



Strategic Plan
for the
Southern Africa Global Competitiveness Hub

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A. Introduction

This plan describes adjustments to focus the work of the Southern Africa Global Competitiveness Hub on strategic outcomes identified in RSCA Task Order 2.4. The adjustments also take into account the new directions set forth in the RSCA Concept paper, particularly the emphasis on enhancing competitiveness of agricultural trade. In response to concerns and issues raised by RSCA regarding the Hub's need for a more clearly defined focus, this plan provides a conceptual framework for clearly targeting the Hub's primary objective on enhancing the competitiveness of Southern Africa products and services, which play a key role in reducing poverty. To this end, the plan describes the technical and organizational adjustments, a revised results framework and a three-month transitional workplan to guide the work for the remaining period of the contract.

A1. The Problem

The Southern Africa Global Competitiveness Hub is a highly visible and ambitious effort to address critical trade and investment priorities for the region. As one of three regional trade hubs in Africa, the Hub represents a long-term strategic U.S. foreign policy objective and, as such, must ensure that its mandate and operational objectives are clearly set forth to achieve short-term objectives, as well as systematic benefits to the region over the long-term. The Hub has evolved over a relatively short period of time to address these priorities based on a broad spectrum of issues and mandates linked to AGOA, WTO, evolving regional trade agreements, a development agenda set by the USAID Africa Bureau and RSCA, linkages with other USG agencies, and an extensive set of stakeholders in the 11 countries that RSCA is currently targeting.

Since its inception one year ago, one of the difficulties for the Hub has been to clearly carve out its comparative advantage in response to this fast-evolving and multidimensional policy backdrop. The Hub has had a near exclusive focus on AGOA, which is an obvious priority. However, the Hub has not given sufficient attention to addressing the more complex issue of enhancing competitiveness. The problem—the lack of competitiveness—is intrinsically linked to key export drivers in the agricultural sector, which have not received sufficient attention. For the most part, supply-side constraints represent the major issue limiting competitive exports. In other words, the regional and global markets are plentiful and market access continues to provide additional

What is competitiveness? OECD defines competitiveness as “the degree to which a country can, under free and fair market conditions, produce goods and services which meet the test of international markets, while maintaining and expanding the real incomes of its people over time.” True competitiveness is not based on reliance on comparative advantage, raw materials, cheap labor, special tax exemptions, or continual currency devaluation, but rather on economic growth impacting a far broader and deeper range of beneficiaries than a few well-placed individuals in business or government. Competitiveness is based on generating more value through improved productivity, quality, service, and innovation.

Competitiveness has been shown to be an intensely regional and private sector-driven phenomenon, characterized by clusters of supporting and competing enterprises with effective business strategies as the engines of competitiveness. Competitiveness is not about the ability of governments or donors to pick winners at the industry and firm levels. However, government does have an important role in facilitating investment in capital and human resources, strengthening market efficiencies, and emphasizing industry priorities that do not impede competition or access to markets. To achieve competitiveness, national effort among the public and private sectors must be devoted to three key competitiveness components:

- Macroeconomic conditions: policies that are necessary but not sufficient cause for growth
- Microeconomic conditions: factors affecting daily ability of businesses to compete
- Quality of business strategies: choices businesses make about where and how to compete

scope for entry, but southern African producers and exporters have yet to tap the markets because of supply-side constraints (competitiveness).

The Hub has made demonstrable and systematic progress in several important areas. For example, the customs reform and transport corridor work are highly relevant and systematic progress is being achieved. However, other technical interventions lack a clear focus on the competitive constraints in identifiable sectors that drive exports and trade.

To achieve maximum impact both in the short term of the current task order (that ends September 30, 2004) and to position the Hub for longer-term impact, RCSA and Hub staff need to agree on a focused vision, conceptual framework, technical parameters, and an efficient operational management structure for implementation. We believe it is imperative to make the necessary adjustments now. To this end, this plan addresses these adjustments and presents an approach that more clearly links priority work objectives to the achievement of strategic results.

A2. The Policy Framework: Focusing on the Agriculture and Trade Nexus

In the broadest sense, the vision for the Hub must encompass overall U.S. Government objectives in Africa that link foreign policy and development objectives. From a USAID and RCSA perspective, the Hub must focus on key development priorities that link economic growth and trade to improved incomes of people in the region. In this context, agriculture in southern Africa represents an emerging engine for growth involving both regional and global trade with important multiplier impacts on employment and business expansion and investment.

Most economies in the region are agricultural based, depending on exports of traditional or primary agricultural products. They import most of their manufactured goods including agricultural inputs such as agro-processing equipment, fertilizer and improved seeds. These countries differ geographically, economically and in their levels of development. Some have direct access to ports, while some are landlocked. Infrastructure constraints, such as poor roads and access to energy vary throughout the region. The lack of integrated markets, access to affordable finance and market information also differ widely throughout the region. Regulatory systems need to be harmonized and red tape that limits business development needs to be eliminated. These differences directly affect competitiveness and, hence, the level of trade and exports that can be achieved. Nevertheless, trade liberalization is providing and should continue to provide incentives to governments and the private sector to remove supply-side constraints. At the same time, producers, businesses and exporters will need to adopt modern, commercially oriented practices that position them to adapt to market realities and develop their competitive advantage.

U.S. Government agencies, particularly USAID, the U.S. Trade Representative, USDA, Department of Commerce and the Department of State, play key roles in setting forth overall policy designed to provide both development priorities and increased market access for southern Africa products. Of special note is AGOA, which provides a framework for directly supporting African/U.S. trade and investment relationships. While AGOA provides market access for a tremendous range of products, only the textile/apparel sector has been able to position itself to take advantage of AGOA. Agricultural products are still constrained by the lack of competitiveness. Thus, the development challenge is to improve competitiveness.

Regional trade agreements, notably SADC, COMESA and SACU provide a broad policy reform agenda that frame the context for the Hub's focus on agriculture and competitiveness, both regionally and globally. To fully address the regions agricultural competitiveness, the Hub and its constituents must take into account trade arrangements between southern African countries and other global trading partners such as the European Union, the Middle East, and other African countries outside of SADC and COMESA. The private sector needs to fully understand the trade policy implications of the various agreements and how they affect market access in relation to building competitiveness.

USAID's Africa Bureau and RCSA place high priority on two Africa-wide development efforts, the "Trade Initiative" and the "Agriculture Initiative." These two USAID initiatives provides a powerful, synergistic policy framework for enhancing the economic and social livelihoods of millions of Africans engaged in agriculture through competitive, export-led growth.

The USAID Trade and Agriculture Initiatives articulate the strong linkage between trade, economic growth, agriculture, and poverty alleviation. Substantial empirical evidence exists to show that subsistence-based agricultural economies can achieve significant reduction in poverty by adopting an export-led growth strategy. Doing so provides incentives to increase productivity and competitiveness and diversify the export base. As a consequence, the agricultural sector transforms from low productivity, subsistence farming to a diversified matrix of commercial and increasingly competitive enterprises. Transforming agricultural economies achieves new business expansion opportunities in agribusiness and non-farming enterprises that lead to economies of scale, coordination of industry clusters and greater national and/or regional competitive advantage. The transformation creates new and better jobs linked to diversified business expansion and more disposable income for improving health care and education; and, ultimately reduction in poverty. In order to stimulate the transformation, two development efforts are needed. One is to create and implement the proper trade policy environment, which is already underway. The second is to inject competitive measures that stimulate private sector development.

In sum, to fully address the region's competitiveness, the Hub must keep the role of global markets and competitive sectors at the forefront of its strategic focus. While AGOA will remain a key feature for defining access to the U.S. market, it is critical that the Hub broaden its vision to address competitiveness within the region as a function of all viable markets. Building competitiveness in the region will require the Hub to address agricultural productivity and the related export growth that the agricultural sector can generate. Millions of southern Africans are engaged in agriculture and the potential multiplier effects from increased competitive trade are potentially very high. Focusing on agricultural competitiveness has a direct relationship on reducing poverty through increased employment, business expansion and investment. Transforming agriculture to a commercial enterprise that exports will require continued efforts for regional trade policy reform as well as support for adopting competitiveness measures to enhance agricultural exports.

Supporting Competitiveness of Agricultural Exports

- Getting efficiencies of production right
- Working with already commercially-oriented farmers and farmer associations
- Helping associations position themselves within the market chain
- Maximizing private sector involvement
- Defining and following quality standards and regulations of customer countries
- Streamlining and designating appropriate roles of crop regulatory authorities
- Establishing research and information dissemination programs
- Promoting a quality image and delivering on it

A3. Addressing the Objective: Expanding Competitive Agricultural Exports

To address the objective of expanding competitive agricultural exports, the Hub must be armed with a full understanding of the region's agricultural dynamics, including regional trade flows by sub-sector, relevant cluster and supply/market chains, the unique constraints in each chain that impede competitiveness, and feasible solutions. A number of important principles will guide the Hub approaches to solve constraints and find realistic solutions. They are shown in the box at right and described below.

Hub Guiding Principles
<ul style="list-style-type: none"> • Agricultural export competitiveness as a driver • Building Constituencies and Partnering-A new emphasis on working with the private sector and forging public-private sector alliances • Application of best practices for solving constraints-Direct service provision vs Intermediaries and Leveraging • Recognition of the role and need for investment • Business linkages driven by market chain opportunities and needs • Support to Non-Presence Countries • The need to work strategically, leverage resources, and build strategic relationships. • Choosing the appropriate indicators to monitor results

- *Agricultural export competitiveness as a driver.* The implementation strategy for the Hub will focus on building export competitiveness, primarily within the agricultural sector where significant trade potential can be demonstrated. The approach will be to expand competitiveness and trade through high potential clusters, including supporting associations, manufacturing enterprises, ICT, market information systems and services. The agricultural sector represents a number of unique supply/market chains that drive unique export products. For each chain, priority markets need to be clearly defined and linked to

What Are Clusters?
<p>Clusters comprise the businesses and organizations that firms in a sector need to work with to get their product or service competitively produced, marketed, and sold. Clusters are more complex than commodity market chains as they also incorporate, for example, regulatory standards boards, BDS providers, associations and relevant government agencies. A cluster is initially drawn together by the self-interest of a core industry group. Such self-interest can generate linkages that allow the cluster members to work together on competitiveness needs. The analysis and decisions taken at the cluster level inform businesses, public-private dialogue, and policy, regulatory, and service change by the public sector. Working at the cluster level identifies strategic actions that individual businesses are unable or unwilling to take alone.</p>

characteristics of the supply chain, e.g. production, inputs, processing, transport, post-harvest storage, quality standards, and exports so that competitive constraints can be identified and addressed properly. Once the initial supply to market linkages are identified with Hub support, further opportunities will emerge for promoting additional spin-off and supporting cluster enterprises that lead

to industry-level impacts.

- *Building Constituencies and Partnering-A new emphasis on working with the private sector and forging public-private sector alliances.* While trade agreements and protocols set forth a range of reform topics for governments to pursue, they do not necessarily prioritize the reforms from a private sector perspective. Moreover, trade negotiations and efforts to improve the most desirable enabling environment can take considerable time. Working more directly with the private sector provides a means to drive the reform process and also to build consensus for prioritizing reforms. Given that an extensive range of enabling environment

issues could potentially be addressed, the Hub will develop a strong constituency with the private sector and promote effective public/private sector alliances for setting priorities that impact on competitiveness. The Hub will develop working relationships with progressive associations and producer organizations with linkages to international firms in order to promote integration of inter-regional trade, economies of scale and a southern African image for preferred investment. These constituencies will enhance technology transfer and joint ventures, leading to a more vibrant private sector capable of adopting measures to improve its competitiveness position and to take full advantage of the new trading regimes as they evolve.

- *Application of best practices for solving constraints-Direct service provision vs Intermediaries and Leveraging.* In order to increase exports, the Hub will address two sets of enabling conditions: one is primarily a function of public sector reform; the other is primarily a function of private sector reform, while some are joint public/private sector actions. The Hub must have the capability and expertise not only to identify key action areas, but also to apply “best practices” for solving problems within these two sets of enabling conditions. The Hub will rationalize its approach for assistance directed to public sector regulatory bodies versus supporting actions that might better be carried out by the private sector. Likewise, the Hub will rationalize the level of effort for one-on-one assistance to firms versus a strategic approach that builds broad, private sector capacity, e.g. working with sector cluster export associations, producer organizations, business development service (BDS) providers, and financial institutions. For example, many firms and small businesses need training in developing business plans, analyzing cash flow and financial projections, adopting quality control procedures and other types of firm level assistance. Best practices, based on experience in many countries, show that the most effective way to provide this assistance is by developing the capacity of business development service providers or associations, who can then provide the services to a much larger constituency. Providing such assistance directly to firms on a one-on-one basis by Hub staff is simply not cost effective. In some selective cases, such as with Non-Presence countries, or where a one-on-one intervention would lead to a high-level impact, the Hub will remain flexible to the extent possible. Through the new business linkage capability with SAIBL, the Hub will also have capability to broker one-on-one assistance.
- *Recognition of the role and need for investment.* It is important for the Hub to distinguish between the actions that promote exports and those that promote investment. Clearly, private investment is needed to enhance exports. However, in sequencing development assistance tasks, international experience shows that effective investment typically follows from a demonstrated potential by firms to adopt sound business practices and competitive measures. The Hub will focus on building private sector export competitiveness as the first and highest priority, rather than seeking investors for ill-defined opportunities.
- *Business linkages driven by market chain opportunities and needs.* While the Hub will continue to facilitate business linkages and very selective trade missions, criteria will be established and utilized to ensure high probability to produce significant business expansion and/or new ventures with long-term, sustainable trade relationships. The Hub will strengthen business linkages that address key, viable export supply/market chains. To achieve greater impact, the business linkage component in the Hub will draw on proven institutional capability that has been started in South Africa by SAIBL through the Corporate Council of Africa,

and other sources such as Department of Commerce with respective expertise posted in the Hub.

- *Non-Presence Countries.* The Hub will provide special attention to the needs of those countries where no bilateral USAID Mission is present i.e. Botswana, Lesotho and Swaziland. Special workplans will be agreed upon for each country in consultation with the respective Embassies that address AGOA and other priorities linked to the Hubs expertise, particularly textiles, livestock and agricultural exports.
- *The need to work strategically, leverage resources, and build strategic relationships.* The Hub has limited resources, both in funding and staff, and cannot address all constraints in the region. Thus, sound criteria will be developed to guide who, where, and how the Hub assists stakeholders to maximize economies of scale. The Hub will also place high priority on leveraging resources and providing leadership to other key partners who demonstrate value-added and synergistic, higher order impacts. In particular, the Hub will develop strategic working relationships with USAID Missions in the region and other related donor and national development efforts. The Hub will seek regional solutions where relevant rather than national solutions.
- *Choosing the appropriate indicators to monitor results.* Strategic results should reflect two kinds of outcomes: 1) The volume and value of trade must increase. In particular, exports must increase over a reasonable period of time. Related, and to the extent it can be measured, effective private investment in key sectors should be monitored. Employment and business expansion are also key measures of increased economic activity linked to trade; 2) Another set of results is a measure of how well the trading regime is functioning (efficiency factors) and whether enabling conditions addressed by the Hub are affecting change that facilitates the first set of results. Such measures include how changes in the enabling environment have reduced transaction costs for the private sector; how the private sector has reorganized to enhance its own competitiveness in producing and marketing goods and services; or how regional export strategies have resulted in increased participation by the private sector to expand the number of businesses and volume of trade.

B. A Restructured Organization For Achieving Results

The Hub will refocus and realign its core work *to achieve the strategic result of enhancing agricultural export competitiveness in the region.* The refocused program will be guided by the principles described in sections A3 and by addressing specific adjustments associated with on-going activities described in Annex A This strategic plan continues to encompass the Hub sub-activities already identified in the RCSA Performance Monitoring Plan, but also provides a means to more directly affect results at a higher level particularly for SO 13 (commercial markets for agriculture) and for SO 2 in terms of regional integration. In addition, this new refocus will realign the Hub activities with RCSA's strategic plan for 2004-2010 particularly in the areas of global competitiveness, regional market integration, and agricultural trade.

From an operational standpoint, the Hub will implement a new organizational plan that will strengthen the technical focus in several key areas and align the staffing pattern accordingly. The reorganized Hub will have two core functional units: 1) Competitive Exports Technical Unit and 2) Outreach and Communications Unit. Each

of these core units will include a team of international and regional experts who will work closely within and between units (see organizational plan in Figure 1).

The Competitive Exports Technical Unit will take the lead on identification and technical assistance work of competitive export activities while the Outreach and Communications Unit will be responsible for communicating results and information to the Hub's stakeholders. The key functions related to AGOA information and business linkages will be included in the Outreach and Communications Unit. We believe this approach will reduce stove-piping and provide for greater integration and synergies between staff, leading to greater strategic focus and value-added outputs.

The new operational focus will also allow the Hub to adjust level of effort, subject to the availability of resources, in the event additional technical parameters need to be addressed, i.e. the model provides flexibility without the need to reconstruct a new operational plan as new requirements come on stream.

B1. Competitive Exports Technical Unit

The conceptual framework to achieve increased competitive exports (Figure 2) requires close coordination on four key technical focus areas or pillars:

- Reaching global and regional export markets
- Supporting productive sectors
- Improving the enabling environment: public sector
- Strengthening private sector capacity

Each pillar is critical on its own and in terms of its interdependencies with the other three pillars. The pillars represent technical expertise needed by the Hub to address in a concerted manner the focus on enhancing competitive exports. The work will require highly experienced specialists with an ability to integrate skills and activities. Collectively, the team must have the knowledge base and capability to advise stakeholders on best practices and priority constraints. To achieve this core objective, this team will apply expertise to analyze the economic competitiveness of key sectors (illustrated by the vertical axis running between the "productive sectors" and "markets" pillars in Figure 2) and identify enabling environment constraints (illustrated by the horizontal axis running between public and private sectors pillars in Figure 2). Coordinated work involving each pillar will be required. The technical experts must have international experience, particularly African experience, and the ability to apply best practices that entails identifying priority competitive constraints, applying solutions to key constraints, and building strategic private sector alliances throughout the region to build economies of scale.

The task areas devoted to improving the public sector enabling environment include current efforts in customs and transport that will continue. To the extent public sector actions for SPS and/or other regulatory measures need to be addressed, they will be demand-driven from the private sector. Much greater attention must be given to enhancing private sector capacity (the right side of the horizontal axis of Figure 2). Strategic linkages between relevant private sector producer organizations, export associations, BDS providers, financial institutions, etc. must be addressed if competitiveness is to improve. Specific private sector priorities will be identified that will improve competitiveness in key supply/market chains. Strategically focusing on private sector capacity will increase economies of scale and also provide an effective means to build key alliances with the public sector.

The transition phase workplan shows two key actions to address the new Competitive Exports Technical Unit's work. The first is an analytical assessment that will identify and rationalize key agricultural and textile sector supply/market chains and the priority constraints in each that can effectively be addressed by the Hub. The assessment will also provide a strategy for working with the private sector. These analyses will then be used to set clear workplan tasks through September 30, 2004.

Specifically, the assessment will:

- Undertake competitiveness constraints analysis of key sector and industry clusters that contribute to the regional economy and have significant growth potential; coordinate work with IFPRI's ongoing agricultural trade analyses in the region
- Identify relevant business, producer, and export organizations and associations; and their potential roles to contribute to cluster expansion
- Develop criteria for private sector technical assistance interventions based on best practices; for example, using BDS providers to service entrepreneurs and associations
- Develop criteria for public sector technical assistance interventions based on best practices; for example, how to best provide training for SPS and grades and standards
- Select final sectors/clusters and develop basic action plans, taking into account constraints, roles of partners, and priority action areas

Staffing the Competitive Exports Technical Unit

Staffing this unit will require changes. The existing Hub experts focused on customs and transport will remain. New expertise will be required to address agricultural and textile supply/market sectors, and strengthening of private sector capacity. At least five new experts will be recruited: trade/marketing, trade/livestock, trade/textile, trade/food crops and a trade/private sector. Should work in transport corridors expand, another transport specialist will be required. This unit will be supervised by the Hub manager.

The second action will be recruitment of four new experts for the unit.

B2. Outreach and Communications Unit

Given the high visibility of the Hub, a significant and important set of functions is required for communicating specific Hub activities outcomes. Communicating and exchanging information with regional stakeholders, including private and public sector clients, RCSA and bilateral USAID programs, the other Hubs, U.S. Government agencies and Embassies, and other regional partners requires application of state-of-the-art information technology. In addition, the Hub must maximize outputs of the Competitive Exports Technical Unit through communication and outreach. Special attention is required for maintaining AGOA and business linkages data bases and market information. Given the vast array of information requirements, it is essential for the Hub to apply state-of-the-art information technology that is customer friendly and easily accessible.

Key functions of the unit include:

- Exchanging project, performance monitoring, and success story information with RCSA, USAID missions, and other donors

- Communicating messages and information to public and private sector partners and clients on AGOA, regional and global markets and requirements, competitive sectors, and related issues
- Training and strengthening the capacity of the relevant public and private sector partners in Hub task areas, e.g. customs, SPS/grades and standards, association building
- Building business linkages between critical export sector cluster members and buyers in regional and global markets
- Information exchange through Hub and partner websites and related software and databases

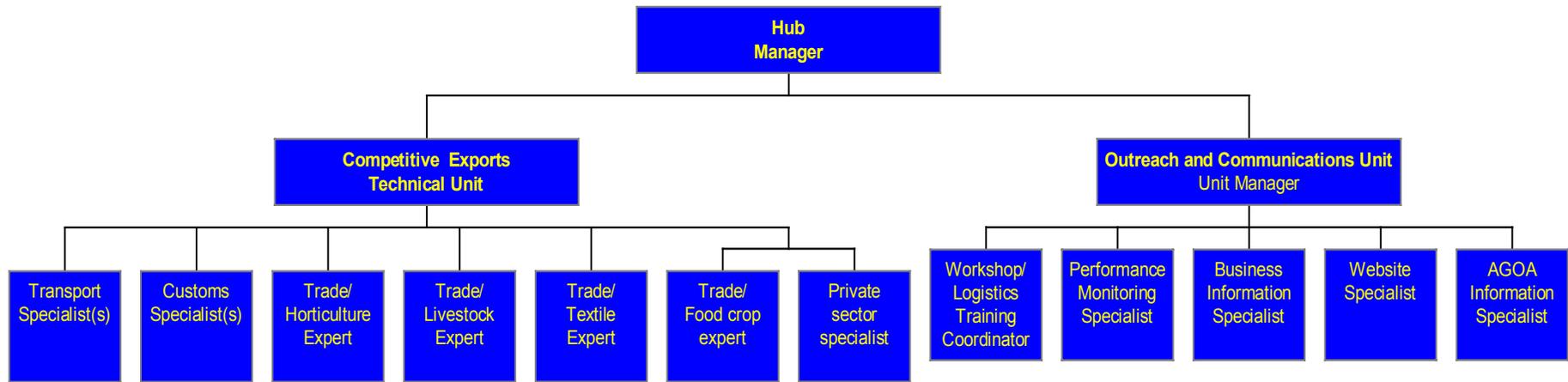
Staffing the Outreach and Communications Unit

The unit will be comprised of at least five staff: a workshop/logistics/training coordinator, business information specialist, AGOA information specialist, performance monitoring specialist, and website specialist. The unit's work will be supervised by the outreach and communications unit manager.

To achieve a more focused effort, the Hub will consolidate several existing functions with the aim of reducing stove-piping, integrating key functions, and creating a more efficient and streamlined unit focused on outreach and communications. The restructured Outreach and Communications Unit will integrate current efforts in AGOA awareness activities, business linkages, information exchange, and performance monitoring into one unit.

Integration of these functions will encourage important synergies. The unit will work closely with the Competitive Exports Technical Unit to maintain effective flow of information and its conversion into customer friendly communication products. The new unit will utilize existing staff, however some responsibilities will be adjusted.

Figure 1: Restructured Hub Organizational Plan



B3. A Hub Results Framework

From an implementation perspective, it is important that the Hub's technical expertise be organized to create outputs linked to export competitiveness in key supply/market chains. This will ensure that specialists align their work in a concerted approach to achieve the higher level result of increasing trade values. To illustrate, utilizing the conceptual framework shown in Figure 2, the Competitive Exports Technical Unit team will work collectively on constraints in key sectors to achieve results that add cumulative impact, as shown in Figure 3. While illustrative, this results framework tentatively identifies important agricultural sub-sectors: food crops, feed grains, high-value processed and unprocessed commodities, livestock and livestock products, and textiles. Each sub-sector has unique supply to market relationships. For example, food crops have identifiable production areas in various countries and regional market destinations. On the other hand, high-value horticultural commodities or processed foods have different

production areas and current and potential regional and global market relationships. Thus, each sub-sector supply/market chain will require specific knowledge of production and market issues that will define specific competitive constraints and solutions.

This illustrative results framework is practical and implementation-oriented; project

intermediate results (PIRs) are chosen by sector and key results areas (KRAs) are based on the corresponding market chain constraints. The specific Hub-supported sectors and related support to the market chains will be fine-tuned during the transition period and the results framework will be adjusted accordingly.

Working with Competitive Sub-Sectors

Once the key sub-sectors and the unique supply to market relationships are identified, export constraints must be identified and prioritized. For example, regional trade in maize may require priority attention to cross-border transport, harmonization of grades and standards, market information systems, reduction of non-tariff barriers, responsive input supply systems, and linkages between producer organizations and exporters. On the other hand, focusing on high-value processed commodities may require more emphasis aggregating commodities from farm to key agroprocessing centers, ensuring quality control and packaging, ensuring guaranteed cargo space at affordable prices, and establishing long-term buyer relationships in key external markets. For all sectors, establishing public-private sector alliances, working with BDS providers to assist firms with needed technical standards, business planning, and accessing finance is also critical. Finally, the Competitive Exports Technical Unit will need to establish strategic working relationships with other related projects and programs funded by USAID missions, other donors, and regional organizations to maximize the utility of Hub interventions and avoid duplication of efforts.

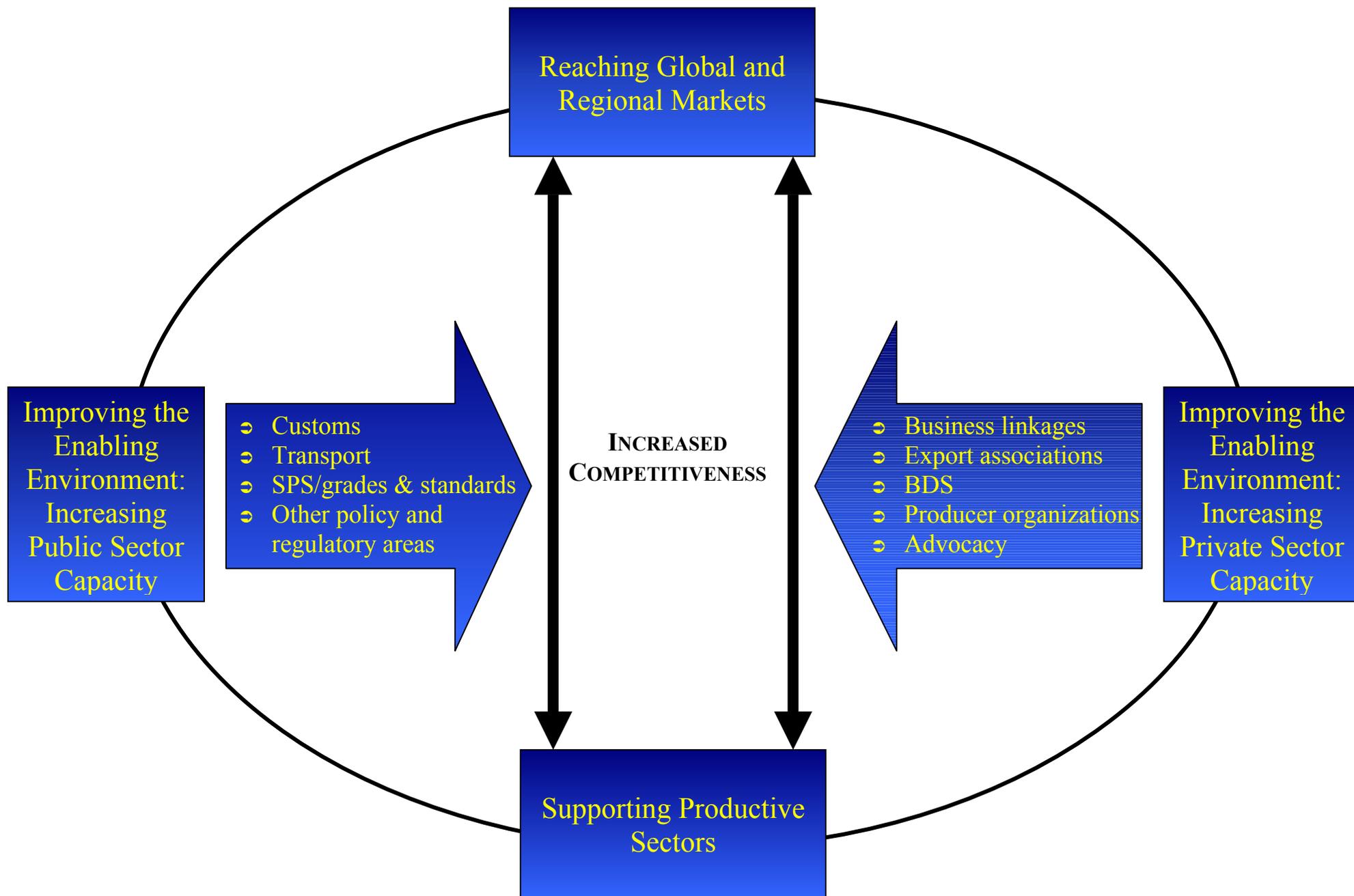
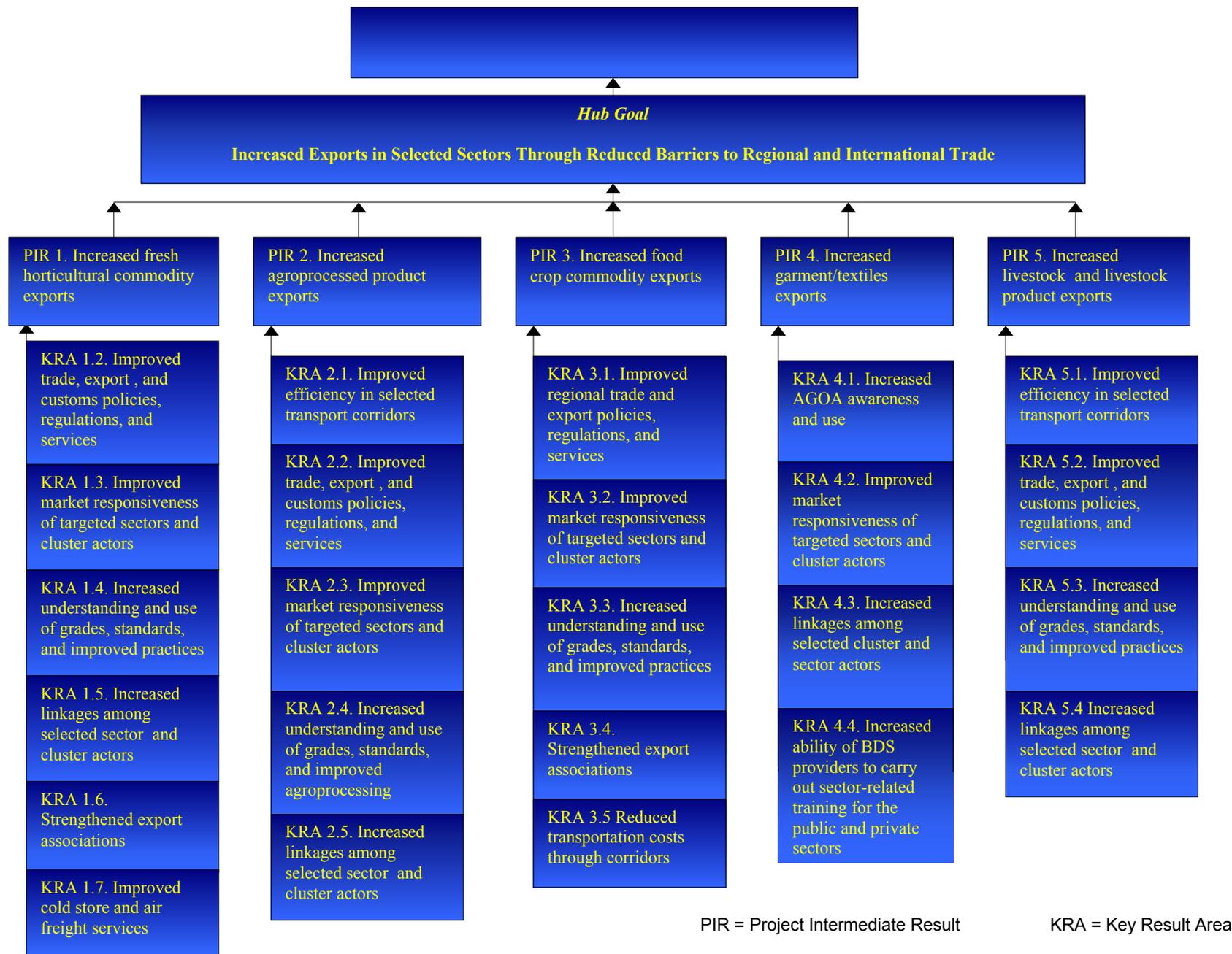


Figure 2: Four Hub Pillars and Priority Task Areas to Increase Competitiveness

Figure 3: Illustrative Southern Africa Global Competitiveness Hub Results Framework



C. Transition Phase Activities and Workplan

The transition phase is comprised of six major tasks:

- Task 1: Recruit and Field Short-term Competitive Sector Assessment Team
- Task 2: Assess Promising Competitive Sectors, Clusters, Products, and Services
- Task 3: Implement Reorganization Plan
- Task 4: Conduct Relevant Ongoing Activities
- Task 5: Finalize Results Framework and Workplan
- Task 6: Consultation Plan

Each task is described below and a transition phase workplan follows in Figure 4.

Task 1: Recruit and Field Short-term Competitive Sector Assessment Team

- Work with home-office to identify specialists with skills in competitive sector analyses and agricultural marketing and trade, as well as knowledge of Southern Africa; a scope of work for the assessment is in Annex B
- Field team within 15 days of mission approval of strategic plan

Task 2: Assess Promising Competitive Sectors, Clusters, Products, and Services

- Prioritize and undertake competitiveness constraints analysis of key sector and industry clusters that contribute to export growth. Regional markets as well as external global markets linkages will be described in terms of potential trade flows that can be generated with impacts on the regional economy. It is expected that IFPRI can provide valuable data and simulation models for identifying commodities with high growth potential. The team will coordinate work with IFPRI's ongoing agricultural trade analyses in the region
- Identify relevant business, producer, and export organizations and associations; and their potential roles for contributing to cluster expansion
- Develop criteria and an approach for private sector technical assistance interventions based on best practices; for example, using BDS providers to service entrepreneurs and associations
- Identify and prioritize public sector regulatory improvements linked to competitiveness in key sectors. Specific attention will be given to SPS and other related issues. Develop criteria for public sector technical assistance interventions based on best practices; for example, how to best provide training for SPS and grades and standards to achieve economies of scale.
- Select final sector/clusters, refine results framework and develop basic action plans, taking into account constraints, roles of partners, and priority action areas

Task 3: Implement Reorganization Plan

- Recruit four new technical specialists for the Competitive Exports Technical Unit, coordinating their work with the Competitive Sector Assessment Team (see task 2); illustrative scopes of work for the new long-term positions are in Annex C
- Prepare outreach and communications strategy, including linkages to Competitive Exports Technical Unit outputs, AGOA information and awareness, business linkages, and performance monitoring. Refine component functions and staffing requirements for the Outreach and Communications Unit

- Develop specific plan to focus business linkages on strategic export sectors and develop Hub linkages with SAIBL and GTN, which will be managed by the Outreach and Communications Unit
- Develop specific plan to maximize AGOA awareness efforts through information technology i.e. website development and maintenance, information management system, and rationalization of staffing requirements
- Assess and strengthen the website, data, and information management activities for the Hub, including AGOA, business linkages, performance monitoring, and other needs, with the purpose to streamline and create customer access to information

Task 4: Conduct Relevant Ongoing Activities

AGOA/Business Linkages Activities

- Prepare report that a) identifies most frequently asked questions about AGOA, GSP, Grouping Nine, and/other related information; b) identifies the total number of requests over the last year, their frequency, and requests by sector; and c) identifies the most useful data and information networks that can be utilized to respond to requests for information
- Prepare a report that identifies the key stakeholders in the region and includes the following information: a) key country and regional private sector organizations and/or associations that show promise as leadership agents for competitiveness; b) key country and regional public sector organizations that show promise as leadership agents for competitiveness; and c) most valuable sector assessments, trade data, and export projections in textiles and agriculture, by country and regionally
- Prepare a report identifying current status of business linkage activity, showing a) current number of businesses in database, their location, and sector interest; and b) how many business linkage activities have led to joint ventures and/or investment decisions
- In conjunction with Hub assessment team, assist Zambia with export promotion strategy implementation to identify market potential for specific commodities, assessment of USAID/ZAMTIE priorities and meetings with private sector/regional integration experts in COMESA. Facilitate meetings for assessment team. June 24-27.
- In conjunction with Hub assessment team, participate in Tanzania International Trade Fair and assist with national export strategy. Facilitate meetings for assessment team. June 29-July 9.
- In conjunction with Hub assessment team, follow-up on Mauritius proposal to develop regional supply to market chains in agribusiness.
- Prepare invitee list for textile conference and work with RCSA Trade Capacity project to identify agenda.
- Rationalize and identify priority actions for the Angola workplan
- Prepare Leather, Leather Goods and Footwear Regional Supply Chain Report
- Provide detailed briefings for assessment team

Customs and Trade Facilitation Activities

- Forge direct links between customs and trade facilitation work and targeted competitive sector and cluster focus and activities, developing customs and trade facilitation-related activities that directly support targeted sector and cluster needs; analyses and determination of priority demand, markets, and

market/supply chains will establish the need for and extent of revision of customs and trade facilitation activities

- Undertake transitional activities in coordination with Task 2 activities, such as surveying customs requirements of US and European markets for products from identified sectors under AGOA, GSP, the Cotonou Agreement, etc., assessing the state of trade facilitation in the region and how the Hub should best support improvements; and short studies on the use of import duty incentives and customs procedures for promoting trade and investment in coordination with donors and regional trade associations
- Continue activities in statistics and data collection related to tariffs, taxes, and customs for imports and exports; information dissemination on the U.S. Container Security Initiative; facilitation of adoption of a model customs client service charter and comprehensive, long-term SADC trade facilitation program; assistance to the Trans Kalahari Corridor (TKC) countries in corridor documentation and procedures to facilitate a pilot transit regime; and surveying current transit procedures in selected transit hubs and borders
- Rationalize and identify priority actions for the Angola workplan
- Provide detailed briefings for assessment team

Transport Corridor Efficiency Activities

- Forge direct links between transport work and competitive sector and cluster activities, developing transport-related activities that directly support targeted sector and cluster needs; analyses and determination of priority demand, markets, and market/supply chains will establish the need for and extent of revision of transport corridor—including air freight—activities
- Continue activities in business plan and workplan development for the current two targeted corridors; facilitation of corridor institutional frameworks, including the TKC MOU, organizational meetings of the DC management committee, and institutional sustainability assessments for both corridors; implementation of corridor efficiency programs focused on operational improvements; assistance with design and implementation of corridor performance monitoring systems; and promotion of corridor success stories
- Participate in the Sub-Saharan Africa Transport Policy Program meeting in May in Rwanda and develop strategy for coordination with other donors working in regional transport
- Rationalize and identify priorities for the Angola workplan
- Provide detailed briefings for assessment team

SPS/Food Safety Activities

- Prepare report that identifies a) most frequently asked SPS/food safety questions, categorized by country, sector, and organization; and b) identify priority SPS/food safety issues, specifying names and contacts of key organizations to be used by assessment team
- Working with RCSA and APHIS, develop plan for respective roles of APHIS and Hub in identifying and addressing priority SPS/Food safety activities, including prioritizing applications for permits and addressing PRAs.
- Brief assessment team on HACCP work to date and potential way forward to install capacity within the region based on priority commodity products
- Working with the RCSA, assess the appropriateness of accessing any additional technical assistance through the USAID Global Bureau SPS IQC to complement Hub and APHIS work.

- Identify appropriate SPS/Food Safety data bases that provide useful information and can be placed on the Hub Website
- Rationalize and identify priorities for the Angola workplan
- Provide detailed briefing for assessment team

Task 5: Finalize Results Framework and Workplan

- Develop and finalize strategies for each unit, including specific unit activity plans identified above
- Develop strategic partnerships with USAID missions, other donors, and national programs focused on bilateral trade and agricultural export programs
- Prepare and present to USAID a final life of project workplan that includes organizational plan, results framework, and selection criteria for project interventions
- Revise the Hub performance monitoring plan (PMP)

Task 6: Consultative Plan (by Hub Manager)

- Meet and with key counterparts in Non-Presence countries, i.e. Embassies and selected host-country officials and private sector to explain the new strategic plan and initiate discussion to identify workplan priorities.
- Meet with USAID staff in RSA, SAIBL and selected host-country officials and private sector to explain strategic plan and finalize arrangements for SAIBL incorporation into the Hub Outreach and Communications Unit
- Meet with counterparts in Zambia, Malawi and Mozambique, i.e. USAID officials, selected host-country officials and private sector to explain strategic plan and develop working relationships with key partners.
- Meet with counterparts in Tanzania, Namibia and Angola, i.e. USAID officials, host country and private sector representatives to explain strategic plan and develop working relationships with key partners.

Annex A

Status of Current Activities and Adjustments to be Incorporated into New Life of Project Workplan

Below we highlight the status of ongoing technical and management areas of Hub implementation and identify required refocusing and refinements.

I. Technical Areas

Linking markets to productive sectors. The most critical issue and current weakness of the Hub is the lack of clear analytical agenda and analyses that establishes a basis for building export competitiveness in priority sectors with clearly identified linkages to viable export markets. Currently, the AGOA/Business Linkage component is the primary market development effort, meaning that essentially all Hub efforts have been devoted to the U.S. market as a function of AGOA. While AGOA is an extremely important market for the Hub to focus on, it is only one of many that are important to southern African producers and exporters. AGOA, by nature of being an extensive U.S. Government marketing effort, has captured interest of African governments and the private sector, primarily in the area of textiles/garments and this has translated into the Hub's primary focus to date. However, there is potential access to the U.S. market for a much larger range of products beyond textiles that remains untapped at present.

More importantly, market access under AGOA, or any other market, does not ensure that the private sector within the region is yet able to compete in any given sector or product line. Even within the textile sector, there is little competitive analysis to demonstrate how the region can build a broad regional strategy that will substantially expand over the longer term. For example, the Hub is assisting with national country strategies for AGOA in Namibia, Tanzania, and Zambia. However, these efforts do not yet offer a strategic competitive focus that identifies key competitive exports, constraints, and a plan to solve those constraints. To make AGOA and/or other export strategies meaningful, the strategies must be much more rigorous and clearly demonstrate competitive advantage and key constraints in supply/export chains for the U.S markets and other relevant export markets.

The Hub, AGOA, and Competitiveness

A large part of the Hub's efforts have successfully focused on building awareness of AGOA. From an operational perspective, it is important for the Hub to distinguish between "awareness efforts" and "building competitiveness". For the most part, AGOA awareness has been achieved, but AGOA competitiveness has not. The Hub needs to substantially shift more of its level of effort from awareness to building competitiveness.

Essentially no attention has been given to strategic market development for agricultural products, either in relation to AGOA or to other markets, such as Europe, the Middle East, and markets within Africa. Agriculture represents a significant and far-reaching sector, covering food and feed grains, non-traditional fresh fruit and vegetables, and value-added products, as well as related support industries with large multiplier effects via clusters for increasing exports and employment. While the Hub has provided some technical assistance to various potential agricultural product opportunities in several countries at the entrepreneurial level, there is little evidence that these will lead to significant multiplier effects to expand employment, investment, and long-term competitiveness.

RCSA has other contracts to carry out policy work in sectors, such as energy, telecommunications, and trade capacity. These policy efforts provide important macroeconomic and trade reform information that impact on competitiveness and global market issues. The Hub needs to coordinate more closely with these efforts, particularly on trade capacity and agricultural policy, to seek synergies and deepen Hub analyses and knowledge base.

In sum, The Hub will develop a new approach for analyzing and identifying competitive export sectors. The new approach will: 1) integrate AGOA market development, strategy, and competitive analyses work within a new and broader effort on competitive exports that takes into account the global market place; 2) expand the scope and level of effort to identify viable global markets with linkages to competitive production and supply chains; and 3) streamline information exchange related to AGOA, such as market databases, awareness efforts, and business linkages; and transfer management of this third function to a restructured Outreach and Communications Unit.

Business linkages component. Currently, business linkages activities are tied to the overall AGOA emphasis and, therefore, do not encompass a broader perspective on other sectors beyond textiles/garments. In addition, the business linkage activity lacks an ability to match business interests with reasonable predictability for successful outcomes leading to investments, joint ventures, and/or new markets. The business linkage component will be revised to: 1) respond to a broader set of key export sectors as the Hub develops greater knowledge of competitive export/supply chains; 2) establish working relationships with other business linkage entities that can bring a proven track record of performance to strengthen Hub operations i.e. SAIBL and/or possibly the USAID-funded GTN, with a specialist posted at the Hub; and 3) provide greater integration and management by incorporating the business linkages activity into the restructured Outreach and Communications Unit.

Sanitary/phytosanitary (SPS)/food safety component. The SPS component has completed important policy-based analyses including the SADC SPS/Food Safety Annex and other special policy studies. Beyond the policy work, the SPS component has been unable to prioritize constraints in competitive export cluster chains. Issues also remain regarding the most effective approach for addressing grades and standards, HACCP, and certification of products, etc. There is no strategy guiding the Hub's capacity building efforts directed at assisting government bodies versus private sector associations. For the private sector, there is no strategy guiding the efforts devoted to direct assistance for selected entrepreneurs versus developing capacity through associations and/or BDS providers.

Given that the RCSA will soon establish a resident APHIS capability for the region, linked to the Hub, much of the SPS work will be carried out by APHIS. In addition, RCSA or possibly the Hub, could buy-in to a new SPS IQC to cover additional work not covered by APHIS. At the same time, the Hub will strengthen its capability to prioritize SPS constraints and work closely with APHIS to ensure follow-up. The SPS component will be revised to: 1) identify SPS priorities as part of the competitive export clustering; and 2) coordinate with APHIS and/or a new SPS IQC, as appropriate, to ensure SPS priorities are addressed. The inclusion of agricultural marketing specialists familiar with a broad range of knowledge in SPS, grades and standards, and buyer requirements in regional and international markets is imperative under a refocused Hub.

Customs and trade facilitation component. The customs and trade facilitation component continues to achieve good results linking both country-specific customs

reform to regional trade protocols, and particularly to the Hub transport component. This component addresses a strategic focus and demonstrates the potential for higher order impact. It is also bringing greater private sector consultation to ensure that outcomes will improve competitiveness. No major revisions will be undertaken. However, the customs component will strengthen its links to competitive export clusters and demonstrate how customs reform is improving competitiveness.

Transport corridor efficiency component. The transport corridor component also continues to achieve good results by addressing policy-based constraints that link both public and private sector stakeholders. Working with both public and private sector, the Hub has carried out important analyses to assist the regulatory authorities in making necessary reforms. A key achievement has been to leverage the prospect for other donor resources to carry out expensive reforms—an example of Hub leadership and our comparative advantage. This component also represents a strategic focus and is on track. However, greater emphasis will be placed on links with competitive export clusters to establish the volumes of goods and services flowing through the transport corridors and the cost savings that accrue to the private sector, thereby enhancing competitiveness.

II. Management Areas

Implementation organization. When the Hub started operations, there was pressure to “fast track” activities. Little time was available for a comprehensive design effort that would rationalize and articulate a well-focused implementation plan. As a result, the tasks that guided past workplans and quarterly reports only partially addressed the key problem of building broad-based, export competitiveness. Moreover, the workplans have been driven by an over-extensive set of very specific tasks described in the task order that have been difficult to consolidate and translate into effective implementation components. In addition, the current components have tended to be “stove-piped” with inadequate integration of activities. Also, some activities currently underway do not represent “best practices” based on international experience. Hence, this workplan reflects a reorganization of functions and a new staffing plan that integrates tasks and focuses staff on the main objective of enhancing competitive exports within the region.

Outreach, information exchange, training, and performance monitoring. To date the outreach/information exchange, training/capacity building, and performance monitoring functions have operated as separate components. The three activities have provided useful products, including ongoing development of websites, specific training course modules, and information databases and monitoring. However, the activities lack effective linkages to core technical components and there are logical synergies that need to be developed between outreach/information exchange, training/capacity building, and performance monitoring functions. Therefore, these functions will be revised to: 1) integrate the three functions along with AGOA awareness and outreach and other business linkages functions into one core unit called Outreach and Communications; and 2) closely align the new unit’s products with outputs of the core export competitiveness work.

Linkages with other RCSA programs and USAID Missions. Prior to the submission of the last workplan, the Hub made a special effort to examine potential links with bilateral USAID Missions and country stakeholders with the aim of developing strategic relationships. While an extensive “wish list” was developed, there has been inadequate follow-up to establish strategic working relationships, particularly with the bilateral USAID Missions. It is critical that the Hub establish such strategic working relationships with USAID Mission partners, as well as other donors, in order to

enhance the value of the Hub's regional mandate and to leverage other resources already in place or being planned. To build the needed broad regional competitive sector linkages, synergies with related bilateral trade and agricultural programs will be essential. These strategic alliances will be addressed in the workplan and will be primarily the responsibility of the Hub Manager in collaboration with Hub staff.

Flexibility and special tasks outside of the workplan. The Hub recognizes that unforeseen tasks may arise during the course of implementing the workplan. Some of these tasks may represent high priority functions, e.g. the Kansteiner event and the Corporate Council event, etc., while other unforeseen tasks may be less of a priority. The Hub will be flexible, to the extent possible, to accommodate special tasks. However, we request that additional tasks outside of the workplan be based on agreement with the Hub Manager and CTO to determine the feasibility of provision of Hub resources.

Quarterly reports, workplan development, and approvals. An enormous amount of time is devoted to preparing trip reports, quarterly reports, and the workplan itself. Clearance of Hub consultants and travel approvals also takes considerable time and effort by both RCSA and Hub staff. In addition, working relationships between Hub and Mission staff have not always been clearly delineated. Recognizing that these relationships are important, the Hub endorses any effort streamline. We propose that:

- A new workplan cover the remaining life of the task order through September 30, 2004, including a three-month transition phase workplan (attached);
- the transition phase be approved as soon as possible in order to carry out the transition quickly and set the stage for focusing on new work objectives;
- a new life of project workplan address fewer, but more strategic tasks as a function of the new implementation operational structure;
- quarterly reports also reflect fewer but more strategic tasks as a function of the new implementation operational structure;
- approval of the level of effort for short-term consultants be part of the overall workplan approval and, hence, required only once;
- the type and frequency for use of Hub consultants require approval only by the Hub Manager; and
- the country clearance process be streamlined by utilizing a system of advance requests on a quarterly basis.

ANNEX B
Southern Africa Global Competitiveness Hub
Scope of Work
Assessment of Promising Competitive Sectors, Clusters, Products, and Services

Background

The Hub is refocusing and realigning its core work *to achieve the strategic result of building export competitiveness in the region*. The new Strategic Plan (attached) describes the new direction and operational plan to achieve export competitiveness, and hence, increased trade and investment. It continues to address the Hub results already identified in the RCSA Performance Monitoring Plan, but also provides a means to more directly affect results at a higher level particularly for SO 13 in terms of commercial markets for agriculture and for SO 2 in terms of regional integration.

From an operational standpoint, the Hub will implement a new organizational plan that will strengthen the technical focus of Hub activities in several key areas. The reorganized Hub will have two core functional units: 1) Competitive Exports Technical Unit and 2) Outreach and Communications Unit. The Competitive Exports Technical Unit will take the lead on identification and support of competitive export activities while the Outreach and Communications Unit will provide support in AGOA awareness, business linkages, information exchange, and performance monitoring and customizing information outreach through Website development. The two units will provide greater integration of technical functions and synergies between staff, leading to greater strategic focus and value-added outputs.

The conceptual framework and objective for the new Competitive Exports Technical Unit will be to undertake priority technical assistance actions in the southern African region to increase competitive exports in high priority sectors where significant impact can be achieved. The Hub will place high priority on agriculture and textiles general and, specific supply/market chains within the agricultural sector that can be linked to key global market opportunities where significant competitiveness can be achieved. In order to address the priority sub-sectors, the Unit will be composed of long-term experts representing expertise in four key technical focus areas or pillars:

- Reaching global and regional export markets
- Supporting productive sectors
- Improving the enabling environment: public sector
- Strengthening private sector capacity

Each pillar is critical on its own and in terms of its interdependencies with the other three pillars. The pillars need to be addressed in a concerted manner and synchronized in order to enhance competitive exports. This work will require highly experienced specialists with an ability to integrate skills and activities to advise stakeholders on how to achieve export competitiveness.

Rationale for this Assessment

To assist the Competitive Exports Technical Unit to achieve its core objective, the unit will need to have a strong analytic basis for organizing their work in priority sectors. In this regard, the Hub and, hence, the Competitive Exports Technical Unit will utilize a results framework to guide the long-term objective (attached). The framework must be grounded in analytical information and reasonable projections for increasing exports. Most importantly, the framework will provide a means for organizing the work of the Unit into a systematic approach so that the sum of interventions (KRAs) lead to the higher order impact of increased exports.

Purpose of Assessment

The assessment team will analyze the economic competitiveness of key agricultural based sectors, including textiles, identified in the Results Framework, identifying priority competitive constraints, potential solutions, and strategic interventions to address competitive constraints that build economies of scale. The assessment will examine viable opportunities in the global market place (regional markets, AGOA and other external markets) and link them to productive supply-side sectors. The analyses will also provide a rationale for selecting the supply-side export sectors. The rationale should include reasonable estimates of market potential and supply-side expansion and growth prospects. Finally, priority constraints within each supply/market chain and proposed interventions (KRA's) will be identified. While the full range of agricultural goods and commodities will be considered, the team will need to organize them into priority sub-sector focal areas. This will be described and form the basis for the results framework. The strategic plan provides an illustrative results framework that the team can utilize as a guide, however, it will be refined by the team as part of the deliverables.

Given the emphasis on agriculture and textiles in the southern African region, representing 11 countries, the team will need to identify and examine key production areas, processing, transport and other constraint areas unique to the priority supply/market chains. Important agricultural sub-sectors include food crops, feed grains, high-value processed and unprocessed commodities, livestock (including links to leather goods and products), and textiles. Each sub-sector has important supply to market relationships. For example, food crops will have identifiable production areas in various countries and regional market trade flows. Addressing high-value horticultural commodities or processed foods will require identifying and supporting both regional and global market relationships. Thus, each sub-sector supply/market chain will require specific knowledge of production areas and market relationships, including current and potential volume of trade flows cross border or into U.S., European, and other external markets.

The assessment team will also provide a rationale and strategy for how the Hub can work most effectively with the private and public sectors in a regional context. The Strategic Plan calls for an enhanced focus on developing strategic alliances with the private sector intermediaries, such as producer organizations, export associations, business development service providers, and financial institutions. The Plan also calls for developing effective private/public sector alliances that can influence and prioritize key reforms.

The outcome of the assessment will provide for a final results framework and form the basis for setting clear workplan tasks through September 30, 2004.

Tasks

A team of short-term specialists will conduct the assessment under the direction of the Hub manager. The assessment team will work closely with current Hub team members and regional and national partners. The team will need to travel to selected countries and meet with a range of organizations to fulfill the tasks. For the most part, the team will utilize existing information, studies, assessments, and their respective knowledge and experience in the region to develop the assessment. An important aspect of the assessment will be to coordinate with IFPRI to obtain and utilize agricultural trade information that IFPRI has developed and will continue to develop in the future. (The Hub intends to maintain a close working relationship with IFPRI on trade information over the longer term). The team or selected members of the team will meet with IFPRI in advance to coordinate on key information gathering and analyses.

Specific tasks of the team include:

- Prioritize and undertake competitiveness constraints analysis of sub-sector and industry clusters identified in the proposed Results Framework that contribute to export growth. Regional markets as well as external global markets linkages will be described in terms of potential trade flows that can be generated with impacts on the regional economy i.e. employment, business expansion and attraction for investment. It is expected that IFPRI can provide valuable data and simulation models for identifying commodities, trade flows and growth potential. The team will coordinate work with IFPRI's ongoing agricultural trade analyses in the region
- Identify relevant BDS, producer, finance and export organizations and associations; and their potential roles and constraints for contributing to cluster expansion
- Develop criteria and strategic approach for building private sector alliances, using best practices and leveraging outcomes.
- Identify and prioritize public sector regulatory improvements linked to competitiveness in key sectors. Specific attention will be given to SPS as a function of priority commodity growth clusters. Develop criteria for public sector technical assistance interventions based on best practices; for example, how to best provide training for SPS and grades and standards to achieve economies of scale.
- Describe final sector/clusters focused areas based on analytical information, refine results framework and develop basic action plans, taking into account constraints, roles of partners, and priority action areas

Deliverables

A clear and concise assessment report that addresses the above tasks, including:

- Strategic rationale (grounded in analyses) for focusing on high potential regional sectors, including description of cluster linkages, products, and services. The key sub-sectors are food crops, high value horticultural commodities, processed products, livestock and textiles/apparel
- Identification of priority enabling environment constraints, with a clear rationale and prioritization of enabling environment constraints (public and private sector) that can effectively be addressed by the Hub.
- A revised results framework identifying priority areas for Hub technical assistance
- Specific recommendations regarding the appropriate strategy and type of technical assistance actions that the Competitive Exports Technical Unit should

employ over the longer term. For example, specific attention will be given to a) the utility of assisting with national and/or regional export strategies; b) utility of BDS providers, business and export associations, and/or producer organizations, etc. for solving constraints and building effective clusters; and c) most effective means to solve public regulatory constraints, particularly SPS/food safety issues, and others as appropriate

Staffing

The team will be composed of four short-term specialists, collectively offering:

- Knowledge and expertise in agricultural and export sector competitive analysis
- Knowledge and expertise in agricultural supply to market issues in Africa and related constraints
- Knowledge and expertise of the textile industry in Southern Africa, constraints and global market positioning. Understanding of key issues linked to AGOA (one expert)
- Knowledge and expertise of U.S. (AGOA) and European markets for African agricultural products
- Knowledge and expertise of Southern African regional agriculture trade and export constraints and issues
- Demonstrated writing skills for preparing the final assessment

Chemonics home-office technical outlining, writing, and editing support may be required for preparation of the final assessment.

Timing

The assessment will take place over a two-month period with the team spending a maximum of eight person/weeks each in region, including at the Hub in Gaborone. Travel within the region will be required to meet with key organizations, associations, USAID bilateral and other donor projects, private and public sector representatives active in trade development.

Relevant team members should meet with IFPRI representatives in Washington, D.C. before traveling to Botswana.

Some limited time may be spent at the Chemonics home office for report drafting.

Annex C

Southern Africa Global Competitiveness Hub Scopes of Work New Long-term Technical Assistance Positions

Horticulture Trade and Marketing Specialist

The horticulture trade and marketing specialist collaborates with the Hub team, private sector partners (e.g. producer organizations, export associations, cluster member firms, international buyers, etc.), relevant public sector partners, relevant donor projects, and other stakeholders to support the competitiveness of un-processed and processed horticultural commodities that have high potential impact as export clusters. The specialist will focus on fresh and processed horticultural sectors, clusters, products, and services and is responsible for providing and coordinating customized and strategic technical assistance to Hub-targeted competitive regional sub-sectors via key producer and export associations, input suppliers, and firms that are currently or anticipating major production and marketing in those sectors. The specialist will identify production and marketing constraints for existing products; and provide advice and support on market information systems; critical production and post-harvest handling issues, finance and investment, and policy constraints. Specific duties include:

- Assisting private sector organizations and appropriate public sector bodies develop and implement national and regional strategies for exports and programs to improve the image of competitive sector exports in regional and international markets (AGOA, Europe and other external markets and regional markets)
- Assisting partners design and implement regional and national trade and investment frameworks that promote regional harmonization and economies of scale, assuring appropriate integration of investment promotion and export strategies, with a focus to develop a vibrant image projected by the region and countries to potential investors;
- Identifying specific strategies and opportunities to enhance the competitiveness of existing and potential exports within the international market in light of recent developments that have widened market access (*i.e.* AGOA, Cotonou, EBA, and other agreements, etc.);
- Identifying market constraints in priority commodity supply to market chains, sectors, clusters, products, and services and locating key points in the market/supply chain for leveraged strategic interventions; and
- Working with key export associations, international agribusiness firms and buyers, and financial institutions to promote joint ventures, leverage resources and other partnering relationships that promote competitiveness and greater market penetration.
- Determining the specific technical, financial and market information needs of targeted sectors and related clusters and arranging for tailored yet strategic assistance through the Hub, partners, or through the leveraging of other donor, private sector, or national government resources;
- Developing implementation strategies to solve specific constraints, such as SPS, grades and standards, certification, and buyer requirements related to targeted sectors and clusters;
- Linking targeted sector and cluster actors to local, regional, and international market information through commercial market information systems or specialized market research;

- Providing advice and support to facilitate inputs and agro-processing ; and
- Coordinating and collaborating with team members focused on trade and marketing, air and truck transport, cold storage, customs and trade facilitation, private sector capacity, SPS and grades and standards, AGOA information, and business linkages to identify commodity-specific enabling environment, policy, infrastructure, business, and market constraints and develop activities to mitigate them.

Livestock Trade and Marketing Specialist

The livestock and trade marketing specialist will focus value-added livestock product development and marketing. The sector include meat exports, value-added leather and leather products, animal production and processing and linkages with feed grains. The specialist is responsible for developing a comprehensive regional strategy linked to national production and export potential that will improve competitiveness and promote cluster growth in value added products and services. The specialist will provide coordinated and strategic technical assistance to Hub-targeted competitive regional sub-sectors via key producer and export associations, input suppliers, and firms that are currently or anticipating major production and marketing in those sectors. The specialist will identify production and marketing constraints for key commodities; and provide advice and support on market information systems; critical production and post-harvest handling issues, finance and investment, and policy constraints. Specific duties include:

- Identifying key supply/market chain constraints and potential solutions and interventions;
- Identifying and supporting regional and national export and producer associations and firms in Hub-targeted sectors in coordination with the private sector capacity specialist;
- Determining the specific technical, financial and market information needs of targeted supply to market chains and related clusters and arranging for tailored yet strategic assistance through the Hub, partners, or through the leveraging of other donor, private sector, or national government resources;
- Developing implementation strategies to solve specific constraints, such as SPS, grades and standards, certification, and buyer requirements related to targeted sectors and clusters;
- Linking targeted sector and cluster actors to local, regional, and international market information through commercial market information systems or specialized market research;
- Providing advice and support to facilitate input supply and use; and
- Coordinating and collaborating with team members focused on trade and marketing, transport, customs and trade facilitation, private sector capacity, SPS and grades and standards, AGOA information, and business linkages to identify commodity-specific enabling environment, policy, infrastructure, business, and market constraints and develop activities to mitigate them.

Food Crop Trade Specialist

The food crop trade specialist collaborates with the Hub team, private sector partners (e.g. producer organizations, export associations, cluster member firms, international buyers, etc.), relevant public sector partners, relevant donor projects, and other stakeholders to support the competitiveness of food crop exports, particularly regional trade expansion. The specialist will focus on key commodities that have

high potential impact as export clusters. The specialist will examine and define clusters, products, and services and is responsible for providing and coordinating customized and strategic technical assistance to competitive commodities via key producer and export associations, input suppliers, and firms that are currently or anticipating major production and marketing in those sectors. The specialist will identify production and marketing constraints for existing products; and provide advice and support on market information systems; critical production and post-harvest handling issues, finance and investment, and policy constraints. Specific duties include:

- Assisting private sector organizations and appropriate public sector bodies develop and implement national and regional strategies for exports and programs to improve the image and market quality of competitive commodities particularly in the southern Africa and broader regional markets.
- Assisting partners design and implement regional and national trade and investment frameworks that promote regional harmonization and economies of scale, assuring appropriate integration of investment promotion and export strategies, with a focus to develop a vibrant image projected by the region and countries to potential investors;
- Identifying specific commodity strategies and opportunities to enhance the competitiveness of existing and potential trade within the region and/or external markets as appropriate;
- Identifying market constraints in priority commodity supply to market chains, sectors, clusters, products, and services and locating key points in the market/supply chain for leveraged strategic interventions; and
- Working with key producer organizations, input suppliers, export associations, international agribusiness firms and buyers, and financial institutions to promote joint ventures, leverage resources and other partnering relationships that promote competitiveness and greater market penetration.
- Determining the specific technical, financial and market information needs of targeted sectors and related clusters and arranging for tailored yet strategic assistance through the Hub, partners, or through the leveraging of other donor, private sector, or national government resources;
- Developing implementation strategies to solve specific constraints, such as SPS, grades and standards, certification, and buyer requirements related to targeted sectors and clusters;
- Linking targeted sector and cluster actors to local, regional, and international market information through commercial market information systems or specialized market research;
- Providing advice and support to facilitate inputs, post-harvest storage and agro-processing ; and
- Coordinating and collaborating with team members focused on trade and marketing, air and truck transport, cold storage, customs and trade facilitation, private sector capacity, SPS and grades and standards, AGOA information, and business linkages to identify commodity-specific enabling environment, policy, infrastructure, business, and market constraints and develop activities to mitigate them.

Textile/Apparel Trade Specialist

The textile/apparel specialist will work with Hub partners and stakeholders and will focus on assisting the textile/apparel industry in southern African to improve its competitive advantage and image in the global market, particularly taking into

account AGOA market access and opportunities to attract investment. The specialist will work with the industry at all levels to develop strategic planning, business process change and systems to enhance productivity and market penetration. Specific attention will be given to association development and service provision to the industry that promotes cluster expansion and encompasses small and medium scale firms who have potential to become competitive. The specialist will promote effective and sustainable linkages with international buyers and new market development opportunities for southern African firms utilizing the Hubs business linkages component. Attention will be given to supply to market chains, including cotton, lint and fabric sourcing in order to promote effective exporting strategies that are cost competitive. Specific duties include:

- Identifying supply to market chains, including regional and global sourcing and market development opportunities.
- Identifying competitive constraints in the industry from a regional perspective as well as at a national perspective.
- Develop export strategies at national and regional level that promote a regional image for enhancing the industry and its impact on job creation as well as export development
- Work with the industry to develop effective national and regional associations that provides market information services to members and business development opportunities.
- Provide analyses to assist the industry in product development and strategic planning for market penetration
- Provide policy, market and commercial analyses that improves competitive advantage for the industry
- Develop cost-effective ways to promote small hand-loomed crafts exports with linkages to identifiable buyers in the international market place
- Provide analyses to identify constraints in sourcing, including cotton production, ginning and value-added fabric development.
- Develop recommendations for use of ICT in the industry that promotes competitiveness and a southern African image.

Private Sector Capacity Specialist

The private sector capacity specialist will work with Hub private sector partners relevant to all sector-specific actions—export associations, producer organizations, and other key sector and cluster actors—to support capacity strengthening based on commodity-chain and cluster-identified interventions. The specialist will develop a private sector strategy for the Hub, that addresses “best practices” and the use of business development service providers, associations, and producer organizations to provide appropriate training, informational and branding campaigns, and expanding member services. The specialist will work with other Hub technical specialists to promote effective public/private sector alliances and strategies for managing research, market information, policy advocacy, and extension programs. The specialist will work closely with the Outreach and Communications Unit to develop cost-effective training, AGOA information outreach, and business linkages. The specialist will work with other members of the technical unit to promote private sector partnerships involving local firms and international firms that enhance technology adoption and investment in competitive sectors. Specific duties include:

- Developing and implementing a Hub private sector strategy for integrating key private sector institutions, including export and business trade associations, regional organizations and international firms and investors.
- Facilitating effective public-private partnerships that support export competitiveness in Hub-targeted sectors and produce results;
- Overseeing institutional capacity strengthening focusing particularly on the development and/or expansion of the work of relevant producer and export associations;
- Identifying and increasing the capacity of BDS providers in the support of targeted Hub sector competitiveness activities;
- Coordinating and collaborating with team members focused on trade and marketing, transport, customs and trade facilitation, agricultural trade, SPS, AGOA information, and business linkages to identify effective ways to incorporate private sector consultation and ownership for solving problems;
- Assess specific private sector constraints, such as access to finance, business planning, market information, etc. develop cost-effective and regional solutions;
- Identify policy and regulatory constraints, red-tape and other barriers that limit business development and develop strategic interventions for solving them.
- Developing training modules, such as business planning, export strategies, market information, financial planning, etc. that BDS and/or other organizations can adopt