good contracting practices. Of the nine indicators in our Performance Monitoring Plan (PMP) related to capacity building, we met or exceeded the targets in six cases; for three indicators, we missed the target by either one individual or one firm.

2.2 HIGHLIGHTS BY FUNDING SOURCE

Half of the Trade Hub's funding in FY15 came from Feed the Future and half from the African Competitiveness and Trade Expansion (ACTE) initiative. The Feed the Future program relates in particular to the livestock and cereals value chains. Of particular note:

- **Livestock.** In the two months leading up to the Tabaski holiday, the Trade Hub worked with livestock federations in three countries to help livestock traders find new markets for a quarter of a million livestock, including more than \$36 million worth of sheep and \$7 million worth of cattle. (See the case study on this in Chapter 17.) The project also provided training on marketing fattened livestock and is helping farmers in Mali and Burkina Faso explore ways to improve the efficiency and cost-effectiveness of their operations so that they can work with more demanding buyers and expand their operations in coastal countries. Finally, we awarded a grant for capacity building and technical activities to the regional livestock association and helped form a national federation in Ghana.
- **Cereals.** Because areas of surplus or deficit of cereals shift from season to season according to variations in timing and amount of rainfall, a regional cereals exchange is an efficient way to facilitate regional trade. The project partnered with the NGO *Afrique Verte* to expand its regional cereals exchanges, resulting in participants from Burkina Faso, Ghana, Guinea, Côte d'Ivoire, Mali, Niger, and Togo signing contracts for more than 100,000 metric tons of grain, worth an estimated \$20 million. (See case study in Chapter 17.) The Hub has also provided training and technical assistance in the use of contracts, which will help formalize trade and encourage better adherence to food quality and safety standards. In finance and investment, the Trade Hub's Financial Advisors helped women-owned companies in three countries get \$1,223,290 of financing, either for working capital or expansion of their operations. Finally, in the area of market information systems (MIS), we provided assistance to the regional organization RESIMAO to improve its platform for providing market information on cereals and other agricultural products and helped it establish a regional secretariat. The new version of the platform came on line in June and has logged more than 8,000 users.

Trade Hub's ACTE-related funding is allocated to four value chains whose products are exported globally. Of note:

- **Mango.** The Trade Hub provided training and technical assistance to over 600 mango farmers and processors in 22 different locations in Burkina Faso, Ghana, and Senegal on best sanitary and phytosanitary (SPS) practices for producing, harvesting, and storing mangoes to protect the quality. As a result, mangoes met quality standards for the export market and over \$7 million of sales were generated. In addition, we helped get a mango packhouse in Ghana back in operation, enabling 42 farmers to export their mangoes to Belgium and Lebanon, generating almost \$800,000 in revenues and creating 26 seasonal jobs. (See case study in Chapter 17.)
- **Apparel.** This is the Trade Hub's most important AGOA-eligible product. Our focus during the past year was on helping prepare lead firms in Ghana and Benin to expand exports, especially to the U.S. The sector is still nascent; nonetheless, we helped facilitate over \$4 million of exports. When one of the two lead firms pulled out of Ghana, we adapted our strategy to include work with mid-level firms. Chapter 17 presents a case study about our assistance to the woman-owned DTRT/Dignity, the remaining lead apparel firm in Ghana. In addition to providing in-depth AGOA training to the Ghanaian apparel companies, we provided training for AGOA Trade Resource Center (ATRC) Coordinators in seven countries (Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal).
- **Cashew.** We provided a grant to the African Cashew Alliance (ACA) to train factory staff in Guinea-Bissau, Benin, Côte d'Ivoire, Burkina Faso, and Nigeria. The alliance also asked us to help some of its members get access to financing for West Africa-based cashew processing facilities. We made efforts to do this, but the increase in the price of raw cashew nuts made it hard for companies to develop profitable business plans. Nonetheless, we have identified about \$30 million of possible investments and are watching raw nut costs. We are ready to bring in specialists to look more closely at competitiveness questions. Also related to cashew processing, we completed a study of the environmental impact of the cashew

processing waste stream and proposed a strategy for mitigating harmful impacts. ACA has been disseminating our report to its members.

- **Shea.** The Global Shea Alliance’s main request for Trade Hub assistance was for a grant to fund training for women shea collectors to learn to manage shea warehouses. The grant has been awarded and the training will start in FY16 as the warehouses come online. We also responded to a GSA request for a technical expert to write a report about shea as a cocoa butter equivalent; this report will help the alliance develop a strategy for engaging World Trade Organization members on the definition of chocolate and chocolate products, which could eventually lead to a change in the *Codex Alimentarius* and an expansion of the market for shea.

2.3 THE FY15 TARGETS

Annex A provides baselines and disaggregated results according to each of our 26 indicators. Table 3 on the following page simply provides the FY15 targets and results, without disaggregation, to provide the reader with an overview of the indicators and a sense of our performance over the year. As shown in the table, of the 20 indicators for which results are available this year, we met or exceeded targets for half. The other half will take longer to achieve, but we expect to meet them all by the end of the contract.

Table 3: Trade Hub FY15 Performance at a Glance

#	Indicator ¹	FY15 Target	FY15 Results	Comment
Indicators common to all Trade Hubs				
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation	\$18,500,000 (\$2,775,000)	\$1,300,126 (\$1,233,290)	Target missed, but pipeline promising (\$65,867,394).
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	\$1,500,000 (\$225,000)	\$300,000 (\$300,000)	Target missed, but pipeline promising (\$939,130).
4	Value of new sales of assisted firms/members of associations due to USG assistance	\$30,000,000	\$ 56,763,006	Target exceeded (large sales in livestock and mango).
5	# of firms/associations that are more profitable due to USG assistance	This indicator is under review.		
6	# of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance	120 (60)	128 (17)	Target exceeded.
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	18 (7)	101 (18)	Target exceeded. 93 linkages during the cereals exchange.
8	# of assisted ag-sector firms/farmers meeting international grades and standards to export	120 (60)	702 (118)	Target exceeded (674 mango producers met standards)
9	# of non-ag firms who have applied new technologies or management practices as a result of USG assistance	3 (1)	2 (0)	Target missed by 1 firm.
10	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	2 (1)	5 (1)	Target exceeded.
11	# of assisted non-ag firms meeting international grades and standards to export	3 (1)	2 (1)	Target missed by 1 firm.
12	Time required to trade goods across borders and along corridors as a result of Trade Hub assistance	5%	NA	First results will be in a year.
13	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	5%	NA	First results will be in a year.
14	# reforms/policies/regulations/administrative procedures in each of the five stages of development	12	7	Target missed.
Project-specific indicators				
15	Creation of jobs in project-assisted firms	6,000 (900)	5170 (3237)	Target missed by 14%.
16	# private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	120 (48)	275 (73)	Target exceeded (assistance provided in 11 countries).
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	NA	NA	To be collected by the end of the base period.
18	# individuals who have received USG supported short-term ag sector productivity or food security trainings	40 (16)	708 (121)	Target exceeded (mango trainings in 22 locations)
19	# participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	400 (160)	2435 (607)	Targeted exceeded. (65 events in 12 countries).
20	# new dues paying members in private business associations as a results of USG assistance	200 (60)	NA	First results will be in a year after grants implemented.
21	# of new users of MIS services (cumulative)	20,000	8,220	Target missed, on track for next year.
22	Value of new loans made to clients in targeted sectors	\$10,000,000 (\$2,000,000)	\$886,646	Targets missed, but \$45 million in the pipeline.
23	# MSMEs receiving business development services from USG assistance	70 (14)	70 (32)	Target met.
24	# firms in targeted sectors receiving loans from partner banks	70 (14)	3 (3)	Targets missed, but on track to catch up next year.
25	# actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	5	6	Target exceeded.
26	# individuals who have received USG trainings on trade and transportation enabling environment	40 (16)	39 (5)	Target missed by one individual.

¹ Details (including disaggregations by value chain) are provided in Annex A, as are two tables on Indicator 1.

3. TRADE AND TRANSPORT ENABLING ENVIRONMENT

Our initial entry point for work on the trade and transport enabling environment was through Borderless Alliance, and we have provided this organization with valuable technical input and capacity building support. We also reviewed various entities' road governance data collection efforts and proposed ways to harmonize data collection methodologies. Another key thrust of our activities was support for implementation of a number of policy and regulatory reforms aimed at liberalizing the transport sector and promoting free trade in West Africa. Moving forward, the Trade Hub will focus on promoting compliance with the ECOWAS Trade Liberalization Scheme (ETLS), addressing specific problems affecting the time and cost to trade, and building the capacity of Trade Facilitation Agreement committees in selected countries.

Despite the challenge of promoting changes to long-established policies, regulations, and practices, we were able to encourage and assist our local partners in demanding more accountability, addressing trade-impeding rules and regulations, and embracing the benefits of more open trade. Together with our partners, we reached several milestones, such as a reduction of checkpoints in Ghana. They now must be transformed into sustainable results so that stakeholders do not return to old behaviors.

3.1 KEY ACHIEVEMENTS / RESULTS

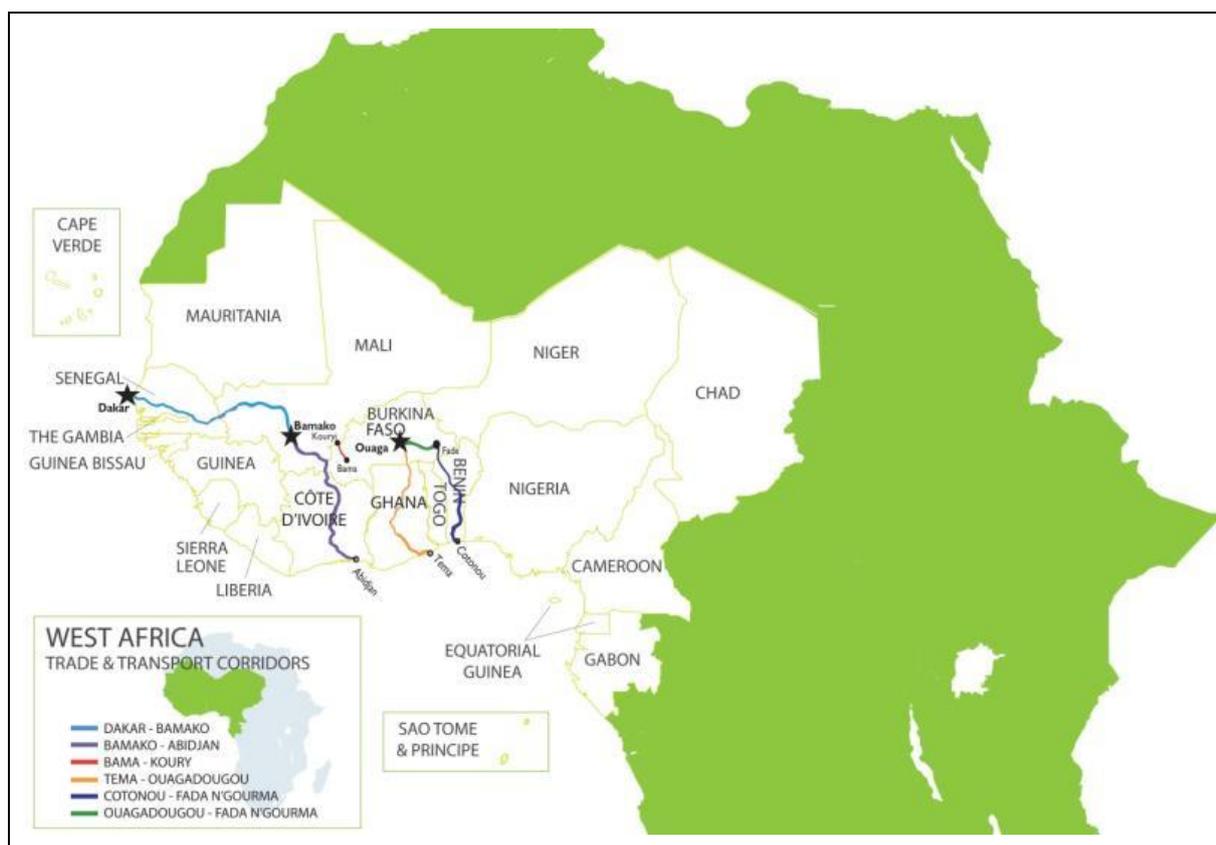
- **Reduced the number of checkpoints on Tema–Paga corridor from 53 to 33.** In collaboration with Borderless Alliance, the Trade Hub spearheaded an advocacy effort to reduce checkpoints along this important trade corridor. After initial meetings to discuss the problem, the Ghanaian police issued a directive prohibiting checks of transit cargo trucks along the corridor. This directive reduced the number of checkpoints by 17 percent. A Trade Hub-organized caravan that monitored compliance with the directive led to a further 25 percent reduction, significantly decreasing time and cost to trade along the route.
- **Helped facilitate ETLS compliance among ECOWAS member countries.** During FY15, the Trade Hub engaged in six activities aimed at increasing countries' compliance with ETLS. Our actions included guiding discussions and agreement by stakeholders in Mali and Côte d'Ivoire on implementation of an Inter-State Road Transit (ISRT) agreement and training truckers and trucking companies to professionalize their operations and comply with ETLS provisions.
- **Facilitated streamlined procedures along the Abidjan–Bamako corridor and other improvements in the enabling environment.** The project worked actively this fiscal year to address policies and regulations that impact the enabling environment (see Table 14 in Annex B). The Trade Hub addressed seven TTEE-related policy and regulatory issues in FY15; per Indicator No. 14, three are now in Stages 4 or 5 and one is in Stage 3, showing strong progress on this front in a relatively short period of time.
- **Expedited agreement on harmonized indicators for the regional transport observatory.** ECOWAS and UEMOA are collaborating to coordinate their transport facilitation programs, to reduce transport costs across West Africa. The Trade Hub supported this process in FY15 by helping develop harmonized indicators and data collection methodologies.

3.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

The Trade Hub concentrates trade and transport efforts along specific corridors, where bottlenecks can be tackled in bilateral and national contexts. Our corridor-specific policy work is closely integrated with other project initiatives, including our value chain development activities.

Conducted three transport professionalization workshops

Figure I: The Trade Hub's Target Corridors



The Trade Hub and Borderless Alliance collaborated to design and present three transport professionalization workshops—two in Mali and one in Burkina Faso. Participants discussed creating a more professional transport sector and learned about the role a more formal sector could play in reducing harassment and improving access to finance. The first workshop, held in Bamako in January, was attended by 45 participants. At this event, Borderless and the Trade Hub categorized transporters according to their levels of business organization. During this process, we discovered that most of the transporters in attendance needed training in basic management and financial record-keeping. The Trade Hub then organized a follow-up training workshop in July in Bamako. Fourteen transporters learned basic management and record-keeping principles and processes.

An added benefit was that these events laid the foundation for Borderless Alliance to work with internationally recognized institutions such as the International Roads Union to launch its own efforts to professionalize transport in West Africa. Borderless staff participated in the session in a train-the-trainer (TOT) capacity—learning to conduct the training themselves so they can replicate it across the region.

Based on the success of the January workshop, the Trade Hub and Borderless Alliance organized a similar event in July in Ouagadougou for 38 transporters. Participants at this workshop did not need the management and book-keeping training we had provided in Bamako, so there was no follow-up event.



Trade Hub Transport Specialist Kossi Dahoui gives transport company owner Drissa Traore his certificate after completing the July management training.

Two months after participating in the Trade Hub's training, Strengthening the Management Capacity of Transport Company Leaders, in Bamako, Mr. Traore has officially established his transport business, DC Horona SARL. Based on guidance he received at the training, Mr. Traore has also opened a bank account in the company's name, secured office space, and worked with a consultant to develop the company's business plan.

The Trade Hub's workshops and training programs for truckers helped participants begin to operate their enterprises more professionally. Better procedures and proper record-keeping also open the door for transporters to access financing for fleet renewal. (See text box for one man's experiences.) And at an industry-wide level, more professional and better-financed transport companies will infuse efficiency into the transport sector.

Built Borderless Alliance's institutional capacity and addressed the need for long-term sustainability

The Trade Hub's TTEE staff and capacity building team assisted Borderless Alliance in developing a sustainability plan. We helped the alliance examine its current revenue sources, explore new avenues for earning revenue, consider ways to enhance its financial sustainability, and understand national committees' roles and responsibilities for raising revenue. One output of the

project's assistance to Borderless was a fee-for-service menu—the alliance could increase its revenue by charging for these services, which members could access at a discount. We also established a pricing structure identifying focus activities that can be implemented at little or no cost to Borderless while bringing in significant or constant revenue streams.

The recommendations were discussed at a July 28-29 retreat in Accra. The Executive Secretary and the presidents of Borderless' national committees discussed and validated the services and pricing tool, and adopted the sustainability plan the Trade Hub helped develop. Section 13.2.1 contains more details about this capacity building effort.

The Trade Hub was a major funder of a Borderless Alliance conference on regional trade and food security, held in Abidjan in May. We provided input to the agenda and our Trade Facilitation Specialist served as a panelist for the session on regional initiatives to promote agricultural value chains. The conference produced recommendations that will guide Borderless and collaborating partners in efforts to enhance food security by removing obstacles to intra-regional trade in agricultural products.

Advocated for the removal of taxation on transit trade in Ghana

In March 2015, the Trade Hub began working with stakeholders to address problems surrounding taxation of transit trade in Ghana. We collaborated with Borderless Alliance, the GSA (Ghana Shippers' Authority), and the Ghana Ports Authority (GPHA) to bring the issue before the Ghana Revenue Authority (GRA). Project staff, along with representatives of Borderless and the GSA, held follow-up discussions with GRA Commissioners in June.

We discussed the withholding tax applied to foreign operators transporting goods from Ghanaian ports to landlocked countries and the value-added tax (VAT) and National Health Insurance Levy

collected on transport and on handling services for transit goods. Together with the stakeholders, we argued that these measures should be removed. The Trade Hub, Borderless Alliance, and other partners submitted to the GRA a request for elimination of a transit levy of \$200 per consignment, which is rendered on exports from landlocked countries. This is against the norms of international practices for transit. The GRA has formed a technical committee to consider our request.

These taxes and levies, which are to a large extent contrary to internationally accepted practices for transit trade, render regional exports uncompetitive. Resolving them would reduce costs for transit trade through Ghana and put the country in step with regional and international standards, as well as enhance the global trade competitiveness of landlocked West African countries.

Collaborated with Borderless Alliance to reduce checkpoints on the Tema–Ouagadougou trade corridor

In September 2014, CILSS data showed that there were 53 separate checkpoints between Tema and Paga on the Tema–Ouagadougou trade corridor. Very few of them are consistent with international best practices. The prevalence of these barriers and the accompanying harassment slows transit along the corridor and has a negative effect on trade within the region and more broadly.

In March 2015, the Trade Hub and Borderless Alliance met with the Ghanaian police to address the problem. We were later joined by other stakeholders: the GPHA, the Ghana Shippers' Authority, the CBC, and Ghana's National Transit and Transit Facilitation Committee. Together, the Trade Hub, Borderless, and stakeholders held four advocacy meetings with the police to discuss ways to reduce the checkpoints and harassment. As a result of these efforts, the police issued a directive in April calling for their officials to stop checking transit vehicles along the corridor and limiting checkpoints. By July, the number of checkpoints had fallen to 44.

Key take-aways from the Trade Hub–Borderless Alliance caravan

- There is need for consistent monitoring to ensure that agreed-upon reforms are being implemented, in order for those reforms to be fully entrenched.
- Direct interaction with key stakeholders at operational levels enables actors to examine the issues and find practical solutions.
- Reforms involving government agencies may take much longer to fully implement, and therefore require persistent dialogue.

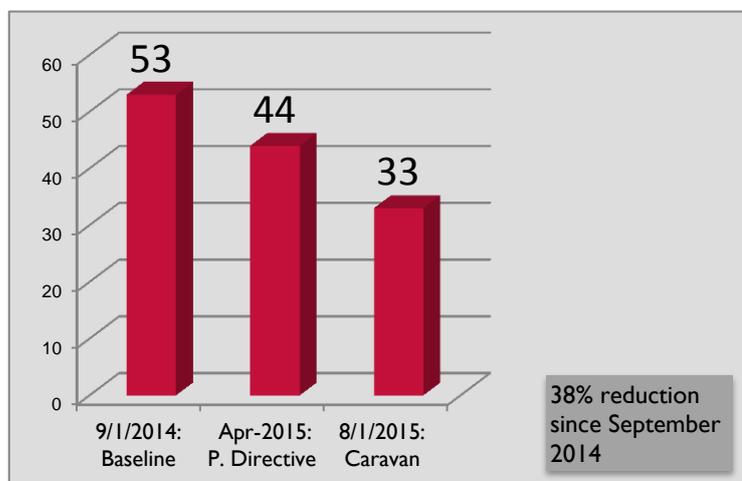
To follow up on this success, the Trade Hub provided funds and supported Borderless Alliance to organize a caravan in August to monitor compliance with the directive and inform transporters, police officers, and traders about the new rule. The caravan was accompanied by high-ranking police officers who engaged with operatives along the corridor to reinforce the need for strict implementation of the directive. The caravan convened meetings in four major towns along the corridor: Kumasi, Techiman, Tamale, and Paga (which is at the border). A cross-section of stakeholders attended these meetings, including truck drivers, transporters, police officers, and traders.

A livestock traders' representative was part of the team leading the caravan, giving these traders a chance to share with police their frustration about the harassment they routinely face as they conduct business. They described the negative effects of road barriers and bribery on their trade and hence their livelihoods. The caravan also provided an opportunity to remind transporters and drivers that they can reduce their chances of harassment by complying with rules and requirements for road transport and transit trade. During meetings, the police and Borderless Alliance gave out phone numbers for reporting harassment. The caravan spot-checked the conduct of police officers to see how well the directive was being implemented. *At the end of August, after the completion of the caravan, CILSS re-checked the number of checkpoints on the corridor. It had fallen to 33, a 38 percent decline from the baseline (see Figure 2).*

The Trade Hub and Borderless Alliance will convene a conference of Ghanaian police commanders in November 2015 to discuss observations made during the caravan and promote more effective implementation of the directive, emphasizing in particular the need to stop harassment of livestock traders. The project will continue to provide technical input for implementation of the stakeholders' action plan, which provides a sustainable framework for reducing harassment and bribes along the corridor.

The Trade Hub will continue to provide advice to the stakeholders who will be carrying these efforts forward in the coming year. The plan is to establish a joint inspection center at the Port of Tema where all vehicles carrying transit goods will be inspected and issued a certificate of compliance. They will be able to transport their cargo on the corridor with the certificate, which will remove the need for checks on transit vehicles.

Figure 2: Number of Checkpoints along Tema–Paga Corridor



Helped improve transit procedures along the Abidjan–Bamako corridor

Côte d’Ivoire and Mali are planning to implement a bilateral Inter-State Road Transit System (ISRT) agreement. ISRT is an ECOWAS convention adopted in 1982 to reduce the costs and time of transit trade among member states. With funding from a Trade Hub grant, Borderless Alliance organized three meetings to discuss ISRT with officials from the customs agencies, Ministries of Transport, and chambers of commerce from the two countries. The project participated in the meetings, which were convened to streamline transit procedures along the Bamako–Abidjan trade corridor and reduce transit time, documentation requirements, checkpoints, and associated costs for transit imports through the Port of Abidjan.

As a result of the discussions facilitated by the Trade Hub and Borderless Alliance, Mali and Côte d’Ivoire have agreed on simplified customs procedures that reduce the documentation required to move goods in transit from Abidjan to Bamako. The two countries agreed to use one document issued in Abidjan to accompany goods all the way to their destination. Under previous procedures, the Ivorian transit document became invalid at the border. A new document had to be issued at the Malian border to accompany goods to their destination.

The two countries also agreed to use a single guarantee to facilitate the movement of goods from the Port of Abidjan to Mali. Such a single transit guarantee had been agreed upon by the two countries’ chambers of commerce in 2012, but the system did not function well until March 2015, when Borderless and the Trade Hub facilitated a bilateral dialogue on effective implementation of the agreement. Transit trade along the corridor is now covered by a single guarantee, effectively reducing documentation, time spent at the border, and associated costs. The two countries have also agreed to designate checkpoints along the corridor for transit verification, rather than the arbitrary controls that had been in place, with attendant potential for harassment.

Burkina Faso and Senegal are now adopting the Malian-Ivoirian transit procedures as well. In March 2015, Directors of Customs from all four countries signed an agreement to accept the joint procedures; they committed to conduct transit trade within these parameters once their customs systems are interconnected.

Côte d'Ivoire and Mali are taking additional steps to further reduce transit times and costs by:

- Adopting uniform legislation for vehicle approval committees under the ISRT scheme. Mali already has legislation establishing an ISRT vehicles approval committee; Ivorian transport experts submitted similar draft legislation to legal experts in August 2015.
- Harmonizing cargo tracking systems for transit goods and approval procedures for vehicles carrying transit cargo under the ISRT.

These measures will ensure seamless monitoring of transit goods and will further reduce time and costs, improving the competitiveness of goods transported along the Abidjan–Bamako corridor.

Organized meetings and assistance to harmonize indicators for the regional transport observatory

The Trade Hub organized and participated in a meeting of the technical subcommittee on indicators that is part of the working group establishing the West Africa Transport and Facilitation Observatory (WARTFO). Once operational, the observatory is expected to provide policymakers and economic operators with reliable, independent information on corridors, ports, border crossings, inland terminals, and other logistics platforms for vital modes of transport. Information produced by WARTFO is also expected to help economic operators make business decisions for transport and logistics.

The meeting, held April 13-15 in Ouagadougou, brought together regional experts involved in the collection of indicators for road governance and for performance of the road and trade logistics sectors. The experts were drawn from the Abidjan–Lagos Corridor Organisation (ALCO), the *Comité permanent Inter-état de Lutte contre la Sécheresse dans le Sahel* (CILSS), the CBC, ECOWAS, UEMOA, and Borderless Alliance. The meeting was an element of Trade Hub support for ECOWAS and UEMOA efforts coordinate their transport facilitation programs to reduce transport costs across West Africa.

The Technical Subcommittee discussions we moderated resulted in an agreement on key indicators, including harmonized definitions and data collection methodologies. Harmonized indicators and collection methodologies will lead to consistent interpretation of information on road governance, transport, and logistics. This is a key step towards establishment of WARTFO, which will have regional coverage and is expected to incorporate existing observatories. Harmonization will also help ECOWAS access European Union (EU) funding for WARTFO.

Addressed problems with livestock transportation

Livestock traders face harassment when they transport animals from Sahelian production zones to coastal markets. Because the traders depend on cargo trucks that are not adapted for transporting livestock, they bring along livestock handlers to travel in the back of the truck with the animals as a means of minimizing losses from illness and injuries en route. This practice, called mixed transportation, is against some countries' regulations, leaving the livestock traders open to harassment and increasing transport costs. An additional challenge is that conventional vehicles for transporting livestock are not able to carry general goods on their return journeys to landlocked countries. This lack of backhaul opportunities significantly increases costs.

One way to resolve these problems would be to transport livestock in multifunctional trailers that could be adapted to carry general goods inland from coastal countries and transport livestock on the return journey. The Trade Hub procured a prototype of such a trailer and engaged a consultant in July to evaluate its commercial viability, taking into consideration other possible options for addressing the problems. As the new fiscal year opens, the final data for the study are being reviewed. The findings will help determine whether or not the trailers could be commercialized for livestock transport.

Table 4: Number of Actions (Audits, Reports, Presentations, or Tools) Developed to Facilitate Member States' Compliance with ETLS

No.	Actions	Description
1	Assessment of trade and transport enabling environment policies	The Trade Hub analyzed existing reports of issues hindering trade and transport effectiveness for imports of general merchandise moving from ports of entry inland, as well as for trade in focus global and regional value chains. The Trade Hub used this assessment to prioritize key TTEE advocacy issues and policies for project support, including those relevant to compliance with ETLS provisions.
2	Analysis of seasonal bans on cereals exports in West Africa	Bans on cereal exports are significant barriers to free trade. When a country imposes a ban on exports, all its neighboring countries feel threatened. The tendency is to strike back, which exacerbates the complexity of trade relations between the states. With this study, the Trade Hub provided an update on seasonal bans on cereal exports in West Africa, briefly analyzed them and made recommendations on an advocacy program for each country.
3	Training on ETLS for customs officers	In collaboration with the ATRC in Côte d'Ivoire, the Trade Hub held a one-day training on the export documentation process and requirements under ETLS and AGOA for exporters, freight forwarders and customs officials. The training also included the ATRC Coordinator, who can now better help interested companies complete export documentation paperwork.
4	Business transaction facilitation for Premium Foods in Ghana and Centrale Producteurs de Céréales (CPC) from Togo	The Trade Hub helped facilitate a cross-border transaction of 515 metric tons of maize by advising the two companies on important ETLS requirements, including that they needed no certificate of origin for raw agricultural products, no customs duty, and no VAT. We also counseled them on the need to meet SPS requirements, other standards for trade in cereals (e.g., moisture content), and road transport regulations.
5	Presentation at Borderless Alliance conference	At Borderless Alliance's annual conference on regional trade and food security, the Trade Hub participated in the panel discussion on regional initiatives to promote agricultural value chains. Our presentation highlighted challenges encountered in trading in agricultural products—especially cereals and livestock—and explained project initiatives to overcome them to enhance intra-regional trade, which is covered by ETLS.
6	Support to Border Information Centers (BICs)	A grant to Borderless Alliance enables it to operate eight BICs, which are run by experienced staff who provide advice to traders and transporters on trade (ETLS and extra-regional trade) and transport regulations.

3.3 MAJOR CONSTRAINTS AND SOLUTIONS

Implementation of activities to improve the transport and the trade enabling environment was constrained by a number of factors in FY15, including those discussed below.

Different priorities of scale and focus affect support the project can provide to ECOWAS and UEMOA. The Trade Hub has a corridor focus, while our regional economic community (REC) partners, ECOWAS and UEMOA, have a region-wide focus. The project's impact comes from implementing activities that achieve visible successes and have a regional demonstration effect. We will continue to engage the two RECs in an effort to find ways to support their activities while remaining within the project's mandate and implementation framework. We believe our approach fosters more practical results, since it is easier to rally partner countries along a particular corridor towards common objectives and easier to get them to "own" activities to promote sustainability.

Partners' **capacity and slow responses** affect the project's implementation rate. The Trade Hub is committed to carrying the activities described in our annual work plans, but in some cases partners' slow response rates or lack of capacity to implement affect the timeframe in which actual results can be reported. For example, our advocacy work to address transit cargo costs, which started in September 2014, has still not been concluded. The GRA has not yet communicated a final decision about removing taxes and fees on transit trade to the Trade Hub, Borderless Alliance, and other partners. There is little we can do in such circumstances but keep consistently reminding relevant authorities about pending issues. Project activities that are highly dependent on partners' internal decision-making may well take much longer than planned to conclude. We will take a long-term perspective when planning such activities, to ensure we have time for consistent follow-up over the life of the project.

The **changing priorities of partners** pose challenges as well. One example is the Trade Hub's support for implementation of a bilateral ISRT system between Côte d'Ivoire and Mali. In March 2015, Burkina Faso and Senegal joined Côte d'Ivoire and Mali in a separate agreement to implement a program that was similar but had a greater focus on interconnecting customs systems. The quadripartite agreement has affected the implementation of the bilateral ISRT program. This development has demonstrated how Trade Hub efforts to support partners' activities within the project's framework can be taken off course by the partners' decisions to alter their priorities or implementation approaches. To cope with this situation, we will adopt a more proactive and repetitive consultative process to remind partners that they need to keep the project abreast of planned changes to avoid wasting resources. We will also try to avoid wasting resources by endeavoring to deepen our consultations with partners, to ensure that the Trade Hub does not commit resources to activities when a parallel program is in place. If such overlap does occur, we will remain as flexible as possible and shift resources to other areas of need, as identified in collaboration with the partners.

4. LIVESTOCK

Despite increasing demand for livestock products in coastal countries, especially for fattened animals, it is difficult for the livestock sector to meet that demand because of its complex, informal, and cash-transaction-based nature. The project began by looking at how to best allocate project resources in this large and tradition-bound sector, which is facing a rapidly changing market. Our findings shaped our decision to work on two main tracks: 1) working with national associations so their members can access new markets, especially at Tabaski; and 2) assisting cattle fatteners in Mali and Burkina Faso to become more cost-competitive and formal so they can more efficiently link to coastal markets on a larger scale.

**Facilitated
\$44.6 million
in new sales**

4.1 KEY ACHIEVEMENTS / RESULTS

- **Facilitated \$43.7 million in sales during Tabaski holiday.** The project worked closely with the livestock federations in Mali, Senegal, and Côte d'Ivoire to establish new markets for the sale of small ruminants and cattle for the Tabaski holiday. We worked with commercial traders and local authorities in 14 secondary markets in Senegal and Côte d'Ivoire to establish formal points of sale. In addition to the new sales that resulted from this activity, the direct trading relationships established between the Malian sellers and the Ivorian and Senegalese traders and wholesalers offer fresh opportunities for expansion in the future.
- **Facilitated sales of over \$900,000 through a network of animal fatteners in Mali and Burkina Faso.** The Trade Hub trained 34 livestock operators on management of livestock fattening enterprises and is helping them link with wholesalers in coastal markets. Following the training, participants established networks in Mali and Burkina Faso to collaborate to increase the number of fattened animals and market them to potential clients.
- **Reduced harassment of livestock trade for Tabaski.** After the 2014 Tabaski holiday, Trade Hub staff worked with the Malian livestock federation, FEBEVIM, and other stakeholders to advocate for the removal of surcharges and the elimination of road harassment for trade in livestock during the weeks leading up to Tabaski. As a result of these efforts, no unexpected charges were levied on livestock sales from Mali to Senegal and Côte d'Ivoire for two months prior to the holiday. Veterinary certificates from Mali were accepted in Senegal and Côte d'Ivoire, and Senegal published a decree (*lettre circulaire*) from the Prime Minister to facilitate the trade.
- **Refined the Trade Hub's strategy for increasing trade and investment in livestock.** In collaboration with COFENABVI, the project mapped opportunities along the Bamako–Abidjan and Ouagadougou–Tema corridors, to identify constraints and opportunities for livestock trade. These exercises enabled us to delineate investment opportunities and find the most promising avenues for the project to help increase livestock trade between Sahelian suppliers and coastal markets.
- **Supported COFENABVI and its national federations.** Trade Hub livestock activities in FY15 were carried out in close collaboration with COFENABVI and its member associations, enhancing the regional organization's leadership in the value chain and promoting its long-term sustainability. The project signed a capacity building grant for COFENABVI in the last quarter of FY15.

4.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Worked closely with and supported COFENABVI and other livestock partners

Trade Hub's livestock activities in FY15 were conducted in direct partnership with COFENABVI or its national federations, consistent with the MOU signed at the end of FY14. There are many facets to our working relationship with these different livestock entities, and their explicit roles in our activities are critical for overall success. The project delivered a considerable amount of technical assistance to COFENABVI during the fiscal year. We designed and developed a program of activities

Training for livestock fatteners built capacity and generated sales

The Trade Hub's training on identifying new commercial opportunities for fattened livestock had the following impacts:

- **Training.** We trained 34 operators—18 in Burkina Faso (14 men and 4 women) and 16 in Mali (13 men and 3 women)—on financial management of cattle fattening units.

The training will improve the participants' capacity to modernize and commercialize livestock fattening units to meet the growing demand for quality meat, especially in coastal markets.

- **Linkages.** Our support spurred the establishment of 2 country-wide networks of cattle fatteners (in Burkina Faso and Mali) with the capacity to provide quality livestock products. Focal points and a coordinator organize network activities in each country.

The networks will help develop trade relations between fatteners and meat exporters. The focal points will support the collection of livestock market information.

- **Sales.** After the Trade Hub training, members of the two livestock federations we had partnered with documented sales of about \$1 million.

to be addressed through a Trade Hub grant, including a regional MIS for livestock. Implementation is ramping up as FY16 begins. We also provided direct funding and technical assistance for the launch of the Ghana Federation of Livestock Inter-professional Associations (GHANFLIP), to support COFENABVI's expansion into Ghana. Chapter 12 provides more details about the project's capacity building support for these organizations and how we expect this support to expand our overall impact on the livestock value chain during the coming year.

Carried out training and technical assistance to identify new opportunities for trade in fattened animals

The Trade Hub delivered training and technical assistance during FY15 to identify new market opportunities for fattened animals in coastal markets. We organized two practical training programs on management of fattening enterprises for 34 operators, including seven women, in collaboration with the Malian and Burkinabé livestock federations, the *Fédération Bétail-Viande du Mali* (FEBEVIM) and the *Fédération Bétail-Viande du Burkina* (FEBEVIB).

The training participants established networks within each country to exchange information and collectively scale up the number of fattened animals to be marketed. Project staff worked with each network to market the animals available for sale, including developing marketing plans to better target potential clients. One outcome of our support was contact between FEBEVIM and a wholesaler in Abidjan market who is interested in securing a stable source of improved beef for his company. FEBEVIM, the Malian federation, subsequently entered into negotiations to complete a test contract for the sale of 50 fattened cattle and 250 small ruminants. The sale did not take place because key points in the negotiations had not been clarified prior to the animals being transported to Abidjan. This experience reinforced to FEBEVIM the importance of clear communication and prior agreement with the buyer on issues linked to quality and the final sales price.

During the last quarter of FY15, the buyer and FEBEVIM agreed to resume negotiations after the Tabaski holiday at the end of September, with the goal of agreeing on a contract for regular provision of a certain amount of fattened animals during a prescribed period of time. The Trade Hub will support the negotiations by providing technical information to both parties and suggesting

options for addressing constraints that may arise. Our assistance will focus in particular on the use of a comprehensive written sales contract.

We have incorporated the lessons from the FY15 experience with the Abidjan wholesaler into an expanded methodology for facilitating new market linkages between livestock suppliers in the Sahel and coastal markets such as Dakar and Accra. The objective is to identify a pool of potential clients with whom negotiations can be pursued. These activities are included in the FY16 work plan.

Documented sales of fattened animals during FY15 by enterprises in FEBEVIM and FEBEVIB, the Burkina network, were approximately \$1 million. The Trade Hub is planning to conduct marketing training for animal fatteners in Niger during FY16, followed by assistance establishing a network, with an explicit focus on expanding trade linkages with the Nigerian market.

Mapped livestock opportunities along key corridors

Trade Hub staff completed two mapping exercises during FY15 to identify opportunities for investment and the most promising areas for project efforts to increase value to livestock operators. The mapping effort along the Bamako–Abidjan corridor, carried out in December 2014, was designed to look at ways to increase trade in fattened animals, but it also improved understanding of livestock flows for range-fed cattle and small ruminants as well. A similar exercise in April 2015 focused on the Ouagadougou–Tema corridor; it identified opportunities for trade in small ruminants in particular. These two exercises resulted in a more focused Trade Hub strategy for increasing trade and investment in livestock. The key recommendations were to:

- **Work at the firm level with livestock companies.** The Trade Hub’s focus has been on building and growing businesses involved directly or indirectly in regional trade in livestock. The project should now start helping expand firms’ market linkages and strengthen their capacity to be more market responsive, progressively formalizing commercial and trade procedures. Support should continue to be delivered through the major livestock associations (COFENABVI, FEBEVIB, and FEBEVIM) and should include an explicit objective to identify promising lead firms willing to adopt innovative business practices.
- **Work at the corridor level in a more integrated manner.** A priority corridor approach is the basic platform for the project’s strategy. Specific development needs—at both the firm and corridor management levels—should drive activities to achieve program targets. The basic tenant of this approach would be to employ multi-component project teams to address specific objectives within the target corridors. This approach would enable the project to develop more synergies and capture a wider array of results from feedlot animals and finished range cattle and small ruminants.

One FY15 activity used an integrated approach for corridor-level support—it addressed road harassment and unauthorized charges for small ruminants traded from Burkina Faso to Ghana. The Trade Hub worked with the Ghana Federation of Livestock Interprofessional Associations (GHANFLIP) and Borderless Alliance to organize a caravan to monitor non-tariff barriers along the Tema–Ouagadougou corridor (see section 3.2 for more information). The project’s specialists for monitoring and evaluation, communications, and TTEE spent a week accompanying the caravan along the corridor to pressure key government officials to “cease and desist” these practices. The FY16 work plan reflects and expands upon the two priorities outlined above.

Addressed the problem of harassment and excessive surcharges on trade in livestock for Tabaski

At the beginning of FY15, Trade Hub staff worked with the FEBEVIM and other actors to better understand road harassment and charges that had been applied to small ruminant trade along the Bamako–Dakar corridor during the Tabaski holiday in October 2014. We determined that these charges were linked to reciprocity policies between authorities on both sides of the border. At that

time, the project organized advocacy efforts to educate Malian and Senegalese authorities to prevent repetition during the 2015 Tabaski season.

The project worked closely with livestock federations in Mali, Senegal, and Côte d'Ivoire to prepare for the 2015 Tabaski holiday. We supported meetings between the livestock federations and key government officials in the three countries to ensure that increased small ruminant trade would be supported.² Our efforts resulted in no unexpected charges being levied on trade in livestock from Mali to Senegal or Côte d'Ivoire during the two months prior to Tabaski. There was strong government support in all three countries for this initiative.

Established secondary markets for livestock trade during Tabaski

Early discussions between the Trade Hub and FEBEVIM focused on identifying secondary markets for sales of small ruminants in Senegal and Côte d'Ivoire during the Tabaski holiday. The suppliers' recent practice has been to transport all small ruminants to established markets in the capital cities (Abidjan and Dakar) before transporting them to secondary cities in each country, even though these secondary markets are closer to Mali than the capital cities. This added unnecessary costs and increased chances for livestock to become ill or injured, or even die en route.

Several months prior to the holiday, the Trade Hub and FEBEVIM completed a mission in each target country to meet with commercial traders and local authorities in secondary markets—4 in Côte d'Ivoire and 10 in Senegal. FEBEVIM reached agreements with the Ivorian and Senegalese authorities to establish new formal points of sale in each of these markets. These agreements confirmed local government support for physical space in each locality where the animals would be off-loaded and maintained and addressed the provision of security and other controls. During these visits, the Malian federation identified traders in the new markets with whom they had had no previous commercial relationships. FEBEVIM and the traders negotiated agreements for the sale of livestock with these traders and their local wholesalers. The details of the new linkages varied depending on the individual buyer and seller, but the significance lay in the fact that these direct trading relationships had not previously existed. In addition to generating a significant amount of new sales in these markets for Tabaski, the new commercial relationships offer chances for expansion throughout the year.

After having facilitated the relationships and sale, the Trade Hub supported the three partner federations in monitoring and tracking the Tabaski livestock sales. We also collected data on the numbers of animals traded across borders before they arrived in the end markets.



"The technical and financial support the Trade Hub gave us during Operation Tabaski was very successful and appreciated by all." - Mr. Dramane Diarra

Mr. Diarra is a cattle and sheep fatterer and exporter, and President of the *Coopérative des Emboucheurs* in Ségou, Mali. Normally, he partners with a trader in the Gambia to export cattle and sheep for Tabaski, but after participating in the Trade Hub's animal fattening training in Mali and an awareness campaign in Côte d'Ivoire, Mr. Diarra was confident in the Trade Hub's Operation Tabaski initiative. In addition to fattening 60 cattle and 200 sheep himself, Mr. Diarra trained five women within the *Coopérative SOCOBAL de Pelengrana* in Ségou to fatten 100 sheep of their own. He brought 60 cattle and 300 sheep to a new market outside of Abidjan and he was able to sell every animal. Next year, Mr. Diarra looks forward to working with Operation Tabaski again to explore new markets and find new customers in Côte d'Ivoire.

² Our efforts targeted trade in small ruminants, but later learned that there is significant demand in Southern Côte d'Ivoire for cattle during the Tabaski holiday. Sales of cattle during this period were approximately \$7.5 million.

As a result of the Trade Hub initiative, dubbed *Operation Tabaski*, a total of \$43.7 million in livestock sales was completed in the newly established Senegalese and Ivorian markets during the last month of FY15.

Initiated contacts between livestock enterprises and potential financing sources

The Trade Hub's finance and investment team connected two livestock firms in FY15 with Financial Advisors, who are now guiding the companies as they seek financing options. Chapter 12 (Finance and Investment) contains more information about our investment pipeline and results.

4.3 MAJOR CONSTRAINTS AND SOLUTIONS

The assessment report completed during project start-up identified a **lack of formality in the livestock value chain** as a large constraint. With this in mind, one common objective of FY15 Trade Hub activities in this value chain was to increase the formal nature of commercial transactions at all points along the value chain. Specific examples of more formal trade practices include increasing financial record-keeping by the enterprises that manage fattening operations, using written contracts with potential clients in coastal markets, and reaching agreement on the timing and amount of livestock trade during peak demand seasons such as Tabaski.

The challenge is daunting, as evidenced by a summary of the cattle trade between Burkina Faso and Ghana in a Trade Hub livestock value chain strategy report issued in June 2015:

An analysis of the system for cattle sales between Burkinabé sellers and Ghanaian buyers indicates that the assistance of the Livestock Breeders and Traders Association of Ghana in the Ashaiman market provides a relatively secure environment to undertake cattle sales. There is also in place a secure, operational, and informal system for the repatriation of sale proceeds to Burkina Faso in FCFA. This is not the case for small ruminants, where the association does intervene and the sellers themselves often repatriate funds. The major risk for all sales remains uncertainty regarding total payments from butchers, who are the ultimate buyers.

The informal nature of the livestock value chain is a challenge; but the informality exists to minimize the **risks faced by buyers and sellers** as they conduct transactions. Informal trade does not mean that the amount of trade is reduced or unprofitable. The question for the Trade Hub is "How can risks be reduced for buyers and sellers so formal trade can expand to satisfy a demand for beef that is growing in the coastal markets?" One issue that we have discussed in detail with partner organizations is the use of written contracts that identify key principles, which could serve as a basis for commercial transactions. We will continue to focus on this topic in our efforts to facilitate a medium-term relationship between a wholesaler in Abidjan and FEBEVIM. The goal is to arrange for regular shipments of fattened animals that meet minimum quality standards, with payment made within the time period stipulated in the document. Most importantly, the contract will include agreed-upon provisions to address any quality issues that might arise after the buyer receives the animals. It will also be the basis for resolution of any disputes by either party.

Personal relationships are paramount in this value chain and are the major source of the persistent informality of trade. Many of the livestock enterprises have not changed their way of conducting business for many years, if not decades. Part of the revised strategy the Trade Hub developed during FY15 rests on identifying firms with younger leaders who are willing to take risks in their trade relationships. This includes adopting modern business practices (e.g., keeping financial record, using marketing plans, linking price with animal quality). These changes will not take place overnight, even working with more dynamic, younger owners of livestock enterprises. We will provide regular mentoring and advice as part of the Trade Hub's technical assistance, using a step-by-step process.

Traders' experiences during the Trade Hub's 2015 Operation Tabaski offer examples of the value of risk-taking in new business relationships. The initiative enabled traders to establish new commercial relationships for direct trade in livestock, based on negotiations that took place in the field mission several months beforehand, and subsequent communications prior to transporting the animals to the end markets. Based on this experience, there will be more direct trade in these secondary markets next year. We have identified enterprises that are using more forward-looking marketing strategies to expand their trade relationships. Other Trade Hub activities in FY15 (especially related to capacity building and MIS) have also addressed the need for better risk management as a precursor to expanding formal trade and improving the overall effectiveness of the livestock value chain. See Chapters 10 and 13 for more details.

Finally, **non-tariff barriers** continue to be a concern for livestock traders throughout West Africa. Requests and charges for duplicate documents and the cost of harassment are a regular challenge. The Trade Hub has worked with partners to lobby relevant authorities about these issues. A solution essentially requires improved governance to ensure adherence to existing national regulations and regional agreements. The project regularly participates in an ongoing regional effort sponsored by UEMOA to harmonize SPS texts for the livestock trade and ensure national compliance with these regulations.

5. CEREALS

The Trade Hub's approach to the cereals value chain is based on work with multiple actors—associations, NGOs, and individual firms—as a means of expanding the project's impact and taking advantage of areas where common themes can be promoted. In FY15, we focused in particular on encouraging best practices for contracting and adherence to grades and standards.

Now that the regional cereals platform, the West African Grains Network (WAGN), has hired an Executive Secretary, the organization is better prepared to serve the value chain, and we plan to increase support for the organization. While WAGN was fully engaged in hiring its Executive Secretary and establishing a secretariat, we sought more immediate impact in FY15 by working to establish market linkages between large buyers and national cooperatives. We found, however, that cooperative members did not understand such sales and needed more support to be successful. While providing such assistance, we worked with the NGO *Afrique Verte* to organize a cereals exchange in July, which brought buyers and sellers together to sign contracts for cereals trade.

5.1 KEY ACHIEVEMENTS / RESULTS

- **Facilitated sales of cereals products worth \$267,330.** The project worked with a variety of partners across West Africa to reach maize, millet/sorghum, and rice producers, processors, and traders. By supporting these companies in a variety of ways—including cereals exchanges, promotion of written contracts, identification of linkages with industrial cereals processors, and support for improved seed availability—we were able to generate new sales throughout the region.
- **Hosted a regional cereals exchange that resulted in 54 signed contracts for more than 100,000 metric tons of grain.** Immediately following a Trade Hub-organized workshop on best practices for cereals contracting, we worked with *Afrique Verte* to carry out a two-day exchange. Fifty-two participants from seven countries came together to buy and sell maize, sorghum, and millet. We added value to *Afrique Verte*'s existing cereals exchange model in several ways, placing a particular focus on the use of written contracts to formalize the trades.
- **Facilitated almost \$22 million in potential investment for cereals companies.** The Trade Hub connected cereals value chain companies with Financial Advisors, who are now working with them to analyze their needs and assist them in preparing financial statements, business plans, marketing plans, and other materials requested by banks or other financial institutions. The cereals companies expect to use the funds to expand operations, reach new markets, increase sales, and strengthen their capacity to export.
- **Facilitated \$1.2 million in dispersed investments for three cereals value chain companies.** Trade Hub Financial Advisors provided extensive support to three women-owned companies—a seed company in Mali, a maize cooperative in Côte d'Ivoire, and a rice processor in Senegal—to connect them with financial institutions and prepare them to meet the rigorous terms of commercial financing. Thanks to these deals, the firms will be able to expand their processing capacity and operate more profitably.
- **Identified opportunities to expand maize trade along the Bamako–Abidjan corridor.** In FY15, the Trade Hub carried out mapping exercises to assess ways to increase maize trade from Mali to northern Côte d'Ivoire. Follow-up field research detailed the amount of maize that could be sourced from southern Mali and identified industrial processors in Abidjan that needed to purchase the grain. Many of the enterprises contacted during the mapping exercises subsequently participated in two Trade Hub activities where they established new commercial relationships and expanded existing ones.

5.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Resolved non-tariff barriers and exports bans in cereals trade

During the first quarter of FY15, the project completed a four-country study of potential cereals restrictions in Burkina Faso, Mali, Togo, and Ghana. We met with traders, transporters, and relevant government officials to assess the 2014 cereals harvest and ascertain the potential for and reasons behind restrictions on cross-border trading.

A principal finding was that despite a relatively positive cereals harvest throughout the region, there were ongoing restrictions on 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, except along one corridor for parboiled rice between Burkina Faso and Mali. We identified cereals export bans in Burkina Faso and Mali and restrictions on cereals exports in Togo. The results of this study helped shape our approach to the value chain during FY15 and provided us with a deeper understanding of the realities of cereals trade in the region.

Coordinated technical assistance to WAGN

In collaboration with other partners, the Trade Hub worked with WAGN's leadership in FY15 to establish a functioning Executive Secretariat. We played a key role in coordinating assistance to WAGN from ECOWAS, the Alliance for a Green Revolution in Africa (AGRA), the Technical Centre for Agriculture and Cooperation in Europe, and France's Foundation for World Agriculture and Rurality.

By the end of FY15, the Executive Secretary was in place in Lomé, Togo. He participated in two key Trade Hub activities during the final quarter of 2015: a workshop on best practices in contracting and a regional cereals exchange. The FY16 work plan includes increased support for the WAGN secretariat and makes explicit the association's role in organizing and sponsoring key cereals-related activities in the medium term. We plan to include the Executive Secretary on the team of technical facilitators at future workshops on best practices in contracting, which will enhance WAGN's leadership role. By also including other entities, such as Afrique Verte and the *Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest* (ROPPA), the Trade Hub will build relationships and synergies among cereals organizations. This approach will enable us to add value to the cereals sector as a whole and increase the potential for more sustainable participation by other actors.

Now with a functioning Executive Secretariat, WAGN is poised to lead

With support from USAID's ATP project, WAGN was formally created in 2013 to represent and respond to the needs of cereals value chain actors—both member companies and national inter-professional associations. Prior to the Trade Hub's start-up, WAGN board members began promoting a strategic plan, but had not yet fully formed an Executive Secretariat. The Trade Hub has supported this process since project inception, but quickly realized that the most important task was for WAGN to hire an Executive Secretary, because an operational secretariat is a precondition for an effective, sustainable regional platform. With funding from ECOWAS, the Executive Secretary began work in May 2015 from an office in Lomé, Togo.

The Trade Hub also established working relationships with other cereals value chain organizations, including with ROPPA, the regional cereals producer platform. We supported a regional ROPPA conference on the rice value chain, where the Trade Hub's Value Chain Development Specialist and the Cereals Value Chain Specialist made a presentation on how model contracts can be used to increase regional trade.

Mapped trade opportunities along the Mali–Côte d'Ivoire border

Two activities completed during FY15 increased understanding and identified trade opportunities along the Mali–Côte d'Ivoire border. In February, the Trade Hub's Cereals Value Chain Specialist and a consultant visited and interviewed key economic actors at different points along the Bamako–Abidjan corridor. They identified opportunities to increase maize trade from Mali to northern Côte d'Ivoire by capitalizing on an Ivorian government effort to increase maize processing in the northern part of the country. Follow-up field research in June 2015 further detailed the amount of maize that could be sourced from southern Mali and identified end-users—industrial processors in Abidjan. Many enterprises contacted during the mapping exercises subsequently participated in two Trade Hub activities at the end of the fiscal year. At these events, they were able to create new commercial relationships and expand existing ones, which we expect will lead to trade in the medium term.

The Trade Hub strengthened existing commercial relationships between traders in Mali and those in northern Côte d'Ivoire. These traders, who have worked together in the past to supply maize to larger processors, employ different strategies for procuring and storing grain for eventual sale. Some traders wait until a firm request (and sale) has been made and then procure the required grain. Others maintain stocks in their own warehouses for eventual sale. The Malian traders have often supported Ivorian traders who source maize for large contracts; the Malians maintain stocks in their warehouses and are able to deliver it to the Ivorian traders when they need it. The frequency of commercial partnerships between Ivorian and Malian traders is expected to increase to meet demand from a large processing facility in central Côte d'Ivoire that is scheduled to begin operations in late 2015. During the coming year, the Trade Hub will explore ways to facilitate these types of cross-border linkages.

Promoted best practices in contracting for cereals trade

Promotion of written contracts has been and will continue to be a major theme in the Trade Hub's cereals value chain activities. We presented information and discussed contracting with stakeholder organizations, including the *Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest* (ROPPA), bilateral USAID Feed the Future programs, and national cereals bodies. These efforts were complemented by the project's ongoing efforts to improve the MIS platform for cereals products by having it provide real-time data, as described in Chapter 10.

Table 5: Training Participants, Best Practices in Cereals Contracting, July 2015

Affiliations	Number
Commercial traders	11
Industrial processors	7
Cereal processors	1
Cereal producers	7
Total	26

In July 2015, the Trade Hub organized a workshop on cereals contracting for 26 cereals value chain operators representing seven countries (see Table 5). A West African cereals expert and the project's Cereals Value Chain Specialist presented information and hosted a discussion on best practices for contracting and described how to use such contracts in regional transactions.

One of the key technical resources used at the workshop was a comprehensive contract for cereals transactions prepared by Trade Hub staff. Workshop participants analyzed this model contract and identified the most important principles that should be applied to

the West African cereals trade. The discussion resulted in a revised model contract. We will host a second cereals contracting workshop in November, in Lomé, Togo. We are encouraging WAGN to co-sponsor this and future workshops on the topic, as well as to co-host regional cereals exchanges.

Throughout the fiscal year and in multiple forums, Trade Hub staff emphasized the value of using written contracts as a way to increase the quality of cereals traded and ensure the use of grades and

standards (based on regional and national quality regulations) are respected. A transaction supported by the Trade Hub offered a concrete example of the importance of both having a contract and fully understanding its terms before the sale. Despite the existence of a contract with detailed quality standards for 20,000 metric tons of maize, the seller (*Centrale des Producteurs de Céréales*, or CPC, in Togo) made only one shipment to the buyer (Premium Foods, an industrial processor in Ghana). This shipment was initially rejected because it did not adhere to the quality standards stipulated in the contract. The project facilitated a meeting with the seller at the buyer’s facility. The issue of quality measurement was reviewed with a local expert and the specific terms of the contract were discussed. At the meeting, participants realized that neither buyer nor seller expectations about the transaction had been fully communicated before the contract was signed. Details about payment for transporting the commodity to the seller’s facility had not been agreed upon and a realistic timetable had not been set for delivery of such a large shipment.

As a result of this meeting, both parties better understood how to more effectively negotiate a transaction and how to stipulate key conditions in a written contract. Both the buyer and the seller organization participated in the Trade Hub’s contracting workshop, where they shared their experiences as a case study. This example was discussed in detail by participants.

Organized a cereals exchange in collaboration with *Afrique Verte*

During the first half of FY15, Trade Hub staff supported and accompanied several traders to attend cereals exchanges organized by *Afrique Verte*, a regional NGO that works in the Sahel and has been organizing such events for 10 years. Based on these experiences, the project negotiated an agreement with *Afrique Verte* to organize a regional cereals exchange in July 2015. Drawing on the NGO’s expertise and using the Trade Hub’s commercial contacts, we organized a two-day event immediately after the contracting workshop discussed above.

The Trade Hub added value to *Afrique Verte*’s cereals exchange model in three ways: 1) bringing in participants from more countries, 2) encouraging more extensive use of best practices contracts, and 3) providing training and follow-up assistance to increase the likelihood that those who signed contracts could deliver according to the specified grades, standards, and other terms of the contract. We see excellent potential for the project to continue to add value using this model.

Many of the Sahelian companies and traders participating in the exchange were already familiar with the purpose of a cereals exchange. Companies from Côte d’Ivoire, Ghana, and Togo, had not attended such an event before. They appreciated the chance to interact with commercial operators from the Sahel. A total of 51 participants attended the exchange, representing seven countries. Table 6 shows the affiliations of participants in the Trade Hub’s cereals exchange.

The model contract developed in the July workshop was field-tested during face-to-face contract negotiations at the exchange. The document was modified to make it clearer and easier to use. At the end of this event, 54 contracts had been signed, covering more than 100,000 metric tons of cereal products. This was a pre-harvest exchange—many of the contracts focused on the 2015 cereals harvest that takes place in West Africa between August and October. In some cases the date for delivery of the product is not until early 2016.

After the exchange, the project continued working with *Afrique Verte* to follow up with the buyers and sellers that had signed contracts (i.e., intentions to transact). *Afrique Verte* staff followed up with operators in Burkina Faso, Guinea, Mali, and Niger, while Trade Hub staff followed up in Côte d’Ivoire, Ghana, and Togo.

Table 6: Cereals Exchange Participants, July 2015

	Number
Commercial traders	27
Industrial processors	7
Cereal processors	4
Cereal producers	13
Total	51

5.3 MAJOR CONSTRAINTS AND SOLUTIONS

The **capacity of WAGN** is developing, in large part because it did not establish an Executive Secretariat until May 2015. Recognizing this reality, in FY15 we modified the Trade Hub's implementation approach to work more directly with individual enterprises and additional partners, Afrique Verte and ROPPA. Our firm-level activities also reflected our belief that the project could achieve tangible results by establishing individual buyer-seller linkages through activities such as regional cereals exchanges. The Trade Hub remains committed to enhancing the role of the WAGN Executive Secretariat in the value chain, and our FY16 work plan includes efforts to build its capacity.

Aflatoxins are increasingly becoming an important topic of discussion, as they are having a major impact on regional trade. The Trade Hub saw this first-hand in the trade between a Togolese cereals cooperative and a major Ghanaian buyer, when the first shipment was rejected because of aflatoxin. During FY15, we monitored ongoing regional initiatives such as the Partnership for Aflatoxin Control in Africa (PACA) that are addressing the problem and seeking to reduce the prevalence of aflatoxin. The project's Cereals Value Chain Specialist attended a technical meeting sponsored by the International Institute of Tropical Agriculture and the U.S. Department of Agriculture (USDA), where participants reviewed progress on research and dissemination of improved practices (such as using Aflasafe) in pilot African countries. As this work continues, we will incorporate the most up-to-date Aflatoxin information available into our activities.

Limited understanding and appreciation of **grades and standards** for cereals transactions, especially among producers and traders from the supply countries, remains a constraint for the value chain. Interviews with industrial buyers reveal that quality standards are the main priority in completing transactions. The Trade Hub contracting workshop discussed quality issues in detail and identified minimum standards to be included in a model document.

6. MANGO

With high demand for West African mangoes, the major constraint to increasing trade is inconsistent quality, due in particular to poor harvesting practices and phytosanitary controls. The Trade Hub found an entry point by addressing the issue of quality at harvest time, training 674 harvesters in Senegal, Burkina Faso, and Ghana. This effort has already produced excellent returns. And because women make up almost two-thirds of mango value chain workers in West Africa, they will be the beneficiaries of much of the project's support in this area.

**Facilitated
\$7.1 million in
new sales**

6.1 KEY ACHIEVEMENTS / RESULTS

- **Generated \$7.1 million in mango sales (11,978 metric tons) through training programs in Burkina Faso, Ghana, and Senegal.** The Trade Hub provided training on best practices for mango production and harvesting that reached a total of 674 producers, collectors, and quality assurance managers, including 116 women. The value of these sales was \$1,881,484 in Burkina Faso, \$3,886,163 in Ghana, and \$1,438,921 in Senegal.
- **Revitalized a Ghanaian packhouse, enabling it to restart production and generate about \$800,000 in revenues.** Trade Hub support for the Akorley Packhouse in Somanya was instrumental in rehabilitating processing equipment that had lain dormant since 2012. We trained machine operators, packers, and supervisors so the facility could begin operations in time for the major harvest season in June and July.
- **Established market linkages in Senegal that resulted in almost 320 metric tons of mangoes, valued at \$81,304, being processed into mango pulp.** We connected Senegalese mango producers with Agro Fruit SA, the first mango pulp processing company in that country. In addition to establishing a steady supply of fruit for processing, these relationships indirectly created almost 300 jobs and lead to longer-term supply arrangement that will pay dividends in FY16 and beyond.
- **Facilitated access to the enormous Nigerian market for a Ghanaian firm.** The Trade Hub provided technical assistance to a Ghanaian fruit processing company to help it obtain final approval to market its fresh mango juice products in Nigeria.

6.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

During FY15, the Trade Hub helped West African mango value chain actors acquire skills and position themselves to benefit from growing demand for mangos and mango products. We facilitated linkages among producers, processors, and buyers to increase sales regionally and globally, and built relationships with key stakeholders. These included the Agriculture and Rural Development Directorate and the Private Sector Directorate of ECOWAS; the *Projet d'Amélioration de la Compétitivité de la Mangue Sénégalaise* in Senegal; the *Cadre Intégré Renforcé* in Burkina Faso; the German Society for International Cooperation (GIZ); and the Plant Protection and Regulatory Services Department of the Ministry of Food and Agriculture in Ghana.

Promoted best practices for quality control and improved harvesting techniques for mango exports

During the 2015 main season for mangoes, the Trade Hub trained 674 producers and processors in 22 different locations in Burkina, Ghana, and Senegal on best practices for producing, harvesting, and

storing mangoes. Over \$7.1 million of sales was generated as a result of our assistance (see Table 7 for details).

Table 7: Mango Value Chain Training Activities

Training	Locations	Number of participants (women)
Burkina Faso		
Best Harvesting Techniques	Orodara, Bandougou, Toussian-Bandougou, Kourinion, Mondon, Tin, Badara, Moussodougou, Diossogo, Diéri	202 (49)
Best Practices on Mango Plantations for Producers	Bobo Dioulasso	55 (9)
Best Harvesting Techniques on Mango Plantations	Orodara, Leo, Reo, Koudougou, Sindou, Banfora, Bobo Dioulasso	210 (22)
Ghana		
Machine/Equipment Handling	Somanya	6 (0)
Best Practices for Mango Plantations	Dodowa, Somanya	145 (23)
Senegal		
Training of Trainers: Protection and Harvest of Mango for Export	Sangalkam, Gorom I	53 (11)
TOTAL	22 locations	674 (114)

We worked with other donors and technical assistance projects in to develop a coordinated approach for an integrated pest management (fruit fly control) program in Burkina Faso, Ghana, and Senegal. The purpose of the program was to improve quality and increase mango exports. The following partners submitted proposals to conduct training on best practices for mango production and fruit fly management and control:

- Two mango producer associations, one processor/exporter, and one exporter in Ghana
- One inter-professional association in Burkina Faso
- A key national inter-professional association in Senegal

Based on these proposals and detailed follow-up meetings, the project organized a series of training of trainer (TOT) programs aimed at improved harvesting and processing during the 2015 mango season. We supported the following three business models for transferring best harvesting techniques, both to increase the supply of fresh, export-quality mangoes for export and local processing and to reduce postharvest losses.

1. An association-based training model with the *Association Professionnelle Mangué Du Burkina (APROBAM)* in Burkina Faso, the *Dangme West Mango Farmers Association*, and the *Yilo Krobo Mango Farmers Association (YKMFA)* in Ghana, and the *Coopérative Fédérative de L'horticulture de Sénégal (CFHAS)* in Senegal
2. An exporter/harvester-led business model with the *Associations Professionnels des Exportateurs des Mangues du Burkina* in Burkina Faso
3. A processor-led training with *DAFANI* in Burkina Faso



Some of the women from the Norvisi Mango Farmers Association, the Dzodze-area mango cooperative whose members attended Trade Hub's two-day workshop on best practices in mango production.

Dah Dovi Awutey, who has been a farmer for more than 50 years, made the five kilometer journey from Vume to Xipe to receive knowledge on how to properly care for her mango trees in order to ensure a more profitable yield next harvest. She had been planting cassava, maize, beans and peanuts, and added mango when, in 2009, an NGO introduced mango seedlings to her and the other women. Today, she has 115 mango trees on her two-acre farm. The workshop trained farmers on pest and disease control, pruning techniques, and pre-flowering practices ahead of the minor mango season, a small window of opportunity, which occurs mostly in southern Ghana and the Yilo-Krobo area from late December through February. The average yield per season is a ton or two per acre. "With these techniques, they will easily double their yield, but really, the ideal should be to quadruple it; this is very doable," says Victor Avah, who ran the training workshop.

Burkina Faso. The training took place in multiple locations across Burkina Faso for members of two mango producer associations and workers from a mango processing company. It focused on fruit fly control and best harvesting techniques. A total of 467 producers and harvesters, including 80 women, attended the sessions, contributed to 2,448 metric tons in sales valued at \$2,282,770. The Trade Hub also delivered technical advice to two exporters in Burkina Faso, Sanle Sechage Exports and Ranch Du Koba, helping them refine a business proposal for a bulking center and develop a mango cluster in the Haut-Bassin region. The two companies exported 2,000 metric tons of fresh mangoes valued at more than \$1.5 million to EU markets and to Côte d'Ivoire.

Ghana. The Trade Hub organized training on post-harvest management practices for members of YKMFA and the Dangme West Mango Farmers Association, with the goal of increasing trade in quality West African mangoes in regional and global markets. The training included 145 producers (23 of whom were women) and resulted in 4,293 metric tons sold to exporters, valued at more than \$1 million.

Senegal. The *Direction de la Protection des Végétaux* at the Ministry of Agriculture and CFHAS collaborated with the Trade Hub to organize a series of TOT events on best practices. The 53 participants (11 women) were producers, collectors, and quality assurance managers in the Niayes region, a major mango producing area. The training was replicated for an additional 307 producers (including 22 women), resulting in sales of 2,183 metric tons of mangoes valued at more than \$1.4 million. One important outcome of this training was that losses during the sorting process fell from 35 percent to 14 percent for

associations, and from 48 percent to 22 percent for exporters.

Revitalized Akorley Packhouse in Ghana

The operational reactivation of the Akorley Mango Packhouse in the Somanya region of Ghana was another major project success in the value chain. The packhouse was inaugurated in 2012 after having been constructed with funding from another donor. The facility never began to operate and was left dormant until the Trade Hub started. Several hundred mango farmers in the region were left without a facility to grade, sort and pack their mangoes for export to global markets. Most sold their mangoes to processors and local traders near Accra. They received lower prices since the market was flooded with mangoes that could have been exported.

The Trade hub partnered with four local mango producer associations and an investor to rehabilitate the idle machinery in time for the main 2015 harvest season. We brought in the original equipment vendor, Frigo Ghana Ltd., to train six machine operators and quality control workers to operate and maintain the equipment. In June, farmers delivered 560 metric tons of mangoes to the fully operational facility, which collected, washed, graded, calibrated, packed, palletized, and pre-cooled the fruit. By ensuring quality and reducing post-harvest losses, Akorley enabled farmers to sell high-quality mangoes to exporters from Belgium and Lebanon, processors in Ghana, and women

traders who sell in local markets. The season generated \$798,806 in revenues and 26 seasonal jobs.

Helped establish business linkages to promote trade

The Trade Hub promoted new buyer-seller relationships within the region during FY15. For example, in August, the project linked Agro Fruit SA, a new Senegalese fruit processing company, with several local suppliers. The producers delivered 319 metric tons of mangos, valued at \$81,034, which was processed into 181 metric tons of mango pulp. This year's mango pulp will be used locally by a subsidiary company that is making fruit juice. The value of those transactions will be reported during FY16. In addition, the Trade Hub assisted a Ghanaian juice processing company in obtaining final approval from the Nigerian National Agency for Food and Drug Administration and Control to market fresh juice products in Lagos, Nigeria. These regional exports, estimated at \$200,000 per month, will begin in FY16.

Supported the organization of national mango inter-professional associations

Trade Hub support helped build stronger inter-professional working groups in Burkina Faso, Ghana, and Senegal. This assistance is an initial step in efforts to establish a mango-specific regional platform to support development of the value chain as a whole. We held discussions with mango producers, exporters' associations, processing companies, and other technical and financial partners to develop synergies for implementation of activities to address critical issues affecting the mango industry. These issues include fruit fly management and control and promotion of regional and international trade.

We also participated in Mango Round Table discussions organized by GIZ in Ghana to discuss the challenges faced by the value chain, especially during the December 2014 mango season. Meeting participants agreed to form a National Governing Board for Mangoes in Ghana; they were tasked with preparing a constitution and bylaws for the board.

6.3 MAJOR CONSTRAINTS AND SOLUTIONS

A poor short-season harvest in Ghana at the end of 2014 led to a **reduced availability of fruit** for processing. Ghana, the only country in West Africa with a short mango season, faced heavy rains in from September through December 2014. The rains washed away the pollen from the flowers, preventing the fertilization required for fruit to develop. As a result, low volumes of fruit were recorded, restricting several processing enterprises that had planned to expand their activities. Indiscriminate spraying of chemicals to fight fruit flies during this period also contributed to floral abortions and a reduced harvest.

Prospects for the upcoming short season in Ghana (December 2015) are positive, as no heavy rains fell during the flowering induction period at the end of FY15. Following training during the main 2015 season, the Trade Hub participated in significant discussions with various stakeholders in Ghana about the correct usage of technical inputs. To increase the volume of quality mangos for export, we initiated expanded training on improved harvesting techniques at the end of FY15. These activities and the results of the harvest will be reported on during FY16.

A delayed start to training posed an additional challenge. Coordinating priorities and timing for training and gathering agreement from the multitude of parties involved proved to be more complex and time-consuming than foreseen. The project's training activities in Burkina Faso, Ghana, and Senegal (described above) did not start until July 2015, after the harvest had begun in certain parts of the region. Nevertheless, we have seen significant results and ample evidence that the skills and knowledge transferred during training were successfully applied. Our FY16 work plan includes more proactive planning, including expanding training programs in the three original countries and extending them into Côte d'Ivoire and Mali.

7. APPAREL

The Trade Hub's entry point for apparel is to support lead firms in Ghana and Benin. In Ghana, we worked with the two largest and most capable firms—the only ones with the potential to export globally on a significant scale—while simultaneously helping the government more effectively support the apparel export sector in general. After one of the lead firms pulled out of Ghana, we modified our strategy and found an additional entry point with “second-tier” firms, i.e., mid-level firms that offer promise but are not ready to export large quantities to the U.S. in the near term. At the end of FY15, we began to step up work with these mid-level firms in Ghana while also focusing more effort in Benin and Côte d'Ivoire.

The Trade Hub is seeking in particular to help West African firms take advantage of preferential tariff rates for exports to the U.S. under the Africa Growth and Opportunity Act (AGOA), which includes extensive benefits for the apparel industry. Because women make up the vast majority of workers in this sector in West Africa, the beneficiaries of the Trade Hub's support for apparel are disproportionately female.

**Facilitated
\$4.6 million in
new sales**

7.1 KEY ACHIEVEMENTS / RESULTS

- **Facilitated \$4.6 million in exports through assistance to lead firms in Ghana.** The Trade Hub's assistance was instrumental in helping jump-start the apparel sector in Ghana. Project-facilitated exports include both those eligible under AGOA and those not covered by the act. With women constituting more than 90 percent of workers in these firms, they are the primary beneficiaries of the jobs created as sales and exports rise.
- **Opened new doors for five apparel firms in Ghana and Benin.** The Trade Hub facilitated new relationships between Ethical Apparel Africa (EAA),³ a U.S. sourcing firm, and members of the Association of Ghanaian Apparel Manufacturers (AGAM). EAA completed an assessment of these five firms and others in Benin. With support from the project, EAA selected five companies (including two owned by women) to support at the Africa Manufacturing Summit in New York.
- **Guided the formation of the new apparel sector association in Ghana.** The project supported members of the defunct Ghana Apparel Manufacturers' Association in creating AGAM, a new industry association. AGAM members have endorsed the Trade Hub's strategy for supporting the country's two lead firms and pressing for full government support and assistance to the apparel value chain.
- **Played a key role in bring the Ghanaian government and private sector together to create an apparel export strategy.** By providing critical technical guidance to Ghana's Ministry of Trade and Industry (MOTI) for its development of an apparel export strategy paper, the Trade Hub played an important role in boosting the country's focus on this vital export sector and clarifying the roles of each party (private and public). MOTI integrated the project-supported strategy document into the National Export Strategy and work plan.
- **Assisted a woman-owned lead firm in Ghana in obtaining funds to increase efficiency by enhancing workers' skills.** The project worked with both USAID and the U.S. Embassy in Ghana to secure a \$300,000 training grant from the Ghanaian government's

³ EAA was previously called Made in Africa (MiA).

Council for Technical and Vocational Education and Training (COTVET). The grant paid for training to build the skills of Dignity/DTRT Apparel's factory workers so they can meet surging demand by doubling monthly production without sacrificing quality. Over 90 percent of workers trained through this grant were women.

7.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Identified new markets for apparel companies

The Trade Hub collaborated with Ethical Apparel Africa, formerly called Made in Africa, to assess apparel companies in Benin and Ghana. We introduced 10 companies to EAA, which selected five of them to be showcased at the Africa Manufacturing Summit in New York in April 2015. We helped

Ethical Apparel Africa is helping companies meet international standards by:

- Conducting a thorough evaluation of factories to assess current worker treatment, quality of apparel products, health and safety of employees, and business potential (including production capacity, capabilities, efficiency, and factory management skills)
- Training factories on best practices in apparel manufacturing by developing operational standards that meet U.S. buyers' expectations
- Developing social and environmental standards that meet near-term requirements of U.S. buyers, with the long-term aim of going beyond compliance to empower the workforce
- Supporting restructuring to improve management, efficiency, quality, and use of technology
- Implementing strategic changes that make companies more competitive in international markets
- Developing a network of brand partners in the U.S. and linking the five factories to the U.S. brand apparel market.

build profiles of these companies and film their factories for viewing at the summit, which was attended by about 60 U.S. apparel buyers.

The project also worked to connect West African apparel companies with each other. We linked Africa New Confection (ANC), a firm in Benin, with Dignity/DTRT Apparel in Ghana. The General Manager of ANC visited Ghana to evaluate the B-grade fabric produced by DTRT, seeking a source for less-expensive fabric for a new line to be established at the ANC factory. We are also assisting ANC in identifying financing options through Orabank. The firm is seeking working capital to cover the costs of training machine operators and sourcing raw materials, which are needed to fill orders from buyers identified by EAA with support from the Trade Hub.

ANC now produces for national and regional markets and creates samples for U.S. buyers, but does not currently export. The Ghana visit exposed ANC to best practices to be introduced at its factory in Benin, and gave the General Manager an opportunity to observe first-hand and gain a better appreciation of the

operational flow in a fully functioning apparel manufacturing company. The ANC General Manager interacted with personnel on the factory floor to learn more about standard processes and procedures and about efficient operation of some of the equipment his company will need to meet buyers' quality requirements. ANC has since produced \$35,000 worth of samples for buyers in the U.S. and the region.

Our Apparel Value Chain Specialist and a short-term Trade Hub advisor attended Source Africa, an apparel and footwear trade show in Cape Town, South Africa. After the event, the project electronically introduced Prime Fastener, a Ghanaian accessory provider for the apparel sector, to EAA. EAA is seeking sources for fabric and trims for its partner factories' U.S. exports and for its U.S. brand partners. Both EAA and the Trade Hub are currently seeking a potential agent for Prime Fastener.

We also introduced Gelvenor, a synthetic fabric weaver from South Africa, to EAA and to members of AGAM. Because synthetic fabrics are more costly, manufacturing and exporting garments made with such material to the U.S. under AGOA would provide greater duty-free advantages. Gelvenor's

subsequent participation in a military fair gave the project an opportunity to introduce the company to Rim Artex, a Ghanaian apparel manufacturer. Rim Artex is assessing options for production of goods for the military, since the Government of Ghana is currently seeking to replace Asian imports with locally produced goods.

Promoted adoption of Fair Trade policies and worked to institute a Worldwide Responsible Accredited Production (WRAP) program

Consumers and brands are increasingly seeking to be associated with companies that have a good story to tell or are making a positive impact on society at large. To remain competitive, apparel companies need to meet those demands. The Trade Hub is working with EAA to identify West African partners who could qualify for international certifications such as Fair Trade or adopt a WRAP program. Eligibility rests on the following criteria:

- *Worker handling*, including the age of workers, wages and benefits paid, and a clean and hygienic working environment
- *Health and safety compliance*, including the location of the factory, its policy on fire prevention, the presence of evacuation processes and equipment, and product safety procedures (e.g., metal detectors for broken needles or a broken needle policy in place)
- *Factory management*, including positive social and environmental impacts and respect for factory personnel (e.g., a reliable payroll and overtime levels)

Increased stakeholder cooperation to promote exports

In **Ghana**, the Trade Hub held several meetings and convened an apparel capacity building workshop with key government stakeholders, with the objective of removing impediments for the industry to increase its exports. We met with MOTI, the Ghana Export Promotion Authority (GEPA), the Ghana Investment Promotion Council, the Export Development and Agriculture Investment Fund (EDAIF), and COTVET.

The project played a vital role in revitalizing the apparel industry association in Ghana. We hosted a meeting for the country's apparel companies and shared information about the effective role that a well-functioning association can play in supporting the interests of its members. We then guided the creation of a new association—the Association of Ghanaian Apparel Manufacturers (AGAM). Eleven of 14 existing apparel companies in Ghana joined AGAM.

In **Côte d'Ivoire** and **Benin**, the Trade Hub met with important government stakeholders and other institutions to provide guidance on trends and requirements for remaining competitive in the international apparel manufacturing industry. At these meetings, we discussed the governments' interventions to promote a competitive apparel industry, including provision of 1) factory shells and other infrastructure, 2) financial support for training, 3) loans at competitive interest rates for industrial machine purchases, and 4) attractive incentives to encourage potential investors and buyers to evaluate the countries' garment industries. We met with the Ministries of Commerce, the chambers of commerce, the Export Promotion Association (APEX-CI), and the United Nations Industrial Development Organization and the International Trade Center in Côte d'Ivoire. We also provided advice and input to Benin and Côte d'Ivoire on the development of apparel-specific strategies to be integrated into the Benin's National AGOA Strategy and Côte d'Ivoire's National Export Strategy.

7.3 MAJOR CONSTRAINTS AND SOLUTIONS

The Trade Hub's support for the apparel industry faces two major categories of constraints: those in the operating environment and those facing lead firms.

There are three key **constraints in the operating environment**:

- The lack of an enabling culture on the part of government stakeholders and financial institutions with regards to the apparel industry
- A limited understanding of apparel factory operations and their requirements for successfully competing internationally
- Existing bureaucracies and red tape, leading to delays in executing processes and procedures crucial for the delivery of exports

The Trade Hub addressed many of these issues in Ghana through meetings with MOTI and other government stakeholders. The apparel export strategy paper drafted by the project was discussed at with stakeholders and at the government's apparel industry validation meeting in December 2014. Participants validated the strategy paper and used it as a basis to create an apparel export strategy, which was incorporated into the broader National Export Strategy.

All MOTI agencies in Ghana lack knowledge about the apparel value chain, leading to a perception that they do not need to act with any sense of urgency. The Trade Hub addressed this problem by organizing a capacity building workshop for MOTI, where our Apparel Value Chain Specialist explained the apparel production process, discussed terminology, and described the apparel industry environment. We will follow up proactively with all stakeholders in FY16 to consolidate gains and help achieve medium-term policy objectives for the value chain.

In Côte d'Ivoire, the Trade Hub worked to increase understanding of the apparel sector by providing the Export Promotion Agency with detailed information about garment factory production processes, including flow charts, production costs, data on per-minute costs, and international per-minute time to produce various garments.

Constraints to lead firms hinder their ability to expand operations and increase exports. The most significant are:

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

In Benin and Côte d'Ivoire in particular, the Trade Hub's apparel team is advising companies on how to avoid a "tailoring mentality" in their operations, which results in a less formal and less effective management model. Changing this mentality will enable companies to adopt mass production concepts and skills and focus on identified marketing opportunities. We addressed some of these issues in Ghana through our efforts to help better define Ghana's apparel export strategy.

The Trade Hub has been steadily advocating for MOTI to make additional factory space available for lead firms in Ghana. Some government-owned factories are lying idle but contain equipment owned by private companies—a stumbling block, because the equipment owners do not want the government to hand over the facilities for use by functioning apparel firms. During FY15, the project collaborated with DTRT to advocate for MOTI and the Ghana Free Zones Board to free up the factory space so our partner company can expand operations.

DTRT had submitted a grant application to EDAIF that had been pending for more than a year. The Trade Hub supported DTRT in pressing EDAIF to move its grant through the approvals process. These efforts bore fruit. Key decision-makers from the fund visited the DTRT factory to assess its needs and then approved the grant in April 2015.

8. CASHEW

In FY15, the African Cashew Alliance (ACA) requested limited support from the Trade Hub: a capacity building grant (described in Chapter 13 on capacity building), help with access to finance (described in Chapter 12 on finance and investment), and help to better understand the environmental impact of cashew processing. In FY15, we carried out a study of opportunities and challenges in environmental management of the cashew processing waste stream. Moving forward, we are planning to look more closely at competitiveness questions within the cashew industry, especially in Côte d'Ivoire, to pinpoint opportunities for particular firms to become more competitive and attractive to investors.



8.1 KEY ACHIEVEMENTS / RESULTS

In FY15, the project laid the groundwork for cashew companies to access financing and develop more environmentally responsible procedures for waste disposal. We accomplished the following:

- **Recommended a strategy for improving environmental management of cashew waste.** Mitigating environmental damage is expected to boost processors' competitiveness and hence increase exports. The recommendations were the outcome of a Trade Hub study on the environmental impact of cashew processing. ACA has begun disseminating the results of the study and is encouraging processors to adopt a waste management program.
- **Connected cashew companies with potential sources of finance.** The project's Financial Advisors worked with ACA members to develop a pipeline of cashew sector investment deals worth more than \$30 million.
- **Promoted best practices factory management and ACA's own management capacity.** The Trade Hub's ongoing grant is helping improve ACA members' factory management and will strengthen the alliance's market information system and its staff capacity to deliver services to member companies.

8.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Initiated efforts to make cashew processing facilities more environmentally friendly

The project designed and completed a study of opportunities and challenges for improving environmental management in the West African cashew processing industry. An environmental management consultant and the Trade Hub's Global Value Chain Coordinator visited seven cashew processing factories in Côte d'Ivoire, Burkina Faso, and Ghana to study the cashew processing waste stream (see text box). The report recommended a strategy for rolling out best practices in environmental management, including a practical, low-cost option for creating disposal sites that would allow the cashew waste to be composted.

The Trade Hub is using the results of the report as a basis to encourage ACA to amend its certification process by adding an environmental management criterion to the 14-point ACA Quality and Sustainability Seal program. The seal program currently does not address environmental issues. This should help the firms receiving the seal find it easier to attract buyers in the global marketplace, since demand is growing for food suppliers that address environmental concerns.

ACA has begun to present the Trade Hub study at regional events, including an activity in Nigeria and ACA annual conference in Mozambique in September 2015. In addition, ACA will refer to the report's recommended practices in the training programs it carries out with funds from the Trade Hub capacity building grant. The report's recommendations will be reviewed and incorporated into an African Development Bank-supported global assessment of environmental management mitigation in the value chain, which is slated to be completed and disseminated in mid-2016.

Increased cashew companies' access to potential financing sources

The Trade Hub's finance and investment team worked extensively with ACA members in FY15 to connect companies with Financial Advisors, who are now guiding the firms as they seek financing sources.

In fact, cashew is the single largest sector in the project's investment pipeline, with more than \$30 million worth of potential financial support—46 percent of the total. Chapter 12 (Finance and Investment) contains more information about our investment pipeline and results.

Developed and signed a capacity building grant for the African Cashew Alliance

Project staff worked closely with ACA in FY15 to prepare and sign a grant agreement. We identified the alliance's most pressing needs and looked at the areas where Trade Hub support could be most effective. We then reviewed other USAID grants to ACA to make sure that our funds would support, and not duplicate, the goals of other funding streams. The grant agreement covers areas such as training for member companies on best practices for factory management, training for ACA staff to improve member services, and enhancements to the alliance's MIS platform. The grant will be completed during FY16. Section 16.2 of this report contains more details.

8.3 MAJOR CONSTRAINTS AND SOLUTIONS

The Trade Hub's major partner in the cashew value chain, ACA, set a December 2015 target for 200,000 metric of cashew nuts to be processed within Africa each year. To meet this goal, local processing will have to increase dramatically. In 2013, the most recent year for which figures are available, the amount of cashew nuts processed locally was 130,000 metric tons. The project's support to ACA, combined with our program of direct technical assistance under the Trade Hub finance and investment component, is designed to help ACA make progress toward this goal and increase overall value-added in the cashew value chain.

Limited access to finance remains a constraint for many cashew companies in West Africa, especially for smaller companies with less experience in the value chain. The Trade Hub's Financial Advisors are working with cashew firms to address the issue, focusing in particular on smaller companies that have limited exposure to outside finance.

Market changes and policy factors have led to rising prices for raw nuts, which has had a deleterious impact on the value chain. During fieldwork for the environmental management consultancy, the project identified ongoing problems within the cashew value chain in West Africa that are linked to a combination of changes in the global market and the harmful effects of certain policies. Firstly, in early 2015 the Government of Côte d'Ivoire—West Africa's largest cashew producer—began prohibiting shipments of raw cashew nuts to neighboring Ghana for processing.

The challenge of cashew waste

Cashew processing generates a significant waste stream, with 50 to 75 percent of cashew nut shells left over after processing. Most plants do not dispose of this waste properly. Growing mounds of shells at on-site dumps result in caustic waste that can lead to contamination and toxic run-off in nearby surface waters.

The challenge is that as West Africa increases cashew sector profits by boosting local processing, so too will it increase the waste problem. By addressing the problem and improving the industry's environmental footprint, cashew processors can also improve their comparative advantage in global markets.

This policy had significant adverse impacts, including the closure of several processing facilities in Ghana due to lack of raw materials. One major unintended consequence was an increase in exports of raw nuts, rather than nuts processed in Côte d'Ivoire (which would have had a higher value), even though part of the rationale for the government's decision was a belief that the restriction on sales to Ghana would boost exports of locally processed nuts. Secondly, there was a surge in demand for West African raw nuts by Indian exporters (for processing in Asia) due to negative predictions about the coming harvest in Asia. The combined impact of these trends increased the purchase price of raw cashew nuts, making it difficult for national factories to source raw materials and turn a reasonable profit by processing them locally.

As shown in the project's FY16 work plan, we will conduct a competitiveness analysis of the regional value chain this year. This activity will enable us to better understand how these trends impact different stakeholders, and identify entry points where the Trade Hub and ACA can add the most value. The project is already working with ACA to develop options for addressing Côte d'Ivoire's ban on shipment of raw nuts to Ghana, including collaborating with Borderless Alliance to develop an advocacy campaign aimed at convincing the government to remove the export restrictions.

9. SHEA

The Global Shea Alliance (GSA) requested limited Trade Hub assistance that complemented GSA's strategic plan. With an ambitious sustainability initiative funded by various parties, the alliance requested Trade Hub assistance in just one area: training women shea collectors in warehouse management. This activity is part of a larger effort to increase collectors' share of profits, thus ensuring sustainability. In the course of working on this with GSA, the project came to realize that national shea associations need organizational strengthening, so we plan to support them directly during the coming year. We will also support further opportunities to expand the market for shea, such as helping GSA educate stakeholders in the U.S. about the benefits of possible Food and Drug Administration (FDA) approval of shea butter as a cocoa butter equivalent and promoting the designation of shea as an edible fat/oil in the *Codex Alimentarius*.

9.1 KEY ACHIEVEMENTS / RESULTS

- **Helped GSA advocate for U.S. approval of shea as a cocoa butter equivalent.** The Trade Hub is working with GSA to seek U.S. Food and Drug Administration (FDA) approval of shea as a cocoa butter equivalent, a long-term effort that would open a new market and offer increased opportunities for exports.
- **Negotiated a grant agreement to support women's associations charged with managing shea warehouses.** All shea nut collectors in West Africa are women. They are at the bottom rung of the value chain and receive very low prices for their shea nuts, depressing supply and inhibiting sustainability. The Trade Hub is directly supporting a GSA initiative that aims to improve the sustainability of members' operations while increasing the amount of shea available on the global market. The project's training and other activities are designed to enable participants to sell up to 1,600 metric tons of shea kernels each, which would significantly increase the incomes of 6,000 women shea collectors.

9.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Established an agreement to support a GSA initiative for women's shea associations

GSA is promoting the creation of a series of warehouses in shea producing zones, which are to be managed by women's associations whose members are shea collectors. During FY15, the Trade Hub agreed to support this process. We worked with GSA to define terms and sign a capacity building grant to cover the costs of training the women to successfully operate the warehouses. Trade Hub assistance is one element of a larger GSA initiative within the region and is expected to leverage significant private sector resources. The private sector will cover the actual costs of constructing the warehouses, while the Trade Hub's grant funds strengthen the capacity of the women's associations. Chapter 13.2.3 and 16.2 contain more details about the grant and capacity building activities.

Supported advocacy aimed at increasing the uses for shea in U.S. market

The GSA, the Trade Hub's key partner in the shea value chain, is lobbying to have standards in the *Codex Alimentarius* include shea as a named vegetable oil and define shea as a cocoa butter equivalent (CBE) that can be used in chocolate making (see text box). The EU has defined the chocolate standard this way for ten years, but other countries, including the U.S., do not. These regulatory modifications would expand the market for shea-based ingredients in countries that utilize the standard.

At the request of GSA, the Trade Hub is supporting the alliance in advocating for the U.S. Food and Drug Administration (FDA) to approve more uses for shea in the U.S., including as a CBE for making chocolate. The project completed a technical research paper in the last quarter of FY15 that provides information justifying the definition of shea as a standard vegetable oil and the use of shea in chocolate making. GSA is utilizing the information we provided to develop a strategy for engaging World Trade Organization (WTO) members on the definition of chocolate and chocolate products.

9.3 MAJOR CONSTRAINTS AND SOLUTIONS

One impediment to expansion of shea exports is the **limitation on exports to the U.S.** because shea byproducts are not approved for use as a CBE in the American chocolate industry. The Trade Hub's support for GSA's advocacy program helps address this constraint, but we recognize that this will be a medium- or long-term process.

Shea fruit falls to the ground after ripening on the tree. The nuts are then collected by women, but because they receive **low prices for the shea nuts**, they collect a very limited amount of nuts and do so in an informal manner. This problem is recognized by GSA and its Sustainability Working Group as a hindrance to trade and an impediment to equity. One way the alliance is seeking to deal with this issue is by establishing multiple warehouses in shea-producing zones, which are to be managed by the female collectors. The goal is to formalize the collection process to increase the volume of shea nuts collected and improve quality. The main challenge is that the women's associations charged with operating the warehouses do not know how to manage the facilities. The Trade Hub's grant program will directly address this capacity need.

The case for shea as a cocoa butter equivalent for chocolate production

"On basis of the identity and specifications, the manufacturing process, the common use before 1958, and safety information, the FDA affirmed the GRAS status of Shea oil in 1998 (Federal Register/vol. 63 No 101, May 27, 1998)."

Van Duijn, Gerrit. "Shea Butter Production, Use and Applicable Regulations under Codex Alimentarius and the European Union." Prepared for the West Africa Trade and Investment Hub by J.E. Austin Associates, August 2015.

"While cocoa butter has historically been preferred over cocoa butter equivalent (CBE) as a fat source in chocolate products, in the coming years the balance is projected to shift in favor of CBEs. Annual growth in CBE demand is currently estimated to be at 10%, while chocolate is at only 3-4%. Reasons for the recent interest in CBEs, a derivative of shea stearin... include its 30-40% reduction in cost compared to cocoa butter, its sustainability, and the flexibility of the product itself."

*Vaughan, Lisa. "Cocoa Butter Equivalent: The Future of Chocolate."
<http://foodprotection.umn.edu/news/post/cocoa-butter-equivalent-future-chocolate>,
October 7, 2015*

10. MARKET INFORMATION SYSTEMS

As with all of the Trade Hub's technical areas, our MIS efforts are based on the premise that our initiatives and solutions must leave a sustainable, functioning system in place—one that can continue to serve the information needs of stakeholders in West Africa after the project ends. We were engaged in four key MIS efforts this fiscal year, covering cereals and other agricultural products, livestock, cashew, and freight exchange.

One of our most important partners in this area is the *Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest* (RESIMAO), the MIS component of the ECOWAS ECOAGRIS system. During FY15, we provided short-term technical assistance and training to improve the functionality of its platform, making it more user-friendly and improving its real-time information. In addition, we supported planning efforts to establish a regional secretariat. We also began work with COFENABVI to develop a livestock MIS and started the well-received monthly *West Africa Cereals Market Outlook* reports, based on information provided by RESIMAO members. We will continue these initiatives in FY16, as well as helping ACA improve its MIS platform and working with the *Conseil Burkinabé des Chargeurs* (CBC) to scale up use of its freight exchange platform.

10.1 KEY ACHIEVEMENTS / RESULTS

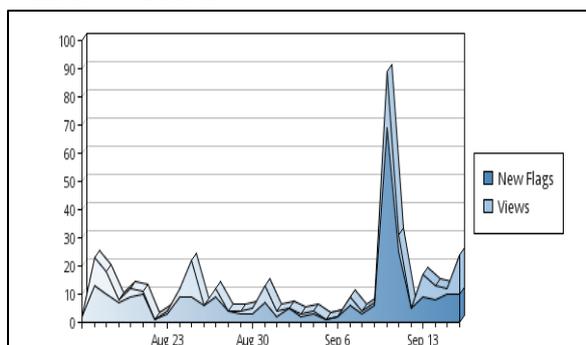
- **Identified and resolved main constraints to usage of the RESIMAO web platform and trained national administrators on the platform.** Our objective was an improved web platform that is easier for national MIS members of RESIMAO to update, and also more convenient for market actors to use. Starting in June 2015, the new version of the RESIMAO platform was online. It had more than 8,000 users (see Figure 3 and Figure 4).
- **Designed a capacity building grant to establish a regional secretariat for RESIMAO and ensure its sustainability.** The grant is designed to establish a regional secretariat for the RESIMAO network, which will ensure financial sustainability by mobilizing internal and external resources. The Trade Hub grant also aims to improve RESIMAO's services for its members and for value chains in general. We submitted the RESIMAO grant application to USAID for approval at the end of FY15.
- **Published a monthly *West Africa Cereals Market Outlook* bulletin.** This publication summarizes available regional market information. By the end of FY15, the Trade Hub had published four bulletins. When RESIMAO's regional secretariat is in place (anticipated for November 2015), publication of the bulletin will be transferred to the network, to improve the analysis and ensure its continuation after the project ends.
- **Issued a challenge grant focused on technical innovation, to identify a service provider to support COFENABVI's livestock MIS.** Developing a regional MIS platform was identified as a first step to strengthen COFENABVI's capacity to provide market information for regional trade. The process of identifying a service provider was completed at the end of the fiscal year. ImageAD, a Ghana-based company, was selected. We will complete this activity during FY16, including training and turning over management of the MIS to COFENABVI.

10.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Worked with RESIMAO to design and submit a grant application

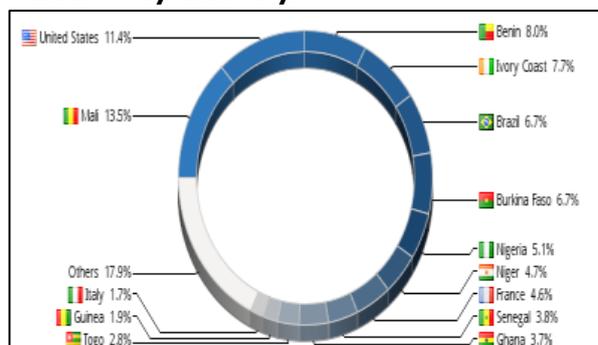
We provided support to RESIMAO to develop and submit an application for a Trade Hub grant. The first step was a strategic planning exercise to identify priority activities to be included in the technical proposal, including integrating Ghana’s Ministry of Food and Agriculture (MoFA) information service into RESIMAO. RESIMAO’s grant package was submitted to USAID for approval in September 2015. See Chapter 16 for more information.

Figure 3: Evolution of RESIMAO Web Platform Users



As of September 17, 2015

Figure 4: Visitors to RESIMAO Web Platform by Country



As of September 17, 2015

Supported the cereals value chain’s MIS needs

The Trade Hub supported the cereals sector with two activities during FY15:

- Development of a road map for national agriculture data collection using RESIMAO’s regional web platform. The Trade hub funded a short-term technical consultancy to address the technical constraints identified during a workshop in Lomé in November 2014.
- Training of two national administrators from each RESIMAO member country (for a total of 10) on use of the regional platform. The training took place in Ouagadougou in June 2015.

Initiated development of an MIS for the livestock value chain

Work began in FY15 to assist COFENABVI in developing a livestock market information system. National members of COFENABVI had designated an MIS system as a priority during the MIS supply and demand analysis the Trade Hub conducted in our start-up phase. Together with COFENABVI, we used a competitive process to recruit a service provider to develop the web platform and mobile applications for data collection, analysis, and dissemination. The winning bid came from ImageAd, a Ghanaian company. Work will begin in October 2015.

Improving ACA’s market information system to serve the cashew value chain

Improving market information systems for cashew firms is an important element of the Trade Hub’s grant for ACA. The objective is to improve the quality of the MIS platform that ACA created several years ago. The reliability of the data has been varied and there have not been regular updates of real-time market information. More recently, the functionality of the platform itself has been weakened. Our support will increase the number of users of the platform, with the explicit goal of increasing the use of ACA’s MIS information to expand commercial transactions. Trade Hub grant funds for ACA will also be used to train more data collectors to deliver market information to the platform.

10.3 MAJOR CONSTRAINTS AND SOLUTIONS

RESIMAO is a regional network with **no official secretariat**. This created an inherent challenge, in that multiple parties had to participate in planning the Trade Hub's technical assistance and defining priorities for the grant. We also needed to support RESIMAO staff to travel to important meetings. The grant application process was time-consuming, but now that it is awarded we expect to see substantial improvements in the regional platform. And once the secretariat is established, there will be staff fully dedicated to this program.

The new platform will be set up so that new visitors become registered users. This will enable both RESIMAO and the Trade Hub to better understand how improved market information is being used in commercial transactions. It will also help in the development of directories of market actors, which will be included in the platform's database. We will also train stakeholder association leaders to access to market information and effectively use it to conduct business.

New secretariat will help ensure RESIMAO sustainability

RESIMAO builds on existing ECOWAS structures in West Africa, which will continue to exist after the Trade Hub ends. As the network attracts more country members, who use its information for more purposes, it can remain relevant in the region's changing landscape. New users and purposes will in turn help RESIMAO generate new revenues, which can be used to increase the variety and the quality of services it offers to national market information systems and stakeholders. Possibilities include business linkages, SMS subscriptions, data series, targeted analyses, and advertisements.

The lifespan and effectiveness of RESIMAO will be extended and assured by generating more internal and external resources. A fully functioning Executive Secretariat will be able to mobilize new funding by reaching out to donors and stakeholders through more coordinated and concentrated advocacy. And it can support the network's internal functions to make sure it stays up to date and meets users' needs.

II. AGOA

During this fiscal year we provided training for seven AGOA Trade Resource Center (ATRC) Coordinators, launched a new ATRC in Ghana, and delivered more in-depth AGOA training to Ghanaian apparel companies. Next year, we will extend this support by making sure that countries understand and take advantage of the opportunities offered by AGOA, especially if they are exporting AGOA-eligible products but not benefiting from the preferential tariff. We will also increase efforts to help countries take advantage of ETLs-eligible trade to other ECOWAS countries, especially Nigeria.

II.1 KEY ACHIEVEMENTS / RESULTS

- **Helped increase exports and regional trade by providing extensive support, technical advice, and assistance to export-ready companies and existing ATRCs.** The total value of transactions resulting from Trade Hub assistance for ATRCs during FY15 was \$4.6 million, coming primarily from support to apparel companies.
- **Assisted Guinea in obtaining a textile visa in order to facilitate apparel exports to the U.S.** The Trade Hub provided vital technical advice to the Government of Guinea to help the country obtain a U.S. textile visa, which ensures that apparel can be exported to the U.S. duty-free. We drafted the textile visa arrangement and followed up with the U.S. Trade Representative on Guinea's request for the visa, which was awarded on December 2, 2014.
- **Worked to ensure that apparel exports take full advantage of AGOA.** The project provided key technical training on documentation for apparel exports and on the textile visa program to four Ghanaian apparel manufacturers and officials from the Ministry of Trade and Industry (MOTI), the Ghana Export Promotion Authority (GEPA), and the ATRC coordinator housed at Ghana Chamber of Commerce and Industry (GCCI).
- **Built the capacity of seven ATRCs and launched the Ghana ATRC.** The Trade Hub organized and delivered capacity building training for ATRC Coordinators from Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal. We also opened a new ATRC at the GCCI in Ghana.

II.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Established AGOA Trade Resource Centers

During FY15 the project finalized the ATRC strategy, which lays the groundwork for a sustainable network of trade support institutions that deliver business advisory services in West Africa. Seven ATRCs—in Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal—will receive fixed obligation agreements from the Trade Hub. The grants will enable the ATRCs to provide trade intelligence, promote trade, and deliver export development advisory services. They will help companies understand market requirements and regulations and business linkages, and facilitate trade by assisting with export documentation. This package of assistance will help exporters to access regional and international markets. See the map in Figure 5 for the locations of the ATRCs.

One big event this fiscal year was the Trade Hub partnership with the Ghana Chamber of Commerce and Industry (GCCI) to officially launch a new ATRC in Ghana.

Figure 5: Locations of AGOA Trade Resource Centers in West Africa



Improved ATRCs' delivery of services to businesses

The Trade Hub organized a three-day capacity building training in Accra for seven ATRC Coordinators from Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Nigeria, and Senegal. The training introduced the coordinators to the export process and requirements, as well as to tools for providing business advisory and business linkage services to companies in West Africa. As part of this training, the coordinators visited a shea exporter, an apparel manufacturer and exporter, and Ghana Customs authorities to learn about the export documentation process. The training was a catalyst for building a strong foundation and an effective network. The Trade Hub will work with the ATRCs to directly fund specific activities aimed at increasing trade in the region.

Representatives of the Global Shea Alliance, the African Cashew Alliance, and Borderless Alliance attended the ATRC training to help establish linkages needed to build a strong understanding between the ATRCs and some of the Trade Hub's partners. As a result of the ATRC training, the Burkina Faso ATRC Coordinator was fully engaged in supporting and helping organize GSA's annual shea conference in Burkina Faso; he also delivered a presentation to conference participants on AGOA and exporting to the U.S. In addition, Borderless Alliance has begun working with the centers following the training. The alliance has provided materials and documentation on exporting, importing, transit trade, and Border Information Centers (BICs) to the ATRC in Ghana, and will be collaborating with the Ghana Chamber of Commerce and Industry (GCCI) to facilitate regional trade.

Regular Trade Hub support for the ATRC Coordinators continued throughout the fiscal year. The Trade Hub's AGOA Coordinator and apparel value chain 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 better support the apparel industry in Benin. The Trade Hub team also provided recommendations on how the ATRC can assist exporting companies with export documentation.

- **Burkina Faso.** The ATRC Coordinator at the Burkina Faso Chamber of Commerce and Industry assisted five public and private sector stakeholders, sharing experiences with export promotion, market access, and linkages. He also participated in and made a presentation at a training activity in Bobo Dioulasso on sales contracts and risk management, which had 23 participants, including four women. The ATRC in Burkina Faso, the Burkina Faso Export Promotion Agency, and the *Cadre Intégré Renforcé* collaborated to deliver training on the legal aspects of international trade, negotiations, payments, and risk management to 26 stakeholders from the Ministry of Commerce, Industry, and Handicrafts; sesame exporters; and agents from the Export Promotion Agency. The Burkinabé ATRC also supported contract negotiations for a shea exporter for the export of 20 tons of shea to Tunisia. The ATRC also assisted the Trade Hub's environmental consultant while he was in Burkina Faso, and participated at the African Women Entrepreneurship Program (AWEP) workshop and B2B event.
- **Cameroon.** The ATRC in Cameroon provided technical assistance to nine companies (including three women) looking for information on AGOA, U.S. buyers, and market research. The coordinator liaised with Cameroonian Customs authority to get a preliminary list of exporters to the U.S.
- **Cape Verde.** Trade Hub staff delivered a presentation at a business forum organized by the Ministry of Foreign Affairs of Cape Verde during the Cape Verde International Trade Fair. We also provided training on AGOA, export strategies, and export readiness to 61 participants, including 19 women. We held discussions with *Cabo Verde Investimentos* (the ATRC's host institution) about following up with an apparel company that is exporting to the U.S. without taking advantage of AGOA provisions.
- **Côte d'Ivoire.** The project delivered technical training on the administration of the textile visa to nine representatives (including four women) from the Ministry of Commerce, Industry, and Customs Service. The ATRC Coordinator, who is housed at the *Association pour la Promotion des Exportations* (APEX-CI), participated in the training, which covered AGOA, the Generalized System of Preferences (GSP), rules of origin, and the administration of the textile visa. The goal was to enable Ivorian companies to take advantage of AGOA.

The ATRC Coordinator provided technical assistance to seven companies in agro-processing value chains. His support addressed trade fairs, market access, and export documentation. One of the companies successfully exported a container of cassava; another is preparing to ship a trial order to the U.S. The Trade Hub assisted the ATRC Coordinator in writing and submitting a binding ruling request to U.S. Customs on behalf of an Ivorian exporter. We also developed a pricing structure to prove that the exporter met the 35 percent value addition requirement needed for \$200,000 of canned tuna to enter the U.S. duty-free under the GSP. We collaborated with APEX-CI and the Ministry of African Integration to organize training on customs documentation under ETLs and AGOA/GSP. 45 attendees, including eight women, represented Ivorian companies; freight forwarding companies; and government officials, including customs officers.

- **Ghana.** The Trade Hub partnered with GCCI to officially launch a new ATRC in Ghana. The center delivered technical assistance to 16 Ghanaian companies, covering access to U.S. markets and AGOA requirements.

The project organized training on the administration of the textile visa for Ghana Customs and two apparel companies exporting to the U.S. The training provided details on the Harmonized Schedule Code requirements, the textile certificate of origin requirements, and the process for issuing the textile visa on the commercial invoice to address errors on export documentation that had previously been made by the apparel companies and Ghana

Customs. Since the training, the apparel companies have been able to successfully export almost \$1 million worth of products to the U.S. under AGOA.

- **Guinea.** The Trade Hub worked with the ATRC at the Chamber of Commerce and Industry and with 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. We successfully supported the Government of Guinea in preparing and submitting its textile visa to the United States Trade Representative (USTR), and the country now has an officially approved textile visa.
- **The Gambia.** Sixty-two participants, including 19 women, attended a Trade Hub-facilitated training on AGOA, export strategies, and export-readiness. The workshop was organized by the Gambia Investment and Export Promotion Agency (GIEPA) and the U.S. Embassy, in collaboration with the Gambian-American Chamber of Commerce. We worked with GIEPA to develop an action plan matrix to guide GIEPA's delivery of services to the Gambian private sector. The matrix addressed three sector groups: food processing, handicrafts, and apparel and fashion.

ATRCs embedded in local organizations to ensure sustainability

ATRCs are integrated into the enterprise support or export promotion departments within national export promotion agencies or in local chambers of commerce. Because the ATRC coordinators are employed by these host institutions and the centers themselves are vital parts of the local organizations, they will be able to continue operating and providing trade-related services long after the project ends.

Meanwhile, the Trade Hub is strengthening ATRCs capacity to deliver specific services to exporters, such as help with customs documentation, targeted technical assistance on export requirements. If exporters see value in ATRC services, they'll return. If they don't, they won't come back. It's that simple.

We have work with the ATRCs to develop a sustainable work plan, which focuses on:

- Building exporter databases
- Enhancing ATRC Coordinators' knowledge of quality issues, grades and standards, technical regulations, costing and pricing, finance, and trade shows
- Establishing business linkages through a platform that will allow ATRC Coordinators to share information on trade leads and promote intra-regional trade
- Ensuring the coordinators are fully able to provided export documentation assistance to exporters (reviewing their commercial invoices to ensure that their exports are fully benefitting from ETLS, AGOA, and the GSP

Promoted collaboration between ATRCs and other partners

The Trade Hub coordinated with the U.S. Embassies in Cape Verde and the Gambia to provide training on AGOA and export-readiness, as mentioned above. We also collaborated with the U.S. Embassy in Gabon to provide training on AGOA in preparation for the August 2015 AGOA Forum in that country. The Trade AGOA Workshop, which drew 90 participants (including 47 women), addressed the development of export strategies, as well as the exporting process and requirements. Specific examples of success stories were provided. The project liaised with Gabon's Ministry of SMEs, Handicrafts and Commerce; Investment and Export Promotion Agency (APIEX); and National AGOA Committee to discuss potential collaboration and establishment of an ATRC in the country. We also provided technical support to the Government of Gabon and the U.S. Embassy for the 14th AGOA Forum: "AGOA at 15: Charting a Course for a Sustainable U.S.-Africa Trade and Investment Partnership." Trade Hub staff participated in the forum, holding several meetings and workshops during the event, most notably a meeting with Mrs. Oren Whyche-Shaw, USAID Deputy Assistant Administrator; several ministerial delegations; chambers of commerce; and export promotion

agencies from Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Cameroon, Gabon, Guinea, Mali, Niger, Nigeria, Senegal and Togo. Officials from these countries expressed great interest in Trade Hub support to improve their performance under AGOA. The project also delivered a presentation at a combined civil society/AWEP workshop on exporting to the U.S. and access to finance, which attracted more than 100 participants.

11.3 MAJOR CONSTRAINTS AND SOLUTIONS

One key challenge is **problems with export documentation** throughout the region. These problems do much to explain low utilization levels of regional and international preferential trade programs, such as ETLS, GSP, and AGOA. See Table 8 and Table 9 for data on AGOA exports from ECOWAS countries. Most West African companies and customs services are not very conversant with processes for exporting to the U.S. or the documentation needed for exports. A notable exception is Ghana, where over 98 percent of apparel exports take advantage of AGOA provisions. We began training ATRC Coordinators on customs documentation to strengthen their ability to provide advisory services that will help companies take full advantage of ETLS and AGOA benefits.

Although the ATRC Coordinators provided technical assistance to numerous companies in the region, collecting data from companies remains challenging; this results in under-reporting. The project is working to correct this issue by delivering training to ATRC Coordinators in order to strengthen their capacity to assist with and provide training on export documentation, including reviewing the commercial invoices of exporting companies. Such assistance will help capture actual export data from the companies assisted by ATRCs.

The Trade Hub has been working to issue grants to support the ATRCs, but the **grant application process** has taken longer than anticipated because the partners have not reacted as quickly as expected. We are continuing to push the process, and expect the grants to be approved early in FY16.

Table 8: Bilateral Trade by Sector: United States–ECOWAS

Sector	Category	2011		2012		2013		2014*	
		\$'000	% AGOA	\$'000	% AGOA	\$'000	% AGOA	\$'000	% AGOA
All sectors	U.S. Imports	48,233		1,323,434		1,056,387		1,052,330	
	AGOA Imports (including GSP provisions)	703	1.46%	176,961	13.37%	85,855	8.13%	52,962	5.03%

*January–September

Source: U.S. Department of Commerce. Published on www.AGOA.info (tralac's online AGOA information portal).

Table 9: Trade Preference Programs, U.S. General Imports by Category

8/2015 Data

Category I: Total Apparel Imports (MFA)

Data in Million \$

	2013		2014		Year Ending	
	Imports	% AGOA	Imports	% AGOA	Aug-15	
Ghana						
Total Imports	2.729	96.70%	3.831	97.86%	8.517	98.77%
Imports under Trade Preference Programs (Total of items below)	2.639		3.749		8.412	
9819.11.06 Apparel cut and assembled from U.S. fabric, yarn & thread(809	1.088		1.745		1.256	
9819.11.09 Apparel from regional fabric from U.S. or African yarn	0.143		0.106		0.123	
9819.11.12 Apparel from foreign fabric made in a lesser developed country	1.312		1.803		6.954	
9819.11.27 Hand loomed, handmade and folklore articles	0.097		0.094		0.08	

	2013		2014		Year Ending	
	Imports	% AGOA	Imports	% AGOA	Aug-15	
Cabo Verde						
Total Imports	1.04	0.00%	0.175	66.86%	0.218	42.66%
Imports under Trade Preference Programs (Total of items below)	0		0.117		0.093	
9819.11.12 Apparel from foreign fabric made in a lesser developed country	0				0.117	

Source: OTEXA - <http://www.otexa.ita.doc.gov/>

12. FINANCE AND INVESTMENT

Much of FY15 was devoted to developing the Trade Hub's network of Financial Advisors, signing the first 28 task orders, and setting up the current \$66.8 million pipeline of projects. At this point, the network is in place, with 28 Financial Advisors in eight countries. When establishing this model, which relies on performance-based compensation, we anticipated that the advisors would provide their client firms with any support needed. As the activities developed, however, we realized that companies seeking finance need more assistance than the Financial Advisors can reasonably be expected to provide within the context of their contracts and compensation structure. For this reason, in addition to expanding the network in FY16, the Trade Hub will deliver more intensive business development services to help enterprises develop business plans.

**Established
\$66.8 million
investment
pipeline**

12.1 KEY ACHIEVEMENTS / RESULTS

Results

After spending most of the fiscal year establishing the network of Financial Advisors and creating an extensive pipeline of potential financing deals, the Trade Hub's efforts began to bear fruit by the end of the year. Key results include the following:

- **Facilitated investment of \$1,300,126 to five companies in our target value chains.** The Trade Hub's Financial Advisors assisted three cereals companies in obtaining loans for a total amount of \$886,646, with an additional \$346,644 in ownership equity. One Ghanaian apparel company was assisted by the Trade Hub to get a \$300,000 investment from COTVET. Also, Akorley Packhouse invested \$66,836 to restart the packhouse activities due to Trade Hub assistance. Four companies are women-owned or managed, consistent with our efforts to support women's access to finance, since they have traditionally been underserved in this market. The main deals are summarized here:
 - **Leveraging social equity investment.** In the suburbs of Bamako, in Mali, a women-owned seed company obtained a \$82,727 loan, leveraging its own \$180,149 equity, for a total investment of \$262,876. The Trade Hub's Financial Advisor worked with the company for nine months to restructure the company, advocate for better management practices, and support the adoption of sound accounting practices. The agricultural bank of Mali, *Banque Nationale de Développement Agricole* (BNDA), was impressed by the company's improvements and authorized the loan disbursement of \$82,727.
 - **Contract-based financing for a woman-managed maize cooperative:** In northern Côte d'Ivoire, a woman-managed maize cooperative received a contract to sell its maize to a large chicken company. To do so, however, it needed financing. The Trade Hub's Financial Advisor worked closely with Ecobank to support cooperative's loan request of \$150,887, based on the contract.
 - **Combining debt, equity, and leasing.** A woman-owned and managed company in the rice-producing valley of the Senegal River needed working capital and equipment to increase sales. With support from the Trade Hub's Financial Advisor, the firm received a working capital loan in 2015 for \$653,032. The total financial package was fairly sophisticated, with loans through two banks—the *Banque Nationale de Développement Economique* (BNDE) and the *Caisse Nationale de Credit Agricole du Senegal*—and equipment via LocAfrique, a leasing company. Combined with the owner's equity of \$166,495, the total investment package was \$819,527.

The company plans to purchase a new warehouse and a new rice mill line in 2016 to double its processing capacity. This transaction was a direct result of work with USAID's Feed the Future project in Senegal, Naatal Mbay.

- **Established a \$66.8 million investment pipeline with 28 approved Financial Advisor task orders.** As potential financing deals, which include both loans and owners' capital contributions, work their way through the pipeline, we expect many of them to be approved within the next 3 to 12 months. This will provide value chain companies with financing packages (loan portion plus owners' capital contributions) to grow and expand. See Figure 8 in section 12.2.2 below for a summary of how the investment pipeline process works.

Achievements

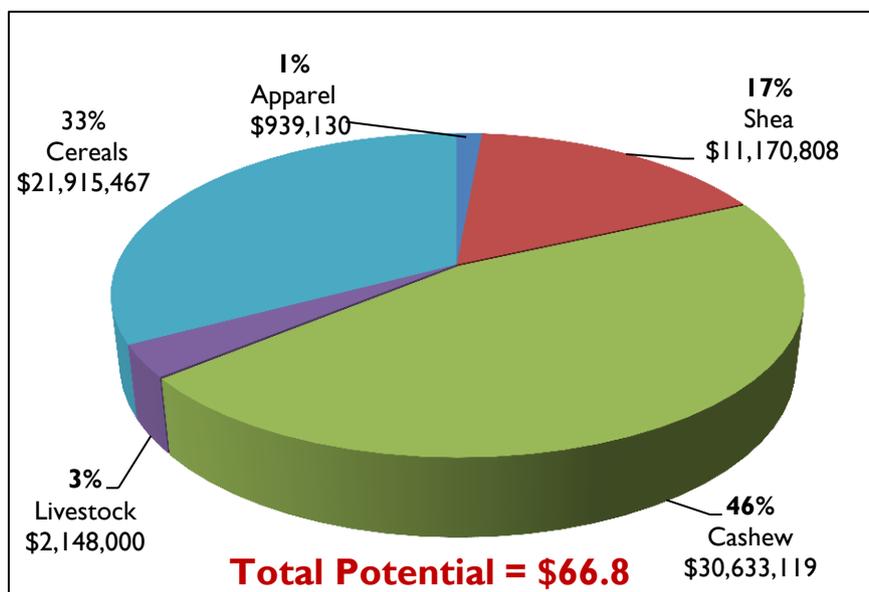
The Trade Hub's finance and investment component saw a number of key achievements this fiscal year that will deliver outstanding results in FY16 and beyond.

- **Expanded a mechanism for strengthening the agricultural sector's access to finance by establishing a network of 28 Financial Advisors.** These Financial Advisors serve as the key intermediaries between the Trade Hub and agribusinesses seeking loans or investment. Because they are paid based on a success fee, the Financial Advisors are motivated to seek out companies with the most promising financing prospects. And because they provide technical support and guidance to their clients, they are a valuable avenue for strengthening the financial acumen and business skills of agricultural firms in West Africa.
- **Strengthened understanding of the financing needs of the agricultural sector by establishing partnerships with 12 financial institutions.** Strong partnerships with financial institutions are critical for Trade Hub's success in facilitating access to finance. By developing formal relationships with regional and local banks and other financial institutions, we are, for some of them, building their knowledge of—and confidence in—companies in our target value chains. In addition, knowing that the Trade Hub backs up these companies, through the Financial Advisors and in some cases through direct business development services, increase their level of comfort in lending. This increases their interest in working with Financial Advisors and their agribusiness clients.
- **Extended the project's reach by developing partnerships with two other donor projects.** During FY15, the Trade Hub signed a letter of partnership with the Competitive African Rice Initiative (CARI), which works with rice mills in Nigeria, Ghana, and Burkina Faso to improve the livelihoods of 100,000 smallholders. Over the next three years, this partnership has the potential to bring deals with over 10 of the 30 rice mills supported by CARI, mostly women-owned companies. We also developed a partnership with the *Projet d'Appui aux Etuveuses de Riz du Burkina Faso* (PAERiz) in Burkina Faso, targeting women working in the parboiled rice sector. In addition to serving as another source for the Trade Hub's investment pipeline, these partner projects provide technical assistance on other aspects of the companies, making them more bankable and appealing for lenders and investors.
- **Created a strategy for addressing systemic constraints to women business owners' access to finance.** The project's Gender Access to Finance Strategy, which we launched in 2015 in Burkina Faso aims to bridge the gap between the needs of female-owned businesses and the requirements of financial institutions. The strategy provides a framework for the Trade Hub to identify women business owners in our target value chains and link them with Financial Advisors, who will then aid them in preparing and submitting applications for financing.

The Trade Hub's investment pipeline includes about \$42.7 million in 13 global value chain companies (cashew, shea, mango, apparel) and about \$24.1 million in 15 regional value chain companies (maize, rice, millet, sorghum, livestock). Of the 28 companies, 14 are seeking smaller loans or working capital loans that will be disbursed in the next six to nine months. The other 14 investments are in new start-up operations that will take longer. Figure 6 below provides the pipeline breakdown by value chain

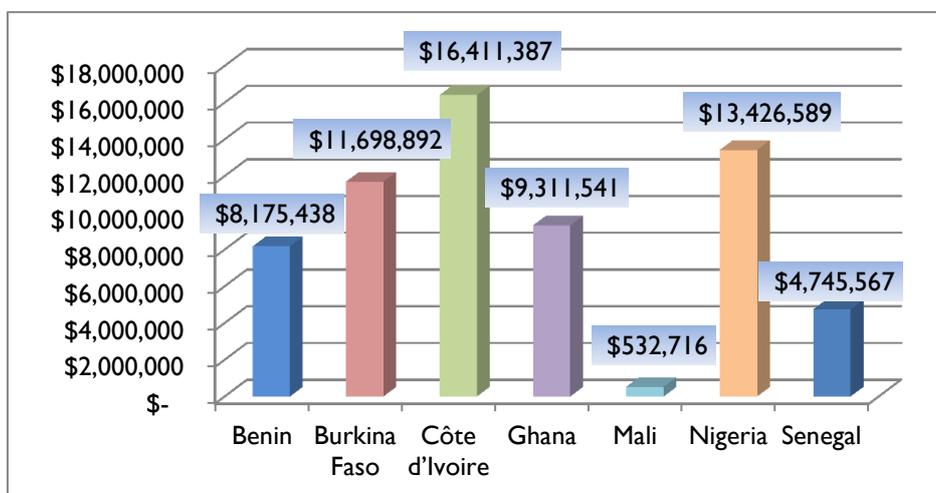
Figure 7 breaks down the pipeline by country. Côte d'Ivoire has highest loan amounts, with \$16.4 million in six deals. Ghana has the largest number of potential deals, with nine that total \$11.8 million. As expected, given the size of its economy, Nigeria has great potential, with six large transactions totaling \$13.4 million.

Figure 6: Pipeline of Potential Investments by Value Chain



Note: shows loans plus owner capital

Figure 7: Pipeline of Potential Investments by Country



Notes: Excludes the three disbursed investments in Côte d'Ivoire, Mali, and Senegal
Loans plus owner capital

12.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

To increase investment in West Africa, the Finance and Investment Component expanded its outreach to SMEs, diversified and increased the number of Financial Advisors, and formalized partnerships with financial institutions.

12.2.1 OUTREACH TO SMEs

The success of the Trade Hub's finance and investment component comes through a full pipeline of potential deals for small and medium enterprises (SMEs) and traders in global and regional value chains. In FY15, we "discovered" potential deals through two systematic mapping exercises, business to business (B2B) meetings, and development of a formal Gender Access to Finance Strategy that targets women-owned businesses.

Completed two SME investment and financial opportunities missions

A regional value chain mapping exercise in January and February 2015, looked at opportunities in maize, rice, millet, sorghum, and livestock production. It was a sequel to a similar study in September and October 2014 that focused on our value-added global value chains and assessed opportunities and constraints facing agribusiness financing in West Africa. This groundwork set the pace for generating the initial pipeline and supported our newly developed network of Financial Advisors. This important work is now bearing fruit, as demonstrated in the very healthy investment pipeline highlighted above.

During these two mapping exercises, Trade Hub staff met with stakeholders, including USAID bilateral missions, country-level associations, the project's strategic partners (ACA, GSA, Borderless Alliance, COFENABVI, and WAGN), and some financial institutions. Four country teams carried out the field visits: 1) Ghana, 2) Côte d'Ivoire and Niger, 3) Senegal and Mali and 4) Nigeria (Abuja and Lagos). During the two studies combined, we interviewed nearly 300 businesses, financial institutions, associations, and stakeholders.

Generated pipeline through business-to-business meetings

B2B meetings are a magnet for businesses, finance institutions, and the Trade Hub Financial Advisors. At the first Trade Hub B2B meeting in Kumasi in August, focusing on maize, mango, cashew and shea value chains, participants included more than 50 companies and agribusinesses, as well as the team of eight Ghanaian Financial Advisors. Participating companies seized the opportunity to hold individual meetings with Financial Advisors. The Financial Advisors introduced the services they could provide to facilitate access to bank financing or to equity investments through non-bank financial institutions. The meeting was very successful: seven Ghanaian Financial Advisors met company representatives and farmers, as well as two equity investment firms, one bank, and one microfinance institution. Following the meeting, some Financial Advisors visited promising individual companies to evaluate their potential and solidify their business relationships. We expect Financial Advisors to work with about a dozen companies and to be able to sign approximately six strong task orders in the next four months.

Developed and launched a Gender Access to Finance Strategy

Smaller-scale women-owned businesses have not been left out of the Trade Hub's access to finance model. To expand the Trade Hub's financial support to reach more women-owned firms, we created an Access to Finance Gender Strategy that emphasizes collaboration with agribusiness associations and financial institutions. Our approach combines technical assistance and direct facilitation to help women business owners get loans. The project is devoting significant resources to building the capacity of our intermediary partners (associations and financial institutions) and strengthening the financial acumen of the women-owned businesses.

The Access to Finance Gender Strategy was launched in Burkina Faso this year, after we conducted a needs assessment early in 2015. The launch included two training activities for female producers of cereals and livestock in Bobo Dioulasso and Ouagadougou. We carried out these July 2015 events in collaboration with producer support organizations (*Afrique Verte*, PAERiz, the *Union Nationale des Étuveuses de Riz du Burkina Faso*, and FEBEVIB) and financial institutions (Coris Bank, Orabank, Ecobank, Credit Union and the microfinance institution ACFIME-CREDO). We trained about 45 women business owners on the key financial management tools they will need to improve their financial skills and help them access finance. In the second phase of the strategy, we will support these small women-owned businesses by providing direct technical assistance. We expect that as a result of these activities, about 20 percent of these women will access formal finance by the end of this calendar year, even though they have never done so before.



A woman owner of a rice mill in the Senegal River Valley, Mrs. Kathy Lo, receives a visit from Senegal's President, Macky Sall.

After seeing potential in Senegal's rice processing industry, Mrs. Lo left her business in Dakar to start a rice mill in the Senegal River Valley. The Trade Hub connected her with the working capital she needed in 2015, and her story is now one of success, with significant sales. In 2016, the project will support her company to double its processing capacity.

Attacked the high cost of truck transport through training and investment

The transport costs for shipping goods across West Africa are among the highest in the world. With this in mind, the project's Finance and Investment Component collaborated with Borderless Alliance in FY15 to advise transport companies on financial management and to help them identify and address financial constraints to upgrading their fleets. This activity, which took place in Burkina Faso, Mali, and Côte d'Ivoire, followed a similar event in Ghana in 2014. Based on the large size of the informal trucking sector in Mali, the Trade Hub's TTEE staff organized an accounting training program that was delivered by one of our Malian Financial Advisors. These important activities support Borderless Alliance's 2015 strategy for helping the transport sector formalize, expand, and meet the agribusiness sector's transportation needs. Our finance and investment component staff will continue to support Borderless on this front.

Collaborated with other USAID and donor projects

During FY15, the Trade Hub signed a letter of partnership with CARI, which is managed by GIZ in Nigeria and TechnoServe in Ghana and Burkina Faso. This initiative is funded by the Bill and Melinda Gates Foundation, the German Federal Ministry for Economic Cooperation and Development, and Walmart. In West Africa, CARI works with rice mills in three countries to improve the livelihoods of 100,000 smallholders. Our partnership will match the project's network of Financial Advisors with CARI-supported rice mills, potentially bringing deals with more than 10 rice mills, most of which are women-owned, across Burkina Faso, Ghana, and Nigeria in the next three years. Working with CARI strengthens our efforts in this sector, because it is difficult to work with the informal and newly developing rice sector. This partnership will provide the Financial Advisors with access to rice mills that are already benefiting from targeted technical assistance in their supply chains. The other project partnership is with PAERiz in Burkina Faso, targeting women in the parboiled rice sector. PAERiz is taking part in our Gender Access to Finance Strategy.

The Trade Hub has made several strategic decisions on finance and investment activities as a direct result of collaboration with bilateral Feed the Future projects. The project and Naatal Mbay (USAID's Feed the Future project in Senegal) agreed that our Financial Advisors will only be involved in transactions higher than 50 million CFA, but that there is no minimum amount for transactions for women-owned enterprises. In Mali, our investment team and value chain leads met with the USAID

mission and with the USAID’s Feed the Future projects in Mali Cereals Value Chains (CVC) and Livestock for Growth program (L4G) to harmonize Trade Hub efforts with these projects’ work. In Ghana, we are working closely with the Financing Ghanaian Agriculture Project (FinGAP) project to coordinate our work in the Feed the Future value chains. In Nigeria, we are sharing and validating our finance pipeline prospects with the Nigeria Expanded Trade and Transport (NEXTT) project prior to including companies as prospects and delivering task orders to our Financial Advisors. We are also sharing company names and collaborating with Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (MARKETS 2) on SME-related support activities in Kano and other northern Nigerian states. All these actions are increasing synergies among USAID projects and increasing overall achievements.

12.2.2 FINANCIAL ADVISOR ACTIVITIES

The Finance and Investment Component established a strong network of 28 Financial Advisors this year in eight countries (see Table 10 and Annex E for a complete list). As the key intermediaries between the Trade Hub and businesses, these advisors are the mechanism through which we provide technical assistance and support to help firms across the region access investment and finance. Our most significant activities on this front in FY15 are summarized below:

In selecting Financial Advisors, the Trade Hub sought to engage a cross-section of experience levels, skills, geographic locations, and agro-industry expertise and contacts in West Africa. Our final roster of Financial Advisors includes both more senior advisors with deep experience in areas such as facilitating finance for value-added global value chains, and more junior Financial Advisors with experience in specific agricultural sectors or in assisting community agricultural associations and cooperatives.

Table 10: Distribution of Financial Advisors by Country

Country	Number of Financial Advisors
Burkina Faso	4
Côte d'Ivoire	3
Ghana	8
Mali	2
Nigeria	6
Senegal	3
Togo and Benin	2
TOTAL	28

Upgraded Financial Advisors’ skills and capabilities

Once an initial group of 23 Financial Advisors had been selected, we held an induction and training workshop. The event provided them with an overview of the Trade Hub and how to work with the project, details on agribusiness opportunities and constraints in the region, information about equity investments and about monitoring and evaluation. The training was very successful and has led to increased collaboration within the network of Financial Advisors, who are now sharing skills, insights, and expertise.

Expanded the Financial Advisor network

As of the end of FY15, we have been working with the Financial Advisors for nine months. We have identified clear strengths in the network, which we want to bolster, as well as weaknesses that must be addressed. The project’s finance and investment team has also recognized that some countries need more Financial Advisors due to their size (Nigeria) or because they have weak Financial Advisors (Benin). We are now expanding the project’s outreach to new countries to enhance the network’s capacity to assist SMEs. Efforts are underway to recruit Financial Advisors in new countries, such as Niger and Guinea, and to add more advisors in countries such as Côte d’Ivoire and Senegal.

Delivered specialized technical assistance

Over the course of FY15, the Trade Hub’s finance and investment team recognized that larger, more complex transactions—including start-ups—require additional, specialized technical assistance, mentoring, or other supports to reach successful structuring and closure. We contracted two senior international consultants to support our Financial Advisors. They assist with specific SME deals that the Trade Hub as pre-approved and identified as requiring additional support. In the last year, the consultants worked on two deals in Nigeria, two in Benin, and two in Côte d’Ivoire—all of them complex transactions or deals that were not yet bankable. Many of these potential transactions may take six months or more to bear fruit, but they are all considered strategic due to their size, location, potential for income and employment generation, or trade.

Figure 8: Trade Hub Process for Moving Deals Through the Investment Pipeline



12.2.3 LINKS WITH FINANCIAL INSTITUTIONS

Strong partnerships with financial institutions are critical for Trade Hub’s success in facilitating access to investment. One of the assets our Financial Advisors bring to the table is their ability to select among multiple financing sources to find those that best fit the needs of their SME clients. We have established formal letters of collaboration (LOCs) with 11 regional and local banks and other financial institutions to forge the linkages that will contribute to success.

Gained an understanding of financial partners’ perceptions

In January 2015, the project’s finance and investment team carried out fieldwork to identify strategic investment opportunities and provide access to finance coaching to value chain partners and Financial Advisors. As part of this study, we assessed the interest of the financial sector (including banks, microfinance institutions and investors) in the Trade Hub’s target value chains. Over the course of meeting with nearly 50 financial institutions, we heard that they must contend with an array of operational constraints to financing SMEs: inadequate risk management tools, collateral-based lending philosophies, a weak agricultural credit culture, and the poor competitiveness of West African agriculture. While all these factors make financial institutions and equity firms reluctant to lend in the agricultural sector, they do have a general interest in learning more about how the sector operates, where opportunities for expansion and profitability lie, and what kinds of local and international market demand exist.

Formalized relationships with seven commercial banks

The Trade Hub has developed LOCs with financial partners to articulate these partners' expectations, guide their interactions with the project, solidify the relationship between the financial institutions and the Trade Hub, and provide a foundation for their work with Financial. In March, a project consultant was tasked with facilitating LOCs with seven financial institutions. He met with Ecobank, Coris Bank, Orabank, *Banque Sahélo-Saharienne pour l'Investissement et le Commerce (BSIC)*, and Afriland First Bank in Côte d'Ivoire, and BNDE, Ecobank, BSIC, Bank of Africa, *Compagnie Bancaire de l'Afrique Occidentale*, and LocAfrique in Senegal.

Following this outreach, we are pleased to report our first seven signed LOCs:

- **Senegal:** Ecobank and BSIC
- **Togo:** BSIC, Diamond Bank, Ecobank, and *Société Inter Africaine de Banque*
- **Côte d'Ivoire:** Banque Atlantique

In general, there is positive feedback from the financial institutions about their formal ties with the Trade Hub, although many banks were looking for credit lines at reduced interest rates and guarantee funds. In some cases, banks were reluctant to sign LOCs, although they remained very open to working with the Financial Advisors on SME transactions. Some, such as the Coris Bank group, which covers four countries, have asked the Trade Hub to help follow up with firms after loan disbursements. Of course, this is outside the Trade Hub's capacity and manageable interest, so discussions are still underway. We have established good relationships with *Banque Internationale pour le Commerce et l'Industrie de la Côte d'Ivoire*, *Société Générale de Banques en Côte d'Ivoire*, and Orabank in Benin, where a DCA is active. We will continue to expand our roster of LOCs with financial institutions in other countries throughout West Africa. FY16 efforts will target Ghana and Nigeria in particular.

Formalized relationships with four non-bank financial institutions

To formalize relationships and lay the groundwork for information-sharing on potentially attractive investment opportunities, the Trade Hub is aiming to establish letters of partnership with eight to ten equity and impact funds (termed here non-bank financial institutions, or NBFIs) in West Africa and globally. We are seeking NBFIs whose mandate, products, and interests offer chances for robust cooperation with the Trade Hub. As of the end of FY15, we have signed seven letters of partnership:

- **AgDevCo:** Ghana and potentially Côte d'Ivoire
- **Databank Agrifund Manager Limited:** Ghana
- **Injaro Investments:** Ghana, Côte d'Ivoire, Mali, Niger, and Burkina Faso
- **Investisseurs & Partenaires:** Côte d'Ivoire, Ghana, Senegal and Burkina Faso.

We have also begun collaboration with international social impact funds targeting agricultural SMEs, such as Inlucvest and Triodos from the Netherlands and responsAbility from Switzerland.

12.3 MAJOR CONSTRAINTS AND SOLUTIONS

The Trade Hub faces a range of constraints to implementation of our finance and investment strategy—at the firm, intermediary (Financial Advisor), and financial institution levels.

Firm-level constraints

Addressing firm-level constraints takes time. In essence, firms that need Trade Hub support are often informal and lack the managerial acumen to be bankable. Coupled with this existing

constraint, they also lack the resources or motivation to pay for professional assistance to address these weaknesses.

Successful West African companies are often launched by individuals. As the business grows, the owners add employees, mostly relatives. They rarely hire accountants, who are often perceived as a risk factor rather than a management tool, since the owners themselves did not study this field. In some countries, a business that appears too profitable faces tax issues. With these risks in mind, many firms seek to remain informal and under the radar of the tax authorities.

Helping these successful but informal companies often entails a great deal of work to change their paradigm (informality) and prepare them for the next phase of growth, which requires actions such as hiring managers, formalizing the company, and implementing accounting software. In some cases, the Financial Advisors need to work with firms for six to nine months simply to bring them to a level where banks will feel comfortable working with them. In the coming year, the project's finance and investment team will work more intensely with our value chain component leaders to identify viable firms in need of assistance and to leverage project resources to support them.

Constraints to finding bankable deals

Identifying appropriate firms is difficult and challenging. The Trade Hub's business model requires our Financial Advisors to use their own resources to identify potential clients, negotiate terms, and provide them with a broad array of assistance to obtain loans.

Financial Advisors are often general business and finance experts who have limited expertise in the Trade Hub's target value chains. To help them identify value chain-specific firms, we have begun organizing a series of one-day B2B events. These events bring together firms, financial institutions, and Financial Advisors to discuss common areas of interest. These B2B platforms are used to introduce these target groups to new topics, such as equity financing or cashew processing. As described above, we are also formalizing formal bank partnerships that will expand Financial Advisors' capacity to tap into new commercial banking and equity financing sources. This strategy aims to generate new deals for the Financial Advisors and ultimately double—or even triple—the Trade Hub's current \$66.8 million investment pipeline. In addition to these activities, we will seek to identify new bankable deals by expanding our current network of Financial Advisors, including in Côte d'Ivoire, Guinea Bissau, Niger, and Nigeria. Finally, to boost the pipeline, we are meeting with large agribusinesses seeking to diversify into the cashew, shea, and mango value chains in Côte d'Ivoire.

Financial institutions' challenges

Financial institutions are risk-averse and have limited interest in the agribusiness sector and in start-ups. Financial institutions' lack of knowledge about the agribusiness sector, coupled with their general risk-averse position, makes lending to the agricultural sector a continuous challenge.

Financial institutions in West Africa have limited exposure to the agribusiness sector. Some have also had difficulty in the past getting agribusiness borrowers to repay. This creates a challenging starting point for the Trade Hub's finance and investment initiatives. We are addressing this issue through technical assistance from our Financial Advisors and by helping companies bring stronger management and well-structured business plans (with clear marketing strategies and solid collateral) to financial institutions. We are also hosting B2B events and training to boost financial institutions' knowledge of the agribusiness sector, and formalizing the Trade Hub's relationships with financial institutions.

Financial institutions are usually averse to financing start-ups or greenfield operations. They typically prefer lending to firms with some credit history and a track record of performance. Even when a

company has invested in a processing plant and is ready to start operations, banks are often reluctant to finance the working capital it needs to buy the raw materials and secure its ability to operate for 12 months—a precursor to ensuring a company’s viability. For example, NBFIs, especially the impact-oriented fund managers primarily focused on opportunities in West Africa, remain quite averse to the cashew and shea sectors. The few cashew processing companies that received initial equity investments are not delivering on the growth that was expected and that is needed for them to become sector champions. In fact, some deals are in defaults. Because NBFIs remain few in West Africa, some are now more cautious than ever before investing in cashew and shea.

The Trade Hub will work closely with USAID-supported DCAs throughout West Africa to increase their use and expand lending to agribusinesses. The following suggestions for new DCAs would also further strengthen agribusiness lending:

- Establishing portable guarantees (which would enable large borrowers supported by the Trade Hub to approach financial institutions for financing and negotiate more favorable terms)
- Including a “maximum cumulative disbursement” of \$40 million, with a 20 percent limit per transactions (\$8 million per transaction)
- Allowing financial institutions to finance start-ups and greenfield operations
- Covering both global and regional value chains, not limited to FTF value chains.

13. CAPACITY BUILDING

The capacity building component has been operating as an integrated part of all other project components. In FY16, it will continue to work closely with the other groups, but will also have its own separate work plan. This will allow the project to ensure that the most important needs are met, both for organizational capacity building and for training groups of individuals. We have prioritized organizational capacity building for COFENABVI, RESIMAO, and Borderless Alliance, to prepare them to receive direct USAID funding in the future.

FY15 was a successful year for the Trade Hub's capacity building component, meeting the challenges of working in a complex environment of multiple technical areas and partners with different abilities and needs:

- 6 value chains
- 5 technical areas
- 12 countries across ECOWAS and UEMOA; ranging from the tiny island of Cape Verde to the economic powerhouse Nigeria
- 82 partners
 - Regional and national value chain organizations
 - Governments and RECs; development cooperation agencies
 - Private sector firms, from large businesses to SMEs
 - Non-profits, cooperatives, associations

Some of our value chain partner organizations are nascent and need extensive support in almost every realm, while others are quite sophisticated and only need targeted assistance in precise areas.

In FY15 alone, we trained 2,435 individuals: some with very successful businesses, and others emerging; some new to their sector, some with decades of experience.

The sheer number of variables and the complexity of needs makes it both challenging and vitally important for the Trade Hub to "get it right." There are no cookie-cutter solutions. Every training, every assistance program, every capacity building grant must be tailored to the specific needs of the individuals, companies, and organizations involved.

13.1 KEY ACHIEVEMENTS / RESULTS

- **Getting Borderless Alliance ready to graduate to direct USAID assistance.** The project provided guidance to Borderless Alliance in exploring opportunities to diversify its funding base and improve its financial self-sufficiency. As a result of our support, the alliance's staff generated a menu of fee-based and non-fee-based services for both Borderless members and the general public. A new pricing tool was presented to and approved by the Borderless Alliance executive committee and the presidents of its national committees at a July 2015 retreat organized by the Trade Hub.
- **Supported livestock partners and helped COFENABVI extend its membership base.** Direct technical assistance from the Trade Hub to three Ghanaian livestock professional associations (breeders, butchers, and traders) led to the creation of a national federation that is eligible for COFENABVI membership. This will help expand the confederation's footprint in the ECOWAS region, especially into English-speaking countries. We also worked closely with COFENABVI's technical secretariat to design and develop a successful proposal for a Trade Hub grant. The grant program integrates management capacity building and activities to strengthen technical knowledge at the confederation and federation levels.
- **Designed a capacity building program for RESIMAO.** The Trade Hub's Capacity Building Specialist and MIS specialist assisted RESIMAO in developing a grant proposal that includes both support to establish a fully staffed and functioning secretariat in Niger and a

technical training program for staff of national MIS members of RESIMAO, which is the MIS component of ECOWAS' agricultural information system (ECOAGRIS).

- **Guided African Cashew Alliance and Global Shea Alliance in drafting programs for Trade Hub capacity building support.** Both of these apex organizations received technical support from the project to develop applications for Trade Hub capacity building grants. We met frequently with these partners' executive bodies to define the scope and duration of their programs and design capacity building activities explicitly targeting value chain stakeholders.

13.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

The Trade Hub's capacity building interventions are dispersed across the project's components. Table 11 shows project results for all capacity building and training indicators. In FY15, these interventions covered a range of organizational development areas identified in the partner assessments we conducted at project start-up in FY14 using USAID's Organizational Capacity Assessment Tool (OCAT). Informed by OCAT findings, we supported partners in three primary ways:

- **Institutional strengthening**—attracting new members capable of paying dues and meeting financial obligations. This significant contribution promotes sustainability and improves partners' performance.
- **Management capacity building**—mentoring and coaching apex secretariat leadership and management to develop functional administrative systems that can improve and expand the organization's services to members.
- **Technical capacity development**—targeted training programs for private sector members of partner associations, enabling them to improve skills, build new competencies, innovate, and upgrade value chains.

The Trade Hub's capacity building team prioritized institutional and management capacity strengthening activities with apex-level value chain partner associations. Additionally, in cross-cutting efforts our capacity building staff worked closely with value chains staff on activities aimed at increasing the technical expertise of member firms and enterprises in the target value chains. Those achievements are described in the value chain chapters of this report.

The fourth quarter of FY15 saw a sharp increase in training and capacity building, coinciding with the agricultural calendar. Table 13 in Annex B provides information about all Trade Hub capacity building activities in FY15.

Figure 9: Capacity Building Trainings and Participants by Quarter, FY15

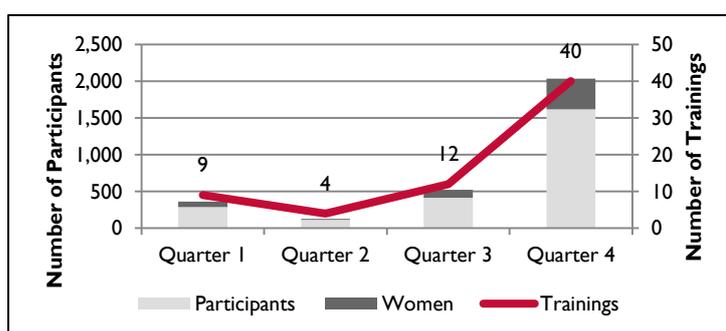


Table 11: Trade Hub Capacity Building and Training Results

#	Indicator	FY 2015 Targets (women)	FY 2015 Actual (women)
Indicators common to all Trade Hubs			
IRI: Increased capacity of targeted agricultural sector entities to trade			
6	Number of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance	120 (60)	128 (17)
8	Number of assisted ag-sector firms and farmers meeting international grades and standards to export	120 (60)	702 (114)
9	Number of non-ag firms who have applied new technologies or management practices as a result of USG assistance	3 (1)	2 (0)
11	Number of assisted non-ag firms meeting international grades and standards to export	3 (1)	2 (1)
Indicators specific to the West Africa Trade and Investment Hub			
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	120 (48)	275 (73)
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	40 (16)	708 (121)
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	400 (160)	2,435 (607)
23	Number of MSMEs receiving business development services from USG assistance	70 (14)	70 (32)
26	Number of individuals who have received USG trainings on trade and transportation enabling environment	40 (16)	39 (5)

13.2.1 TRANSPORT AND TRADE ENABLING ENVIRONMENT

Assisted Borderless Alliance in addressing its need to improve financial sustainability

In the second quarter of FY15, the Trade Hub worked with Borderless Alliance staff to evaluate the alliance's current revenue portfolio and identify sources of diversification. The project's advisor facilitated a three-day exercise to assess a number of related factors: 1) the alliance's various revenue streams, 2) the challenges it faces in generating or collecting revenue; 3) the types of services currently provided to Borderless members; 4) the alliance's potential for offering both fee-based and free services; and 5) the roles and responsibilities of various structures (secretariat, executive committee, national committees) in generating revenue for the alliance. The outcome of this exercise was a draft services and pricing tool that identified a menu of fee-based services, which Borderless members can access at a discount. It also delineated focus activities that can be implemented at little or no cost to Borderless, which but can bring in significant or constant revenue streams.

The Trade Hub, in collaboration with the Borderless Alliance secretariat, organized a two-day retreat for the executive committee and the presidents of nine national committees. Retreat participants reviewed, revised, validated, and adopted the draft services and pricing tool. The key outcomes and recommendations at the retreat are summarized in the text box below.

We will continue to support Borderless Alliance in FY16 to assist as needed with implementation of its financial sustainability strategy and action plan. The alliance's draft financial strategy and action plan are available through the Trade Hub.

Key outcomes and recommendations from Borderless Alliance retreat

- Draft action plan for sustainability strategy, including communications component. Strategy finalized by secretariat, including prioritization of activities. Implementation started.
- National committees' commitment demonstrated by their requests to register their organizations locally, allowing them to undertake more activities and access government officials (currently difficult as they are not legal entities in home countries). Secretariat to ensure that Borderless appropriately registered in Ghana as an international organization (current status is national NGO).
- More discussions needed on organization of Borderless, including roles and responsibilities of executive committee, Executive Secretariat, and national committees. Funding issues between entities needs to be sorted out. Revitalization of Borderless, with more activities and results, will galvanize national committees and increase desire for transport actors to join alliance. Sustainability plans for national committees suggested. To be explored further in FY16.
- Specific details of fee-for-service menu and pricing to be finalized and published.
- Strategic plan should be revisited as Borderless moves into new phase, to ensure consistency with 5-10 year vision for alliance and to define actions to reach vision. Member survey needed to determine most important services and benefits, to ensure Borderless remains relevant to members.
- Given range of transport activities covered by members, working groups or committees on issues of common interest might be helpful to advance Borderless' relevance.
- Continuous innovation important to enhance alliance's cash flow, including fee-for-service activities that can be marketed to private sector.

13.2.2 REGIONAL VALUE CHAINS—LIVESTOCK

Worked with COFENABVI to design an institutional capacity building grant

In the second quarter of FY15, a Trade Hub team started working with COFENABVI leadership to prepare a grant application. In February, our staff met with the organization's representatives from Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, and Togo. We provided guidance on USAID compliance and on developing a compelling grant proposal, and discussed COFENABVI's mandate and activities. The national federation representatives also presented their highest-priority interests. Subsequently, when drafting the actual grant proposal, the Permanent Secretary of COFENABVI's technical secretariat compiled all the activities proposed by the national federations, prioritized them, and equitably distributed activities across the six organizations. The Trade Hub Capacity Building Specialist delivered a considerable amount of technical assistance to assist COFENABVI in designing and developing grant activities.

USAID approved the grant in August 2015. A kick-off meeting at the Trade Hub office was attended by COFENABVI's President, Permanent Secretary, and External Relationships Manager. Full implementation of grant activities will start in October 2015.

Supported efforts to extend COFENABVI membership base into Ghana

The Trade Hub directly funded COFENABVI's expansion drive in Ghana. In March 2015, the project's capacity building team facilitated an initial meeting between COFENABVI and the Ghana Livestock Breeders Association (LIBTA). LIBTA expressed its interest in joining the regional organization, following up on conversations begun during the lifetime of USAID's Agribusiness and Trade Promotion (ATP) project. Subsequently, with technical assistance from the Trade Hub's Gender Specialist, LIBTA began efforts to sensitize the various professional livestock associations in

Ghana about the advantages of all parties coming together under one national federation, which would then be eligible to join COFENABVI.

As a result of this sensitization drive, a general constitutive assembly of Ghanaian livestock associations was convened in Kumasi in June 2015 to launch a national inter-professional association, named the Ghana Federation of Livestock Inter-professional Associations (GHANFLIP) by the assembly. The Trade Hub provided both technical and financial support for the event and sponsored attendance by two members of COFENABVI. Facilitated by Trade Hub staff, the general assembly—composed of 32 men and two women, plus a representative of the Ministry of Food and Agriculture (MOFA)—reviewed and approved GHANFLIP’s bylaws and constitution. The federation’s membership includes the Ghanaian associations of farmers, traders, and butchers/meat processors. It will complete registration and officially join COFENABVI in early October 2015.

13.2.3 GLOBAL VALUE CHAINS—CASHEW AND SHEA

Developed a grant program to improve management of cashew processing factories in West Africa

The project provided significant assistance to help the African Cashew Alliance (ACA) apply for a Trade Hub capacity building grant, which was approved by USAID in June 2015. A portion of the grant will support improvements in ACA’s MIS platform (as detailed in Chapter 10), but it focuses primarily on training and technical capacity strengthening for factory managers throughout West Africa. It also includes some internal capacity building for ACA staff.

The program of grant-funded activities supports ACA’s strategic objective of increasing the volume of raw cashew nuts processed within Africa. The factory management training, which targets enterprises’ owners and highest-level managers, aims to transfer best practices throughout the value chain. The Trade Hub program complements other sources of training support for ACA, which address the capacity needs of factory workers. ACA completed a training needs assessment of participating factories at the end of FY15. The first activities will take place in early FY16. Our capacity building team will support as well as monitor grant activities.

Established a targeted capacity building program for women’s associations selected to manage shea warehouses

In 2015 the GSA’s member companies began constructing new warehouses under the alliance’s sustainable warehouse initiative. The GSA prepared a manual that provides guidance on the establishment of profitable warehouses, including identification of key management tasks and the training needed for warehouse managers. The alliance seeks to formalize the shea nut collection process and increase the volume and quality of nuts gathered by having the warehouses managed by the women shea collectors, who are the lowest-level stakeholders in the value chain.

At the beginning of FY15 the Trade Hub’s capacity building team attended a workshop to validate the warehouse manual, a key technical document for the initiative. During a series of meetings with the GSA, the Trade Hub agreed to help the alliance apply for a grant to build the capacity of the women’s associations slated to manage the new warehouses. The first 20 warehouses built under the initiative will benefit from a series of grant-funded technical training modules (as specified by the warehouse manual). The actual training will be provided by local development organizations that will be identified by each member company and approved by the GSA. The GSA informed the Trade Hub of the locations of the first group of warehouses at the end of FY15. The capacity building support for the women’s associations at the 20 warehouses will be completed prior to the 2016 collection season.

13.2.4 MARKET INFORMATION SYSTEMS

Prepared grant and activities to build capacity of RESIMAO

During FY15, the Trade Hub helped design and draft a grant agreement for RESIMAO, the MIS component of ECOWAS' agricultural information system (ECOAGRIS). The grant is designed to strengthen RESIMAO's institutional capacity, improve its services for national MIS and agricultural commodities market stakeholders. Chapter 10 (Market Information Systems) and section 16.2 (Grants Under Contract) contain more information about this activity.

13.3 MAJOR CONSTRAINTS AND SOLUTIONS

The main objective of the Trade Hub's capacity building component is to strengthen the capacities of regional partners to enhance performance and deepen participation in emerging opportunities to increase trade in regional and global value chains. The partners are at different stages of organizational development and have **varying priorities and needs**. Aligning these needs with the project's own objectives and identifying manageable areas for support presents many challenges.

We aimed to mitigate this challenge by using the organizational capacity assessment tool (OCAT) to identify gaps and tailor assistance to each partner's developmental stage and priority needs. We completed OCATs with partners' apex secretariats (which serve private sector members' representatives) and designed our capacity building activities with the secretariats' needs in mind. However, some of our indicators (e.g., sales, volume of trade, job creation) are based on results from work normally performed by private sector firms, and as we began work we realized that these **firms' capacity needs were not captured by the OCATs**. Fortunately, we recognized this issue during our mid-year review and shifted our strategy slightly to ensure that Trade Hub capacity building support also focuses on the needs of individual firms. And because the OCAT is less suited to measuring the capacity of for-profit firms, as we move into FY16 we will identify another assessment tool to evaluate enterprises slated to receive Trade Hub support.

14. COMMUNICATIONS

FY15 was a year of building for the Trade Hub's communications component. We established several online venues to share information and connect with varied audiences, and hired a new communications team. We also developed support materials for technical activities, such as information materials and maps.

14.1 KEY ACHIEVEMENTS / RESULTS

- **Engaged with stakeholders, partners, and the public through a more active online presence.** The project established social media accounts on Facebook (www.facebook.com/watradehub), Twitter (twitter.com/watradeinvest), and Flickr (www.flickr.com/watradehub), as well as developed a new web site and set up a blog.
- **Enhanced public access to Trade Hub information and resources.** We created and launched a new project website (www.watradehub.com) as part of our strategy for increasing our stakeholders' access to up-to-date information, research, and contacts, and for promoting regional and global trade opportunities and market connections in West Africa.
- **Improved the project team's ability to effectively communicate with target audiences.** A new project communications strategy and plan is in place to help the Trade Hub's technical staff share information about USAID's support for improved trade competitiveness, economic growth, and employment in West Africa.
- **Increased our media presence in collaboration with partners.** The project's communications team generated a media contact list and updated it throughout the year. We coordinated these efforts with project partners, including ECOWAS, GSA, ACA and Borderless Alliance. This synergy helped our partners share information and connect with media outlets to maximize their exposure across the region and internationally. We also reached out to newspapers, television and radio stations, and online platforms to publicize and communicate about Trade Hub activities of interest to the public.

14.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Established a vibrant online presence

We established an active online presence for the Trade Hub this year. The start was slow, due in large part to communications staff turnover and a shortage of personnel for much of the year (see section 14.3 for more information). We have begun the new fiscal year, however, with a dynamic online voice. We launched a bilingual website (www.watradehub.com) consistent with the style and format used by the East Africa Trade and Investment Hub and the Southern Africa Trade Hub; started a project blog; and created social media accounts on Facebook (www.facebook.com/watradehub), Twitter (www.twitter.com/watradeinvest), and Flickr (www.flickr.com/watradehub). We are increasing our communications through all of these avenues, to connect the Trade Hub with stakeholders throughout West Africa, USAID, and members of the public in the U.S. and elsewhere.

Prepared and distributed project information materials

The Trade Hub produced a series of communications resources to share information and spotlight trends and progress. These materials, including those described below, are distributed at events, through email, and on the project website.

Case studies and snapshots. The project prepared the following five case studies and one snapshot in FY15, showcasing major achievements during the year.

- With Trade Hub support, apparel factory expands, adds jobs: Training enables company to boost productivity and meet U.S. demand
- Ghana joins network of resource centers for regional and global trade
- Road governance improves along major regional trade route: Checkpoints along Ghana's central corridor drop by 36% during a year of advocacy
- Mango packhouse back in business: Restoring collection center part of USAID assistance to improve region's mango quality and exports
- Negotiating cereals trades with written contracts: Cereals exchange organized by USAID generates 54 contracts for \$20 million in staple food commodities
- New livestock markets for holiday sales: Federations from Mali, Senegal, and Côte d'Ivoire cooperate to plan and organize new sales points

These materials are contained in Chapter 17 of this report.

Newsletters. *TradeLinks*, the project's newsletter, includes articles of interest, an events calendar, and photos of Trade Hub activities. We produced two issues of the newsletter in FY15, in both English and French. In addition to having been distributed through email when they were issued, the newsletters are also available on the project website.

Weekly reports. The project's communications team produced 40 weekly reports for USAID from October 1, 2014 through September 30, 2015. The reports detailed significant outputs from meetings, events, field trips, and other events, and shared information about Trade Hub participation in conferences and forums. They also gave advance notice about the project's upcoming events. We revised the format in June to make the reports more descriptive and ensure they highlight results.

Component-specific information materials. A series of one-page briefs (in both French and English) share details about key components: value chains, the trade and transport enabling environment, investment and finance, capacity building and gender, and support for AGOA. We also prepared a one-page fact sheet about the project as a whole. These short documents introduce and provide an overview of each component, accompanied by graphics that highlight important messages in an easy-to-digest fashion. They have proven to be an effective way to concisely explain various project elements to potential partners and new audiences.

Provided communications support for Trade Hub events

The project's communications team supported a number of project events during the year, including the launches of the Ghana ATRC, ProFAB, and GHANFLIP; a workshop on best contracting practices in cereals trade; the cereals exchange in Ouagadougou; and the apparel stakeholders' capacity building workshop. For these events, the communications team designed event banners, fact sheets, plaques, and FAQ sheets, as well as facilitated media coverage.



Photo: Trade Hub staff

Banner at the cereals exchange in Ouagadougou in July 2015. Our practice is to always identify USAID and the Trade Hub at project-sponsored events.

Established and maintained a media monitoring and outreach system

Communications staff have 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 project technical staff and partners (including ECOWAS, GSA, ACA, and Borderless Alliance) to develop a thorough media contact list for the West Africa region. Our list now includes 112 contacts at 91 organizations in 13 West African countries and three other nations (the U.S., UK, and France).

We reach out to the media, including newspapers and television and radio stations, prior to all events that we think may be of interest to the public. Events such as the launch of Ghana's national livestock inter-professional organization in June, the opening of the Ghana ATRC center in March, the cereals exchange in Burkina Faso last July, the apparel stakeholders capacity building workshop in Ghana in August, and a two-day AGOA sensitization workshop in The Gambia in October 2014 were all covered by newspapers, blogs, radio, and television stations from Ghana, Burkina Faso, and The Gambia. Our media outreach efforts intensified in the last quarter of FY15, as the project for the first time had two full-time communications staff. Figure 10 below shows some examples of media coverage of Trade Hub events this year.

Figure 10: Media Coverage of Trade Hub Activities



14.3 MAJOR CONSTRAINTS AND SOLUTIONS

The biggest challenge for the Trade Hub's communications activities has been **staffing shortages**. We started the fiscal year with only one communications staffer. In November 2014, a Communications Assistant was hired—Yvette Kowornu. She brought skills in journalism, marketing, and promotions. Then, at the end of January 2015, the Senior Communications Specialist resigned, leaving the new Communications Assistant to handle all tasks by herself, after being with the project for barely three months. The process of identifying, getting USAID approval, and bringing a new Senior Communications Specialist on board was time-consuming. This situation left our communications component seriously handicapped for six months, until a new leader finally started work in July 2015. The new Senior Communications Specialist, Maria Gwira, is a Ghanaian-American with a strong background in journalism, public affairs, and international development. With two full-time communications staff, we are ramping up activities in this area.

15. MONITORING AND EVALUATION

The project implemented many activities over the course of the year, and as the pace and volume of monitoring and evaluation (M&E) activities picked up, the M&E staff continued to work with all project components to collect data and keep the team apprised of progress toward targets.

15.1 KEY ACHIEVEMENTS/RESULTS

- **Improved the CILSS data collection system, which also enhanced Trade Hub data collection.** The project provided technical assistance and M&E support to CILSS and delivered training for staff of the *Union des Coopératives du Vivrier des Savanes* (UCOVISA). A consultant hired by the project helped CILSS improve the quality of its data collection system. In addition, the Trade Hub and CILSS joined forces to assist UCOVISA in ensuring that its data collection system complements CILSS's system.
- **Established baselines for two key Trade Hub indicators and gained insight into transport activities on target corridors.** Project studies of activity along four of our priority corridors resulted in baselines for the time and cost to trade across borders and along corridors.
- **Facilitated project-wide access to stakeholder and partner information by creating a contact database.** The Trade Hub's M&E staff developed an Access database that stores contact information and other details for associations, donors, partner institutions, businesses, projects, and consultants that we work with or come in contact with. The database currently has information on more than 1,000 contacts, including email addresses for more than 450 organizations and 756 organization representatives. All project staff now have seamless access to contact information to facilitate outreach to a wide variety of stakeholders.
- **Identified trade markets for cereals and parboiled rice.** A joint mission made up of representatives from Trade Hub and CILSS visited Tamale to assess opportunities for exporting maize from Bolgatanga and Tamale. The M&E specialist participated in this mission and in preparing the report, which justifies CILSS sending data collectors to monitor trade flows along the Tema–Ouagadougou corridor that passes through Tamale.
- **Finalized indicators, PMP, and data collection tools.** In a collaborative effort between the project and Management Support and Technical Analytical Services (MSTAS), we finalized our list of 26 indicators, our PMP, and our data collection tools. The PMP is the backbone of Trade Hub reporting to USAID and supports knowledge-sharing as well as a basis for periodic adjustments to implementation. Trade Hub staff can now clearly see the linkages between project outputs, outcomes, and results, which helps focus activities to achieve results.

15.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Improved the CILSS data collection system

A Trade Hub team travelled to Ouagadougou to finalize plans for areas of collaboration between the project and CILSS, and to develop a work plan for joint collection of data on cross-border trade flows and road harassment. Following this field mission, we engaged an M&E consultant to support

CILSS in strengthening the quality of its data collection system and data sharing with the Trade Hub when needed.

Completed baseline studies for two key indicators

We completed two major studies along priority corridors, resulting in baseline figures for two of the project's major indicators: #12 (time) and #13 (cost) required to trade goods across borders and along corridors as a result of Trade Hub assistance. The studies gathered data along the following corridors: Tema–Ouagadougou, Bamako–Dakar, Ouagadougou–Abidjan, and Bamako–Abidjan. The two consultants who carried out this work defined the baselines in conformity with the harmonized Trade Hub PMP data disaggregation requirements. For the first study, our team interviewed more than 60 organizations with 100 people; for the second, they reached 100 organizations with 200 people. A report on each study provided baseline figures; described the main issues, challenges, and opportunities; and made recommendations to facilitate trade along the priority corridors. These baseline studies provided the Trade Hub with insight into transport activities along the priority corridors.

Strengthened UCOVISA members' capacity, as a complement to CILSS data collection

A team of Trade Hub and CILSS staff visited five UCOVISA data collection sites to build the capacity of the union's data collectors and focal points. The objectives were to understand the ground conditions faced by the data collection focal points along the Abidjan–Bamako corridor and deliver training to strengthen the collection of data on flows and road harassment on this corridor. The visit and training helped make the UCOVISA data collection system complementary to the CILSS system for monitoring cross-border flows. Ultimately, this activity aimed to ensure that the data collected meets the Trade Hub's data quality needs.

Finalized the project's PMP and data collection tools

During FY15, the Trade Hub developed and finalized our PMP, to track project performance and progress toward meeting our targets. The PMP contains plans for data analysis, reporting, and use. The methodology for data collection, analysis, and feedback clearly outlined in the PMP serves as a critical management information system for both the project team and stakeholders. Because our complex project has more than 100 partners, the PMP outlines the process for disaggregated analysis and reporting, to provide a clear picture of the beneficiaries and of the benefits they are receiving. This supports sound, evidence-based management decisions about project activities and results.

Identified opportunities for cereals and parboiled rice

A joint mission of representatives from the Trade Hub and CILSS visited the Bagre Growth Pole project. Members of this team met associations and unions (including the Tamale Traders Association, the Single Mothers Association of Bolga, the *Union des Etuveuses de Riz de Bagre*, and the *Union des Groupements de Producteurs de Bagre*) to gain insights into challenges and opportunities for exporting parboiled rice and exporting cereals from Bolgatanga and Tamale. The mission observed that Tamale is a strategic location for cereals trade between Ghana and Burkina Faso, and recommended that CILSS place data collectors where they can capture the trade flows between Ghana and Burkina Faso through Tamale.

Created a project contact database

In order to promote and facilitate data collection and reporting, the Trade Hub's M&E team built a project contact database in Microsoft Access to capture all contacts gathered by our various components and make them accessible to all project staff. The database has greatly smoothed the process of reaching out to key representatives of project-supported organizations for clarification

and supporting documents. It has also enhanced our data reporting by making information about stakeholders easily accessible.

Created a project indicators database

The M&E team designed an indicator database in Excel to collate and calculate all data collected using the various data collection tools for all 26 Trade Hub indicators. The database disaggregates indicator results by the four quarters of the fiscal year, the percentage of women's contributions to the result, and the corresponding value chain. It also calculates the remainder of the target to be achieved over the life of the project (LOP) by subtracting the current results from the LOP target. Baselines for the various project indicators (as available in FY14) are recorded to help project staff track the LOP progress and impact of our activities. The Excel database was used to develop an Access database for next fiscal year, with forms interfaces similar to those of the Trade Hub's data collection tools.

Designed M&E instruments for planning and tools for program activities

The M&E component continued in FY15 to support technical staff by developing tools for activities. Data collection instruments were created to gather specific data that cannot be captured with the normal data collection tools. We developed an event calendar and methodology for tracking activities through their data collection processes. These instruments enhanced M&E planning by making information readily available about activities across all components and value chains. The event calendar and methodology proved particularly useful in the last quarter of the fiscal year, when they were used as guidelines for data collection.

15.3 MAJOR CONSTRAINTS AND SOLUTIONS

The main constraint to M&E this year was **frequent changes in project indicators** and the consequent difficulties in preparing a final list of indicators. We submitted our draft PMP within 30 days of contract award, but were not able to submit a final PMP for an additional 12 months, due in large part to ongoing discussions with the USAID/Washington Trade Hub Council about harmonizing indicators for all Trade Hub projects. We submitted a final PMP to USAID in April 2015 and are awaiting USAID comments or approval. At the end of FY15, some lingering questions remain about the final indicators and indicator definitions. This **long period of uncertainty** about our indicators has required significant management time and made it more difficult for project staff to have a clear results orientation.

16. ADMINISTRATION AND MANAGEMENT

16.1 PERSONNEL MANAGEMENT

During FY15, the Trade Hub hired the following staff:

- A **Communication Specialist** was hired during the first quarter of the fiscal year. After the departure of her predecessor, a new **Senior Communication Specialist** joined the team at the beginning of the fourth quarter.
- A **Financial Services Specialist** and a **Public-Private Partnerships/Business Development Services Specialist** were hired during the first quarter of FY15 to support the Finance and Investment Component.
- An **M&E and Database Analyst** and an **Administrative Assistant** were also hired during the second quarter of the fiscal year.
- The **TTEE Lead and Liaison to Regional Organizations** resigned during the third quarter of FY15, but is continuing to work for the project as a consultant providing periodic strategic input and expert advice and analysis as required to support our TTEE activities. His replacement, a **Trade Governance Expert**, joined the team during the fourth quarter of the fiscal year.
- The project has hired an **M&E Consultant** for six months to support CILSS' M&E activities related to trade data collection and analysis.

16.2 GRANTS UNDER CONTRACT

During FY15, the project finalized the grant process and established systems for management of the grants program. As part of our grants management process, we organized grant kick-off meetings and conducted monitoring visits during the year to ensure that grantees' implementation of activities was consistent with the grant agreements. The grant activities that started in FY15 will be concluded by the end of FY16.

The Trade Hub received and processed grant requests from Borderless Alliance; the African Cashew Alliance; the Global Shea Alliance; COFENABVI; RESIMAO; and the AGOA Trade Resource Centers in Ghana, Burkina Faso and Cameroon. Each is summarized briefly below.

Borderless Alliance

Borderless Alliance, the Trade Hub's primary partner for the TTEE component, received a 12-month cost-reimbursable grant to undertake trade and transport enabling environment activities. They include efforts to address transport professionalization and market liberalization, improved road governance, national and regional policy implementation, and institutional capacity building. The Borderless Alliance work is progressing steadily and is on track.

African Cashew Alliance

The ACA grant will strengthen its market information system, enabling it to collect and disseminate more accurate data and present efficient, understandable market analysis to members. The grant also includes training for ACA members to help them effectively use the information for decision-making. In addition, support delivered through the Trade Hub grant will build cashew processing capacity in

West Africa by training factory managers on the fundamental requirements of cashew processing. Grant funds will also be used to strengthen the capacity of ACA secretariat staff.

Global Shea Alliance

The GSA received a fixed-amount award agreement from the Trade Hub to support warehouse management and business skills training for the women shea collectors who are at the base of the shea value chain. Specifically, the grant will support GSA to build the capacity of 20 women's groups (30 members per group) who will operate warehouses being constructed under the alliance's sustainable warehouse initiative. The training and other activities are designed to enable them to sell up to 1,600 metric tons of shea kernels annually to wholesale buyers. By the end of the initiative, 6,000 women shea collectors are expected to have significantly increased incomes.

COFENABVI

Trade Hub has signed a fixed award grant with COFENABVI, our main partner in the livestock value chain. The grant will support the development of the livestock value chain, with special emphasis on promoting cross-border livestock trade in West Africa. The grant will also cover the cost of assistance to empower COFENABVI to manage and operate sustainable, efficient national federations across West Africa, and to meet the needs and aspirations of its members.

RESIMAO

During FY15, the Trade Hub helped design and draft a grant agreement for RESIMAO, the MIS component of ECOWAS' agricultural information system (ECOAGRIS). The purpose of the grant is to strengthen RESIMAO's institutional capacity, primarily by establishing a fully functioning executive secretariat in Niger, welcoming new member countries to the network, and mobilizing internal and external resources to ensure the organization remains sustainable so that it can continue to meet the needs of its national members. The grant also aims to improve the services RESIMAO provides to national market information systems and actors in agricultural commodities markets. At the end of FY15, a request was processed and submitted to USAID for approval of the grant to RESIMAO, which had previously been identified as a Trade Hub partner.

AGOA Trade Resource Centers

The Trade Hub supported Ghana Chamber of Commerce and Industry (GCCI) through an in-kind grant to set up an AGOA center to support activities to promote trade. The ATRC was launched in Accra in March 2015. The objective is to contribute to build the capacity of Ghanaian exporters and to take advantage of opportunities in the American market.

During the fiscal year, the Trade Hub signed letters of collaboration (LOCs) with three organizations hosting the ATRCs in Ghana, Burkina Faso, and Cameroon. The purpose of the LOCs is to establish a framework for project support. The support will help the ATRCs provide market intelligence and technical assistance to businesses and exporters, and establish market linkages to take advantage of opportunities to export to the U.S. under AGOA.

16.3 MAJOR CONSTRAINTS AND SOLUTIONS

16.3.1 ADMINISTRATION AND PERSONNEL

It has been a challenge to find qualified candidates willing to work within **the U.S. Government's FSN scale**, especially for the Finance and Investment Component. It is clear that in the financial and investment arena, salaries for qualified employees are extremely competitive and the project is competing with an industry where salaries are higher than the FSN scale permits. An additional

challenge is that the **project is understaffed**; we will propose establishing and filling new positions during FY16.

During the second quarter of the fiscal year, as we finalized staff hiring, it became apparent that there was **not enough office space**. At that point, we decided to expand our office space by renting additional space in the same building. The additional rent costs were included in the budget realignment submitted to USAID in May 2015, which was approved in August 2015.

In May 2015, we submitted a request for a **contract modification** to realign the major line items of the Trade Hub budget, revise the contract equipment budget, and shift the funding allocation so that one-third was drawn from Feed the Future and two-thirds from ACTE. Following the formal technical directives from USAID to support the Trade Africa Côte d'Ivoire program, we submitted a **revised budget** in September 2015. We are awaiting USAID approval.

At the beginning of the project, the Trade Hub inherited from previous projects some **damaged, obsolete, and non-compatible IT equipment, vehicles, and other supplies**. After visiting the warehouse where the damaged and obsolete equipment was being stored, our USAID Contracting Officer's Representative (COR) and Senior Acquisition Specialist requested that we propose a disposition plan for donating the usable equipment to alliances, schools, or communities. We submitted a disposition plan that proposes donating one of the vehicles to Borderless Alliance, giving usable items to Burma Camp and Wireless cluster of schools, and arranging for damaged items to be disposed of by City Waste Group.

16.3.2 GRANTS

The Trade Hub's grant activities are both rewarding and challenging. *Some of our* partners and potential grantees are **not familiar with USAID** requirements and expectations. This makes it difficult for them to prepare grant applications on their own. They typically lack either the USAID experience and knowledge they need, or the human and financial capacity to prepare proposals themselves; or they lack both. For this reason, as we work with them to define programs of activities to be supported through a Trade Hub grant, we also provide advice and familiarize them with USAID's regulations, procedures, and requirements. The process is quite lengthy, requiring frequent visits and coaching from the project's capacity building team, grants team, and technical staff. We work side by side with staff from partner organizations through each step of the process. In doing so, we are supporting their long-term sustainability; at the same time that we are helping them apply for, receive, and manage project grants, we are also preparing them to receive funds directly from USAID or other donors in the future. Our objective is to leave behind a cadre of capable, well-organized partners that can work directly with donors as either implementers or grantees.

17. CASE STUDIES AND SNAPSHOT

The communications component compiled six success stories covering the following sectors:

APPAREL



AGOA



TTEE



MANGO



CEREALS



LIVESTOCK



CASE STUDY

With Trade Hub support, apparel factory expands, adds jobs

Training enables company to boost productivity and meet U.S. demand.



Victoria Okoye, Abt Associates

Workers on the factory floor at Dignity DTRT produce sports and casual wear, like this polo shirt, in Ghana's apparel export development zone.

“The training grant funds are just the beginning of our business expansion plans that will help us create more jobs as we recruit more women to produce apparel for the international market.”

**Salma Salifu,
Managing Director,
Dignity DTRT**

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In October 2014, the year-old Dignity DTRT (Do The Right Thing) Apparel—a Ghanaian-American joint venture—had nearly 600 machines and a workforce of just over 1,000, mostly women. Orders were on the rise, including from one of the largest U.S. clothing wholesalers. Shipping to the US was pivotal to the company's strategy since under the U.S. African Growth and Opportunity Act (AGOA), Dignity DTRT can ship duty-free to American buyers, making its products cost-competitive.

But the company needed to expand rapidly to meet buyer demand, from 80,000 to 160,000 units. Doing so meant additional skills training for its workers so that quality wouldn't drop as productivity rose.

“Our dream of producing internationally accepted, quality apparel for the global market meant we needed to upgrade worker skills,” said Salma Salifu, Dignity DTRT's managing director.

Yet the company's application for funds from Ghana's Council for Technical and Vocational Education and Training (COTVET) was met with repeated requests for more information, as most applicants in Ghana aren't as large or growing as fast.

USAID's West Africa Trade and Investment Hub worked with various Ghanaian government agencies to explain how international garment manufacturers train and expand operations, citing examples from other African countries. The Trade Hub trained Ghana Customs and Dignity DTRT staff on export documentation and the procedures involved in the country's textile visa, so they can take full advantage of AGOA's benefits, and advised the Ministry of Trade and Industry on the apparel component of Ghana's National Export strategy, which became official in February 2015.

In March 2015, the company received the first tranche of its training grant from COTVET, with two others to follow. Since the Trade Hub's involvement, Dignity/DTRT has exported over 1.6 million units of apparel (polos, t-shirts and sportswear) under AGOA and hired an additional 500 workers.

With the company now on more solid footing, the Trade Hub has fostered a relationship between DTRT and ANC, a smaller apparel factory in neighboring Benin that also receives Trade Hub support. ANC will buy training fabrics from DTRT to produce samples.

CASE STUDY

Ghana joins network of resource centers for regional and global trade



Yvette Kuwornu, Atr Associates

Official opening of Ghana's AGOA/Trade Resource Center. From left: Wilson Atta Krofah, immediate past President of the Ghana Chamber of Commerce and Industry, Ibrahim Murtala Mohammed, Ghana's Deputy Minister of Trade and Industry, Anthony Chan, Deputy Assistant Administrator of USAID's Africa Bureau, Dr. Nana Appiagyei Dankawoso, Vice President of the Ghana Chamber of Commerce and Industry, Alex Deprez, Mission Director of USAID/West Africa, and Jeffrey Povolny, Chief of Party of the West Africa Trade and Investment Hub.

"They're part of a regional trade platform, a model we're extending to all our partners. If they don't have the answer, they can then call on other resources. Our role is setting up the system and getting it running, but as host institutions, they will hopefully see the value of investing in it themselves."

Abou Fall, Trade Hub AGOA/Trade and Global Value Chains Coordinator

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Ghanaian entrepreneurs seeking to export throughout West Africa and beyond have a new source of guidance, training and buyer linkages: a one-stop shop to learn about regional and international trade opportunities, including duty-free ones available under the U.S. African Growth and Opportunity Act (AGOA).

Launched on March 19 and housed in the Ghana Chamber of Commerce offices, Ghana AGOA/Trade Resource Center (ATRC) is the newest addition to a network of 12 resource centers across West Africa opened over the last decade, most of them under the earlier Trade Hub projects. Since 2005, these offices, with computers and dedicated staff, have assisted over 2,700 businesses seeking to export to the U.S. under AGOA, which waives duties and quotas on thousands of African goods made in eligible sub-Saharan African countries.

Today, the ATRCs have an expanded mandate to help businesses trade agricultural goods and value-added products regionally throughout West Africa, as well as to the U.S. and globally. And they receive regular training and technical support the Trade Hub.

"Together, we are laying a foundation for Ghanaian exporters to successfully meet the demands of the global marketplace for quantity, quality and timeliness," said Anthony Chan, Deputy Assistant Administrator of USAID's Africa Bureau.

"We are determined to turn the fortunes of the Ghanaian industrialist, expand the Ghanaian export base, and expand job opportunities for the growing working population," said Ghana's Deputy Minister of Trade and Industry, Ibrahim Murtala Mohammed, calling the center "a strategic vehicle which will assist in providing services in trade intelligence, export development, business promotion and trade facilitation, and access to funds for businesses."

The newest ATRC joins 11 others with a solid track record in linking entrepreneurs with trade opportunities. The Trade Hub connects ATRCs to each other and a growing regional network of financial advisors and industry associations that represent livestock, cashew, staple grains, shea and other sectors across West Africa.

Kwesi Amanfu, Ghana's ATRC coordinator, said Trade Hub training and a stock of documentation had readied him to start taking inquiries from entrepreneurs: "The AGOA/Trade Resource Center is open for business."

CASE STUDY

Road governance improves along major regional trade route

Checkpoints along Ghana's central corridor drop by 36% during a year of advocacy.



In August 2015, Obiri Yeboah, a trader who buys maize from Mali to sell in Ghana, complained during a caravan stop in Techiman, Ghana, about police harassment and extortion along the Tema-Paga corridor.

“Any police officer or officers found to have gone contrary to this directive would be made to face the full rigors of the law.”

Ghana's Police Administration, ordering an end to checks on cargo trucks along ECOWAS transit corridors

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West Africa's roads have long been plagued by checkpoints—official and unofficial stops that slow cargo transport. Slowly but steadily, illegal checkpoints are disappearing from Ghana's central transit corridor, a major route for cargo to and from Burkina Faso, Mali and Niger—thanks to consistent pressure from USAID's West Africa Trade and Investment Hub and its partner in transport improvement, the Borderless Alliance.

In September 2014, an all-time high of 53 checkpoints clogged the corridor between Tema in Ghana and Paga, at the Burkina Faso border. Numerous drivers, transporters, and traders complained about police harassment to the Burkina Faso Shippers' Organization, the Ghana Shippers' Authority, the Ghana Ports and Harbours Authority—and to donor projects, including the Trade Hub and Borderless, a public-private advocacy organization.

In December 2014, Borderless, a public-private advocacy organization, received a Trade Hub grant to carry out lobbying activities to resolve road harassment. In early 2015, the Trade Hub and Borderless met three times with the Ghana Police Service to discuss the surge in checkpoints and driver harassment.

On April 17, a breakthrough: Ghana's Police Administration abolished checks on cargo trucks along Economic Community of West African States (ECOWAS) transit corridors, outside of seven ECOWAS-approved police barriers. Borderless drew up an action plan to enforce this abolition of checkpoints, including stakeholder monitoring, stickers and billboards publicizing contact numbers to report harassment, and coordination with three major cross-border organizations: Ghana Shippers Authority, Ghana Ports and Harbours Authority and *Conseil Burkinabe des Chargeurs*.

By July 2015, checkpoints had fallen to 43, as reported by the *Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel* (CILSS), a regional organization that tracks road governance for the Trade Hub. In early August, Borderless and the Hub organized a one-week stakeholder caravan along the Tema-Paga corridor to interview traders and truckers. After hearing continued reports of harassment and extortion, the caravan seized the opportunity to sensitize both traders and authorities on the April directive and its potential for improving West African trade. By the end of August, CILSS reported 33 checkpoints, a 36% reduction in the course of a year.

CASE STUDY

Mango packhouse back in business

Restoring collection center part of USAID assistance to improve region's mango quality and exports.



Pamela Okyere, Abt Associates

At the Akorley Packhouse, just-harvested mangoes roll on a conveyor belt to water basins where they will be washed before packing and shipment.

“The restoration of the facility really helped us to market our mangoes. For the first time in a long time, we were able to export mangoes out of this packhouse.”

*Davis Narh Korboe,
Farmer and Akorley
Packhouse Manager*

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Along West Africa's mango belt, thousands of farmers in multiple countries are poised to profit from growing regional and global markets. USAID's West Africa Trade and Investment Hub is helping many of these farmers acquire skills and positioning to capture these opportunities.

In Ghana, the Akorley Packhouse was completed in 2012 with new, donor-funded equipment to serve about 400 commercial mango farmers in and around Somanya and Dodowa. For a variety of reasons, after a year, the facility was no longer operational and farmers were left unable to clean, grade and pack their mangoes for export to the international market. Most sold their mangoes to processors and local traders near Accra for a lower price as the market flooded with mangoes that could have been exported.

In 2015, as part of its support of increased trade in mangoes, the Trade Hub partnered with four local mango producer associations and an investor, Cotton Web Link Portfolio Ltd., to rehabilitate the dormant Akorley Packhouse in time for the harvest. The Trade Hub brought in the original equipment vendor, Frigo Ghana Ltd., to train six machine operators and quality control workers to operate and maintain the equipment.

In June, farmers delivered 560 metric tons of mangoes to the fully operational facility, which washed, graded, calibrated, packed, palletized, and pre-cooled the fruit. By ensuring quality and reducing post-harvest losses, Akorley enabled 53 farmers to sell high-quality mangoes to processors in Ghana and to women traders who resell in local markets. Of this number, 42 also exported to Belgium and Lebanon. The season generated \$798,806 in revenues and created 26 jobs.

Akorley's restoration is part of the Trade Hub's mission to help mango farmers better meet regional and global buyers' quality requirements. Throughout the 2015 mango season, the Trade Hub trained over 700 farmers and processors in 22 different locations in Burkina Faso, Ghana, and Senegal on best practices for producing, harvesting, and storing mangoes. As a result, over \$7 million in sales were generated.

SNAPSHOT

Negotiating cereals trades with written contracts

Cereals exchange organized by USAID generates 54 contracts for \$20 million in staple food commodities.



Maria Gwira, Abt Associates

At the July event, trader Alhaji Kadiri outlines a proposed contract with the help of an official from Afrique Verte, a partner of USAID's West Africa Trade and Investment Hub.

“The signing of a contract is a good thing which, with close monitoring, will conclude in delivery of the produce.”

Alhadji Adamou Aboubakar, Trader

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Alhadji Adamou Aboubakar, a cereals trader from Niger, knows well the pitfalls of verbal agreements in his business.

“If we set the price today, as soon as the price fluctuates, there will be a problem between the two parties,” he said. “If the price goes up, the seller will want to raise the negotiated price and the buyer would want to retain it; if the price drops, the seller will want to retain the agreed-upon price and the buyer will want it lowered.”

In July 2015, Aboubakar was among 52 cereals producers, traders and manufacturers to sign written contracts during a “cereals exchange,” organized in Burkina Faso by USAID’s West Africa Trade and Investment Hub and its partner, the NGO Afrique Verte International. During the two-day event, the group—from Burkina Faso, Ghana, Guinea, Cote d’Ivoire, Mali, Niger and Togo—ultimately initiated 54 written trade contracts for 102,000 metric tons of grains worth an estimated \$20 million.

The exchange was preceded by a two-day workshop on contracting organized by the Trade Hub, which recommended written agreements as a tool for standardizing quality in line with regional and international regulations. At the workshop, Hub staff presented a comprehensive contract for a cereals transaction, which participants analyzed in a learning exercise to identify the most important principles for West African cereals trade. The result was a revised model contract, which participants used during the subsequent exchange to negotiate terms of their transactions.

Workshop participants also learned about potential pitfalls from a case study examining a previous deal between two workshop participants, CPC of Togo, a farmer cooperative, and Premium Foods of Ghana, an industrial processor. The Trade Hub brokered a meeting between the two parties in April 2015 after Premium initially rejected the CPC shipment, saying it didn’t meet quality standards in the written contract. That meeting found both parties had not fully communicated expectations, including payment details for transport and a realistic delivery schedule, before committing to a contractual agreement.

At the cereals exchange in July, CPC signed a new contract with Premium to supply 8,000 MT of white maize. The cooperative also signed contracts with la Société Semencière du Burkina Faso to purchase 10 MT of maize seeds—and with Alhadji Adamou Aboubakar, who will purchase 600 MT of white maize and 200 MT of sorghum from CPC between February and June 2016.

CASE STUDY

New Livestock Markets for Holiday Sales

Federations from Mali, Senegal and Côte d'Ivoire, cooperate to plan and organize new sales points



Sadio Coulibaly, Abt Associates

Tabaski market in Kaolack in central-west Senegal.

“This year I decided to try the new site in Foundiougne (Senegal) and I wasn’t disappointed. I sold 1,800 sheep at less cost compared to last year. Many sellers prefer to go to large markets but I realized that for the same category of sheep, the prices were similar and here the animals are safer.”

**Seydani Dicko,
Malian trader**

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://www.usaid.gov/results-data/success-stories>

During the Muslim festival of Eid-el-Adha, called Tabaski in West Africa, most households sacrifice a ram or bull. In the weeks leading up to this important Islamic holiday, over a million animals are transported and sold region-wide. Historically livestock markets are concentrated at a few sites in major cities, so buyers and sellers often travel long distances at considerable expense. Theft is common, especially after dark, and animals are sometimes damaged or killed during transit.

The livestock sector is evolving—due in part to increasing consumer buying power in many secondary cities, which may make them attractive markets. But entering a new market is risky, especially during the short window before Tabaski. Thus West Africa’s regional livestock association, which works with national federations across West Africa, enlisted the Trade Hub to mitigate that risk by helping traders to organize sales in new markets.

Two months before the holiday, the Trade Hub organized and supported prospecting trips to potential market sites in Senegal and Côte d'Ivoire for the Malian federation. In each location, the Malians and the Trade Hub’s livestock specialist, Dr. Seydou Sidibe, met with municipal officials and federation members from the importing country to discuss how many animals that location required. They made plans for the holding pens, water, police surveillance, and lighting for better security after dark and with Trade Hub guidance, organization of tracking and reporting sales.

The planning and preparations paid off. Preliminary results from “Operation Tabaski 2015” show that federation members sold 211,513 sheep (worth more than \$36 million) in Côte d'Ivoire and Senegal leading up to the September 24 festival. In addition, federation members sold 19,207 cattle (valued at more than \$7 million) in Côte d'Ivoire and Senegal.

Among the traders testing out a new market was Aliou Toure, who previously trucked his sheep from Mali to Abidjan where he normally waited about 10 days to sell them all. This year, he went to Bouake in northern Côte d'Ivoire instead—saving time and ultimately making more money. “My first shipment of 240 sheep was sold the day after my arrival,” Toure said. “I returned to Bouake three days later with an additional 200 sheep which I sold in three days. I sold all my sheep at a slightly lower price than in Abidjan in previous years, but given the number of sheep I sold in two trips, I made more money.”

ANNEX A: PROJECT PERFORMANCE INDICATORS

#	Indicators	Baseline	Targets FY15	FY 2015 Results	Total to Date
Indicators Common to all Trade Hubs					
Development Objective: Expanded Trade and Investment					
1	Context indicator	See separate table, below			
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38)	0	\$18,500,000	\$1,300,126	\$1,300,126
	Of which, women		\$2,775,000	\$1,233,290	\$1,233,290
	FTF Value chains		\$8,000,000	\$1,233,290	\$1,233,290
	Of which, women		\$1,200,000	\$1,233,290	\$1,233,290
	Non-FTF Value chains		\$10,500,000	\$66,836	\$66,836
	Of which, women		\$1,575,000	\$0	\$0
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	0	\$1,500,000	\$300,000	\$300,000
	Of which, women		\$225,000	\$300,000	\$300,000
Intermediate Objective I: Increased Competitiveness of Targeted Entities and Value Chains					
4	Value of new sales of assisted firms/members of associations due to USG assistance	0	\$30,000,000	\$56,763,006	\$57,774,173
	Livestock			\$44,697,549	\$44,697,549
	Cereals			\$267,330	\$267,330
	Cashew			\$0	\$0
	Shea			\$0-	\$0
	Mango			\$7,186,508	\$7,186,508
	Apparel			\$4,611,619	\$4,709,705
	Other Value chains			\$0	\$913,081 ⁴
5	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	0	This indicator is under review.		
	Of which, women				
IRI: Increased capacity of targeted ag sector entities to trade					
6	# 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)	0	120	128	128
	Of which, women		60	17	17
	FTF Value chains		48	22	22

⁴ Seasoning cubes and baobab powder

#	Indicators	Baseline	Targets FY15	FY 2015 Results	Total to Date
	Of which, women		24	4	4
	Non-FTF Value chains		72	106	106
	Of which, women		36	13	13
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	0	18	101	101
	Of which, women		7	18	18
	FTF Value chains		8	97	97
	Of which, women		3	18	18
	Non-FTF Value chains		10	4	4
	Of which, women		4	0	0
8	# of assisted ag-sector firms/farmers meeting international grades and standards to export	0	120	702	702
	Of which, women		60	118	118
	FTF Value chains		48	25	25
	Of which, women		24	4	4
	Non-FTF Value chains		72	677	677
	Of which, women		36	114	114
IR2: Increased capacity of targeted non ag firms and associations to trade					
9	# of non-ag firms who have applied new technologies or management practices as a result of USG assistance	0	3	2	2
	Of which, women		1	0	0
10	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	0	2	5	5
	Of which, women		1	1	1
11	# of assisted non-ag firms meeting international grades and standards to export	0	3	2	2
	Of which, women		1	1	1
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)	2.3 days	5% reduction	The data will be collected by March 2016	-
13	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	\$38.7 per MT	5% reduction	The data will be collected by March 2016	-
IR 4: Regional trade and investment agreements and their support institutions advanced					
14	IR4.1 Number of reforms / policies / regulations / administrative procedures in each of the five stages of development (FTF 4.5.1-24)	0	12	7	7
	Stage 1: Analyzed			3	3

#	Indicators	Baseline	Targets FY15	FY 2015 Results	Total to Date
	Stage 2: Drafted and presented for public/stakeholder consultation;			0	0
	Stage 3: Presented for legislation/decreed;			1	1
	Stage 4: Passed/approved;			1	1
	Stage 5: Passed for which implementation has begun			2	2
Indicators Specific to the West Africa Trade Hub					
15	Creation of new jobs in project-assisted firms	0	6,000	5170	5170
	New/Continuing				
	New		6,000	5170	5170
	Continuing		0	0	0
	Of which women		900	3237	3237
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	120	275	281
	Of which, women		48	73	73
	Type of enterprises				
	Private enterprises (for profit)			223	227
	Producers organizations			33	34
	Women's groups			0	0
	Trade and business associations			19	20
	New/Continuing				
	New		120	275	281
	Continuing		0	0	0
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	2.1 ⁵	To be collected by the end of the base period		
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	40	708	708
	Type of individual	0			
	Producers			708	708
	People in government			0	0
	People in private sector firms			0	0
	Person in civil society			0	0
Of which women	16		121	121	
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	400	2435	2632
	Of which, women		160	607	804

⁵ The project used USAID's Organizational Capacity Assessment Tool (OCAT) to measure capacity. Its scores are expressed on a five-point scale, not in percentages.

#	Indicators	Baseline	Targets FY15	FY 2015 Results	Total to Date	
20	Number of new dues paying members in private business associations as a results of USG assistance	0	200	To be collected in FY16		
	Of which, women		60			
21	Number of users of new MIS services	0	20,000	8,220	8,220	
22	Value of new loans made to clients in targeted sectors	0	\$10,000,000	\$886,646	\$886,646	
	Type of loan recipient					
	Producers			\$82,727	\$82,727	
	Local Traders/assemblers			\$803,919	\$803,919	
	Wholesalers/processors			\$0	\$0	
	Others			\$0	\$0	
	Sex of recipient					
	Male			\$8,000,000	\$0	\$0
	Female			\$2,000,000	\$886,646	\$886,646
	Joint				\$0	\$0
	FTF/Non FTF					
	FTF Value chains				\$0	\$0
Non-FTF Value chains			\$886,646	\$886,646		
23	Number of MSMEs receiving business development services from USG assistance	0	70	70	70	
	Size of MSME					
	Micro			26	26	
	Small			39	39	
	Medium			5	5	
	MSME Type					
	Agricultural producers			32	32	
	Input suppliers			0	0	
	Output processors			30	30	
	Non agriculture			0	0	
	Others			8	8	
	Sex of owner					
	Male			56	38	38
	Female			14	32	32
	Joint				0	0
FTF/Non FTF						
FTF Value chains			44	44		
Non-FTF Value chains			26	26		
24	Number of firms in targeted sectors receiving loans from partner banks	0	70	3	3	
	Size of MSME					
	Micro			0	0	
	Small			2	2	
	Medium			1	1	
	Sex of owner					
	Male			56	0	0
	Female			14	3	3
Joint			0	0		
FTF/Non FTF						

#	Indicators	Baseline	Targets FY15	FY 2015 Results	Total to Date
	FTF Value chains			3	3
	Non-FTF Value chains			0	0
25	Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	5	6	6
26	Number of individuals who have received USG trainings on trade and transport enabling environment	0	40	39	76
	Of which, women		16	5	8

Indicator I: Change in value of trade in targeted non-agricultural and ag commodities⁶

Value Chain and Disaggregations		Current Baseline ⁷ (Apr. 2013 – Mar. 2014)	FY15 Targets		FY 2015 Results ⁸ (Oct. 2014 – Sep. 2015)	
		Value	Value	% change from baseline	Value	% change from baseline
FTF Value Chains	REGIONAL VCs	\$194,481,257	\$223,653,446	+15%	\$233,286,552	20%
	Livestock	\$182,065,836	\$209,375,711		\$228,599,429	26%
	Cattle	\$140,570,607	\$161,656,198		\$188,735,962	34%
	– Bamako-Dakar	\$45,533,328	\$52,363,327		\$46,558,648	2%
	– Bamako-Abidjan	\$37,740,519	\$43,401,597		\$32,400,275	-14%
	– Ouagadougou-Accra	\$83,837,053	\$96,412,611		\$45,714,300	-45%
	– Ouagadougou-Parakou	\$10,086,386 ⁹	\$82,459,656		\$64,062,739	+535%
	Small Ruminants	\$41,495,229	\$47,719,513		\$39,863,467	-4%
	– Bamako-Dakar	\$15,445,942	\$17,762,833		\$15,552,023	1%
	– Bamako-Abidjan	\$31,765,351	\$36,530,154		\$13,767,176	-57%
	– Ouagadougou-Parakou	\$5,095,815	\$5,860,187		\$10,544,268	107%
	Cereals	\$12,415,422¹⁰	\$14,277,736		\$4,687,123	-61%
	Maize	\$9,941,354	\$11,432,557		\$2,184,489	-76%
	Millet	\$501,036	\$576,192		\$806,492	+61%
	Sorghum	\$586,745	\$674,757		\$1,212,136	+107%
Rice	\$1,386,287	\$1,594,230	\$484,006	-65%		

⁶ Indicator I: This indicator meets the definition of a USAID context indicator because trade flows are affected by macro-economic conditions including exchange rate fluctuations, political conditions such as political unrest, and weather – all of which are beyond the management control of the project. During the last year, for example, political unrest in Burkina Faso has twice interrupted trade from that country. In addition, the CFA franc-Ghanaian cedi exchange rate has discouraged trade to Ghana. Changes in weather conditions along the border between Sahelian and coastal countries affect cereals surplus and deficit areas. In addition, the value chain associations' requests for Trade Hub assistance often involve new approaches and other innovations that take years to come to fruition, thus not affecting trade on a large scale for several years. For all these reasons, Indicator I is most useful as a context indicator rather than an indicator of performance.

⁷ Data source and period: CILSS, April 2013 – March 2014. This is the Indicator I baseline as included in the Trade Hub contract and PMP. The baseline values for Indicator I were calculated based on an earlier version of this indicator definition: the change in value of trade for project assisted firms. Based on this specification and in consultation with CILSS, baseline values were calculated as 79.33% of CILSS data for livestock and 80.5% of CILSS data for cereals. At the request of USAID/Washington and the MSTAS project, the indicator definition was changed to be the value of trade along the corridors. Additionally, the baseline was calculated using the best available information at that time. Since then, CILSS trade data from the baseline period has been updated for some corridors. Please see table, below, for our proposed revised baseline values and targets reflecting 100% of all available data, including that which CILSS has submitted most recently.

⁸ Data source and period: CILSS, Oct. 2014 – Sept. 2015. These values are calculated as 79.33% of CILSS' data for livestock and 80.5% of CILSS' data for cereals.

⁹ This baseline value was originally calculated with incomplete CILSS data. Since the baseline was calculated, CILSS has provided updated data for this corridor over this time period. The updated data submitted by CILSS is \$71,704,049, which shows a more accurate picture of trade in this corridor over the baseline period. In the revised baseline in the table below, this value is calculated using the updated data.

¹⁰ The cereals trade baseline value includes trade along the Bamako-Dakar and Bamako-Abidjan corridors over the period April 2013 – March 2014. CILSS did not submit trade data along these corridors for any subsequent periods, including in FY15. In the proposed revised baseline (see table, below), we remove baseline values from those two corridors, as no comparison from baseline to FY15 is possible.

Indicator I (cont'd): Change in value of trade in targeted non-agricultural and ag commodities

Value Chain and Disaggregations		Current Baseline		FY15 Targets		FY 2015 Results		
		Value	Source and Period	Value	% change from baseline	Value	Source and Period	% change from baseline
Non-FTF Value Chains	Global VCs	\$58,868,718		\$67,699,026	+15%	\$19,075,633		+17%
	Cashew	\$9,006,289	ACA, 2013 ¹¹	\$10,357,232		- ¹²	-	-
	Apparel	\$1,670,201	UN Comtrade, 2013 ¹³	\$1,920,731		- ¹⁴	-	-
	Mango	\$15,862,228	UN Comtrade, 2013 ¹⁵	\$18,241,562		\$18,523,213	UN Comtrade, 2014 ¹⁰	+17%
	Shea	\$32,300,000	FAOSTAT, 2014 ¹⁶	\$37,145,000		- ¹⁷	-	-

¹¹ Includes ACA countries Benin, Burkina Faso, Côte d'Ivoire, Gambia, Ghana, Guinea Bissau, Nigeria, Senegal and Togo.

¹² ACA export data is not available for 2014.

¹³ Includes exports from Benin, Côte d'Ivoire and Ghana under the commodity code 62.

¹⁴ Apparel export data from Ghana is not available for 2014.

¹⁵ Includes exports from Burkina Faso, Ghana and Senegal

¹⁶ Includes production value data from Benin, Burkina Faso, Côte d'Ivoire, Ghana and Mali as an approximation for trade value. Regional shea export data by country is not available.

¹⁷ FAOSTAT data on shea production is not available for 2014.

Proposed Revision: Context Indicator I: Change in value of trade in targeted non-agricultural and ag commodities

Value Chain and Disaggregations	Revised Baseline ¹⁸ (Apr. 2013 – Mar. 2014)	FY14 ¹⁹ (Oct. 2013 – Sep. 2014)	FY15 Targets		FY 2015 Results ²⁰ (Oct. 2014 – Sep. 2015)		
			Value	% change from baseline	Value	% change from baseline	
FTF Value Chains	REGIONAL VCs	\$320,612,245	\$326,527,416	\$368,704,082	+15%	\$294,985,161	-8%
	Livestock	\$308,793,628	\$317,189,936	\$355,112,672		\$288,162,648	-7%
	Cattle	\$256,463,452	\$243,108,163	\$294,932,970		\$237,912,469	-7%
	– Bamako-Dakar	\$45,433,328	\$44,444,814	\$52,248,327		\$58,689,837	+29%
	– Bamako-Abidjan	\$37,406,018	\$42,266,998	\$43,016,921		\$40,842,398	+9%
	– Ouagadougou-Accra	\$83,237,053	\$57,027,122	\$95,722,611		\$57,625,489	-31%
	– Ouagadougou-Parakou	\$90,387,053	\$99,369,228	\$103,945,111		\$80,754,745	-11%
	Small Ruminants	\$52,330,177	\$74,081,774	\$60,179,704		\$50,250,179	-4%
	– Bamako-Dakar	\$15,445,942	\$19,906,186	\$17,762,833		\$19,604,214	+27%
	– Bamako-Abidjan	\$31,765,351	\$46,586,381	\$36,530,154		\$17,354,312	-45%
	– Ouagadougou-Parakou	\$5,118,884	\$7,589,207	\$5,886,717		\$13,291,653	+160%
	Cereals²¹	\$11,818,617	\$9,337,480	\$13,591,410		\$5,822,513	-51%
	Maize	\$6,339,427	\$4,839,212	\$7,540,486		\$2,713,651	-57%
	Millet	\$1,040,166	\$1,062,027	\$1,196,191		\$1,001,853	-4%
	Sorghum	\$2,640,979	\$2,121,473	\$3,037,126		\$1,505,759	-43%
	Rice	\$1,798,045	\$1,314,769	\$2,067,752		\$601,250	-67%

¹⁸ Data source and period: CILSS, April 2013 – March 2014. The baseline values for Indicator I as shown in Table above, the Trade Hub contract and PMP were calculated based on an earlier version of this indicator definition: the change in value of trade for project assisted firms/associations. In consultation with CILSS, we calculated baseline values as 79.33% of CILSS data for livestock and 80.5% of CILSS data for cereals. Here, we use a revised baseline representing 100% of the CILSS data for livestock and cereals trade along the listed corridors, which accords with the current version of the indicator. Furthermore, since the Trade Hub calculated the original baseline, CILSS has provided additional data over the baseline period that is included in this revised baseline.

¹⁹ Data source and period: CILSS, Oct. 2013 – Sep. 2014

²⁰ Data source and period: CILSS, Oct. 2014 – Sep. 2015

²¹ Value of trade for maize was calculated using data from the Accra-Ouagadougou and Parakou-Ouagadougou corridors. Value of trade for millet and sorghum was calculated using data from the Ouagadougou-Accra and Ouagadougou-Parakou corridors. Value of trade for rice was calculated using data from the Bama-Kouri corridor.

Proposed Revision: Context Indicator I (cont'd): Change in value of trade in targeted non-agricultural and ag commodities

Value Chain and Disaggregations		Revised Baseline ²²		FY15 Targets		FY 2015 Results		
		Value	Source and Period	Value	% change from baseline	Value	Source and Period	% change from baseline
Non-FTF Value Chains	Global VCs	\$923,280,159		\$1,061,737,683	+15%	\$946,978,173		+3%
	Cashew	\$872,216,452	UN Comtrade, 2013 ²³	\$1,003,048,920		\$926,659,029	UN Comtrade, 2014 ⁶	+6%
	Apparel	\$2,871,479	UN Comtrade, 2013 ²⁴	\$3,302,201		-. ²⁵	-	-
	Mango	\$15,862,228	UN Comtrade, 2013 ²⁶	\$18,241,562		\$18,523,213	UN Comtrade, 2014 ⁹	+17%
	Shea	\$32,330,000	FAOSTAT, 2013 ²⁷	\$37,145,000		-. ²⁸	-	-

²² We propose a revised baseline for cashew and apparel. For cashew, this is to make the baseline source consistent with that of the other global value chains by using publically available trade data. For apparel, this is to include a second commodity code, 62, which includes apparel that has been knit or crocheted – we inadvertently omitted this code when we originally set the baseline.

²³ Includes exports from Benin, Burkina Faso, Côte d'Ivoire, Ghana, and Senegal.

²⁴ Includes exports from Benin, Côte d'Ivoire and Ghana under the commodity codes 61 and 62.

²⁵ Apparel export data from Ghana is not available for 2014.

²⁶ Includes exports from Burkina Faso, Ghana and Senegal

²⁷ Includes production value data from Benin, Burkina Faso, Côte d'Ivoire, Ghana and Mali as an approximation for trade value. Regional shea export data by country is not available.

²⁸ FAOSTAT data on shea production is not available for 2014.

ANNEX B: SUPPLEMENTARY TABLES

Table 13: Trade Hub Training and Capacity Building Activities FY15, by Quarter

Date	Location	Training Title	Organizations Participating	Duration	Value chain	# Participants (Female)
Quarter 1						
December 2014	Dakar, Senegal	Mango Day	1	1 day	Mango	89 (20)
December 2014	Ouagadougou, Burkina Faso	Bourse Céréalière	2	1 day	Cereals	2 (0)
October 2014	Bobo Dioulasso, Burkina Faso	National and International Contracts	22	2 days	All	23 (4)
October 2014	Banjul, Gambia	AGOA Awareness Workshop	30	2 days	GVC	62 (19)
November 2014	Lomé, Togo	MIS Workshop	1	5 days	FTF	12 (2)
November 2014	Praia, Cape Verde	AGOA workshop	1	1 day	GVC	61 (19)
November 2014	Korhogo, Cote d'Ivoire	Data Collectors Training	1	2 days	Cereals	12 (3)
November 2014	Ségou, Mali	Cattle Fattening	1	3 days	Livestock	16 (3)
November 2014	Abidjan, Cote d'Ivoire	Custom Visa Training	5	1 day	GVC	9 (4)
Quarter 2						
January 2015	Accra, Ghana	AGOA Workshop	7	3 days	GVC	7 (0)
January 2015	Bamako, Mali	Transport Sector Professionalization Training	1	1 day	Transport	45 (5)
March 2015	Bobo Dioulasso, Burkina Faso	Commercialized Livestock Fattening and Operators Network Creation	2	1 day	Livestock	18 (4)
March 2015	Accra, Ghana	Financial Advisor Orientation Workshop	27	3 days	All	30 (6)
March 2015	Abidjan, Côte d'Ivoire	<i>Harmonisation des Procédures d'Agrément des Véhicules Routiers au TRIE</i>	10	1 day	All	34 (1)

Date	Location	Training Title	Organizations Participating	Duration	Value chain	# Participants (Female)
Quarter 3						
April 2015	Ouagadougou, Burkina Faso	<i>Conférence Internationale sur la Chaîne de Valeur Riz en Afrique de l'Ouest</i>	ROPPA	2 days	Cereals	82 (21)
April 2015	Ouagadougou, Burkina Faso	Harmonization of RTO Indicators	6	3 days	All	12 (0)
April 2015	Accra, Ghana	AGOA/Textiles Training	6	1 day	Apparel	7 (1)
May 2015	Libreville, Gabon	AGOA Workshop and Export Readiness Training	1	1 day	GVC	90 (47)
May 2015	Ouagadougou, Burkina Faso	Cattle Fatteners Training on Data Collection	FEBEVIB	2 days	Livestock	11 (2)
May 2015	Bamako, Mali	Cattle Fatteners Training on Data Collection	FEBEVIM	2 days	Livestock	8 (2)
May 2015	Cotonou, Benin	Review of RESIMAO Platform	RESIMAO	3 days	Cereals	9 (3)
June 2015	Ouagadougou, Burkina Faso	La Négociation Commerciale; Les Modes et Techniques de Paiement à l'International; La Gestion des Risques du Commerce International	9	2 days	All	26 (3)
June 2015	Abidjan, Côte d'Ivoire	Borderless Conference	1	2 days	All	106 (24)
June 2015	Somyana, Ghana	Machine/Equipment Handling	Akorley Packhouse	5 days	Mango	6 (0)
June 2015	Ouagadougou, Burkina Faso	RESIMAO Platform Administrators Training	RESIMAO	5 days	Cereals	20 (2)
June 2015	Kumassi, Ghana	Learning Event	LIBTA	2 days	Livestock	37 (2)
Quarter 4						
July 2015	Orodara, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (5)
July 2015	Bandougou, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (6)
July 2015	Ouagadougou, Burkina Faso	Access to Finance Training	15	3 days	Finance	29 (25)
July 2015	Toussian-Bandougou, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (13)

Date	Location	Training Title	Organizations Participating	Duration	Value chain	# Participants (Female)
July 2015	Kourinion, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	22 (12)
July 2015	Mondon, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (2)
July 2015	Tin, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (10)
July 2015	Ouagadougou, Burkina Faso	Access to Finance	14	3 days	Finance	21 (20)
July 2015	Badara, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (1)
July 2015	Moussodougou, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	20 (0)
July 2015	Dodowa, Ghana	Best Practice for Mango Plantation	DAMFA ASSOC.	7 days	Mango	59 (15)
July 2015	Diossogo, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	21 (0)
July 2015	Diéri, Burkina Faso	Training in Best Harvesting Techniques	DAFANI	2 days	Mango	19 (0)
July 2015	Ouagadougou, Burkina Faso	African Women's Entrepreneurship Program Training	AWEP	2 days	Finance	168 (151)
July 2015	Sangalkam, Senegal	Training of Trainers: Protection and Harvest of Mangoes for Export	10	3 days	Mango	28 (4)
July 2015	Somanya, Ghana	Best Practice for Mango Plantation	YKMFA Assoc.	4 days	Mango	86 (8)
July 2015	Ouagadougou, Burkina Faso	Trucking Professionalization Training	19	1 day	Transport	38 (2)
July 2015	Gorom I, Senegal	Training of Trainers: Protection and Harvest of Mangoes for Export	14	3 days	Mango	25 (7)
July 2015	Ouagadougou, Burkina Faso	Best Practices for Contracting Workshop	26	2 days	cereals	26 (4)
July 2015	Bamako, Mali	Management Training	7	2 days	Transport	14 (1)
July 2015	Accra, Ghana	Borderless Alliance Retreat on Financial Sustainability	Borderless Alliance	2 days	Transport	22 (3)
July 2015	Ouagadougou, Burkina Faso	Cereals Exchange	25	2 days	cereals	53 (11)
August 2015	Kumasi, Ghana	Road Governance Caravan at Kumasi	0	1 day	Transport	81 (11)
August 2015	Orodara, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	29 (5)

Date	Location	Training Title	Organizations Participating	Duration	Value chain	# Participants (Female)
August 2015	Techiman, Ghana	Road Governance Caravan at Techiman	0	1 day	Transport	94 (35)
August 2015	Tamale, Ghana	Road Governance Caravan at Tamale	0	1 day	Transport	84 (3)
August 2015	Paga, Ghana	Road Governance Caravan at Paga	0	1 day	Transport	120 (9)
August 2015	Leo, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	30 (0)
August 2015	Reo, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	28 (2)
August 2015	Bobo Dioulasso, Burkina Faso	Training in Best Harvesting Techniques on Mango Plantations	APEMAB	3 days	Mango	64 (9)
August 2015	Kumasi, Ghana	Access to Finance B2B Meeting	59	2 days	Finance	89 (4)
August 2015	Accra, Ghana	Apparel Capacity Building Workshop	15	2 days	Apparel	50 (11)
August 2015	Koudougou, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	30 (6)
August 2015	Sindou, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	1 day	Mango	29 (3)
August 2015	Douala, Cameroon	Efficient Participation in International Exhibitions and Fairs	15	1 day	All	13 (3)
August 2015	Banfora, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	31 (6)
August 2015	Bobo Dioulasso, Burkina Faso	Training in Best Practices on Mango Plantations for producers	APROMAB	2 days	Mango	33 (0)
August 2015	Dakar, Senegal	Data Collection Training for Operation Tabaski	ANPROBVS	1 day	Livestock	11 (0)
September 2015	Abidjan, Côte d'Ivoire	<i>Formation sur la Documentation à l'Export dans le Cadre du Schéma de Libéralisation des échanges de la CEDEAO et de l'AGOA</i>		1 day	All	38 (10)

Table 14: Number of Reforms/Policies/Regulations/Administrative Procedures in Each of the Five Stages of Development

No.	Policy/Regulation/Administrative Procedure	Stage of Development	Means of Verification	Objective
1	Legislation and procedures for establishment of vehicles approval committee under ISRT in Côte d'Ivoire	Presented for legislation/decreed	Draft procedures	Streamline transit procedures on the Abidjan–Bamako Corridor
2	Implementation of uniform transit guarantee on Abidjan–Bamako corridor	Passed and for which implementation has begun	Correspondence and proposed changes to agreement between Ivoirian and Malian Chambers of Commerce	Streamline transit procedures; reduce documentation, costs, and time to trade
3	Design and agree on simplified customs transit procedures on the Abidjan–Bamako Corridor	Passed/approved	Approved procedures	Streamline transit procedures; reduce documentation; check points to reduce cost and time to trade along corridors
4	Removal of Value Added Tax (VAT) on transport services for transit goods in Ghana	Presented for stakeholder consultation	ToRs and meeting reports	Remove taxation on transit trade in Ghana in line with international best practices and standards
5	Removal of National Health Insurance Levy on transit trade in Ghana	Presented for stakeholder consultation	ToRs and meeting reports	Remove taxation on transit trade in Ghana in line with international best practices and standards
6	Removal of US\$200 transit fee per consignment in Ghana	Presented for stakeholder consultation	ToRs and meeting reports	Remove taxation on transit trade in Ghana in line with international best practices and standards; increase competitiveness of regional exports
7	Police directive to stop checks on transit vehicles on highways	Passed and for which implementation has begun	Meeting and activity reports, press releases, newspaper report, CILSS reports on road harassment	Reduce check points, harassment, bribes on transit trade to reduce costs and time to trade along corridors
8	Design and implementation of Ghana's apparel export strategy within the National Export Strategy	Passed and for which implementation has begun	Approved National Export Strategy (includes apparel export strategy); meeting and activity reports; workshop reports	Increase apparel exports to the U.S. under AGOA; expand job creation in Ghana

ANNEX C: 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
- Meeting With BA on TH participation in upcoming workshop on Strengthening Capacity of National Committees in Cotonou, January 16, 2015
- Meeting with CBC on the implementation of the Freight Exchange Platform
- Support to ISRT activities of the Abidjan- Bamako Corridor
- Transporters Professionalization workshop for Mali in Bamako, Mali, February 24, 2015
- Meeting with Ghana Shippers Authority (GSA) on Road Governance and Corridor Management in Accra, Ghana, July 6, 2015
- Transporters Professionalization workshop for Burkina Faso in Ouagadougou, Burkina Faso, July 22-25, 2015
- Basic Management training for Malian Transporters, Bamako, Mali, July 27-31, 2015
- First Technical Working group on the OSBP Source Book, Abidjan, Côte d'Ivoire, August 30-September 2, 2015

Value Chains

- 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 attend 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
- Meeting GSA to plan organizational assessments with national associations in Ghana, Benin, Mali and Cote d'Ivoire, January 16, 2015
- Meeting with USAID / WA and ROPPA to discuss collaboration within the rice value chain, January 22, 2015.
- Trip Report in Togo to attend WAGN General Assembly and sign MOU with WAGH, January 27-29, 2015
- Trip reports on technical assistance discussions with COFENABVI on the process, content and structure of their grant application to the Trade Hub; reviewed proposed activities with the PS and suggested further streamlining and OCAT discussions with ROPPA to identify targeted needs and opportunities for collaboration with the Trade Hub. Focused discussions with the Cadre du Riz (CRCOPR) on the rice value chain, February 2-7, 2015
- Trip report with mango value chain actors and inter-professional association in Bobo Dioulasso, Banfora, Orodara, and Ouagadougou; accompanied by the Burkina FAF on some of the visits to processing firms and cooperatives, February 8-15, 2015
- Trip Report to Mali: Attend Cereals Exchange, meet Feed the Future partners and work with livestock STTA and Home Office TA for cereals mapping exercise, February 15-20, 2015
- Follow up meeting with John Manful, AfricaRice on collaboration on the rice value chain, February 20, 2015
- Meeting with ADVANCE (Ghana FtF Partner) to discuss cereals trade along Ouaga –Tema corridor, February 26, 2015
- Meeting with CSIR-FRI to view rice parboiling vessels, February 27, 2015
- Meeting with the Secretary General, Ghana Livestock Breeders and Traders Association (LIBTA) and discussed their interest in COFENABVI-AO membership, March 5, 2015
- Meeting with Technoserve, on the CARI project; discussed opportunities for collaboration in the rice value chain March 12, 2015
- Trip report Commercialized Livestock Fattening and Operators Network Creation in Burkina Faso, March 10-13, 2015
- Meeting with Apparel stakeholders, Made in Africa, and Government Stakeholders, March 10-21, 2015
- Meeting between COFENABVI and 8 representatives of the Ghana inter-professional associations: LIBTA, Butchers, and farmers' associations. Discussions focused on COFENABVI membership, March 19, 2015
- Trip report to attend ROPPA regional conference on the rice value chain, Ouagadougou, Burkina Faso, April 2-6, 2015
- Trip report to visit Premium Foods facilities in Kumasi, Ghana, with Togolese cereals producers to discuss recent cereals trade and identified quality issues, April 16, 2015

- Meeting report of attendance at IITA / USDA workshop on aflatoxin research and dissemination in West Africa, April 30, 2015
- Trip report to Niger to research trade barrier impact on food security, collect data on trade flows with Nigeria and investigate partner opportunities, May 19-24, 2015
- Trip report to Mali and Cote d'Ivoire to identify new buyer-seller linkages between cereals traders in Mali and industrial processors in CDI, June 21-July 2, 2015
- Workshop on Best Practices in Contracting for Regional Cereals Trade, Ouagadougou, Burkina Faso, July 27-28, 2015 (Project Sponsored)
- Regional Cereals Exchange. Ouagadougou, Burkina Faso. July 29-30, 2015 (Project Sponsored)
- Capacity Building Workshop for the Ghana Apparel Sector, August 6 -7, 2015 (Project Sponsored)
- USDA-ASA Conference on Pan-African Agriculture, Trade, Food Technology and Nutrition in Accra, Ghana, September 1-2, 2015

Finance and Investment

- Trip report in Tamale to participate in the 4th annual northern Ghana pre-harvest agribusiness forum, October 23, 2014
- Global Value Chain Investment pipeline identification (Burkina Faso, Cote d'Ivoire, Ghana, Mali, Nigeria, Senegal, Togo September-October 2014
- Trip report in Benin to meet USAID and FAFs, November 5-8, 2014
- Senegal National Mango Day (Senegal), December 1, 2014
- Feed the Future Investment pipeline identification (Ghana, Mali, Nigeria, Niger, Senegal) January 14-February 4, 2015
- BA National Committees capacity strengthening workshop (Mali) February 23 – 25 2015
- BA / Transport Professionalization workshop (Côte d'Ivoire) February 27, 2015
- TO Due Diligence (Senegal) April 2-19, 2015
- TO Due Diligence (Ghana) April 9-15, 2015
- Investment opportunity scoping (Ghana, Côte d'Ivoire) Greg. May 16-30, 2015
- Gender Access to Finance Needs assessment (Burkina Faso) May 17-30, 2015
- BA capacity building workshop (Benin) June 11, 2015
- B2B pre-planning trip (Ghana) June 22-26, 2015
- Gender Access to Finance Training (Burkina Faso) June 30-July 2, 2015
- B2B Pre Planning trip (Ghana) July 13-17, 2015
- Access to Finance B2B forum(Ghana) August 10, 2015
- Nigeria Financial Institution Meeting and Task Order Due diligence trip (Nigeria) August 31-September 21, 2015
- THN support to ANC factory, Benin September 3-5, 2015
- Meeting with cashew businesses & FI follow-up trip (Côte d'Ivoire)
- Task Order Due Diligence trip (Côte d'Ivoire) September 14-18, 2015

- African Cashew Alliance Conference (Mozambique) September 21-24, 2015

Capacity Building and Training

- Meeting with MOFA and Interim Committee leading establishment of Ghana Livestock Federation to Share the idea of the establishment for their feedback, April 7, 2015
- Meeting with GSA and Trade Hub Capacity Building Team, April 13, 2015
- Meeting with ICCO Regional manager West Africa and with the Program Officer Fair Economic Development, April 4, 2015
- Meeting with CEO of SEKAF Ghana LTD, Owner of TAMA Shea Product (Vice president of GSA) April 23, 2015
- Meeting with Ghana Livestock Associations in Accra, Ashiaman Market, April 29, 2015
- Debrief meeting with Interim Committee leading the establishment of Ghana Livestock Federation, June 30, 2015
- Meeting with Interim Committee leading the establishment of Ghana Livestock Federation, May 5, 2015
- Meeting with Interim Committee leading the establishment of Ghana Livestock Federation, June 3, 2015
- Trip report Access to finance and gender, Burkina Faso, May 17-30, 2015
- Meeting with Livestock Breeders and Traders Association (LIBTA), June 10, 2015
- Meeting with Interim Committee leading the establishment of Ghana Livestock Federation, June 6, 2015
- Meeting with Interim MOFA about establishment of Ghana Livestock Federation, June 6, 2015
- Trip report on meeting with WAGN Executive Secretary in Lome, Togo to review strategic planning and coordinate activities for FY16, September 27-29, 2015

AGOA

- 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
- Textile Visa Training to Ghana Customs and Apparel companies & ATRC Training in Ghana, January 8-15, 2015
- Meetings with the African Development Bank (AfDB) to present the AGOA / Trade Resource Center (ATRC) concept in Abidjan, January 19-20, 2015
- AGOA Workshop and Meeting on AGOA Forum Libreville, February 4-7, 2015
- ATRC Launch at GCC Ghana, March 16-21, 2015

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

M&E

- Meeting with ACA on indicators, October 22, 2014
- Trip report to Burkina Faso to finalize joint work plan with CILSS, October 27-29, 2014
- Trip report to Cote d'Ivoire to train data collectors, November 16-28, 2014
- Trip report to Ghana and Burkina to identify trade markets for cereals and parboiled rice, January 19-31, 2015
- Trip report to Mali and Burkina to train the cattle fatteners on data collection, May 21-June 01, 2015
- Trip report to Senegal to train data collectors for the operation Tabaski, August 31, 2015

ANNEX D: DOCUMENTS

AVAILABLE ON THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE

Regional Commodities

Trade Hub and African Partners Network. "[Value Chain Assessment: Small Ruminants](#)" May 2014

Trade Hub and African Partners network. "[Value Chain Assessment Report: Livestock – Cattle](#)" May 2014

Trade Hub and African Partners Network. "[Value Chain Assessment Report: Maize Value Chain](#)" May 2014

Trade Hub and African Partners Network. "[Value Chain Assessment Report: Millet and Sorghum Value Chain](#)" May 2014

Trade Hub and African Partners Network. "[Value Chain Assessment Report: Rice](#)" May 2014

Lompo, Malick Ben Idriss. "[MIS Supply and Demand Analysis](#)" August 2014

Trade Hub and African Partners Network "[Seasonal Ban on Cereal Exports in West Africa](#)" January 2015

Holtzman, John S., Seydou Sidibé, and Sarah Kozyn "[Opportunities for Increasing Livestock Trade in the Mali–Côte d'Ivoire Corridor](#)" February 2015

Cook, Richard "[Implementation of the Trade Hub Livestock Value Chain Program for the Mali-Cote d'Ivoire Export Corridor](#)" March 2015

Holtzman, John S., Kokou Zotoglo, and Sarah Kozyn "[Increasing Cereals Trade Along the Bamako–Abidjan Corridor](#)" April 2015

Cook, Richard "[Livestock Value Chain Strategy](#)" June 2015

Global Exports

Trade Hub and African Partners Network "[Value Chain Assessment Report: Apparel](#)" May 2014

Trade Hub and African Partners Network "[Value Chain Assessment Report: Cashew Value Chain](#)" May 2014

Trade Hub and African Partners Network "[Value Chain Assessment Report: Honey and Beeswax](#)" May 2014

Trade Hub and African Partners Network "[Value Chain Assessment Report: Shea](#)" May 2014

Trade Hub and African Partners Network "[Value Chain Assessment Report: Mangoes](#)" May 2014

De Voest, Joop. "[Program for Expanding Apparel Exports, Technical Assistance Performed November/December 2014](#)" January 2015

De Voest, Johannes "Joop "[Program for Expanding Apparel Exports, Technical Assistance Performed](#)" March 2015

Patrick Nugawela "[Support to Promote Trade and Value addition Recommended for Burkina Faso, Ghana, and Senegal](#)" April 2015

Catterson, Thomas. "[Improving Environmental Management in the West African Cashew Processing Sector Opportunities and Challenges](#)" July 2015

de Voest, Johannes “Joop”. “[West African Trade and Investment Hub: program for expanding apparel exports, technical assistance performed June/July 2015](#)” July 2015

de Voest, Johannes “Joop”. “[West African Trade and Investment Hub: program for expanding apparel exports, technical assistance performed August 2015](#)” August 2015

Trade Hub and African Partners Network “[Mango Value Chain in West Africa.](#)” September 2015

West Africa Trade and Investment Hub “[Branding Implementation Plan and Marking Plan.](#)” September 2015

Van Duijn, Gerrit “[Shea Butter Production, Use and Applicable Regulations under Codex Alimentarius and the European Union](#)” August 2015

Finance and Investment

Trade Hub and African Partners Network “[Feed the Future Finance and Investment Opportunities Report](#)” March 2015

Trade Hub and African Partners Network “[Value Chain Financing Constraints and Investment Opportunities Report](#)” October 2014

TTEE

Trade Hub and African Partners Network “[Baseline Study](#)” June 2014

Eilittä, Marjatta. “[Trade and Transport Enabling Environment Assessment](#)” July 2014

Bruyas, Christophe. “[Road Governance Study: Current Status, Analysis, and Recommendations](#)” September 2014

Christel Annequin and Christophe Bruyas “[Time and Cost Indicators Baseline Evaluation](#)” April 2015

General

Trade Hub and African Partners Network “[Year One \(5-Month, Remainder Fy14\) Work Plan](#)” April 2014

Trade Hub and African Partners Network “[Start-up and 90-Day Work Plan](#)” April 2014

Trade Hub and African Partners Network “[Value Chain Assessment Reports: Overview](#)” May 2014

Trade Hub and African Partners Network “[Grants Manual](#)” May 2014

Trade Hub and African Partners Network “[Value Chain Selection Report](#)” May 2014

Trade Hub and African Partners Network “[Partner Selection Report](#)” June 2014

Trade Hub and African Partners Network “[Strategy and Action Plan for Assessed Value Chain](#)” July 2014

Trade Hub and African Partners Network “[Annual Work Plan October 2014 - September 2015](#)” August 2014

ANNEX E: TRADE HUB FINANCIAL ADVISORS

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ANNEX F: ENVIRONMENTAL MITIGATION AND MONITORING PLAN UPDATE

COMPONENT: FEED THE FUTURE VALUE CHAINS

Subcomponent: Upgrading Cereals and Grains Sector

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions Taken this Year
A more robust cereal marketplace may induce farmer producers to increase their use of fertilizers.	Site contamination and run-off into nearby surface water bodies.	Verify mention of key topics in TA reports & training workshop reports	<ul style="list-style-type: none"> • FTF Value Chain Leader • Consultant / Advisor (if any) • Training Coordinator 	Ensure electronic copies of USAID Africa Bureau Fertilizer Fact Sheet, (English & French) are on the Trade Hub website.	Documents made available; will be incorporated as references in future training activities focused on grades and standards.
An improved regional marketplace for cereals may cause producers to increase their use of pesticides.	Pollution, site contamination, and poisoning cases among farmers and their families.	Verify mention of key topics in TA reports & training workshop reports	<ul style="list-style-type: none"> • FTF Value Chain Leader • Consultant / Advisor (if any) • Training Coordinator • Capacity Building & Training Specialist 	<p>If more affirmative posture towards promotion of pesticide found necessary, require Trade Hub implementing partners to prepare PERSUAP.</p> <p>Consult Regional Agriculture Office Umbrella PERSUAP (under review) to determine applicability to project activities.</p>	N / A
More regional cereal trade may lead to more Aflatoxin.	Aflatoxin toxicity and health impacts on people.	Data from regional cereal	<ul style="list-style-type: none"> • FTF Value Chain Leader 	Develop Aflatoxin reduction protocol in	Documented lessons learned with Togolese producers who

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions Taken this Year
		trade about Aflatoxin contamination	<ul style="list-style-type: none"> • Consultant / Advisor (if any) 	conjunction with efforts to establish regional grades & standards for limits on Aflatoxin contamination for cross-border cereal trade. (Part of TTEE activities)	transported maize with high Aflatoxin levels to a Ghanaian trader. Result=greater understanding of importance of preventing Aflatoxin during production and post-harvest. Incorporated requirements on adherence to quality standards, including Aflatoxin, into model contract. Included same information in FY15 training for cereals operators. Participated in IITA-managed working group about ongoing Aflatoxin research and establishment of AFLASAFE in industries in West Africa.

Subcomponent: Upgrading the Livestock Sector					
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions Taken this Year
Increased profitability of livestock exports may lead to increased grazing pressure.	Continuous grazing pressure leads to degradation of the resource base and desertification, particularly in the Sahelian countries, and to greater vulnerability to climate change.	Livestock export statistics; but is not clear that average animal weight is being measured anywhere.	Livestock Value Chain Specialist	Include some measure of livestock quality in trade indicators collected by Trade Hub and others.	N / A
Butcheries, animal processing plants, slaughterhouses & meat chilling plants add to dangerous unregulated waste stream.	Unmanaged animal waste and offal from processing operations fouls nearby lands and waters and creates a health threat.	Technical reports	Livestock Value Chain Specialist	Consult and share USAID / Ethiopia experience, including the "Construction Guidelines for Export Abattoirs" and the	N / A

Subcomponent: Upgrading the Livestock Sector

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions Taken this Year
				“Model Slaughterhouse Guidelines” prepared on behalf of USAID / Kyrgyz Republic.	

COMPONENT – SUPPORT TO GLOBAL VALUE CHAINS

Subcomponent: Cashew

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions taken this year
Increased cashew trade leads to a larger waste stream from nut processing.	Cashew waste has potential for land degradation and even contamination of surface and ground waters and occupational health and safety related issues.	Guidelines for successful development of sustainable cashew production and processing, including application within partners network.	Cashew Value Chain Specialist	Use guidance resulting from this study as part of training (for industry management personnel) and incorporate it into environmental oversight procedure (e.g., ESF) training for BSPs being prepared for cashew processors & exporters.	STTA completed. Recommendations made to improve management of shells after processing and find alternative uses for shells themselves. Rolled out best practices to be implemented with ACA, including training of factory managers during FY16.
Increased trade in cashew products leads to more construction of processing facilities.	Accumulating plant and processing waste leads to land contamination, poor phytosanitary conditions, and possible pollution of surface and ground waters.	Submission, review, and approval of an ESF associated with request for loan resources.	Cashew Value Chain Specialist	Tapping financial resources to develop new processing facilities to present ESF. Where indicated,	No establishment of new processing facilities in past quarter. Task Orders to support new investment for creation of any new facilities include due

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions taken this year
				firms to build facilities following USAID Guidelines on Small-Scale Construction and USAID / Africa Bureau's ENCAP Visual Field Guide for Construction.	diligence for potential environmental impacts.
Expanding cashew industry faced with shortages of experienced, trained factory management staff, making it difficult to ensure well-run cashew processing plants.	Effective, efficient production needs to be synonymous with sustainable production. Otherwise, there is risk of increasing localized pollution and site contamination.	Number of participants in cashew production training courses that include an environmental management module.	Trade Hub Capacity Building and Training Specialist with the Cashew Value Chain Specialist		Recently approved Trade Hub grant to focus on capacity building of member companies managers and the regional platform partner ACA

Subcomponent: Shea

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions taken this year
Increased shea harvesting linked to an improving marketplace	Decline of shea parkland agro-ecosystems with consequent loss of resources base and adverse impacts on the companion agricultural crops, and greater vulnerability to Global Climate Change.	Study report, and the development of a better Shea resource database among the West African producer countries	Shea Nut Value Chain Specialist	This study is already underway and the Trade Hub staff has provided comments to the GSA on the Inception Report.	Task Orders to support new investment includes "due diligence" for potential environmental impacts from any new facilities that are created, to increase the quality of the nuts that are collected.
GSA sponsoring village shea storage facility construction	Poorly designed storage facility construction can lead to site contamination and	Occasional field inspections of newly constructed Shea Nut storage facilities, follow	Shea Value Chain Specialist	USAID Small-Scale Guidelines and Visual Field Guide have	Recently approved Trade Hub grant to focus on capacity building for women's

	unnecessary recurrent costs for producer organizations	the checklist in the Small-Scale Construction Visual Field Guide. Training reports prepared by the GSA		already been shared with GSA	associations charged with managing newly-constructed warehouses, based on GSA's warehouse manual of best practices
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Subcomponent: Mango					
Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions taken this year
Increased mango trade leads to larger waste streams.	Potential land and surface water contamination near agro-industries.	Technical assistance reports and training reports.	Mango Value Chain Specialist		Training programs in improved harvesting and storage to maintain quality delivered to more than 700 producers and exporters. Training provided for one packhouse in Ghana to improve mechanical processing. Training also provided for improved handling and processing of mangoes prior to export.
Expanded efforts to control the Mango Fruit Fly	Site (land & water) contamination, building immunity among pests and possible pesticide poisoning	Technical assistance reports and training reports	Mango Value Chain Specialist	Mango producers have been using approved pesticides for decades; Trade Hub does not support additional use. With interest and demand for Safe Use Pesticide training among partners, Trade Hub will develop, organize and sponsor TOT training on this.	Part of training includes use of environmentally-safe methods to control fruit fly encroachment (not funded by USAID).

COMPONENT – IMPROVING THE TRADE AND TRANSPORT SECTOR’S COMPETITIVENESS

Subcomponent: Rationalization of Bilateral Agreements on Transport

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and / or Verification Checklist	Actions taken this year
Overburdened trucks and an ageing truck fleet serving the increased export trade	These poorly maintained and controlled vehicles damage road system & can cause road failures that affect the local environment & neighboring communities	Transport sector database which reflects how the sector operates.	TTEE Team and Staff		N / A

COMPONENT – SUPPORT ACTIVITIES

Sub Component: Increasing Financial Services

Multiplier effect of increased finance in the agro-export industry	Greater potential for agro-processing related environmental issues and adverse impacts, e.g., water use & disposal and a larger waste stream.	Training report and trainee evaluations of these courses	Finance & Investment Specialist in concert with the Capacity Building and Training Specialist	USAID has developed standardized approaches to environmental screening for grants & financial support-- applicable to situation.	Due diligence underway (field visits by Trade Hub staff) with companies that being supported to access finance for expanded operations, especially those including construction.
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COMPONENT – GRANTS UNDER CONTRACT

Grant programs lead to more active agro-industries	Unforeseen adverse environmental impacts undermine the positive developmental gains from grants	Each grant application will be scrutinized to be sure that the ESF has been completed and makes sense.	Grant Manager		Grants signed during the quarter for cashew, shea and livestock included environmental screening and due diligence
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ANNEX G: TRADE HUB PARTNERS

Letter of Collaboration Regional Partners

AAFEX	Association Afrique Agro Export
ROPFA	Réseau des Organisations Paysannes et de Producteurs de l'Afrique
WAGN	West Africa Grains Network
AVI	Afrique Verte International

Letters of Collaboration (Pending)

YKMFA	Yilo Krobo Mango Farmers Association, Ghana
DWMFA	Dangme West Mango farmers Association, Ghana
APROMA-B	Associations Professionnels des Producteurs des Mangues du Burkina Faso
APEMA-B	Associations Professionnels des Exportateurs des Mangue du Burkina Faso
CFAHS	Coopérative Fédérative des Acteurs de l'Horticulture au Sénégal

Letter of Collaboration (Pending), Bank Partners

Senegal:	ECOBANK–BNDE–BSIC
Cote d'Ivoire:	ECOBANK–ORABANK–DIAMOND–AFRILAND

Letter of Collaboration (Pending), Non-Bank Partners with Regional Presence

AgDevCo	Impact Investor, Accra
Databank (DAFML)	Impact Investor, Accra
INJARO	Impact Investor, Accra, Abidjan
Investisseurs et Partenaires	Accra, Abidjan, Dakar

Master Agreement with 28 Financial Advisors

AGOA Trade Resource Center Partners

Ghana Chamber of Commerce and Industry
Chambre de Commerce et d'Industrie du Bénin
Chambre de Commerce et d'Industrie du Burkina Faso

Chambre de Commerce d'Industrie Des Mines et de l'Artisanat du Cameroon

Cabo Verde Investimentos

Liberia Chamber of Commerce

Association pour la Promotion des Exportations de Côte d'Ivoire (APEX-CI)

Centre d'Information Mauritanien pour le Développement Economique et Technique

Chambre de Commerce, d'Industrie et d'Artisanat du Niger (C.C.I.A.N)

Nigerian Export Promotion Council

Agence Sénégalaise de Promotion des Exportations (ASEPEX)

Sierra Leone Chamber of Commerce, Industry, Trade and Agriculture

Chambre de Commerce et d'Industrie du Togo (CCIT)

Grantees

ACA African Cashew Alliance

BA Borderless Alliance

GSA Global Shea Alliance

RESIMAO *Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest*

COFENABVI *Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest*

ATRC AGOA Trade Resource Centers

Regional Economic Community Partners

ECOWAS Economic Community of West African States

UEMOA Economic and Monetary Union of West Africa

CILSS *Comité Inter-Etats de Lutte contre la Sécheresse au Sahel*

ALCO Abidjan-Lagos Corridor Organization

Government Agency Partners

GRA Ghana Revenue Authority

DGI *Direction Generale des Impôts of Benin, BF, Mali, CI, and Senegal*

DDTs *Direction de Transport Burkina Faso, Mali, Côte d'Ivoire*

DTP Directorate of Transportation Planning, Ghana

MOTI Ministry of Trade and Industry, Directorate of Trade Facilitation, Ghana

GEPA	Ghana Export Promotion Authority
CBC	<i>Conseil Burkinabé des Chargeurs</i>
CIC	<i>Conseil Ivoirien des Chargeurs</i>
CMC	<i>Conseil Malien des Chargeurs</i>
GSA	Ghana Shippers' Authority
DPV	<i>Département de Protection des Végétaux, Senegal</i>
OIC	<i>Office Ivoirien des Chargeurs</i>

National Association Partners

FEBEVIM	National Federation of the Livestock Industry of Mali
FEBEVIB	National Federation of the Livestock Industry of Burkina Faso
GHANFLIP	Ghana National Livestock Inter-Professional Federation
CIC-B	Inter-professional Cereals Association–Burkina Faso
AGAM	Association of Ghana Apparel Manufacturers
YKMFA	Yilo Krobo Mango Farmers Association, Ghana
DWMFA	Dangme West Mango Farmers Association, Ghana
APROMA-B	<i>Associations Professionnels des Producteurs des Mangues du Burkina Faso</i>
APEMA-B	<i>Associations Professionnels des Exportateurs des Mangue du Burkina Faso</i>
CFAHS	<i>Coopérative Fédérative des Acteurs de l'Horticulture au Sénégal</i>

Other Partners

AGRA	Alliance for Green Revolution in Africa
IFDC	International Fertilizer Development Center
EAA	Ethical Apparel in Africa
CIR	<i>Cadre Intégré de Renforcement (Burkina Faso & Senegal)</i>
PAFASP	<i>Programme d'Appui aux Filières Agro Sylvopastorales, Burkina Faso</i>
SNV	Netherlands Development Service

USAID Bilateral/Regional Projects

CVC	Cereal Value Chain Project, Mali (FTF)
L4G	Livestock for Growth Project, Mali (FTF)

Naatal Mbay	Senegal FTF Cereals Project
REGIS ER	Resilience and Economic Growth in the Sahel–Enhanced Resilience project, Burkina Faso
REGIS AG	Resilience and Economic Growth in the Sahel–Accelerated Growth project, Senegal
ADVANCE	Agricultural Development and Value Chain Enhancement project, Ghana (FTF)
FINGAP	Financing Ghanaian Agriculture Project (FTF)
ATT	Agriculture Technology Transfer project, Ghana (FTF)
APSP	Agricultural Policy Support Project, Ghana (FTF)
NEXTT	Nigeria Expanded Trade and Transport Project MARKETS II (FTF Cereals)
ProFAB	Food Across Borders Program