



AGRIBUSINESS AND TRADE PROMOTION, EXTENDED AGRIBUSINESS AND TRADE PROMOTION PROJECTS

FINAL REPORT



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Submitted to: Danielle Knueppel, COR
Agribusiness and Trade Promotion Project
USAID/WA
Accra, Ghana

Photos: ATP/E-ATP staff

Cover photo: Maize being sacked in Dawanau market, December 2012.



Abt Associates Inc. | 4550 Montgomery Avenue, Suite 800 North | Bethesda, Maryland 20814
| Tel: 301.347.5000 | Fax: 301.913.9061 | www.abtassociates.com

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ACRONYMS

ACFIME-CREDO	<i>Agence Communautaire pour le Financement de la Micro-Entreprise CREDO</i>
AcSSA	<i>Actions pour la Sécurité et la Souveraineté Alimentaires au Niger</i>
ADVANCE	<i>Agricultural Development and Value Chain Enhancement</i>
AGRIS	<i>Agricultural Information System</i>
AGRITA	<i>Agribusiness and Trade Association</i>
AI	<i>Avian influenza</i>
ALCO	<i>Abidjan–Lagos Corridor Organization</i>
AMASSA	<i>Association Malienne pour la Sécurité et la Souveraineté Alimentaires</i>
ANCAR	<i>Agence Nationale de Conseil Agricole et Rural</i>
ANOPACI	<i>Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire</i>
ANSAT	<i>Agence Nationale de la Sécurité Alimentaire du Togo</i>
APROSSA	<i>Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina Faso</i>
ASVELIS	<i>Asian Veterinary and Livestock Services</i>
ATP	<i>Agribusiness and Trade Promotion Project</i>
AU-NEPAD	<i>African Union's New Partnership for Africa's Development</i>
AusAID	<i>Australian Agency for International Development</i>
BOA	<i>Bank of Africa</i>
CAADP	<i>Comprehensive Africa Agriculture Development Program</i>
CBO	<i>Community-based organization</i>
CCR-B	<i>Conseil de Concertation des Riziculteurs du Bénin</i>
CEMK	<i>Coopérative des Exploitants Motorisés de Koutiala</i>
CIA	<i>Chambre Interdépartementale d'Agriculture (Borgou Alibori)</i>
CIC-B	<i>Comité Interprofessionnel des Céréales du Burkina Faso</i>
CILSS	<i>Comité Permanent Inter-états de Lutte contre la Sécheresse dans le Sahel</i>
CIR-B	<i>Comité Interprofessionnel des Riziculteurs du Burkina Faso</i>
COFENABVI AO	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande de l'Afrique de l'Ouest</i>
COOVAFCI	<i>Coopérative pour la Valorisation de la Filière Céréalière de Côte d'Ivoire</i>

CORPAO	<i>Conférence Régionale Annuelle sur la Situation Agricole et Alimentaire et les Opportunités d'Echanges de Produits Agricoles et Agro-alimentaire au Sahel en en Afrique de l'Ouest</i>
COVIMA	<i>Coopérative des Vivriers de la Marahoué</i>
CPC	<i>Centrale des Producteurs de Céréales</i>
CRS	<i>Catholic Relief Services</i>
CSO	<i>Civil society organization</i>
CTA	<i>Centre for Agricultural and Rural Cooperation</i>
DCA	<i>Development Credit Authority</i>
DCoP	<i>Deputy Chief of Party</i>
DOC	<i>Day-old chick</i>
E-ATP	<i>Expanded Agribusiness and Trade Promotion Project</i>
ECOBIZ	<i>Economic Community of Business Information Systems</i>
ECOWAP	<i>Economic Community of West African States Agricultural Policy</i>
ECOWAS	<i>Economic Community of West African States</i>
ESOP	<i>Entreprises de Services aux Organisations des Producteurs</i>
ETD	<i>Entreprise Territoire et Développement</i>
ETH	<i>Eggs-to-hatch</i>
ETLS	<i>ECOWAS Trade Liberalization Scheme</i>
FAO	<i>Food and Agricultural Organization (United Nations)</i>
FARA	<i>Forum for Agricultural Research in Africa</i>
FCFA	<i>Franco CFA (CFA Francs)</i>
FDA	<i>Foundation for Democracy in Africa</i>
FEBECovi	<i>Fédération Nationale des Coopératives de la Filière Bétail/Viande de Côte d'Ivoire</i>
FEBEVIB	<i>Confédération des Fédérations Nationales de la Filière Bétail-Viande du Burkina</i>
FEBEVIM	<i>Confédération des Fédérations Nationales de la Filière Bétail-Viande du Mali</i>
FENABEV	<i>Fédération Nationale de la Filière Bétail Viande du Bénin</i>
FENACOPBVI	<i>Fédération Nationale des Groupements Cooperatifs de Côte d'Ivoire</i>
FENAGIP_BV	<i>Fédération Nationale des Groupements Interprofessionnels Bétail Viande du Niger</i>
FEPAB	<i>Fédération des Professionnels Agricoles du Burkina</i>
FIAB	<i>Fédération Nationale des Industries de l'Agro-Alimentaire et de Transformation du Burkina Faso</i>
FIARA	<i>Foire Internationale pour l'Agriculture et les Ressources Animales</i>
FIFAM	<i>Fédération des Intervenants de la Filière Avicole du Mali</i>
FODEL	<i>Fonds de Développement de l'Elevage</i>

FTF	Feed the Future
FUPRO	<i>Fédération des Unions de Producteurs du Bénin</i>
FWS	Free Work Services
GAPTO	Ghana Agricultural Producers and Traders Organization
GDA	Global Development Alliance
GGC	Ghana Grains Council
GHC	Ghana Cedi
GIC	<i>Société Générale d'Investissement et de Commerce</i>
GIZ	<i>Gesellschaft für Internationale Zusammenarbeit</i>
GNAPF	Ghana National Association of Poultry Farmers
GPA	<i>Groupement Professionnel Agricole</i>
GRIB	Ghana Rice Inter-professional Body
GSRDI	Green Sahel and Rural Development Initiatives
ICM	Integrated crop management
IFAnet	Information Aid Network
IFDC	International Center for Soil Fertility and Agricultural Development
IICEM	<i>Initiatives Intégrées pour la Croissance Economique au Mali</i>
IMCI	<i>Inter-profession du Maïs de Côte d'Ivoire</i>
INERA	<i>Institut de l'Environnement et de Recherches Agricoles</i>
INTSORMIL	International Sorghum and Millet Collaborative Research Support Program
IPM	Integrated pest management
IRTG	Improved Road Transport Governance
ISFM	Integrated soil fertility management
IT	Information technology
JAAL	<i>Journées Agro-Alimentaires</i>
M&E	Monitoring and evaluation
MCA	Millennium Challenge Account
MELS	<i>Meunerie et Emballage de Légumes Secs, Farine et Semoule de Céréales</i>
MIR Plus	Marketing Input Regionally Plus Project
MIS	Market information system
MISTOWA	Market Information Systems and Traders' Organizations for West Africa
MOB	<i>Maîtrise d'Ouvrage de Bagré</i>
MOU	Memorandum of understanding
MT	Metric tons

NAC	National Approvals Committee
NAFASO	<i>Neema Agricole du Faso</i>
NGO	Nongovernmental organization
OCAL	<i>Organisation du Corridor Abidjan-Lagos</i>
OIE	World Animal Health Organization
ONFO	<i>Observatoire Nationale de la Filière Oignon du Burkina Faso</i>
OPA	<i>Observatoire des Pratiques Anormales</i>
ORO/AOC	<i>Observatoire Régionale de l'Oignon en Afrique de l'Ouest et du Centre</i>
PAFASP	Projet d'appui aux filières agro-sylvo-pastorales
PAN	Poultry Association of Nigeria
PCE	<i>Projet de Croissance Economique</i>
PIVA	Partner institution viability assessment
PPP	Public-private partnership
PRODEX	<i>Projet de Développement des Exportations et des Marchés Agro-Sylvo-Pastoraux du Niger</i>
PRODIAKT	<i>Projet de Promotion et de Diversification de l'Agriculture dans les Régions de Kaolack, Kaffrine, Kédougou et Tambacounda</i>
RESIMAO	<i>Réseau des Systèmes d'Information de Marché de l'Afrique de l'Ouest</i>
RIFAN	Rice Farmers Associations of Nigeria
RTCF	<i>Réseau des Transformatrices Céréalières du Faso</i>
SCAB	<i>Société des Coopératives Agricoles de Banzon</i>
SEGAS-BF	<i>Société d'Entreposage, de Gestion de Garantie et de Sûreté Burkina Faso</i>
SITRAC	<i>Société Industrielle pour la Transformation et la Commercialisation des Céréales</i>
SODEPAL	<i>Société d'Exploitation du Parc de la Lékédi</i>
SRI	System of Rice Intensification
SWOT	Strengths, weaknesses, opportunities, and threats
ToT	Training of trainers
UBA	United Bank of Africa
UCOVISA	<i>Union des Coopératives du Vivrier des Savanes</i>
UEMOA	<i>Union Economique et Monétaire Ouest Africaine</i>
UGCPA-BM	<i>Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun</i>
UGER-B	<i>Union des Groupements d'Etuveuses de Riz de Bama</i>
UNACOBVI	<i>Union Nationale des Commerçants de la Filière Bétail-Viande</i>
UNAFA	<i>Union Nationale des Acteurs de la Filière Avicole du Sénégal</i>

UNERiz	<i>Union Nationale des Etuveuses de Riz</i>
UNICAP	<i>Union des Coopératives Agro-Pastorales</i>
UOFA	<i>Union des Organisations de la Filière Avicole</i>
UPPA-H	<i>Union Professionnelle des Professionnels Agricoles du Houet</i>
USADF	U.S. African Development Foundation
USAID	United States Agency for International Development
USAID/WA	USAID/West Africa
USG	United States Government
VAT	Value-added tax
VCDP	Value chain development plan
WAGN	West Africa Grains Network
WAMI	West African Monetary Institute
WASA	West African Seed Alliance
WATH	West Africa Trade Hub
WFP	World Food Programme

I. EXECUTIVE SUMMARY

Regional trade plays a key role in food security and income generation in West Africa. With variations in regional agro-ecologies and year-to-year variability in rainfall, trade in West Africa is a significant stabilizer of food availability. It also provides markets for numerous producers, traders, and processors. Regional trade contributes significantly to incomes and food security in both Sahelian and coastal countries. Sahelian countries provide important commodities such as livestock, onions, and cowpeas for regional markets and are recipients of foodstuffs, particularly cereals, from the more humid, coastal areas. Coastal countries are avid consumers of Sahelian products and are also producers, particularly of cereals.

At the same time, however, West Africa's trading environment remains in many ways inhospitable to trade in locally produced staple commodities. Critical constraints to well-functioning regional markets include a poor enabling environment, especially the lack of (or poor implementation of) regional protocols; physical and policy barriers; weak links across regional value chains; limited market information and support services such as finance; and poor private sector practices in supply chain management, which contribute to high transport costs. In addition, private regional value chain organizations, which can potentially play a key role in pushing for change, are commonly weak. Only if these constraints are addressed can regional trade reach its potential to serve as a vehicle for improving food security and income generation in the future.

The Agribusiness and Trade Promotion (ATP) Project and the Expanded Agribusiness and Trade Promotion (E-ATP) Project (discussed jointly as "the project") operated from 2008 to 2013 to address the challenges of West African regional trade in staple commodities. Funded by the United States Agency for International Development/West Africa, and working to contribute to the implementation of USAID/West Africa's Feed the Future Multi-Year Strategy, their goal was to increase intra-regional trade in the region's staple commodities of maize, onion, livestock (under ATP) and millet/sorghum, rice, and poultry (under E-ATP).

The project was implemented by a consortium led by Abt Associates Inc. in close collaboration with regional, national, and local stakeholders. The project considered its role as catalytic, providing partners with technical and, if needed, financial support to help them develop, adopt, and implement an agenda for change, including an agenda for institutional growth within their own organizations. With a staff of 50 at its peak, the project operated from two main offices (a head office in Accra and a technical office in Ouagadougou) and a small satellite office in Kano, Nigeria. This final report describes the project's activities and achievements, the lessons learned from its implementation, and recommendations for future work.

Activities. During the five years of ATP and almost four years of E-ATP, the project implemented a wide array of activities with the goal of increasing regional trade. Activities ranged from those implemented solely by the project, to those implemented in collaboration with partners, to those implemented by partners with at least some financial support from the project. A complete summary is impossible, given the number of activities, but highlights include the following:

- To increase volumes and improve the quality of production, the project trained almost 26,000 individuals in sustainable production, post-harvest, and processing technologies, including integrated crop management and conservation tillage, quality storage, improved butchering and cattle-fattening technologies, the System of Rice Intensification, and improved parboiling of rice. In all, training participants totaled 22,212 (4,425 of whom were women) under ATP and 3,704 (of whom 1,260 were women) under E-ATP.
- To support its partner organizations, including both regional and national private sector associations, the project used a slightly expanded version of the Partner Institutional Viability Assessment (PIVA) tool. The project engaged its 11 core partners' members in structured, annual self-evaluations and in development of capacity building plans that were implemented with technical support and project grants for the associations' priority activities. In addition, the partner associations frequently implemented project-organized technical trainings (which helped them learn to provide member services) and collected trade data with the project. Advocacy was an important element of the associations' efforts.
- The project developed a partner-operated methodology, based on having data collectors present in key markets, to quantify trade flows in principal corridors for the staple commodities of maize, millet/sorghum, rice, livestock, and onion. This system was directed by the project for four years.
- To create a high-visibility forum in support of stakeholders impatient for a more conducive trading environment, the project organized the January 2013 Food Across Borders conference co-sponsored by USAID and the Economic Community of West African States (ECOWAS), which made the case that regional trade is a significant but underappreciated contributor to food security in West Africa. The conference also pointed out that regional trade needs improved conditions if it is to flourish and meet the region's growing food security challenges. The project promoted the importance of involving the value chain associations and their concerns in Borderless Alliance, the umbrella-level advocacy organization, which originally consisted mainly of larger companies.
- The project supported efforts to build a regional forum for cereals actors, through a grant to the *Comité Interprofessionnel des Céréales du Burkina Faso (CIC-B)*, which worked with cereals actors in eight countries to organize nationally, promote collaboration, and eventually form the West Africa Grains Network.
- The project developed a staple commodity corridor-focused approach to collecting data on road harassment along six corridors. The project's efforts to reduce road harassment included market shows and coaching for drivers and truckers.
- Working with 10 companies in formal public-private partnership frameworks, the project engaged in diverse activities in procurement, processing, packaging, marketing, and access to finance.
- The project worked with the market information system (MIS) provider Esoko and with MIS partners in Burkina Faso, Côte d'Ivoire, Mali, and Nigeria to transmit market information to value chain actors. By the end of FY 2012, the system had 36,357 registered users.
- The Policy Watch System at ECOWAS, which the project developed and worked to put in place, serves as a tool to assess the implementation of agreed-upon regional trade policies.

Working on staple commodity trade in the West African regional context is complex. Partners and beneficiaries are dispersed in nine target countries; trade flows are complicated, diffuse, and hard to

track; and impediments to trade involve a myriad of causes, from poor infrastructure to limited education, from vested interests at different levels to deep-rooted traditional practices, and from institutional weaknesses within regional organizations to the still-evolving political will for regional integration at the national level—just to name a few. In most areas, change is difficult and slow. The ingredients for change are also complex, and although concrete, quantifiable accomplishments may bring a certain level of comfort, more qualitative achievements—which may be considered nebulous—can eventually lead to changes that yield concrete benefits in the future.

Achievements. For the reasons articulated above, this report presents achievements of different kinds, including those highlighted below. The project:

- *Improved understanding of the true extent of regional trade and developed a regional resource out of the trade data collection.* The project's trade data collection contributed to improving understanding of volumes and patterns of trade. To contribute to the sustainability of the trade data collection effort, in 2012 the project worked closely with the *Comité Permanent Inter-états de Lutte contre la Sécheresse dans le Sahel* (CILSS) to hand over the data collection at the project's end. CILSS was scheduled to start funding the data collection grants from January 2013 onwards, but asked if ATP could continue funding them until March 15, 2013. Since April 1, 2013, data collection has been under CILSS leadership. CILSS has entered into contracts with the project's partner organizations and former project staff responsible for the data collection have taken positions at CILSS.
- *Highlighted the important connection between regional trade and food security, and thereby helped advance dialogue on food security as a regional rather than national concept.* Food Across Borders made the arguments, based on project data, that the extent of regional trade is far greater than originally believed and that given these trade flows, regional trade is an important contributor to food security and that its importance will increase. It advanced the concept that food security is best met through true regional integration. These ideas are beginning to take hold in West Africa now.
- *Helped give a face to regional trade and those involved in it, thereby advancing the dialogue on (and pushing the agenda for) ways to address constraints to regional trade.* This was the result of various efforts with project partners that highlighted them, their roles, and their collective strength and contributions.
- *Helped develop the Confédération des Fédérations Nationales de la Filière Bétail/Viande de l'Afrique de l'Ouest (COFENABVI AO) to become a more regional actor with a strong advocacy voice, permanent secretariat, and participation in the Borderless Alliance which will help shape the agenda of the Alliance to include concerns related to staple commodity trade.* In addition, the project fostered organizational structures, membership services, and advocacy capacity in 10 other organizations.
- *Helped coach and develop the West Africa Grains Network (WAGN), which was formally established in March 2013.* WAGN is an umbrella organization at the regional level for diverse cereal value chain actors, both associations and companies. During its final months, the project secured a number of technical and financial partners that will continue to work with WAGN.
- *Reduced road harassment in key corridors.* The project quantified transport obstacles based on feedback from 1,536 truckers and traders and reduced road harassment in most, although not in all corridors.

- Completed eight public-private partnership agreements which helped mobilize \$2.63 million by the private sector.

Lessons learned. The project articulated the following lessons learned:

On facilitating trade transactions:

- The facilitation of trade transactions can be hampered by national decision makers' inadequate understanding of the role of regional trade caused in part by an insufficient appreciation of the value of imports and exports, as their precise quantities are unknown. This causes miscalculations of food availability at the national level and leads to an erroneous emphasis on national food security and related policy actions such as export bans. Although such policies may seem designed to protect consumers' interests, they limit the expansion of trade, which could bring even greater benefits to the country. An overly national focus also impedes the formalization and modernization of trade and keeps it going through the back door.
- Public institutions' misguided procurement policies – from governments, instead of the private sector – present a threat to private sector regional trading in the future.

On institutional support:

- Fostering institutional development requires considerable skill and time; allocation of sufficient resources is important.
- Articulation of clear, even if minimal, expectations for cost-sharing from organizations participating in the project promotes a sense of ownership and builds sustainability. Likewise it is important to tie institutional development activities to clear business objectives of their members, e.g., increased trade.

On enhancing product competitiveness:

- Developing a common understanding of the division of roles and responsibilities with bilateral projects is important. In many cases, regional projects can step back and focus on one particular niche, as bilateral projects have a general comparative advantage in this area.

On improving road governance:

- Collecting good-quality road harassment data is a challenge, and comes only from repeated checking at the field level.

On provision of market information:

- Successes in market information systems take time, as they require many complex elements to come together: facilitation of relationships between providers, partners, and value chain actors, as well as training and development of systems of data collection.
- It is challenging to find functioning models for sustainable private systems in the smallholder agriculture context. Regionally, within the project's time frame, there was little progress in this regard. Current operation of private sector MIS in West Africa is largely based on public sector funding.

- If the focus is on transactions, information on price and availability is only the first step. In other words: real-time information does not necessarily translate into real-time opportunities. This is particularly the case in regional trade.

On facilitating policy change:

- Real change comes from the bottom-up, involving the private sector coupled with national and regional decision-makers who are in a position to respond to stakeholders' concerns and take action.
- Many obstacles to regional trade originate from complex webs that involve many actors. In such situations, change will most likely come from the highest levels of decision-making, often pushed by private stakeholders who can make a strong economic case.

Recommendations. Finally, the project would like to make the following recommendations for future efforts:

To facilitate regional transactions:

- Invest heavily in creating an understanding of the need for policy change and the momentum for change, using diverse media at the regional and national levels.
- Facilitate linkages between the World Food Programme and WAGN to instigate procurement from the private sector in the region.
- Focus project efforts on a few serious innovative traders and organizations, for high-visibility results that can serve as models to others.

To improve institutional support activities:

- Focus greater attention on fewer organizations; this is likely to bring more results than paying less attention to many organizations.

To bring improved technologies and practices to value chain actors:

- Develop annual plans at the country level with bilateral projects and other partners to target regional markets through improved quality and production. Review current country-level work and disseminate any best practices from other countries.
- Link training closely with service provision by the organization at the regional and national levels. Ask trainees to pay a fee, however small. When the collaborator is a regional association, ensure that the participating national organizations are members in good standing.

To improve road governance efforts:

- Consider extending road harassment data collection by joining forces with those doing trade data collection at export and import markets.
- Consider disassociating road data collection efforts from road harassment prevention work, the latter requiring far more resources. Data on road harassment in West Africa's major corridors has

value on its own, and data collection does not necessarily have to be accompanied by other efforts. Covering all corridors would allow for periodic regional assessments of the issue.

- Ensure wide participation of value chain associations in the work of the Borderless Alliance.

To extend information on markets effectively:

- De-emphasize technology (e.g., the platform) and emphasize tailored solutions. The provision of market information (and not market information systems) should start from the needs of value chain actors and be tailored to these needs.
- Focus on relevant information and on market intelligence, not on data.

To drive policy change:

- Focus primarily on the implementation of existing policies. To a large extent, regional policies are in place but implementation—including development of national-level texts in some cases—is lacking. Exceptions include the common value-added tax (VAT) and inclusion of livestock among the VAT-free commodities under the *Union Economique et Monétaire Ouest Africaine* (UEMOA).
- Take advantage of the learning and momentum for change generated at the Food Across Borders conference. Follow up on its recommendations, including the dashboard for monitoring compliance with regional protocols.
- Invest in providing information to the public, at a large scale, in addition to informing value chain actors, to drive change. The media has an important role in supporting change.

Management. The project was implemented from two main offices, the main office in Accra and a technical office in Ouagadougou. It had, at maximum, approximately 50 staff. The costs of the two projects, once final expenses are accounted for, are estimated as follows:

- ATP: \$20,624,675
- E-ATP: \$21,733,742

2. INTRODUCTION

The Agribusiness and Trade Promotion (ATP) project and the Expanded Agribusiness and Trade Promotion (E-ATP) project were funded by the United States Agency for International Development/ West Africa (USAID/WA). The projects' goal was to increase intra-regional trade in the region's staple commodities of maize, onion, livestock (ATP) and millet/sorghum, rice, and poultry (E-ATP). These efforts contributed to USAID/West Africa's Feed the Future (FTF) Multi-Year Strategy, Intermediate Result 2—increased regional trade in key agricultural commodities. Both projects were implemented by a consortium led by Abt Associates Inc. and in close collaboration with regional, national, and local stakeholders. ATP operated from April 14, 2008, to April 13, 2013, while E-ATP began on July 31, 2009, and concluded on May 30, 2013.

This final report covers project activities, achievements, lessons learned, and recommendations for the future during the entire project timeframe. The report refers to the ATP and E-ATP projects in the singular form: “the project.”

2.1. OVERVIEW OF THE TWO PROJECTS

The table below shows the main features of the two projects, including their similarities and differences.

	ATP	E-ATP
Period	April 14, 2008, to April 13, 2013	July 31, 2009, to May 30, 2013
Countries	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo
Subcontractors with long-term staff	ACDI/VOCA CARANA	ACDI/VOCA CARANA
Other subcontractors	J.E. Austin (at the end of ATP only)	ASVELIS, Banyan Global, Global Cold Chain Alliance, J.E. Austin
Primary objective	Increase the value and volume of intra-regional agricultural trade in West Africa, with a goal of achieving the 6 percent agricultural growth target set under the Comprehensive Africa Agriculture Development Program (CAADP) of the African Union's New Partnership for Africa's Development (AU-NEPAD)	Increase the value and volume of intra-regional agricultural trade in staple food products in West Africa in support of the U.S. Government's FTF Initiative (formerly the Global Hunger and Food Security Initiative) and the Investment Plan of the ECOWAS Agricultural Policy (known as ECOWAP)
Value chains	Maize, livestock, and onion/shallot	Rice, millet/sorghum, and poultry
Outcome 1	Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa	Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa, with a special focus on facilitating the trade in staple foods from surplus to deficit areas
Outcome 2	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors	Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors
Outcome 3	More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade	More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade
Outcome 4	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems	Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems and facilitation of market linkages
Outcome 5		Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission, and to increase the capacity to recover after highly pathogenic AI (HPAI) outbreaks

2.2. PROJECT IMPLEMENTATION STRATEGY

The project focused on selected value chains, key transport and trade corridors, and targeted interventions to address priority constraints to trade across the value chains. Most activities were conducted in close collaboration with private sector value chain associations.

Value chains. The six focal value chains—maize, onion, and livestock (ATP) and millet/sorghum, rice, and poultry (E-ATP)—were, by the end of 2011 reduced to four (maize, livestock/meat, rice, and millet/sorghum) to coincide with the value chains prioritized in the USAID/West Africa FTF Multi-Year Strategy 2011-2015. All these commodities are important staples in the region and together represent value chains on which the livelihoods of tens of millions of West Africans depend. The importance of regional trade in these commodities varies greatly, however, from being crucial to the majority of value chain actors, as with livestock and onion, to being moderately important, as with maize and millet/sorghum, to being of relatively minor importance regionally (e.g., rice, where the project's main focus was on trade in parboiled rice). Poultry is a special case in regional trade, because many restrictions to movement of poultry and poultry products were still in effect during the project period as a result of the avian influenza outbreak in the region in 2007. For this reason, the project decided to focus on the trade of an important poultry industry input: day-old chicks.

Corridors. In some of its activities, the project used geographic targeting, by focusing on important trade corridors. This approach included trade data collection effort and road harassment work: each component of work focus on key corridors, for a particular value chain.

Beneficiaries. A majority of project activities were carried out in collaboration with private sector value chain associations. The project worked with a total of 11 regional and national associations, using the Partner Institutional Viability Assessment (PIVA) as a tool to assess institutional performance and capacity development plans as a way to orient institutional support, which was partly given through grants. These associations were also beneficiaries of project trainings and other activities. The project focused on building strong associations and regional- and national-level value chains that are capable of contributing to regional trade.

Given the informality of much of the trade in West Africa and the many obstacles that limit its efficiency and modernization, the project conceptualized its mandate as not just contributing to increasing trade directly, but also as building the foundations for modern regional trade. As the project was nearing completion, it focused increasingly on ensuring sustainability and continuing to build foundations for regional trade in the future.

2.3. THE IMPLEMENTING CONSORTIUM

Abt Associates Inc. provided overall project leadership and management. The other principal members of the consortium were:

- ACIDI/VOCA, which focused on value chain efforts for both projects
- CARANA Corporation, which worked on transport, policy barriers, finance, and institutional support for both projects

Subcontractors working on E-ATP included Banyan Global (gender), ASVELIS (avian influenza), Global Cold Chain Alliance, and J.E. Austin Associates, Inc.

2.4. ORGANIZATION OF THE FINAL REPORT

This end-of-project report highlights project activities, results and accomplishments. Although project tasks have been identified under four ATP and five E-ATP outcomes, the project's accomplishments were not the result of a singular focus on specific tasks by particular staff. Instead, various strands of project activity were woven together to achieve specific goals through collaboration by many staff. To name just a few examples, value chain development went hand in hand with efforts to develop access to finance; efforts to combat road harassment were conducted in close collaboration with the policy component and public-private partnerships; and institutional support was provided within the framework of value chain development, using technical training as one tool to reinforce institutions. In this framework, all project activities were to some extent cross-cutting, geared toward achieving the larger project accomplishments.

For this reason, this end-of-project report is organized in the following way:

- To present a full picture of the multitude of project activities, they are presented as they have been in the project progress reports, i.e., by Outcome and Task (see next page)
- To weave together activities from different facets of the projects under focused areas of accomplishment, Chapter IV of this report discusses achievements, lessons learned and future recommendations under the following themes:
 - Direct trade facilitation
 - Organizational capacity building
 - Promoting product competitiveness
 - Reducing road harassment
 - Improving access to financial services
 - Improving access to market information
 - Removing policy barriers to trade
 - Documenting and highlighting the role of regional trade

In this framework, only a brief presentation of activities is made; the main focus is on achievements, recommendations, and advice for the future, particularly in the context of USAID-funded efforts.

OUTCOMES AND TASKS

Outcome 1: Significant reduction of the incidence of physical and policy-related barriers to moving agricultural and related commodities regionally in West Africa		
Category A: Transport-related physical and policy barriers to trade		
ATP	E-ATP	
3.1.1		Collect and disseminate information on transport barriers, in coordination with ECOWAS and the <i>Union économique et monétaire Ouest Africaine</i> (UEMOA)
3.1.2	3.3.3	Support a communications campaign to discourage road harassment
3.1.3	3.3.2	Identify key locations where investments in logistics infrastructure have the potential to greatly enhance intra-regional trade; facilitate private investment in these locations; reduce freight transport costs through improving value chain logistics
3.1.4	3.3.1	Identify priority public investments to improve the efficiency of transport corridors critical to project value chains; support advocacy and provide know-how to partners
Category B: Trade policy-related and agricultural policy-related barriers to trade		
3.1.1		Define agricultural and trade policy priorities for ATP
3.1.2	3.1.1	Help ECOWAS coordinate implementation
3.1.3	3.1.1	Develop systems and capacity for monitoring policy implementation
	3.1.2	Build a medium-term plan to improve the understanding of regional trade policies, regulations, and rules by private-sector stakeholders (traders, transporters) and improve their ability to defend their rights in moving food products within West Africa
Outcome 2: Enhanced linkages among agricultural producers and agro-input suppliers, agro-processors, and distributors		
3.2.3		Select regional private sector association partners
3.2.4	3.2.1-3	Create a value chain development plan and build the capacity of regional associations
	3.2.5	Build and disseminate replicable business models to drive trade
3.2.5	3.2.2	Build linkages and support transactions through a network of market facilitators
Outcome 3: More effective advocacy by regional private sector and other nongovernmental actors for regional and national policies in support of a conducive environment for increased regional agricultural trade		
3.3.1		Define regional advocacy plans by value chain
3.3.2	3.3.4	Provide advocacy assistance and grants to apex and value chain organizations
	3.3.4	Support advocacy on regulations and policy issues
3.3.3	3.2.3	Support key events to highlight policy issues
Outcome 4: Improved efficiency of trade transactions and regional market access, in particular through the improvement of regional market information systems		
3.4.1	3.2.4	Support the development of public and private market information systems
3.4.2		Mobilize finance for agribusiness and trade through Development Credit Authority (DCA) guarantees with two regional banks
3.4.3		Mobilize finance in the cereals value chain through warehouse receipts
3.4.4		Mobilize additional investment through public-private partnerships
3.4.5		Provide grants and local subcontracts to catalyze other transformative projects
Outcome 5: Enhanced capacity of private poultry and animal health sectors to reduce the risk of AI outbreaks and transmission, and the capacity to recover after HPAI outbreaks		
	3.4.1	Build the capacity of poultry producers and producer organizations to reduce AI outbreaks
	3.4.2	Develop and disseminate models for public-private cooperation in AI control

3. OUTCOME 1: SIGNIFICANT REDUCTION OF THE INCIDENCE OF PHYSICAL AND POLICY-RELATED BARRIERS TO INTRA-REGIONAL TRADE

As highlighted in USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015, physical and policy-related barriers are major obstacles to regional trade in agricultural commodities in West Africa. West Africa's road transportation costs are among the highest in the world. The ATP project concentrated the majority of its transport-focused efforts on improving competitiveness by helping minimize road harassment, an issue consistently near the top of the list of long-distance traders' concerns. The project's strategy for reducing road harassment rests on the notions that all actors should be aware of and respect their rights and responsibilities, and that information empowers and can help foster a culture of public accountability in the region.

Meanwhile, although the ECOWAS Trade Liberalization Scheme (ETLS) has been in place since 1999, there remain significant policy barriers to regional trade. Through a Policy Advisor placed within the ECOWAS Commission until April 2012, ATP worked with public and private sector actors to analyze and design policy reforms and to contribute to the implementation and monitoring of these reforms. During its last year, the project—through the Food Across Borders conference—highlighted the many constraints to regional trade for relevant regional, national, and international audiences, while also creating a platform from which widespread change can initiate.

3.1. TRANSPORT-RELATED PHYSICAL AND POLICY BARRIERS TO TRADE

The very high transport costs in West Africa are largely linked to two major issues: road harassment and inefficient infrastructure. Project activities in road harassment involved monitoring the phenomenon along key trade corridors, publishing road harassment survey results, organizing road and market shows, coaching truckers, and intervening directly with authorities at key times to ensure corruption-free travel. These activities directly contributed to USAID's Feed the Future regional intermediate result 2.2: improved competitiveness of the transport and logistics sector.

3.1.1. COLLECT AND DISSEMINATE INFORMATION ON TRANSPORT BARRIERS, IN COORDINATION WITH ECOWAS AND UEMOA



Millet leaving Dawanau market northwards to Niger in December 2012 when droughts in parts of the Sahel increased millet prices and caused large exports from Nigeria to Niger.

Documenting and disseminating information on road harassment was central to the project's efforts to reduce transport-related barriers to trade. On this front, ATP worked closely with USAID's West Africa Trade Hub (WATH) project, the Borderless Alliance, and UEMOA.

WATH has collected data on road harassment since 2006. ATP adapted WATH's methodology to suit the specific needs of regional trade. Whereas the WATH focused on the transport of containerized or sealed goods between dry ports and sea ports along main roads, ATP surveyed the transport of agricultural products traded within the region in sacks (onions, cereals) and in the form of live animals. ATP corridors were value chain-specific, i.e., the project selected one major regional transport avenue for each of its staple commodities. Monitoring focused on trucks transporting this commodity from a rural market where this commodity is loaded, and followed trunk roads that often skirted land-locked capital cities to arrive in consumption markets. Also, whereas WATH sampled only drivers and trucks in compliance with ECOWAS rules and

regulations, ATP surveyed all trucks and drivers, whether compliant or not, provided they were carrying products in the project's target value chains.

Data were collected on delays en route due to road blocks and borders, the number of checkpoints, and bribes paid by categories of actors. Data were also gathered on country of registration; origin and destination of cargo; type of merchandise transported; and towns crossed through. The project collected data on a daily basis, using questionnaires filled out jointly by truckers/traders and project Data Assistants. These data were subsequently analyzed against baseline surveys.

The project's Transport Assistants then collected and analyzed data, which were consequently quality-checked by the Transport Advisor. These staff members regularly accompanied truckers and traders on parts of their trips to assess data quality. At project's end, ATP developed transition materials on its methodology, to be handed over for the ECOWAS-UEMOA observatory that is in development.

ATP data collection took place in the following focal corridors:

- Livestock: Fada N'Gourma (Burkina Faso)–Parakou (Benin)

- Maize: Techiman (Ghana)–Kantchari (Niger)
- Maize: Parakou (Benin)–Niamey (Niger) (from July 2012 onwards)
- Onion: Kantchari (Niger)–Accra (Ghana)
- Millet/sorghum: Koutiala (Mali)–Dakar (Senegal)
- Rice: Bama (Burkina Faso)–Koutiala (Mali)
- Poultry: Kumasi (Ghana)–Cotonou (Benin)

As ATP did little work in Nigeria, no corridors were chosen in Nigeria, despite its importance in regional trade. The majority of livestock traded in the Fada N’Gourma–Parakou corridor is, however, destined for Nigeria. Efforts in one of the corridors (millet/sorghum), were carried out jointly with another USAID-funded project: *Projet de Croissance Economique* (PCE) in Senegal. Several of the corridors overlapped at least partly with WATH corridors: both maize corridors, the onion corridor, and the millet/sorghum corridor.

Political instability and government directives caused stoppages at different times:

- Due to USAID suspension of activities in Niger in October 2009, onion corridor efforts could only take place as far as Madaoua at the Niger border.
- Due to USAID suspension of activities in Mali in April 2012, millet/sorghum corridor activities could no longer be conducted.
- Due to the cereals ban instituted in Burkina Faso in December 2012, data collection and efforts on the rice corridor had to stop.
- The first poultry corridor chosen was Abidjan (Côte d’Ivoire)–Bobo Dioulasso (Burkina Faso), where efforts started in October 2010. Due to rising political tension in FY 2011, at first the data collected could not first be checked, and then the entire effort had to be discontinued. Instead of systematic monitoring, the project did a transport cost assessment on another important poultry corridor (Kumasi–Cotonou), which was selected in concert with UOFA. This assessment, which included road harassment costs, was updated in FY 2012.

To substitute for reduced data collection on cereals due to the stoppages described above, the project selected another important maize corridor as a target corridor starting July 2012: Parakou (Benin)–Niamey (Niger).

Data collected along all these corridors by ATP was included in the quarterly reports published by UEMOA’s *Observatoire des Pratiques Anormales* (OPA). The information was also published by the Improved Road Transport Governance (IRTG) project and disseminated at public events and advocacy meetings. During the project’s timeframe, ATP contributed data to 16 OPA quarterly reports, starting in the April–June 2009 report, and continuing to the January–March 2013 report. At the time of writing this report, October–December 2012 was still a draft, and January–March 2013 had not yet been submitted to OPA.

The project also conducted the following activities:

- In FY 2012, prior to ending activities in the onion corridor, it trained 12 staff members from the Nigerien World Bank-funded *Projet de Développement des Exportations et des Marchés Agro-Sylvo-Pastoraux du Niger* (PRODEX) to monitor physical barriers from Tsernaoua (the onion aggregation center) to the Niger border and to organize road shows, market shows, coaching events, and advocacy visits to remove roadblocks.
- As part of *Opération Tabaski* during the first quarter of FY 2011, it monitored transport barriers and costs of eight trucks transporting sheep from Burkina Faso to Ashaiman, Ghana. The truck drivers were stopped 27 times on average (i.e., 3 stops per 100 km), which is about the same on the onion corridor.
- The project actively participated in meetings with USAID, European Union, ECOWAS and UEMOA to plan the new transport observatory, emphasizing the need to continue work in transport of regionally traded commodities, and the special characteristics of these commodities.

3.1.2. SUPPORT A COMMUNICATIONS CAMPAIGN TO DISCOURAGE ROAD HARASSMENT

From its inception, the project has sought to increase truckers' and traders' awareness of their rights and responsibilities and to teach them ways to reduce harassment and illegal payments. To do this, the project has relied primarily on various forms of coaching and on road and market shows. The project also initiated advocacy actions on transport issues; these actions are described under Outcome 3.

3.1.2.1. ROAD SHOWS

Highlights of some of the road shows in which the project was involved in include:

- In early September, 2009, ATP contributed to the road shows sponsored by WATH and UEMOA, which provided major stakeholders (including public officials, truckers, and traders) with a joint forum for discussing road harassment issues.
- In FY 2010, ATP joined WATH in organizing a road show in Ouagadougou. Ten traders and nearly 100 truckers and transporters of onion, livestock, and maize participated.
- In the second quarter of 2010, ATP joined WATH and ALCO for road shows at Seme (Benin/Nigeria border), Tema Harbor (Ghana), and Ouagaintier (Ouagadougou).
- In the third quarter of FY 2010, ATP joined WATH and ALCO to organize two road shows in Tema, Ghana, and Lomé, Togo, with a combined participation of over 400 drivers.



Hubert Poda, Chef de poste de gendarmerie in Burkina Faso, answering questions from drivers

- In March 2011, ATP and WATH jointly organized a road show in Kayes, Mali. Participants included over 80 truckers, drivers, traders, and high-level officials from the police, gendarmerie, and customs.
- In March 2011, ATP and WATH jointly organized a road show in Bitou, Burkina Faso. ATP-sponsored participants pinpointed abnormal practices affecting staple commodity trade.
- In September 2012, ATP joined WATH in Cotonou, Benin, where the 19th OPA report was presented to Beninese stakeholders. The project presented the results of work on its Benin-focused corridors (maize and livestock) and the high bribes paid along these corridors.

3.1.2.2. MARKET SHOWS

In addition to these large road shows, ATP started convening truckers and traders at smaller market shows, providing more focused opportunities to disseminate survey results, hear their concerns, and inform them about their rights and obligations. Although invited, roadside officials have not attended these public meetings, which are geared more toward value chain actors.

- The two first shows were convened in the third quarter of FY 2011, in the Fada N’Gourma and Pouytenga cattle markets in Burkina Faso. Participation totaled 163.
- There were four such shows in FY 2012. One was in the rice corridor, in Bama, Burkina Faso, in January 2012 for the members of the *Union des Groupements d’Etuveuses de Riz de Bama* (UGER-B) and for traders and truckers (23 women, nine men trained). Two events in February 2012 were in the millet/sorghum corridor, one in Kayes (43 men, two women trained) and one in Diboli (27 men, six women trained). Finally, on September 13–14, the project organized a market show in Malanville, in northern Benin, as part of the activities along the new maize corridor, where efforts started in July 2012.

3.1.2.3. COACHING

The project also coached truckers and traders individually. During special coaching missions, the project first coached drivers before they began their journey, helping with (1) documents required along their route, for the commodity, truck, driver, and trader; (2) vehicle maintenance and safety, including security equipment to carry on board; (3) advice on ways to act professional and confident when dealing with officials; and (4) completion of the survey form.

The project also coached many while accompanying them along part of their journeys and helping them navigate through checkpoints. Finally, ATP coached traders during road shows (co-organized with WATH) and market shows (organized by ATP alone), informing them about their rights and responsibilities as they engage in regional trade. At these events, project staff reached out to target audiences in local languages.

3.1.2.4. OTHER ACTIVITIES

- In FY 2011, ATP and WATH jointly organized workshops in Accra (December 14) and Ouagadougou (December 21), which attracted the participation of onion, maize, and livestock

traders, among others. Participants' discussions centered on how best to tackle checkpoints, illegal payments, and the harmonization of axle load regulations.



- In September 2012, in Parakou, Benin, ATP conducted a training on strategies to reduce road harassment and on the need to have required documents. There were 47 participants, ranging from traders and truckers to gendarmerie officers and customs officers.
- The project developed a Trader-Transporter How-to Guide and Trader-Transporter Quick Reference Cards and stickers to help traders know what documents they need to transport staple commodities across the borders (for cereals, onions, and livestock). These cards were distributed at project events.

3.1.3. IDENTIFY KEY LOCATIONS WHERE INVESTMENTS IN LOGISTICS INFRASTRUCTURE HAVE THE POTENTIAL TO GREATLY ENHANCE INTRA-REGIONAL TRADE; FACILITATE PRIVATE INVESTMENT IN THESE LOCATIONS

Transport and logistics studies

In FY 2010-2011, the ATP project carried out transport and logistics studies along all key value chain corridors. Updates of these studies were conducted in FY 2011-2012.

The transport and logistics studies focused on the state of roads and markets, as well as in identifying key locations where investments in logistics infrastructure and public-private partnerships (PPPs) have the potential to greatly enhance intra-regional trade. The project's Transport Advisor and PPP Advisor pursued some of the recommendations made in those studies and disseminated their results to stakeholders.

The project's FY 2011 studies focused on the following corridors:

- Fada N'gourma–Parakou and Pouytenga–Tamale (livestock)
- Techiman–Kantchari (maize)
- Ouagadougou–Bobo Dioulasso–Sikasso–Bamako–Dakar (millet/sorghum)

- Ouagadougou–Bobo Dioulasso–Ségou–Bamako–Kayes (rice)
- Kumasi–Cotonou (poultry)

In general, the studies noted extremely poor infrastructure in markets (with Fada N’Gourma being the exception). Road infrastructure was variable, with many areas having good to excellent roads (albeit with only two lanes). In some cases, updates noted improved road infrastructure, but market infrastructure mainly stayed stagnant.

Cost-effective innovations in value chain logistics

A study on cost-effective innovations in value chain logistics was conducted during the cost extension period. This study emerged from the observation that large-scale upgrades in infrastructure are needed to truly move regional trade to another level but, since such undertakings take a long time, in the short term, highly targeted innovations in logistics can improve trade. Using the multitude of project studies and a field visit in Ghana, a consultant with extensive experience made recommendations to improve extreme logistics shortcomings and inefficiencies and to strengthen poorly positioned activities within current traditional market value chains. The consultant also identified opportunities for partnering and for traditional value chain actors to begin participation in growing higher-margin markets.

The study recommended a number of innovations for cereals, including standard maize bag exchanges, preferred supplier-shipper-customer programs, and portable grain dryers. For the livestock sector, recommendations involved slip-resistant floors, livestock transportation equipment, driver training-certification program, and mobile abattoirs. Since the study was conducted late during the cost extension period, there was not enough time to diffuse its findings to stakeholders and promote experimentation.

Understanding backhaul for staple commodities

The project conducted this study to better understand transport costs for staple commodities, which have been less studied than transport of goods originating from ports. High transport costs in West Africa are tied with difficulties in finding backhaul for the return trip. During the cost extension period, the project studied the livestock corridor running from Fada N’Gourma in Burkina Faso to Parakou in Benin, to understand how truckers on this corridor find backhaul for their return journey and how backhaul problems affect transport costs. The study’s principal findings include:

- Commonly, after delivering livestock in Parakou, drivers travel empty to the ports of Cotonou, Lomé or Tema to find a backhaul load.
- At these ports, the previous “first-come, first-served” queuing system has been dismantled, and various arrangements are in place for finding loads for the return to the Sahel, mainly through informal agents. Waiting periods at ports are long: according to the surveys, 2-3 weeks and up to 2 months in Tema; 3-4 weeks in Lomé; and 4-7 days, and up to a month in Cotonou. Therefore, trucks are only able to complete an average of one round trip per month.
- Drivers do not generally arrange backhaul in advance due to lack of information.

The study concluded that although transporters usually consider road harassment as their first priority, inefficient backhaul should be a far greater concern, due to the high costs incurred. Interestingly, on southbound routes, prices are comparable to other regions, but on northbound routes, prices are significantly higher than global benchmarks, reflecting supply.

It is clear that improved information on transport is key to reducing transport costs. Further studies are also needed to better understand the dynamics of staple commodity transport costs, their seasonal patterns vis-à-vis transport needs in other agricultural and non-agricultural sectors (e.g., for cotton lint transported to the coast).

3.1.4. IDENTIFY PRIORITY PUBLIC INVESTMENTS TO IMPROVE THE EFFICIENCY OF TRANSPORT CORRIDORS CRITICAL TO PROJECT VALUE CHAINS; SUPPORT ADVOCACY AND PROVIDE KNOW-HOW TO PARTNERS

The transport and logistics studies discussed above recommended specific infrastructure improvements in transport and markets logistics and suggested strategies for successful implementation, with the goal of increasing trade along these key corridors. The update included comparisons to original situations, noting any improvements or degradation. For example, the FY 2012 update noted more road degradation (406 km) than improvement (only 363 km) along the maize corridor.

These studies were basis for further action. For example, during the first quarter of FY 2012, the Transport Advisor presented the results of the E-ATP poultry transport study conducted in FY 2011 to poultry value chain actors from several West African countries. The presentation was made during the *Journées Techniques Avicoles*, a regional poultry event held in Cotonou in November. In addition, partly based on the findings of the study, a training in best practices for logistics of day-old chicks was conducted in Nigeria in September 2012, for 47 (including five women) members of Poultry Association of Nigeria (PAN). In addition, the project generated maps to highlight the market and road infrastructure the in maize, livestock and onion corridors. These infrastructure maps, which were produced in poster size and A3 size, illustrated many deficiencies in infrastructure. They were distributed to project partner and were used in project events to highlight infrastructure constraints.

Project work on market logistics targeted some of the identified constraints and is described in the public-private partnership section below.

3.2. TRADE POLICY-RELATED AND AGRICULTURAL POLICY-RELATED BARRIERS TO TRADE

The project documented many of the policy barriers to trade in West Africa, and used numerous and varied fora to highlight the barriers and advocate for change. Despite ATP's extensive efforts, however, these barriers proved to be persistent, partly due to their complexity.

3.2.1. DEFINE AGRICULTURAL AND TRADE POLICY PRIORITIES FOR ATP

3.2.1.1. GAP ANALYSIS STUDY

In FY 2009, the project completed and finalized a study of intra-regional trade policy barriers. This assessment aimed to determine the gap between the provisions of the regional policies and the rules and procedures that are applied in reality. It helped ATP select priority issues that were directly affecting participants on the ground and put together more effective capacity building and advocacy programs. The study was conducted jointly by ATP and WATH. ATP concentrated on studying the private sector's experiences and perspectives on trade policy barriers in ATP's target value chains. WATH covered the experiences and perspectives of public sector agencies and officials. Using questionnaires, group consultations and individual interviews, and direct observation of the treatment of transported merchandise at borders and along the inter-state routes, it gathered data on the application of ECOWAS policies on the free movement of persons, goods, and vehicles. Through interactions with the executives and members of regional and national associations, the study identified policy implementation gaps related to tariff and non-tariff barriers, as applied to ATP's value chains. These included the following:

- Livestock trade is subject to tariff barriers, such as export taxes in Burkina Faso (*Fonds de Développement de l'Élevage*, or FODEL, taxes) and Niger; transit fees from both Burkina Faso and Ghana on Malian livestock in transit through Burkina Faso to Ghana; and value-added tax (VAT) for Malian livestock trucked (but not trekked) into Senegal. Livestock is also subject to non-tariff barriers, such as the export authorization required by governors in Mali.
- Onion trade is subject to tariff barriers, such as an export tax in Niger (in the form of an exorbitant "statistical tax," which incidentally does not lead to any statistics being generated) and, according to some traders, import duty on onions from Niger in transit through Burkina Faso to Ghana.
- Maize trade is subject to non-tariff barriers, such as the seasonal export bans imposed by Benin, Burkina Faso, Mali, and Togo.

Road harassment, in the form of illegal payments/bribes and delays, and difficulties in the transfer of funds across countries, is a non-tariff barrier affecting all value chains.

On the basis of the above findings, ATP identified the following priority interventions on policy issues:

- Eliminate trade restrictions and controls (e.g., seasonal restrictions on trade in cereals, authorization required in Mali to export livestock)
- Eliminate disguised export duties and taxes (e.g., Burkina Faso's FODEL export tax, Niger's high statistical tax on exports)
- Eliminate duties and taxes on regional imports (e.g., Burkina's import duty on onions from Niger, Senegal's assessment of VAT on cattle imports from Mali)
- Improve regional road transit arrangements (transit fee levied by Burkina and Ghana on Mali's

livestock exports)

- Improve regional payments system (cross-border bank transfers for ATP traders)

The results of the gap analysis were presented at various fora involving both public and private sectors.

3.2.1.2. WORKSHOPS TO ADVANCE KEY THEMES

In addition, the project conducted the following seven workshops on key policy issues, to advance the agenda of regional trade:

1. A series of workshops on *Regional Trading Rules on Agricultural Products* in Burkina Faso, Niger, and Mali, in May 2009. The workshops were part of the initial agricultural trade policy barriers assessment for the ATP project and had the dual purpose of informing stakeholders about regional trading rules for basic foodstuffs between ECOWAS members, and obtaining information from the stakeholders (through a questionnaire) on the application of those trading rules in practice. The workshops were organized in collaboration with and hosted by regional value chain associations in each country. A total of 96 people, including three women, participated in the workshops.
2. A meeting on September 24 and 25, 2009, organized in collaboration with the ECOWAS Commission in Abuja, Nigeria, for officials of relevant ECOWAS departments, representatives of the ATP value chains, and the Nigerian media. The workshop presented the ATP project's progress to date and discussed the findings and recommendations of the study on trade policy barriers, in order to identify and obtain agreement on a set of priority agricultural trade policy barriers to be eliminated. Twenty-four people were involved in the workshop.
3. A June 8, 2010 workshop held in Dakar, which was conducted by ATP and organized by USAID's bilateral PCE project. The context for the training was the launch of working groups to tackle topics related to agriculture, livestock, industrial goods, and cross-cutting issues in preparation for a border meeting between Mali and Senegal, with the aim of improving conditions for trade and transport along the Dakar–Bamako Corridor. During the session, the ATP team explained the details of the regional rules for free trade in basic foodstuffs under both ECOWAS and UEMOA.
4. A two-day training workshop, organized in collaboration with WATH, on June 16-17, 2010 in Accra, Ghana. The goal of this event was to promote understanding of ETLs rules and procedures and of the roles of different actors. The workshop was attended by 26, including representatives of USAID/West Africa, various departments of the ECOWAS Commission, interprofessional associations, and the West African Monetary Institute (WAMI). Also participating were representatives of Ghana's ministries of Trade and Industries; Foreign Affairs and Regional Integration; Roads and Highways; and Customs, Excise and Preventive Service staff.
5. A regional training workshop, held in Ouagadougou, Burkina Faso, from December 6-8, 2010. This event, on advocacy and lobbying for stakeholders in the onion/shallot value chain, was organized by the *Observatoires Nationaux de la Filière Oignon* (ONFO) with support from ATP and with participants from Burkina Faso, Ghana, and Mali. The workshop launched the process of adopting and implementing regional actions to develop the onion/shallot value chain and educate stakeholders about the policy challenges of trading under ETLs. Participants also identified issues for advocacy and initiated the formulation of a regional advocacy plan. At the regional level, the Onion Regional Observatory (*Observatoire Régionale de la Filière Oignon en Afrique de l'Ouest et du Centre*), known as ORO/AOC, was mandated by participants to coordinate these advocacy actions; at the national

level, its member organizations would do it.

6. A March 7–10, 2011, training workshop in Abuja on advocacy techniques workshop, followed by a high-level policy dialogue between representatives of regional professional associations and officials of the ECOWAS Commission and Parliament. This event involved 18 participants—executive members and other representatives of the professional associations of the project’s six value chains. The workshop informed participants about ECOWAS institutions and regional integration policies and programs. The interactions between the private sector representatives and ECOWAS officials revealed different perceptions of the challenges, as well as ECOWAS member countries’ low levels of commitment to implementing ETLS policies. ECOWAS officials urged the associations to be more dynamic in their efforts to engage national authorities in advocacy and policy dialogue. The four value chain associations were serious and determined in the workshop’s final exercise—identifying and planning activities as a follow-up of this four-day training session. The event enhanced the advocacy capacity of the professional associations and promoted collaboration between the professional associations and ECOWAS.
7. A July 20, 2011, meeting that was part of the Fifth African Agriculture Science Week program and the Forum for Agricultural Research in Africa (FARA) General Assembly. The Foundation for Democracy in Africa (FDA), and FARA invited ATP to collaborate in mobilizing West African civil society organizations (CSOs) and farmer organizations for a roundtable on Promoting Access to Regional and International Markets for Africa’s Agricultural Commodities. In order to enable key West African agribusiness stakeholders to participate in the event, the project sponsored 22 representatives of the six target value chains drawn from six countries. The ATP team conducted a one-day preparatory workshop on trade policy barriers and advocacy techniques to be employed during the roundtable. It also facilitated effective participation of the representatives in the various sessions of the roundtable. Following the workshop, the project organized a review session to help representatives assess the outcome of the roundtable and plan follow-up actions.

3.2.1.3. CONFERENCE—FOOD ACROSS BORDERS: IMPROVING FOOD SECURITY THROUGH REGIONAL TRADE IN WEST AFRICA

As one of its final large activities, the project helped ECOWAS and USAID/West Africa organize this major conference on January 29–31, 2013 that brought together over 270 participants from the private sector (representatives of associations and small, medium-sized, and multinational companies involved in regional trade) and the public sector, at both the national and regional levels. The conference had four objectives:

- Educate about the role of regional trade in food security in West Africa
- Highlight the many constraints to regional trade

- Provide a forum for the private sector to develop an action agenda to tackle these constraints
- Develop a consensus, through public-private dialogue, on the way forward



Food Across Borders conference participants

The January event was preceded by several periodic planning meetings with ECOWAS and USAID. In addition, a number of studies were commissioned to contribute to the conference, including:

- A *trade data study* that analyzed the trade flow data collected by the ATP project and compared these data to official and other sources of regional trade data, to provide a more complete picture of cross-border trade in the region than is provided by official statistics. This study incorporated data gathered through ATP monitoring of trade since 2009 and through another study, carried out in October 2012, which was designed to get a snap shot of trade flows in a larger number of countries. The trade data study concluded that official statistics greatly underestimate actual trade flows and, therefore, the contribution of regional trade to food security.
- A *study on opportunities missed or seized* by the private sector under the existing trade-constrained environment. This analysis was based on interviews with over 40 companies in the region and on a review of their patterns of investment. It found that true integration of operations across borders is not the norm and that regional companies are forced to invest in national structures, compromising their ability to achieve economies of scale in their operations.
- A *report on West Africa's food security outlook to 2025*, which provided the backdrop for the discussion on how to meet the region's food security needs in the future.
- A *case study on Niger's food security situation* and its engagement in regional trade, which presented data on food security issues and regional trade in Niger, highlighting the fact that although Niger is a country with grave food security issues, it is also perhaps the most integrated of West African

nations, relying on regional markets for revenues (from livestock and cowpeas, for example) to purchase cereals.

Additionally, a presentation on linkages between trade and food security, gave a conceptual framework, including arguing that food security is mainly about ability to purchase, not ability to grow.



Hon. Hannah Tetteh, Minister for Foreign Affairs and Regional Integration (hands up in center), takes part in a panel discussion on prospects for regional trade in staple goods. The panel also included (from left), Abdal'Azeem McCalla of Dantata Foods of Nigeria, Marie-Andree Tall of FRUITALES, a fruit processing company in Senegal, and El Hadj Issaka Sawadogo, chairman of COFENABVI AO, the regional livestock organization based in Cote d'Ivoire.

In addition to the documents described above, five briefs were prepared on the following principle constraints to the free movement of goods in the region (defined on the basis of previous ATP work): (1) road harassment, (2) export restrictions, (3) certificates of origin, (4) phytosanitary and veterinary certificates, and (5) value-added tax. These briefs served as inputs for working groups during the conference. Summaries of all presentations are presented in proceedings, which have been published in French and English, in electronic format.

Also crucial to the conference's success were the contributions of a senior regional statesman who built awareness among member government about the conference and aided in ensuring government-level representation. This former Senior Minister of Foreign Affairs of Senegal visited Côte d'Ivoire, Benin, and Togo prior to the conference and was instrumental in obtaining the participation of the Minister of

Agriculture from Senegal. He also facilitated the last session of the conference, entitled “Priorities and Modalities for Far-Reaching Change.”

The conference consisted of a one-day Forum for Private Sector Action, when the private sector developed an action agenda for the five principle constraints listed above, and a two-day Public-Private Dialogue, when the issues were highlighted through presentation of various studies and an action agenda was presented and discussed. The result of the conference was the adoption of an “Accra Agenda,” which stipulates the commitments of various actors to improving regional trade, including the establishment of a multi-stakeholder Task Force (private-public sector and civil society) to monitor the implementation of the recommendations of the conference. The Accra Agenda first outlines the various ways in which the participants agreed to accelerate the creation of the regional common market by acting together on various levels. These include:

- Ensure good communication of current regulations among different target audiences (border officials, economic operators, and professional organizations) by involving the media at all levels (local, national and regional)
- Ensure compliance with regulations, which outline specific responsibilities of public institutions at the national and regional levels and of various categories of operators and their associations and professional organizations
- Better document the importance of regional markets to the food security of each country and the region
- Develop advocacy plans in each country and structure public-private dialogue at the country level to encourage states to comply with the commitments they made at the regional level
- Develop an integrated trade policy for the region

The Accra Agenda also refers to the need to commit specific actions for key issues, as agreed-upon by conference participants and presented during Day I. Finally, the Agenda outlines the following specific commitments, which were made by conference participants:

- The public and private sectors are committed to work together to fight against constraints and road harassment.
- ECOWAS, USAID and ATP are committed to disseminate the Accra Agenda.
- States commit to sharing the results of the conference at the national level and to continue the dialogue with the private sector.
- ECOWAS and UEMOA commit to harmonizing regional regulatory texts.
- ECOWAS agrees to revise the 1979 text on the free movement in order to adapt to the current realities and to take the necessary steps for its implementation after revision.
- Participants commit to the establishment of a multi-stakeholder Task Force, which will include the private and public sectors and the civil society, to monitor the implementation of the recommendations of the conference.

- Finally, the Task Force, and in particular the states, ECOWAS and UEMOA, commit to examine the feasibility of the proposal to establish a "Joint Platform of governments, ECOWAS and the private sector to expose irregular practices in the countries of the region."

The Agenda also refers to the establishment at CILSS of a trade monitoring system that will produce documents on trade in agro-pastoral products; this monitoring system is essentially the trade flow collection transferred from the project to CILSS.

3.2.2. HELP ECOWAS COORDINATE IMPLEMENTATION

3.2.2.1. GAP ANALYSIS

The conclusions and recommendations of the trade gap analysis study were presented to stakeholders in different fora, including during a national workshop in Dakar on June 8, 2010, and during a regional workshop involving ECOWAS and Ghanaian officials and value chain operators in Accra on June 17-18, 2010. In Abuja, the Policy Advisor held a series of working sessions with ECOWAS commissioners in charge of agriculture and trade and their officials (September 13-17, 2010), as part of the process of defining areas of future collaboration. The project had previously developed a draft regional policy decision to be adopted by the ECOWAS Council of Ministers, reaffirming the complete elimination of all tariff and non-tariff barriers on agricultural goods traded within the West African region and the creation of national committees to manage the implementation of ETLS in each member country, as well as the participation of interprofessional associations in the ECOWAS free trade regime. Finally, the draft policy decision calls for programs to facilitate regional trade in agricultural goods, promote better use of the scheme by operators, and enhance compliance with ETLS regulations and procedures. In this context, the project also supported the work of the ECOWAS ad-hoc technical committee set up to review the ETLS text and the functioning of its scheme.

3.2.2.2. POLICY WATCH SYSTEM

In FY 2010, USAID ATP introduced the policy watch system to ECOWAS. Designed by the project, this system is an evolving mechanism to improve on-the-ground implementation of regional trading rules for staple foods and to strengthen associated institutional reforms that address member states' ability to comply with ETLS provisions. The policy watch system has four major components: (1) policy instruments and procedures, (2) coordination or adaptation to the national level, (3) application and reporting, and (4) monitoring and evaluation. The system was introduced to ECOWAS, and support was gained for it. During FY 2012, the project also presented the policy watch system at a December ECOWAS staff retreat and planned a workshop for public and private sector ETLS stakeholders to strengthen relations among ECOWAS technical departments and between ECOWAS and national operators. After being repeatedly postponed, the workshop did not take place.

3.2.3. DEVELOP SYSTEMS AND CAPACITY FOR MONITORING POLICY IMPLEMENTATION

3.2.3.1. ECOWAS NATIONAL UNITS MANUAL

ATP supported ECOWAS in building systems for monitoring and evaluating regional policy implementation. First, the project supported efforts to develop an ECOWAS National Units Manual. To streamline the operational links between the Commission and member countries, the ECOWAS External Relations Department, soon after its recent creation, engaged in formulation of an ECOWAS National Units Manual that would more clearly define the ECOWAS-member state relationship and guide the performance of the national units. The manual was finalized with continuous input and advice from ATP. It was presented by the Commission to the ECOWAS Council of Ministers for adoption during the end-of-year statutory meeting, which was held in Abuja at the end of November or in December 2011.

3.2.3.2. NATIONAL APPROVALS COMMITTEE

ATP also worked to extend the mandate of the National Approvals Committee (NAC) which facilitates and coordinates ETLS implementation at the national level. So far, it has focused almost exclusively on the approval of industrial enterprises and products into the scheme, to the exclusion of trade in agricultural goods. The project collaborated with ECOWAS officials to defend the case for expanding the mandate and membership of the committee to ensure that the interests of agricultural value chain associations are taken into account in national-level deliberations on ETLS provisions. Specifically, it was agreed at a NAC meeting to establish an ad-hoc technical committee to review the ETLS legal texts, harmonize and simplify the ECOWAS and UEMOA customs documentations and procedures, and submit a separate regional text on ETLS provisions and procedures for agricultural products. ATP also participated in a workshop in the summer of 2011 (organized as part of the review process) where member countries presented situation reports.

3.2.3.3. MONITORING & EVALUATION PROCESS

The project supported the development of the ECOWAS M&E Manual. Until the ECOWAS Commission was restructured at the beginning of 2007, there was hardly any centralized form of monitoring and evaluation of the implementation of regional policies and programs. The restructuring led to the creation of an M&E Unit. The project supported development of the manual and accompanying operational guidelines, as well as the first program performance assessment report.

3.2.3.4. GROW AFRICA SUPPORT FOR BURKINA FASO

During FY 2012, the project helped the Burkinabé government develop plans to support private sector investments in agriculture in the context of the Grow Africa initiative. Burkina Faso participated in the Grow Africa Agricultural Investment Forum held May 8-11, 2012, in Addis Ababa, Ethiopia. Grow Africa is an initiative of the African Union in the framework of AU-NEPAD and the World Economic Forum, with support from the G8. Burkina Faso's participation was facilitated by preparations at the national

level, including a business roundtable on April 17, 2012. This roundtable resulted in recommendations for the Burkinabé government to alleviate constraints and create an enabling environment to boost private investment. This led to an action plan that highlighted key policy reform actions, which was presented at the Addis Ababa forum and then submitted at the May 18-19 G8 Summit at Camp David. Project continued this assistance in July-August, in preparation for the government's presentation in a United Nations General Assembly; this assistance was discontinued due to a donor agreement that France would support Burkina Faso in the G8 context.

3.2.4. BUILD A MEDIUM-TERM PLAN TO IMPROVE THE UNDERSTANDING OF REGIONAL TRADE POLICIES, REGULATIONS, AND RULES BY PRIVATE SECTOR STAKEHOLDERS (TRADERS, TRANSPORTERS) AND THEIR ABILITY TO DEFEND THEIR RIGHTS IN MOVING FOOD PRODUCTS WITHIN WEST AFRICA

3.2.4.1. CAPACITY BUILDING FOR PROFESSIONAL ORGANIZATIONS

The gap analysis discussed above identified priorities for actions to tackle constraints to regional trade. One important constraint, seasonal restrictions, continued throughout the life of the project; Burkina Faso, Togo, Mali, and Benin imposed seasonal restrictions in spite of advocacy efforts by private sector actors. Various events and activities were organized to push the agenda forward.

ECOWAS organized a workshop on strengthening the regional networks of agribusiness interprofessional associations in Cotonou, Benin, in November 2010. During the workshop, the project presented its activities to build the value chain associations' capacity to monitor and analyze members' operational problems and to mount appropriate advocacy campaigns to improve the policy environment.

In parallel, a project meeting in Ouagadougou, Burkina Faso, in October 2010 with representatives of value chain professional association identified "industry champions" that would take up with regional and national authorities the most important cases of policy non-compliance reported by their members. The following professional associations were selected as industry champions: CIR-B (rice), COFENABVI AO (livestock), CIC-B (cereals), UOFA (poultry), the *Confédération des Syndicats des Conducteurs Routiers de l'Afrique de l'Ouest*, and the *Réseau de Veille sur la Commercialisation des Céréales*. These organizations were chosen to serve as channels for gathering and incorporating industry feedback by interacting with focal points in sector ministries and by serving on national committees that were created to facilitate the implementation of regional policies and programs in the ECOWAS member countries.

In FY 2011, the project gave support to CIC-B to organize a workshop on seasonal trade restrictions (in FY 2011). This workshop emphasized that these restrictions are prohibited by ECOWAS trade rules. It helped value chain actors prepare for advocacy on the issue.

3.2.4.2. *DEVELOPMENT OF AN OPERATIONAL INDUSTRY FEEDBACK MECHANISM*

ATP sponsored a regional advocacy mission in Abuja in March 2011 with 18 representatives from the six value chains. Professional association representatives included top executives such as the President of CIC-B, the Interim President of ORO/AOC, and the Vice Presidents of UOFA and COFENABVI AO. Professional associations will continue to serve as channels for gathering industry feedback.

In the aftermath of the advocacy mission, the project interacted with the relevant ECOWAS departments to bring attention to the issues raised by the value chain associations. ATP also drafted a briefing note on responses and follow-up measures taken by the ECOWAS Commission. Circulated among the ECOWAS technical departments, this briefing note serves as a basis for monitoring the fulfillment of ECOWAS commitments. The paper touches on the following key issues:

- Harmonizing documentation to ease border formalities
- Operationalizing regional and national committees
- Encouraging ECOWAS support for building the capacity of professional associations
- Harmonizing norms and standards
- Establishing an ECOWAS/value chain feedback mechanism
- Ending the practice of seasonal restrictions

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

Poor linkages among value chain actors in West Africa contribute to the value chains' lack of competitiveness. As described in USAID/West Africa Feed the Future Multi-Year Strategy 2011-2015,



building the capacity of regional private sector organizations and market institutions is key to improving the efficiencies of regional market transactions—the strategy's intermediate result 2.1.

The project has used a systematic framework to assess and select the organizations it supports. ATP has supported these partner organizations both institutionally and technically, re-evaluating priorities and monitoring their progress annually. To build institutional capacity, the project guided partners in carrying out institutional self-assessments using the PIVA tool. It also helped them develop and implement capacity development plans each year, based on PIVA results.

4.1. SELECT REGIONAL PRIVATE SECTOR ASSOCIATION PARTNERS

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework was applied to 21 (ATP) and 22 (E-ATP) organizations at the regional and national levels. Consultations formed the basis of selection of regional private sector association partners. The project selected the following regional focal associations for support:

- **Livestock.** The trade-oriented apex organization for livestock, COFENABVI AO, is present in almost all UEMOA countries and is becoming active in Ghana and Nigeria.
- **Onion.** The project first chose the regional organization *Observatoire Régional de la Filière Oignon/Afrique de l'Ouest et du Centre* (ORO/AOC), which is based in Niger. After the halt of activities in Niger, the *Observatoire National de la Filière Oignon du Burkina Faso* (ONFO), the national apex organization in Burkina Faso, became the focus of support.
- **Cereals.** No regional apex organization existed in the cereal value chains at the start of project. Therefore, the following national apex organizations were selected: *Comité interprofessionnel des céréales du Burkina Faso* (CIC-B), based in Ouagadougou, Burkina Faso; *Union des Cooperatives du Vivrier des Savanes* (UCOVISA), based in Korhogo, Côte d'Ivoire; and Ghana Agricultural Producers and Traders Organization (GAPTO), based in Accra, Ghana; it also works in onion). Two other food security-focused organizations, the *Association Malienne pour la Sécurité et la Souveraineté Alimentaires* (AMASSA) and the *Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires au Burkina* (APROSSA) were also supported in the cereal value chains. Since FY 2010, the project worked with stakeholders in the cereal value chains to develop a regional apex organization, the West Africa Grains Network (WAGN), which was established in March 2013.
- **Rice.** *Comité Interprofessionnel des Riziculteurs du Burkina Faso* (CIR-B), based in Bobo Dioulasso, Burkina Faso, is an interprofessional organization with potentially significant impacts on rice trade in the region.
- **Poultry.** The regional organization *Union des Organisations de la Filière Avicole des pays de l'UEMOA* (UOFA AO), is active in UEMOA countries. It is not active in Nigeria, however, where the project worked with the Poultry Association of Nigeria (PAN).

During the project period, political instability affected efforts to work with these partners. As mentioned, with the halt on activities in Niger in FY 2010, the project had to shift support from the Niger-based ORO/AOC to the Burkina-based ONFO. The FY 2011 Ivorian political crisis limited activities with UOFA, UCOVISA, and to some extent, COFENABVI AO, and the FY 2012 Malian crisis stopped activities with AMASSA.

4.2. CREATE A VALUE CHAIN DEVELOPMENT PLAN AND BUILD THE CAPACITY OF REGIONAL ASSOCIATIONS

The project's main tools for developing and assessing its program in value chains and associations were value chain development plans and PIVAs that resulted in capacity development plans. The technical and

institutional work with partner organizations commonly took place in the context of Memoranda of Understanding (MOUs) signed in FY 2009 (ATP) and FY 2010 (E-ATP) with the partner associations. The MOUs identified the principal areas of work.

Vision 2012

During each initial value chain workshop, stakeholders developed shared visions for each value chain.

Livestock/meat: *“Stakeholders of West Africa’s livestock/meat value chain provide, in a professional way, West African markets with quality livestock and meat products, in adequate quantities, at affordable prices.”*

Maize: *“The performance of West Africa’s maize value chain is improved, so as to consistently supply high quality maize and maize-based products that meet the needs and demands of the domestic and regional markets, effectively and efficiently.”*

Onion/shallot: *“Stakeholders of West Africa’s onion/shallot value chain provide a steady supply, in a professional way, quality onion/shallot, in adequate quantities and at affordable prices for West African markets.”*

Millet/sorghum: *“An enabling environment with predictable policies that support the private sector and generate incentives for investment in the sector; an increase in the number of actors actively investing and upgrading operations to improve their competitiveness in regional end markets; increased collaboration and learning between value chain actors and public institutions that increasingly view themselves as part of a regional industry; improved flow of information with regard to innovations pertinent to all functional levels of the value chain; promotion of improved, more efficient models of trade in both raw and processed millet/sorghum, based on well informed, vertically linked actors.”*

Rice: *“Improved regional food security and competitiveness of the value chain through free trade in rice and continual upgrades to the effectiveness and efficiency of operations linking seed development; seed production and distribution; rice production; processing and marketing to regional end markets are the means of improving regional food security and the competitiveness of the value chain.”*

Poultry: *“Private sector actors in the commercial poultry value chain invest in improved poultry production practices, biosecurity, and slaughter/marketing facilities and practices. Intraregional trade will initially be concentrated in poultry production inputs, particularly day-old chicks (and eggs to hatch), veterinary inputs, and feed. Intraregional trade in poultry products, particularly chickens, chicken carcasses and meat, and eggs will remain limited and informal for the most part. Some value chain participants will invest in upgraded slaughter, butchering and packing of poultry meat products, and others will improve packaging and distribution of eggs, as the demand for higher quality, sanitary poultry products expands in urban areas in West Africa.”*

4.2.1. VALUE CHAIN DEVELOPMENT PLANS

Value chain development plans (VCDPs) were the major tool for planning activities at the value chain level. These plans were developed after thorough value chain assessments were carried out by the project (FY 2008/2009 for ATP and FY 2009/2010 for E-ATP) and validated by value chain actors. The assessments focused on the organization, operation, and performance of the value chain; provided summary estimates of major trade flows in the value chain; and made preliminary recommendations for the project’s scope of work. Subsequently, the project led the creation of VCDPs, in close collaboration with partners. The plans served as guidelines for the project’s value chain activities and included a basket of options for providing technical and financial support to strengthen the value chains for regional trade.

Each plan covered a multi-year period, up to March 2012. After the initial VCDPs, the project updated them annually based on progress and new information and opportunities.

4.2.2. PIVAS AND ASSOCIATED SUPPORT

ATP's approach for institutional development was to assist selected key partner organizations to build capacity to become credible, representative, and dynamic entities that respond to members' needs and contribute to increasing regional trade. To provide institutional support, the project did the following:

- Organize PIVAs for apex organizations to help the organizations score, in a participatory fashion, their institutional performance; set priority areas and targets for improvement; and monitor performance. The original PIVAs were completed in FY 2009 and FY 2010. They were updated annually; the last PIVAs were conducted in September 2012.
- Develop capacity building plans as part of PIVA process to serve as guidelines for project assistance.
- Provide support, both financial and technical, in areas identified in the capacity building plans and VCDPs. Assistance focused on helping draft statutes; organize general assemblies and elections; clarify roles and responsibilities of elected officials and executive teams; coach members in management; train in innovative techniques; and collect data on commodity prices, availability, and trade flows.

The project used the PIVA instrument in two major innovative ways: (1) adapting the original PIVA to the characteristics of its partner organizations; and (2) by incorporation of gender dimension, which is not in the original PIVA template. PIVAs were done with 11 organizations: COFENABVI AO (four PIVAs); CIC-B, CIR-B, APROSSA, and GAPTO (three PIVAs each); AMASSA, ONFO, UCOVISA, UOFA, and PAN (two PIVAs each); and ORO/AOC (one PIVA).

Some highlights of these capacity building efforts include:

- The project facilitated the expansion of COFENABVI AO to the ECOWAS region. COFENABVI is now recognized as the key regional livestock value chain organization. In October 2011 in Abidjan, the project helped organize a consultative meeting to discuss COFENABVI AO's future direction and collaboration with ECOWAS and to finalize an MOU which identifies three major areas for cooperation: 1) improvement of the supply of livestock and livestock products, 2) improvement in the enabling environment for the value chain, and 3) institutional capacity building for COFENABVI AO. Unfortunately the MOU was not signed by ECOWAS during project's timeframe.
- The project also helped initiate a Permanent Secretariat at COFENABVI AO, an important step in building a professional organization. This included assistance in the selection process, which led to the selection of Dr. Mamadou Camara, a retired veterinary doctor and Malian national, for the post of Permanent Secretary. The project staff worked with the Permanent Secretary at the beginning of his contract to help him understand his functions and responsibilities. From August 2012 onwards, the project also hired a coach to work with the Permanent Secretary to support him in efforts to further build the organization.
- The project gave assistance to improve COFENABVI AO's member services. The project retained

a consultant to help CONFENABVI AO develop plans to improve member services and mobilize financial resources, and to help the new Permanent Secretary develop an annual work program. The consultant analyzed the membership of national federation members; proposed a strategy for enlarging national and regional membership; analyzed members' needs; identified potential income-generating activities; and planned for the collection of data on membership, current services and service quality, member contributions, and willingness to pay.

4.2.2.1. ASSISTANCE TO THE WEST AFRICA GRAINS NETWORK

An important element of the cereal value chains' vision is increased communication and networking among cereals value chain actors, leading to more effective advocacy on trade issues. Given the absence of a regional cereals trade organization, a stakeholder workshop held in 2008 recommended using an existing interprofessional organization as a platform for launching a regional grains network. As a first step toward this goal, CIC-B was mandated by the stakeholders to lead this effort, using an ATP grant to support a variety of activities. CIC-B facilitated the establishment of a working group called the West Africa Grains Network (WAGN) and created focal points in eight countries.

During FY 2012, the project developed a detailed scope of work to (1) assess the structure of the WAGN focal points; (2) develop a strategic development plan to set up a formal overall WAGN structure; (3) validate the strategic development plan during a regional workshop and assist in defining the activities to be implemented; and (4) provide technical and financial assistance in setting up WAGN.

From February 15 to March 6, 2012, two consultants from Abt subcontractor J.E. Austin, together with a representative of CIC-B, conducted an assessment of the focal points in Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, and Togo. They met with the WAGN focal points and held discussions with a wide range of private and public institutions in the cereals sector, noting the enthusiasm and efforts of the focal points to establish interprofessional bodies and their high expectations for WAGN. At the same time, challenges existed, including the following: most focal points were oriented to producers/farmers only; many are technically and financially weak, with limited skills in advocacy; some had a limited understanding of the value chain concept, the differing roles of value chain actors, and WAGN's role; and there was limited participation and in some countries limited public sector knowledge of the WAGN process.

As a follow-up to this study, ATP organized a consultative meeting in October 2012 in Ouagadougou with over 90 participants, including some larger cereal actors. The event was significant, as it established a broad consensus on the process for establishing WAGN. The outcome, known as the "Ouagadougou Declaration," defined the key elements of the network's strategic framework and gave guidelines on how national representation should be ensured within WAGN. Participants agreed that by giving priority to the development of the cereals sector in West Africa, WAGN will contribute to economic growth in the region and to food security. They recommended that WAGN membership be open to all 15 ECOWAS countries, although organizations from the following countries would be its founders: Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Senegal and Togo. The other countries' entry into WAGN would be on an ongoing basis.

During this meeting, an eight-person Working Group (one representative from each WAGN country), was constituted to implement the recommendations and further develop the key elements needed to

establish WAGN. This included developing a strategic plan for the 2013–2015 period, developing draft legal statutes, and preparing activities to organize interprofessional bodies in each member country. The Working Group met three times: November 2012, December 2012, and February 2013. From October 2012 through February 2013, ATP worked with various other partners to garner wider support for the Network, especially since the project was winding down. These partners included the FARM Foundation, CTA, Syngenta Foundation, AGRA, the *Projet d'Appui au Développement de l'Agriculture au Togo*, IFDC, and Club du Sahel. In addition, WAGN was highlighted during the Food Across Borders conference.

The WAGN General Assembly was held on March 20-21, 2013; it was preceded by the final Working Group meeting. The General Assembly adopted the strategic plan and legal documents, the latter with modifications. The strategic plan lays out general objective of the network as “To promote intraregional trade and enhance competitiveness of the grains value chains in order to create wealth, ensure food security, and foster economic growth in the West Africa region.” Its specific objectives are to:

- Structure the cereals trade in West Africa on the basis of market principles, to encourage increased volumes and value-addition of traded products and to increase investments in the grains sector
- Facilitate access by small and large producers, traders, and processors to national and regional markets
- Improve the availability of cereals of good quality and adequate quantity at the correct times and at more stable prices
- Influence policies and reforms at the national and regional levels so that a favorable environment is created for the cereal trade in sub-regional trade

The strategic plan envisions the following four programs, each focusing on a strategic axis:

Enhance and improve access to information related to the development of the grains sector

1. Facilitate access to regional markets for actors in the grains sector
2. Create an enabling policy and business environment that will favor growth in the cereals sector
3. Cultivate and consolidate the institutional sustainability of WAGN

The General Assembly elected a nine-person Board of Directors, one from each country and an addition person from Ghana. The network will be directed by Soumaila Sanou from CIC-B as President; Tom Gambrah from Premium Foods (and the Ghana Grains Council) as Vice President; and Lionel Guezodje from Benin as Secretary General.

As its final activity, on May 6, 2013, the project supported the first Board meeting of WAGN, which resulted in development of a Year I Work Plan. The board chose as priorities the first and fourth axes, i.e., information and institutional sustainability. The project helped finalize a scope of work for a specific activity selected by the board: a CTA-funded consultancy on WAGN members' information needs, which will take place in June–August 2013. As a follow-on to the Food Across Borders conference, the Board will participate in the task force that will be formed, an Executive Secretary will be hired, and the

information needs of WAGN members will be assessed in preparation for initiating effective services, through CTA support. The project also supported the board in developing a concept note for AGRA on institutional support and services assessment.

4.2.2.2. INSTITUTIONAL SUPPORT TO OTHER ORGANIZATIONS

In addition to support to key partner organizations, which operate mainly at the regional level, the project provided support to several national organizations, as outlined below.

- In FY 2009, the project worked to help rejuvenate Burkina Faso's apex livestock federation. The project co-facilitated and co-financed (50 percent of total costs) an extraordinary general assembly meeting of the then-moribund *Fédération Nationale des Organisations Interprofessionnelles de la Filière Bétail/Viande* in Ouagadougou on February 17–18, 2009. The objective was to revitalize the organization and ensure that livestock/meat stakeholders would have a credible and representative voice in Burkina Faso.
- ATP provided technical assistance to facilitate the creation—on January 6, 2009—of the *Observatoire Régional de l'Oignon/Burkina Faso* (ORO/Burkina Faso) as the focal point of ORO/AOC in Burkina Faso. ORO/Burkina Faso brings together stakeholders from all stages of the onion value chain to serve as their voice in the country. The 48 participants, including 11 women, prepared a constitution and by-laws and elected an executive board, with a woman President, Mrs. Hélène Zoma Damiba. After its creation, ORO/Burkina Faso received advice and assistance from ATP on its first activities.
- In FY 2010, the *Fédération Nationale des Coopératives de la Filière Bétail/Viande de Côte d'Ivoire* (FEBECOBVI-CI), with support from ATP, organized a Constitutive General Assembly to mitigate internal conflicts and institutional problems faced by the defunct livestock federation, which had combined cooperatives, associations, and trade unions that had conflicting objectives. About 100 representatives of livestock producers and traders cooperatives in Côte d'Ivoire participated. They adopted a constitution and by-laws and elected a national executive council of 33 members.
- Also in FY 2010, the project assisted the *Fédération Nationale Bétail/Viande du Bénin* (FENABEV), COFENABVI AO's Beninese chapter, in organizing its general assembly, which was held June 5–10, 2010. FENABEV aligned its governing texts with local laws, revised its organizational objectives, elected a new executive board, and drafted a three-year action plan. These steps helped bring FENABEV in line with ATP's recommendations for COFENABVI AO's member organizations.
- The project supported the Burkinabé UNERiz, the first national apex organization of parboiling women in West Africa, to hold its first general assembly in FY 2011.
- The project supported the USAID/Mali project *Initiatives Intégrées pour la Croissance Economique au Mali* (IICEM) in FY 2010 in organizing a gathering of Malian actors in the onion/shallot value chain to help them establish an interprofessional organization. IICEM invited ATP's Burkina partner ONFO to share its experiences creating an interprofessional body in Burkina Faso and to help identify future opportunities for addressing Mali's regional trade challenges.
- For the *Comité Interprofessionnel des Riziculteurs du Burkina Faso* (CIR-B), the rice value chain partner in Burkina Faso, the project gave support to instigate institutional reform. An initial PIVA conducted in FY 2010 revealed that CIR-B had not held a general assembly in seven years. In

order to hold a general assembly, CIR-B needed to complete an activity report, a financial report, and a review of its statutes. With assistance from the *Gesellschaft für Internationale Zusammenarbeit* (GIZ) and the *Centre Canadien d'Etudes et de Coopération Internationale*, the project carried out a follow-up PIVA and supported CIR-B's general assembly in in March 2011. Elections were held to choose a new board of directors, validate the organization's capacity building plan, restructure its staff, and develop a yearly work plan.

- In February 2012, the project funded the visit of 21 members of UCOVISA (including 10 women) to CIC-B in Burkina Faso as part of the process of developing a capacity building plan. They visited two member organizations—UGCPA and the *Groupe Professionnel Agricole* (GPA) of Sanaba—to learn about organizational, management, and technical aspects of these organizations. This learning was an “eye opener” for UCOVISA delegates, helping them improve their understanding of professional management of organizations.
- The project assisted *Africaine des Viandes* from 2009 through 2012. Taking ownership of opportunities to boost intra-regional trade, COFENABVI AO in 2009 established this company—headquartered in Abidjan, Côte d'Ivoire—with a capital of FCFA 16.5 million (\$ 35,870) and with 33 shareholder-companies (11 each from Burkina Faso, Côte d'Ivoire, and Mali) and a nine-member Board of Directors. In FY 2011, ATP helped the company develop an improved business plan, accounting system, manual on administrative management procedures, marketing plan, and assessment of environmental impacts. The company also requested financial support from ATP to conduct a comprehensive environmental management study that would allow it to address environmental issues. During FY 2012, the project assisted *Africaine des Viandes* in supplying meat to Senegal and Côte d'Ivoire and assisted with its third board of directors meeting, followed by its general assembly, which took place June 13-14 in Bobo Dioulasso, Burkina Faso. The project was asked to counsel *Africaine des Viandes* on the structuring of the enterprise. The general assembly decided to create company representation in Burkina Faso, recruit a director general and an accountant/secretary to administer and manage the company, and increase capital through an internal call for subscriptions (current shareholders).

4.2.3. ACTIVITIES IN THE CEREALS VALUE CHAIN (ATP AND E-ATP)



Maize is a key commodity in rapidly growing and urbanizing West Africa. Increasing maize yield levels (although the current average of about 1.5 mt/ha leaves much to be desired) and increasing regional trade in maize has led to growing general interest in developing the maize value chain. White maize continues to be the food of choice, but demand for yellow maize for the region's fast-growing poultry industry is strong.

The FY 2009 assessment by the project identified a number of key constraints to regional maize trade, including poor access to agricultural inputs; low productivity; limited access to credit among all actors; inadequate post-harvest handling, storage capacity, and market infrastructure; limited market information; tariff and non-tariff barriers that increase costs and time; transportation difficulties such as bad roads, transit

and border hassles, and harassment; weak private sector advocacy; weak linkages among value chain actors; and food security concerns of some national governments.

Consultations with value chain stakeholders led to the development of the maize VCDP, which articulated principal ATP value chain activities at different levels, including the following:

- **Production:** promotion of production contracts and PPPs; strengthening of the business development capacities of producer and seed organizations; partnerships for technology diffusion on agro-input packages; promotion of bulk-buying of agro-inputs
- **Storage:** warehouse receipt systems; grading and standards systems
- **Processing and marketing:** regional maize network; upgraded small-scale processing operations; stakeholder participation in trade and advocacy events

As with maize, constraints in the millet/sorghum value chain were identified during the project's assessment and then as part of the VCDP process. The millet/sorghum assessment highlighted the following constraints: limited market incentives, due to governments' control of input markets and food aid programs, to invest in commercial production, large-scale processing, and supply chain management practices; an unstable policy environment, including cereal export bans, prevents flow of information and cereals between surplus and deficit areas; weak organizational capacity among producers and other value chain actors, which limits more-professional trade relations; and high transport and logistics costs due to corruption and delays.

Growth in millet/sorghum processed products has the greatest potential to transform the value chain. The project's vision is for a competitive millet/sorghum food processing sector and longer-term trade relations between actors in the region. The project has focused on facilitating (1) opportunities for processors to access diversified markets, upgrade equipment and operations, and develop consumer markets for new and existing products; and (2) long-term, cooperative trade relations and advocacy to implement campaigns to lift seasonal restrictions on cereals trade.

Following are project activities in the maize and millet/sorghum value chains, grouped by theme.

4.2.3.1. TECHNICAL TRAINING IN PRODUCTION

The project's focus of support was on improving the regional supply of cereals, in both quality and quantity, by diffusing proven technologies using a training of trainers (ToT) and cascade training approach. The project conducted training at the national level in conjunction with national organizations or USAID bilateral projects. Trainings were done in Integrated Crop Management (ICM; combining aspects of Integrated Pest Management [IPM] and Integrated Soil Fertility Management [ISFM]); conservation agriculture; quality management of cereals; seed supply; contract farming; collective marketing; aflatoxin control; and quality management. Specific activities included:

- In September 2009, the project sponsored 10 maize stakeholders (farmers and technical assistants) to attend ToT courses on IPM organized by CropLife Africa Middle East in Accra, Ghana, and Bamako, Mali.
- With the goal of sustainable production of quality maize that would respond to regional buyers'

needs, the project and CropLife Africa Middle East implemented ToT programs in FY 2010 on aspects of IPM and ISFM for maize producers in Burkina Faso, Côte d'Ivoire, Ghana, and Mali. This included a four-day technical training for 80 participants (78 of whom passed the exams) and a five-day training facilitation skills course that resulted in a pool of trainers in Burkina Faso (19 trainers, of whom seven were women), Côte d'Ivoire (17, of whom one was a woman), Ghana (9, including two women) and Mali (14 men).

- The project conducted a ToT program in FY 2010 to facilitate the development of a professional seed supply in the region. The training, which was conducted together with the West African Seed Alliance (WASA), covered seed production techniques and management of operations. Twenty-three seed entrepreneurs participated, all of whom were members of Agro-Productions, a private seed company led by young agro-entrepreneurs with an innovative cereal seed out-grower business model.
- In FY 2011, the project-sponsored ToTs in Burkina Faso and Mali trained 64 farmer-trainers in ICM. These programs were followed by cascade training for 750 maize, millet, and sorghum producers from the *Union Provinciale des Professionnels Agricoles du Houet* (UPPA-H) in Bobo Dioulasso, Burkina Faso, and members of the *Coopérative des Exploitants Motorisés de Koutiala* (CEMK) from Mali.
- In partnership with USAID/Senegal's PCE and Wula Nafaa projects, the project provided ToTs in FY 2011 in conservation agriculture for cereal producer groups. A total of 35 out of the original 39 trainers were selected to train 1,419 producers, of whom 36 percent were women. In FY 2012, the three projects again worked together to provide training in conservation agriculture in Senegal, reaching (919 in all, of whom 287).
- The project provided training in integrated management of cereals in FY 2012 in Burkina Faso (1,218 trained, of whom 485); for members of UPPA-H.

4.2.3.2. **TECHNICAL TRAINING IN STORAGE, PROCESSING, AND CONTRACTING**

- The project trained Agro-Productions in contract farming in FY 2010. The training, done in collaboration with Engineers Without Borders Canada, was designed to improve the company's contract farming management. In all, 72 of Agro-Production's existing and potential lead farmers and public agricultural service technicians were trained in farm management best practices.
- FY 2010, 25 key actors in food processing, production, trading, research, and public health were trained in rapid detection of aflatoxin. The project worked on this training together with a program sponsored by the Australian International Development Agency (AusAID) and implemented in collaboration with the International Institute for Tropical Agriculture; the University of Natural Resources and Applied Life Sciences/Romer Labs in Vienna, Austria; the Department for Agro-biotechnology in Tulln, Austria; and INERA in Burkina Faso.
- To help create incentives for producers to fulfill the quality and quantity requirements in the market, the project carried out a training program in collective marketing and contract farming in Togo in FY 2011. The training program targeted a Togolese processor and five producer organizations from Burkina Faso and Mali: the *Centrale des producteurs de céréales du Togo* (CPC), *Dieu Est Grand*, *l'Union des Groupements pour la Commercialisation des Produits Agricoles de la Boucle*

du Mouhoun (UGCPA-BM), UPPA-H (Burkina Faso), and CEMK (Mali).

- To help cereal producers manage the quality of maize stocks in response to regional cereal buyers' increasingly strict quality standards, the project sponsored a regional training in FY 2012. This combination of ToT and cascade trainings took place in Benin (761 participants, of whom 127 were women) for FUPRO and the *Chambre Interdépartementale d'Agriculture* (CIA) in Borgou Alibori, and in Togo (1,920 participants, of whom 501 women) with CPC-Togo.
- A regional training of cereal producers on managing the quality of cereal stocks was conducted December 1-5, 2011 in Bobo Diaoulasso, Burkina Faso. There were five participants (including one woman) from the maize value chain, and 20 participants from the millet/sorghum value chain. Five organizations were represented : 1) UGCPA-BM from Burkina Faso, 2) UPPA-H from Burkina Faso, 3) CEMK from Mali, 4) the *Fédération Nian-Zwè* from Burkina Faso, and 5) UCOVISA from Côte d'Ivoire.

4.2.3.3. TECHNICAL WORKSHOPS

- The project held an FY 2010 workshop in Accra on the control of mycotoxin contamination in maize for 21 stakeholders (including two women) representing farmers, agro-processors, traders, and researchers from six West African countries. Participants proposed solutions and agreed on a detailed action plan built around the Nestlé interventions on aflatoxin control in the region.
- An FY 2011 regional workshop was organized by CIC-B, with project technical assistance, on "Leadership and entrepreneurship: promoting business linkages among women cereal processors in West Africa." This workshop gathered 25 women from seven countries to build capacities in processed millet/sorghum and other cereal-based including through sharing experiences with different business models.

4.2.3.4. OTHER TECHNICAL SUPPORT

- In July, 2011, the project arranged for a technical specialist to support APROSSA in the packaging and labeling of its products. In preparation for this capacity building support, the project assisted APROSSA in locating clear plastic packaging for its product by linking them with members of RTCF. After examining samples provided by RTCF, a large order was placed by association members.
- Project-sponsored FY 2011 millet- and sorghum-based product promotion campaigns, carried out with the *Association des transformateurs de céréales du Burkina* and International Sorghum and Millet Collaborative Research Support Program (INTSORMIL) and other stakeholders, focused on changing consumers' perception and consumption of locally processed products.
- In 2012, producer organizations received marketing skills coaching to promote regional trade, based on an ATP assessment of stocks available. The two producer associations with substantial stocks were FUPRO, for the producers of Borgou Alibori, and *Groupement des Exploitations Agricoles du Bénin*. Producer organizations in Sinendé and Banikoara were coached on preparing a regional trade contract.

4.2.4. ACTIVITIES IN THE LIVESTOCK VALUE CHAIN (ATP)

The region's livestock supply comes from the drier Sahelian countries, and predominantly targets the populous coastal areas that have little livestock production. The vast majority of the trade is in live animals, which presents logistical challenges and high losses, and, for the Sahelian countries, loss of income from processing by-products.

The ATP regional assessment of the ruminant livestock value chain in September 2008 was validated by 60 West African livestock value chain stakeholders from the public and private sectors. Thereafter, in consultation with key actors, the project developed the VCDP and obtained agreement on project activities. The following focal areas were identified technical interventions:

- **Production:** improvements in livestock feed and health to create a competitive supply of fresh meat in the West African market, including the following activities: (1) professionalize fattening activities and upgrade shops; (2) increase production and storage capacity for natural forage for feeding livestock; and (3) increase the expertise and capacity of the livestock feed production units
- **Processing and marketing:** improvements in quality competitive products available in sufficient quantity, including the following activities: (1) build the capacity of butchers; (2) upgrade slaughterhouses and optimize the use of infrastructure and personnel; and (3) promote meat exports

On the institutional front, ATP's efforts focused on assisting both the regional organization and the national apex organizations—necessary building blocks for functional regional organizations—to grow and develop; these efforts have been described above.

4.2.4.1. TECHNICAL TRAINING

The project focused its support on increasing the regional supply of meat in a way that would respond to market demands for quality and sanitation. As with cereals, national-level training was done with national organizations (members of COFENABVI). Training topics included cattle fattening, meat cutting and butchering, and financial management of fattening operations for women. Specific technical trainings included the following:

- In July 2009, ATP supported national livestock federations to organize two ToT courses on cattle fattening for 25 lead farmers in Burkina Faso (July 6-10) and 25 lead farmers in Mali (July 13-17).
- From August 24 to 28, 2009, ATP assisted FEBEVIM, the national livestock federation of Mali, in organizing a four-day ToT course for 25 lead butchers.
- As a follow-up to FY 2009 ToT, the project supported a training in cattle fattening for producers, to help Sahelian meat to compete with outside region exports. In Burkina Faso, trainings were conducted with the livestock federation and, with technical assistance from the World Bank, for the *Programme d'Appui aux Filières Agro-Sylvo-Pastorales* (PAFASP) project and the regional Chamber of Agriculture, and the *Centre d'Appui à la Gestion des Collectivités*, which is sponsored by the Swiss development cooperation. A total of 960 men and 240 women were trained. In Mali, the project trained 1,260 producers in five regions (Bamako, Koulikoro, Ségou, Sikasso, and Mopti), in partnership with *Grands Moulins du Mali*, which provided animal feed for trainings, and the World Bank's *Programme Compétitivité et Diversification Agricoles* project.

- To help bridge the gap between consumer expectations for sanitary assurances and specific cuts of meat, and that being supplied under existing practices, the project and FEBEVIB provided meat preparation training for 25 butcher-trainers from Ouahigouya and Ouagadougou in Burkina Faso in FY 2010. These trainers then trained 1,012 butchers, using technical reference manuals in print and digital form and a DVD. The training was supported by the project and the World Bank's PAFASP project.
- A FY 2011 training in meat preparation was carried out with COFENABVI and FEBEVIM for 1,000 Malian butchers.
- ToT programs in meat-cutting and cattle-fattening were held in FY 2012 to bridge gap between high-end consumers' expectations for specific cuts of meat and sanitary assurances and those supplied under existing practices. Trainings and numbers of participants reached include: (1) Togo: 1,100 (including five women) for the *Fédération de la Filière Bétail/Viande du Togo*; (2) Benin: 520 (including 25 women) for the *Fédération de la Filière Bétail/Viande du Bénin*; (3) Niger: 25 (including six women) for the *Federation Nationale des Groupements Interprofessionels Betail/Viande du Niger* (FENAGIP_BV); and (4) Côte d'Ivoire: 511 (including 25 women) for the *Federation Nationale des Groupements Cooperatifs de Côte d'Ivoire* (FENACOPBVI).
- In FY 2012, the project conducted cattle fattening training in Benin for 339 participants, of whom 95 were women.
- The project also trained women in the financial management of fattening operations, as described in the gender section of this report.

4.2.5. ACTIVITIES IN THE RICE VALUE CHAIN (E-ATP)

The rice value chain is one of the most complex in the region. Although increases in rice production have been achieved in some areas and countries—notably in irrigated areas, and especially in Mali—in general, the rice sector continues to greatly underperform in terms of both the quantity and quality of rice produced. Rapidly increasing demand for rice all across the region has resulted in large deficits in national production and large quantities of rice imported. This has been accompanied frequently by protectionist sentiments about rice exports by national authorities.

An important share of regional trade in rice involves parboiled rice. Wider consumption of this product is country-dependent, with Nigeria and Guinea among the most important consumers of parboiled rice.

The project's value chain assessment identified numerous factors constraining the sector, including weak markets and distribution of rice seed, limited commercial rice production, limited large-scale processing and poor marketing, and an enabling environment fraught with challenges.

E-ATP's analysis pointed to an absence of awareness and knowledge by stakeholders of innovations, events, markets, and dynamics that affect actors across the region. The rice VCDP focused on building the institutional, organizational, and individual capacities of rice value chain actors to ensure sustainable regional trade in volume and value, with the following priorities:

- Upgrading commercial market channels for local/regional rice seed and rice production to better compete with imported rice

- Increasing regional supplies of harvest, post-harvest, and processing equipment
- Increasing regional trade in rice and rice seed through events and facilitation efforts

In addition to helping stakeholders form stronger horizontal networks, E-ATP focused on (1) promoting stronger linkages between suppliers of inputs—notably production, harvest and post-harvest equipment, and after-sales services—for underserved markets of rice value chain actors in the region, and (2) helping milled and parboiled rice producers access regional markets.

4.2.5.1. TECHNICAL ASSESSMENTS

To tackle the lack of appropriate mechanized harvest, post-harvest, and processing equipment, the project conducted an FY 2010 assessment of a potential for an equipment manufacturer and supplier in Mali to be linked with farmers and processors in the region in order to expand the regional distribution of rice production and processing equipment and strengthen after-sales service networks.

- The project conducted an FY 2010 assessment of commercial seed suppliers, including two case studies of commercial seed company operations—one in Ghana and another in Burkina Faso.
- An FY 2011 study identified opportunities and constraints in the parboiled rice market in Ghana and Nigeria. Another study focused on markets in Burkina Faso, Mali, and Senegal. The studies' analysis of issues such as quantity, price, segments, quality, trade flows, consumers and their preferences, competitors, and the use of technology, showed that parboiled rice is taking on more and more importance in food consumption habits.

4.2.5.2. EFFORTS IN PARBOILING

- In FY 2011, the project disseminated parboiling best practices, together with the Africa Rice Center, including a good practices guide that was distributed to the major women's parboiling groups. This guide was used by Catholic Relief Services (CRS) in nine ToT courses in Burkina Faso. Participants from those courses then trained 349 parboiling women in 35 communes.
- An FY 2011 workshop on parboiling techniques in Senegal attracted participants from Burkina Faso, Côte d'Ivoire, Mali, Niger, and Senegal. Participants discussed opportunities for regional collaboration in action and research on harvest and transformation technologies.
- The project worked with three Burkinabé artisans in FY 2011 to help them produce good-quality rice parboiling equipment to be promoted and sold in Burkinabé markets. One of the artisans successfully reproduced the equipment.

4.2.5.3. PROMOTING THE SYSTEM OF RICE INTENSIFICATION (SRI)

In collaboration with USAID/Mali's IICEM project, E-ATP helped disseminate SRI technology at the regional level. Trainings included the following:

- An FY 2010 regional workshop in SRI, on August 10-13, 2010, was organized with USAID/Mali IICEM project. In all, 40 participants from eight West African countries participated. The SRI technology was presented, demonstrated, and discussed in detail.

- Distribution of materials on SRI to 40 producer organizations in seven countries in FY 2011. The materials included the SRI handbook, a technical folder on SRI in irrigated and rain-fed zones, a CD on SRI practices in Mali, and a CD containing documents from the regional training workshop.
- FY 2011 trainings in Nigeria with the following: (1) the World Bank-financed Commercial Agricultural Development Project; (2) the Green Sahel and Rural Development Initiatives (GS-RDI), (3) the Rice Farmers Associations of Nigeria (RIFAN); and (4) the Jigawa State Agricultural Development Association. Training of 60 trainers led to step-down training that reached about 1,200 producers. Demonstrations were held in Lagos, Cross River, Abuja, Kano, and Kaduna.
- A ToT for 47 participants (including 10 women) in Ghana in FY 2012 with the following: (1) the Ghana Rice Inter-professional Body (GRIB); (2) the Agriculture Development and Value Chain Enhancement (ADVANCE) project; (3) IFDC; (4) CRS; and (5) AMSIG (an extension service center assisting Ghanaian women's group). These partners subsequently trained 806 (including 397 women) through cascade trainings.
- Training in Benin in FY 2012 for 43 trainers (including 11 women) of eight partner organizations: (1) the *Conseil de concertation des riziculteurs du Bénin* (CCR-B), (2) *Entreprises Territoires et Développement* (ETD) and its *Entreprises de Services aux Organisations des Producteurs* (ESOP-Bénin); (3) IFDC-Benin; (4) the Vredeseilanden Country Office NGO; (5) the *Union Nationale des Riziculteurs du Bénin*; (6) three *Centres Régionaux de Production Agricole*; (7) three agricultural chambers of Benin; and (8) the *Périmètres Rizicoles de Malanville, Ségbana, et Karimama*. Subsequent cascades reached 286 participants (including 72 women).
- A ToT in Togo in FY 2012 for 35 participants (including seven women) from six organizations: (1) ETD; (2) the *Groupe Chrétien de Recherche-Actions pour la Promotion Humaine*; (3) IFDC-Togo; (4) the NGO *Recherche, Appui, Formation aux Initiatives d'Auto-Développement*; (5) the *Institut Togolais de Recherche Agronomique*; and (6) the *Institut de Conseil Agricole Togolais*. Ensuing cascade trainings reached 629 participants (including 201 women).
- An FY 2012 ToT in Burkina Faso for 39 trainers (including five women) from: (1) CIR-B ; (2) the *Union Nationale des Producteurs de Riz du Burkina*; (3) *Maîtrise d'Ouvrage de Bagré* (MOB) ; (4) the *Autorité de la Mise en Oeuvre de Vallée de Sourou*; (5) the *Union des groupements des Producteurs de Riz de Bagré*; (6) the *Union des Producteurs de Riz de la Vallée de Sourou* (UPRVS); (7) the *Union des Coopératives Rizicoles de Bama*; (8) the *Union des Producteurs de Riz de la Sissili* (UPRS); and (9) the *Société des Coopératives Agricoles de Banzon* (SCAB). The cascade trainings followed. Additionally, following the training, the Millennium Challenge Account (MCA) project in Burkina Faso expressed interest in being engaged in further training in the Vallée du Sourou.
- A training in Senegal in FY 2012 for 33 trainers (including 9 women) from: (1) the *Agence Nationale de Conseil Agricole et Rural* (ANCAR); (2) the *Groupe d'Action pour le Développement Communautaire*; (3) *Coordination des Organisations Professionnelles et Rurales du Département de Bignona*; (4) the *Société Nationale d'Aménagement et d'Exploitation des Terres du Delta du Fleuve Sénégal*; (5) *Entente Diouloulou* (coopérative); (6) *Africare/Projet de Promotion et de Diversification de l'Agriculture dans les Régions de Kaolack, Kaffrine, Kédougou, et Tambacounda* (PRODIKT); and (7) the *Coopératives des Unions Agricoles de Podor*. The ensuing cascade training by these partners reached 516 producers (331 of whom were women).

4.2.6. ACTIVITIES IN THE ONION VALUE CHAIN (ATP)

The 2008 onion value chain assessment highlighted a number of competitiveness gaps within the onion/shallot value chain, including irregular availability of affordable, quality inputs, which impedes production; inappropriate pre- and post-harvest practices and storage, which limits year-round supply and ability to regulate product flows and pricing; rampant corruption and crumbling road infrastructure, which increases risks and costs; limited access to timely market information, which limits the ability to plan and respond; and informal relationships and weak organizational capacity, which restrict credit access and curtail investments.

The VCDP that following this assessment identified the following key ATP intervention areas:

- **Production:** production systems to expand the production season; interprofessional linkages on agro-input supply; technical capacity strengthening for onion seed producers; and creation of a handbook on good practices to produce quality onion
- **Storage:** assessment of storage technologies and practices available in the region; demonstration of new types of stores in the sub-region; and training of producers/exporters on storage best practices
- **Processing:** capacity strengthening for onion processors on quality processing
- **Marketing:** promotion support; interprofessional linkages among those engaged in intra-regional trade; assistance to ORO/AOC national chapters to disseminate onion norms and standards; and support to collect trade flow data in the region

Value chain strengthening activities, described below, mainly focused on the introduction of rainy season varieties and mesh bags.

4.2.6.1. INTRODUCTION OF RAINY SEASON ONION VARIETIES

- To extend the time for Sahelian onion exporting countries to be competitive with foreign imports, the project started efforts on the rainy season Prema 178 variety by organizing a field day in Ouahigouya, Burkina Faso, in collaboration with ONFO, the World Bank's PAFASP project, and WASA. This event was part of the JAAL trade fair in November-December, 2009. There were 28 participants (including 7 women).
- In FY 2010, the project supported testing of multiple rainy season varieties and field days, in collaboration with WASA. This activity involved 1,287 value chain actors (of whom 605 were women). Five of the participants—all members of ONFO—exhibited PREMA in JAAL; two of them received an award of FCFA 500,000 (about \$1,111) prize for their PREMA exhibit.
- The project worked with the IICEM project, the U.S. African Development Foundation (USADF), and IFDC on a ToT program in FY 2010 on production of rainy season onions. A total of 27 producers participated, representing 19 producer groups and public agricultural agencies in Burkina Faso. IICEM sponsored five additional participants from Mali.
- FY 2011 testing and promotion of multiple rainy season onion varieties was supported by ATP, again in partnership with the WASA and IICEM. PREMA 178 emerged as one of the most

promising varieties. The results were presented and discussed in a regional workshop for diverse onion value chain actors, including agro-input dealers interested in selling the variety.

- An FY 2011 training in rainy season onion production was held, together with ONFO and *Burkina Primeur*, for 20 producer associations in Burkina Faso. A total of 977 producers (including 215 women) participated. *Burkina Primeur* supplied the seeds and produced manuals on rainy season production.

4.2.6.2. MESH BAGS AND STORAGE

- In FY 2010, the project carried out a technical assessment of onion storage in Burkina Faso to address the issues of limited storage capacity and poor quality standards. Surprisingly, the study found little economic analysis supporting the establishment of storage facilities, normally 2 to 90 tons in capacity, financed by various donors.
- An FY 2010 assessment of the prospects for mesh bags for the Burkina onion market showed many advantages, including reduced spoiling, the potential for attractive labels and legal procurement (jute bags are diverted from the cocoa sector), and attractive pricing.
- ATP disseminated good practices in packaging and transport in FY 2011 by supporting ONFO to conduct a promotion tour on good practices to the major onion production regions of Burkina Faso and to produce a “Good Practices in Onion Storage” video, which was shared with ORO/OAC. The project also advised Rose Eclat, a key onion processor in Burkina Faso, on improving product labeling and complying with food safety requirements in the countries where it sells.
- The project carried out training on best practices in onion packaging in FY 2011, in partnership with EmbalMali, a leading Malian packaging company specializing in the production of mesh bags. Participants included 55 members of three exporter/producer associations: *Burkina Primeur*, the *Association Professionnelle des Maraichers du Yatenga*, and the *Association des Exportateurs de la Filière Oignon du Burkina*.



Onions packaged in mesh bags for better aeration

4.2.7. ACTIVITIES IN THE POULTRY VALUE CHAIN

The project’s FY 2009 assessment of the poultry value chain was conducted in four West African countries (Côte d’Ivoire, Ghana, Burkina Faso, and Mali). It was complemented in FY 2010 by a six-country avian influenza (AI) assessment (in the original four countries plus Senegal and Nigeria), which began in mid-November 2009. The assessment identified the following constraints:

- Inadequate supply of Day Old Chicks (DOCs) and Eggs to Hatch (ETH), even though Côte d’Ivoire, Ghana and Senegal have significant capacity for production and, therefore, for exports to interior countries or those with less potential

- Irregular access to and high cost of feed, the key cost component
- Limited access to quality veterinary products and high mortality
- Limited access to finance for poultry value chain actors
- Limited commercial and hygienic processing of poultry
- Barriers to intraregional trade in poultry products due to export/import bans

The E-ATP strategy, as expressed in the Value Chain Development Plan, focuses on:

- Improving access to inputs, such as DOCs, ETH, feed, feed supplements, equipment, and materials
- Strengthening regional and national poultry interprofessional organizations and producer associations, to serve members' needs and conduct advocacy
- Improving commercial poultry slaughter and cold chain facilities, to serve as models for the region
- Improving poultry market and trade information
- Mitigating AI through better practices

Project activities in the poultry value chain focused on continuing to support UOFA in identifying constraints to competitiveness, improving slaughtering conditions and practices, and helping value chain stakeholders learn from best practices. As the UOFA President is based in Abidjan, poultry value chain activities in FY 2011 were affected by the political crisis in Côte d'Ivoire. The project also worked with the Poultry Farmers Association of Nigeria (PAN).

- A poultry abattoir assessment in Burkina Faso, Mali, and Senegal in FY 2011 showed a lack of elementary hygienic practices and an absence of waste management. The assessment made recommendations on training and technical assistance and on low-cost improvements, in the context of emphasizing low-cost upgrades that would help smaller poultry operators become efficient and sanitary.
- As a follow-up to the assessment, with the goal of improving poultry slaughtering conditions and practices, the project met with six poultry value chain actors from Burkina Faso and Senegal to learn about a proposed structure for a modern poultry slaughtering facility that had been proposed as a model in West Africa. In FY 2011, the project supported these companies, including in business plan development, but construction of the facilities was greatly delayed. Only one company made appreciable progress in construction in FY 2012. At end of FY 2012, the project decided that, given these delays, there would be no time to provide the intended support—a grant to purchase small equipment and training for poultry butchers within the facility.
- In FY 2011, E-ATP sponsored UOFA members to attend the African International Poultry Congress held in Nigeria, entitled "Climate change: implications for poultry production in Africa." The summit was a forum to exchange ideas and learn about the latest international research findings and new technological developments. The results presented were disseminated to UOFA members.

4.3. BUILD AND DISSEMINATE REPLICABLE BUSINESS MODELS TO DRIVE TRADE

The project has identified promising companies for regional trade and has supported them in expanding their businesses. An important part of the activities has been to document the business models and distribute information about them. The companies identified included:

- **Le Supermarché 100% AFRIQUE.** This shop, based on the concept of local food, is part of the company Free Work Services (FWS), which was started in 1994 by Mrs. Aïssatou Dème. Focusing on small processing units with low revenue streams and products with variable quality, FWS worked to improve quality through packaging and presentation of products. With increased emphasis on processing of local products, starting in the 1990s, FWS wanted to create a place where locally produced products get attention and where their value is communicated to consumers. The project-documented business model describes the store and its creation, analyzes it, and discusses regional issues, including trade. The project disseminated the model to value chain actors through a field visit.
- **La Société d'Entreposage, de Gestion de Garantie et de Sûretés Burkina Faso (SEGAS-BF).** SEGAS was started in 2011 in Ouagadougou. It focuses on providing non-financial services in warehouses and storage and serving as an intermediary to banks. SEGAS was created in response to limitations in the existing financial systems for the majority of the population, especially in agriculture. The company intervenes in three areas: (1) agriculture/forestry, (2) industry, and (3) various other commodities (e.g., gold). In agriculture, the focus is on increasing investment through contracts, quality and quantity assurances, and reduced transactions, as well as development of warehouses in production centers. SEGAS aims to expand credit to producers. The business model developed by the project describes the company's approach, strategy, services, and results.
- **Neema Agricole du Faso (NAFASO).** In FY 2010, the project identified NAFASO, a seed production company in Burkina Faso, as an interesting business model. The NAFASO business model is based on a form of contract farming with seed multipliers and on a seed distribution network with regional retail outlets in the Hauts Bassins region. During FY 2012, E-ATP documented the NAFASO business model as an example for small enterprises elsewhere, particularly in the area of contract farming with small- and medium-scale producers.
- **GIE Boololiggeye.** This Senegalese poultry company offers quality poultry products and slaughtering services that adhere to quality and hygiene norms. It strives to work through partnerships, including with microfinance institutions and associations, and to have a national-level distribution service and supply that fosters customer fidelity.

4.4. BUILD LINKAGES AND SUPPORT TRANSACTIONS THROUGH NETWORK OF MARKET FACILITATORS

Certain trade linkages in West Africa have existed for hundreds of years or longer, but they have been based on intimate knowledge of trading partners, created through a shared ethnic background, family relations, or long-standing relationships. Building modern linkages in regional trade is not easy, due to barriers created by a lack of common language, different cultures, and distance. These factors frequently result in lack of trust among those involved in trading in different countries.

The 2008 regional maize value chain assessment identified the infrequent use of contractual agreements and the poor enforcement of signed contracts as key constraints to the development of intra-regional agricultural trade in that commodity.

The project's activities in this area focused on supporting value chain actors to participate in diverse trade events, such as the JAAL trade fair in Burkina Faso. An important lesson learned from these events was that supporting single meetings between possible partners is insufficient for creating the trust and other conditions for closing trade deals, and that project support needed to continue over an extended period. From the onset, the project also conducted direct trade facilitation, engaging potential trading partners and facilitating the flow of information between them, assisting with contracting, and facilitating other arrangements. Direct trade facilitation received increased emphasis in FY 2012 in all value chains. Such intermediation efforts are consistent with the priorities and activities of USAID/West Africa's Feed the Future Multi-Year Strategy.

From FY 2009, the project also relied on market facilitators based in Dakar, Senegal), Abidjan, Côte d'Ivoire, Accra, Ghana, Cotonou, Benin, and Kano, Nigeria, to gather useful information on terminal markets and business opportunities for target value chains. Another cross-value chain effort was a June, 2010, learning network in Burkina Faso. Five companies with contract farming or direct supply operations participated, as well as producers of onion, maize, maize seed, and sesame. The goal was to facilitate exchanges between actors on organizational structuring and lessons learned on establishing collaborative supply relationships with producers. Some of the key lessons learned from the meeting involved establishing win-win relations between suppliers and buyers, identifying and selecting lead individuals to play a coordinating and communications function, and the need to nurture relationships between buyers and suppliers, even after they were established.

4.4.1. ACTIVITIES IN THE MAIZE (ATP) AND MILLET/SORGHUM (E-ATP) VALUE CHAINS

4.4.1.1. SUPPORTING BUSINESS LINKAGES AND TRANSACTIONS

- The project provided assistance in FY 2009 to the *Société Industrielle pour la Transformation et la Commercialisation des Céréales* (SITRAC) in Burkina Faso. The project helped this key player (400,000 tons of procurement annually) to establish supply contracts. As a result, SITRAC secured 72,750 tons of maize from Burkina Faso, Côte d'Ivoire, Benin, and Ghana, which allowed the company to increase its market share.
- In FY 2010, during JAAL in Ouagadougou, Burkina Faso, and in preparation for the *Bourse Céréalière Internationale* (a regional cereal exchange), the project organized a training on trade contracting for 118 agricultural producers and traders (including 15 women). Throughout FY 2010, ATP continued to support these partners, also conducting a workshop on access to finance (see Outcome 4 below). Results included 2,000 MT of maize under contract between the Burkinabé GANAGRO and Mrs. N'Goran, an Ivorian trader; facilitation of formalized business relationship between 3H (a distributor of processed products in Côte d'Ivoire), MELS (a maize agro-processor in Burkina Faso), and UCOVISA for maize; a contract between Agro-Cipa, a cereal processor located in Bobo Dioulasso, Burkina Faso, and UCOVISA for 500 MT of yellow maize; and a contract between UCOVISA and FEPPASI for 280 MT of yellow maize.

- The project held a workshop on international trade contracts and win-win relationships in Ouagadougou, Burkina Faso, in FY 2010. This event helped formalize trading relations between onion suppliers in the Sahel and importers in coastal countries for 54 key actors from Mali, Burkina Faso, Côte d'Ivoire, and Ghana, including representatives of producer groups, regional commercial financial institutions, importing and exporting companies, and project collaborators (USAID/Mali's IICEM project, the World Bank's PAFASP project and USADF).
- The project sponsored five women from the *Réseau des Transformatrices de Céréales du Burkina Faso* (RTCF) to exhibit at a major trade fare in Dakar, Senegal—the *Foire Internationale pour l'Agriculture et les Ressources Animales* (FIARA)—in FY 2011.
- A project-organized business trip in FY 2011 enabled five major cereal processors from Senegal to meet with well-established cereal suppliers in Mali and Burkina Faso. This helped facilitate sourcing from these countries, instead of from outside the region.
- The project organized business meetings during an advocacy mission to ECOWAS in March 2011. Value chain actors visited the Dawanu cereal market, West Africa's largest, which led to a direct order by the Senegalese processor *La Vivrière* for 30 tons of souma millet from a Nigerian trader.
- FY 2010 cereal exchanges by APROSSA, supported by the project, attracted 200 participants and led to contracts worth 1,000 MT. Project support increased the regional character of the exchange by enabling three Ghanaian and four Togolese to participate.
- The project profiled commercial players in "Who's Who" Guides.
- The project facilitated a 2011 linkage between *Société Ivoirienne de Production Animale* and UCOVISA, leading to a contract for 1000 MT maize.
- E-ATP helped supported the *Société Générale d'Investissement et de Commerce du Sénégal* (GIC) in linking to other markets and making several regional procurements. GIC is now interested in arranging for contract-based purchases of maize sourced from the Malian, Burkinabé, and Ivorian producer organizations it encountered during a project-supported trip. In FY 2012, together with USAID/Senegal's PCE project, the project helped GIC prepare a business plan for better access to finance to buy processing equipment for a processing unit to clean cereals in Keur Madiabel in the Kaolack region, to target a niche market for high-quality cereals.
- In FY 2012, the project supported an assessment of stocks in Benin and Togo to identify potential exporters of maize and to determine quantities available for buyers in Burkina Faso, Ghana, Mali, and Senegal. An assessment of demand in Niger was also conducted. These contacts were pursued during the *Bourse Céréalière* in Bamako in December 2011, but unfortunately the negotiations did not result into a contract.
- The project facilitated contract-based transactions in FY 2012 between Benin and Burkina Faso, for 6,000 MT of white maize, between the *Groupement des Exploitants Agricoles du Bénin* and a major trading company from Burkina Faso, the *Etablissement Velegda*. Although price and quality were agreeable, the high transport costs and red tape and associated costs discouraged the buyer, who decided not to go forward.
- Through a workshop in Bobo Dioulasso, Burkina Faso, organized together with CIC-B and AMASSA, the project facilitated contract-based transactions in FY 2012 for maize producers from

Côte d'Ivoire and traders and processors from Burkina Faso and Mali (20 in all). Only one small transaction resulted, in addition to improved business ties.

- In FY 2012, the Kumasi-based Premium Foods in Ghana expressed interest in procuring increasing part of its raw materials in the West Africa region. With project assistance, the firm signed a contract for 800 MT of yellow maize with UCOVISA, the Korhogo, Côte d'Ivoire-based producer association. Unfortunately, UCOVISA was not able to mobilize finance to collect the supply, and the transaction had to be canceled. After this cancellation, Premium Foods did not get discouraged, but looked east instead. With project facilitation, the firm signed a contract for 3,000 MT of white maize with the Togolese producer organization (CPC-Togo). However, the *Agence Nationale de la Sécurité Alimentaire du Togo* (ANSAT), the government food security agency that also grants export permits for cereals, denied CPC-Togo the export permit it requested. Reasons cited included the low purchase price (even though ANSAT had just procured 90,000 MT of maize at a lower price, for sale to the WFP in Niger), and a claim that since the maize is destined for processing it does not contribute to food security. After contacts by CPC-Togo with the Minister of Agriculture and the President and by ATP management with the Director of ANSAT and the Permanent Secretary of the Ministry of Agriculture (the latter meeting including a representative of the U.S. Embassy), an export permit for 1,500 MT was eventually agreed to. By then, however, the lengthy time period had caused price changes meaning the contract had to be renegotiated; it was instead cancelled.

4.4.1.2. FACILITATION OF PARTICIPATION IN TRADE EVENTS

Trade events provide opportunities for processors to meet potential buyers and raw material suppliers, as well as to introduce processed products to traders throughout the region. The project facilitated participation of partners in diverse trade events, such as the following:

- FY 2010, FY 2011, and FY 2012 *Bourses Céréalière Internationale* (commodity exchanges)
- FY 2012 *Les Journées Agro-Alimentaires* (JAAL) of Ouagadougou

Emphasis was on instigating regional trade by supporting mostly partners from other countries than the one where the event was held. These events resulted in some business deal, but more so, in contacts for future trading. The events also included capacity building for the partners through training and coaching.

4.4.2. ACTIVITIES IN THE RICE VALUE CHAIN (E-ATP)

E-ATP strived to develop linkages in the rice value chain by organizing events, meetings, and exchanges; connecting producers and equipment suppliers; and helping value chain stakeholders formalize their networks in the form of professional organizations. These include:

- A regional forum on equipment for rice and other cereals was held in FY 2011, as a follow-up to a FY 2010 study that identified good-quality mechanized equipment as a major constraint for rice production and processing, as well as a constraint for suppliers interested in expanding their scope in the region.
- FY 2011 forums for parboiled rice operators disseminated the results of two regional market

studies on parboiled rice and helped promote business opportunities and relationships.

- The project facilitated trade in paddy rice in FY 2012 between the processor Koama Industries in Ouagadougou, Burkina Faso, and major rice suppliers in Benin and Togo. A decision was made to start supplying Koama during the 2012/2013 harvest season. Koama also ordered a machine to mill rice hulls into flour and further process it into animal feed pellets, an important way to make use of this by-product.

4.4.3. ACTIVITIES IN THE LIVESTOCK VALUE CHAIN (ATP)

Project support for business linkages and transactions in the livestock value chain focused mainly on trade between markets in Nigeria, Côte d'Ivoire and Ghana.

Linkages to Nigerian markets

- Nigeria has a vast demand for livestock products, with estimates of 4,000 cattle (at over \$ 2 million) slaughtered daily in Ibadan, and 6,000 head (over \$3 million) in Lagos. Most of the supply comes from Burkina Faso and Niger.
- In April 2009, the project provided coaching and support to the Fada N'Gourma Association of Fatteners and Exporters of Livestock in the town's annual Agricultural, Livestock and Forestry Fair. Assistance included (1) targeting Nigeria by displaying larger animals at the fair, as Nigerian buyers prefer them; and (2) bringing together 55 buyers and 70 sellers. By the following week, a first shipment of 300 head of cattle, representing FCFA 105 million (\$228,261) was sent to Nigerian buyers, who later paid by wire transfer via ECOBANK. This contract boosted the volume of exports from Fada N'Gourma.
- During a March 2011 mission to Abuja, Nigeria, the project organized a business linkage trip to Ibadan and Lagos, Nigeria, for five executives of COFENABVI AO, to familiarize them with the banks, security posts, and accommodation facilities within these two markets. Security had been COFENABVI AO's major concern. Executives of the Malian federation FEBEVIM, a trader, and Agro-Allied Services in Lagos agreed to start business relationships with a test of 120 cattle.
- In March 2011, an ATP-organized visit to Nigeria established contacts between Nigerian cattle traders and COFENABVI AO members. The project organized an event in Bamako, Mali, that was attended by three Nigerian traders and by representatives of three Nigerian banks. This event included long and difficult negotiations, due to unfamiliarity with transportation routes and costs. The parties decided to do a test. Malians feared entering Nigeria due to security problems; the Nigerians agreed to meet them at the border to escort the trucks to Lagos. Meanwhile, the Nigerians wanted to be sure they were getting animals weighing 350 kg and more; the solution was to decide on the breed of cattle and weigh the trucks empty and then full. As a result of these discussions, the businesses—GMV Advantage, Dantata Foods & Allied Products Ltd., and McCalla Agro-Allied Ltd.—signed a contract with Malian traders to purchase, on a trial basis, 90 head of cattle with a total value of FCFA 22,500,000 (\$45,000). Difficulties with bank guarantees delayed the transaction, but after the Nigerians offered to make a 50 percent down payment, attention turned to an agreement on the best transport route. Unfortunately, general instability in the region, including the rebellion and coup d'état in Mali and terrorist activities in Nigeria, suspended all activities on this trade transaction.

Linkages to Ivorian markets

Ivorian markets have been important for Burkinabé cattle traders, but political instability in the past decade has reduced trade.

- A trade promotion week in FY 2009 sought to develop Burkina Faso–Côte d'Ivoire livestock business linkages, to increase livestock exports from Burkina Faso, which had slumped during the unrest. In collaboration with the World-Bank-funded PAFASP project in Burkina Faso, the project assisted the *Office National du Commerce Extérieur* in Burkina Faso to organize trade promotion week for Burkina Faso's livestock and onion products. The project also facilitated a half-day session (aired on national TV) on the challenges of trade between the two countries, which covered business linkages and negotiations. All animals brought to Abidjan were sold, for a total over FCFA 70 million (approximately \$152,000), and business linkages were established in the process. The event, however, highlighted the great challenge faced by Burkina Faso in its attempt to export meat to Ivorian markets, as meat prices are not that much higher in Ivorian markets than they are in Sahelian countries.
- The FY 2012 Operation Tabaski facilitated contractual transactions to build mutual trust for long-lasting trade relations and to help re-initiate trade between Burkina Faso and Côte d'Ivoire after a period of instability in Côte d'Ivoire. ATP helped establish fenced places for sheep in Adjame and Yopougon in Abidjan so that the Burkinabé traders could sell their animals. In November 2011, Burkinabé exporters sold 6,379 sheep in the Abidjan market for a total value of \$1.3 million.

Linkages to Ghanaian markets

Due to language barriers and traditional trade relations, Burkina Faso's ties with Côte d'Ivoire have always been stronger than with Ghana.

- Opération Tabaski, a major project event highlighting Burkina Faso as a supplier of livestock to Ghana, took place in Ashaiman, near Tema, in FY 2010. It consisted of a week-long exhibition and sale of sheep exported from Burkina Faso. The project assisted COFENABVI AO, FEBEVIB of Burkina Faso, and the Livestock Breeders and Traders Association of Ghana in organizing the shipment of 1,500 sheep from 35 exporters. The project shared transport costs with the World Bank's PAFASP project and FEBEVIB, and monitored and facilitated transport during shipment. The project also supported the FY 2011 Opération Tabaski in Ghana and Burkina Faso. The project facilitated the trading of some 2,600 sheep from Burkina Faso to Ghana. This was preceded, with project support, by a visit by Ghanaian traders to Burkina Faso to agree on supply, and project coaching along the 1,070 km transport corridor between Pouytenga, Burkina Faso, and Accra, Ghana, which led to elimination of bribes. Compared to the 2009 Opération Tabaski, the number of sheep sold increased by 72 percent; business linkages and trust between Burkinabé exporters and Ghanaian importers showed signs of developing.
- In FY 2012, the project facilitated contract-based transactions between Fada N'Gourma, Burkina Faso, and Tamale, Ghana. The precipitating factor was the periodic lack of cattle in the Tamale market. The Ghanaian delegation deemed prices too high for the current quarter, but agreed to come back when prices were more competitive, to open bank accounts to allow formalization of the contacts, and to finalize a contract model proposed by ATP.

4.4.4. ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN (ATP)

- The project facilitated a trade promotion week for Burkinabé products in Abidjan, Côte d'Ivoire, in FY 2009, in conjunction with the World Bank-funded PAFASP project (see above). Onion sales at the event totaled FCFA 7.9 million (\$17,242).
- In FY 2010, as a result of project-sponsored participation in the JAAL, a Malian trader—Drissa Nantoumé from Mopti—signed a contract for 25 tons of dried crushed shallots (about \$44,400 worth) for delivery to Yacouba Ouattara from Burkina Faso. The project facilitated trade of 112 tons of onion (\$111,100) between AEOB and an Ivorian trader, Sahi Sogbé of the *Coopérative des Commerçants d'Oignon* (CocoOignon) of Côte d'Ivoire.
- The project held workshops in FY 2010 to promote rainy season onion. The emphasis was on careful planning of input supply and development of a cropping calendar, in coordination with producers, agro-input suppliers, and financial institutions. In addition, there were meetings with onion seed suppliers in Burkina Faso (East-West Seed Alliance, King Agro, and Nankosem) to review requests by onion producers for quality seeds at affordable prices for the next rainy and dry seasons.
- ATP fostered business linkages between onion exporters and a mesh bag manufacture in FY 2011. As a follow-up to the assessment conducted on onion mesh sacks, the project, in collaboration with IICEM, facilitated a visit by onion exporters and members of ONFO to a Malian mesh bag manufacturer, EmbalMali. EmbalMali offered 1,000 trial bags (500 with a printed logo) to Burkinabé onion exporters; an onion organization from Burkina Faso ordered 50,000 bags for \$12,000 on the spot. Consequently, EmbalMali decided to visit Burkina Faso to continue discussions on the introduction of onion mesh bags. The project gathered 32 onion exporters from Burkina Faso and importers from Côte d'Ivoire, members of ORO/AOC national chapters, to discuss the best strategy to introduce mesh bags. The mesh bag market in the region would be about 5 million bags per year, worth \$1.2 million.
- An FY 2011 business linkage workshop for Burkinabé onion exporters and Ghanaian importers highlighted the potential of Ghanaian markets, in contrast to the difficult business environment created by the civil war in Côte d'Ivoire. However, Burkinabé onion exporters are hesitant to export to Ghana, not only because of the language and currency barriers, but also because of a negative history with Ghanaian importers. Participants requested assistance in formal contractual agreements, financing and money transfer vehicles, and development of linkages with financial institutions.
- The project facilitated business linkages between Ivoirians who import European onions and three Burkinabé suppliers, to explore the supply of onions that are sorted by size and then graded and packaged, and to discuss with the primary trading partner of the Burkinabes, CocoOignon, how to transition from the bulk trade of onions packaged in jute bags to trade in carefully weighed onions packaged in mesh bags that are ready to retail. The parties signed letters of intent to sell/buy 10 to 15 tons of onions in mesh bags per week beginning in January 2011.
- ATP facilitated business contacts between the Burkina-based Rose Eclat and Nestlé in FY 2011. Nestlé was interested in increasingly sourcing dried onions or onion powder from the region for use in the manufacture of bouillon cubes; the firm solicited samples for testing in its laboratories, although Rose Eclat's production is limited in comparison to Nestlé's demand.

- To identify new markets, in light of the trade-disrupting Ivoirian crisis, the project assisted ONFO to organize an exploratory mission in FY 2011, resulting in short list of potential buyers in Togo, Benin, and Ghana.
- An exchange in processing techniques was organized between female Malian and Burkinabé onion processors in FY 2011. The Malian participants learned new drying and hygiene practices, while the Burkinabé participants discovered labor-saving processing equipment used in Mali.
- In FY 2012, the project supported a trade mission to Accra, Ghana, and Abidjan, Côte d'Ivoire, for Nigerien onion exporters.
- A trade facilitation mission to Nigeria was organized in FY 2012 with Rose Eclat, to visit potential Nigerian importers of dried onion and to initiate the process of registration with the National Agency for Food and Drugs Administration and Control. An agreement was reached between a Nigerian importer and Rose Eclat for a test shipment.

4.4.5. ACTIVITIES IN THE POULTRY VALUE CHAIN

- In FY 2011, E-ATP linked Burkinabé producers to equipment suppliers, through visits to three Ghanaian hatcheries producing ETH and DOCs and to a poultry feed and equipment supplier. The project also facilitated meetings between representatives of UOFA and equipment and input suppliers in Lagos and Ibadan, Nigeria.
- The project sponsored UOFA members to attend an international poultry production trade congress in Nigeria in February 2011.

5. OUTCOME 3. MORE EFFECTIVE ADVOCACY FOR REGIONAL AND NATIONAL POLICIES FOR INCREASED REGIONAL AGRICULTURAL TRADE

To support this outcome, ATP used a bottom-up approach by supporting private professional organizations in their advocacy efforts. Major goals included both raising value chain stakeholders' awareness of regional regulations and policies and supporting their efforts to advocate for better policies and policy enforcement. The project's strategy for building the capacity for private sector advocacy was based on three pillars: (1) organizational strengthening of key partner organizations (addressed under Outcome 2), (2) empowerment and capacity building of partner organizations in elaborating a regional advocacy strategy and action plan, and (3) creation of advocacy platforms to implement advocacy activities at both national and regional levels.

5.1. DEFINE REGIONAL ADVOCACY PLANS BY VALUE CHAIN

As pointed out in the USAID/West Africa Feed the Future Multi-Year Strategy, a major way to build sustainability in advocacy is to ensure that the private sector assumes ownership of a regional trade and transportation reform agenda and continues to pursue this agenda without relying on continuous donor assistance. When the private sector can see a positive impact from involvement in advocacy activities, it is likely to continue such involvement in the long term.

ATP facilitated the development of regional advocacy plans for each of its target value chains. The development of regional advocacy plans by value chain integrated the results of activities undertaken under various tasks. These included road harassment and logistics work and trade policy barrier activities (Outcome 1), as well as value chain development plans (Outcome 2). Regional advocacy plans aimed to guide the advocacy process to address priority policy issues at both the regional and national levels. The plans also helped national organizations align their advocacy efforts with a broader regional advocacy plan, to ensure that actors throughout the region were working toward a shared vision.

For example, for cereals, an FY 2009 cereals advocacy plan was built on a June 2009 capacity building workshop on advocacy, which was organized by CIC-B with ATP assistance. This event, entitled "Connecting stakeholders—Paving the way for a common advocacy to reduce barriers to maize trade in the region: Stakes and challenges!" gathered 34 diverse cereals stakeholders (including 11 women) from seven countries. They exchanged experiences with trade barriers, advocacy and lobbying, training in

advocacy, and developed draft regional advocacy action plan. At the end of the workshop, participants declared their commitment to the establishment of a regional association and agreed on focal points for implementing the advocacy plan, with CIC-B serving as the lead. The plan emphasized the need to eliminate on cereals bans, which are a great deterrent to cereals trade in the region. It was amended based on input received from stakeholders during the FY 2010 JAAL in Ouagadougou, Burkina Faso.

Similarly the livestock advocacy plan was built on the initial value chain assessments conducted, and was finalized during an FY 2009 regional workshop in Bamako, Mali, held by COFENABVI AO with assistance from ATP. Twenty-six stakeholders (including three women) participated in this workshop, representing eight countries and all facets of the value chain and combining experience-sharing with training and working group sessions to create a draft advocacy strategy and action plan. Most barriers to trade in livestock are local or national; for this reason, there was heavy emphasis on national-level efforts. COFENABVI AO played a coordinating role.

A livestock advocacy grant initiated in 2010 focused on collection and analysis of national and regional policies and regulations, as well as on collecting data related to intra-regional trade of live animals and meat.

5.2. PROVIDE ADVOCACY ASSISTANCE AND GRANTS TO SELECTED APEX AND VALUE CHAIN ORGANIZATIONS

5.2.1. ACTIVITIES IN THE CEREALS VALUE CHAIN (MAIZE, MILLET/SORGHUM, RICE)

In 2010, the project provided a cereals advocacy grant to CIC-B that focused on a set of activities identified in the regional cereal advocacy plan. These included strengthening the advocacy and coordination capacity of CIC-B; facilitating the establishment of maize/cereals interprofessional organizations in Benin, Côte d'Ivoire, Ghana, Mali, and Togo; supporting the efforts of national organizations to mobilize resources for advocacy action plan implementation; conducting regional advocacy to remove trade barriers; and developing and implementing a communications strategy on national laws and regional trading rules.

Activities conducted with support of this grant and others are discussed below.

Advocacy campaign during JAAL

With leadership from CIC-B, this FY 2010 campaign involved 17 cereals actors from 10 organizations in five countries. Activities included an advocacy booth where partners displayed and handed out materials; meetings with UEMOA, CILSS, and NGOs, including on the developing regional network for cereals; and a press conference with 40 stakeholders and journalists that focused on trade barriers at border crossings, transport challenges, quality issues, and the need for a cereals interprofessional body. During this event, UEMOA expressed great interest in collaboration with CIC-B.

Cereals advocacy event

In FY 2009, ATP sponsored four representatives of the nascent regional network to participate in a regional FAO workshop in Dakar that focused on interprofessional organizations in the cereals value chain and on the development of regional cereal markets. The partners presented their regional advocacy action plan.

CIC-B collaboration with UEMOA

Earlier discussions of project and CIC-B with UEMOA led to the appointment of FY 2010 of CIC-B as a member of the UEMOA Regional Consultative Committee for Agricultural Value Chains (which had been created in 2009). This appointment gave the regional cereal actors, through CIC-B which was leading efforts to build the West Africa Grains Network, a voice at the UEMOA level.

Cereals value chain participation in the “Roundtable on promoting access to regional markets for agricultural commodities in Africa”

In FY 2010, ATP sponsored 21 value chain representatives, including some in cereals, to participate in the “Roundtable on promoting access to regional markets for agricultural commodities in Africa.” This FDA-FARA event took place in Ouagadougou, Burkina Faso, as part of the 5th African Agriculture Science Week and the FARA General Assembly. The value chain participants shared their experiences and their free trade advocacy messages.

National advocacy platforms

During FY 2010 and FY 2011, the project helped mobilize national organizations and cereals stakeholders to set up national advocacy platforms, under CIC-B leadership. This included workshops in September 2010 in Burkina Faso, Côte d’Ivoire, and Benin, and in October 2010 in Mali, Ghana, and Togo. A total of 251 stakeholders (including 48 women) participated. In addition, CIC-B met with ministries and officials from the police, *gendarmerie*, customs, and city councils to highlight policy and physical trade barriers and to discuss the emerging West Africa Grains Network (WAGN). CIC-B helped national chapters align their national advocacy platforms with the organization’s regional advocacy plan, and continued compiling information on administrative procedures and national quality norms, to raise members’ awareness about these rules and regulations.

Workshop on seasonal restrictions

In March 2012, ATP held a workshop on seasonal restrictions for 26 diverse value chain actors. The event profiled the different types of restrictions and their diverse negative impacts, including long-term impacts such as reduced investments. A second workshop planned for late March in Mali had to be canceled due to political events in that country.

CIC-B-led advocacy during the *Journées de Promotion du Maïs*

ATP supported CIC-B in leading advocacy efforts during the *Journées de Promotion du Maïs* (Maize Promotional Days) in Houndé, Burkina Faso, in May 2012. The event included advocacy activities aimed at encouraging national authorities to remove obstacles to trade in cereals and processed products. It also educated all value chain actors on the need to improve the collection and group marketing of

cereals through CIC-B's *Operation intrants*¹ mechanism and on the importance of complying with contractual obligations as a way to promote value chain development.

Bourse céréalières

The project supported *Bourse céréalières* event organized by AMASSA and APROSSA in December 2011 during which an advocacy meeting was conducted with public authorities in Mali, where they discussed the export ban on cereals and more general issues associated with non-compliance with ETLS rules. These same issues were discussed with value chain actors, to define both the rights and obligations of stakeholders. The project also distributed to participants advocacy documents clarifying those rights and obligations.

CIC-B training on negotiation skills and import/export contract management

In March 2012, in Ouagadougou, CIC-B used a project grant to organize a training workshop on negotiation skills and cereal import/export contract management for 39 participants from eight countries.

Participation in CORPAO

The project highlighted constraints to regional trade, including cereal bans, at the *Conférence régionale annuelle sur la situation agricole et alimentaire et les opportunités d'échanges de produits agricoles et agro-alimentaire au Sahel et en Afrique de l'Ouest* (CORPAO), held in Lome, Togo, in December 2012.

Advocacy and capacity building assistance to CIR-B

During FY 2012, the project modified CIR-B's grant agreement to emphasize capacity building and advocacy assistance, including organizing annual meetings with partners; training managers of apex organizations and members in advocacy techniques; and organizing membership drives and various visits to collect dues from existing members. The project also assisted CIR-B in organizing an external relations and advocacy mission in Burkina Faso, to enhance the association's visibility, attract new members, and encourage current members to pay their membership dues.

5.2.2. ACTIVITIES IN THE LIVESTOCK/MEAT ADVOCACY PLAN

Efforts to eliminate livestock export authorization

ATP joined efforts with USAID/Mali to support COFENABVI AO and its national chapter in Mali, FEBEVIM, to meet with relevant Malian authorities in FY 2010 in an effort to eliminate the livestock export authorization by regional governors (designed to limit exports of cattle during periods of shortage and higher prices) and very high unofficial charges. These efforts led to some partial success quickly: while export authorization requirements were still in place, the authorization was issued more

¹ *Opération intrants*: Mechanism for pre-financing inputs, especially fertilizers, from maize production surpluses at the individual farmer level. The scheme has been implemented by CIC-B since 2005.

quickly and free of charge in most cases. FEBEVIM then succeeded in getting the Ministry of Livestock to provide an official recommendation to eliminate the authorization requirement, even though some resistance at the ministry remained.

Efforts to eliminate VAT and “patente” on cattle imported in Senegal

In FY 2010, the project supported efforts to eliminate VAT and “patente” on cattle imported into Senegal. Representatives of COFENABVI, through its national member association in Mali, FEBEVIM, traveled to Dakar by bus following a truck of cattle to collect information on payments and roadblocks with the truck driver. They then met with various Senegalese authorities. The director of animal resources was not open to the concerns expressed, saying that VAT incomes were used for livestock development, but officials from the ministries of trade and finance welcomed the proactivity and were more open.

Road shows

The project participated in road shows for livestock traders in Burkina Faso in FY 2010. At these events, the project presented data on road harassment from Fada N’Gourma to Parakou and discussed the to improve regulations on mixed transport, since the presence of herders is crucial to ensure the health and safety of the animals.

FDA-FARA roundtable

ATP sponsored livestock representatives from four countries to participate in the FY 2010 FDA-FARA “Roundtable on promoting access to regional markets for agricultural commodities in Africa” (as discussed above under 1.2.2).

FY 2011 meeting on Senegal’s VAT

The project sponsored COFENABVI AO to hold a face-to-face meeting in FY 2011 with UEMOA to address Senegal’s VAT issue. UEMOA indicated that since livestock is not specifically mentioned in the list of commodities that are tax-exempt under UEMOA, each country is free to apply VAT on cattle imports.

FEBEVIM and COFENABVI AO “policy day”

The project supported 200 delegates from all regions of Mali to prepare an advocacy letter outlining priority actions, in advance of a FY 2011 “policy day” organized by FEBEVIM and COFENABVI AO. Three groups (production, processing, and marketing) identified priority themes for the advocacy letter. These included: (1) reduction of policy-related trade barriers, particularly the elimination of the governors’ authorization requirements for livestock exports; (2) establishment of a badge system to reduce the incidence of road harassment and facilitate cross-border trade; (3) increased participation and voice for livestock value chain actors in official debates; and (4) improved access to credit.

BurkinaFaso/Benin border corruption

ATP has supported recent efforts to address corruption at the Burkina Faso/Benin border. In recent years, Burkinabé cattle exporters to Benin—through which much of the trade to Nigeria also takes

place—have had to pay very high bribes. Recently, livestock thefts and armed robberies have also increased, particularly as the livestock market on the Nigerian side has become a night market. To address this situation, the *Union Nationale des Commerçants de la Filière Bétail-Viande* (UNACOBVI) of Burkina Faso organized a meeting in Ouagadougou on February 9, 2012. This meeting resulted in a decision to temporarily suspend live cattle exports to Nigeria as of February 20. A follow-up meeting was held on March 5-6, with 118 livestock value chain actors from Mali, Benin, and Nigeria in attendance, as well as representatives from COFENABVI AO, the World Bank-funded *Projet d'appui aux filières agro-sylvo-pastorales* (PAFASP), and the Burkina Ministry of Livestock. The meeting resulted in a consensus on numerous issues to improve the safety of the market and transport. The Nigerian representative agreed to implement necessary measures and the representative of the Burkinabé ministry affirmed the ministry's availability to back these measures. ATP committed to monitoring the situation, and has continued to facilitate efforts to move forward.

In FY 2013 efforts continued. Two meetings were organized, first one in Ouagadougou on November 19-21, 2012 for Burkinabé livestock federation members, and one in Parakou on December 20-21, 2012, for Beninese national livestock federation. In each country, the participants analyzed the situation, identified actions to be taken, and elaborated work plans for decisions taken.

5.2.3. ACTIVITIES IN ONION/SHALLOT VALUE CHAIN

Road shows

ATP sponsored value chain actors' participation in two road shows in FY 2010. The second took place in September 2010, after the project had made a presentation on the onion trade corridor from Kantchari to Accra. At this event, onion traders expressed concerns about the degree of road harassment faced along corridors, given the perishable nature of onions. They emphasized the need for corrective measures.

Advocacy training

In December 2010, ATP conducted advocacy training in Ouagadougou, Burkina Faso, which focused on improving advocacy skills of the members of the national onion associations from Burkina Faso, Ghana, and Mali. (Ivorian were also invited but could not attend due to the closure of the airport following the presidential elections.) Participants selected two priority issues to focus on: (1) the elimination of customs fees, other taxes, and bribes requested by customs, police, and gendarmerie officials at borders and along intra-regional transport corridors for onion; and (2) the recognition of harmonized trade documents among countries in the region, as planned under regional ECOWAS and UEMOA rules. The participants drafted a regional advocacy strategy and an action plan, with support from ATP policy, transport and advocacy specialists.

Training in advocacy techniques

ATP provided training in advocacy techniques, after renewal of activities in Niger became possible and just before the wrap-up of the project's onion value chain activities. An October 2011 workshop on advocacy methods and techniques was held for 30 Nigerien, Ghanaian, Ivorian, and Burkinabé onion

value chain actors. It focused on ECOWAS and UEMOA regulations and directives on intra-regional trade.

FDA-FARA roundtable

ATP sponsored onion representatives from four countries to participate in the FY 2010 FDA-FARA “Roundtable on promoting access to regional markets for agricultural commodities in Africa” (as discussed above under 1.2.2).

ONFO tournée

In FY 2011 the project supported ONFO to conduct a tour in Burkina Faso. In addition to dissemination of good practices in packaging and transport, the project also presented the advocacy plan to members on the ground (see 1.2.6).

5.2.4. ACTIVITIES IN THE POULTRY VALUE CHAIN

Advocacy support to UOFA

In FY 2011, the E-ATP project supported UOFA to expand its presence West Africa-wide, enabling the organization to get involved in advocacy efforts regionally. The project helped UOFA gain access to the documents required to gain *regional observatory* status in poultry, raising this possibility during the visit to the ECOWAS Commission.

Support to dismantle poultry trade ban

The project was involved in 2010 efforts to dismantle the ban on poultry trade between Burkina Faso and Côte d'Ivoire, which was the result of the previous avian influenza outbreak but persisted in the region after the outbreak was contained. In August 2010, as no outbreaks of AI had been found in the region over the previous four years, Burkina Faso and Côte d'Ivoire signed a memorandum to resume trade in poultry products. The project made a significant contribution in the preparation of this agreement.

The project also supported FY 2011/FY 2012 efforts to dismantle the trade ban between Burkina Faso and Ghana. These efforts were initiated during a January 2011 exchange visit in Kumasi, Ghana, after which the project continued to liaise with Burkina Faso's veterinary services, and then met with the Minister of Livestock Resources and the Director of Veterinary Services. Due to difficulties of organizing the efforts on the Ghana side it did not go forward.

Participating in the fourth Journée Avicole

The project was invited to help organize UOFA's fourth *Journée Avicole* in November 2011. This event serves as the organization's annual general meeting; it lasted three days and involved nearly 90 participants from West Africa and outside the region. The project presented its poultry value chain activities, including the transport cost study, activities related to trade policies affecting the poultry value chain, efforts and tactics to improve sanitary conditions in small-scale poultry abattoirs, and biosafety/avian influenza initiatives.

5.3. SUPPORT ADVOCACY ON REGULATIONS AND POLICY

These activities are discussed in section 5.4 below

5.4. SUPPORT KEY EVENTS TO HIGHLIGHT PRIORITY ISSUES

5.4.1. ECOWAS ADVOCACY

The project organized an advocacy event at ECOWAS headquarters in Abuja, Nigeria, in March 2011. The event consisted of meetings with commissioners, directors, and technical officials of the trade, customs, industry, and free movement departments, as well as a visit to the ECOWAS Parliament. These visits were followed by a working session with the parliament's General Secretary. The event culminated in the presentation and formal submission of advocacy letters to the ECOWAS Commission presidency. Each of the advocacy letters, prepared for all of project's value chains, was prepared by a regional value chain organization with assistance from the project. Each letter describes current trade barriers impeding intra-regional trade in a particular value chain and recommends detailed solutions.



ATP partners and staff visiting the ECOWAS parliament

The ECOWAS advocacy meeting was in many ways a success. First, as noted by the Vice President of the ECOWAS Commission, it was the first time that so many private sector agricultural actors met with the Commission. Second, the event provided an opportunity for extended face-to-face meetings with ECOWAS officials, enabling them to describe in detail the major constraints they face and outline ways in which the ECOWAS Commission could assist. Specific proposals included (1) information and sensitization campaigns aimed at customs, police and security services; (2) an end to the widespread practice of seasonal cereal export restrictions; (3) ECOWAS support to member countries seeking AI-free status; (4) harmonization of regional cereals norms and standards; (5) harmonization of documents to ease border crossing; (6) inclusion of professional associations in ECOWAS regional and national committees; and (7) support for the institutional capacity building programs of the professional associations.

Third, the advocacy event strengthened value chain actors' knowledge of the ECOWAS Commission and its roles, including underlining the critical need to carry out complementary advocacy activities at the national level. Finally, as a follow-up to the visit, the project helped develop follow-up actions, including specific advocacy activities.



Kama Idrissa, Vice President of UOFA, the regional poultry apex organization (left), presenting an advocacy letter to the Vice President of the ECOWAS Commission, Jean de Dieu Somda (right)

The project also followed up with ECOWAS officials on the issues raised during these advocacy days and drafted a briefing paper highlighting the issues raised and related action items.

5.4.2. FOOD ACROSS BORDERS CONFERENCE

This significant advocacy event is discussed in detail under Outcome I.

6. OUTCOME 4. IMPROVED EFFICIENCY OF TRADE TRANSACTIONS AND REGIONAL MARKET ACCESS, PARTICULARLY VIA IMPROVED REGIONAL MARKET INFORMATION SYSTEMS

Building on existing systems designed to provide market information to private users, the project partnered since its inception in 2009 with Esoko Networks. Esoko is a company that manages a web- and mobile phone-based platform for private sector subscribers. The goal of this partnership was to provide accurate, real-time MIS to beneficiaries by using a proven, modern MIS platform. After an assessment of MIS conducted by an external consultant, in FY 2011, the project also decided to work with another provider, Dakar-based Manobi. This collaboration initiated at the beginning of FY 2012, and lasted for about a year.

The project also worked with the *Réseau des Systèmes d'information des Marchés en Afrique de l'Ouest* (RESIMAO),² a public sector network, in collaboration with the Marketing Inputs Regionally Plus (MIR Plus) project. These efforts are highlighted below.

6.1. SUPPORT THE DEVELOPMENT OF PUBLIC AND PRIVATE MARKET INFORMATION SYSTEMS

Partnership with Esoko Networks

The Esoko partnership was initiated in 2009 and continued until the end of 2012. The focus was on collecting and providing market information in Ghana, Burkina Faso, Mali and Côte d'Ivoire. With the start of E-ATP, the project's MIS efforts expanded to cover the E-ATP value chains and to include Nigerian markets, through a contract with IFANET. Activities are described below.

² RESIMAO is a regional network of national public MIS, with intermittent support from CILSS. ECOWAS is considering financial support to RESIMAO. The IFDC/MIR project is a regional agro-input (especially fertilizer) information system.

- The project provided contracts to MIS partners—APROSSA in Burkina Faso, AMASSA in Mali, *Association Nationale des Organisations Professionnelles Agricoles de Côte d'Ivoire* (ANOPACI) in Côte d'Ivoire, and Esoko Ghana in Ghana—to purchase licenses and engage in data collection efforts and training. ANOPACI collaboration was terminated in FY 2011 due to poor performance and the Ivorian crisis.
- The project also contributed to the training partners on the methodology of data collection and dissemination and assisted in the establishment of criteria to define the value chains products and harmonize the product identification at the sub regional level. The project, with its partners, helped develop clear criteria for the target products, and characterized the focal markets with Esoko. The enumerator trainings are very important in ascertaining that all data collectors use the same methods and provide accurate data. Numerous trainings were held, including FY 2009/2010 enumerator trainings; FY 2010 end-user training in six countries (183 trained); and training on advanced use of Esoko Networks in March 2011 with MIS partners.
- The project also held biannual partner conferences and consultative meetings to improve MIS services. Participants discussed (i) the outcomes and challenges of the past six months; (ii) the status of the MIS services delivered to the value chain actors; (iii) the conditions for sustainability of the MIS; (iv) and plan activities to implement the MIS for the next year. In addition, the project participated in Esoko partners' conference every year.
- In addition, the project facilitated business relationship between supply and demand through cereal stock exchange events.
- Finally, the project conducted surveys to understand data collection and usage issues in the focal markets

Esoko made its platform available, assured data quality, and provided training. The MIS partners ensured that data was collected and entering into the platform; they also conducted training and diffused information. The project funded both partners, conducted trainings, provided support for the MIS partners, organized annual partner conferences, and facilitated bids and offers.

In the first quarter of FY 2012, the project worked with Ungana Afrika, a South Africa-based company, to finalize an assessment of ATP MIS activities. The assessment concluded that Esoko has emerged as a major platform offering a real-time market discovery mechanism for individuals and businesses. However, the Esoko platform has not performed optimally in all focal countries and across all value chains. In particular, the transition from a simple system (TradeNet) to a complex platform (Esoko) led to a relatively long period of platform instability that prevented user participation from reaching its potential, especially outside of Ghana. In addition, although Esoko's web interface is easy to use, its mobile interface may be too complicated for easy use by the projects' value chain actors.



The ATP MIS Specialist explaining how to access market information via phone to a participant

The MIS assessment pointed out that Manobi, a competing platform, provides a good balance between technical functionality (including use of special phones that are easy for illiterate users to operate) and potential business-model sustainability (including charging customers for "value-added" services such as market linkages, financial services, certification, and contracts), while providing free basic MIS information such as prices to all customers.

Based on these findings, the project decided to continue working with the Esoko system in places where it is showing the greatest signs of success (e.g., in Ghana, where it has a well-established brand; Burkina Faso was added for regional dimension). Second, based on the need to generate lessons learned on the best MIS program alternatives for future USAID initiatives—in terms of effectiveness and potential sustainability—the project decided to initiate a pilot partnership with Manobi while maintaining its partnership with Esoko.

In the Ghana-Burkina Faso context, the project and Esoko initiated what is called the “Esoko-ATP Pilot,” an effort to support a set of chosen market actors to link them with potential buyers and sellers, as evident in Esoko bids. This was done to address the many obstacles to using mobile phone-based, real-time market information in a regional context. The two partners wanted to assess the result of having Market Facilitators—one in Burkina Faso and another in Ghana—closely monitor bids and offers in the Esoko platform, inform the chosen companies about bids/offers, and help facilitate possible transactions. Issues requiring attention were discussed in monthly meetings between Esoko and ATP.

It became quickly clear that the first set of businesses chosen for support in Ghana and Burkina Faso was not suitable for regional trade, as many of the companies lacked capacity in information technology (IT) equipment, or had trouble with Internet access. Together with Esoko, the project thereafter defined in more detail the criteria for these businesses and individuals, including an ability to access and use IT and a primary contact who is young to middle-aged.

Partnership with Manobi

The project’s partnership with Manobi covered Mali and Burkina Faso and started at beginning of FY 2012. Manobi was mandated to provide market information and data collection tools to the following technical partners: APROSSA in Burkina Faso; AMASSA in Mali for the cereals value chains; and COFENABVI ATO in Côte d’Ivoire, Burkina Faso, and Mali for the livestock/meat value chain. The implementation of the MIS started with the setting up of the Manobi MIS platform mAgri (<http://www.manobi.com/magri/bf/>) for price, bids and offers data collection and GestOp the platform for value chain actors profiling and organization presentation (<http://cic.b.gestop.org/>).

The following activities were conducted in relation to mAgri:

- The project facilitated partnership meetings and signing of agreements between Manobi and project partners. There were delays of several months in signing of the agreements, from the first meeting in early October 2011 and they were only signed in first quarter of FY 2012 (AMASSA) and second quarter of FY 2012 (APROSSA, COFENABVI AO).
- In December 2011, the central component of the Manobi platform, mAgri, was connected to the mobile network for AMASSA in Mali. Enumerators were trained in February 2012. Unfortunately due to the political crisis in March 2012 in Mali the project suggested AMASSA to put on hold all

MIS activities; only two month after starting data collection. In Burkina Faso, there were problems of interconnectivity with the mobile provider and the platform became functional only In Burkina Faso, work started moving forward in February 2012, but problems with interconnection incompatibility became evident between the national provider Airtel and Manobi's mAgri SMS platform. This problem was not solved until July 2012 and in September 2012 data collection started in 12 markets in Burkina Faso.

- Work with COFENABVI AO moved forward very slowly. It became evident that the association had problems receiving the information needed for the platform from the national federations. Its ability to handle MIS was low, at both the regional and the national level. The short time frame for implementation proved to be overambitious, adding pressure for results.

The project became increasingly concerned that Manobi was working almost entirely from Dakar and not engaging dedicated staff to the effort in the various countries as had been envisioned. To resolve these issues, in June 2012, the ATP technical staff and project management held meetings in Ouagadougou to review the status of the cereals and livestock MIS implementation with Manobi. The team held discussions with APROSSA, CIC-B, and COFENABVI AO to assess the progress of activities and find solutions to the problems encountered.

The meetings resulted in a decision, given the delays and difficulties in mobilizing the implementation, not to continue with the livestock MIS. Participants decided that work would continue with APROSSA and CIC-B, as these partners were willing to continue with Manobi. After this meeting, the system quickly became functional.

Additionally, efforts were conducted in GestOP, a platform for the management of professional organizations. GestOp provides them with a set of services that allows them to monitor their membership and communicate with their individual members. Main focus in this work were organizations collaborating with CIC-B in the WAGN context.

In July 2012 Manobi trained 40 value chain association members from 13 associations in Ouagadougou. Training focused on ways to, through GestOp, register their national affiliated organizations and their individual members profiles; manage their membership and their employees, and present their organization and activities (agenda, events of the day, news), etc. After the training, all associations configured their own portals.

Collaboration with RESIMAO

Development of the public market information systems has been in flux during the project timeframe. Various models for providing market information in the ECOWAS zone, with ECOWAS leadership and in the AGRIS framework, have been considered.

In FY 2009/2010, the project worked with ECOWAS, Esoko, RESIMAO, and IFDC to establish a partnership that would provide market information to all 15 ECOWAS member states. The vision was for content to be jointly provided by the Economic Community of Business Information Systems (ECOBIZ) of ECOWAS, RESIMAO (with assistance from ECOWAS), IFDC, and the project, with the platform provided by Esoko.

Later on, ECOWAS decided not to work within this framework, and the ECOWAS Commission decided that RESIMAO platform would be an integral component of its emerging market information

system for agricultural inputs and outputs, Agricultural Information Systems (AGRIS). As part of this initiative, RESIMAO and ECOWAS are implementing the www.resimao.net website.

Since 2010, RESIMAO has collaborated on the inputs component of the RESIMAO MIS with the ECOWAS-UEMOA MIR Plus project, which is implemented by IFDC. In August 2011, the project assessed the activities of public MIS to identify axes of collaborations with RESIMAO and its partners. In October 2010 in Dakar, Senegal, the project organized a consultative workshop with RESIMAO and MIR Plus for the validation of the identified areas of collaboration with the public MIS network. This meeting identified the need for a strategic plan to ensure that the platform was deployed effectively at the field level, possibly involving new technical partners.

The project decided to work within this framework. In November 2011, a partnership plan was developed that specified the roles of all three MIS partners. The project executed the following activities:

- Equip RESIMAO with mobile kits and a specific Java application form for timely collection and dissemination of information for www.resimao.net
- Support RESIMAO to pilot a project to monitor cereal stocks with CIC-B

Progress on this activity was halted for most of FY 2012 due to the suspension of activities in Mali, where RESIMAO's coordinator is based. It was not until September 2012 that the project received a go-ahead from USAID to resume the activity; at that point, the project started preparing the equipment grant for RESIMAO, since this was the most urgent activity.

During the remainder of FY 2012 and in FY 2013, the project supported trainings in mobile phone use and supplied tablets, as well as 15 mobile phones each for Ghana, Côte d'Ivoire, Guinée, Togo, and Nigeria. Additionally, ten trainings on data collection methodology were organized in each RESIMAO member's countries, i.e., Burkina Faso, Benin, Guinea Bissau, Guinée, Côte d'Ivoire, Senegal, Niger, Nigeria, Mali and Togo. The project also supported development of a Java application that enables the market data collection.

The project also funded RESIMAO to conduct a study on cereals stocks monitoring and a validation workshop with RESIMAO member representatives in Cotonou in February 2013. The study was conducted January 26-February 20, 2013 in Niger, Burkina Faso and Benin. The ensuing workshop discussed the implementation of a pilot. It recommended that cereals stock monitoring system should be combined with trade flow monitoring for a better analysis of food security, including for the purposes of the ECOWAS initiative on the regional food security stocks.

6.2. MOBILIZE FINANCE FOR AGRIBUSINESS AND TRADE THROUGH DCA GUARANTEES WITH TWO REGIONAL BANKS

As recognized in USAID/West Africa's Feed the Future Multi-Year Strategy 2011-2015, improving access to finance for actors engaged in regional transactions is an important component of intra-regional trade facilitation. Finance is one of the major constraints to regional trade across the value chains, as became

also clear in the project's value chain assessments, which identified access to finance as a major constraint for value chain actors seeking to upgrade their business and trade relations.

This constraint is most often due to these actors' lack of knowledge about loan application procedures, and more specifically to the absence or poor quality of their business plans. Therefore, the project's strategy for mobilizing finance for agribusinesses and intra-regional trade was based on a three-pronged approach: (1) helping value chain actors access finance by improving their capacity to develop bankable business plans and successfully apply for loans; (2) facilitating the transfer of funds related to trade within value chains; and (3) strengthening the capacity of selected financial service providers to evaluate creditworthiness and risks associated with lending to agribusinesses. In FY 2009–2010, the project worked on initial identification of potential financial partners and delivered an FY 2010 training course on access to finance for 118 participants (including 15 women) in preparation for the *Bourse Céréalière Internationale* (International Cereal Exchange) during the JAAL in Ouagadougou. This led to FY 2010–2011 efforts to provide technical support to partners.

USAID/West Africa originally set aside \$1 million for a guarantee fund for a DCA program. In FY 2009, the project made preparations for this. The cancellation of the DCA program within the USAID West Africa mission in FY 2010 was a great setback in the project's efforts to facilitate finance for its value chain actors. ATP refocused its efforts on developing other incentives for financial service providers to offer investment and credit facilitation and on providing credit-seekers with support to develop business plans and loan applications.

Through an agreement with USAID, the finance component was phased out in December 2011; some efforts continued after that by the value chain leaders and gender specialist.

6.2.1. ACTIVITIES IN THE LIVESTOCK VALUE CHAIN



In FY 2010 Opération Tabaski, with recommendation from the project, the Burkinabé livestock organization invested \$200,000 and mobilized about \$71,000 more. Also the FY 2011 Opération Tabaski (described under Outcome 3) included efforts in finance whereby the project facilitated efforts with credit supply and fund transfers from Burkina Faso to Ghana. As a result, in Burkina Faso, *Banque Atlantique* was to supply a credit of \$200,000 to Burkinabé exporters, guaranteed by a deposit by COFENABVI AO, but it cancelled at the last

moment due to the rising political tensions in Côte d'Ivoire. The project made additional efforts for a credit from Bank of Africa (BOA) but although the bank was ready to provide credit, time was insufficient. These efforts, although with disappointing results, showed that if traders are organized, they can access credit. During the event, internal COFENABVI AO financing to FEBEVIB members leveraged \$347,370.

Also in FY 2010, the project reviewed the business plan of *Charcuterie Joeda* in Côte d'Ivoire, a company that attended the JAAL in Ouagadougou in December 2009. The project also introduced Joeda to Oikocredit. *Charcuterie Joeda* imports quality beef from Mali and Burkina Faso and supplies supermarkets through wholesalers like PROSUMA. Joeda required a loan of about FCFA 50 million to upgrade its meat-cutting facilities and expand its import capacities.

In FY 2011, the *Société Africaine d'Exploitation de Viande et Services*, a private Malian company in meat processing and trading, expressed interest in buying fattened cattle from FEBEVIM members and supplying high quality meat for the coastal markets. To do this, its facilities needed to be upgraded to be compliant with international standards. With assistance from Oikocredit and support from ATP, the company developed a feasibility study.

Also in FY 2012, the project assisted the INOVA Payments Systems Company and the *Union Régionale des Coopératives-Nazinon* in southern Burkina Faso to establish a mobile funds transfer and payment platform in FY 2011, and helped facilitate training on the system. Extension to Ghana was not possible as the ATP Finance Advisor's contract ended in December 2011.

During the Mali-Nigeria cattle negotiations in FY 2012 (discussed under Outcome 3), three Nigerian banks (United Bank of Africa [UBA], Fidelity Bank, Diamond Bank) expressed interest in partnerships for the Malian cattle trade. They met with Malian banks to discuss possible contractual arrangements. Eventually, the transactions did not go forward because of the political situations in Mali and Nigeria.

6.2.2. ACTIVITIES IN THE CEREAL VALUE CHAINS

Throughout FY 2010, ATP facilitated access to finance for the UCOVISA cooperative in Côte d'Ivoire, first to negotiate a maize export deal with a buyer in Burkina Faso and then to negotiate a line of credit with Bridge Bank Côte d'Ivoire for the production and collection of maize to be exported. ATP also introduced UCOVISA to Oikocredit and UBA-Côte d'Ivoire, but the cancelation of the DCA affected the credit lines envisioned by these banks. The FY 2010 efforts resulted in mobilization of \$78,000. In the same year, CIC-B, mobilized about \$15,000, and the Ivorian producer organization, and UCOVISA mobilized about \$37,000.

The project reviewed a business plan, loan files, and applications for UCOVISA, and then facilitated the introduction of UCOVISA's credit application to financial institutions, including BOA and *Crédit du Nord*. In FY 2011, the project made additional efforts to facilitate access to finance for UCOVISA with the same bank to buy 800 tons of maize from the local cooperatives, to be sold to Premium Foods. Unfortunately, the bank loan did not work out and, as a result, neither did the trade facilitation.

In FY 2011, the project helped develop a business plan for the procurement of agro-inputs for CIC-B members, then reviewed the loan application (for \$1,120,000) with CIC-B.

ATP supported the development of business plans in FY 2011 for GAPTO's maize producer/trader member organizations trading with Burkina Faso, Niger, Benin, Togo, and Nigeria. These included the Agribusiness and Trade Association (AGRITA), the Ejura Maize Value Chain Association, Pens Food Bank Enterprise in Ejura, and Techiman Export/Import Association of Grains. Pens Food proceeded to prepare a loan application, which ATP helped submit to the Grassroots Business Fund (a social investment fund) and to Oikocredit. The project initiated a linkage between these organizations and the

Empretec Ghana Foundation, a lead capacity building and business development service provider. These efforts, as well as support with preparation of other materials needed for credit application, enabled Pens Food Bank to mobilize \$86,900 as investment to procure a maize dryer. Additionally, also in FY 2011, AGRITA, a maize farmers' organization in Ghana's Ashanti Region was able to purchase farming equipment (two tractors to rent to members) through a bank loan for \$51,730 from Sekyedomase Rural Bank. AGRITA put up \$13,330 of its own money.

The project's FY 2011 support to RTCF women processors at Banfora in Burkina Faso led them to receive \$29,900 from microfinance institutions to purchase a gas dryer and accessories. Finally, working together with the PCE project, ATP supported GIC, the Senegalese processor, in FY 2011–2012 to develop a business plan for investments in a grain-cleaning plant to improve the quality of the millet/sorghum processed.

6.2.3. ACTIVITIES IN THE ONION/SHALLOT VALUE CHAIN

In FY 2010, the Finance Advisor contributed to the organization and facilitation of the onion value chain export/import contracting sub-regional workshop (see Outcome 2, section 5.1.4). Payment arrangements for export/import deals often involve a line of credit (supplier credit, documentary credit, etc.). This workshop helped strengthen capacities of onion value chain stakeholders in understanding the variety of payment and credit vehicles available to them when trading at the regional level.

In FY 2011, the project assisted the Progressive Cooperative Onion Farmers, a GAPTO-affiliated organization, to review and validate a business plan and submit loan application to Oikocredit.

6.2.4. ACTIVITIES IN THE POULTRY VALUE CHAIN

Projet d'Aviculture Moderne d'Espèces Locales, a Burkina Faso-based company, received project assistance in FY 2010 in developing a business plan development and environmental guidelines.

The project coached Kali's Farm in Burkina Faso in FY 2010 in loan preparation and in introductions to banks.

6.2.5. ACTIVITIES IN THE RICE VALUE CHAIN

To expand and upgrade its business in white and parboiled rice, Koama Industries of Burkina Faso needed new equipment to increase its milling capacity from 5,500 mt per year to 9,500 mt. The firm also wished to expand its supply and distribution networks. E-ATP helped facilitate a loan to Koama Industries by assisting with its business plan and helping establish linkages with banks. As a result, Koama Industries secured a line of credit with Bank of Africa for \$392,000 (FCFA 196 million).

6.3. MOBILIZE FINANCE IN THE CEREALS VALUE CHAIN THROUGH WAREHOUSE RECEIPTS

As part of its overall effort to mobilize finance in the cereals value chain, the project collaborated with USAID/Ghana's ADVANCE project to establish a pilot warehouse receipts program in Ghana through the newly established Ghana Grains Council (GGC). Under the warehouse receipt system, grain

depositors are issued warehouse receipts that enable market actors to engage in commercial transactions without physically checking on grain quality, significantly reducing transaction costs. Receipts can also be used as collateral to obtain credit from banks.

ATP's role was to strengthen management activities and to fund office and administration expenses. In FY 2011, the GGC used an ATP grant to recruit staff, board members, and members; develop warehouses; procure equipment for warehouses; offer training and workshops on warehouse receipts; draft warehouse rules and regulations; contribute to the inter-ministerial task force mandated by the Government of Ghana to ensure the development of a warehouse law and commodity exchange law in Ghana; and develop quarterly action plans.

New partners joined the warehouse receipt system in a new Warehouse Receipts Joint Monitoring Committee. These new partners included the Ministry of Local Government and the Agricultural Development Bank; the donor community (including USAID and the World Bank) are participating as observers.

The GGC, with ATP and ADVANCE support, convened a regional workshop to share lessons learned with regional stakeholders. This two-day regional conference, entitled "Ghana Warehouse Receipt System: A Potential Model for West Africa," was held in Accra, Ghana, in September 2011. It was jointly organized by ATP and the ADVANCE project. The conference was the culmination of a broader cooperation between ATP and ADVANCE to establish a pilot warehouse receipt system in Ghana that can be replicated in other West African countries. ATP completed two studies in preparation for the conference preparations, one on the Ghana experience, and another on possible roll-out for West Africa.

6.4. MOBILIZE ADDITIONAL INVESTMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS, INCLUDING GDAS

The project's value chain strategy called for linkages to be created between value chain actors by supporting producer organizations and other actors, such as buyers and processors, through public-private partnerships. ATP's PPP efforts aimed to solve constraints that were identified by value chain actors and that significantly impeded the efficiency of the target value chains. Organizations targeted for PPPs were ranked for suitability based on the following criteria:

- Potential to impact total value chain production in West Africa
- Potential to increase supply of value chain products to food processing companies
- Potential to impact the overall quality of value chain products produced in the region
- Potential to have a positive impact on regional trade
- Demonstrated interest in developing a partnership with ATP
- Ease of supervision for ATP

6.5. ESTABLISH PUBLIC-PRIVATE PARTNERSHIPS

The project engaged in three major categories of public-private partnerships:

- Those that connected lead food and animal feed processing firms to new markets and regional suppliers, to create ready markets for suppliers, increase regional trade, and ultimately improve competitiveness in regional markets
- Those that facilitated the development and upgrading of key market and logistics infrastructure, to improve efficiency and reduce losses and costs
- Those that supported technology and innovation to improve quality and productivity

Overall, 13 projects were initiated under ATP: (1) Pens Food Bank Enterprise (maize storage), (2) CropLife (strengthening of the technical capacity of producer groups in the cereals value chain), (3) EmbalMali (onion), (4) *Rose Eclat* (onion), (5) *Opération Tabaski* (livestock), (6) MELS (maize), (7) Premium Foods (maize), (8) Amasaman Union (livestock), (9) Nestlé (cereal), (10) Burkina Primeur (onion), (11) Building of onion wholesale market Amasaman, Ghana (onion), (12) Johnny Foods (livestock) and (13) Upgrading of aggregation centres Tsernanoua and Harobanda in Niger (onion). The first seven of these were completed.

Under E-ATP, six projects were initiated: (1) Koama Industries (rice), (2) Dala Foods (millet), (3) *Société Générale d'Investissement et de Commerce* (GIC) in Senegal (millet/maize), (4) Faso Jigi (rice equipment), (5) SantGroup in Senegal (poultry), and (6) *Société d'Exploitation du Parc de la Lékédi* (SODEPAL) (fortified millet-based foods). The first, with Koama Industries, was completed.

The completed PPPs are briefly described below:

- **Pens Food Bank, Ghana.** The main activities covered by this PPP included branding and packaging maize products, providing marketing support by linking maize buyers to increase cross-border trade, facilitating access to investment finance in order to expand storage capacity from 300 mt to 1,000 mt, and assessing and documenting adverse environmental effects and implementation of measures for their mitigation.
- **CropLife Africa, region.** The main activities under this PPP included developing training modules, preparing technical handbooks and guidelines, organizing and facilitating ToT courses, sharing directories of agro-input dealers and other value chain stakeholders, organizing and facilitating farming as a business capacity building programs, and assessing and documenting adverse environmental effects and implementation of measures for their mitigation. CropLife invested \$0.07 million.
- **EmbalMali, Mali.** This partnership contributes to the development of the onion value chain by introducing standard-sized mesh bags for packaging and marketing of onions from Niger and Burkina Faso throughout the region. Activities include introducing the mesh bags to producer organizations in order to enhance adoption, and training exporters in weighing and grading onions. EmbalMali invested FCFA 521,500,000, corresponding to approximately \$1.04 million.
- **Etablissement Rose Eclat, Burkina Faso.** The aim of this PPP was to promote the expansion of Rose Eclat by facilitating market access in the West African region, improving product packaging,

engaging in more aggressive marketing, promoting female processors, adopting new and clean technologies, facilitating access to finance, and mitigating any adverse environmental impacts. Rose Eclat invested FCFA 25,261,050 or \$50,373.

- **Opération Tabaski, Ghana and Burkina Faso.** This PPP's activities centered on the livestock value chain, specifically on ensuring the supply of sheep from Burkina Faso to Ghana during the Tabaski feast. Preparatory meetings were held among value chain participants in November 2009, involving 35 exporters. The total value of this partnership is around FCFA 10,231,500, or approximately \$0.025 million.
- **MELS, Burkina Faso.** The purpose of this partnership was to establish a reliable, quality cereals supply chain. This was achieved by strengthening linkages with producer organizations, facilitating access to finance, and expanding markets in the West African region. The investment by the company totaled FCFA 146,704,152 or \$293,408.
- **Premium Foods, Ghana.** This PPP aimed to develop a sound supply chain so that Premium Foods could source quality cereals from the region and secure its supply year-round. In addition, the PPP supported brand development, packaging upgrades, and identification of distribution partners in the region that would lead to market expansion. Finally, this partnership supported an assessment and documentation of adverse environmental effects and implementation of measures for their mitigation. The company invested a total of GHC 476,531 or \$317,687.
- **Koama Industries, Burkina Faso.** The PPP enabled the company (a rice processing and packaging company located on the outskirts of Ouagadougou) to extend its processing capacity from 5,500 to 9,500 MT per year. The project facilitated linkages with financial partners to mobilize the capital needed to expand operations. The project also gave technical support to the company and producers of paddy and parboiled rice to secure a consistent and regular supply of paddy rice. A total of FCFA 277,500,000, about \$550,000, was invested by the company.

6.6. PROVIDE GRANTS ON A COMPETITIVE (AND A NON-COMPETITIVE) BASIS TO CATALYZE OTHER TRANSFORMATIVE PROJECTS

The table below lists all project grants, the grantee, the total dispersed, performance period and the activities supported.

Grantee	Total dispersed (USD)	Performance Period	Description
FECOPON/E-ATP	\$7,773	6/1/2011 – 8/31/2011	Support FECOPON to generate verifiable and reliable intra-regional and intra-zone rice trade data in West Africa by collecting and monitoring trade through main data collection points in Mali viz. Kolongo, Molodo and Kouroumari.
FIFAM/E-ATP	\$11,744	10/1/2010 – 10/31/2012	Support FIFAM to generate verifiable and reliable intra-regional and intra-zone day-old chicks trade data in West Africa by collecting and monitoring trade through main data collection points in Mali viz. FAM SODOUF and Mali Poussins/Mali Volaille.
UNAFA/E-ATP	\$14,503	10/1/2010 – 10/31/2012	Support UNAFA to generate verifiable and reliable intra-regional and intra-zone day-old chicks trade data in West Africa by collecting and monitoring trade through main data collection points in Senegal viz. AVIPROD, SEDIMA, PRODAS and CAM.
FIAB/ ATP	\$9,700	11/19/2009 - 12/18/2009	Support FIAB to organize and implement JAAL whose main objective is to give publicity to key activities of JAAL, ATP and project ATP and FIAB in a favorable light across the region.
ROSE ECLAT	\$3,573	7/15/2011 - 12/31/2011	Support ROSE-ECLAT to (1) develop its market for processed dry onion, (2) utilize packaging that meets Hazard Analysis Critical Control Point quality norms and standards, and (3) market its processed products both on local and regional markets.
ONFO	\$8,635	2/15/2011 – 4/15/2011	Support to ONFO for institutional capacity building for ONFO to become more professional in order for it to contribute meaningfully to the improvement of onion sector in Burkina Faso and be better placed to advocate for an enabling environment for onion trade in the West Africa region.
GNAPF/E-ATP	\$12,909	10/1/2010 – 10/31/2012	The purpose of this grant is to provide financial support to GNAPF to generate verifiable and reliable intra-regional and intra-zone day-old chicks trade data in West Africa by collecting and monitoring trade through main data collection points in Ghana viz. Akate farms, Mfum farms, Jerusalem farms, Akropong farms and Chick and

			Chicken Services.
GGC/ATP	\$121,021	4/30/2011 – 9/28/2012	To support the GGC's office set up and running costs for the first year of the implementation of the warehouse receipts pilot program.
ORO NIGER/ATP	\$22,943	6/22/2009 – 9/30/2012	Support ORO to collect, analyze and monitor trade data for onion and shallots in West Africa.
ORO CI /ATP	\$78,751	4/1/2010 – 11/30/2011	Support ORO to collect, analyze and monitor trade data for onion and shallots in West Africa.
CIR-B/E-ATP	\$44,403	10/1/2010 – 8/31/2012	CIR-B will collect and monitor data on the value and volume of rice exported from Burkina Faso to other countries in west Africa region. CIR-B will also collect intra-zone trade data from surplus areas to deficit/consumption areas.
UGER-B/E-ATP	\$27,670	4/1/2011 – 10/31/2012	Support UGER-B to generate verifiable and reliable intra-regional and intra-zone rice trade data in West Africa by collecting and monitoring trade through main data collection points in Burkina Faso viz. parboiled rice processing unit of Bama, parboiled rice processing unit of Banzon and parboiled rice processing unit of Bagré.
APLS/ATP	\$24,186	1/8/2010 – 8/31/2012	To support APLS in collecting and monitoring trade data for maize traded in West Africa through main exit points in Mali viz. Zegoua, Kadiolo and Kayes.
APLS/E-ATP	\$20,950	10/1/2010 – 10/31/2012	Support APLS to generate verifiable and reliable intra-regional and intra-zone millet/sorghum trade data in West Africa by collecting and monitoring trade through main data collection points in Mali viz. Sikasso, San, Koutiala, Segou and Kayes.
GAPTO / ATP	\$80,947	3/25/2009 – 12/31/2012	The purpose of this grant is to provide funding for collection, entry (into Excel), and reporting of agricultural trade data on long distance shipments of maize, onions and livestock to Ghanaian major markets (Accra, Kumasi and Techiman), as well as export of maize (from Techiman and Ejura markets).
IFANET/E-ATP	\$173,482	8/1/2012 – 10/31/2012	The purpose of this grant is to provide financial support to IFAnet/DMDA and their partners in trade data collection and monitoring of the intra-regional and intra-zone trade of millet/sorghum and locally produced rice in Nigeria and the sub-region.
COFENABVI	\$380,302	6/22/2009 - 11/30/2012	This grant aims at providing support for data collection on intra-regional livestock and meat trade flows.
CIC-B / ATP	\$272,451	6/22/2009 - 9/30/2012	Support CIC-B to generate verifiable and reliable intra-regional and intra-zone millet/sorghum trade data in West Africa by collecting and monitoring trade through main data collection points in Burkina Faso

CIC-B / E-ATP	\$192,615	10/1/2012 – 10/31/2012	Support CIC-B to generate verifiable and reliable intra-regional and intra-zone millet/sorghum trade data in West Africa by collecting and monitoring trade through main data collection points in Burkina Faso.
CCR-B / E-ATP	\$42,102	5/1/2012 – 9/30/2012	Support CCR-B to generate verifiable and reliable intra-regional rice trade data in West Africa by collecting and monitoring trade through main data collection points in Bénin
AMASSA/ E-ATP	\$77,426	1/23/2009 – 3/31/2012	To improve the services provided by all 5 PICAs (commercial agricultural information points) in Kayes, Bamako, Segou, Koutiala and Mopti.
APROSSA / E-ATP	\$113,395	1/23/2009 – 6/20/2012	The partnership between APROSSA and ATP aims at contributing to improving agricultural commodity trade at national and sub-regional levels and contributing to enhancing the food security of the populations and reducing poverty.
INERA/ATP	\$7,381	6/21/2010 - 4/30/2011	To provide the INERA with financial support to conduct experimental trials on onion in order to provide producers with new varieties of onion resistant to rainy seasons. It will also facilitate business linkages between producers/actors of onion/shallot sector and suppliers of input needed for sustained production of onion all year round.
UOFA/E-ATP	\$12,133	9/30/2012 – 10/25/2012	UOFA will use the equipment to increase their capacity in addressing regional issues concerning the production and transportation of poultry across West Africa. Having a functioning regional organization will enable information on outbreaks of the H1N1 virus to be communicated rapidly through the region to the poultry producers.
RESIMAO	\$33,892	10/10/2012 – 10/15/2012	To provide Mobile kits (computer/tablet, mobile telephone) to aid collection and distribution of data on the price of agricultural products and improve the quality of information on the RESIMAO's website.
CIC-B	\$19,141	11/1/2012 – 3/20/2013	The purpose of this grant is to support CIC-B's data collection activities in order to make data on the regional trade flows of maize more reliable and useful for CIC-B, its members and other actors participating in West African maize value chains.
APROSSA	\$78,350	11/1/2012 – 2/15/2013	To improve the quality and quantity of agricultural trade in the West African sub-region.
RESIMAO	\$37,500	12/15/2012 - 3/5/2013	To conduct a study that will propose a strategy and develop a methodology for data collection related to commercial stocks of grain

			storehouses.
CCR-B	\$14,674	10/1/2012 – 3/20/2013	This grant aims to support CCR-B to generate verifiable and reliable intra-regional rice trade data for the benefit of CCR-B and USAID ATP.
COFENABVI	\$17,511	12/1/2012 – 3/20/2013	This grant aims at providing support for data collection on intra-regional livestock and meat trade flows. The grant will specifically facilitate COFENABVI and its partners to generate verifiable and reliable livestock/meat trade data to benefit COFENABVI, its member organizations/associations, ATP and other actors and stakeholders in the livestock/meat sector in West Africa region.
UGER-B	\$3,187	11/1/2012 – 3/20/2013	This grant aims at supporting UGER-B to generate verifiable and reliable intra-regional and intra-zone rice trade data for the benefit of UGER-B and USAID ATP. It will specifically support the efforts of UGER-B and its partners to collect rice trade data provide the information available to their members to conduct business, and make the data available to USAID ATP to analyze and document intra-regional trade related to the rice value chain. The grant will also contribute to building the capacity of UGER-B in data collection, setting up modern trade data management system, management of donor's funds for an effective and efficient participation of UGER-B in other USAID ATP interventions in the region.
IFANET	\$19,552	11/1/2012 – 3/20/2013	This grant aims to support market data collection and management in order to provide reliable trade data and market information useful to DMDA/IFAnet and the ATP project. The grant will support IFAnet/DMDA and their partners in monitoring the intra-regional and intra-zone trade of millet/sorghum, rice and maize.
GAPTO	\$1,513	3/25/2009 – 3/20/2012	The purpose of this grant is to provide funding for collection, entry (into Excel), and reporting of agricultural trade data on long

			distance shipments of maize, onions and livestock to Ghanaian major markets (Accra, Kumasi and Techiman), as well as export of maize (from Techiman and Ejura markets).
CIC-B/E-ATP	\$7,000	5/1/2013 – 5/15/2013	Make logistical and travel arrangements for three-day meeting of West African Grains Network board members. Hold a board meeting during which key documents are adopted and decisions made to prepare for first year activities.
TOTAL GRANTS	\$1,986,318		

7. OUTCOME 5. ENHANCED CAPACITY OF PRIVATE POULTRY AND ANIMAL HEALTH SECTORS TO REDUCE THE RISK OF AI OUTBREAKS AND TRANSMISSION, AND THE CAPACITY TO RECOVER AFTER HPAI OUTBREAKS

Continued control of avian influenza and other poultry diseases is needed to promote intra-regional trade in poultry. The project focused on building preparedness and response capability in private sector poultry producers, with an emphasis on improving the uptake of international best practice standards for reducing the risk of AI and other diseases and for responding to outbreaks.

The project supported regional stakeholders' efforts to improve biosafety standards for the production of day-old chicks and eggs-to-hatch. This included bringing in internationally accepted, biologically sound concepts and tools for biosafety, such as compartmentalization, and developing institutional arrangements and tools for monitoring compliance with best practices at the country level.

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

- Institutionalizing sanitary committees, whose principal function is to define and harmonize biosafety standards for the production of DOCs and ETH in participant countries
- Initiating regular audits and encouraging their acceptance by the industry; providing technical support for such audits

- At the policy level, advancing the concepts of compartmentalization and, with the poultry industry, of best practices as generally accepted international standards

This series of actions leads to improvement of the quality of ETH and DOCs as well as demonstration that this can be done. As a consequence, it is expected that the trade of ETH and DOC (intra-regional and domestic) will be primarily done from the countries and the enterprises that are implementing the quality assurance system. This is expected to lead to many positive impacts, including:

- Further motivating the ETH and DOC producers to continuously improve the quality of their products
- Enabling DOC producers to source EH from breeding farms when they faced a shortage with their own breeding farm or ETH supplier
- Decreasing the risk of poultry diseases and pathogens being transmitted from one country to another
- Increasing the productivity of farmers buying DOCs for the production of meat chickens and eggs
- Contributing to reducing food safety problems, especially those linked to contamination of DOCs, broilers, layers, chicken meat, and chicken eggs by pathogens that represent a risk to human health, like salmonella

The E-ATP project, in its effort under this outcome, jump started this process which is expected to lead to improved biosafety and normalization of trade originating from the project's main partner in this work was Asian Veterinary and Livestock Services (ASVELIS), a private group dedicated to the provision of services in the animal sector. Project efforts were implemented under E-ATP's poultry value chain, although some limited efforts continued under this outcome in 2012, although poultry value chain activities had been discontinued.

7.1. BUILD CAPACITY OF POULTRY PRODUCERS, PRODUCER ORGANIZATIONS TO REDUCE AI OUTBREAKS

Stronger regional and national member poultry organizations, which were the focus of E-ATP's institutional strengthening activities, provided the means through which the project worked toward harmonizing sanitary standards, communicating these standards and improved biosafety practices to members, and effectively contributing to a general lifting of trade bans on poultry products.

Activities that focused specifically on biosafety issues included the following:

- The project conducted an FY 2010 assessment of ten DOC producers in Ghana and Côte d'Ivoire. The assessment found that biosafety measures were acceptable overall, but needed some upgrades, more stringent laboratory services, and updates in staff training, as well as third-party certification.
- In FY 2010, a series of workshops organized with public and private poultry stakeholders raised awareness about the impact of the trade bans on poultry products. A regional workshop in Ouagadougou, Burkina Faso, with veterinary services and private poultry farmers from seven

countries analyzed the conditions required to lift trade bans in poultry products and discussed ways to improve collaboration between the public and private sectors. An August 2010 regional workshop with DOC producers and representatives of national veterinary services and poultry associations discussed the assessment of DOC farms in Ghana and Côte d'Ivoire, and looked at experiences in other regions in upgrading DOC quality and trade. The stakeholders agreed to engage in a quality assurance process based on best practices and on the development, adoption, and enforcement of new regulations on intra-regional trade in DOCs and ETH.

- The project developed and disseminated best practice guidelines in FY 2011 and, as a follow-up to recommendations from the August 2010 workshop, developed standards and regulations related to health status and to DOC and ETH trade in West Africa. In November 2010, the project finalized these documents by facilitating national consultative workshops with DOC and ETH suppliers and national veterinary services in Burkina Faso, Ghana, Mali, Nigeria, and Senegal. (This planned activity could not take place in Côte d'Ivoire due to the instability surrounding the presidential elections.) During these meetings, participants discussed guidelines for good practices for poultry breeding farms and poultry hatcheries, and talked about establishing regulations for cross-border trade of DOCs and ETH. These guidelines were later finalized and shared with poultry value chain stakeholders in French and English.
- The FY 2011 training in biosafety and good practices was conducted in English in Accra, Ghana, and in French in Dakar, Senegal, for representatives of hatcheries, veterinary services, and poultry associations. The training was led by ASVELIS experts and by five experts from private companies (in genetics, equipment, nutrition, and pharmaceuticals), whose costs were covered by their companies.

7.2. DEVELOP AND DISSEMINATE MODELS FOR PUBLIC-PRIVATE COOPERATION IN AI CONTROL

The model used by the project for AI control, discussed in more detail in the introduction, involved three elements: (1) raising biosafety as an industry priority; (2) setting up national sanitary committees as focal points for country activities and initiating audits, including selecting and training auditors; and (3) developing a program for sampling and laboratories. These elements are discussed below.

Biosecurity as an industry priority

E-ATP activities, as discussed above, helped raise awareness of biosecurity and ways to control it. Additionally, during the third quarter of FY 2011, the project worked with UOFA on revisions to the its capacity building plan in order to assign implementation and supervision responsibilities for planned activities to specific UOFA members. The revised capacity building plan included the development of a biosecurity committee within each of the national-level organizations, to ensure a smooth transition to national-level vigilance once the AI program ended in September 2011. The May 2011 PIVA of the Poultry Association of Nigeria (PAN) was significant in terms of biosafety work, as Nigeria is the dominant poultry producer in the region. The PIVA workshop also facilitated the development of a biosecurity charter.

The industry's interest in the subject was also evident in the September 2011 workshop, which attracted more than 20 poultry specialists in Ouagadougou, Burkina Faso. Participants reported on the progress made in Benin, Burkina Faso, Ghana, Mali, Nigeria, Senegal, and Togo. During the meeting, they reached

an agreement that was reflected in a joint statement on objectives to be reached by 2013 and on activities to be implemented at the national and regional levels in 2012 and 2013. Funding mechanisms were also identified. Two agreements merit particular mention. First, trade in ETH and DOCs within the region would be done exclusively from farms and hatcheries that implemented a quality assurance system based on common standards, auditing, and certification principles. Second, national veterinary services would grant a “compartment” status to those farms and hatcheries, which could then be declared as free from specific diseases.

Initiation of national sanitary committees and audits

In FY 2012, national sanitary committees were set up in Burkina Faso, Benin, Ghana, Mali, Senegal, and Togo. Also in FY 2012, as a result of the initial efforts, 30 ETH and DOC producers expressed their willingness to join the system for auditing. The producers were from Benin, Burkina Faso, Ghana, Mali, Nigeria, Senegal and Togo. Most contact producers in Côte d'Ivoire were also willing to engage but the political crisis in the country prevented them from joining the activities. The national sanitary committee in each country was asked to nominate two veterinarians to conduct audits at a frequency to be defined (two to four times a year). The project then trained 14 auditors, mainly in Dakar, with training partly taking place at two large-scale breeding farms and hatcheries (SEEMAP and the *Syndicat National des Entreprises de Services et Distribution du Machinisme Agricole*). Two rounds of field audits took place in Benin, Burkina Faso, Ghana, Mali, and Togo; one was completed in Senegal. In Nigeria, there were problems ensuring buy-in from the hatcheries, and audits did not start. A February 2012 workshop in Lomé, Togo, reviewed the first round of audits reports, sought support from regional organizations, developed a closer working relationship between national veterinary laboratories, and implemented a program to certify hatcheries and poultry farms.

Development of a program for sampling and analysis

Since almost none of the ETH and DOC producers were using the services of laboratories to regularly check the health status of the breeding animals and DOCs and the microbiological contamination of the hatchery premises, the project assisted in the design of a common program for sampling and laboratory analysis that would help monitor relevant poultry diseases and pathogens. In a meeting in Lagos, Nigeria, in June 2012, under the patronage of PAN and UOFA, these committees created a network for experience-sharing, peer support, and networking opportunities. The network's first coordinators are Dr. Pene from Senegal and Dr. Awuni from Ghana; they received all AI contacts and documents collected by the project.

8. CROSS-CUTTING ISSUES

8.1. COMMUNICATIONS

The project communications team worked through different media to provide information about project activities. ATP reached out to regional and national media, produced periodic and one-time communication materials, and created materials to support project events.

In its last year, an important focus for the communication team was the January 2013 Food Across Borders conference, for which detailed planning started in September 2013, in collaboration with USAID and the U.S. Embassy. This included the production of several videos, including an ambitious “Voices from the Field” video that showcased interviews about regional trade and food security issues with project beneficiaries in Benin, Niger, and Ghana; interviews with the ECOWAS Commissioner, the USAID/West Africa Agriculture Director, and Ghana’s Minister of Foreign Affairs, Ms. Hanna Tetteh. The conference itself was attended by over a dozen media houses from across West Africa.

8.1.1. PERIODIC PUBLICATIONS

- *Trade Catalyst*. Fifteen issues of this newsletter highlighted project activities and accomplishments.
- *In Brief*. This publication was initiated FY 2011 in both English and French to give brief descriptions of activities which, due to space constraints, could not be fitted in *Trade Catalyst*.
- Success stories. The project produced eight success stories, covering such issues as a strategy for reducing road barriers and bribes, certification of a pilot warehouse receipts program, new technology in onion production, access to finance, and IPM training results.
- Fact sheets. Twelve fact sheets were produced, covering issues such as maize, onion/shallot, livestock, poultry, millet/sorghum, rice, mobilization of finance, policy, MIS, and PPPs.
- Website. The project’s communications team created and updated the ATP website, agribizafrica.org, on a regular basis. In 2012, the team created project Facebook pages and Twitter feeds in French and English, and linked them to the website.
- Calendar of activities. A calendar of activities was sent to USAID, partners, and staff once a month.

8.1.2. ONE-TIME PUBLICATIONS

The project’s communications team also worked with value chain leaders and project partners to identify and produce relevant communications materials, including the following:

- A best practices guide for poultry slaughtering

- A best practices guide for meat cutting and hygiene in the abattoir
- A best practices guide on the transportation of day-old-chicks
- A “Guide to Best Practices in Parboiled Rice,” available in both French and English
- An English version of the Guide to Best Practices in Intensive Rice-Growing System (SRI)
- Posters on best practices for parboiled rice, available in both French and English
- A “Briefing Book” focusing on seven themes of the project and its accomplishments
- Two ATP brochures (one prepared in FY 2009 and an updated one in FY 2011), in both English and French, and an E-ATP brochure produced in the first quarter FY 2011
- A “Who’s Who Guide” of value chain contacts for cereals, rice and poultry
- A publication entitled, “Gender Mainstreaming, a Step-by-Step Guide to Integrating Gender into Value Chains,” in French
- A “Rules of the Road” brochure
- An MIS brochure
- A wallet card for truckers, listing required and non-essential documents for crossing West African borders.
- A wallet card that described how to access and use the Esoko.com system
- Trade corridor guide maps
- Value chain corridor guide maps
- Trader guides and trader cards

8.1.3. MEDIA COVERAGE

Project communications personnel provided coverage for most project activities, in addition to supporting selected activities that were covered by the media.

8.2. GENDER

As called for in USAID/West Africa’s regional strategy, the project addressed constraints to women’s access to business and trading opportunities in the region. In agriculture, women are often involved as producers or primary processors; they are less involved in cross-border trade, making gender support challenging.

All project technical and administrative staff were trained in FY 2010 in gender issues, using several USAID guides for gender.

**Institutional Competency in Gender & Equity
Seven Competency Elements to Score**

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

The project used the following tools and approaches to advance efforts on gender:

- Including gender actively in institutional support work. As discussed above, project incorporated gender issues in its PIVA tool through an eighth institutional competency area entitled "Gender and Equity," which was comprised of seven competency elements. This area was added to the PIVA scoring matrix. The PIVA matrix for ATP included 66 competency elements, including the seven gender and equity elements. As a result of project coaching, in 2010, the number of female board members in the general assembly of COFENABVI AO increased from one to three.
- Technical support and promoting women's participation in project training and conducting trainings especially needed by women were done in areas where women are particularly active, such as processing and trade in processed products
- Facilitating access to finance by women

8.2.1. TECHNICAL AND MANAGERIAL TRAINING AND SUPPORT



Cereal processors presenting their products during an exhibition-tasting at a regional training on “Leadership and entrepreneurship: promoting business linkages among cereal women processors in West Africa”

- In FY 2010, a project-sponsored training in best practices in small-scale rice parboiling in Ouagadougou, Burkina Faso, brought together 28 participants, 19 of whom were women, from eight countries.
- The project provided training on access to finance for intra-regional commerce in April 2011 for 78 women from Accra, Techiman, and Ejura in Ghana.
- The project supported CIC-B in organizing an FY 2011 training on “Leadership and entrepreneurship: promoting business linkages among cereal women processors in West Africa.” Twenty-five women owners and/or managers of small- to medium-sized cereal processing units from seven countries participated.
- An FY 2012 training program on gender mainstreaming targeted partner association executives from COFENABVI AO, APROSSA, AMASSA, UCOVISA, GAPTO, GRIB, the Rice Farmers Association of Nigeria (RIFAN), the *Association Nationale des Riziculteurs de Côte d'Ivoire*, CIC-B, CPC, CCR-B, and FN Léo. In all, 30 people were trained (15 women and 15 men), with the expectation they would continue the training at the association level.
- In January, 2012, the project trained women members of COFENABVI AO in financial management of cattle and sheep fattening. The need for this training originated from the PIVA

assessment. The training was conducted in Lomé, Togo, for 17 members in six COFENABVI AO countries. Using a participatory approach, the training focused on accounting tools and ways to calculate the profitability of enterprises.

- The project provided training in June, 2012, on credit management for members of the RTCF and UNERiz. This training—in Ouagadougou, Bobo Dioulasso, and Banfora in Burkina Faso—reached 43 participants (39 women and four men), who learned about loan provisions and recovery mechanisms used by microfinance institutions, other financial institutions, and banks. Manuals on loan screening and loan management were developed for RTCF as a part of these trainings,
- In November 2011, the project conducted training in Dakar, Senegal on financial aspects of poultry farming, focusing on the basics of personnel management, accounting, and budgeting. A full day was devoted to practical training. Seventeen women from six countries participated.
- The project conducted two Training of Trainers on negotiation skills and marketing, one in English, another in French, in November and December 2011. Participants represented companies (French training) and associations (English and French). The training focused on the political and institutional environment for regional trade in agricultural products in West Africa, on techniques and approaches for trade negotiation, and on ways to draft and negotiate a sale or purchase contract.
- In FY 2012, women members of GAPTO participated in an exchange trip to Burkina Faso to meet with well-organized and well-structured Burkinabé women's organizations (RTCF, FEPAB, and UGER-B). The visit provided opportunities to learn about the internal functioning and management of associations.
- The project supported APROSSA promotional days in February–March 2012 for processed local products in Banfora, Burkina Faso, with theme of “Gender and Management of Food Agribusinesses.” In total, there were 84 participants from nine countries. Also in FY 2012, the project assessed possibilities for helping two *Afrique Verte* affiliates, APROSSA from Burkina Faso and *Actions pour la Sécurité et la Souveraineté Alimentaires au Niger* (AcSSA) from Niger, to develop a quality label and designs for packaging that would improve the overall performance of their businesses. The ATP consultant created a “certified quality” seal that provides content and guidelines for promotion that can be used in posters, radio spots, and merchandising displays. The consultant also conducted a training program on branding, packaging design, and strategic marketing communication.

8.2.2. FACILITATING ACCESS TO FINANCE BY WOMEN'S ORGANIZATIONS

Although they are major actors in agricultural value chains, women receive only 1 percent of total credit for agriculture. Reasons include women's commonly lower social and educational status, women's lack of knowledge about available resources and procedures for accessing those resources, and some institutions' unfamiliarity with the important role of women in agribusiness and the advantages of providing them with grants, credit, and loans.

The project started facilitating women's access to credit in FY 2011. The project supported Women's World Banking in Accra, Ghana, in developing a product for rural zones and, in Burkina Faso, facilitated access to credit from two banks (including the *Société Financière de Garantie Interbancaire* for members of

RTCF). By helping women access loans, the project sought to help them expand and improve the financial viability of their operations, thus participating more actively in intra-regional trade.

First, support consisted of assistance to the women members of RTCF and UNERiz to estimate their demand for financing. The project organized meetings with banks and microfinance partners to facilitate and help the women open bank accounts in appropriate banks. In total, 22 women from RTCF and three organizations from UNERiz opened bank accounts, hoping to access finance. During the first quarter of FY 2012, Bama members of UNERiz received FCFA 10 million in loans from *Banque Régionale de Solidarité* (BRS).

In Ghana, the finance efforts met numerous obstacles. In Ejura, although the local Seykedumase Rural Bank had promised to disburse loans to the women, it did not do so, even though the women complied with all conditions. The bank then requested a guarantee. In Techiman, Ghana Commercial Bank placed a ceiling of 2,000 GHCs per woman for a first loan but the women were not interested in such small amounts.



Members of UNERiz in Bama who benefited from the training, posing with ATP's Gender Specialist

It became clear that access to finance is an activity that requires long-term support, especially for the neediest. The project continued to give this support, in order to help RTCF-Ouagadougou access equipment with the *Agence Communautaire pour le Financement de la Micro-Entreprise* (ACFIME) CREDO, and to help get a protocol signed between APROSSA and RTCF in Bobo Dioulasso and Banfora with *Caisse Populaire de Bobo*.

9. ACHIEVEMENTS, LESSONS LEARNED AND RECOMMENDATIONS FOR THE FUTURE

During its five (ATP) and almost four (E-ATP) years, the project implemented a vast array of activities with the goal of increasing regional trade. Implementation took place in diverse forms, from activities carried solely by the project to those conducted in collaboration with partners, to those implemented by partners with at least some financial support from the project.

Working on staple commodity trade issues in a regional context is complex. Partners and beneficiaries are dispersed in nine target countries; trade flows are complicated, diffuse, and hard to track; and impediments to trade involve a myriad of causes, from poor infrastructure to limited education, from self-interest at different levels to deep-rooted traditional practices, and from institutional factors within regional organizations to political will for regional integration at national level, to name just a few. For most issues, change is difficult and slow. Ingredients for change are also complex, and although concrete, numerically stated accomplishments that address them may bring a certain level of comfort, less precise achievements—which may be considered vague—can, in fact, lead to changes that will become the future drivers for transformation.

This section of the final report discusses different kinds of project achievements: those that are quantifiable, concrete, and clear, and those that are unquantifiable, less easy to define, and could even be considered even nebulous. As discussed in the Introduction, the project's achievements were most often not the result of a singular focus on a specific task by particular staff. Instead, various strands of project activity were woven together to achieve specific goals through collaboration by many staff. For this reason, to weave together activities from different facets of the projects under focused area of achievement, this report discusses achievements, lessons learned, and future recommendations under eight themes: (1) direct trade, (2) organizational capacity building, (3) product competitiveness, (4) road harassment, (5) access to financial services, (6) access to market information, (7) policy barriers to trade, and (8) documentation and highlighting of the role of regional trade.

9.1. DIRECT TRADE FACILITATION

9.1.1. BACKGROUND

Trade facilitation is often broadly defined as the simplification and harmonization of the international trade procedures required for movement of and payment for traded goods. Trade facilitation aims to increase international trade and improve its efficiency by reducing business transaction costs. The ATP project pursued this objective within its regional mandate, helping firms and producer/trader organizations establish and expand direct connections for cross-border trade. Within the project framework, this was accomplished through collaboration by value chain leaders, a public-private partnership specialist, a finance specialist, and, at times, transport specialists—whoever was needed to get the work done.

West Africa's regional trading environment is complex and challenging, as it mainly relies on traditional networks and is frequently confronted by much unpredictability. An important aspect of trade facilitation involves developing trust. This is particularly true in West Africa, where trade is not structured and, therefore, trust is the currency of trade. ATP counted on the value of fostering face-to-face interactions and brokering transactions to lead to successful business experiences. The project's direct trade facilitation aimed to reduce the time and effort required for confidence-building, and encouraged traders to expand their traditional networks beyond family or ethnic and linguistic ties. The ATP project's trade facilitation efforts also emphasize written contracts and bank transactions, instead of oral contracts and cash. Contract prototypes were used to formalize and modernize West Africa regional trade.

Although the project had many accomplishments, in general, the unfavorable policy framework placed many obstacles along the path to modern, official regional trade which the project promoted in its trade facilitation efforts.

9.1.2. ACHIEVEMENTS

The project's main results and accomplishments in direct trade facilitation are summarized below.

Cereal exchanges and trade fairs. Project support for these trade events included sponsoring participants from other countries, providing training in key areas, assisting in trade facilitation during the event, and providing follow-up support. Various events involved different combinations of ATP support activities. Cereal exchanges and trade fairs brought together cereal producers, processors, and traders for periods of two to three days. Participants made bids and offers, negotiated prices, and entered into contracts for future product delivery. By integrating the contributions of various ATP staff, the project matched buyers with sellers; assisted parties in formalizing contracts (see text box), documents, and transactions; and monitored the completion of these transactions. Project results included:

- Organizing four cereal exchanges with the food security NGO *Afrique Verte* in Burkina Faso and Mali, bringing together more than 750 producers, traders, and processors to engage in trade that generated about \$11 million in transactions. (Note: Not all came to fruition; there was \$9 million worth of contracts in December 2012, but many obstacles, such as the Burkinabé cereals ban and the inception of the Malian crisis, perhaps most of them from being realized.)

- Actively participating in and sponsoring traders at Ouagadougou's famous trade fair, Les Journées Agro-Alimentaires (JAAL) during two different years. At the first, the project facilitated numerous contracts in maize and onion/shallot, and at both, project-sponsored participants were given awards.

Special trade events. The project organized trade promotion events to introduce one country's products to another country. In contrast to the cereal exchanges, these events resulted in cash-and-carry transactions, a good first step in building relationships between participants who have limited experience with each other. Examples include three Opération Tabaski events in Accra, Ghana, and Abidjan, Côte d'Ivoire; an April 2009 livestock trade operation organized to introduce Nigerian livestock importers to Burkinabé exporters in Fada N'Gourma, Burkina Faso; and a March 2011 event to facilitate deals between Nigerian importers, the Malian livestock federation, and banks. The project also worked in partnership with the World Bank/Burkina Faso-funded value chain development project and the Burkinabé export promotion agency to organize an April 2009 export promotion event in Abidjan that featured Burkinabé products, with the aim of reviving trade between the two countries, which slumped during the Côte d'Ivoire civil war.

Deal brokering. By facilitating contacts among value chain actors, the project offered many value chain actors a chance to learn about, connect with, and discover untapped business opportunities in other countries. Examples included the following:

- Opération Tabaski. Starting in 2009, the project helped livestock traders mount Ghana's first sheep sale commonly organized in neighboring countries to cater to Muslim communities preparing for the annual feast of sacrifice. The project introduced the concept of the Tabaski event, arranged for Ghanaian traders to meet the Burkinabé breeders who delivered the sheep, and helped organize and finance marketing campaigns in Accra. At the same time, it ensured minimal road harassment in transporting the sheep, and helped with financial arrangements (see briefs on financial services and road harassment). Operation Tabaski quickly sold off all the sheep brought to Accra: 1,500 animals in 2009 and 2,564 in 2010.
- Fada N'Gourma, Burkina Faso, livestock event. Fada's livestock sellers have had a strong interest in penetrating Nigerian livestock markets, where animals can be sold at a 15 to 20 percent markup. Taking advantage of an agricultural fair, USAID ATP organized a special event to help Burkinabé livestock sellers raise their profile among buyers from Nigeria and Benin. The project helped more than 120 buyers and sellers attending the event negotiate deals that generated FCFA 105 million (about \$228,000) in trade.
- Promotion of Burkina Faso's products in Côte d'Ivoire. The project co-financed the transport of about 110 cattle and 250 sheep from Ouagadougou to Abidjan, provided health care for the animals, and facilitated sales negotiations between Burkinabé exporters and Ivoirian importers. All the animals were sold off, generating more than FCFA 70 million (more than \$150,000) in

Good contracts for lasting contacts

Traders are often unaware of contracting mechanisms and banking services designed to mitigate risk and build long-term relationships. To foster more successful deals, the project conducted training on international contracting. For example, 118 producers and traders from five countries were trained in preparation for the 2009 regional cereal exchange in Ouagadougou, where the participants put the training to immediate use. The project also used contract templates when facilitating work with partners.

revenues.

- Large-capacity cereal processors in Senegal were introduced to some of the most capable producer/trader groups in the maize belt running across Burkina Faso, Ghana, and Mali, enabling them to replace some of their imports from Brazil and India.

ATP special trade operations

Opération Tabaski. Starting in 2009, the project helped livestock traders mount, for the first time in Ghana, a sheep sale similar to those commonly organized in neighboring countries to cater to Muslim communities preparing for the annual feast of sacrifice. The project introduced the concept of the Tabaski event, arranged for Ghanaian traders to meet the Burkinabé breeders who delivered the sheep, and helped organize and finance marketing campaigns in Accra. At the same time, it ensured minimal road harassment in transporting the sheep and helped with financial arrangements. Opération Tabaski quickly sold off all the sheep brought to Accra: 1,500 animals in 2009 and 2,564 in 2010.

Fada N’Gourma, Burkina Faso, livestock event. Fada’s livestock sellers have had a strong interest in penetrating Nigerian livestock markets, where animals can be sold at a 15 to 20 percent markup. Taking advantage of an agricultural fair, ATP organized a special event to help Burkinabé livestock sellers raise their profile among buyers from Nigeria and Benin. The project helped more than 120 buyers and sellers attending the event negotiate deals that generated FCFA 105 million (about \$228,000) in trade. This was followed by a trip by Ghana-based livestock traders in Tamale to assess Fada N’Gourma markets to ensure more steady supply of beef.

Promotion of Burkina Faso’s products in Côte d’Ivoire. The project co-financed the transportation about 110 cattle and 250 sheep from Ouagadougou to Abidjan, provided health care for the animals, and facilitated sales negotiations between Burkinabé exporters and Ivorian importers. All the animals were sold off for more than FCFA 70 million (more than \$150,000).

Networking during workshops. The project took advantage of various regional industry events to promote networking among producers, processors, traders, and truckers. Value chain participants not only learned about new technologies, business models and advocacy strategies, they also established contacts with others across the region. Many participants in events such as the October 2012 event on the West Africa Grains Network displayed their products and forged linkages that promise to lead to trade for years to come. Finally, the January 2013 Food Across Borders Conference provided a forum for visibility, information exchange, and relationship-building for a large number of West African private sector actors, including the 31 producer groups, traders, processors, transporters, input companies, banks, and insurance providers who participated in the event’s business forum.

9.1.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

Direct trade facilitation can lead to cash sales, contracts, or expressions of interest for future transactions. The volume and value of these transactions only partially reflect the project’s contributions to intra-regional trade. The significance of direct trade facilitation lies not only in the initial deals facilitated by the project, but also—and more importantly—in the stream of subsequent transactions generated because of those initial contacts. In addition, under the project’s impetus, formalizing trade through contracts has started gaining acceptance, although much remains to be done.

At the same time, many trade facilitation efforts did not lead to completion. Lessons learned include the stubborn nature of key obstacles to regional trade, but also the higher—perceived and real—transaction costs from modern trade.

- The facilitation of trade transactions can be hampered by national decision makers' inadequate understanding of the role of regional trade caused in part by an insufficient appreciation of the value of imports and exports, as their precise quantities are unknown. This causes miscalculations of food availability at the national level and leads to an erroneous emphasis on national food security and related policy actions such as export bans. Although such policies may seem designed to protect consumers' interests, they limit the expansion of trade, which could bring even greater benefits to the country. An overly national focus also impedes the formalization and modernization of trade and keeps it going through the back door.
- Misguided procurement policies of public institutions present a threat to future regional trade by the private sector. The WFP's procurement of large quantities of cereals from national food security organizations can mean that official cereal exports become a virtual state monopoly, as happened in 2011–2012 in Togo, as a result of 90,000 MT of cereals that were exported by the food security agency.
- The policy framework, including the lack of implementation of regional policies and national directives of various forms, is another key deterrent to modern regional trade. Various countries



closed their borders for cereal exports during the project period, making it almost impossible to execute formal contracts. Cereals continued going through the back door.

sheep in Accra on the occasion of the Muslim holiday Tabaski in 2010.

- High and unpredictable transport costs are another deterrent to formal contracts. These costs and their formation at different times of the year are still poorly understood, as are patterns of the staple commodity prices, another important factor.
- The project helped Burkinabé livestock traders organize the transport and sale of over 2,500
- Finally, continued political crises and insecurity are great deterrents to official, modern trade. During the project's timeframe, major crises greatly impacting trade flows took place in Mali, Côte d'Ivoire, and Nigeria.

Recommendations for future efforts include:

- Invest heavily in creating an understanding of the need for policy change and the momentum for change, through diverse media, at both the regional and national levels.

- Facilitate linkages between the WFP and WAGN, to instigate procurement from the private sector in the region.
- Work with only a very few innovative traders or organizations, for high-visibility results.
- Build on the project study on backhaul, conduct further assessments of transport prices and their relationship with other competing commodities, e.g., cotton lint and livestock.
- Assess price formation in staple commodities, especially livestock prices in the Sahel and the coast.

9.2. ORGANIZATIONAL CAPACITY BUILDING

9.2.1. BACKGROUND

Most West African agricultural value chain actors lack the capacity and skills to mitigate trade risks and

The West Africa Grains Network

Through diverse support—funds, technical support, and guidance—ATP fostered a West Africa Grains Network (WAGN) from concept to reality. Created with project grant funding and technical support, WAGN is the first regional organization to bring together the different segments of the maize, millet, sorghum, and rice value chains. In 2009–2012, project’s partner CIC-B in Burkina Faso worked, with project support, to establish national focal points in Benin, Côte d’Ivoire, Ghana, Mali, Nigeria, and Senegal. In 2012, the project sponsored an assessment of these focal points and the developing network, making recommendations for the establishment of the network. This assessment was presented in a consultative meeting in October 2012 in Ouagadougou, attended by over 90 participants, including some larger cereal actors. The event resulted in a broad consensus on the process for establishing WAGN. Participants defined the key elements of the Network’s strategic framework and selected an eight-person working group to implement their recommendations and develop the key elements needed to establish WAGN. The WAGN process received a great deal of publicity during the January 2013 Food Across Borders conference. The efforts of the working group were presented in a March 2013 General Assembly, which formally established WAGN to “promote intraregional trade and enhance competitiveness of the grains value chains in order to create wealth, ensure food security, and foster economic growth in the West Africa region.” Final support from the project facilitated the first Board meeting and the development of scopes of work for partners interested in providing support to ensure that WAGN becomes an effective, service-oriented organization. The Center for Agricultural and Rural Cooperation (CTA) committed to a study to assess members’ needs for information services.

take full advantage of opportunities. Individually, they also lack the numbers and influence to address policy-related barriers. To overcome these limitations, West African farmers, processors, traders, transporters, and wholesalers have established associations at the national and regional levels. However, many of these umbrella organizations are new, have an ineffective governance structure, lack long-term plans of action, and have a limited capacity to respond to members’ needs and provide services. The

project, by working with associations in a systematic way, strived to help them provide needed services to their members and serve as effective voices and representatives to support their members' aspirations to improve their businesses and business environments.

9.2.2. ACHIEVEMENTS

The project strengthened and empowered professional organizations to engage in trade by enhancing their ability to serve their members and defend their interests, including in terms of reducing barriers to trade. The project helped professionalize and empower organizations across its six value chains. The organizations have become better advocates and service providers for their members. They have

COFENABVI AO

When the project started working with COFENABVI AO, it was an up-and-coming organization in Côte d'Ivoire, thanks largely to its active founder and president. It had already achieved diplomatic status at the national level for its role in facilitating dialogue among sub-regional livestock professionals, but it had not yet developed a *regional* strategic vision or robust structure. The project helped the organization do this, and in the process empowered it to represent its members' interests and address constraints to expanded trade.

With project support, COFENABVI AO has for the first time developed a participatory five-year action plan. It has mounted a successful advocacy campaign and is now recognized by UEMOA and ECOWAS as the key regional livestock value chain organization. During a series of advocacy trips, COFENABVI AO leaders persuaded authorities in eight countries to exempt it from the value-added tax. COFENABVI AO has taken advantage of this favorable ruling to obtain animal feed in bulk for its members.

enhanced their ability to offer services, realize economies of scale, and adopt industry best practices. The project's main achievements are summarized below.

Systematic self-assessment as a way to grow. The project used the PIVA tool developed by USAID to engage its 11 core partners' members in structured annual self-evaluations that also set priorities for achieving progress. The project used the PIVA in two major innovative ways: (1) adapting the original instrument to the characteristics of its partner organizations; and (2) introducing a gender dimension that was not in the original PIVA template. Rather than individual scores, what is more important for institutional growth is the chance to openly discuss issues and problems, fostering an atmosphere where clear expectations

can be articulated and debated. There was noticeable progress in partners' ability to critically assess their performance through the PIVA process. For example, in annual, follow-up PIVAs, many organizations recognized and corrected some overly positive scores they had initially given themselves.

Competitive, structured, and representative organizations. The project helped organizations develop capacity building plans that included a vision and strategy based on the priorities identified in the PIVA process. It used grants and technical advice to help organizations implement these plans. Of note:

The project helped draft statutes, organize general assemblies and elections, and clarify the roles and responsibilities of elected officials and executive teams. It coached 11 associations in financial, human resources, and other forms of management. This included helping COFENABVI AO and UOFA set up

permanent secretariats to manage their operations; providing COFENABVI AO's Permanent Secretary with coaching to master the complex position; and assisting national apex livestock organizations in Côte d'Ivoire (FEBECOBVI) and Benin (FENABEV), as well as UNERiz in Burkina Faso, to hold general assemblies, since these are important elements of a transparent, democratic organization.

The project trained organizations in innovative techniques for becoming more competitive through improved production, post-harvest, and processing practices (see “more competitive value chains” section below). Since 2009 (ATP) and 2010 (E-ATP), the project funded and supported eight organizations in trade data collection so they could provide better information. These data help the organizations advocate for better public policies and enforcement in an environment where official statistics on agriculture and trade are unreliable or lacking.

The project promoted, through organizational training and the PIVA process, gender equality, resulting in increased participation of women in association management, even in livestock (on the COFENABVI AO board), which is traditionally primarily men's business.

Direction and creation of fora for advocacy. The project helped structure associations' advocacy efforts by developing advocacy action plans, which articulate key challenges faced by the organizations, and by assisting in providing fora, including some with high visibility, for such advocacy. For example:

- At the regional level, the January 2013 Food Across Borders conference provided the project's core partners with a high-visibility, high-level forum to develop and present their advocacy priorities to regional and national decision-makers.
- The project promoted the importance of involving value chain associations and their concerns in Borderless Alliance, an umbrella-level advocacy organization that originally consisted mainly of larger companies only. As a result, COFENABVI AO became a member and dialogue started with diverse value chain associations, which will hopefully soon be incorporated in Borderless, strengthening both the Alliance and the value chain associations' advocacy capacity.

A regional forum for cereal actors. Prior to the establishment of the WAGN in March 2013, there was no regional organization for cereals in West Africa. The establishment of the Network followed four years of project-supported efforts (led by CIC-B) to foster country-level interprofessional organizations and bring them within a common framework. In addition to supporting the entire process of WAGN establishment, from 2008 to 2013 (see text box), the project:

- Encouraged a structure that accepts not just associations as members, but also companies, therefore creating a forum that truly incorporates diverse cereal actors and promotes their common interests.
- Worked with the Board and other donors to ensure continuity of effort at the project's end, achieving commitments from CTA and interest from several others.

9.2.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

The project's organizational strengthening activities may be one of its most significant long-term contributions to more dynamic intra-regional trade, since strong regional organizations offer solid foundations for trade expansion. Cohesive professional organizations are the cornerstone for

overcoming barriers to trade. It takes a well-managed, representative, and dynamic organization to meaningfully engage in advocacy and develop effective member services.

At the same time, institution-building is by nature long-term, complex, and difficult, with many competing agendas. Much remains to be done to foster strong associations; the majority of West Africa's value chain associations are still lacking basic member services, too reliant on one person, and lacking in professional structure. Lessons learned include the following:

- Fostering institutional development requires a great deal of resources, particularly human resources. Greater attention on just few organizations is likely to bring more results than involving many, with less attention to each.
- Articulation of clear, however minimal, expectations for institutional ownership, such as members' contributions, promotes a sense of ownership and builds sustainability.
- Many of West Africa's associations are at the charismatic leader stage, and it takes a combination of methods to move them towards becoming professional organizations. While it is important to acknowledge the role of visionary, energetic individuals, it is also important to communicate about the cornerstones needed for professional organizations.



The project carried out collaborative organizational assessments with 11 organizations like those above (CIR-B at left and CONFENABVI AO at right), in which participants used the USAID-developed PIVA tool. This tool, which the project tailored to meet the needs of the organizations and strengthen their gender focus, provides a framework for organizational capacity building efforts.

9.3. PROMOTION OF PRODUCT COMPETITIVENESS

9.3.1. BACKGROUND

Low yields and various quality problems make it difficult for many West African food producers to generate surpluses and compete in regional markets. Despite considerable potential for increased efficiency in the upstream portions of the value chain, persistent problems in these areas are a central constraint to the development of intra-regional trade. The specific circumstances vary significantly by commodity, but the themes are the same. For example:

- The expansion of maize trade is constrained by low yield and quality problems, such as aflatoxin.
- Millet and sorghum yields continue to be very low and, although there are a great deal of potential markets for processed millet/sorghum products, low quality is a major constraint.
- Low yields and poor quality are key factors in making local rice uncompetitive with imported rice. Many local consumers appreciate the taste of local rice but do not buy it because of its lower quality. This also applies to parboiled rice, a processed product that is finding increasing markets, also regionally.
- Ill-fed cattle, sheep, and goats have little value for exporters of live animals; local cuts of red meat are poor competitors to imported meat, in terms of both quality and hygiene.
- The region's major onion exporters (Niger and Burkina Faso) are losing market share to imports in coastal markets because post-harvest losses are high and local supplies slow to a trickle during the post-rainy season from September to January.

Across these commodities, more efficient production, through increasing yields and reducing losses, and improved quality are sure ways to build competitive value chains, including regionally.

9.3.2. ACHIEVEMENTS

ATP addressed these competitiveness constraints by working with trade-oriented producer, trader, and processor associations whose members had at least some surplus that could be used to engage in cross-border trade. Generally, improving agricultural productivity, storage life, and product quality were among the top priorities of association members, and therefore, these trainings also helped them to conduct activities which hopefully in the future, they can run as paid member services. The project prepared development plans for each value chain and updated them yearly. These plans identified each value chain's key activities, including those involving improved production and post-harvest practices, with an emphasis on environmentally friendly techniques and food safety practices.

To reach as many value chain participants as possible, the project used the training-of-trainers (ToT) and cascade training approach, in which master trainers from within the organizations trained their peers. The project also worked with lead firms that were the first to try out improved technologies. The project's main productivity-enhancing and related achievements are summarized below.

Improved cereal productivity, quality, and sustainability through integrated crop management, conservation tillage, and better post-harvest and storage practices. The project extended yield-increasing technologies through training programs for the maize and millet/sorghum value chains. An important focus was on integrated crop management, consisting of integrated pest management (IPM) and integrated soil fertility management (ISFM). Initial efforts in 2010 were carried out with CropLife Africa Middle East, an association of the plant science industry, in Burkina Faso, Mali, Côte d'Ivoire, Ghana, and Senegal, reaching 3,400 producers. A second series in 2011 reached 750 producers, and a third in 2012 reached 1,392 producers (of whom 528 were women) in Burkina Faso. Another effort, focusing on extending conservation tillage, reached 1,419 producers (including 511 women) in Senegal in FY 2012 and 1,438 (347 women) in FY 2011. Finally, training focusing on quality in post-harvest

practices, including storage, reached 2,881 producers (including 691 women) in Benin, Burkina Faso, and Togo.

Better rice yields. The system of rice intensification (SRI) is a highly productive rice cultivation technique that involves little soil tillage, early and low density seeding, intensive care of the seedlings, and efficient management of irrigation water. The project collaborated with the USAID/Mali's IICEM project (which successfully tested the technique in Mali) to expand it into other parts of West Africa. In FY 2011, 60 trainers were trained in Nigeria, and four partners, including a World Bank project, took the training forward with a total goal of 1,200 producers. In FY 2012, the project's SRI training reached 2,237 producers (of whom 1001 were women) in Benin, Ghana, Senegal, and Togo.

Improved quality of processed rice. Traditionally produced for local consumption in parts of Burkina Faso and Mali, parboiled rice is also showing promise as a regional trade activity (see text box). In Burkina Faso, women assert that they "saved their husbands' livelihoods" by starting to produce parboiled rice for trade, when the sudden withdrawal of direct government intervention in the rice sector left producers without access to markets for their paddy. Parboiled rice can command 50 percent higher profit margins compared to husked white rice. The project worked with women processors to improve this essential skill. As a result of the project's initial training, a Catholic Relief Services (CRS) project trained 477 women in more-effective parboiling, with a goal of training an additional 2,100 women. The project also designed and tested locally appropriate equipment that will

increase production capacity, reduce fuel use, and improve quality for both parboiling and for milling.

The promise of parboiling

With market liberalization, local rice processing capacity foundered in the 1990s and Burkina Faso experienced a glut of paddy rice. Now, the women belonging to Burkina Faso's parboiling cooperatives are purchasing over 40,000 tons per year of local paddy (about 60 percent of national production) and processing it to produce a good-quality parboiled product for both domestic and export markets. The parboiling revolution is strengthening the region's self-sufficiency in a key staple commodity and spreading consumption of nutritionally superior rice (since parboiled rice has several nutritional advantages over white rice).

Improved cattle-fattening practices. The project emphasized cost-effective cattle-fattening and business practices among Sahelian livestock breeders and traders, to increase their margins on animals exported to coastal countries. Through training of trainers and cascade trainings, the project trained 25 trainers per country in Burkina Faso and Mali in FY 2009. In FY

2010, these trainers then trained 1,200 (including 240 women) in Burkina Faso and 1,260 in Mali. These trainings continued in FY 2012, for 875 (126 of whom were women) in Benin, Côte d'Ivoire, and Niger; all were members of the national federations belonging to COFENABVI AO.

Meat that makes the cut. Responding to local butchers' need to meet consumer demand, the project organized training programs in high-quality, hygienic meat-cutting. In FY 2010, 1,012 butchers were trained in Burkina Faso and 1,000 in Mali. In FY 2012, 1,620 butchers (including 30 women) were trained

in Benin and Togo, through ToT and cascade trainings. These trainings have made butchers more responsive to quality-conscious, high-end consumers in the region's lucrative urban markets.

Extended production season for onions. To make local onions available year-round, the project collaborated with the West Africa Seed Alliance to introduce a new, consumer-pleasing onion variety, Prima 178, which can be grown during the rainy season. Production of Prima 178 comes after the marketing season of the traditional “Violet de Galmi,” which is grown during the dry season. The “rainy season onion” will extend the season for onion exports from Niger and Burkina Faso, allowing regionally produced onions to compete better with those imported from outside the region.

Better packaging for onions. The project has also guided producers and traders to improve the quality and value of onions by establishing a public-private partnership with a regional manufacturer (EmbalMali) to offer mesh bags to replace the traditional second-hand cocoa jute bags. Smaller in size and aerated, mesh bags reduce spoilage during transportation and are more appealing to consumers. Through demonstrations and promotions, the project encouraged producers and traders to package “ready-to-market” onions (calibrated, conditioned, and weighed) in standardized 50kg, 25kg, and 5kg mesh bags. With project support, the agribusiness firm Burkina Primeur trained 1,200 farmers in production of the rainy season onion variety and intends to establish a major modern intra-regional onion export operation.

Mechanisms to guard against avian influenza. E-ATP addressed the risk of avian influenza outbreak by developing and disseminating best practices for biosafety, training, and implementing voluntary audits in Benin, Burkina Faso, Ghana, Mali, Senegal, and Togo, with monitoring by national sanitary committees, to certify a hatchery's avian influenza-free status.

9.3.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS



The project worked with each value chain to address key constraints to expanding trade. In the case of onions, introduction of the new Prima 178 variety allowed producers from Niger and Burkina Faso to supply coastal markets when traditional local variety

The project used training as a way to build associations. Associations were often contracted to run the trainings; in doing so, they learned about ways to provide services. In Senegal, the project collaborated with USAID's PCE project and worked together with producer groups. Using training of trainers and cascade training, and working through apex organizations, the project reached beneficiaries who are gradually adopting new, more-effective practices to enhance trade competitiveness. “Returning to old ways is not a possibility,” say CONFENABVI AO members with regard to cattle-fattening and

butchering techniques. Lessons learned include:

- Developing a common understanding of roles and responsibilities with bilateral projects is important. In many cases, regional projects can step back, since bilateral projects have a comparative advantage in this work. In some cases, as with the IICEM project and SRI in Mali, collaboration can extend a technology at the regional level.
- While the content of technical training is very important, significant attention needs to be given to teaching training skills to master trainers.

Future recommendations:

- Develop annual plans at the country level with bilateral projects and other partners, to target regional markets through improved quality and production; review current country-level work and disseminate any best practices from other countries.
- Link trainings closely with service provision by the organization, at the regional and national levels. Ask for fees, however small. When a collaborator is a regional association, ensure that participating national associations are members in good standing.

9.4. ROAD HARASSMENT

9.4.1. BACKGROUND

West Africa's road transportation costs are among the highest in the world, mostly due to crumbling infrastructure, an aging truck fleet, poor logistics, and road harassment. Improving road infrastructure and the truck fleet requires large, long-term investments beyond the scope of projects such as ATP/E-ATP. The project therefore focused on improving overland shipping conditions—and hence competitiveness—by helping to minimize road harassment.

Road harassment, consistently near the top of long-distance traders' list of concerns, refers to the battery of hassles to which transporters are subjected, including road blocks and bribes that are often imposed by officials who take advantage of travelers' ignorance of their rights. Truckers who carry perishable agricultural products often have a limited understanding of free trade agreements that should allow these goods to pass easily and quickly across borders. Their lack of knowledge creates opportunities for intimidation and bribery, especially when they do not know whether officials' requests are legitimate or not.

9.4.2. ACHIEVEMENTS

To help reduce road harassment, the project pursued a multi-pronged approach based on helping stakeholders understand and defend their rights. The strategy rested on the notion that information empowers.

By investing in data collection and dissemination, and in education, the project aimed to foster a culture of public accountability “from the roadways to the hallways” of ministries throughout the region. The project worked closely with WATH; together, the two projects collaborated with UEMOA. ATP/E-ATP

and WATH each focused on particular corridors; in some cases they overlapped. The main results, by element, are as follows:

Road shows that spread the message of a need to change. ATP/E-ATP and WATH jointly organized open forums to publicly disseminate and discuss the results of the surveys conducted. Participants included representatives of public agencies (customs, local police, national police, and public health and phytosanitary agencies), traders, truckers, chambers of commerce, the press, and civil society. Victims of road harassment were able to confront the perpetrators, and public officials were able to cite driver and truck safety violations. As of March 2013, the project and WATH had co-organized 15 road shows, attracting nearly 2,000 attendees.

Market shows that brought the message to the value chain actors. The project started organizing “market shows” to provide more focused opportunities to talk with value chain actors at large market places where they do their business, communicating in local languages, not just English or French.

Coaching for truckers on rights and responsibilities. Non-compliance with official regulations opens up opportunities for bribery, particularly when travelers cannot distinguish between legitimate and illegitimate requests for documentation. Ill-informed operators who think they may be missing required documentation are more vulnerable to intimidation. The project used one-on-one coaching with truckers to impart knowledge and build their confidence. Project staff accompanied truckers along corridors and discussed strategies for dealing with public agents at road blocks. As truckers come to realize that success depends on awareness of their rights and duties, they are more likely to comply with requirements; these trips also served as a means of verifying the soundness of the harassment data collected by the project. The project carried out 26 coaching trips (10 for onion, 10 for livestock, and six for maize).

Direct intervention to show that elimination is possible. In some instances, the project intervened directly to reduce harassment. During Opération Tabaski in 2010–2011, the project, together with livestock traders, persuaded customs and other public officials to consider the special character of this Muslim festival’s sheep sale operation and facilitate the free movement of animals from Burkina Faso to Ghana. No bribes were paid during the 2010–2011 operations.

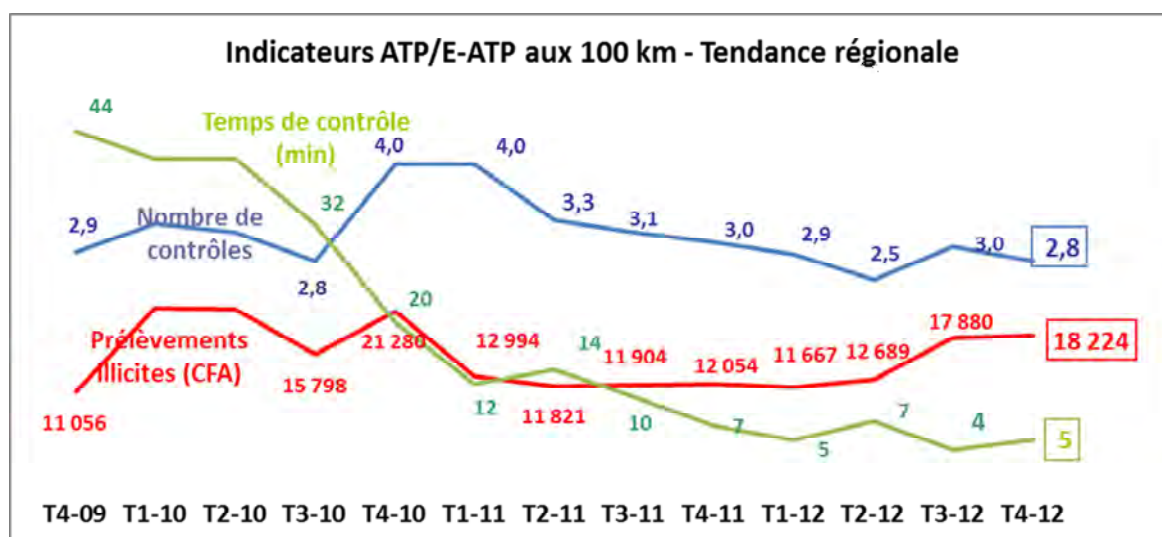
Monitoring harassment along key staple commodity value chain corridors. Focusing its monitoring effort on value chain-specific corridors, the project and WATH collected data on bribes and delays. Unlike WATH, however, the project worked not only with trucks and drivers who were compliant with regional regulations, but with all those transporting a specific commodity, compliant or not. In all, 1,536 data forms were collected from truckers and traders in the project’s focal corridors between April 2009 and March 2013. During this period, 520 drivers were trained in ways to complete the survey and correct documentation and to care for their vehicles.

The results were published in the quarterly road governance reports of the *Observatoire des Pratiques Anormales (OPA)* of UEMOA. They have become the authoritative source of information on road harassment and are regularly quoted by national and regional authorities, local and international

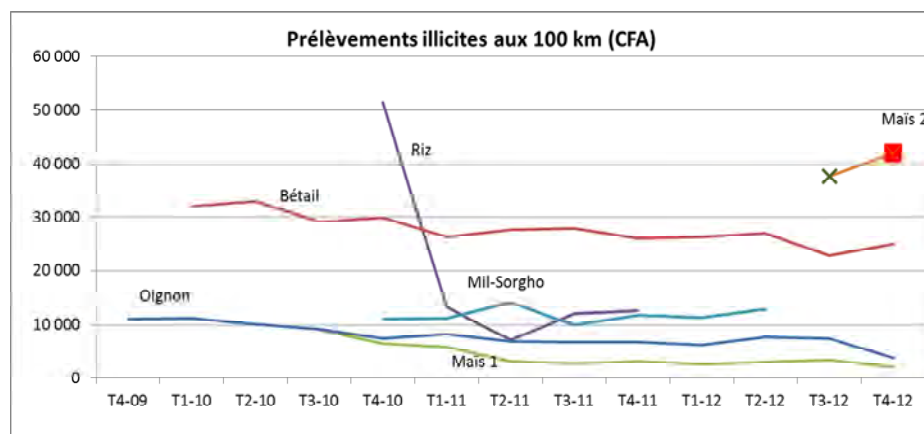
media, and the donor community. The project contributed to 15 reports, with the last being January-March 2013. These data are also used in advocacy efforts; professional associations such as COFENABVI AO have expressed particular appreciation for the information. This data generated valuable evidence for agricultural trade actors to use when approaching public authorities and demanding accountability.

At the same time, the information collected was used to assess the impact of the project's efforts. Along the focal project corridors, bribes have been reduced but progress is uneven. Figures below show first, the main variables on which data was collected, across the value chains, and then, bribe cost evolution per value chain.

Evolution of bribes paid (CFA; in red), number of controls (blue) and delays (green) per 100 km in the project-monitored corridors, from fourth quarter 2009 to fourth quarter 2012



Bribes paid (CFA) in livestock (red), rice (purple), millet-sorghum (light blue), onion (dark blue) and maize (green and brown) corridors.



9.4.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

The data collection over the project's five years encountered many challenges, such as political crises (data collection had to end in the just-chosen poultry corridor in Côte d'Ivoire and in the millet/sorghum corridor in Mali) and the imposition of cereal export bans (such as the December 2011 ban ending work in the rice corridor from Bama, Burkina Faso). In some cases, efforts were not successful, as in the livestock corridor. Lessons learned include:

- Collecting good-quality data is a challenge and comes only from repeated checking at the field level, since at times drivers themselves give false information to those whose goods they truck, as well as to forwarding agents at the border.
- Patterns of road and border corruption are in many cases complex, making progress difficult. This seemed to be particularly true with livestock at the Benin/Burkina Faso border.

Recommendations for future include the following:

- Consider and discuss with CILSS extending road harassment data collection by joining hands with trade data collection at export and import markets.
- Consider advantages and disadvantages disassociating data collection efforts from road harassment prevention work, as the latter requires far more resources. Data on road harassment in West Africa's major corridors has value on its own, and data collection does not necessarily have to be accompanied by any other efforts. Covering all corridors would allow for periodic regional assessments of the issue.

9.5. ACCESS TO FINANCIAL SERVICES

9.5.1. BACKGROUND

Agricultural growth in West Africa is constrained by the region's paucity of financial services. High-yielding agriculture requires an upfront investment in improved seeds, agricultural chemicals, labor, and farm equipment. Access to credit is critical, but not the only financial service that is relevant to trade. Transacting over long distances is complicated by a lack of secure means to settle transactions remotely; this leads traders to commonly transport cash across borders.

The way in which borrowers and financial institutions perceive each other is a crucial factor in limiting the expansion of financial services. While banks in West Africa generally have liquidity for lending to agribusinesses, they have little understanding of the agricultural sector and regard the sector as having high risks and little profitability. (There are exceptions to this perception: commercial operations in traditional cash crops and food imports.) In turn, agricultural actors often see financial institutions as bureaucratic, unfriendly, and demanding in terms of collateral.

The informality of trade transactions is also incompatible with the demands of modern banking. Without receipts, contracts, titles, accounts, income statements, cash flow analyses, and extensive documentation, a bank loan or insurance policy is difficult to obtain.

The project's financial services component helped project participants address some of these constraints.

9.5.2. ACHIEVEMENTS

The project sought to stimulate both the demand for and supply of financial services needed for trade. The main results, under elements of project interventions, are summarized below.

Formal trade contracts. Most regional trade transactions in West Africa today are informal. By providing training in assessing, negotiating, and writing a simplified model contract, the project offered would-be customers with avenues to access formal financial services, while building more trustworthiness into business transactions. This type of training was provided during cereal exchanges and other events.

Bankable business plans and loan applications. The project trained value chain actors and associations in developing business plans, a prerequisite for any capital investment, and thereafter assisted these firms and associations throughout the loan application process. Examples include:

- The project helped a Ghanaian farmers' association (AGRITA), which produces 18,000 tons of maize per year (mostly for export to Burkina Faso and Niger), to secure a loan of \$50,000 to purchase tractors to rent to its members.
- The project helped a poultry farm enterprise in Burkina Faso (Kali's Farm) obtain a \$40,000 loan from a local bank to expand.
- The project helped an Ivorian cereals cooperative (UCOVISA) borrow \$15,000 to purchase new maize-shelling equipment to improve grain quality, kick-starting its exports to a high-capacity

processor (Agro-Cipa) in Burkina Faso.

Intermediation. The project played the role of an honest broker, facilitating in-person meetings between agricultural sector actors and financial institution representatives. Introductions do not replace due diligence or guarantees, but they help establish goodwill. During the 2009 *Operation Tabaski*, thanks to facilitation by ATP, the Burkinabé livestock association was able to mobilize an additional \$71,000.

Warehouse receipts. Warehouse receipt programs offer agricultural operators the option to securely store their agricultural products, collateralize them, and—if they choose—borrow using that collateral. The project gave grants and technical assistance for the establishment of the Ghana Grains Council and co-sponsored a regional conference to inform stakeholders beyond Ghana about the opportunities and requirements for developing such a system.

Funds transfers through mobile banking. To overcome the challenges and costs associated with trading on a cash basis over long distances, the project explored the use of mobile banking to facilitate funds transfers. The project encouraged a mobile banking platform developer (INOVA) to partner with a rural microfinance institution (URC Nazinon) in an experiment for cereal and cattle traders.

9.5.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

Finance continues to be a huge challenge for agriculture in West Africa, and poor financing limits agricultural development in general, as well as regional trade. The project's finance component faced many challenges, such as USAID's 2010 cancellation of its planned DCA facility, for which the project did a great deal of work to prepare. The finance component was also phased out early, at the end of 2011. Nevertheless the project was able to facilitate finance, which will help companies expand their operations and will over time increase trade. In addition, the project's training in contracts and business plans prepared others to access formal financial services. Efforts in warehouse financing and mobile banking also helped pave the way for new financial services.

9.6. ACCESS TO MARKET INFORMATION

9.6.1. BACKGROUND

Limited access to market information is an impediment to the growth of West Africa's food commodity markets and to the integration of these markets. It inhibits value chain actors' ability to respond to risks and opportunities, and hampers the public sector's ability to make well-informed policy decisions in support of economic growth and food security. The private and public sectors need different types of information for future decision-making: in general, the private sector needs more immediate information for business decisions, whereas the public sector's needs are typically less immediate, and are for analysis and policy purposes.

Since a lack of timely market information is a major constraint to trade, the project's primary emphasis was on private MIS. The project's predecessor, the regional project Market Information Systems and Traders' Organizations for West Africa (MISTOWA), established a partnership with a private software developer, Busylab. Together they launched Tradenet.biz, a web and cell-phone MIS platform that was later upgraded to Esoko and to a company named Esoko Networks. ATP continued this work with the

goal of building a truly regional system. The project also worked with another private system—the Dakar-based Manobi. With both, the project piggy-backed on rapid cell phone penetration to broaden and speed up access to the kind of information needed for trade to develop. The project also supported the regional network of public market information systems, RESIMAO.

9.6.2. RESULTS AND ACCOMPLISHMENTS

To provide the needed content to the Esoko platform, the project supported MIS partners in data collection and dissemination in five countries: Esoko in Ghana, APROSSA in Burkina Faso, AMASSA in Mali, ANOPACI (the Ivorian producer apex organization) in Côte d'Ivoire, and IFAnet (a private data collection agency) in Nigeria.

Data on prices. Information on prices was provided by MIS partners for the platform for at least 10 markets per country; it was available online or through mobile phones. The table below shows the number of prices, both submitted and approved, for the project year. In all, 117,821 approved prices were disseminated in the platform; 1,816 were disqualified. Interestingly, all data were approved for Ghana. Table below highlights them.

Table: Price Information Submitted and Approved

Country	Approved data						Non-approved data	Total number of data
	Pre-2009	2009	2010	2011	2012	Total		
Burkina Faso	-	3,719	3,525	3,176	6,908	17,328	1,081	18,409
Ghana	8,513	13,044	18,149	23,406	24,053	87,165	-	87,165
Côte d'Ivoire	-	1,527	136	66	-	1,729	113	1,842
Mali	-	2,201	4,260	4,900	238	11,599	622	12,221
Total	8,513	20,491	26,070	31,548	31,199	117,821	1,816	119,637

Data on users. The main indicator of the MIS was the number of users of the platform. In the context of Esoko platform usage, a user was identified as someone receiving or consulting information on the Esoko platform, either through internet or by SMS. Most of the users are registered without the value chain information because the platform allows it: only 27 percent of the users have identified project's focal value chains as their own (22 percent cereals, 4 percent livestock and 1 percent onion). Other, non-project value chains were identified by 16 percent of the users, and for the remaining 57 percent of users, their value chain is not known. Table below presents this data.

Table: MIS Platform Users

Country	Number of users					Total number of users
	Cereal	Livestock	Onion	Other	Not identified	
Burkina Faso	1,817	546	15	287	1,013	3,678
Ghana	4,249	648	120	4,119	13,760	22,896
Côte d'Ivoire	58	13	-	44	345	460
Mali	123	7	4	110	525	769
Nigeria	114	8	-	26	350	498
Total	6,363	1,222	139	4,586	16,005	28,315

Manobi GestOp services. In all, there are now about 20,000 profiles from 1,500 cooperatives and value chain association registered on the GestOp. On the 13 national organization portals, 12 belong to the associations affiliated with WAGN and one to COFENABVI. These organizations are in Burkina Faso, Bénin, Côte d'Ivoire, Ghana, Senegal, and Togo.

Foundations for the future. The project carried out foundational work without which national MIS could not take on a regional dimension. A regional MIS needs to be able to support reporting on a large number of commodities originating in many countries. Helping MIS partners develop common metrics and data collection methodologies served to streamline and harmonize data collection and information dissemination.

9.6.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

There are no proven models for effective transfer of market information to African farmers and small scale traders. Instead, all providers and MIS partners are engaged in trial and development, and prolonged successes at field level—whether in terms of spontaneous adoption, sustainability of services (e.g., willingness of recipients to pay), or others—are often hard to show.

Moreover, the obstacles for using Internet- or mobile phone-based systems in regional trading are still greater than those in domestic trading. Such obstacles include a lack of confidence in an unknown trading partner with whom no personal contact is immediately possible; an inability to communicate by phone or through internet due to language barriers; non-use of contracts, quality standards, and payment methods that facilitate long-distance trading; and the somewhat ad-hoc nature of trading where the need for supply is perceived as urgent. Even with focused attention on particular traders and their needs, the project found that eventually, arriving at business deals based on information derived from mobile phone or Internet was difficult.

In this context, lessons learned include:

- Successes in MIS systems take time, as they require many complex elements to come together: facilitating relationships between providers, partners and value chain actors, as well as training and developing systems of data collection. The project rather optimistically started to work with Manobi in 2011, which turned out to be too late.
- Functioning models for sustainable private systems that work in the smallholder agriculture context are challenging; regionally, within the project framework, there was little progress in this regard. Current operation of private sector MIS in West Africa is largely based on public sector funding.
- If the focus is on transactions, information on price and availability is only the first step. In other words: real-time information does not necessarily translate into real-time opportunities. This is particularly the case in regional trade.
- Value chain partners commonly have limited technology skills. Associations are often intermediaries in this process but they generally are short-staffed, particularly in staff with IT knowledge. Solutions proposed should appeal to members, and “make sense” for them. For this reason, low-tech approaches may work best.
- The importance of trust and traditional trading patterns in the marketplace should not be underestimated.
- West African regional markets work, albeit with inefficiencies and idiosyncrasies. Understanding the base will likely lead to improvements that are gradual, but more acceptable to the value chain actors.

Future recommendations:

- De-emphasize technology (the platform), emphasize tailored solutions. The provision of market information (and not market information *systems*) should start from value chain actors’ needs, and be tailored to those needs. This is true for the type of information, the time intervals when it is needed, and the media through which it is transmitted. Blanket approaches may not work. MIS commonly embody certain suppositions about value chain actors, their needs, abilities, and orientations, which may or may not be correct.
- Focus on transmitting information, not just data, that is relevant to value chain actors’ needs. This often means that data on markets, such as prices, needs to be processed and analyzed before it is shared with value chain actors.

9.7. POLICY BARRIERS TO TRADE

9.7.1. RATIONALE

Established in 1999, the ECOWAS Trade Liberalization Scheme (ETLS) called for member states to abolish customs duties levied on imports and exports, abolish non-tariff barriers to establish a Free Trade Area, adopt a common external tariff vis-à-vis third countries, and remove all obstacles to the

free movement of persons, goods, services and capital. This vision has not yet been realized, however, as intra-regional traders are still subjected to a variety of barriers.

9.7.2. ACHIEVEMENTS

The project worked with public and private sector actors to analyze and design policy reforms, and to contribute to their implementation and monitoring. To ensure a closer collaboration with ECOWAS, the project placed a Trade Policy Advisor at ECOWAS headquarters in Abuja, Nigeria. The project's main interventions in the policy area are summarized below. The project also helped value chain actors to identify key policy barriers affecting their ability to engage in intra-regional trade and to work toward their removal.

Study—Understanding practices on the ground: policy gap analysis. To shed light on implementation of the ETLS, this study focused on reviewing existing policies compared to what was actually being implemented in the field. The study identified numerous barriers to free movement, including both tariff barriers (numbers 1-4 below) and non-tariff barriers (numbers 5-9 below).

1. Export taxes disguised as contributions to livestock development funds are forced upon livestock exporters (e.g., in Burkina Faso).
2. Export taxes disguised as statistical taxes are imposed on onion exports (e.g., in Niger).
3. Import duties are levied on another country's produce (e.g., Burkina's duty on Niger's onions).
4. A value-added tax is levied on Malian livestock imports by Senegal to protect Senegalese livestock producers.
5. Cereal export bans exist in numerous countries.
6. Demands for certificates of origin, which are not required for locally grown food staples, are imposed.
7. There is imposition of transit formalities, such as inter-state road transit (ISRT) log-books, transit fees, and bond guarantees, which are not needed for agricultural products.
8. A Malian requirement that the regional governor authorize the export of livestock protects local meat consumption.
9. Sanitary and phytosanitary certificates are not recognized beyond national borders, despite agreements to the contrary.

Throughout the project's timeframe, the policy gap analysis informed advocacy decisions and lent evidence to arguments on the need for urgent transformation of practices across the region.

Institutionalization of private sector input. Working with the public sector as well as private practitioners, the project stepped up involvement in the policy sphere by agricultural sectors in staple commodities, both at the regional and national levels. Events that allowed private sector actors to meet national and regional-level officials face-to-face included, for example, a mission of 18 staple commodity association representatives to the ECOWAS Commission. Association leaders put their advocacy

training to use, presenting their challenges both orally and in writing. Another example included drafting MOU between ECOWAS and COFENABVI AO.

Attention to agriculture. The project raised the profile of regional agricultural trade issues within ECOWAS and UEMOA, helping to sensitize regional and national actors to the unique challenges (perishable goods, live animals) and stakes (livelihoods and food security) attached to agricultural commodities.

ECOWAS policy watch and M&E systems. The project also helped ECOWAS design a mechanism for monitoring the application of ETLS regulations and procedures. The so-called policy watch system serves four functions: policy formulation, coordination, implementation, and evaluation. Policy formulation involves meeting regularly to review and update regional policy decisions, directives and guidelines. Coordination ensures that member countries are implementing regional policy consistently. Implementation consists of guiding member countries in adapting regional policies so that they can be adopted in national codes of laws. Evaluation and monitoring is used to track and take stock of progress on all of these fronts. The project also contributed to the development of an M&E system for the ECOWAS Commission.

Roadmap for change through Food Across Borders. This January 2013 conference, hosted by ECOWAS and USAID with support from the project, brought together the region's stakeholders in food security and regional trade: ministers, government officials, regional organizations, business associations, regional trade companies, farmer associations, financial institutions, and development partners. The conference argued and lent evidence to the fact that regional trade is an important contributor to food security and that by improving conditions for regional trade, millions of West Africans will benefit through greater incomes and better food security. The participants developed the "Accra Agenda," a roadmap for improving food security through regional trade. The roadmap includes development of a private-public taskforce to initiate efforts to dismantle barriers to trade.

9.7.3. LESSONS LEARNED AND FUTURE RECOMMENDATIONS

The project worked to remove policy barriers to regional trade in different ways, but in general policy change has been slow, especially at the regional level. Lessons learned include:

- Real change comes from bottom-up work, but with a strong focus on decision-makers who are the key to change.
- Many obstacles to regional trade originate from complex webs that involve many actors. In such situations, change will most likely come from highest levels of decision-making.

Recommendations for future work on policy change include:

- Invest in information to the public, at a large scale, in addition to value chain actors. This is key to change, and the media, both traditional and new, has an important role in instigating change. The main focus should be on implementation of existing policies; a large part of policies do exist (except common VAT, inclusion of livestock in VAT-free commodities in UEMOA), but implementation is lacking.
- Use follow-up to the Food Across Borders conference as an engine for real change, including ideas

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discussed during the such as dashboard for monitoring compliance.

9.8. DOCUMENTATION AND HIGHLIGHTING OF THE ROLE OF REGIONAL TRADE

9.8.1. BACKGROUND

In this region, where families extend across borders but complex red tape, a multitude of barriers, and high extortion by many public officers at borders and roads make moving commodities from one country to another difficult, the majority of food moves across borders through the back door, unnoticed or undocumented. This means that large quantities of commodities moving across borders are not known. What is clear is that these quantities are underestimated and, therefore, regional trade is not understood or appreciated as what it is: a significant provider of food security and incomes for the West African population. It also means that those who are engaged in regional trade are not esteemed or often known. To add to this, the majority are small to medium-sized actors who operate alone and therefore have little influence to improve conditions.

9.8.2. ACHIEVEMENTS

Since 2009, the project has documented trade flows for its focal commodities. Partner associations, financed through project grants, posted data collectors in principal import and export markets and, in some cases, at borders. This continuous monitoring was complemented and completed by a wider assessment of regional trade flows in the region, conducted in October 2012.

In addition, the project's activities across the board—from institution-building to value chain development to trade facilitation and advocacy—meant that value chain actors increasingly worked together, in public view, and interacted with decision-makers and peers. These project activities as a whole, in addition to trade data collection, advanced the level of discussion on regional trade. Key achievements include the following:

- A regional resource was developed out of the project's trade data collection. In 2012, the project worked closely together with CILSS to hand over the data collection to CILSS at project's end, to ensure sustainability. Since April 1, 2013, data collection has been ongoing under CILSS leadership. CILSS has entered into contracts with partner organizations, and the project's former staff responsible for the data collection have taken positions at CILSS.
- Regional trade flows for key corridors were quantified and region-wide flows assessed, thereby improving understanding of the true extent of regional trade. Although much remains to be done to fully understand regional trade in West Africa, the project-collected data has contributed and improved upon the existing poor knowledge base.
- The project highlighted the important connection between regional trade and food security, and thereby helped advance dialogue on food security as a regional rather than national concept. Food Across Borders made the arguments, based on project data, that the extent of regional trade is far greater than it is normally believed to be and that, given these trade flows, regional trade is an important contributor to food security, both now and in future. It advanced the concept that food

security is best met through true regional integration. These ideas are taking hold in West Africa now.

- The project helped give a face to regional trade and those involved in it, thereby advancing the dialogue on (and pushing the agenda for) ways to address constraints to regional trade. This was the result of various efforts with project partners that highlighted the partners, their roles, and their collective strength and contribution.

These achievements of the project, although some can be faulted as nebulous, may in the long run prove to be its strongest and most lasting contributions: changing the way West Africa's regional trade in staple commodities is perceived, which then leads to an appreciation of its contribution and, eventually, in the lifting of the impediments to its free flow.

10. PERFORMANCE INDICATOR REPORTING

10.1. INTRODUCTION

In addition to routine monitoring and evaluation activities, the project's efforts focused on the following:

- Setting up in FY 2008 and implementing during the project timeframe an ambitious trade flow monitoring system for the project's main indicators, in all project commodities. This was a major activity involving assessment of trade corridors, selection of data collection points, training of data collectors, and monitoring of their performance.
- Assessing the relationship of project-collected trade flow data and its support to associations through surveys estimating what proportion of the trade volumes monitored could be attributed to the members of the project's partner associations. This was a way to gauge attribution, and was done in FY 2011/2012.
- Working with CILSS to prepare for and execute the transfer of the data collection in FY 2012/2013. This involved meetings to describe the system to CILSS, monitoring visits with CILSS staff to understand the system in the field, common preparation and data analysis for the October 2012 trade study, and organization of a December 2012 workshop with partners on the trade flow data.

10.2. ATP

Project performance reporting results are listed below for FY 2009– FY 2013.

10.2.1. FY 2013 INDICATORS

During FY 2013, regional trade continued briskly, but project data collection activities were affected in particular by the suspension of activities in Mali and, for the livestock data, by a two-week ban on livestock exports from Burkina Faso to Nigeria in February 2013. Data collected covered the period of October 1, 2012, to March 15, 2013, and in some cases until March 30, 2013. In all, trade data collected totaled \$81.25 million, which consisted of \$12.45 million of maize and \$68.75 million of livestock. Also during this reporting period, the final cascade training efforts (initiated in FY 2012) continued on a limited scale. The delayed cattle-fattening training in Niger, for which only the training of trainers could be conducted in FY 2012, was finalized in December 2012, with 500 people trained. The project's efforts in road harassment also continued, including in training of 94 value chain actors, as did efforts to link companies and organizations to trading opportunities within the region, including through market information.

Table: Indicators—USAID/West Africa

Indicators	Result FY13	Comments
1.1.2.2: Number of individuals who have received USG-supported short-term agricultural sector productivity or food security trainings	594	Included 123. A total of 500 (119 women) were trained in cattle fattening in Niger in a cascade training effort. Road harassment training covered 30 livestock and 64 maize value chain actors (4 women) in Burkina Faso, Benin, and Niger
1.1.2.3: Number of new technologies or management practices in one of the following phases of development: <i>Phase III</i> : made available for transfer as a result of USG assistance	0	No new technologies were disseminated during the time period.
1.2.1.1: Numbers of policies/regulations/ administrative procedures in each of the following stages of development as a result of USG assistance in each case:		
<i>Stage 1</i> : Analyzed	5	This includes the five issues analyzed and presented in the briefs prepared for the Food Across Borders conference: road harassment, export restrictions, certificates of origin, sanitary and phytosanitary certificates, and value-added taxes.
<i>Stage 2</i> : Drafted and presented for public/stakeholder consultation	5	The five issues above were discussed and presented at the Food Across Borders conference.
<i>Stage 3</i> : Presented for legislation/decreed	0	No new policies/regulations advanced further during the reporting period. It is expected that momentum created by <i>Food Across Borders</i> will result in policy reforms in the region. The project's Policy Advisor position was terminated in April 2012, as per agreement with USAID.
<i>Stage 4</i> : Passed/approved	0	
<i>Stage 5</i> : Passed for which implementation has begun	0	
1.2.2.1: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	
1.2.2.2: Number of public-private partnerships formed as a result of FTF assistance	1	The new PPP was Johnny's Food in Ghana. The effort resulted in submission of proposal to the Skills Development Fund of Ghana for financing for GHC 640,000 for modern equipment for a facility enabling import, slaughter, and trade of cattle.
1.2.2.5: Number of food security private enterprises (for-profit), producers' organizations, water users' associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	15	The associations assisted were WAGN, COFENABVI AO, CIC-B, <i>Coopérative des Vivriers de la Marahoué</i> (COVIMA), FUPRO, <i>Coopérative Benkéléma des Commerçants du Marché de Bouaké</i> , <i>Coopérative pour la Valorisation de la Filière Céréalière de Côte d'Ivoire</i> (COOVAFCI), <i>Comité Interprofessionnel des Céréales du Bénin</i> , <i>Inter-profession du Maïs de Côte d'Ivoire</i> (IMCI), <i>Organisation Assistance pour la Mise en Place de l'Interprofession</i> , <i>Coordination Togolaise des Organisations Paysannes</i> , and <i>Union des Coopératives Agro-Pastorales</i> (UNICAP). The companies assisted were APRESTA IMEX, Premium Foods, and Johnny's Foods.

Indicators	Result FY13	Comments
2.1 Percent change in value of intra-regional trade in targeted agricultural commodities [see note below]	NA	Percentage value is not reported as the reporting period is only six months. From the beginning, the result for this indicator has been consistently higher than the targets. High trade volumes continued although this reporting period. The result includes no data from Mali and a two-week stoppage of livestock trading from Burkina to Nigeria.
2.1.2: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	
2.1.7: Total number of users of MIS services (cumulative)	28,221	MIS user numbers have consistently exceeded targets. There were additional 434 users in ATP value chains in the November-December 2012 period while partnership with Esoko continued. The great majority of these new users were maize value chain actors in Burkina Faso; the majority the maize value chain actors also indicated that they also work in millet/sorghum value chains. The new users were added to 27,787 users (in ATP value chains), making the total 28,221.
2.2.3: Percent reduction in average rate of bribes per 100 km	71%	This indicator (reference corridor is Accra-Kantchari) has consistently exceeded targets.
3.1: Average percent change in score on key areas of organizational capacity amongst USAID direct and indirect local implementing partners.	None	No PIVAs were conducted.

Note regarding percent change in value of intra-regional trade in targeted agricultural commodities: The intra-regional trade reported by ATP does not originate from official statistics, but was collected by the project's partner associations, who, through ATP grants, financed the data collection effort. The project collected trade data in strategic markets and border points in two countries, disaggregated by commodity, country of origin, and country of destination. ATP's data collection effort covered only a subset of intra-regional trade, limited to a few commodities (livestock/ruminants, maize, and onions/shallots) traded along key trade corridors, rather than the entire universe of agricultural intra-regional trade in West Africa.

The data below covers data submitted by value chain associations until March 15, 2013, except for Ashaiman Cattle Breeders' Association for which it covers period until end March 2013.

In all, trade data recorded amounted to \$81.25 million during the six-month reporting period. As usual, given the high value of livestock, majority of the value recorded was from livestock. The majority of maize data collected was in Burkina Faso, with Techiman recording surprisingly small volumes.

In all, amount of trade recorded was seriously reduced by suspension of activities in Mali. For livestock data recorded in FY 2012, the six months of trade data collected before suspension of activities constituted approximately a quarter of all livestock documented for FY 2012. Additionally, over a two-week period during first half of February 2013 there was a stoppage of livestock trading from Burkina Faso to Nigeria, as the Burkinabé livestock traders protested conditions for trading in Nigeria; this further reduced trade recorded. If these factors are taken into account, it is clear that livestock trade has increased over the baseline. For maize, data recorded also show clear increases over the baseline.

Table: Percent Change in Value of Intra-regional Trade Over Baseline

Marketing Channel	Baseline (Oct 08–Sept 09) \$ million	Trade Data (Oct 12–March 13) \$ million	Percent Change
Maize*	7.18	12.45	NA
Livestock/meat*	197.90	68.75	NA
Total Trade	231.86	81.25	NA

Note: *Baseline data includes Mali for maize and livestock value chains. FY 2013 data does not include any data collected in Mali. In FY 2013 (February 2013), there was a two-week stoppage of livestock trade from Burkina to Nigeria.

Additional FY 2013 ATP indicators, not part of FTF indicators

- **Indicator: Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services, and trade facilitation activities).** In June 2013, ATP partner Johnny's Foods was informed that it will be receiving funds requested from the Skills Development Fund, which at that time requested additional materials that were submitted immediately. However, no disbursement has been made yet by the Skills Development Fund.
- **Indicator: Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance (SWOT and PIVA included).** The project did not organize PIVAs during the period under review. All partner organizations had undergone PIVAs during second half of FY 2012.

10.2.2. FY 2012 INDICATORS

Table: FY 2012 Indicators

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(7): Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training	0	7,000		7,548	
Type of individual	0	7,000		7,548	
Producers	0	7,000		7,548	
Sex	0	7,000		7,548	
Male		5,600		5,985	
Female		1,400		1,563	
Disaggregates Not Available	0				

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(11): Number of food security private enterprises (for-profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance		8		31	
Type of organization		8		31	
Private enterprises (for-profit)				20	
Producers organizations		8		8	
Women's groups				3	
New/continuing		8		31	
New		8		7	
Continuing				24	
4.5.2(35): Percent change in value of intra-regional trade in targeted agricultural commodities (for regional missions)				-16.57	
Total value of trade (in USD)	205,082,002.00			256,124,300.00	
Total volume of trade (MT)	977,188.00			914,951.00	
Livestock				-4.69	
Ghana					
Value of trade (in USD)	197,900,000.00			242,090,971.00	
Volume of trade (MT)	942,914.00			866,211.00	
Maize					
Ghana					
Value of trade (in USD)	7,182,002.00			14,033,329.00	
Volume of trade (MT)	34,274.00			48,740.00	
4.5.1(24): Number of policies/ regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: (Stage 1/2/3/4/5)	0	1		1	
Sector	0	1		1	
Agricultural sector-wide	0	1			
Disaggregates not available				1	
Stages of development	0	1		1	
Stage 1 of 5 Number of policies/regulations/ administrative procedures analyzed	0			0	
Stage 2 of 5 Number of policies/regulations/ administrative procedures drafted and presented for public/stakeholder consultation					
Stage 3 of 5 Number of policies/regulations/	0	1		0	

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
administrative procedures presented for legislation/decrees					
Stage 4 of 5 Number of policies/regulations/administrative procedures prepared with USG assistance passed/approved					
Stage 5 of 5 Number of policies/regulations/administrative procedures passed for which implementation has begun					
Disaggregates not available				1	

10.2.3. FY 2009–FY 2011 INDICATORS

Table: FY 2009–FY2011 Indicators

ATP Outcome Indicators	Target FY 2009	Achieved FY 2009	Target FY 2010	Achieved FY 2010	Target FY 2011	Achieved FY 2011
Percent change in value and volume of intra-regional exports of targeted agricultural commodities as a result of ATP program assistance	5%	4%	9%	38%	14%	37%
Number of policy reforms presented for legislation/decision as a result of ATP program assistance	2	0	4	2	2	2
Transport obstacles: bribe costs per 100km (over baseline)	6%	14%	13%	17%	20%	40%
Number of policy reform processes reaching dialogue milestone after significant advocacy by private and other nongovernmental decrees as a result of ATP program assistance	4	1	3	3	1	4
Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objective (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services, and trade facilitation activities)	0	0	2	0.401	6	0.529
Number of institutions/organizations making significant	3	3	4	3	5	4

ATP Outcome Indicators	Target FY 2009	Achieved FY 2009	Target FY 2010	Achieved FY 2010	Target FY 2011	Achieved FY 2011
improvements in ability to offer services to clients based on recommendations of ATP-supported assessments (shown by significant progress on specialized PIVA scores)						
Number of users of regional MIS (including new users and users registered in previous years)	5,000	8,000	9,000	16,031	10,000	21,619

10.3. E-ATP

Project performance reporting results are listed below for FY 2009–FY 2013.

10.3.1. FY 2013 INDICATORS

Data collected for FY 2013 covered the period of October 1, 2012, to March 15, 2013, and in some cases until March 30, 2013. In all, trade data collection for E-ATP value chains totaled \$20.83 million, which consisted of \$19.30 million of millet/sorghum and \$1.53 million of rice. Also during this reporting period, the final cascade training efforts (initiated in FY 2012) continued on a limited scale, with an additional limited training activity in rice parboiling in Togo, with 40 trained. The project's efforts in road harassment also continued, as they did in market information.

Table: Indicators—USAID/West Africa

Indicators	Results FY 2013	Comments
1.1.2.2: Number of individuals who have received USG-supported short-term agricultural sector productivity or food security trainings	40	This included 30 women; training was on rice parboiling in Togo.
1.1.2.3: Number of new technologies or management practices in one of the following phases of development: <i>Phase III</i> : made available for transfer as a result of USG assistance	0	No new technologies were disseminated during the time period.
1.2.1.1: Numbers of policies/regulations/administrative Procedures in each of the following stages of development as a result of USG assistance in each case:		
Stage 1: Analyzed	5	This includes the five issues analyzed and presented in the briefs prepared for the Food Across Borders conference: issues surrounding and impact of road harassment, export restrictions, certificate of origin, sanitary and phytosanitary certificates, and value-added taxes.
Stage 2: Drafted and presented for public/stakeholder consultation	5	The five issues above were discussed and presented at Food Across Borders conference. The stakeholders discussed them, confirmed their importance, and developed a way to present them to the decision-makers within the conference.

Indicators	Results FY 2013	Comments
Stage 3: Presented for legislation/decreed	0	No new policies/regulations advanced further during the reporting period. It is expected that momentum created by <i>Food Across Borders</i> will result in policy reforms in the region. The project's Policy Advisor position was terminated in April 2012, as per agreement with USAID.
Stage 4: Passed/approved	0	
Stage 5: Passed for which implementation has begun	0	
1.2.2.1: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	
1.2.2.2: Number of public-private partnerships formed as a result of FTF assistance	0	No new PPPs were formed.
1.2.2.5: Number of food security private enterprises (for-profit), producers' organizations, water users' associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	11	Ten associations were assisted: WAGN, CIC-B, COVIMA, FUPRO, <i>Coopérative Benkéléma des Commerçants du Marché de Bouaké</i> ; Côte d'Ivoire, COOVAFCI, <i>Comité Interprofessionnel des Céréales du Bénin</i> (CIC-Bénin), <i>Organisation Assistance pour la mise en place de l'interprofession</i> , <i>Coordination Togolaise des Organisations Paysannes</i> , and UNICAP. The project assisted one company—APRESTA IMEX.
2.1 Percent change in value of intra-regional trade in targeted agricultural commodities [see note below]	NA	Percentage value is not reported, as reporting period is only six months. From the beginning, the result for this indicator has been consistently higher than the targets. High trade volumes continue although this reporting period result includes no data from Mali and a two-week stoppage of livestock trading from Burkina to Nigeria.
2.1.2: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	
2.1.7: Total number of users of MIS services (cumulative)	4,816	MIS user numbers have consistently exceeded targets. During the three-month period, 78 value chain actors working in E-ATP value chains signed up for MIS. The majority of maize value chain actors indicated they also work in the millet/sorghum value chains—these actors are reported for ATP only. By the end of FY 2012, 4,738 users were listed in E-ATP value chains, making the total 4,816.
2.1.8: Number of food security private enterprises (for-profit), producers' organizations, water users' associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance		
2.2.3: Percent reduction in average rate of bribes per 100 km	NA	Work on E-ATP corridors was affected by stoppage of activities in Mali.
3.1: Average percent change in score on key areas of organizational capacity amongst USAID direct and indirect local implementing partners.	None	No PIVAs were conducted.

Note re: Percent change in value of intra-regional trade in targeted agricultural commodities: The intra-regional trade reported by E-ATP does not originate from official statistics, but was collected by the project's partner associations, who, through E-ATP grants, financed the data collection effort. The project collected trade data in strategic markets and border points in two countries, disaggregated by commodity, country of origin, and country of destination. E-ATP's data collection effort covered

only a subset of intra-regional trade, limited to a few commodities (livestock/ruminants, maize, and onions/shallots) traded along key trade corridors, rather than the entire universe of agricultural intra-regional trade in West Africa.

The data below covers data submitted by value chain associations until March 15, 2013.

In all, trade data recorded amounted to \$20.83 million during the six-month reporting period which consisted of \$19.30 million in millet/sorghum and \$1.53 in rice trade. The majority of millet/sorghum trade documented was in the Dawanau market of Kano, attesting to its significance in regional trade. In all, amount of trade recorded was reduced by suspension of activities in Mali.

Table: Percent Change in Value of Intra-regional Trade Over Baseline

Marketing Channel	Baseline (Oct 08–Sept 09) \$ million	Trade Data (Oct 12–March 13) \$ million	Percent Change
Millet/sorghum	21.89	19.30	NA
Rice	4.89	1.53	NA
Total Trade	231.86	20.83	NA

Additional E-ATP indicators, not part of FTF indicators

- **Indicator: Amount of private financing mobilized or leveraged to contribute to the realization of the project's primary objectives (\$ million reported by project partners as funds invested in the form of credit or equity, as a result of project technical assistance, advisory services, and trade facilitation activities).** No funds were leveraged in E-ATP value chains.
- **Indicator: Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance (SWOT and PIVA included).** The project did not organize PIVAs during the period under review. All partner organizations had undergone PIVAs during second half of FY 2012.

10.3.2. FY 2012 INDICATORS

Table: FY 2012—Indicator Table Submitted to FTFMS

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(7): Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training		1,500		3,374	
Type of individual		1,500		3,374	
Producers		1,500		3,374	
Sex		1,500		3,374	
Male		1,000		2,188	
Female		500		1,186	

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
4.5.2(11): Number of food security private enterprises (for-profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance		7		24	
Type of organization		7		24	
Private enterprises (for-profit)				6	
Producers organizations		7		14	
Women's groups				4	
New/continuing		7		24	
New		7		4	
Continuing				20	
4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance		2		1	
Multi-focus		2		1	
4.5.2(35): Percent change in value of intra-regional trade in targeted agricultural commodities (for regional missions)				52.33	
Total Value of trade (in USD)	33,960,000.00			73,331,540.00	
Total Volume of trade (mt)	103,667.00			210,363.00	
Rice				-34.00	
Burkina Faso					
Value of trade (in USD)	4,890,000.00			3,788,211.00	
Volume of trade (MT)	5,760.00			5,938.00	
Sorghum/Millet				96.84	
Burkina Faso					
Value of trade (in USD)	21,890,000.00			55,510,000.00	
Volume of trade (MT)	63,633.00			155,685.00	
4.5.1(24): Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: (Stage 1/2/3/4/5)		3		1	
Sector		3		1	
Agricultural sector-wide		3			
Disaggregates not available				1	
Stages of development		3		1	
Stage 1 of 5					
Number of policies/regulations/administrative procedures analyzed		2		1	
Stage 2 of 5					
Number of policies/regulations/administrative procedures drafted and presented for public/stakeholder consultation					
Stage 3 of 5					
Number of policies/regulations/administrative procedures presented for legislation/decreed		1		0	

Indicator/Disaggregation	Baseline Value	2012			
		Target		Actual	
		PPR	Updated	PPR	Updated
Stage 4 of 5 Number of policies/regulations/administrative procedures prepared with USG assistance passed/approved					
Stage 5 of 5 Number of policies/regulations/administrative procedures passed for which implementation has begun					

10.3.3. FY 2010–FY 2011 INDICATORS

Table: FY 2010–FY 2011 Indicators

Indicators	FY 2010		FY 2011	
	Targets	Results	Targets	Results
1. Number of policy reforms analyzed as a result of USG assistance	2	3	2	2
2. Number of policy reforms presented for legislation/decreed as a result of USG assistance	2	2	2	2
3. Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	4	22	4	4
4. Number of institutions/organizations making significant improvement based on recommendations made via USG-supported assessment	0	0	2	3
5. Number of individuals who have received USG-supported short-term agricultural enabling environment training (sex-disaggregated)	50	147	50	183
• Number of women	10	57	10	17
• Number of men	40	90	40	166
1. Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance	10%	12%	21%	25%
5. Number of new technologies or management practices made available for transfer as a result of USG assistance	3	5	3	3
10. Number of producers' organizations, water users associations, trade and business associations, and community-based organizations (CBOs) assisted as a result of USG assistance	7	36	7	44
11. Number of agriculture-related firms benefitting directly from interventions as a result of USG assistance	10	37	10	11

I2. Number of public-private partnerships formed as a result of USG assistance	3	1	3	2
I3. Number of individuals who have received USG supported short-term agriculture sector productivity training (sex disaggregated)	2,500	370	2,500	4,649
• Number of women	500	129	500	1,338
• Number of men	2,000	241	2,000	3,311
I6. Number of women's organization/associations assisted as a result of USG interventions	10	14	5	20
I7. Amount of private financing mobilized with DCA guarantees	1,000,000	1,120,000	5,000,000	592,500

II. PROJECT MANAGEMENT

II.1. OFFICES AND STAFFING

To facilitate inclusion of both Sahelian and coastal constituencies, the project was designed to have two main offices—a primarily technical office in Ouagadougou, Burkina Faso, where all the value chain staff were housed, and a head office in Accra, Ghana, which housed the COP and larger administrative staff, as well as some technical staff, primarily in cross-cutting areas. In addition, a small office was opened in Kano, Nigeria after E-ATP started; it was closed in December 2011. For most of FY 2010, 2011, and 2012, when both ATP and E-ATP were in operation, the staff numbered about 50. Staff were located throughout the project’s geographical area as follows:

- Accra housed the Chief of Party, and one Deputy Chief of Party, the ATP Monitoring & Evaluation specialist, two to three communications staff, a data analyst, the E-ATP Institutional Support Specialist, the MIS Specialist, the ATP Transport Specialist, the Public-Private Partnership Specialist, and the Grants Manager.
- Ouagadougou housed a second Deputy Chief of Party, a Value Chain Coordinator, all Value Chain Specialists, the E-ATP Monitoring & Evaluation Specialist, the Finance Specialist, the Gender Specialist, and the ATP Institutional Support Specialist.
- The Kano office, which opened in the second quarter of FY 2010 and closed at end of the first quarter of FY 2012, had only two technical staff members—an MIS Specialist and a Market Facilitator.
- One person was posted in Abuja, Nigeria, at ECOWAS, until April 2012.
- Additional Market Facilitators were posted in Abidjan, Côte d’Ivoire; Cotonou, Benin; Dakar, Senegal; and Kumasi, Ghana.
- Data assistants worked across the region, in each transport corridor.

The main finance and administrative team was in Accra and a smaller administrative team worked from Ouagadougou. The staff was phased out over the final two months of the project, as follows:

- Most staff members stopped work when their offices closed—the Accra office closed on March 22, 2013, and the Ouagadougou office on March 29, 2013.
- A few staff members continued working until April 12, 2013—the Value Chain Coordinator, Cereal Value Chain Leaders, and ATP Institutional Support Specialist, who worked from the CILSS office in Ouagadougou, and the ATP transport specialist, who worked in Accra.
- The COP worked until May 30.

11.2. MANAGEMENT

The project's scope of work addressed a broad array of technical topics and included partners and activities in nine different countries. The decision to have two main offices created its own challenges, including that of managing staff based in two main locations. In a final staff retreat, the staff reflected on the positive and negative sides of various aspects of project management.

Many of the staff felt there would have been advantages in having one central office. This would have allowed the team to develop a common vision and coordinate their work more easily, especially among the technical and cross-cutting staff.

Some staff saw advantages in having two main offices, including that activities were near the beneficiaries (with Burkina Faso being central to regional trade) and that from Accra, the project could communicate with USAID and make connections with partners in Ghana and other coastal areas. At the same time, staff acknowledged that many activities became concentrated in Burkina Faso, since most of the technical staff were there, and there were not enough resources for other countries that also had potential. Placing francophone staff in Burkina Faso meant that the language barriers of many persisted; and working in anglophone countries remained more difficult for these staff.

Staff had different opinions about placing many cross-cutting staff in Accra and all value chain leaders in Ouagadougou. Some felt that this caused communication issues between the two groups, whereas others thought that all cross-cutting activities should have been in Accra. There were higher costs associated with maintaining two offices. On the other hand, some funds were saved in travel.

Finally, some staff felt that having staff members work for different employers introduced some complications in administrative matters.

Recommendations. The project management, weighing the various benefits and costs, concluded that having all or most staff in one office would have been better. Other recommendations coming from this meeting include:

- Good teambuilding is needed from the beginning to create a common vision and strategy for coordinating work.
- Staff need to be recruited quickly, even though some positions are hard to fill, so all activities can start promptly.
- The project should ensure that work involves the most important countries for regional trade. For example, Nigeria was never fully a project country, due to USAID directives, but it is vastly important for regional trade.
- The technical staff for a regional project must be bilingual.

11.3. FINANCIAL ANALYSIS

Financial analysis. By the time all final costs have been processed and the final invoices presented, both projects will have spent close to their full budgets. The financial status for each project as of the

end of April 2013 is shown below. Of the E-ATP funding, an estimated \$811,000 has been spent on avian influenza work.

ATP Project				
Budget Category	Contract Budget	Invoiced to USAID through April 2013	Estimated Accrued Costs	Projected Total Spending
Direct Labor and Fringe	\$3,335,542	\$3,326,757	\$0	\$3,326,757
Other Direct Costs	\$13,251,753	\$12,456,080	\$518,657	\$12,974,737
Indirect Costs	\$3,053,955	\$2,989,398	\$66,543*	\$3,055,941
Fixed Fee	\$1,272,539	\$1,220,215	\$52,324	\$1,272,539
Burdened Salary Cap Excess	(\$4,216)	(5,299)	\$0	(\$5,299)
Total	\$20,909,573	\$19,987,151	\$637,524	\$20,624,675

*includes NICRA adjustments 2008-2012

E-ATP Project				
Budget Category	Contract Budget	Invoiced to USAID through April 2013	Estimated Accrued Costs	Projected Total Spending
Direct Labor and Fringe	\$4,119,313	\$4,130,197	\$59,482	\$4,189,679
Other Direct Costs	\$13,110,986	\$12,905,077	\$20,690	\$12,925,767
Indirect Costs	\$3,344,230	\$3,330,488	(\$2,162)*	\$3,328,326
Fixed Fee	\$1,296,195	\$1,283,044	\$13,151	\$1,296,195
Burdened Salary Cap Excess	\$0	(\$6,225)	\$0	(\$6,225)
Total	\$21,870,724	\$21,642,581	\$91,161	\$21,733,742

*includes NICRA adjustments 2008-2012