



# **Hub Stakeholder Consultation Report**

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## **1. Introduction**

This report summarizes the major outputs of the two day stakeholder consultative workshop held in Gaborone on the 28<sup>th</sup> to the 29<sup>th</sup> of August, 2002. The workshop was organized and facilitated by the Southern Africa Global Competitiveness Hub. Eighty-five delegates from ten countries in the region attended. Delegates were drawn from the private sector including SMME's and women in business, public sector and non-governmental organizations. The objective of the workshop was to facilitate interaction with Hub stakeholders and allow for input into the Hub work plan. The workshop was therefore designed to further assess and consolidate the country needs for Hub support. Essentially, the workshop provided a platform for the Hub to present its objectives and planned activities and allowed for feedback from stakeholders on the adequacy and relevance of planned programs. It is the Hub's intention to provide tailor made support that meets specific country requirements rather than a generic menu. Hence, a specific output from the workshop is a list of country specific needs for Hub support together with concrete recommendations to the Hub on institutional arrangements and approach to program implementation. Overall, the workshop allowed delegates to make recommendations that facilitated the development of a comprehensive framework on interventions and support by the Hub.

## **2. Workshop Processes and Methodology**

The workshop process was designed to facilitate maximum interaction between the Hub and its stakeholders while facilitating the creation of a network among its stakeholders. The workshop facilitation approach was to provide Hub information as background through brief presentations supported by plenary and group discussions. The group discussions allowed the delegates to discuss more intensely on both the subject and country specific issues. The group discussions were therefore specifically designed to balance discussion on the core functional areas of the Hub as well as country specific needs. The first session of the program allowed time for individuals and then groups to interact and question the core functional areas of the Hub work plan. The second session allowed delegates to indicate their country needs from an individual point of view before allowing group discussion and consensus on the specific country positions. The design mix between function and location as well as individual and group allowed for a rich diversity of needs, proposals and recommendations to the Hub. Essentially, the workshop processes allowed the Hub team to gain a comprehensive understanding of the breadth and depth of the needs and issues around regional trade facilitation and capacity strengthening. Therefore, facilitating the recommendations as collective decisions at the end of the workshop seemed effortless as these were easily adopted and endorsed.

## **3. Stakeholder Needs for Hub Support**

The consultation process facilitated the consolidation of stakeholder needs for Hub support. The country delegates identified important country-specific needs. These needs were discussed in country groups to reflect the country positions and were further refined through the interaction of the country groups with Hub experts. The Hub, in further consultation with respective countries, will determine what support is available

and expedite support in response to the needs. The country needs are indicated in appendix I. From the group discussions, the defining issues identified for Hub support are summarized in the following broad areas:

### **Trade Capacity Strengthening**

#### **AGOA Business Development**

#### **Trade Facilitation**

Transport Corridor Efficiency

Custom Facilitation

SPS/Food Safety

### **3.1 TRADE CAPACITY STRENGTHENING**

#### **Policy Environment and Regulatory Framework**

The group discussions indicated that some of the major roadblocks for trade in the region are the various policies and legislation that are not responsive to export business growth and development. The need to update and review outdated policies to facilitate the fast movement of goods, faster clearance at border posts etc is important. The group identified facilitating internal dialogue between the public and private sector as important as often, the key players do not communicate. Facilitating forums that allow for policy dialogue at the national and regional level is also important for the Hub. The following was suggested from the group discussions as important outputs under trade capacity strengthening:

- Effective consultation
- Effective information flow
- Information and training to develop and enhance understanding of policy implications
- Critical mass of support within the public sector

The group recommended that the Hub should identify and network with existing structures and stakeholders.

#### **Physical Infrastructure (Transportation, Utilities and Production Facilities)**

Physical infrastructure was indicated as a key area for trade development. The group discussions indicated the need for the Hub to promote the development of private-public partnerships that can invest in the development and maintenance of physical infrastructure. Without sufficient investment in infrastructure, the Hub contributions would be highly limited. The Hub was therefore requested to:

- Accelerate infrastructure development by way of privatization and concession of functions by the state or part of public sector owned infrastructure;
- Identify bottlenecks in public-private investment partnerships;
- Public-private investment partnerships achieved through vehicles such as BOT/BOOT in the development of roads and customs facilitation.

#### **Enterprise Capacity**

The working group indicated a general need to strengthen and build capacity of the various institutional frameworks that facilitate trade at both the national and regional level. Emphasis was on the strengthening of existing regional structures rather than the

creation of new structures. However, building the enterprise capacity for export was seen as central to trade development and growth. Provision of technical capacity to strengthen internal processes, systems and structures for enterprises to deliver is needed. Capacity gaps were indicated for both the public and private sector. The workshop discussions agreed that the Hub focus on:

- Developing private sector organizations' capacity;
- Training entrepreneurs;
- Supporting of advocacy and monitoring role;
- Following-up existing initiatives at improving regional trade such as SADC chambers of commerce proposal to USAID for trade facilitation and the SAEN dialogue program;
- Identification of other trade initiatives;
- Coordination of website development to avoid duplication. (For example the current project under Cyberflex funded by USAID to create website for the SADC transport sector, SARA and SAEN);
- Networking and empowering existing private sector organizations;
- Consulting with SADC, COMESA, multi-lateral donors such as USAID, UN agencies, and others;
- Business intermediaries and stakeholders provide the Hub with information on ongoing initiatives.

### **Financial Intermediation**

The lack of financial resources or the lack of capacity to access resources was highlighted as one of the major obstacles in the region. Without financial resources, the SMME's are unlikely to meet the criteria for export and therefore unable to exploit the AGOA opportunities. The workshop requested that the Hub respond to this highly felt need through the facilitation of information and building institutional capacity for organizations to be able to access financial resources. The working group therefore proposed that there be:

- Public-private partnership funding in support of trade development such as export guarantee schemes, matchmaking funds and SMME finance support, trade missions and technical assistance;
- Development of a regional database on finance sources, kinds, limits and conditions;
- Institutional finance support instruments for fostering trade; Hub to identify problems by bringing together key players and stakeholders.

### **Technical resources**

In addition to financial resources, technical expertise was identified as a critical resource required. The working group specifically recommended that the Hub:

- Create a database of trade specialists and agencies/organizations;
- Develop and improve the resource pool in the region;
- Network with existing structures and make use of regional expertise.

### **Market Access**

The need for market access and market information was echoed by all delegations from the different countries in both plenary and group discussions. There is a huge need for

the program to facilitate access to the US and other markets through the creation of business linkages, providing market information, facilitating trade missions and product exhibits. However, facilitating the regional market should not be underestimated. The Hub is expected to disseminate information on market and resources, and facilitate:

- Customs departments to be trade friendly and give special treatment to trade fair exhibitors, producer reps;
- Capacity development to meet import requirements;
- Build/develop institutional capacity for market development.

The working group further recommended that the Hub:

- Identify problems by bringing together key players and stakeholders ;
- Identify and network with existing structures and stakeholders;
- Assist by developing, promoting and strengthening pps dialogue and investment partnerships;
- Network and empower existing private sector organizations;
- Consult with SADC, COMESA, multi-lateral donors such as USAID, UN agencies, and others;
- Business intermediaries and other stakeholders should provide the Hub with information on ongoing initiatives.

### **3.2 AGOA BUSINESS DEVELOPMENT**

There was group consensus that the major issue under the AGOA discussions was the need to optimize communication. The group therefore proposed that the Hub:

1. Support the establishment and incubation of the AGOA exporters association (AEA) housed at the hub
2. Design an AEA web portal to facilitate linkages between AGOA exporters and regional suppliers of goods and services; between AGOA exporters and USA suppliers of goods and services; between AGOA exporters and us buyers and investors; between AGOA exporters and other AGOA exporters and between AGOA exporters and the Hub.
3. Establish SAGC (Southern Africa Global Competitiveness) hub officers within all stakeholder entities i.e. organizations of state (SADC, COMESA), government ministries and departments, export promotion & investment promotion agencies, business associations and individual enterprise as the formalized conduit for all Hub / AGOA info flows.

Specifically, the groups recommended that the Hub, optimize sectoral linkages through:

1. Identifying & facilitating the removal of barriers to us market entry
2. Facilitating the extension of LDC status to end of AGOA

### **3.3 Trade Facilitation**

The working group on **Transport Corridor Efficiency** identified the need to develop a business plan for the corridors. Committees should consist of staff from each department e.g. customs, immigration. However, since there is already a work plan developed for

the TKC, this could easily be translated into a business plan. The list below summarizes the priority areas identified by the working groups:

#### **Facilitation of enabling frameworks**

- Signing of the MOU
- Evaluation of the customs trial
- Annexes
- KAPB survey & recommendations

#### **Marketing and business development**

- Port analysis and recommendations
- Apply TMT regional freight study to TK
- Identify and develop active business partnerships
- Workshop AGOA and implement in Walvis bay

#### **Capacity building and institutional development**

- Design a strategy for financial self sustainability of corridors
- Develop a TK CMC secretariat communication module
- Design a corridor performance monitoring system
- Create a library of regionally important information Define training needs
- Develop a corridor best practice manual
- Close involvement of TK CMC/secretariat

Some countries indicated generic support that may not be directly linked to the Hub activities but has implications on trade and the on the economies of the region. For example, support was requested by one country for the reduction of the HIV/AIDS pandemic. The impact of HIV/AIDS on the corridors is well documented. As transport efficiency increases, so does the efficiency of HIV/AIDS transmission. The transport component of the Hub may have to integrate HIV/AIDS issues at the business planning level.

The working group made the following proposals with regards to **customs facilitation**:

1. Regional harmonization - according to the SADC trade protocol
2. Harmonization applied to the two corridors
3. Implement the harmonized legislation and procedures in specific countries

The delegates requested that the Hub provide quality management (e.g. monitoring) and training in customs especially important for joint border control.

The group further recommended that, while each country has the right to make its own choice regarding standards, the region should adapt international systems to suit its needs, rather than develop its own.

Regarding planned regional **laboratory surveys** under the Hub's SPS component, there was agreement that labs should be accredited. Training is required for accreditation, as well as the need to certify food for our own markets, not just for export.

**Pest surveys** were regarded as a high priority area because of increased globalization. The group appreciated the fact that some countries have never conducted such surveys. The Hub is therefore requested to assist countries to carry out these surveys for themselves e.g. Zambia.

US and other markets require **Hazard Analysis Critical Control Point (HACCP)** plans to be presented by certain food exporters. Therefore, HACCP training should be linked to transport because of the cold chain and customs procedures. It is important to note that there is a difference between EU and US requirements.

Countries need to develop legislative frameworks for **precision agriculture** which uses satellites and GPS tracking to map the region and advocate best areas for growing different crops. The Hub needs pilot projects to take this forward.

#### **4. Workshop Recommendations**

The workshop, in summarising, made the following recommendations in respect of the five technical areas:

##### **4.1 Trade capacity Strengthening**

- Hub to identify and network with existing structures and stakeholders and to consult with SADC, COMESA, multilateral donors such as USAID, UN agencies, and others;
- Hub to assist by developing, promoting and strengthening PPS dialogue and investment partnerships;
- Hub to network and empower existing private sector organizations;
- Business intermediaries and stakeholders to provide the Hub with information on ongoing activities;
- Hub to identify and help resolve problems by bringing together key players and stakeholders.

##### **4.2 AGOA/Business Development**

The recommendations put forward for AGOA was in general the need to optimize communications. Specifically, the delegates agreed that the Hub:

- Support the establishment and incubation of the AGOA Exporters' Association (AEA) housed at the Hub + an AEA web portal;
- Establish SAGC Hub Officers within all stakeholder entities;
- Optimize sectoral linkages in supply chains;
- Identify and facilitate the removal of barriers to US market entry;
- Facilitate apparel manufacturers' efforts to extend AGOA 2004 LDC deadline

##### **4.3 Trade Facilitation**

###### **4.3.1 Transport corridor efficiency**

The workshop recommended that the Hub should avoid duplication by using existing regional structures/working groups, frameworks and initiatives. Specifically, the Hub is expected to:

1. Develop business/action plans for the TKC and DSC, in consultation with the respective stakeholders. The plans should include mechanisms and timetable for implementing identified important actions
2. Business/action plans to be based on the outcomes, priority issues and frameworks established by the TKC CMC, which include:
  - Facilitation frameworks
  - Marketing and business development
  - Capacity building and institutional development
  - Corridor programme audit

#### **4.3.2 Customs/trade facilitation**

Recommendations put forward for Customs were summarised as below:

1. Promote trade facilitation and train all border officials
2. Promote quality management in Customs
3. Promote uniform procedures and compatible IT systems

#### **4.3.3 SPS/Food Safety**

The workshop agreed that the SPS/Food Safety component should focus on the following priority areas listed as below:

1. Laboratory accreditation
2. Pest surveys
3. Linking contact points
4. HACCP
5. Precision agriculture
6. Website development

## **Appendix I: Expressed country needs for Hub support**

The list below summarizes requests made to Hub advisors by regional stakeholders, during the Hub stakeholder workshop held in Gaborone August 28-29, 2002. The requests are organized according to country, and according to Hub technical area, to the extent possible.

### **Botswana**

#### **TRADE CAPACITY STRENGTHENING**

- Create awareness to improve government thinking on the issue of diversifying the economy away from the diamond and cattle industry
- Network and empower existing private sector organizations
- Assist with FDI and trade promotion policy formulation and implementation
- Encourage Government of Botswana to actuate CEDA and align CEDA with BEDIA

#### **AGOA/BUSINESS LINKAGES**

- Create linkages between foreign and local entrepreneurs
- Support the formation of incubation of AGOA Exporters Association
- Put more effort into signing of the Presidential Proclamation on LDC status
- Provide computer equipment to officers responsible for the control of AGOA exports to keep a database
- Create Textile and Apparel Association
- Support AGOA training workshop for Botswana stakeholders
- Constructively engage the government to encourage them to be more involved with private sector development and policies affecting the business community
- Trade Financing Institutions – Export Credit Insurance and Bridge Financing for Exporters
- Bridge financing (Discounting of LCs)

#### **SPS/FOOD SAFETY**

- Support food safety/HACCP (Hazard Analysis Critical Control Point) training
- Provide training on pest risk assessments (PRAs)
- Provide assistance to laboratories to achieve accreditation
- Improve understanding of SPS/TBT measures and how to penetrate the US market
- Review and update legislation on plant protection

#### **CUSTOMS/TRADE FACILITATION**

- Train Customs Officers on AGOA
- Assist in introducing risk management in Customs
- Continue support to the Customs Advisory working groups
- Provide financial assistance to acquire the necessary equipment for searching at the borders, e.g. scanners

#### **TRANSPORT CORRIDOR EFFICIENCY**

- Initiate National TKC Group

## INFORMATION OUTREACH

- Liaise with media to disseminate information about the Hub

## Lesotho

### TRADE CAPACITY STRENGTHENING

- Facilitate private sector participation in trade and industry-related negotiations (WTO, SADC, AGOA)
- Improve private sector understanding of relevant trade agreements/arrangements
- Build institutional capacity through human resources training, attachments and additional equipment
- Build capacity in:
  1. enhanced negotiating skills in both the public and private sector
  2. negotiating skills in investment promotion and trade policy reviews
  3. linking local entrepreneurs and foreign investors to enable transfer of technology
  4. computer training
  5. management and cooperative training

### AGOA/BUSINESS LINKAGES

- Assist local firms to establish direct links with partners in the US (Find markets and follow-up on sample products for testing)
- Facilitate internal linkages between small and large-scale manufacturers'
- Establish garment training facility for the small-scale manufacturers productivity center
- Organize small-scale manufacturers into consortiums to better meet orders for the export market
- Utilize Hub and US Government resources such as the Fullbright program to establish a garment production training center and/or education curriculum for the textile and apparel industry in Lesotho
- Promote indigenous Basuto entrepreneurs and businesses
- Upgrade skills of indigenous manufacturers by equipping them with technical and managerial skills to run their businesses effectively
- Build capacity for exporters to become more productive and competitive
- Strengthen the Lesotho Chamber of Commerce to better represent businesses in the country and internationally
- Identify financial institutions to assist with financing needs
- Provide financial assistance:
  1. export finance
  2. finance to meet global standards (quality) and grow (quantity)
  3. financial assistance for SMMEs in attending trade shows and exhibitions
  4. assistance to locally-owned businesses in the form of working capital, joint venture, equity participation etc.
  5. assistance to the private sector for the development of corporations for the construction of factory shells, provision of infrastructure (in the form of utilities, construction of roads within industrial sites)
  6. sponsorship of private sector participants in events like the Hub stakeholders' workshop
- Support extension of LDC status beyond 2004
- Assist with getting joint venture partners willing to set up textile mills

- Revisit AGOA to ensure that it benefited intended beneficiaries
- Create an AGOA exporter database/pool of information
- Establish a data capturing unit for the storage and analysis of up-to-date information for national and international consumption for trade efficiency
- Facilitate the negotiation of free movement of goods to/from Lesotho through South Africa
- Establish a trade point that will be essential for networking and exposure of local trade promotion organizations with international TPOs
- Develop internationally acceptable exhibit grounds that will assist product diversification and product development
- Facilitate government and private sector consultative meetings and follow-up on AGOA
- Introduce quality management systems to address efficiency and cost reduction in all areas related to trade
- Impress on government to establish trade missions abroad or alternatively create commercial attaches in missions like the US

#### SPS/FOOD SAFETY

- Strengthen SPS notification and contact points in terms of understanding agreements and information exchange capacity
- Provide training in HACCP
- Strengthen food control systems including testing laboratory infrastructure, equipment and human resource capacity

#### CUSTOMS/TRADE FACILITATION

- Liaise with customs departments to facilitate efficient import of raw materials

#### INFORMATION OUTREACH

- Assist with the establishment of an information center where exporters and local entrepreneurs can source information

### **Malawi**

#### TRADE CAPACITY STRENGTHENING

- Provide training to the public and private sectors in policy formulation, implementation and interpretation of different trade agreements

#### AGOA/BUSINESS LINKAGES

- Facilitate trade linkages between investors within Malawi and the US, including through visits between the business community in each country
- Assist SMEs to produce value added products under GSP
- Assist the Malawi Export Promotion council, especially in familiarizing the staff with US market preferences, business community and attracting US investment
- Form an AGOA Exporters Association
- Identify sources of financing with low interest rates
- Assist in lobbying of US government to extend sourcing of raw material for LDC textile producers under AGOA
- Focus on issues of standards, quality control and export pricing to penetrate the US and regional markets

#### SPS/FOOD SAFETY

- Strengthen national standards and quality infrastructure including upgrading of key laboratories to ISO standards
- Assist national Codex contact points and national WTO enquiry points with training, software and hardware

#### CUSTOMS/TRADE FACILITATION

- Provide technical/financial assistance in AGOA implementation as well as monitoring of exports and imports
- Provide proposed procedures for facilitating clearance of AGOA exports
- Assist in developing a customs client charter

#### TRANSPORT CORRIDOR EFFICIENCY

- Focus on transport problems beyond the two corridors. Recognize the issue of landlockedness
- Assess the status and impact of railway concessioning
- Support infrastructure improvement (roads, power, water, and telephones)
- On the Dar es salaam corridor:
  1. institutionalize border facilitation, including harmonization of procedures between Malawi and Tanzania
  2. provide basic support to both Tanzania and Malawi related to telecommunications and main power supply
  3. involve all corridor stakeholders in a corridor management system. Design a business package that will be self-sustainable in financial resources

#### INFORMATION OUTREACH

- Provide more information on the availability of fabric in the region
- Provide more information on US customers who might be interested in Malawian products

### **Mauritius**

#### TRADE CAPACITY STRENGTHENING

- Support seminars, workshops, buyers' forums, or other types of training to provide Mauritius with opportunities and improvement in competitiveness for exports of garments and jewelry, in particular

#### AGOA/BUSINESS LINKAGES

- Support linking up suppliers and buyers (textile, accessories) in the region
- Provide information about the US market in non-textile/apparel so as to take advantage of the extended GSP
- Organize trade exhibitions (either SSA or within existing shows like NAMSB-Worldservice in the US)
- Assess export potential of non-apparel sector, especially SMMEs
- Promote joint ventures in the fabric weaving and spinning mills and textile accessories in the region

#### INFORMATION OUTREACH

- Assist in “image-building” by promoting a more positive image of Africa in the US (films, mission exchanges, etc)

## **Mozambique**

### TRADE CAPACITY STRENGTHENING

- Provide training to the Ministry of Industry and Trade on implementation of SADC, ACP and WTO trade agreements
- Support participation in the work of international organizations (ISO, WTO, Codex)
- Conduct sector-based studies for selected products eligible for duty-free export into the US i.e. Cashews and Sea Products

### AGOA/BUSINESS LINKAGES

- Provide technical assistance to develop and market handicrafts, agricultural and agro-industrial products for the US market
- Provide assistance in marketing products to the US, particularly for those apparel companies just beginning to export

### SPS/FOOD SAFETY

- Support developing enquiry and contact points (Codex, SPS)
- Support strengthening the national SPS committee
- Support training courses on HACCP developed by INNOQ in order to be recognized by FDA
- Support improvement of selected laboratories for the implementation of ISO 17025
- Support development of the legal framework (technical regulations and quality systems), standards, metrology infrastructure, and product certification schemes
- Assist in the removal of trade barriers including SPS on the export of agricultural and sea products

### CUSTOMS/TRADE FACILITATION

- Provide training on rules of origin under SADC and AGOA

### INFORMATION OUTREACH

- Ensure the Hub website is bilingual
- Strengthen existing information centers

## **Namibia**

### TRADE CAPACITY STRENGTHENING

- Long-term objectives:
  1. Strengthen private sector participation in negotiating an FTA – free trade agreement with the US
  2. Strengthen private sector participation and consultation between the Global Competitiveness Hub and the private sector in Namibia
  3. Provide training in negotiation skills for both governmental bodies and the private sector
  4. Provide information and training needed to assure policy implementation

### SPS/FOOD SAFETY

- Plant quarantine (empowerment to comply with WTO/SPS):

1. pest surveys
  2. on-the-job training (surveys and PRAs)
  3. analytical/diagnostic capability
  4. registration-pesticides and farm feeds
  5. establishment of CODEX committees
  6. review of legislation/food laws
  7. capacity building in food control, inspection and certification
- Support meeting market access requirements for meat exports to the US (beef, lamb, goat):
    1. facilitating the licensing process that sometimes takes up to 4-5 years
    2. capacity-building on the meat trace-back system
  - For national food security, an early warning unit is needed in the Ministry of Agriculture, Water, and Rural Development of Namibia. This unit should also meet needs for water security.

#### TRANSPORT CORRIDOR EFFICIENCY

- A potential, critical trade barrier is a lack of accreditation of the Walvis Bay Port for meeting US security and safety standards required of ports around the world from where goods are exported to the US. The accreditation will be required in about 8 months from now, and the requirement is at the top of the list of the concerns of international shipping lines.
- Establish implementation committees on the TKC MOU
- Set up a monitoring and evaluation system on the TKC MOU
- Provide assistance in training all role players on the implementation of the MOU along the TKC and onward link up with the Maputo corridor

#### **South Africa**

#### TRADE CAPACITY STRENGTHENING

- Assist the SADC region in gaining a common voice for WTO negotiations
- Support SADC-wide AGOA capacity building

#### AGOA/BUSINESS LINKAGES

- Assist with certification for handicrafts
- Support action-oriented sector-based AGOA strategy that supports AGOA growth in SSA for textiles and clothing
- Facilitate strategic business linkages in SSA
- Support a regional AGOA association
- Support development of a regional supply chain for export
- Build linkages with US textile manufacturers who can be motivated to commit to investment in textiles in SSA
- Increase market access to US, Canada, Mexico and South American markets

#### SPS/FOOD SAFETY

- Support effective food control systems throughout SADC, which is necessary before free trade can be implemented
- Support harmonization of standards, regulations and procedures to ensure equivalency
- Strengthen CODEX committees

- Enhance capacity of laboratories, i.e. equipment, facilities, training of technicians, quality management implementation, accreditation and auditing procedures
- Ensure HACCP application through correct and cost-effective training, including pre-requisite programs
- Provide assistance to regional institutions like SADC STAN so that harmonization may take place quicker

#### CUSTOMS/TRADE FACILITATION

- Develop risk assessment capability
- Support national customs code, SACU customs code
- Support customs law re-write (simplification and rationalization)
- Support container security initiative
- Support integrity program – peer review
- Support business rules for customs processing and control system
- Support integrated border management
- Support one-stop border processing
- Support quality management systems
- Invest in physical infrastructure that would enable trade facilitation like common computer programs for customs officials/port of entry
- Facilitate customs harmonization, particularly along the TKC, but also on a regional level
- Provide training in the quality of customer care, work ethics etc to provide better service regarding customs

#### TRANSPORT CORRIDOR EFFICIENCY

- Support benchmarking mission to Megaport(s)
- Develop liaison with Mozambique to extend Trans-kalahari corridor to Maputo
- Support development of the North-South corridor i.e. Durban and Pretoria/Johannesburg through to Zimbabwe to Zambia and Dar Es Salaam. This is deemed important as 10% of all Africa's GDP is based in the South African province of Gauteng. Therefore, movement towards the North is imperative. Major problems are experienced with the Beit Bridge border post between South Africa and Zimbabwe, which need to be addressed urgently.

#### INFORMATION OUTREACH

- Liaise with all stakeholders working on harmonization in SADC to avoid duplication of efforts and promote synergies

### **Swaziland**

#### TRADE CAPACITY STRENGTHENING

- Provide training in all facets of AGOA and trade negotiation skills
- Support staff exchange program for trade officials

#### AGOA/BUSINESS LINKAGES

- Engage US government to extend the 4 year LDC benefit
- Structure finance packages to help expedite the Swaziland/SME foreign linkages
- Assist in integrating the Trade Promotion unit with investment promotion
- Strengthen the SIPA (Swaziland Investment Promotion Agency) FDI unit

- Facilitate dissemination of up-to-date information on AGOA
- Promote an AGOA exporters' association
- Assist in building relations between textile mills and garment manufacturers
- Provide technical assistance to the Swaziland Garment Exporters Association
- Establish a one-stop trade, industry and investment center
- Facilitate trade missions throughout the region and in the US
- Provide support to business intermediaries
- Assist the Ministry of Agriculture with finding investors to develop the medicinal plants industry
- Assist the Ministry of Agriculture with establishing linkages between farmers and overseas buyers/investors

#### SPS/FOOD SAFETY

- Establish a Bureau of Standards (accredited)
- Support joint ventures in agricultural production, particularly for exploitation of a perceived comparative advantage for producing organic commodities (free of SPS chemicals in the soil).

#### CUSTOMS/TRADE FACILITATION

- Provide training on border control and customs valuation

#### INFORMATION OUTREACH

- Assist in recreating a website for trade and investment and make it more robust
- Boost capacity in using the internet as a trading tool
- Provide up-to-date information on AGOA
- Assist in a scheme for exchanging information between the public and private sectors

### **Tanzania**

#### TRADE CAPACITY STRENGTHENING

- Support training of a critical mass of officials at the Ministry of Trade and Industry in training negotiations
- Support a review of laws and legislation that hinder trade
- Support training of private sector to see opportunities and constraints in trade agreements
- Lobby the World Bank, IMF and other development partners who support policy reform to direct their resources toward facilitating reform measures that will de-bottleneck trade barriers

#### AGOA/BUSINESS LINKAGES

- Focus on SMEs and the development of indigenous businesses in Tanzania (e.g. by supporting enterprise capacity building programs run by the Small Industry Development Organization)
- Support the Tanzania Private Sector Foundation to be able to participate effectively in the policy issues/agendas of the Tanzania National Business Council
- Support development of capacity to effectively lobby government to respond to private sector needs, particularly with regard to AGOA

- Support reform measures to develop financial markets to support entrepreneurs. This includes developing financial capacity to provide low-interest loans which allow expansion of projects in rural underdeveloped areas, as well as provision of financial support to exporters
- Sponsor private sector representatives to attend trade fairs in the US
- Provide market access information
- Support establishment of trade links between Southern African countries and America
- Support investment in floriculture industries

#### SPS/FOOD SAFETY

- Support the Tanzania Bureau of Standards to be able to assist exporters to meet import requirements of US, EU, and other global markets
- Assist exporters to meet the requirements of US importers in the area of horticulture, fresh fruits/vegetables, fish and fish products, and nuts
- Support training in risk analysis and HACCP
- Support strengthening of national enquiry points for SPS and TBT, and National CODEX contact points
- Assist in the accreditation of the Tanzania Bureau of Standards (micro-biology laboratory)

#### CUSTOMS/TRADE FACILITATION

- Support training of staff on rules of origin and how to verify origin
- Assist in the control of transit goods
- Support training in risk management for quicker clearance of goods
- Assist in identifying and implementing a simple efficient bond guarantee system
- Assist in capacity building in the areas of valuation and classification
- Assist in acceding to international conventions relating to customs
- Assist in integrating the various organs involved in clearance of goods. This may include harmonizing procedures and combining some activities.

#### TRANSPORT CORRIDOR EFFICIENCY

- Support existing development corridor initiatives which involve more than one country with Tanzania as the gateway to international trade
- Support reduction of transport costs to export markets

### **Zambia**

#### TRADE CAPACITY STRENGTHENING

- Produce and disseminate information on trade agreements and their implications
- Train business intermediaries in business and negotiation skills
- Train local experts on quality standards required for products to enter the US market and build their capacity to work with standards bodies
- The Hub should complement ZAMTIE efforts to maximize the effect of both projects

#### AGOA/BUSINESS LINKAGES

- Assist in identifying providers of low-cost finance to boost production

- Strengthen trade promotion organizations to enable them to provide information on US market
- Facilitate participation in trade fairs in the US
- Grant support to business intermediaries
- Support development of a national trade strategy
- Provide marketing expertise to SMEs and indigenous companies exporting to the US for the first time, especially in agriculture and handicrafts
- Provide support (financial and technical) to the establishment of a one-stop trade desk/point, hosted by the private sector
- Support a Hub in the USA to coordinate enquiries and respond effectively. The hub should be manned by persons who know the African sub-continent

#### SPS/FOOD SAFETY

- Assist with the establishment of laboratory facilities for SPS issues. Laboratories should be internationally accredited
- Complete outstanding PRA's to increase fresh vegetable and fruit export portfolio

## Appendix II: Workshop Program

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
REGIONAL CENTRE FOR SOUTHERN AFRICA (USAID/RCSA)

### SOUTHERN AFRICA GLOBAL COMPETITIVENESS HUB STAKEHOLDERS CONSULTATION WORKSHOP

Gaborone, Botswana 28<sup>th</sup> – 29<sup>th</sup> August 2002

## Workshop Program

27 August 2002

Arrival of Participants

28 August 2002: **DAY 1**

08:00 – 09:00 : TEA AND REGISTRATION

<b>MORNING SESSION:</b> <i>Chair/Moderator: Tony Teele, Chairman, Chemonics International</i>
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09:00 – 09:30 : OPENING STATEMENTS/REMARKS

- **Chemonics Chairman- Mr. Tony Teele**
- **RCSA Mission Director- Mr. Patrick Fleuret**

09:30 – 10:10 : PRESENTATIONS ON HUB ACTIVITIES

- **Hub role, objectives, tasks and results**  
JoAnn Saporacino, Interim Trade Capacity Strengthening Adviser
- **Trade capacity strengthening**  
Maurice Thorne, Regional Trade Adviser/Hub Manager
- **AGOA export business development: AGOA guidance**  
Kathleen Charles, AGOA Implementation Adviser
- **AGOA export business development: Entrepreneurial support**  
Shawna Turner, Business development/Linkages Specialist

10:10 – 10:50 : PLENARY DISCUSSIONS ON THE PRESENTATIONS

10:50 – 11:20 : TEA/COFFEE

11:20 – 12:00 : PRESENTATIONS ON HUB ACTIVITIES (Continued)

- **SPS/Food Safety Standards for Agricultural Trade**  
Bill Hargraves, SPS/Food Standards Technical Advisor  
Simon Sithole, SPS/Food Safety Standards Policy Advisor
- **Customs and Trade Facilitation**  
Theo Lyimo, Customs Reform Advisor
- **Transport Corridors Efficiency**

SMAK Kaombwe, Transport Policy Advisor

- **Information exchange and Outreach**

Sophia van der Bijl, Impact Monitoring Specialist

**12:00 – 12:40 :** PLENARY DISCUSSIONS ON THE PRESENTATION

**12:40 – 13:00 :** **Briefing Session**

- **GUIDELINES ON ORGANISATION OF BREAK- AWAY GROUP DISCUSSIONS**

SMAK Kaombwe, Transport Policy Advisor

Maggie Makanza, Training/Capacity Building Specialist

**13:00 – 14:00 :** LUNCH

<b>AFTERNOON SESSION</b>
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**14:00 – 16:00 :** BREAK-AWAY GROUP DISCUSSIONS

Overall Focus: Stakeholders Perspectives and Recommendations on Hub activities

- **Group 1: Trade Capacity Strengthening**

*Technical Facilitators: Maurice Thorne, JoAnn Sparacino*

- **Group 2: AGOA Exports Business Development**

*Technical Facilitators: Kathleen Charles/Shawna Turner*

- **Group 3: Trade Facilitation (Food safety standards, Customs, and Transport Corridors Efficiency)**

*Technical Facilitators: Bill Hargraves, Theo Lyimo, SMAK Kaombwe*

**16:00 – 16:20 :** TEA/COFFEE

**16:20 – 17:00 :** COUNTRY NEEDS AND REQUIREMENTS FOR HUB SUPPORT

- DELEGATES WRITTEN BRIEF NOTES ON CARDS

*(The needs to be grouped on country basis)*

Maggie Makanza, Training/Capacity Building Specialist

**17:00 :** END OF DAY 1

29 August 2002: DAY 2

**MORNING SESSION: Chair/Moderator: (Selected from among the Stakeholders)**

**08:30 – 09:20 :** GROUPS REPORT BACK TO PLENARY

- **Presentation of Group reports/recommendations**
- **Plenary discussions and endorsement of recommendations**

**09:20 – 09:50 :** PLENARY PRESENTATION AND DISCUSSION

- **Preparation of USAID/RCSA Strategy For 2004 – 2010**  
Mike Silberman, Facilitator of Strategy Formulation
- **Discussion on the presentation**

**09:50 – 10:00:** GUIDELINES TO HUB CONSULTATION WITH COUNTRY DELEGATIONS

SMAK Kaombwe, Transport Policy Adviser

**10:00 – 10:20 :** TEA/COFFEE

**10:20 – 12:50** HUB CONSULTATION WITH COUNTRY DELEGATIONS

**Overall Focus: Stakeholders Needs/requirements for Support by Hub and RCSA**

- *Hub Specialists consultations to be based on submissions by country delegations of to be provided on the first day*
- *Participants in Country Groups*
  - a. Discuss and Summarize Country Needs
  - b. Submit Country Reports on Agreed Needs

**12:50 – 14:30 :** LUNCH

**14:00 - 14:30 :** PREPARATION OF DRAFT SUMMARY CONCLUSIONS (Hub Team and Group Rapporteurs)

**AFTERNOON SESSION: Chair/Moderator: (Selected from among the Stakeholders)**

**14:30 – 15:20 :** ADOPTION OF WORKSHOP CONCLUSIONS AND RECOMMENDATIONS

- **Presentation of draft conclusions and recommendations**
- **Consideration and endorsement**  
Maurice Thorne, Hub Manager/Trade Capacity Strengthening Adviser

**15:20 – 15:30** WORKSHOP EVALUATION  
Maggie Makanza, Training /Capacity Building Specialist

CLOSING OF WORKSHOP

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## **Appendix IV: Workshop Evaluation Report**

### **1. Introduction**

This evaluation report is based on the response to the evaluation questionnaire distributed to participants at the end of the workshop. Of the delegates attending, 52 responded to the questionnaire. This report summarises the general comments from the delegates on the workshop facilitation process and logistical arrangements.

### **2. Workshop facilitation**

The workshop objectives were generally described by the majority of the participants as very clearly stated and tangible with the defining tasks clear. Only a few participants indicated that the objectives of the workshop were somewhat clear. Of the 52 participants who completed the evaluation forms, 28 respondents indicated that all their expectation had been met while 12 participants indicating that 50% of their expectations had been met. The following are the things that the participants found useful about the workshop in relation to the Hub and trade content issues:

#### **a. The Hub**

Two key issues that were found to be important were the networking opportunity provided through the workshop and learning more about the Hub's role, activities and plans. The participants welcomed the creation of the Southern Africa Competitiveness Hub. Specifically the participants pointed out the following:

- Information on the role of the Hub and a clear statement on Hub Objectives provided insight
- Understanding the Hub concept and increased awareness of Hub activities
- Personally meeting with Hub personnel
- Meeting other industry players in SADC and networking during breaks and informal discussions
- The Hub initiative in promoting a regional network with counterparts and other sectors.
- Technical assistance that is promised to be provided
- Business opportunities through interactive measures between different countries and stakeholders. Met new people in similar fields
- Gained new knowledge and information, and shared experiences
- Country needs and requirements for Hub support in consultation with our countries
- Good way of facilitating country needs assessment and requirements for HUB support.
- Emphasis on stakeholder participation and partnership
- Inputting into the Hub work plan and the opportunity to present country needs

However, participants felt that information could have been relayed earlier to allow for prior consultation on needs at the country level. Review of the Hub work plan could have resulted in a more focused response. Participation could have been enhanced if more details about the workshop had been sent to the delegates prior to coming to

allow for preparation.

#### **b. Trade Issues**

The delegates found the following areas discussed during the workshop as useful and important.

- Identification of constraints of implementing AGOA and possible solutions
- Insight into trade issues in the region
- Even small projects can benefit from AGOA
- Liaising with market trends and meeting with other manufacturers from the region
- Trade capacity Strengthening
- Removal of trade barriers in Southern Africa region
- AGOA implementation and export trade development
- Customs and trade facilitation
- SPS/Food safety standards for Agricultural trade
- Information on progress regarding PRAs
- Regional commitment to AGOA capacity building facilitation by the Hub.

While most countries had more or less the same needs in differing degrees, more time was needed to consult with member states and consolidate similarities in concerns.

### **3. Workshop design and methods**

The workshop facilitation approach/methodology was rated as appropriate and useful as summed up in one delegate's remark, '*excellent workshop program design and delivery*'. The following comments generally apply

- Workshop design allowed maximum interaction and exchange between facilitators and stakeholders.
- Presentations and discussions were very useful
- Facilitators were helpful and competent professionals. Hub officials appear well conversant with their tasks.
- Hub staff is committed as specialists were on hand to give immediate feedback. The quality of the Hub staff is terrific.
- Organisation of the workshop very good.
- Brief and concise presentations.
- The interaction and dialogue among participants very good
- Group discussions very productive and the best part of the workshop
- Stakeholders participated freely which made the question and answers session during plenary very useful.
- Timetable was properly followed. Good time management.
- Day one was too long. Either add more breaks or increase the number of workshop days.

However, the participants felt that the workshop timeframe should be extended to allow for sufficient coverage of issues. It would be useful in future, to have specific questions for the group work. Presentations should be more elaborate to enhance fruitful group discussions. Papers presented should be distributed immediately following the presentation. There is need to set up visual aids well in advance and provide for alternative equipment like the overhead projector. Workshop venue was noisy and it made it difficult to concentrate. The country needs and requirements

session was a bit confused and the final deliberations to produce the way forward was not well managed.

#### **4. Workshop Logistics**

Almost all delegates with a few exceptions indicated that the logistical arrangements to the workshop were professionally done in spite of the short notice given to delegates about the workshop. Using the Hub as a meeting place was commended as it is suitable for workshop deliberations. However, the venue was described as noisy. Travel and transport arrangements were in general well managed as most delegates were given all the information needed to facilitate their travel and were met and collected at the airport. Although the hotel staff was not very helpful, most found the information pack on arrival at the hotel room useful. In future, the Hub should pay particular attention to the following:

- More lead time must be given in future (at least a week's notice)
- Use of communication channels including faxing when communicating with delegates
- Provide access to communication facilities for delegates (faxes, e-mail, and telephone) at the conference venue.
- Provide information in advance on venue and hotel to plan for the allowances and incidentals.
- Reduce noises from the kitchen and the adjacent offices.

#### **5. Overall impression of the workshop**

Overall, 44 responding participants indicated that the workshop accomplished most of the stated objectives while the remaining 8 indicated that only some of the objectives were accomplished. The presence or absence of the following factors will facilitate or hinder participation of stakeholders in future Hub activities/workshops:

- The Hub must have clear focused projects and activities
- The Hub should use regional experts/consultants/trainers
- Hub activities must provide an opportunities to share experiences and learn
- Hub should operationalize its plan as soon as possible. There must be follow –up of activities by the Hub.
- Stakeholders should get progress report from the Hub on recommendations put forward by delegates. Lack of information will hinder participation.
- Provision of support for the identified critical needs of the countries in a continuous and sustainable way.
- The Hub should minimize meetings/ workshops. Focus on program implementation with monitoring and evaluation of impact. Avoid repetition of issues.
- Support of existing structures in the region and countries rather than the creation of new structures. Identifying specific opportunities for complementing existing regional initiatives should not be marginalized.
- There should be continued stakeholder input into Hub activities for sustainability and relevance.
- Measurable achievement of the tasks set out in the work plan for the Hub with

- reference to both the country specific and regional agenda
- Increased participation of public sector stakeholders
  - Paid airfare and accommodation