

CHEMONICS INTERNATIONAL INC.



**East and Central Africa Global Competitiveness Hub
Close out Report
September 16, 2002-September 15, 003**

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Acronyms

ACP	African, Caribbean, and Pacific Island countries
AGOA	Africa Growth and Opportunity Act
ALINC	AGOA Linkages in the Common Market for Eastern and Southern Africa
CEMAC	Economic and Monetary Union of Central African States
COMESA	Common Market for Eastern and Southern Africa
DBSA	Development Bank of Southern Africa
DOT	U.S. Department of Transport
EAABC	East Africa American Business Council
EAC	East African Community
ECA	East and Central Africa
ESALIA	East and Southern Africa Leather Industries Association
EU	European Union
Eximbank	Export-Import Bank of the United States
FTA	Free Trade Agreement
GBTI	General Business and Trade and Investment
IGAD	Intergovernmental Authority on Development
IFC	International Finance Corporation
IP3	Institute for Public-Private Partnership
ITA	Information Technology Agreement
KAM	Kenya Association of Manufacturers
KIFWA	Kenya International Freight and Warehousing Association
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
KRC	Kenya Railway Corporation
MOU	Memorandum of Understanding
OPIC	Overseas Private Investment Corporation
PMAESA	Port Management Association for Eastern and Southern Africa
REC	Regional Economic Commission
REDSO	Regional Economic Development and Services Office
RRA	Rwanda Revenue Authority
SADC	Southern African Development Community
SDI	Spatial Development Initiative
SO5	Strategic Objective 5
SSATP	Sub-Saharan African Transport Policy (World Bank Program)
TTCA	Transit Transport Coordination Authority
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
URA	Uganda Revenue Authority
URC	Uganda Railway Corporation
USAID	U.S. Agency for International Development
WTO	World Trade Organization

Executive Summary

In September 2002, the United States Agency for International Development's Regional Economic Development Services Office (REDSO) contracted Chemonics International Inc. for one year to assist in establishing the East and Central Africa Global Competitiveness Hub (Hub) in Nairobi, Kenya. This was a task order under the General Business Trade and Investment indefinite quality contract (GBTI). This one-year program was designed to reinforce regional efforts geared towards building East and Central Africa's trade competitiveness. This way, the region would be able to take greater advantage of the increased trade opportunities provided by the Africa Growth and Opportunity Act (AGOA), and other global trade initiatives. The resulting increased trade is expected to enhance economic prospects and improve the lives of the majority of the people living in the 18 countries covered by the Hub.

During the First quarter, the period from October to December 2002, the Hub concentrated on the development of the first work plan, liaising with counterparts, completing reconnaissance missions to ECA Hub countries, and preparing for the second AGOA Ministerial Forum, which took place from January 13 – 17, 2003 in Port Louis, Mauritius.

In the Second quarter, the period from February 1 to March 31, 2003, the Hub focused on laying a foundation for the implementation of goals in the work plan under each of its components. This was achieved by working with both COMESA and the Northern Corridor's TTCA.

In the Third quarter, the period from April 1 to June 30, 2003, the Hub focused on broadening the understanding of the Hub's goals and objectives throughout the region; establishing new relationships; and preparing the foundation for increasing trade by facilitating business linkages to take advantage of the opportunities under AGOA in the targeted areas of handicrafts, leather goods, and the additional sectors of garment making and textiles.

In the Fourth Quarter, the period from July to September, the Hub concentrated on the trade mission to the California Gift Show (July 19-22) and Accessories the Show (NY) (August 3-5), meetings with wholesalers, brand manufacturers, and showroom representatives in New York and California, and the shipment of more than half of the \$52,000 in orders received at the trade shows. At the end of August, the Hub paid partial or full booth fees for nine garment- making and textile companies from Kenya to participate in the ASAP Global Sourcing Show in Las Vegas where the companies made or are negotiating contracts up to \$10 million. The three small companies participating (two of which do hand loomed items) are negotiating contracts up to \$700,000. According to the small companies doing hand-loomed textiles, the Government of Kenya had not focused on their products for trade shows in the past. It was the intervention of the Hub that helped. Half the companies participating in all three-trade shows were women-owned.

Also during the fourth quarter, the TTCA and the Hub reached agreement to establish Technical Committees at regional and national levels. The first meetings were held in Uganda and Rwanda in August 2003. Consultations with key private sector and other players were on going and ownership and buy-in into ECA Hub activities were obtained. Progress was finalized in defining a conceptual and implementation framework for transforming the Northern Corridor into an economic corridor. The TTCA website funded by the Hub became active, transforming the organization from inward looking to a versatile, responsive one

Crosscutting Challenges

The Hub integrated the crosscutting challenges of women/gender, HIV/AIDS and environment in its programs. First, women-owned companies were half the firms in trade shows and women were presenters as well as participants in the training modules supported by the Hub. Second, HIV/AIDS was mentioned in every public statement as a competitiveness issue affecting all segments of the economy including trade as well as the transport sector. Third, the impact on the environment by trade in handicrafts using woods and other sensitive materials and on the region by the leather industry were also recognized in public statements and reports.

Milestones and results

The various activities undertaken by the Hub during the contract period are detailed in the body of the report. Below, however, are bullet points of highlight results and milestones:

Capacity Building

- ◆ The Hub convened its meeting at COMESA in beginning of November 2002, where COMESA approved a plan of action for an advocacy program in February 2003. Final report by the Consultant was to be given to COMESA in September 2003. As a result of working with the consultant, COMESA has revamped and upgraded its website.
- ◆ The first training module was offered in July 2003 on negotiations trade in services, in preparation for the September 2003 Ministerial meetings in Cancun and for the COMESA's own program on trade in services for the region. Terms of reference for COMESA's Committee on Trade in

Services meeting to be held in October 2003 and for a study to be undertaken on services in the region was completed in August 2003

- ◆ February and March 2003, discussions were held with the COMESA Secretariat on the ITA agenda. However, COMESA wanted to focus in on Trade in Services and the Customs Union, which is to be established in 2004.

AGOA

- ◆ Meetings held with Ministers and other authorities at the COMESA Secretariat and in countries covered by the Hub, on issues of concern regarding AGOA held with very positive results.
- ◆ The Hub provided strategic position papers for COMESA in preparation for the AGOA Forum held in Mauritius in January 2003.
- ◆ Assisted Kikoy Company to make Kenya's first Category 4 shipment to the US under AGOA. Category 4 relates to apparel articles that are wholly assembled in one or more beneficiary sub-Saharan African countries. The fabrics are wholly formed in one or more beneficiary sub-Saharan African countries from yarns originating in the US or one or more beneficiary sub-Saharan African countries.
- ◆ The Hub provided technical assistance to companies in five ECA countries in preparation for the U.S. trade missions in coordination with two consultants.
- ◆ The Hub completed compilation of digital catalog of photos of products, production facilities, and profiles of 33 companies from the ECA region.
- ◆ The ECA Hub reached agreement with organizers of the California Gift Show and Accessories the Show in NY on hosting an ECA Pavilion in each show; 11 companies from the region participated.
- ◆ ECA companies recorded a major presence and visibility in two major U.S. trade shows. Show organizers agreed to assist in arranging meetings for participants with buyers and showroom representatives, and to arrange for pre-show

publicity. ECA companies gained wider visibility in the U.S. market and made important contacts. \$32,000 in orders exported by companies in Madagascar, Kenya, and Uganda Sept. 2003; \$20,000 to be shipped in October by companies in Kenya, Uganda, and Rwanda.

- ◆ African craft sector got higher visibility in the U.S. market; craft producers also saw greater viability and potential of their sector by participation in trade shows.
- ◆ The nine Kenyan companies, that the Hub funded to participate in the ASAP Global Sourcing Show in Las Vegas in August 2003, had confirmed and are negotiating sales of close to \$10 million, which could boost exports by 9% this year based on the US International Trade Commission's statistics for exports from Kenya under AGOA of US\$ 110.1 million year to date according to the EPC..

Transport Competitiveness/Cost Reduction

- ◆ MOU signed with TTCA in December 2002 on technical assistance.
- ◆ Computer equipment to support database procured and installed at TTCA Secretariat in Mombasa and provision of ICT training to TTCA staff.
- ◆ In March 2003, Pilot database put in place at TTCA and is being used to monitor corridor performance. Database configuration defined and agreed upon with TTCA Secretariat and basic Performance Indicators (PIs) to monitor corridor performance defined.
- ◆ Technical expertises to assist TTCA Secretariat configure and manage database provided. Selected private sector champions strengthened and playing a strong and visible advocacy role on the Northern Corridor to promote positive policy and operational changes.

- ◆ Corridor Situation Report prepared and priority issues and approaches defined and agreed upon with key stakeholders in March 2003

- ◆ Agreement reached between TTCA and ECA Hub to establish Technical Committees at regional and national level. First meetings held in Uganda and Rwanda in August 2003.

- ◆ The development of the TTCA web site is complete and the site active effective August 2003. TTCA transformed from a inward looking organization to a versatile, responsive organization

- ◆ Consultations with key private sector and other players on going and ownership and buy-in into ECA Hub activities obtained.

- ◆ Progress made in defining a conceptual and implementation framework for transforming the Northern Corridor into an economic corridor.

Section I

The East and Central Africa Global Competitiveness Hub Objectives

In September 2002, the United States Agency for International Development's Regional Economic Development Services Office (REDSO) contracted Chemonics International Inc. for one year to assist in establishing the East and Central Africa Global Competitiveness Hub (Hub) in Nairobi, Kenya. This was a task order under the General Business Trade and Investment indefinite quality contract (GBTI).

This one-year program was designed to reinforce regional efforts geared towards building East and Central Africa's trade competitiveness. This way, the region would be able to take greater advantage of the increased trade opportunities provided by the Africa Growth and Opportunity Act (AGOA), and other global trade initiatives. The resulting increased trade is expected to enhance economic prospects and improve the lives of the majority of the people living in the 18 countries covered by the Hub.

The role of the ECA Hub was to:

- ◆ Strengthen the capacity of ECA countries to participate more effectively in the multilateral trading system, including WTO Doha Development Agenda negotiations.
- ◆ Develop and implement private sector business support strategies for increased trade under the Africa Growth and Opportunity Act (AGOA).
- ◆ Facilitate the effective implementation of customs reforms and trade facilitation initiatives aimed at promoting and creating a more globally competitive ECA region with a specific focus on the COMESA Free Trade Area.
- ◆ Improve the efficiency of the region's transport networks and develop mechanisms that reduce transportation costs related to trade.
- ◆ Provide information to regional trade stakeholders and serve as an information coordinator between the trade, investment and financial institutions active in the region.

The Hub was a project under USAID/REDSO's Strategic Objective 5 (SO5), whose aim is to achieve regional food security through building African capacity. The Hub's work will contribute to the SO5 intermediate results, namely:

- Strengthened regional organizations
- Improved regional availability of appropriate technologies/practices

- Increased networking and cooperation
- Selected policy, regulatory, and procedural changes advocated by African partners

The value and duration of the Hub's activities dictated an implementation strategy that largely focused on leveraging short-term opportunities. This meant that, only opportunities that were possible to implement and improve within one year, in view of the Hub's limited resources were considered. Focus areas included, opportunities of a policy/regulatory nature, trade transactions, or training programs.

Though the strategic focus on the near-term was driven by the realities of the contract, the Hub team had to think of both the medium (one to two years) and long-term (beyond two years).

During the period, the Hub team worked to overcome several challenges, some of which were in its direct line of authority. These included a macroeconomic environment not conducive to trade or investment, countries not on equal economic levels, reliance on comparative advantage, weak infrastructure, and the need to seek a balance between those countries that could have near-term impact from the program, and those that would benefit from a longer-term vision. The Hub integrated into its components, the cross cutting issues of gender/women, the impact of HIV/AIDS and environmental degradation and the need to address the root causes of the deterioration in the environment in the region.

The Hub has three strategic objectives or major components:

1. Trade capacity policy formulation, strengthening and implementation.
2. To develop and implement private sector business support strategies for increasing trade under AGOA.
3. To improve the efficiency and reduce the cost of trade related transportation.

The three components collectively aimed at strengthening the capacity of public and private sector entities through specific training and promotion of public-private partnerships in the formulation and implementation of policies and practices that successfully facilitate efficient trade.

The Hub's key partners in the region are, the Common Market for East and Southern Africa (COMESA), whose secretariat is located in Lusaka, Zambia, the Transit Transport Coordination Authority (TTCA) of the Northern Corridor situated in Mombasa, Kenya, and selected private sector trade and industry associations. However, the Hub Team also concentrated on increasing strategic relationships to include the Secretariats of the East Africa Community and the Intergovernmental Authority on Development (IGAD). By focusing on creating "niche opportunities" with partners, the Hub was able to leverage its funding.

Section II

Activities

During the period from October to December 2002, the Hub concentrated on the development of the first work plan, liaising with counterparts, completing reconnaissance missions to ECA Hub countries, and preparing for the second AGOA Ministerial Forum, which took place from January 13 – 17, 2003 in Port Louis, Mauritius. Because of the Hub's preparation for, participation in, and subsequent follow-up to the AGOA Forum- and the implication of the Forum on the ECA Hub, work plan- the AGOA Forum was the most critical event of the first four months. Along with the Southern and West Africa Hubs, the ECA Hub participated in the Trade Initiative booth at the Forum's trade exhibition. The Hub Manager attended the Ministerial and the Private sector events, while the AGOA Implementation Advisor participated in the private sector events. As a result, Component 2 of the work plan, Private Sector Business Support Strategies to Increase AGOA Trade, was modified under Objective 2.2 (establish specific export strategies), with additional tasks added and milestones updated as a result of meetings at the Forum and travel to countries in the Indian Ocean.

During the period covered by the second quarterly report from February 1 to March 31, 2003, the Hub focused on laying a foundation for the implementation of goals in the work plan under each of its components. This was achieved by working with both COMESA and the Northern Corridor's TTCA. The Hub communicated regularly with the Southern and West Africa Hubs and met weekly with the management of RATES (Regional Agriculture Trade Expansion Support).

Activities in the third quarter from April 1 to June 30, 2003, focused on broadening the understanding of the Hub's goals and objectives throughout the region; establishing new relationships; and preparing the foundation for increasing trade by facilitating business linkages to take advantage of the opportunities under AGOA in the targeted areas of handicrafts, leather goods, and the additional sectors of garment making and textiles. Preparations were begun for handicraft and leather goods companies to participate in the California Gift Show in July 19-22, 2003, and Accessories the Show in New York in August 3-5, 2003. The garment/ textile sector was included during this quarter in the Hub's strategic plan because companies from these sectors could participate in the ASAP Global Sourcing Show, in Las Vegas, August 24-27. The Hub paid partial or full booth fees for nine companies from Kenya and COMESA/USAID paid for companies from Ethiopia, Rwanda, Zambia, Malawi, and Uganda.

The Hub continued its partnership with both COMESA and the Northern Corridor's TTCA. In particular, consultations with the Executive Secretary and professional staff of the TTCA (Transit Transport Coordination Authority) Secretariat of the Northern Corridor focused on implementing activities in order to review the status of these activities,

assess any constraints or emerging opportunities, and agree on the next steps to facilitate continued progress.

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During this period, discussions with the Secretariat of the East African Community resulted in an agreement on a basic framework of cooperation including identification of potential areas of collaboration. In meetings with the management of the Intergovernmental Authority on Development (IGAD), interest was expressed in the Hub to provide training on trade capacity building.

Kenya is a respected leader in trade issues in the region and in Africa. Thus, the Hub established a close relationship and continuous dialogue with the trade and investment agencies within the host government. As a result of continuing communications, during July the Ministry of Trade and Industry of Kenya asked for technical support on a wide range of issues including, improving marketing skills, product development and market adaptation, facilitation and assistance for the AGOA office including updated equipment, formulation of program to eliminate business malpractice, capacity building in the Kenya Plant Health Inspectorate Services (KEPHIS) on phyto-sanitary issues, basic WTO training for lower level staff, and promoting greater agribusiness linkages. A copy of the request went to REDSO.

The Kenya Investment Promotion Council asked the Hub to analyze its current strategic plan dated July 1, 2003 to June 30 2006. A copy of the plan went to REDSO.

The Export Promotion Council asked for support for its programs and wanted to have a Memorandum of Understanding with the Hub. The major collaboration with the EPC was the funding of nine Kenyan companies for the Las Vegas ASAP Global Sourcing Show and funding for one person from EPC to head of the delegation. The Export Processing Zone administration asked a consultant to help with attracting additional investment in garments and fabric making. Copies of both requests went to REDSO.

The Hub also forged close relationships with the Ministries of transportation, public works and infrastructure in the five countries of the Northern Corridor as part of its outreach campaign of broadening the understanding of the Hub's objectives. High level meetings were held with relevant Ministers in all 18 countries.

The Hub worked closely with many private sector institutions including, the Kenya Association of Manufacturers, private companies, cooperatives, business associations and universities in the region.

Finally, In August 2003, the Leather and Leather Products Institute, a specialized institution of COMESA, based in Ethiopia requested the Hub to provide training in leather garment making manufacturing, design and pattern making for leather goods. The Institute also requested funds to produce and disseminate a Manual for Tanners

and Technologists working on leather goods and garments. A copy was sent to REDSO.

In summary, the following key developments took place during the Hub contract period:

- October 2002:** Launch of ECA Hub in Nairobi, Kenya.
- November 2002:** Consultations were held with the COMESA Secretary General and his key staff to review the ECA Hub work plan ensuring that there was consistency with the organization's own program and priorities.
- ◆ Initiated dialogue with Ministers and Representatives to the COMESA Ministerial Meeting in Lusaka about issues they would like to see addressed and resolutions they would like to see proposed at the AGOA Forum in Mauritius in January 2003. Provided information on the constraints for agricultural exports and explained the 2004 deadline for sourcing non-regional fabrics and the opportunities under AGOA for the use of regional fabrics. In addition, the Hub provided COMESA with a document summarizing these issues for use by the Secretary General in meetings at the AGOA Forum.
 - ◆ Held consultations with the TTCA Executive Secretary and his senior technical staff and reached agreement on priority activities and the general approach.
 - ◆ Consulted with the USAID regional and bilateral mission directors.
 - ◆ **December 2002** The first regional workshop of stakeholders of the ECA Hub was held in Nairobi to review the work plan including coordination and reporting arrangements and discuss years 2-5 for the project.
 - ◆ The Hub organized consultations with individuals and groups and conducted meetings with public and private sector authorities in Kenya and Tanzania about AGOA, the AGOA Forum in Mauritius and preparations required. It also touched on the role and services of the ECA Hub. Consultations were also held with Kenyan and Tanzanian companies about constraints to trade, strategies for increasing exports under AGOA, and the support that the ECA Hub will provide.
 - ◆ Final work plan was given to USAID.

- ◆ **January 2003** The AGOA Forum was held in Mauritius involving key African and US Government officials, US and African private sector, and African regional officials. The Hub participated in the trade initiative booth, which included the West and Southern Hubs, GTN and USAID AIDS awareness program, and a web based export facilitation program.
- ◆ The AGOA Advisor traveled to Seychelles, Mauritius, Madagascar and Comoros to discuss AGOA, the AGOA Forum in Mauritius and the role and services of the ECA Hub with the private and public sectors in these countries.
- ◆ The Regional Transportation Advisor participated in the Executive Board Meeting of TTCA in Mombasa.
- ◆ **February 2003** The Hub Manager and Regional Transportation Advisor attended the Twelfth Trade and Customs Committee of COMESA, further raising the profile of the Hub and its activities and expanding contacts.
- ◆ The Hub Manager participated in a debate sponsored by the Institute of Economic Affairs, Kenya's premier public policy research dialogue institution, on industrial relations issues for AGOA investors, covered by local television stations.
- ◆ The Hub Manager attended the WTO Workshop on Agriculture and Services in Johannesburg and met staff from the Southern Hub and RCSA.

The Regional Transportation Advisor paid a visit to the Southern Hub to promote an understanding of each hub's activities and articulate a coordination/collaboration plan particularly with respect to countries common to both Hubs. The advisor also consulted with the SADC Secretariat, a key regional organization that affects the following countries common to the ECA and SA Hubs – DRC, Mauritius, Seychelles and Tanzania.
- ◆ The AGOA Implementation Advisor together with the Regional Transportation Advisor participated in the RATES Work plan Workshop to foster further collaboration between the Hub and RATES..

The AGOA Implementation Advisor assisted a Kenyan company with procedures and documentation required to make Kenya's first Category 4 shipment to the U.S. under AGOA.

- ◆ The Regional Transport Advisor participated in two important meetings. The first was the seventh meeting of the COMESA Transport and Communications Committee while the second one was the fourth meeting of COMESA Ministers of Transport. These two meetings were key to facilitating understanding and buy-in of Hub activities from a broader constituency within COMESA.
- ◆ The Regional Transportation Advisor and the Executive Secretary of the TTCA, Godfrey Onyango attended the Nacala Corridor Investors' Conference in South Africa. During the trip, they toured the toll road on the Maputo-Gauteng Economic Corridor (Mozambique/South Africa). This tour served as a start of the process for the Northern Corridor, a learning opportunity from the successful experience of Southern Africa, on SDIs (Spatial Development Initiatives) and Economic Development Corridors

March 2003

The Regional Transportation Advisor held consultations with the TTCA Secretariat in Mombasa to facilitate accelerated implementation of agreed activities.

- ◆ The Regional Transportation Advisor held consultations with key public and private sector institutions. These were the Kenya Revenue Authority (KRA/Customs), Kenya Ports Authority (KPA), Port Management Association for Eastern and Southern Africa (PMAESA), and Kenya International Freight and Warehousing Association (KIFWA) and are all key players on the Northern Transport Corridor.
- ◆ The AGOA Implementation Advisor visited production facilities in Kenya, Uganda and Rwanda. This was an opportunity to participate in multiple group and one-on-one meetings with companies producing leather products and stakeholder organizations.
- ◆ The Hub Manager participated in COMESA Policy Organs Meetings from March 9 - 18 2003 in Khartoum, Sudan
- ◆ The AGOA Implementation Advisor met with government ministries and agencies in Uganda and Rwanda to obtain their input and collaboration. These visits were also used to identify companies to target for assistance.
- ◆ The AGOA Implementation Advisor discussed strategies and areas of collaboration for achieving exports during a visit to the East and Southern Africa Leather Industries Association (ESALIA) training

institutes in Kenya and Uganda and the ESALIA headquarters in Nairobi.

- ◆ The AGOA Implementation Advisor prepared digital photos and profiles of selected companies from the region for dissemination to buyers/wholesalers in the U.S. Positive feedback came from the first wholesaler and buyer among the first five companies that have so far been contacted by e-mail.
- ◆ The AGOA Implementation Advisor initiated the involvement of Mauritius and Rwanda in the East and Southern Africa Leather Industries Association (ESALIA) and the EU/ESALIA leather summit to be held in Nairobi in July.

April

April The Hub Manager met with management of the Product Design and Development Center, the Kenya Export Promotion Council and Evelyn School of Design concerning the need to help companies and artisans with design trends for the US and European markets.

- ◆ The Hub participated in the UNCTAD Regional Conference for African Countries on Post-Doha WTO Competition Issues held in Nairobi.

May

Participation by the Regional Transport Advisor as a speaker in the 3rd East Africa Trade and Investment Summit convened under the auspices of the East Africa-American Business Council (EAABC) held in Atlanta, Georgia, on May 11-18. This facilitated interaction with East African and U.S. government officials and business persons; forging an appreciation and understanding by participants of the ECA Hub and its activities; and identifying potential opportunities for collaboration between the Hub and selected entities both in the U.S. and in East Africa.

- ◆ Consultations in Washington D.C. by the Regional Transport Advisor, May 19-24, with selected U.S. agencies and other institutions to learn more about their programs and to develop a working relationship with these institutions so as to determine opportunities for collaboration with the ECA Hub. Institutions consulted included, Department of Transportation (DOT), Overseas Private Investment Corporation (OPIC), World Bank, International

Finance Corporation (IFC), Export and Import Bank (EximBank),
Institute for Public-Private Partnerships (IP3) and Edlow Resource.

June

The Hub completed compilation of a digital catalog of photos of products, production facilities, and profiles of 33 companies (15 from Kenya and 18 from the ECA region) provided with technical assistance from the ECA Hub; photos and profiles used in marketing the companies to U.S. buyers. The Hub also produced and delivered a hard copy catalog of the 15 Kenyan companies considered for exports to the U.S. under AGOA by the ECA Hub. It included photos of products, production facilities, company profiles, and contact information.

- ◆ Participation in the US-Africa Business Summit: Building Partnerships sponsored by the Corporate Council on Africa held in Washington June 24-27, 2003. Along with the Southern and West Africa Hubs, the ECA Hub participated in the Trade Initiative booth at the Summit's trade exhibition. The Hub Manager along with personnel from Chemonics International answered questions and handed out materials on success stories for all the Hubs and for GTN.

July

Paid booth fees for nine companies for the California Gift Show July 19-22, 2002 The AGOA Implementation Advisor accompanied the companies. Five companies are women owned. Firms had sales of \$39,000.

- ◆ The Hub Manager made a presentation on hub activities and the leather and shoe industry in the US at the ACP –EU Leather Sector INVEST-TECH meeting, an initiative of PROINVEST and ESALIA.
- ◆ Trade in Services Workshop organized by the Hub held in Kampala from July 22 to 23, 2003

August

Paid booth fees for six companies for the New York Accessories Show (Accessories the show, holiday/resort 2003, August 3-5, 2003), The AGOA Implementation Advisor accompanied the companies. Three are women owned firms had sales of \$12,747.

- ◆ Paid partial and in some cases full booth fees for 9 Kenyan companies in the ASAP Global Sourcing Show held in Las Vegas, August 24-17, 2003. Four firms were women-owned. The five large companies had sales, negotiating contracts, and general inquiries for close to \$10

million. Of the three small companies participating, one was paid in advance by 5 companies to make samples with a potential sale of \$20,000 every month, a second small company is negotiating a contract for sales of \$20,000 monthly and the final small company, is negotiating three contracts.

A. BUILDING CAPACITY FOR TRADE AND POLICY FORMATION

The trade capacity strengthening and policy formulation component aimed at enabling ECA countries to participate more effectively in the multilateral trade system. This is possible when the relevant Ministries and public and private sector officials are equipped with greater ability for negotiating the rules of trade in goods and services with the WTO, including the WTO Doha Development Agenda, and within the COMESA region.

Through this component, the Hub sought to raise awareness as well as strengthen the ability of the ECA countries to respond to issues in economic development and policies relevant to regional economic integration and the COMESA FTA.

Major Achievements for the Project

WTO and COMESA

Africa is a priority with the trade related institutions in Geneva in capacity building and in delivery of technical services to help the continent adjust to new trade rules, implement obligations, and exercise the rights of membership of the WTO. At the 2001 launch in Doha of the new round of multilateral trade negotiations, Africa was promised that issues of its concern and those of other developing countries would be placed high on the agenda. However, since then a number of important deadlines have been missed and impasse reached on key elements of the Doha Agenda. As a result, over the past eight months, the WTO, UNCTAD, the World Bank, the African Union, EU, USAID, the US Department of Agriculture, USTR, COMESA and other institutions provided training programs across Africa including many during the last three months in the COMESA region in preparation for Africa to have a meaningful role at the Fifth Ministerial Conference in Cancun, Mexico, September 10-14, 2003.

The Hub participated in the various training sessions in the region featuring trade in services, agricultural issues, the role of competition in promoting trade, competitiveness and development, the African perspective on a possible multilateral framework on competition and options for developing countries concerning possible negotiations of a

multilateral competition framework at the WTO. The Hub provided information on its activities to participants at the various events. In addition, UNCTAD and WTO representatives were very interested in having a partnership with the Hub on trade capacity building. The Hub manager had a number of discussions with these Geneva based institutions to further the relationship.

The Hub maintained constant dialogue with COMESA on trade issues and attended the Twelfth Trade and Customs Committee and the Organs Meetings where the Hub Team presented its partnership goals. During the period, COMESA maintained a proactive role by organizing a conference that gave an overview of negotiations and discussions with the WTO on the status of priority issues important to COMESA member states. Key issues of focus were special and differential treatment, implementation issues, trade related to agriculture and environment. It also tackled market access for non agricultural goods, trade in services, TRIPS, dispute settlement, transparency in government procurement, trade and small economies, debt and finance, trade and competition, and trade facilitation. Africa, led by Kenya and South Africa, has been very proactive on a number of these issues including special and differential treatment, TRIPS and Public Health, agriculture and non-agriculture. Both countries were instrumental in setting new rules at the WTO to allow poor nations to import generic drugs for such illnesses as HIV/AIDS, malaria and tuberculosis.

In line with the number of workshops and training conferences held, the international and bilateral institutions provided significant technical assistance to developing and least developing countries. These events targeted not only East and Southern Africa, but also the continent at large, with a view to facilitate countries to evaluate better the implications of closer multilateral co-operation. The proactive approach by COMESA and other regional organizations, support by the WTO, the African Union, the African ambassadors credited to the WTO and Geneva, the EU, USTR, USAID and other stakeholders such as the Commonwealth Secretariat, were critical in the education process during the year. This resulted in Africa, lead by Kenya and South Africa, taking a strategic position on issues it thought important, thus putting in place a strong voice for the continent at Cancun.

TRADE IN SERVICES: THE HUB NICHE.

Rather than attempting to compete with the various training events and the significant funding offered during the period for technical assistance to Africa, the Hub in consultation with COMESA decided to focus on its niche of trade in services training. The Hub first contacted the consultant, Williamson International Trade Strategies (Irving Williamson, and Brian Russell) in October 2002.

Trade in services is the fastest growing sector in the region and services liberalization is important for complementing the Goods sector. The Twelfth Meeting of the Trade and

Customs Committee in Lusaka, Zambia, February 17-19, 2003, agreed to establish a Working Group to spearhead the development of a COMESA Framework for Trade in Services. The Committee also instructed the COMESA Secretariat to develop terms of reference for the Working Group and to circulate them to all members for comments before the Working Group convenes for the first time in October 2003. The Committee recognized that a process should be established for assessing the development of the services sector in the region. Terms of Reference were prepared in July by the consultant, Williamson International Trade Strategies for the trade in services Working Group and for a study and a road map on the services sector in the region.

COMESA requested that a workshop be held to provide relevant information and practical training on international trade in services, the WTO's General Agreement on Trade in Services (GATS) and regional and multilateral negotiations to liberalize trade in services. The workshop was delayed several times during 2003 at the request of COMESA.

COMESA, USAID, Chemonics International and the Hub organized the session, which finally took place in July 22 -23, 2003 in Kampala. Williamson International Trade Strategies-the consultant prepared a seminar curriculum in consultation with the Hub and COMESA. The Minister of Trade of Uganda opened the session. The 39 participants came from the public and private sector, representing 10 countries. UNCTAD sent two delegates that provided an update on post-Doha negotiations in general and reviewed the key services trade issues for developing countries in the current round of negotiations.

The training was interactive. Practical exercises tested knowledge and skills of participants in identifying stakeholders, understanding GATS provisions, and preparing and reading schedules of services commitments. A simulated services negotiation was conducted on the final afternoon of the workshop. It required participants to assume the role of negotiators and the private sector for one of four hypothetical countries. Based on information provided to the participants about the national political economy of each country, country teams prepared request-offer proposals for their negotiating counterparts and then proceeded to negotiate agreements in the sectors covered.

The consultant gave each participant a briefing book containing the agenda, all power point presentations, bibliography of materials on services trade, articles on organizing for and conducting services negotiations and reading GATS schedules. Participants received the *Business Guide to the General Agreement on Trade in Services*, published by the International Trade Centre in Geneva, and a resource CD containing the full text of articles and books cited in the bibliography and in materials in the briefing book. In this way, those attending could act as trainers once returning to their country.

Based on feedback from the participants and the COMESA secretariat, the interactive nature and role-playing were a considerable success. COMESA requested the consultant to repeat the training for the working group on services trade scheduled to

meet in October 2003 as well as to provide extra copies of the briefing book and CD to all countries in the region.

Secretariat representatives indicated that they wanted to have all training courses in the future to be interactive with more time for simulations.

ADVOCACY AND COMESA

Instead of arranging public relations and communications training for the COMESA secretariat, COMESA wanted to prepare a public advocacy strategy. In practice, COMESA's advocacy strategy will be a long-term plan that will focus on the strategic use of information to exert positive influence on the perception held by various targeted stakeholders who include journalists, MPs, Ministers, civil servants, business people and students with regard to COMESA and its aims. It will include short- and medium-term goals and measurable objectives. The work has started and will be completed in September. The draft report from the Consultant, Roger Ervin, calls on COMESA to put in place an advocacy strategy that would raise the profile of the organization; increase awareness of its regional integration agenda; increase understanding of the organization and its role in wider policy debates; widen relations and improve dialogue with its various stakeholders; have better informed and committed co-operating partners; improve links with other organizations; and to open up new sources of funding. In the past few months, COMESA upgraded its website, sends out press releases by e-mail rather than just posting them on the website and is more proactive in the region about getting COMESA mentioned in the local press during top-level officials' visits.

The COMESA Secretariat has been an open and responsive partner with the Hub.

ITA and COMESA

In the President's 2002 Comprehensive Report on US Trade and Investment Policy Toward Sub-Saharan Africa and Implementation of the African Growth and Opportunity Act, USTR cited the fact that only one African country (Mauritius) is a signatory to the Information Technology Agreement (ITA). USTR further indicates that "this has impeded African countries ability to attract investment and to increase trade, competitiveness and economic growth". The Agreement, which was concluded at the Singapore Ministerial Conference in December 1996, calls for duty free entry for information technology products. Those countries already participating in the COMESA FTA would be targeted for signing the ITA. The Hub met twice with personnel at the COMESA Secretariat concerning this agreement but COMESA's priorities were trade in services, advocacy, negotiation of an economic partnership agreement with the EU under the Cotonou agreement and the issues related to the customs union, which by treaty has to be in place by 2004.

OUTREACH ACTIVITIES

Speeches

The Hub Manager made a number of presentations over the period where information on the Hub was presented as well as on HIV/AIDS and/ or gender as a competitiveness issue related to trade:

AGOA Forum, COMESA Seminar, January 2003

Institute of Economic Affairs, Nairobi, February 2003

Fifth COMESA Business Forum, Khartoum, March 2003

Chamber of Commerce Business Forum and television interview, Djibouti, April 2003

Enterprise Africa Magazine: Third Annual Entrepreneurship Roundtable: Enhancing Competitiveness through effective Business Education and Management Transition, June 2003

PROINVEST and ESALIA/ EU Investment Meeting: Presentation on Hub activities-how to sell to the leather and shoe industry in the US, and challenges facing African competitiveness, July 2003.

Other Outreach Activities

At the **Entrepreneurship Roundtable**, the Hub Manager announced a contest where she would pay the registration fees personally (\$2,500) for the first university in the region that could qualify to teach a course organized on competitiveness by Michael Porter at the Institute for Strategy and Competitiveness at Harvard Business School. The course is to be taught by distance learning with a local instructor to be trained at Harvard in December 2003. (So far, no university has managed to qualify other than Kigali Institute of Science and Technology and Management for which Michael Porter has an existing consulting contract).

The Hub created a movie star by funding the participation of Mr. Ben Handa, Director of Woodley Weavers in the **third East Africa Trade and Investment Summit** convened under the auspices of the East Africa-American Business Council (EAABC) held in Atlanta, Georgia, on May 11-18. Woodley Weavers has trained over 500 women in the Kibera Slums in Nairobi as weavers of rugs and other textiles. Mr Handa was very successful. CNN featured him and his products on its Inside Africa Program, which was repeated several times. CNN itself purchased a picture of the women weaving, images of Kenyan women dancing which he sells in his shop and his textile products.

At the request of the management of the **Product Design and Development Center**, the Kenya Export Promotion Council and Evelyn School of Design, the Hub Manager was asked to discuss the need to help companies and artisans with design trends for the US and European markets. The Design Center represents over 60,000 artisans in Kenya and focuses on creating items for which there is a clear market. As a result of the meetings, the Hub now provides access via internet to the premier daily publication (*Women's Wear Daily*) on fashion and industrial design, textiles and accessories. The access codes have been given to the Design Center, Export Promotion Center, Evelyn School of Design, relevant associations and companies in the region. In addition, the Hub provides information on relevant websites and on a monthly basis, provided around 45 magazines that feature trends for industrial, gift, fashion and accessory designs.

ASAP Global Sourcing Trade Show

The Hub Manager held preparatory meetings with the organizers of the ASAP Global Sourcing Show, the Kenya Export Promotion Council, COMESA and ALINC to recruit participants for a Kenya Pavilion and a COMESA Pavilion. This is the premier sourcing show for leading international textile and garment manufacturers and global buyers to meet and conduct business during the world's largest apparel trade week, which was held in Las Vegas in August 24-27, 2003. The ASAP Sourcing Show offers considerable services included in its booth fees such as organizing one-on-one or match making meetings and capacity building seminars on the garment and textile industry during the week. The Hub Manager spent a significant amount of time on organizing the Kenya delegation with Kenya's Export Promotion Council of nine companies, with and companies from Ethiopia, Rwanda, Zambia, Malawi, and Uganda being sponsored by COMESA/ALINC. Julius Korir, an assistant manager for Product Development at the Export Promotion Council was hired by the Hub to accompany the Kenyan companies. As a result of the one on one meetings, the larger companies- Emke Garments, Rolex Garments EPZ, United Aryan (EPZ), Hans Apparel Ltd/Kenbrook Garments Manufacturers Ltd, had confirmed orders, orders under negotiation and general inquiries totaling to about US\$ 10,000,000. (Confirmed Orders \$1.5 million, Orders under Negotiation \$3.1 million and General Inquiries \$5 million)

Small companies also did well; with confirmed orders, orders under negotiations and general inquiries close to \$700,000. (Confirmed Orders \$20,000, Orders Under Negotiations \$200,000, General Inquiries \$450,000). Kikoy Company, which participated also in the Swimwear Trade Show, is negotiating sales for \$20,000 a month. Woodley Weavers is negotiating contracts for \$5,000 a month and had sales of \$6,000, with many inquiries. Warex Weavers has received emails from 10 companies and was paid in advance to do samples for five firms, which could lead to monthly sale of \$20,000. This company was featured in the ASAP daily newsletter produced during the show. The small companies also made spot sales of \$4,000, from the sale of their

samples. For the small companies most of which sell hand loomed textile products (category nine) under AGOA, the experience was enlightening since they can now understand US consumer preferences in terms of color, designs, texture, and season for the various designs.

Because of Kenya's participation, there were increased inquiries directly to the Export Promotion Council from importers in the US who want to change the source of their garments to Kenya. One company which purchases color tee shirts from Viet Nam hit a quota and asked for Kenyan companies that could replace the Asian ones in sales of 21,000 dozen shirts per month. A South African company asked for support to relocate a fabric making company to Kenya. EPC followed up on all the inquiries promptly.

Exports from Kenya to the US under AGOA totaled \$129.2 million in 2002. Exports to date this year 2003 have reached \$110.1 million (source US International Trade Commission). Potential sales this year under ASAP were over \$10 million meaning, by spending just \$41,000 for booth fees and the consultant from the Export Promotion Council, the Hub helped exports under AGOA increase by 9% according to the EPC. This is a significant break through for Kenya.

Way forward with ASAP and Reasons for the Success

The smaller companies were producers of hand loomed articles. These companies indicated to the Hub prior to the ASAP show and the Hubs interest in hand loomed textiles, the EPC made no effort to include them in prior trade shows.

These smaller companies indicated there is a need to assist them to have access to a designer to help develop products that meet US consumer preferences, information on new trends and developments of design preferences, preferred color schemes and texture of fabrics and information on the kind of dyes acceptable by the US government.

Success was because the organizer (CMe) placed the Kenya and COMESA pavilions in the front entrance where they got a significant amount of foot traffic and inquiries. In addition, the organizer was very aggressive in providing one-on-one meetings or match making sessions, which resulted in significant sales for both small and large companies. The organizer offers services included in the booth fees such as providing a directory with pictures of each company's products, booth setup with the company's logo and access to a database of 20,000 companies for exhibitors and follow-up help during the year.

All the companies participating recommended that Kenya continually participate in this show because she brings together the largest number in the world of apparel and garment importers in the US and Canada. Over 250 leading full-package apparel factory representatives exhibited from 35 countries. It offers capacity building because of the educational seminars on textiles and garment industry and the fact that nine other trade shows are held at the same time where the African companies could visit.

The next ASAP show is scheduled for February 2004. The EPC is making plans for a larger number of companies to participate

Table 1. Comparison of Expected / Actual

Trade Capacity Strengthening			
Objective	Milestone	Progress	Commentary
1.1 Expand public/private understanding of policies related to WTO and COMESA FTA opportunities,	1.1.1 First Hub meeting convened at COMESA beginning of November 2002.	Meetings held on November 6 th to 8 th , 2002.	Buy-in achieved on Work Plan
	1.1.2 COMESA approved a plan of action for media program by February with a launch soon after	Delayed until second quarter at request of COMESA	Draft report on Advocacy prepared for COMESA in September 2003

procedures, processes	1.1.3 First training module offered by February 2003 on negotiations on services in preparation for the September 2003 Ministerial meetings in Cancun (off the shelf).	Training on trade in services held for July 2003.	Participants and COMESA felt the workshop was a considerable success with the interactive presentations role-play required as part of the curriculum presented by Williamson International Trade Strategies, the consultant. The same consultant prepared the TOR for the meeting of the working group on trade in services in October 2003, and the TOR on a services trade study and a road map for the region was completed in July 2003 by the consultant.
	1.1.4 ITA agenda for March 2003 with COMESA to request countries in the FTA to sign		The secretariat recognized the importance for the ITA but could not focus on the next steps for the region. It was not a COMESA priority.
	1.1.5 Additional countries sign ITA by July 2003 to be announced at the AGOA Forum.		Not a priority of COMESA
1.2 Increase awareness of and ability to respond to	1.2.1 Web based repository by April 2003.	Started database in- puts	Complete database provided to REDSO.

respond to economic development issues and develop policies associated with regional economic integration.	1.2.2 WTO training available on regional integration for trainers by 04/03	Started negotiations with potential trainers	The trade in services workshop focused on regional integration issues as well.
1.3 Strengthen trade policy negotiating and trade management skills of technical staff in external trade sections of relevant ministries	1.3.1 Analysis of studies and initiatives on WTO capacity building review March 2003.	Review process started	Consultations held with COMESA in July 2003 as to next steps. COMESA wants to continue with service trade and customs union expressed interest in having a full time consultant on trade at the secretariat.
	1.3.2 Train the trainer programs in place April 2003		See 1.2.2

Reports

Trip Report to COMESA November 6-7, 2002 for Work Plan consultations

Summary of discussions at Workshop on Work Plan December 2-3, 2002

Presentation at AGOA Forum workshop "AGOA Business Opportunities in the COMESA Free Trade Area" on ECA Hub objectives. January 16, 2003

Statement written on the Hub for the final report for COMESA's Twelfth Trade and Customs Committee Meeting , February 2003

Statement written on the Hub and small business development for the Final Report of COMESA's Fifth Business Forum, March 2003

Speech in French on Hub activities at the Chamber of Commerce program on AGOA and the Hub in Djibouti. April 2003

Speech on Competitivity at the third Annual Entrepreneurship Roundtable: Enhancing Africa's Competitiveness through Effective Business Education and Management Transition, June 2003

Speech on hub activities and the leather and shoe industry in the US at the ACP –EU Leather Sector INVEST-TECH meeting, an initiative of PROINVEST and ESALIA, July 2003.

B. DEVELOPMENT AND IMPLEMENTATION OF PRIVATE SECTOR BUSINESS SUPPORT STRATEGIES FOR INCREASING TRADE UNDER AGOA

This second component of the Hub has two objectives, namely to ensure that ECA countries take full advantage of AGOA and other regional and international market opportunities, and to increase trade and business between U.S and the ECA region.

The thrust of this component was to ensure that ECA countries took full advantage of AGOA opportunities, by educating the region's private sector about AGOA opportunities, assisting with obtaining necessary U.S. government approvals for eligibility, and providing guidance to ECA companies interested in doing business with the U.S. It also included assisting ECA countries develop action-oriented sector strategies and a regional approach to guide and coordinate their actions with regard to AGOA. A key aspect was the establishment of linkages between ECA and U.S. business associations and companies to help address specific market issues.

The two Objectives of Component II were to:

- 2.1 Strengthen participation in the development and implementation of AGOA policies in the region; and
- 2.2 Establish specific export strategies.

Major Achievements

The two key Activities under Objective 2.1 were: (1) the preparation and dissemination of information on the 2004 deadline for sourcing non-regional fabrics and the opportunities under AGOA for the use of regional fabric and, (2) assisting in preparing and mobilizing the participation of the Hubs, regional governments, private sector organizations and COMESA at the AGOA Forum in Mauritius.

The Milestone for Objective 2.1 was achieved: Meetings were conducted on issues of concern regarding AGOA at the 14th Ministerial Meeting of COMESA in November, as well as in meetings with the authorities in Kenya and Tanzania; information packages

were prepared and disseminated on priority issues for the AGOA Forum in Mauritius; and, flyers were drafted on the role of the Hubs and disseminated at the AGOA Forum in Mauritius in January and all future activities of the Hub.

The two key Activities under Objective 2.2 were to 2.2.1 establishes an export strategy for leather goods and handicrafts; and 2.2.2, to assist with the implementation of an SPS program and an agribusiness export strategy for specific agricultural products (contingent on funding.)

All three Milestones for Objective 2.2.1 were achieved: Technical assistance was provided to the countries in the region, a U.S. trade mission was arranged and conducted to two major trade shows, and multiple shipments were exported in August and September because of that mission, in addition to Hub-assisted exports in April for a Kenyan company. Although export financing was discussed in meetings with government and financial authorities, companies selected for the mission were selected in part for their ability to finance the production of their orders since there was insufficient time to work with companies that needed export finance. In effect, the need to arrange financing under Milestone 2.2.1 did not arise.

The Milestones for Objective 2.2.2 were not achieved due to the non-funding of the SPS work under this Objective of the Work Plan. Nonetheless, prior to the AGOA Forum in Mauritius, the AGOA Implementation Advisor prepared an overview and analysis of information on the USDA agencies and laws regulating the import of fresh fruits and vegetables into the United States. This information was disseminated to the Ministers at the 14th Ministerial Meeting of COMESA in November, as well as in meetings with authorities in Kenya and Tanzania. Consequently, U.S Government authorities addressed the need for regional assistance on SPS at the AGOA Forum in Mauritius.

This report outlines in more detail key activities undertaken on AGOA policies and specific export strategies, major milestones, results, and impact, case studies demonstrating people level impact, lessons learned, opportunities, and a way forward.

Summary of Activities Undertaken¹

The Activities of the First Quarter (Oct.-Jan) focused on the preparation of the AGOA Forum in Mauritius, and included meetings at the COMESA Ministerial in Lusaka, Zambia and meetings with public and private sector authorities in Kenya, Tanzania, Seychelles, Mauritius, Madagascar, and Comoros. The Second Quarter (Feb-March) focused on meetings with government authorities, handicraft and trade associations, and visits and pre-screening of handicraft and leather goods producer groups in Uganda and Rwanda for participation in the U.S. trade mission. The Third Quarter (April-June) focused on the preparation of the U.S. trade mission to trade shows in California and New York. This quarter included visits and pre-screening of producer groups in Mombassa, Malindi, Nakuru, and Njoro, Kenya. It included the provision of technical assistance to the selected companies in Kenya, Uganda, Rwanda, and Madagascar, as

¹ For listing of Activities by First and Second, and Third and Fourth Quarters, see Appendix 1.

well as technical assistance to leading handicraft producer groups in Tanzania. The Fourth Quarter (July-September) saw the conduction of the U.S. trade mission to the California Gift Show (July 19-22) and Accessories the Show (NY) (August 3-5), meetings with wholesalers, brand manufacturers, and showroom representatives in New York and California, and the shipment of more than half of the \$52,000 in orders received at the trade shows. This quarter also realized the preparation and shipment of samples to Pier 1 and other U.S. retailers.

AGOA Policies

The First Quarter included the drafting and dissemination of information packages on two key issues: (1) the September 30, 2004 deadline for the sourcing of non-regional fabric and the opportunities for sourcing regional fabric, and (2) the need for technical assistance in meeting Sanitary and Phytosanitary criteria for exporting fresh produce and animal products to the U.S., in addition to following meetings with Ministers and public and private sector leaders in the region. Other issues of concern were summarized for the COMESA Secretariat for inclusion in presentations made at the AGOA Forum in Mauritius. These issues included: Extension of AGOA preferences beyond 2008, the January 2005 deadline for the elimination of textile quotas under the Multi Fiber Agreement (MFA), agricultural subsidies, ECO labeling, the need for credit to finance exports, the U.S. tax on repatriated earnings, over regulation by U.S. Customs and other agencies, and the enactment of a Free Trade Agreement (FTA) between the United States and the Southern Africa Customs Union (SACU). In response to the issue raising campaign, the U.S. Trade Representative and Congressman Jim McDermott made presentations on the need to consider extension of the 2004 and 2008 deadlines under AGOA III, and acknowledged constraints to agricultural exports. President Bush announced that support would be provided to the agricultural sector and the Trade Representative announced that each Hub would receive an APHIS specialist.

Specific Export Strategies

Specific short-term export strategies were employed to ensure exports within the limited time frame of the contract. These were designed to specifically focus on two sectors pre-approved by US AID REDSO, namely; handicrafts and leather products. The challenge in this regard, was to identify the most-export ready companies in the region in each sector, provide them with technical and marketing assistance for participation in a U.S. trade mission, and provide cost-sharing for them to participate in a major U.S. trade show. Limited preparation time and travel constraints worked against these trade missions. In response, the AGOA Advisor engaged two respected handicraft consultants (Jasperdean Kobes and Annette Mysona) to work with selected companies in Uganda, Rwanda, Tanzania, Madagascar and Kenya.

While more preparation time would have been desirable, the export agenda needed to push forward. In the end, the companies received design assistance, guidance on pricing, marketing training, made distribution contacts, met one-on-one with and

became known among buyers, learned collaboration, and even made sales. A total of \$52,000 in orders was taken, much of which has already been delivered as at the time of compiling this report. For instance, small companies such as Kenana Knitters (a hitherto unknown group of rural women in Njoro, Kenya, producing knitted toys and accessories from the wool of local sheep) sold and shipped nearly \$9,000 of stock to multiple U.S. customers on September 1, 2003 (through their “new” U.S. distributor). In addition to sales, the missions became learning exercises in which participants learned about merchandizing and trade show booth design/display, and how to work a trade show. By successfully linking buyers and wholesalers with suppliers, we exposed the participants to what the market wants.

The California Gift Show took place from July 19-22, 2003. Seven companies participated in this show, representing 11 companies and producer groups from the ECA region. Accessories the Show took place from August 3-5, 2003 in New York City, New York. Seven companies participated in this show representing 10 companies and producer groups. In each show, the companies exhibited in a group space called the ECA Pavilion.

Major milestones, results, and impact.

Private Sector Business Support Strategies to Increase AGOA Trade			
Objective	Milestone	Results	Impact
2.1 Strengthen participation in the development and implementation of AGOA policies in the region	2.1.1 1 Meetings conducted with Ministers and other authorities at the COMESA Secretariat and in countries on issues of concern regarding AGOA.	The Secretary General of COMESA, the U.S. Trade Representative, and Congressman Jim McDermott made presentations on the 2004 deadline.	Zoellick announced that extension of AGOA provisions including the 2004 deadline would be considered under AGOA III.
	Statements and information packets disseminated to African Ministers, trade and industry leaders and to US Secretaries, Congress, NSC.	See box above. Issues of concern outlined in presentations by the Secretary General.	See box above.

	Flyers produced on the role of the Hubs and distributed at the AGOA Forums in Mauritius and Madagascar; flyers used in all activities of the Hub during the first two quarters.		Greater awareness of the Hubs and AGOA facilitation in Africa and to U.S. business and government leaders.
2.2 Establish specific export strategies	2.2.1 Technical assistance provided.	Provided technical assistance to companies in 5 ECA countries in preparation for U.S. trade mission in coordination with two consultants;	ECA companies have marketable products to show at U.S. trade shows.
		Dissemination of internet research on product design sources for producer groups in Kenya and the region;	ECA companies have information on marketable products.

		<p>On-line marketing of products to targeted buyers, catalogs, and trade journals in the U.S.</p>	<p>Editor of leading U.S. trade journal (<i>Professional Jeweler</i>) will do article on a Kenyan producer group (Bombolulu);</p> <p>Buyers at Pier 1 request samples from Uganda and Rwanda.</p> <p>Meetings arranged with buyers and wholesalers for U.S. trade mission.</p>
		<p>Completed compilation of digital catalog of photos of products, production facilities, and profiles of 33 companies from the ECA region;</p>	<p>ECA companies have means of marketing their products directly to U.S. buyers.</p>
		<p>Provided technical and marketing assistance to Kenyan companies participating in the Sources Trade Show in NYC.</p>	<p>Bombolulu reported more than 10 serious inquiries generated through ECA Hub at the Sources trade show in NY.</p>

	<p>2.2.2 Trade missions / exhibitions arranged and conducted July and August 2003</p>	<p>Produced hard copy catalogs of products of 15 Kenyan and 18 ECA companies assisted by the Hub under AGOA.</p>	<p>US AID REDSO has information to share with U.S. companies on ECA companies seeking to export.</p>
<p>The ECA Hub won jury approval for ECA companies to participate in Accessories the Show NY.</p>		<p>ECA accessory producers have platform for their products to mainstream U.S. accessory buyers.</p>	
<p>The ECA Hub reached agreement with organizers of the California Gift Show and Accessories the Show in NY on hosting an ECA Pavilion in each show; 11 companies from the region participate.</p>		<p>ECA companies have major presence and visibility in two major U.S. trade shows.</p>	

		<p>Show organizers agree to assist in arranging meetings for participants with buyers and showroom representatives, and to arrange for pre-show publicity.</p>	<p>ECA companies gain wider visibility in the U.S. market and make important contacts.</p>
	<p>2.2.3 Shipment exported September 2003</p>	<p>\$32,000 in orders exported by companies in Madagascar, Kenya, and Uganda – Sept. 2003; \$20,000 to be shipped in October by companies in Kenya, Uganda, and Rwanda. First shipment by a Kenyan company exported March 17, 2003 followed by a reorder plus shipments to two other U.S. companies – April 2003.</p>	<p>Shipments go out on time; relationships established with U.S. buyers and wholesalers; leading craft companies in the region gain U.S. trade show experience and greater knowledge of pricing, products, and distribution requirements; African craft sector given higher visibility in the U.S. market; craft producers see greater viability and potential of their sector – need to focus on product design, quality and producing in quantity.</p>

	2.2.4 Fast-track agribusiness products identified March 2003	This activity was contingent on availability of financing.	SPS was not financed so this activity was not conducted.
	2.2.5 Applications submitted for APHIS training of ECA candidates, May 2003.	This activity was contingent on appointment of an APHIS / SPS Advisor	An APHIS/SPS Advisor was not assigned to the Hub so this activity was not conducted.
	2.2.6 SPS procedures for fast-track products completed by October 2003	Presentations on constraints to agricultural exports made by the Secretary General of COMESA, the U.S. Trade Representative, and Congressman Jim McDermott in Mauritius.	President Bush announced that support would be provided to the agricultural sector. Zoellick announced that each hub would receive an APHIS person at the AGOA Forum in Mauritius.
	2.2.7 Shipment exported March 2004	This activity was contingent on financing and APHIS / SPS Advisor	An APHIS/SPS Advisor was not assigned to the Hub so this activity was not concluded.

Success stories / case studies demonstrating firm or people/level impact

Kenana Knitters – This group of over 150 women in rural Njoro, Kenya obtained nearly \$9,000 in orders at the California Gift Show, all of which have been shipped. The hand-knitted toys and accessories made from home-spun wool, topped the sales of all ECA participants in California. The income earned by this group of farmers' wives goes to basic medical needs and school fees, books, and uniforms for their children. In times of drought and crop failure, it is their only source of survival. The ECA Hub provided technical assistance to the group, in addition to supporting their participation in the trade show.

Kubira Enterprises Limited – This enterprising handicraft company in Uganda working with 47 NGOs throughout the country concluded \$4,724 worth of sales at the California Gift Show, with an additional \$12,548 in promised orders on receipt of adjusted samples or pictures. Kubira describes the impact of their participation in the California Gift Show and receipt of technical assistance from the ECA Hub in their attached “Report on the California Gift Show” (July 19-22, 2003), Compiled by Kubira, Appendix 2.

Bombolulu – This cooperative of 150 handicapped producers in Mombasa, Kenya was established with the help of the U.S. Peace Corps in 1974. Through the initiative of the AGOA Implementation Advisor, the Editor of *Professional Jeweler*, a leading fine jewelry trade journal in the U.S., is working on an article on the group. This publicity will introduce the group and its potential to fine jewelry retailers and buyers throughout the United States. In addition, the ECA Hub provided technical and marketing assistance for Bombolulu’s participation in the Sources Trade Show in New York in May, generating numerous serious leads for the group.

Lessons Learned and Opportunities.

Substantially more time would be useful in the preparation of companies and the one-on-one meetings with buyers and wholesalers, particularly in a trade mission that involves companies from multiple countries.

More Training in Market Readiness.

1. The companies could have benefited from more time to produce new products and more training, particularly in pricing and distribution requirements, and assistance in identifying U.S. distributors. Development of a settlement system for the use of credit cards at the trade shows would have opened more sales opportunities. (This is the preferable way for buyers at U.S. trade shows to do business, especially the specialty stores, as wire transfers are less convenient and involve a fee to the buyer and supplier.)
2. There is an opportunity to provide technical and organizational assistance to less experienced producer groups, since these were not assisted during this phase of the Hub, and to establish mechanisms, such as savings and loan associations, to help these groups finance the costs of supplies and inputs for the production of samples and orders and the costs of participation in trade missions.

Trade Show Preparation.

1. In working with African companies with U.S. sales representatives, the Hub should obtain the buy-in of the sales reps, not only the buy-in of the owners and producers of

the company in the region, before technical assistance begins, to maximize the possibilities for new market development.

2. More meetings with targeted buyers and wholesalers could have been scheduled with more time and assistance.
3. The support and collaboration of other US AID trade development programs such as IESC, ALINC, and GTN, in the field as well as in Washington, can play an important role in the successful organization and implementation of U.S. trade missions.
4. Participants in U.S. trade shows should give landed (CIF) prices to their samples and arrange for U.S. distributors before their arrival in the U.S.
5. New samples should be prepared a minimum of one month in advance of the shows to allow ample time for modifications and improvements. Companies that do not produce the requested samples should not be allowed on the mission.
6. Participating companies should bring customized printed Purchase Orders with their company's name and contact information to the shows, as well as wholesale price lists.

The Shows

1. Since the major U.S. trade shows tend to concentrate on moderate priced goods and buyers, it may be better for ECA companies producing high-end goods to go on special trade missions that offer one-on-one meetings with high-end retailers and buyers that they target as opposed to participating in a trade show. Several of the ECA participants fell in this category including all five of the companies from Madagascar and Leather Masters of Kenya.
2. The ECA Hub should consider targeting different trade shows for different companies where they are more likely to maximize sales, rather than taking all of them to a general gift show.

For example:

Trader category	Suitable Show
Toy Companies (e.g. Kenana Knitters)	The Toy Show
Desktop producers (e.g. Leather Masters)	The Stationary Show
Sandal producers (e.g. TPCSI)	World Shoe Association Show

Given the limited time and resources of Hub I, it was not possible to work on different trade shows for different companies.

Individual Meetings.

1. It would be helpful if US AID firms working on the same project coordinated the meetings they arranged for companies from the country they are working in with other companies on the same mission from the East and Central Africa region.

Production and Storage of Raw Materials.

Since many handicrafts are made from local raw materials, the price of these materials is subject to fluctuations in supply. There is an opportunity to work with local farmers and community groups to ensure regular planting, harvesting, and appropriate storage of natural fibers. Producers can be shown how to use agricultural waste, such as millet and sorghum, to make baskets, as Paul Ssozi is doing in Uganda. They can be trained to store this waste to ensure a continuous supply during the growing season, the dry season, and in times of drought. They can be trained, as Paul Ssozi is doing, in better harvesting methods of the papyrus to prevent depletion of parts that can be used in the production of handicrafts. The Hub can work with the governments of ECA countries to ensure that local artisans have access to raw materials at affordable prices so that large quantities are not exported (as is being done in Madagascar with raffia).

Leather Products.

As was quickly brought to the fore in meetings with handbag wholesalers in New York, Kenyan and other leather product producers in the region cannot compete with China in moderately-priced leather goods, given China's level of mechanization, the size of their factories, and their output per worker. Leather producers from the region can compete in the high-end market, where orders tend to be smaller, but the products must reflect fashion and quality. Companies such as Leather Masters in Kenya, JAET in Tanzania, and Hemisphere Sud in Mauritius should be encouraged to compete in this market.

Hand-woven Silk / Embroidered Products.

The silk and embroidered products of Madagascar fall into the same category as leather, described above. These companies should be provided with technical assistance to enable them to compete in the high-end market.

Way Forward for Component II

Despite the challenges of time and budgetary constraints, the U.S. trade mission to the California Gift Show and Accessories the Show (NY) provided hands-on experience to handicraft and leather goods producers throughout the region and resulted in \$52,000 in orders (\$32,000 of which have already been shipped), requests for samples, and the start of relationships with buyers and wholesalers in the U.S. While recognizing that the second phase of the Hub will include the development of agribusiness and apparel exports, recommendations for Immediate Follow-up, Proposed Future Actions and a Way Forward for the handicraft and leather product sectors are listed below.

Immediate Follow-up Required.

1. It would be essential that follow-up be done with all ECA companies to ensure that their orders are being produced and shipped on time and in the quality and quantity expected. The Hub should also ensure that the companies send out samples and requests for digital photos, pricing, catalogs, etc. in a timely manner.
2. The Hub should follow up with all of the individual meetings conducted with showrooms and wholesalers in California and NY to ensure continuity and the establishment of long-term relationships.

Proposed Future Actions.

1. It will be essential to identify or establish one or more distributors in the U.S. to distribute the products of the selected producers/exporters of the ECA Hub. Buyers at trade shows in the U.S expect their goods to be shipped from a U.S. distributor and that pricing will be for the product and shipping from the warehouse to their stores (not FOB country of origin). Having a U.S. distributor who can hold back-up stock also expedites the shipment of reorders of best sellers and the return and reimbursement of damaged goods or slow sellers.²
2. It will be important to obtain sales representatives who can show the lines of the producers in the U.S. on a daily basis, and show the lines of the producers in U.S. trade shows on a regular basis. Sales reps for gifts and those for accessories that have a well established clientele of buyers in the targeted sectors in select regions in the U.S. should be targeted. These reps would be paid on a commission basis, by the suppliers, based on the sales generated. The ECA Hub can assist in finding the sales reps.
3. It will be important to build on the relationships established on this mission and to cultivate new relationships on future missions with the brand manufacturers in NY for fashion accessories. These wholesalers have showrooms with established clientele and can show the lines of the producers in the U.S. on a daily basis. While the gift showrooms in California only show the lines of products during market weeks and market days, the fashion accessory showrooms in NY represent the brands they

² While European buyers typically buy FOB, direct from the country of origin, U.S. buyers buy from importers/distributors based in the U.S. and expect to follow up their shipments with the U.S. distributor, not with the producer in the country of origin. They will avoid doing business with companies operating outside of this norm. While, the Hub Team was able to work out temporary U.S. distributors for each of the participants at the shows, it will be important to establish permanent distributors in Hub II.

manufacture, wholesale to buyers, and show their products all year round, with the peak business occurring during market weeks. The ECA Hub can be instrumental in finding the appropriate reps and in spearheading these relationships for ECA companies, as was begun on this mission.

4. It will be important to work with credit card companies, such as the MasterCard Center at Barclays Bank in Nairobi, on the establishment of mechanisms and procedures that would enable the companies to accept orders by credit cards at trade shows in the U.S. since most buyers, particularly specialty shops, pay for orders this way. These matters should be further investigated in Hub II. It will be important to work through the MasterCard Center in Nairobi in introducing these credit card settlement mechanisms in other ECA countries that have no credit card presence at all. These countries include Madagascar, Uganda, and Rwanda. As with distribution centers, buyers will avoid doing business with companies operating outside of the norm they are used to. Hub II could be instrumental in spearheading the use of credit cards at U.S. trade shows to settle sales transactions.

5. In order to reach out to a broad range of exporters in Years 2-5, the Hub should assist in setting up a funding mechanism that would assist companies finance the production of samples and orders. (This, incidentally, is still a challenge for the most export-ready companies that participated in this trade mission, thus their great need for assistance in this mission.) The Savings and Credit Co-Operatives (SACCOs) recommended by ECA Hub Consultant Annette Mysona should be considered.

6. The ECA Hub should invest in a Fashion Forecasting Service for companies in the region that produce fashion accessories for export to the U.S. This will help them considerably in knowing what products to prepare for various seasons in advance of that season. (Companies focusing on the production of house wares could benefit from subscription to gift journals and newsletters.) The Hub should also hire the owners of these services (e.g. Ellen Capazano, Committee for Colors and Trends, and Lousmijn van den Akker, LA Colors of Amsterdam) to come to the region for workshops on new trends to targeted producer groups, well in advance of a U.S. trade mission.

7. The companies should participate in the same trade shows again in order to demonstrate stability, continuity, and familiarity with the buyers who tend to attend the same shows.

8. Time and resources should be allocated to include, in future U.S. trade missions, visits to the stores the companies are targeting, as recommended by many of the industry people in New York.

9. The Hub should bring on Lousmijn van den Akker as a long-term consultant to work with companies in the development of new products from natural fibers, given her successful track record in India and Bangladesh.

Way Forward.

Products.

There are many opportunities for the development of marketable products from the many natural fibers and other raw materials in the region. There exist opportunities for the development of leather products that target high-end retailers, such as is currently being done by Hemisphere Sud in Mauritius. The development of the leather sector in Africa will require investment in the tanneries, many of which have closed or are operating under capacity. There are also opportunities for improvement of the silk and embroidered products in Madagascar to target the high-end market in the U.S. as well. The strategy for these companies should be trade missions focusing on one-on-one meetings with buyers since U.S. trade shows tend to attract moderate-priced buyers as opposed to high-end buyers.

Regional Linkages.

There are opportunities to assist successful companies like Hemisphere Sud in Mauritius develop market growth plans which could include investing in a tannery and/or setting up production facilities in other parts of Africa to benefit from their technical assistance and market contacts. This would leverage regional expertise and capital between successful exporters and those that need assistance. Kapi Ltd. in Kenya could benefit by setting up a production facility in Tanzania where the cost of wage labor is much lower. The local artisans would in turn gain technical assistance, employment, and capital accumulation.

There are also opportunities to develop supply chain linkages. Tanneries on the continent for example, could be linked with the Shoe Manufacturers Association in Mauritius and other leather product producers, which currently import leather skins from Europe. Craft products of one country, such as the silk gift boxes or raffia cases in Madagascar, could be used by other craft producers in the region that need packaging.

Associations.

There are opportunities to organize or strengthen existing producer groups and associations to enhance economies of scale in the purchase of raw materials, in applying for loans from financial institutions, and in leasing and time-sharing equipment. Associations will also have a stronger voice in advocating policy reform such as lowering of trade barriers, spearheading the conservation of renewable resources, creating brand recognition, and creating Savings and Credit Co-Operatives (SACCOs) for members to save and draw loans from. These associations can be used as a basis to establish factories, with each company having shares. Once export factories are established, it will be easier to conduct factory visits for Category 9 eligibility, and the governments should be able to begin using this classification. Until then, exports from countries that fit Category 9 criteria will be exported duty-free to the U.S. under GSP, as is being done in Kenya.

Product Design and Development.

Internet based training can be set up for handicraft producers to obtain ideas on marketable products and pricing in conjunction with consultants, designers, and fashion forecasting companies knowledgeable of market trends. Talented designers in countries can be linked with local production facilities. Examples include, Victoria Byoma in Uganda with the Training and Common Facility Center (Crane Shoes); Mirana and Nanou with the larger production companies in Madagascar. Talented consultants, such as Lousmijn Van Den Akker (a famous Dutch designer) can be utilized to develop entirely new uses for regional fibers such as she has done in India and Bangladesh.

AGOA Certifications.

The Government of Kenya should be assisted in establishing inspection procedures for the implementation of Category 4 and Category 9 exports under AGOA.

Other governments in the region should be assisted with their Category 9 application and with the establishment of procedures for the implementation of Category 4 and Category 9.

Category 9

Many hand-woven, hand-loomed textile products are not as competitive in the U.S. market as machine woven textile products. If these companies turn to mechanized looms, they will be able to produce more quantities at consistent quality and lower their prices. However, they will not be eligible for Category 9 entry to the U.S. market under AGOA. There are already many textile products being made in the region from machine-made fabric, including embroidered articles. However, since they are made from machine-made fabric, textile products of producer groups such as Amani ya Juu, a women's sewing project in Rwanda and Kenya, are not eligible for Category 9 entry to the U.S. market under AGOA. Congress should consider giving these articles made from machine made fabric AGOA status.

Once a country is given Category 9 eligibility under AGOA, the Government must enact procedures for implementing it. While Kenya was granted Category 9 eligibility in September 2002, procedures are still not in place and Category 9 products, such as the knitted articles of Kenana Knitters, are being shipped to the U.S. under the General System of Preferences (GSP). The problem is that Category 9 requires a factory visit to ensure that the products originate in Kenya. Currently, most hand-loomed, hand-made articles are made at home and brought to market; there is no system in place to verify that the products are not being made outside Kenya.

Category 4

Kenya has been shipping all apparel under Category 5 (apparel made from non-regional fabric), and has no system in place for using the other categories of preferences for apparel under AGOA. While The Kikoy Company had a letter from their local supplier certifying that the fabric they were using was made in the region, the Customs officer responsible for AGOA would not give their shipments Category 4 certification because he said they had no system in place or way of knowing if the mill is telling the truth or if the mill mixed in non-regional fiber in the production of the fabric. He said he would rather categorize the products as Category 5, than risk having Kenya's AGOA eligibility suspended if the fabric was found not to be from the region. An inspection system needs to be put in place to certify suppliers using regional produced fabric. While there was insufficient time to work with the governments to establish inspection and implementation systems for Category 9 and Category 4, inter-agency discussion and dialogue was launched at the urgency of the AGOA Advisor to address these issues. Joint meetings have been held with the Kenya Association of Manufacturers (KAM), (the administrator of AGOA documents), the Customs Authorities, the Ministry of Trade and Industry, and Category 9 and Category 4 stakeholders.

Costs.

High import taxes on inputs and supplies (coupled with high ground transportation expenses for interior countries) inhibit the production of crafts at competitive prices. Hub II should work with the governments to find ways of lowering these taxes on products targeted for export.

Regulatory Criteria.

Companies producing products targeted for export should be provided with relevant training to ensure the products meet U.S. consumer safety and environmental protection regulations.

Country Notes.

Tanzania: There needs to be investment in tanneries in order to develop the leather sector in Tanzania and other countries in the region. JAET needs technical assistance in product design and finishing, particularly for fish skin products, as potential exists.

Seychelles: The shortage of foreign exchange is an impediment to the development of exports. Select companies, such as Kreolor, making products from local raw materials should be targeted for assistance.

Mauritius: Leather manufacturers in Mauritius should be linked with leather tanneries in the region as they currently import skins from Europe.

Madagascar: Hand-woven silk and embroidered products cannot compete with China until they have upgraded machinery and can produce large quantities in minimal time. (Silk products, however, will not be eligible for Category 9 once the production is

mechanized.) For now, they should focus on improving the products to target the high-end retailers and specialty shops.

Comoros: A change of government after the visit of the AGOA Advisor set back the country's application for AGOA eligibility; the new government should be encouraged to apply in the next phase of the Hub. Use of local raw materials in the production of handicrafts, particularly wood, needs to be done sparingly in order to preserve the fragile environment.

Kenya:

- a. The craft sector is complex with many stakeholder organizations and agencies not working together. Most producers need assistance with product design.
- b. Before wood products are developed and promoted for export, problems of molding and cracking need to be addressed, as well as the sourcing and replanting of soft woods in place of endangered woods. Carvers must also be educated on the use of non-toxic finishing for kitchen and tableware such as vegetable and nut oil, as opposed to floor/furniture wax and shoe polish.
- c. Although it is the leading leather product training and support center in the region and produces quality products, the Training and Production Center for the Shoes Industry (TPCSI) lacks basic information and training on understanding styles and trends and producing marketable products. They should be provided with access to fashion forecasting services, relevant trade and industry journals, and membership to key shoe industry associations in the U.S.
- d. Linkages in terms of technical assistance and marketing should be developed between the Training and Production Center for the Shoes Industry (TPCSI) in Thika and the Training and Common Facility Centre in Uganda, Jaet and other leading leather product producers in Tanzania, the smaller workshops in Malindi (Kenya) which are seeking to export to the U.S., and other fledgling but talented leather product producers. However, TPCSI will not be able to do this effectively until they have training in fashion and design trends.

Rwanda: Since handicrafts are produced at home, producers who receive technical assistance from COPABU (a German funded project) sell their products to other buyers, not just back to COPABU, thereby creating tension between COPABU as the proprietor of the products and the other buyers/exporters. The Hub should facilitate sourcing agreements between competing exporters that benefit the artisans while at the same time contributing to the development of the sector.

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C. Improving the Efficiency and Reducing the Cost of Trade-Related Transportation

Component Objectives

The primary goal of Component III of the East and Central Africa Global Competitiveness Hub (ECA Hub) is to improve the efficiency of the major transportation corridors in East and Central Africa (ECA), to reduce the cost of trade related transportation, thereby enhancing the region's trade and economic competitiveness and contributing to economic growth and regional food security.

A secondary goal is to harmonize regional technical and operational standards, documentation and procedures, to promote integrated and seamless movement of goods and services across national borders. A related goal is to position the private sector to play a visible and pro-active role in promoting positive change to support transport efficiency improvements, and in the provision, management and operation of transportation services within the framework of mutually beneficial public-private partnerships.

The achievement of these goals was pursued through three major strategies:

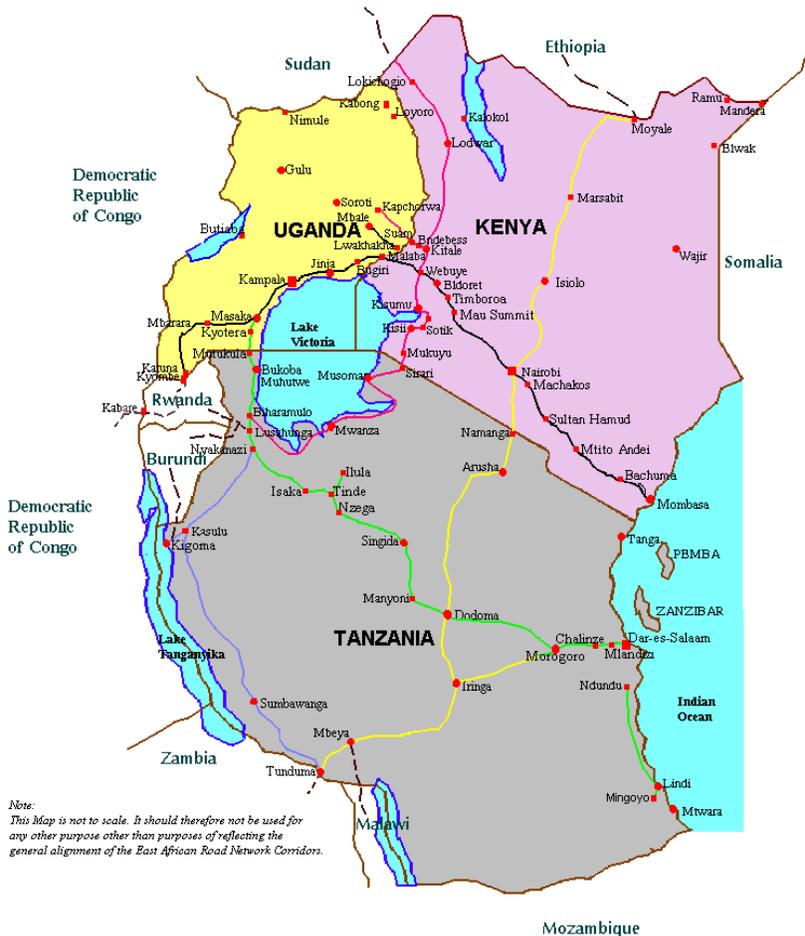
- Developing transportation corridors in ECA to meet regional needs as well as future requirements to increase efficiency and reduce the cost of transportation of goods generally.
- Promoting integrated and seamless movement of goods and services through harmonization of technical and operational standards, documentation and procedures, and accelerated implementation of agreed regional facilitation measures.
- Developing and enhancing the role of the private sector in transport corridor management by increasing investors, transport operators, and economic partners' interest in the investment, promotion, and use of transit transport corridors.

Approach and Strategy

Under Phase I of the Hub, a conscious decision was made to concentrate Hub resources and interventions on the Northern Transport Corridor because it is the busiest transportation corridor in the east and central African (ECA) region, and because COMESA (The Common Market for Eastern and Southern Africa) has designated the corridor as a “Fast-track” corridor to be used as a model for other corridors in the rest of the COMESA region.

The ECA Hub’s primary partner in undertaking work on the Northern Corridor has been the Transit Transport Coordination Authority (TTCA) of the Northern Corridor, an inter-governmental, multilateral agency mandated with the task of managing the Northern Corridor as an integrated multi-country and multi-modal transport corridor. Signatory member countries to the Northern Corridor Agreement are, Burundi, Democratic Republic of Congo (DRC), Kenya, Rwanda and Uganda.

The Northern Transport Corridor



The Northern Corridor extends from the port of Mombasa in Kenya through Kenya's economic heartlands of Athi River, Nairobi, Nakuru and Eldoret to Uganda, Rwanda, eastern Democratic Republic of Congo and Bujumbura in Burundi.

The corridor has branches extending to Northern Tanzania (Arusha/Kilimanjaro region), Ethiopia through Moyale, and Southern Sudan through Lokichogio.

The Northern Corridor is a multi-modal corridor comprising the following transportation systems:

- The port of Mombasa managed by Kenya Ports Authority (KPA), a state owned enterprise.
- Rail link from the port of Mombasa through to Kampala in Uganda operated by two state owned enterprises, Kenya Railways Corporation (KRC) and Uganda Railways Corporation (URC). The two railway systems together with the Tanzania Railways Corporation (TRC) formed the then East African Railways Corporation (EARC) during the days of the defunct East African Community (EAC) that has since been revived.
- Road network from Mombasa through Uganda to Rwanda, Burundi and DRC with links to Tanzania, Sudan and Ethiopia.
- Oil pipeline from the port of Mombasa to Eldoret in Western Kenya.
- A series of Inland Container Depots (ICDs) or Dry Ports at Embakasi in Nairobi, Kisumu on Lake Victoria, Kampala, Kigali (Magerwa) and Bujumbura.
- Rail and road/maritime links at Kisumu on Lake Victoria with ferry services across the Lake to parts of Tanzania and Uganda and onward to Rwanda and Burundi.
- Telecommunications systems along the Northern Corridor operated by the respective national telecommunications companies all of whom are state owned.
- International border posts, of which the key ones are Malaba (Kenya/Uganda), Katuna (Uganda/Rwanda), and border posts linking Rwanda to DRC at Goma/Gisenyi and Shangugu as well as the border post between Rwanda and Burundi.

Through Transport Logistics Chain

Trade occurs at three levels across the Northern Corridor countries – movement of agricultural farm inputs, such as fertilizers, seeds, etc., movement of raw materials/intermediate goods (e.g., cotton to a ginnery, leather to a manufacturer), and movement of finished goods (maize, handbags, apparel). Regional transportation systems, including customs facilitation, play an important role in the conduct of trade within the region and internationally. Gains from reduced tariffs through FTAs or AGOA can be easily eroded by an inefficient, high cost transportation system. Full benefits from these initiatives will not accrue without improvements in transport efficiency.

The efficient operation of the Northern Corridor as a multi-modal transport corridor therefore depends on the efficient performance of all the entities involved on the corridor. Apart from being a transportation corridor, the Northern Corridor has great economic potential as it traverses the economic heartlands and resource bases of the countries concerned. Studies have shown that there is for example, economic justification for a toll road from Mombasa all the way to DRC as well as a high-speed rail link from Mombasa to Uganda.

The problem has been continued government ownership, lack of the requisite legal and regulatory framework to support private sector participation and absence of political will to make a break with state owned monopolies and open up the transportation and telecommunications sectors to the private sector. The ECA Hub is working with various players to tackle these issues.

The Hub's approach has been to view the Northern Corridor as a “**Through Transport Logistics Chain**”. This involves an integrated approach across all transportation modes and all stakeholders as well as interaction amongst the multiple players along the transport chain, **Service Providers** (port, ICDs, rail, road, pipeline, inland waterway, telecommunications); **Intermediaries** (Customs, immigration; police; C&F agents, insurance companies, banking institutions), **Policy Makers** (government agencies such as Ministries of Transport, Works, Trade, Finance); and **Users** (importers, exporters, consumers directly and through their respective trade and industry associations). The objective of the Hub is to make interventions that add value to this chain.

Traffic on the Northern Corridor

The predominant mode of transport on the Northern Corridor is road transport accounting for about 83% of the total traffic movements. This, coupled with lack of investment in road infrastructure and very minimal periodic and preventive maintenance, explains why the whole Northern Corridor road route is in such a poor state. Bringing in the private sector to invest in a toll road is the long-term solution to improving road conditions.

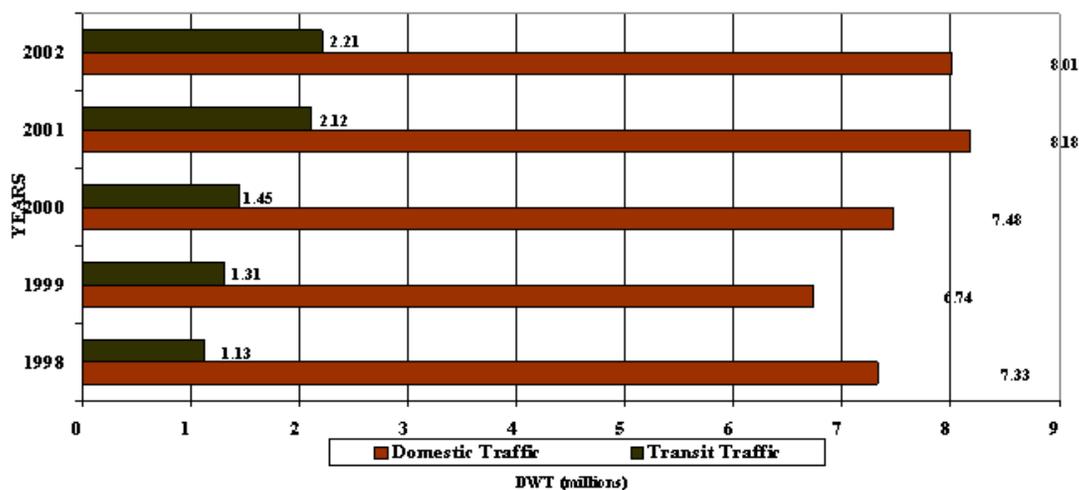
Two decades ago, the modal split between road and rail was the reversal of what it is now. A combination of lack of capital injection and investment in rail infrastructure, poor management, inability by the railways to operate as autonomous entities and poor customer orientation has led to this steep and systematic decline in traffic conveyed by rail. The solution lies in privatizing or concessioning the two railway systems of Kenya and Uganda on a cross-border basis as a “through concession” as has been done on the Nacala Corridor linking Malawi and Mozambique.

Total traffic on the Northern Corridor as measured by port throughput amounted to 10.6 million tons during 2002/2003. Of this, the share of transit traffic has increased from 13% in 1998 to 21% or 2.2 million tons in 2002/2003. The bulk of this traffic, about 70% is for Uganda. In reality, traffic on the Northern Corridor is much higher owing to the considerable amount of trade amongst the Northern Corridor countries, which is intra-regional rather than overseas trade transiting the port, particularly in agricultural and food products. The increase in transit traffic on the Northern Corridor could in part, be a reflection of renewed confidence in the Corridor particularly by shippers from DRC, Rwanda and Uganda.

Table 2: Total traffic distribution (local and transit): 1998 - 2002.
Total Transit Traffic at Mombasa Port

Year	1998	1999	2000	2001	2002
Transit traffic in tons	1,126,832	1,309,991	1,454,325	2,116,842	2,214,957
% of transit traffic to port throughput	13%	16%	16%	20%	21%

DOMESTIC TRAFFIC vs. TRANSIT TRAFFIC
1998 - 2002



Source: www.ttcanc.org (from new TTCA Web-site developed with ECA Hub assistance)

A major competitor for the Northern Corridor is the Central Corridor (from the port of Dar-Es-Salaam in Tanzania) serving Burundi, Rwanda and Uganda. In volume terms however, the port of Dar-Es-Salaam is much smaller having handled 4.5 million tons during 2002/2003 compared to the Northern Corridor's 10.6 million tons. The Network Map above shows the Northern (from the port of Mombasa) and the Central (from the port of Dar-Es-Salaam) transport corridors and links to adjacent countries and regions.

The port of Mombasa compares favorably with other ports of the Indian ocean seaboard in terms of cargo volumes and throughputs and should therefore be an ideal candidate for private sector participation.

Comparative Cargo Volumes for Selected Indian Ocean Ports (Tons)

Kenya	Tanzania		Mozambique			Djibouti	South Africa
Mombasa	Dar-es-Salaam	Mtwara	Maputo	Beira	Nacala	Djibouti	Durban
10,600,000	4,217,574	167,497	4,001,500	2,356,200	743,200	3,563,151	31,788,020

Source: Port Management Association for Eastern and Southern Africa (PMAESA)

Transforming the Northern Corridor from a Transport to an Economic Corridor

Apart from the goal of reducing trade related transportation costs by operating the Northern Corridor as a seamless, integrated and multi-modal transport corridor, a major long-term objective of the Hub is to work with the respective governments, inter-governmental organizations and the private sector to transform the Northern Corridor from being merely a transport to a broad-based economic corridor using the Spatial Development Initiative (SDI) methodology.

This methodology has been successfully tested in Southern Africa through such initiatives as the Maputo Corridor, which links Mozambique to South Africa's economic heartland of Gauteng. This SDI or "Economic Corridor" approach has been accepted by the Transit Transport Coordination Authority (TTCA) of the Northern Corridor and key stakeholders and places the Northern Corridor within a broader multi-sectoral, cross-border context as a trade and investment destination.

The Transit Transport Coordination Authority

The management of the Northern Corridor is the responsibility of the Transit Transport Coordination Authority (TTCA) of the Northern Corridor, a multi-lateral, inter-governmental agency established in accordance with the Northern Corridor Transit Agreement (NCTA) signed in Bujumbura, Burundi, in February 1985. Signatories to the NCTA are, Burundi, Democratic Republic of Congo (DRC), Kenya, Rwanda and Uganda.

Under the framework of this Agreement, there are two major structures; the TTCA Authority (made up of Ministers responsible for transport from the five countries), and the Executive Board (made up of Permanent Secretaries of Transport from the respective countries). The Secretariat of the TTCA or as it is commonly known, "The Permanent Secretariat of the Northern Corridor" was established in October 1988 and is based in Mombasa, Kenya, and provides technical and administrative support to these structures.

Apart from these formal decision making structures, a Regional Stakeholder's Consultative Forum has been established. It brings together key public and private sector players from the five countries at regional level to address issues and constraints that inhibit the efficient functioning of the Corridor. Thus far, this high-level forum has proved successful as an effective public-private partnership forum.

At the national level, the ECA Hub has, in collaboration with the TTCA Secretariat, provided technical assistance and logistical support for the establishment of National Transit and Trade Facilitation Committees (NTTFCs) for Rwanda and Uganda. The Committees have been constituted as public-private advocacy bodies that will bring together key stakeholders from the public and private sector in the respective countries to address on an integrated and collective basis, issues that affect the performance of the transport corridors used by the respective countries in order to improve their trade

competitiveness. The National Committees therefore add value to the work of the TTCA decision-making structures and the Regional Stakeholder's Consultative Forum. Follow-up action required is to establish similar structures in the other Northern Corridor countries-Burundi, DRC and Kenya.

ECA Hub Assistance to the TTCA

ECA Hub assistance to the TTCA has concentrated in the following areas:

1. Enhancing the capacity and efficiency of the TTCA Secretariat through provision of computer equipment and provision of ICT training to TTCA staff.
2. Improving communications and outreach of the TTCA by developing a website to facilitate timely interaction and information exchange with stakeholders.
3. Developing a pilot database to benchmark and to monitor corridor performance through selected performance indicators.
4. Establishing "Regional Technical Committees" to facilitate analysis of issues, consensus building across the five countries and to act as a mechanism to facilitate timely implementation of decisions of the TTCA Executive Board and Authority.
5. Establishing national "Transit and Trade Facilitation Committees" as advocacy public-private sector advocacy groups to lobby for policy and operational changes to improve efficiency of the corridor.
6. Transforming the Northern Corridor from a transport to an economic corridor based on the "Maputo Corridor" or "SDI" model.

The TTCA Secretariat has been a responsive and pro-active partner and the success achieved by the Hub thus far, is in large measure, a result of this positive relationship developed between the Hub and the TTCA Secretariat.

Activities Undertaken

In undertaking various interventions to improve transport efficiency to reduce trade related transportation costs, the ECA Hub was cognizant of the fact that improving corridor efficiency requires interventions at five major levels:

- i. Improving infrastructure and facilities;
- ii. Modernizing equipment;

- iii. Strengthening institutional and management capacity;
- iv. Undertaking operational improvements; and
- v. Strengthening advocacy for policy and operational change.

Improving infrastructure and facilities:

This was beyond the capacity of the ECA Hub since resources required for improving port, road and rail are quite substantial. In future, the Hub can however, assist in identifying infrastructure requirements and gaps, packaging and presenting these requirements as investment opportunities and linking entities such as port, rail and ICD companies as well as road authorities to potential sources of financing or investment. The “Economic Corridor Approach” that the Hub has embarked upon and which has been accepted by COMESA and the TTCA, provides an integrated and tested approach to achieving this objective. This approach will be rolled out during Phase II.

Modernizing equipment:

It was beyond the scope and financial resources of the Hub to purchase equipment such as, gantry cranes for ports, locomotives and wagons for railways and weighbridges for roads. However, the Hub can play a facilitative role in creating an environment conducive to attracting private sector participation in such aspects as port and rail concessions, toll roads and operation of Inland Container Depots (ICDs). The Hub can also play an important role in assisting governments and institutions involved to undertake policy, institutional, legal and regulatory reforms as a basis for private sector participation in the provision of infrastructure and services. Time and resource constraints limited Hub interventions in this regard although the Hub did raise awareness across various stakeholders, on the importance of private sector participation.

Strengthening institutional and management capacity:

This is always a difficult issue given the size of some institutions. While the Hub can for example, provide capacity building for institutions such as the TTCA, the same cannot be done for large institutions such as port, railways or road authorities. Selected and targeted interventions can for example, be undertaken that would contribute to strengthening institutional capacity such as, introducing benchmarks and reporting systems on particular activities. The Hub has provided capacity building support to the TTCA and will continue to do this for selected institutions to support specific activities, particularly in other ECA Corridors.

Undertaking operational improvements:

This is an area in which the Hub has a comparative advantage and therefore concentrated on most profoundly. It involves activities such as, harmonization and streamlining documentation and procedures and assisting countries to implement measures that have been agreed upon at regional level through such bodies as COMESA and the EAC. Working with the TTCA Secretariat, the Hub has embarked on a systematic results-oriented approach at national and regional levels, to facilitate the implementation of the various measures. It must however, be recognized that this is a long-term, on-going process.

Strengthening advocacy:

While the Hub has adopted a regional focus and approach, it must be recognized that impediments to efficient trade and transport occur at the national level. Consequently, a regional trade regime or a transport corridor cannot function efficiently unless national impediments are removed. The establishment of National Transit and Trade Facilitation Committees (NTTFCs) in Rwanda and Uganda are a major achievement as they fill a critical gap in addressing issues that impede transport efficiency on a collective and integrated basis at the national level. The premise is that, if constraints are addressed at the national level, it would result in a functional and efficient regional transport system and trade regime.

First and Second Quarters (October 2002-March 2003)

Key developments and achievements during the two quarters under review included the following:

- In December 2002, the Hub signed an MOU with the TTCA of the Northern Corridor on corridor efficiency, development of a database to track constraints on traffic flows, monitoring Corridor performance and disseminating Corridor information.
- In December 2002, a joint road assessment trip was undertaken on the Northern Corridor by the TTCA Secretariat and ECA Hub to assess conditions and consult with key stakeholders in Kenya, Uganda, Rwanda and Democratic Republic of Congo. This also served to formally introduce the ECA Hub and its activities to key stakeholders both private and public in these countries.
- A framework for establishing working committees at the operational levels was defined and agreed upon with the TTCA Secretariat. The committees are, Infrastructure Development Committee; Customs Facilitation Committee; Regional Committee on Trade and Transport Facilitation; and National Committees on Trade and Transport Facilitation.
- An “Implementation Framework” for establishing a pilot data base performance indicators management system at the TTCA Secretariat to monitor impact of interventions and performance of the Northern Corridor was defined and agreed upon.
- A framework for transforming the Northern Corridor from a transport to an economic corridor was defined and agreed upon with TTCA Secretariat. This will enhance private sector participation in corridor activities.

- The ECA Hub Work Plan and proposed approach to collaborating with the TTCA was endorsed by the TTCA Executive Board as well as the COMESA Secretariat.

Efforts during the two quarters also concentrated on the following specific activities and interventions:

Development of pilot data-base: - defining generic performance indicators (PIs), identifying expert needs and obtaining buy-in from key providers of data within Kenya.

Web-site development: - defining web-site needs for the TTCA Secretariat including training needs, identifying and engaging an expert and initiating work on the development of the web-site through a participatory approach. The web-site will strengthen the TTCA Secretariat's communications and outreach.

Procurement of computer equipment: - defining computer equipment requirements and specifications to support the pilot data-base and web-site, re-defining mix of equipment to better meet needs, identifying and selecting a provider and procuring and delivering the equipment to the TTCA Secretariat in Mombasa.

Establishment of regional technical committees: - finalizing TOR and budgets for the two regional Technical Committees on Customs Facilitation and Infrastructure Development, consulting key stakeholders to obtain their buy-in, and initiating the process of convening meetings of the two Committees.

Initiating work on development corridors: - initiating work on development corridors through arranging a site visit for the TTCA Secretariat to Southern Africa to view two major corridors, the Maputo Development Corridor and Nacala Development Corridor as part of the process of learning positive lessons that can be applied to the Northern Corridor.

Outreach and Communication: - continuing with the Hub outreach and communication program through consultations, visits, and participation in selected meetings as part of the process of further enhancing the understanding of the Hub and its activities by key stakeholders and fostering collaboration where feasible.

Third and Fourth Quarters (April-September 2003)

The following key developments took place during the quarters under review:

- Participation in the Donor Consultative Conference on Infrastructure organized by the East African Community (EAC) held in Arusha, Tanzania, on April 29-30, 2003, as part of the strategy to mobilize funding from the donor community to improve infrastructure in East Africa. The Chief of Party (COP), Regina Brown, accompanied the RTA to the Conference.
- Bilateral discussions with the Secretariat of the EAC resulting in the establishment of a working relationship between the two institutions and agreement on a basic framework of cooperation including identification of potential areas of collaboration were held. This was the first high-level contact between the ECA Hub and the EAC Secretariat.
- Participation in the 3rd East Africa Trade and Investment Summit convened under the auspices of the East Africa-American Business Council (EAABC) held in Atlanta, Georgia, on May 11-18. This facilitated interaction with East African and U.S. government officials and business persons; forging an appreciation and understanding by participants of the ECA Hub and its activities; and identifying potential opportunities for collaboration between the Hub and selected entities both in the U.S. and in East Africa.
- Consultations in Washington D.C., May 19-24, with selected U.S. agencies and other institutions to learn more about their programs and to develop a working relationship with these institutions with the view of determining opportunities for collaboration with the ECA Hub. Institutions consulted included, Department of Transportation (DOT), Overseas Private Investment Corporation (OPIC), World Bank, International Finance Corporation (IFC), Export and Import Bank (EximBank), Institute for Public-Private Partnerships (IP3) and Edlow Resources.
- Participation in the annual meeting of the World Bank managed, multi-donor funded, Sub-Saharan Africa Transport Policy (SSATP) Program to obtain a better appreciation of the SSATP program and its activities and as feasible, to develop and forge a working relationship with the World Bank besides interacting with stakeholders from governments, Sub-regional Organizations

(SRO), Regional Economic Cooperation (REC) bodies, and private sector associations that were present at the meeting.

- Consultations and briefing meetings with USAID/Rwanda during the World Bank SSATP meeting, which resulted in improved understanding of each other's programs by both parties. In addition, the meeting with USAID/Rwanda was significant because of the participation of USAID Regional Center for Southern Africa (USAID/RCSA), Southern Hub and USAID/REDSO, thus facilitating an integrated approach to helping USAID/Rwanda better understand and appreciate the linkages and synergies across these various institutions and their programs.
- Contact with representatives from Eritrea and Ethiopia as well as CEMAC during the SSATP meeting in Kigali. In particular, consultations were held and information exchanged between the Hub and the Director of Infrastructure of CEMAC (Economic and Monetary Union of Central African States). This established an important entry point into CEMAC for future Hub interventions.
- Participation in the Northern Corridor Stakeholders Consultative Forum together with Regina Brown, COP, held in Nairobi on May 8, which was a follow-up to the last meeting of the Forum in Bujumbura, Burundi on September 3, 2002. The Forum was attended by representatives from both the Private and Public sector, and included agencies such as, KPA, KRA, KRC, URA, URC, RRA, USAID, and ECA among others. The Forum had representation from the Democratic Republic of Congo for the first time. This provided the opportunity for the ECA Hub to interact with stakeholders both public and private, from the five Northern Corridor countries of Burundi, DRC, Kenya, Rwanda and Uganda.
- Continued consultations with the Executive Secretary and professional staff of the TTCA (Transit Transport Coordination Authority) Secretariat of the Northern Corridor on activity implementation in order to review the status of implementation of these activities, assess any constraints or emerging opportunities and agree on the next steps so as to facilitate expedited implementation.
- During the two quarters, activities initiated during the last quarter were further consolidated and new contacts and relationships established. The Hub also participated in major events, which further helped to broaden understanding of the Hub and help forge new relationships.

Highlights of major activities and results achieved include the following:

Participation in East African –American Business Council East African Trade and Investment Summit held in Atlanta.

Given that the EAC countries form a core part of the ECA Hub, participation at the Summit provided a good window for marketing the Hub. Participation brought out potential for collaboration with other institutions such as, USTR, US State Department, US Customs, Center for Trade and Technology Transfer, South Carolina World Trade Center, U.S. Buyers, U.S. Investors, U.S. Trade and Industry Associations, Port of Charleston and others. The Hub could also forge a formal relationship with the East-African-American Business Council, which could be mutually beneficial to the two institutions. There is also potential for establishing linkages between players in the ECA region and those in the US such developing a “sister port” relationship between the Ports of Charleston and Mombasa and skills and technology transfer among trade and industry associations.

Corridor Toolkit

The ECA Hub has been in discussion with the Port Management Association for Eastern and Southern Africa (PMAESA) to support a project of PMAESA’s Transit Facilitation Committee concerning the drafting of a Corridor Toolkit, aimed at providing all the necessary information for the establishment of Corridor Committees by taking into account the experiences of the TransKalahari and the Dar es Salaam Corridor Committees.

The toolkit would be promoted by PMAESA, in Eastern and Southern Africa, but also, through involvement in the Pan African Association for Port Cooperation (PAPC), throughout Africa. PAPC is the umbrella body of the three Port Associations of the continent.

Activities Specific to the Northern Corridor

Northern Corridor Stakeholders Consultative Forum: The Northern Corridor Stakeholders Consultative Forum was held in Nairobi on May 8. This was a follow-up to the last meeting of the Forum held in Bujumbura, Burundi, on September 3, 2002. The meeting was attended by representatives from both the Private and Public sector and included agencies such as, KPA, KRA, KRC, URA, URC, RRA, USAID, ECA, among others. The meeting had representation from the Democratic Republic of Congo for the first time. This provided the opportunity for the ECA Hub to interact with stakeholders both public and private from the

five Northern Corridor countries of Burundi, DRC, Kenya, Rwanda and Uganda.

The Forum brings together Users (exporters and importers), Service Providers (port, road, and rail), Intermediaries (such as Customs) and policy makers (relevant Ministries and government departments) to address in practical terms, issues affecting the performance of the Northern Corridor.

The Forum has been very useful in bringing such practical issues, which if addressed, could significantly improve efficiency on the Northern Corridor. However, due to resource limitations, both the Forum and the TTCA Secretariat are unable to follow-up issues raised at the Forum to address identified constraints. This is the gap that the ECA Hub seeks to fill through provision of technical assistance support to the Forum.

In addition, the proposed National Transit and Trade facilitation Committees (NTTFCs), to be set up in the individual Northern Corridor countries, will act as a useful mechanism to feed into the Regional Forum, national priority issues. This will also facilitate a two-way feedback and information flow between the NTTFCs and the Regional Forum.

Development of pilot database: The first Phase of the Pilot Database was completed during the month of June 2003. This involved defining generic performance indicators (PIs), inputting them into the system and configuring software to support the indicators. It also included a preliminary assessment of data needs and sources. The next Phase is more involving and entails, designing data collection formats; collecting data; inputting data; analyzing the data; and generating reports as well as training of TTCA staff.

Development of Web site: The development of the web site was completed during the fourth quarter and the web site is now active and can be viewed at www.ttcanc.org. The architecture design has been completed, information content developed and the web site operational. The web site will significantly strengthen the TTCA Secretariat's capacity for communications and outreach with stakeholders in the five Northern Corridor countries, development partners and other interested parties. It should however be recognized that the web site should be viewed as work-in progress, since it has to be managed as a dynamic rather than static tool for it to fulfill its purpose.

Internet connectivity: The TTCA still has one e-mail address. With computers installed and the website activated, the TTCA Secretariat will have full Internet and e-mail connectivity.

Procurement of computer equipment: Computer equipment that included six desktops, one color printer, six UPS and requisite software was procured and successfully installed at the TTCA Secretariat in Mombasa. According to the TTCA, this has greatly improved productivity within the organization as it has enabled professional staff to work independently while at the same time, freeing the time of support staff.

Establishment of regional technical committees: TOR including composition of the proposed two regional Technical Committees on Customs and Trade and Infrastructure Development and Management were defined. The next step is to launch the Committees.

National transit and trade facilitation committees: NTTFCs were launched in Rwanda and Uganda in July 2003. The NTTFCs bring together at national level, Users, Service Providers, Policy Makers and Intermediaries to address on a collective and integrated basis, priority issues that affect corridor performance at national level to promote transport efficiency and trade competitiveness. The next step is to launch similar Committees for Burundi, DRC and Kenya.

Development corridors: While preliminary work has been done by defining a conceptual framework for the transformation of the Northern Corridor from a transport to an economic corridor, it has to be recognized that this is a long-term process. At every Forum and opportunity, the Hub has continued to sensitize stakeholders on this concept. To move this process further to the design of an actual Corridor Program, considerably more resources are required than are currently available to the Hub. Substantive work in this area can therefore only be undertaken during Phase II.

The Development Corridor approach will link transport to the broader regional integration agenda within a multi-sectoral and cross-border framework by ensuring that transport is not viewed in isolation from trade and investment and the emerging Free Trade Areas under COMESA, EAC and other regional organizations in the ECA region. It also recognizes the desirable partnership between the public and private sectors in attracting investment and therefore, development of the Northern and other corridors.

Issues, Constraints and Opportunities

There were a number of issues, constraints and opportunities that had an impact on the work of the Hub and the results achieved during the first year of the Hub. The list below is intended to be indicative only.

Issues and Constraints

Time and resource constraints: Work undertaken and results achieved must be understood within the context of the Hub as a new initiative that was being launched in the ECA region for the first time. The ECA Hub Team was therefore simultaneously setting up the office and operations as it also implemented activities. Given this background, the Hub has achieved a lot within the constraints of time and resources.

Understanding the environment: Successful activity implementation cannot start until a reasonable and fair grasp of the environment is made. Some time is therefore required to understand the key issues, identify key players and design activities that respond to the demands and expectations of the partners. The Hub covers 18 countries. Ideally, it would have been desirable to visit all the countries to interact with key stakeholders to better understand the environment and identify opportunities for interventions. Because of time and resource constraints, this was not possible and an informed judgment therefore had to be made to focus on specific clusters of countries and targets of opportunity.

Complexity of environment: The Northern Corridor is a multi-modal transport corridor involving a multiplicity of countries, operators and interests. The Corridor involves five countries; it involves service providers in port, road, rail, inland waterways, ICDs, pipeline and telecommunications; intermediaries such as, customs, C&F agents, insurance companies and others; policy makers; and users and stakeholders. Thus, activity implementation and the success of activities depend not just on a sound technical approach, but also in understanding and managing the multitude of interests and players.

Ownership and acceptance by partners: Activities cannot be implemented in isolation. Programs and activities must be anchored within partners and institutions and must be understood and accepted by these partners in order to ensure ownership and therefore, long-term sustainability. Not enough time was accorded to this “consultative process” and to interaction with partners in preparing and finalizing the Work Plan.

Capacity of partners: A major issue that is often overlooked in the design and delivery of programs is the capacity of partners to “absorb” the assistance that is being provided. Often times, it is necessary to build the capacity of the ‘primary implementation partners’ in order to enhance activity delivery. A case in point is the TTCA Secretariat, which did not even have adequate operational tools such as computers. These had to be provided by the Hub to strengthen the operational capacity of the TTCA Secretariat. Strengthening the capacity of partners is also important in ensuring sustainability of activities. There is little point in implementing “sophisticated” activities if these are beyond the capacity of the partners to absorb and sustain.

Opportunities

Specific opportunities leading to potential activities in ports, railways, roads and transit facilitation were identified and where feasible, exploited. However, due to the focus of the project as well as time and resource constraints outlined earlier, it was not possible to take advantage of every opportunity or to necessarily translate every opportunity into an activity. Some of the opportunities identified and achievements realized are outlined below:

Ports and Maritime Transport:

- A working relationship has been established with PMAESA, the apex body of port authorities in the East and Southern African region
- Kenya Ports Authority (KPA) has been involved in activities of the Hub such as, participation in National Committees established for Rwanda and Uganda and linking KPA to TTCA database
- A potential major port activity during Phase II is, design and implementation of a “Container Management System” for the Port of Mombasa to reduce port dwell times and improve container turnaround
- Another potential activity is improving port/surface transport interface (road, rail, ICDs) through streamlined documents and procedures and introduction of Through Bills of Lading (TBL)

Railways:

- Initial consultations have been held with Kenya Railways Corporation (KRC) and Uganda Railways Corporation (URC) on areas of potential Hub assistance
- KRC and URC are formal members of the Uganda National Transit and Trade Facilitation Committee (NTTFC) and rail issues will become a key aspect of the discussions of this Committee
- URC through the Managing Director has requested Hub assistance in putting in place a “Computer Tracking System” for containers to facilitate effective tracking of containers because poor container management is one of the major constraints facing URC and railway operations in general. A proposal is awaited from URC
- The Hub has also been in contact with a U.S. Concessionaire, Edlow Resources which is involved in one of the first cross-border rail concessions in Africa involving the former Malawi Railways and Mozambique Railways (CFM-N)
- In recent discussions with the two Vice Presidents of Edlow Resources in Washington, the Regional Transport Advisor sought to gauge the interest of companies like Edlow Resources in getting involved in East Africa, specifically in a cross-border concession of the railway systems of Kenya and Uganda. Their response was that, while they could not be categorical on investment, they were willing to share their experiences of the railway concession in southern Africa with east African countries

Roads and Road Transport:

- Of the 10 million tons of traffic moved through the port of Mombasa, the modal split is 80% in favor of road.
- Ideally and in the long-term, it is necessary to move this large volume of traffic from road to rail. Relative to road, railways are less expensive to maintain. Additionally, provided the right systems, management and facilities are in place, rail should be a more cost-effective means of transport for a country than road
- Moving traffic from road to rail is not as simplistic as it sounds. A large and strong “Road Industry Lobby” is emerging throughout Africa made up of truck operators (now increasingly with political involvement), oil companies, truck dealers, banks and multinationals. These are important “undercurrents” that need to be understood when dealing with policy issues related to roads and railways

- Because road transport is such a dominant player in international trade, in the short to medium term, the greatest impact in improving transport efficiency and thus trade competitiveness will come from interventions in the road sector.
- The current ECA Hub emphasis on road transport is both justifiable and logical as it is likely to have the greatest impact in reducing transport costs and therefore increasing exports and expanding trade since road transport feeds ports, rail and airports

Air Transport:

- This is an area that the ECA Hub could work with the U.S. Department of Transportation largely to promote compliance by African airports to ICAO regulations, particularly on air safety.
- The Hub is however, unlikely to have the resources to undertake meaningful interventions in the air transport industry itself

Telecommunications:

- Telecommunications and ICT capabilities are a critical part of Corridor operations. While this is an important area, it is one the Hub is unlikely to be involved in directly. To be effective, ports, railways and even road transport operators must increasingly use ICT solutions for cargo tracking and management. Customs modernization and cross-border linkages require use of ICT.

Pipeline:

- No specific framework for support or activity design was done for pipeline transport, as this was not considered a priority. However, issues related to movement of liquid products on the Northern Corridor were discussed in the Regional Stakeholder Consultative Forum and National Transit and Trade Facilitation Committees.

Transit Operations:

- Customs documentation and procedures, weighbridge management and overload controls, transit charges, traffic police controls, security escorts and other transit practices all have an impact on the efficiency and cost of transit. As is the case now, the Hub will continue to give priority to addressing these issues.
- Both COMESA and the TTCA have devised a number of measures to address these constraints. Advocacy and training will be key aspects of the ECA Hub strategy to assist countries

implement the various transit facilitation measures on which a lot of work has already been done

National/Regional Capacity for Advocacy:

- The establishment of NTTFCs in Rwanda and Uganda has been a major achievement. These Committees do not just bring together “transport players”, but key public and private sector players in a common high-level national forum to address key issues affecting the performance of the Northern Corridor across the entire transport logistics chain, and not just roads
- For example, the Kenya Ports Authority was not only involved and participated in the Rwanda National Committee meeting, but also co-hosted with the ECA Hub, the Uganda National Committee meeting. In addition, the KPA Office in Kampala has been designated the Secretariat of the Uganda NTTFC.
- Members are drawn from ports (of Mombasa); railways; road transport operators; C&F agents; Ministries of transport; trade, works and finance; investment centers; private sector federations; chambers of commerce; commercial banks; insurance companies and others.
- This will ensure that issues of transport efficiency, transit and trade are addressed in a systematic and integrated basis and not on an *ad-hoc* and fragmented basis.
- For example, the Chairman of the newly established NTTFC for Rwanda is also the Chairman of the Rwanda Manufacturers Association and a leading coffee grower and exporter. In Uganda, the Chairperson is the Commissioner of Customs. This demonstrates not only the public-private sector nature of this approach, but also the seriousness with which they have been taken in both Rwanda and Uganda
- The next priority is to establish a similar NTTFC for Kenya, and for both Burundi and DRC as the political and economic situation in these countries improve. As part of this process, representatives of the eastern DRC private sector association (known as FEC), were invited to participate in the Rwanda national meeting as observers.
- Regional Committees to be established during Phase II will further strengthen and consolidate this innovative advocacy model

Major Milestones, Results and Impact

The Chart below summaries the major milestones, results and impact under Hub Component III.

Table 3. Comparison of Expected with Actual

Improve Efficiency and Reduce Cost of Trade Related Transportation			
Objective	Milestone	Progress	Commentary
3.1 Develop transportation corridors in ECA to meet regional needs as well as future requirements, increase efficiency, and reduce costs	3.1.1 NTC Corridor Situation Report prepared and priority issues and approaches defined and agreed upon with key stakeholders (March 2003)	Assessment trip undertaken during December 2002. Report being finalized. Initial findings documented and disseminated to stakeholders.	Initial findings have been used by stakeholders in various Northern Corridor forums at national and regional levels Situation Report will provide useful input to Northern Corridor Stakeholder's Forum and Technical Committees being set up.

	<p>3.1.2 Pilot database in place at TTCA and being used to monitor corridor performance (March 2003)</p>	<p>Data-base configuration defined and agreed upon with TTCA Secretariat and basic Performance Indicators (PIs) to monitor corridor performance defined.</p> <p>Computer equipment to support data-base procured and installed at TTCA Secretariat in Mombasa.</p> <p>Technical expertise to assist TTCA Secretariat configures and manage database provided.</p>	<p>Phase I of Pilot Database completed with Performance Indicators defined, data needs defined and initial training provided to TTCA staff.</p> <p>Database will help TTCA to move from qualitative to quantitative impact reporting and facilitate informed decision-making on Northern Corridor performance.</p> <p>Next steps entail, designing data collection formats; collecting data; inputting data; analyzing the data; and generating reports as well as training of TTCA staff.</p>
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	<p>3.1.3 Selected private sector champions strengthened and playing a strong and visible advocacy role on the Northern Corridor to promote positive policy and operational changes (October 2003)</p>	<p>Agreement reached between TTCA and ECA Hub to establish Technical Committees at regional and national level.</p> <p>TOR for the two regional Technical Committees on Customs and Trade and Infrastructure Development and Management defined.</p> <p>TOR for National Transit and Trade Facilitation Committees (NTTFCs) defined.</p> <p>Two NTTFCs launched and functional for Rwanda and Uganda during July 2003.</p> <p>Consultations and preparatory work underway to launch similar NTTFCs in other Northern Corridor countries with Kenya as a priority</p>	<p>The Northern Corridor has never had working committees at the operational level and this has inhibited implementation of measures and the involvement of the private sector.</p> <p>The proposed committees will strengthen public-private partnership as well as the advocacy role of the private sector at the regional and national levels.</p> <p>The NTTFCs will feed into the TTCA decision-making structures as well as the Regional Stakeholders Consultative Forum.</p> <p>The Committees bring together, Users, Service Providers, Intermediaries and Policy makers</p>
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	<p>3.1.4 Transport efficiency improved and transport costs on the Northern Corridor reduced (October 2003)</p>	<p>The Pilot-data base being developed will facilitate impact assessment.</p> <p>The development of the TTCA Web site is complete and the site is now active (effective August 2003).</p> <p>This has transformed the TTCA from an inward looking organization with limited information sharing with stakeholders to a modern, outward looking and accessible organization in touch with stakeholders across the region.</p>	<p>To date, the TTCA Secretariat has not had a systematic and objective basis for assessing the performance of the corridor. The database will fill this gap.</p> <p>As feasible, the database will disaggregate AGOA exports moving on the Northern in terms of commodity type, value and volumes. Currently, such information is not easily available.</p> <p>The Web-site will also provide a platform for information sharing for the NTTFCs and Regional Committees to be set up</p>
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3.2 Promote integrated and seamless movement of goods and services on transportation corridors	3.2.1 Implementation of agreed transit corridor facilitation measures accelerated (October 2003)	Regional and national Committees being established will help to address key issues and facilitate improved implementation of trade and transport facilitation measures already agreed upon within the framework of COMESA.	Two National Committees are functional in Rwanda and Uganda and have already proved useful forums for dialogue and advocacy through a public-private partnership approach
	3.2.2 Training provided and buy-in leading to improved understanding and ownership of transit facilitation measures obtained. (June 2003)	<p>Training has been provided to TTCA staff on database management and effective use of the Internet and web site.</p> <p>Training will be provided on an on-going basis as an integral part of the various activities.</p> <p>The aim is to strengthen the skill base and capacity of partners to manage programs and activities on a sustainable basis in the long-term.</p>	<p>Training will be done at various levels, as respective activities are being undertaken (such as the Pilot database) and at regional and national levels.</p> <p>The TTCA Secretariat has organized some training events in the past but these have been <i>ad-hoc</i>.</p> <p>With the establishment of the Committees, the training is to be more systematic and consistent.</p>

	<p>3.2.3 Visible and demonstrable progress achieved on the Northern Transport Corridor to promote integrated, seamless operations (October 2003)</p>	<p>Progress made has been to agree with the TTCA Secretariat on sustainable approaches to dealing with operational issues on the corridor.</p> <p>Corresponding activities to support this have been designed and are under implementation.</p>	<p>It is too early to see visible results.</p> <p>Activities such as the Pilot database will facilitate more effective impact monitoring.</p> <p>Regional Technical Committees and NTTFCs will provide a mechanism for the public and private sector not only to set targets through Action Plans, but also to monitor results and impact in a transparent manner, an approach that is currently missing.</p>
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<p>3.3 Develop and enhance the role of the private sector in corridor management and increase investor, transport operator, and economic partners' interest in the promotion, and use of transport corridors</p>	<p>3.3.1 Regional industry associations or regional forum established and playing an effective advocacy role for positive policy and operational change (October 2003)</p>	<p>Contact made with industry associations in Kenya, Uganda, Rwanda and DRC – (Clearing and Forwarding, Road Transport and Exporters) and appreciation obtained of status and constraints.</p> <p>Consultations with key private sector and other players on going and ownership and buy-in into ECA Hub activities obtained.</p>	<p>Industry associations are already participating in the NTTFCs that have been set up and regional level committees to be set up during Phase II.</p> <p>These Committees provide an integrated platform for dealing with trade related transportation issues on a collective and sustainable basis.</p>
	<p>3.3.2 A “Reform Agenda” in process to create an environment conducive to private sector participation in the ownership, provision, operation and management of transport infrastructure, systems and facilities. (October 2003)</p>	<p>A Reform agenda that includes policy, legal and regulatory reforms is being defined through the various activities. It is however, a long-term undertaking.</p>	<p>This is an on-going process.</p>

<p>ECA HUB CLOSEOUT REPORT</p>	<p>3.3.3 Progress made towards concluding a Memorandum of Understanding (MOU) among the respective countries to transform the NTC into an economic corridor. (October 2003)</p>	<p>Progress has been made in defining a conceptual and implementation framework for transforming the Northern Corridor into an economic corridor.</p> <p>The ECA Hub facilitated a visit by the TTCA Executive Secretary to the Maputo Development Corridor (Mozambique/South Africa) during February.</p> <p>The visit included a site tour of the Maputo-Witbank toll road linking the port of Maputo in Mozambique to South Africa's industrial heartland of Gauteng, which is a 30-year private concession.</p> <p>The TTCA Executive Secretary also participated in the Nacala Corridor Investors Conference (involving Malawi, Mozambique and Zambia) and interacted with a broad spectrum of stakeholders – politicians, policy makers, technicians, lawyers, investors, donors, entrepreneurs – all critical to a</p>	<p>This is a long-term objective requiring high-level political buy-in, technical preparations and on-going dialogue amongst key players, both public and private across the five Northern Corridor countries.</p> <p>Facilitating contacts between the TTCA and counterpart institutions in Southern Africa, such as the Maputo Corridor is part of the process of sharing best practices and experiences, which is to be broadened and continued.</p> <p>The visit resulted in positive lessons, which can be applied to the Northern Corridor.</p> <p>To move this process further to the design of an actual Corridor Program, considerably more resources</p>
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Success Stories and Case Studies

During the first phase, the ECA Hub achieved a number of notable successes. The approach for the subsequent phases would be to consolidate the successes achieved and to learn from experiences on how best to expedite implementation of activities while at the same time, ensuring their sustainability. Below are examples of successes achieved under the transport component.

Enhancing the Capacity and Productivity of the TTCA Secretariat

To play its role effectively, the Secretariat needs to maintain contact with key stakeholders in the six countries both public and private. Lack of an effective communication strategy has in the past, hampered the effectiveness of the TTCA Secretariat.

With ECA Hub assistance, computer equipment has been procured and installed at the TTCA Secretariat in Mombasa as part of the strategy to improve communications and outreach. This also involved the development of a web site, enhancement of internet and e-mail access as well as provision of computer equipment and training to TTCA professional staff to improve their productivity. The ECA Hub has therefore helped re-position the TTCA Secretariat as an open, accessible and "modern" organization with a web site and improved internet access from a closed and relatively inaccessible organization.

This will not only help the organization become more visible and productive, but will also greatly enhance communication with stakeholders in the various countries as well as regionally, thereby making it easier and more cost-effective to address constraints affecting the performance of the corridor.

1. Improving Monitoring and Impact Reporting

It is recognized that the Northern Corridor is beset by a multitude of constraints that inhibit its effective performance and efficiency. The constraints include poor state of infrastructure; delays at international border posts; a proliferation of documentation and procedures related to customs and transportation; and high transaction costs all of which make the international trade of the countries served by the corridor uncompetitive. Unfortunately, these constraints are not tracked and reported in a systematic and quantifiable manner to facilitate input into the decision making process.

The ECA Hub has set up a Pilot Data Base system at the TTCA Secretariat in Mombasa to monitor and quantify these constraints through determination of benchmarks and performance indicators. This will not only lead to improved reporting, but will also lead to quantification of the constraints thereby facilitating improved reporting on the economic impact of such constraints. Thus, ECA Hub assistance has helped to re-orient reporting on the Northern Corridor from an *ad-hoc* qualitative approach to a systematic, quantitative approach providing an informed and more credible basis for decision-making. This should facilitate taking corrective actions to address identified constraints on a more informed and timely basis leading to overall improved efficiency of the Corridor.

3. Creating National and Regional Capacity for Sustained Advocacy

The ECA Hub has provided assistance to establish regional and national technical committees as a basis for promoting public and private sector partnership on issues and constraints affecting the performance of the Northern Corridor.

Two regional technical committees are to be established one on

Customs and Trade Facilitation and the other on Infrastructure

Development (covering roads, rail and port systems). The committees

are made up of representatives from the public and private sector, thus

further strengthening public-private partnerships.

Prior to ECA Hub involvement and establishment of the regional committees, the consultative structures on the Northern Corridor involved largely government entities at the policy level. The regional committees will facilitate the involvement of the private sector in decision making on the Northern Corridor as well as move the discussions from the policy level to the operational level to address constraints inhibiting the efficient performance of the Northern Corridor in specific terms on the ground. The Regional Committees will be integrated with the National Committees outlined above to provide a basis for sustained advocacy both at the regional and national levels.

4. Transforming the Northern Corridor from a Transport to an Economic Corridor

The Southern African region has successfully transformed some corridors from transport to broad based economic development corridors within a cross-border integrated framework. The ECA Hub is working with the TTCA to adapt this model for the Northern Corridor. Acceptance has been obtained from the Executive Board of the Northern Corridor for this transformation.

ECA Hub assistance has facilitated a greater understanding and acceptance of the economic corridor concept in the Northern Corridor countries and laid the groundwork for transforming the Northern Corridor from a transport to an economic corridor.

5. Forging Effective Partnerships

The Hub continued to establish partnerships with stakeholders, both public and private within and outside the ECA Hub region. Significant contacts made and relationships established include:

TTCA: The Hub has established an excellent working relationship with the TTCA, both the Secretariat and individual governments.

COMESA: The Hub has had a positive working relationship with COMESA and has kept COMESA informed and involved in Hub activities.

East African Community: Bilateral discussions between the EAC Secretariat and the ECA Hub resulted in a framework of cooperation. A firm base has been laid for cooperation between the ECA Hub and EAC Secretariat.

CEMAC: Initial contact has been made with CEMAC based in the Central African Republic (CAR) through consultations with the Director of Infrastructure on potential interventions in Central Africa.

ECA Countries: Consultations have been held and contacts made through direct visits or consultations with senior officials with the following ECA Hub countries, Djibouti, Eritrea, Kenya, Uganda, Tanzania, Rwanda, Burundi, DRC, Uganda, Somalia, Ethiopia, Central African Republic, Somali and Sudan. Thus, direct contact has been made with 14 out of the 18 ECA Hub countries.

PMAESA: The Port Management Association for Eastern and Southern Africa (PMAESA) is a key regional institution.

World Bank SSATP: A working relationship with the World Bank's SSATP Program collectively with the SA Hub has been forged.

EAABC: Establishing a relationship with the East African-American Business Council based in Atlanta, Georgia, which involves US businesses and businesses in East Africa.

US Government Agencies: A better understanding of the ECA Hub has been developed by a number of US government and other agencies including through interaction with the Hub. The agencies include DOT, OPIC, IFC, EximBank, and other private sector entities such as IP3 and Edlow Resources.

USAID bilateral missions: Relationships with bilateral missions in ECA Hub countries have been strengthened and the bilateral missions are now better informed about the ECA Hub program and activities.

Northern Corridor Stakeholders: There has been a further consolidation of existing relations with various Northern Corridor stakeholders through the consultative Forum and in particular, Kenya Railways, DRC Private Sector Federation (FEC) and others.

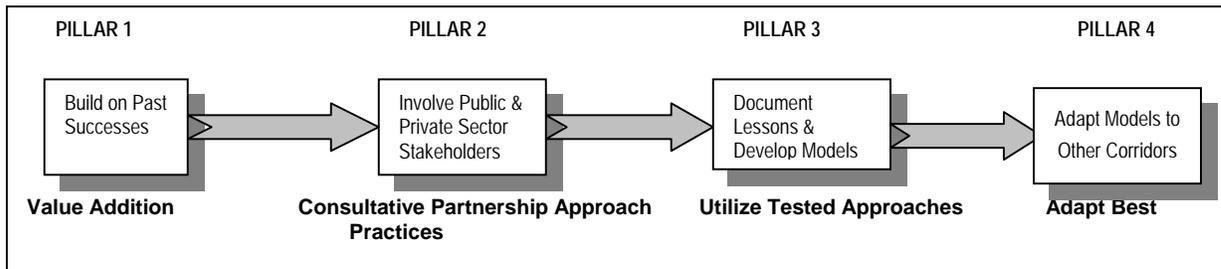
National Level Stakeholders: Partnerships have been strengthened with national level stakeholders both public and private through the NTTFCs.

II. Recommendations for Follow-up Action

Using the Northern Corridor as a “pilot” and “fast track case”, the Hub will undertake the interventions using the “Four Pillar Approach” shown

in the chart below as the guiding framework in the design and implementation of various programs and activities.

The Four Pillar Approach to Hub Interventions under the Transport Component



Build on Successes Achieved: During the next phase, the aim will be to consolidate and build upon successes already achieved. These successes include on-going activities; outreach and communications; and developing effective partnerships.

Strengthen Public-Private Partnerships: Implementation of Hub activities has been based on a public-private sector partnership approach. The Regional Stakeholder Consultative Forum and the National Transit and Trade Facilitation Committees are a manifestation of this approach. This is to be further consolidated during Phase II of the Hub.

Use Northern Corridor as Model: COMESA has designated the Northern Corridor a “fast-track corridor” to be used as a model. Successful lessons from the Northern Corridor will be documented and adapted to other corridors in the COMESA region. Potential corridors for future Hub interventions include the Ethio-Djibouti Corridor (Linking

Ethiopia and Djibouti), the Central Corridor (from the port of Dar-Es-Salaam to Rwanda, Burundi and Uganda) and at least one corridor in Central Africa.

Identify New Partners: As was done with the Northern Corridor, partners will have to be identified for each of the new corridors where the Hub seeks to work. However, the other corridors are unlikely to have a defined institutional framework, as is the case with the Northern Corridor. Initial interventions in these corridors may therefore involve assistance by first putting in place the necessary institutional framework.

Continue with On-going Activities: Priority will be to continue with activities that are on going with the TTCA.

Exploit Opportunities: Opportunities are many as outlined above. The challenge will be to exploit those opportunities, which will maximize returns. This means resources will be committed to those activities likely to have the greatest impact.

III. Lessons Learned

It must be recognized that delivery of outputs depends on a number of key factors, most of which are pre-requisites to successful implementation and sustainability of activities. Positive lessons have been learned on what works or otherwise in fostering successful implementation of activities.

Deliver on Promises: It is important not to make promises to stakeholders that cannot be fulfilled as this can lead to heightened expectations and frustration when they are not met in the end, besides loss of credibility. For example, the ECA Hub came to the assistance of TTCA in a practical and demonstrable way when the TTCA needed help most. The ECA Hub has also delivered on most activities agreed upon with the TTCA. This has re-enforced the TTS's trust in working with the ECA Hub. In contrast, for example, the TTCA cited the experience it had with the World Bank's Sub-Saharan Africa Transport Policy (SSATP)

Program with whom the TTCA has had discussions over the last two years without any tangible activities coming out of their consultations.

Involve Partners: The approach adopted by the ECA Hub has been to work with and involve TTCA staff not just in the design but also actual delivery or implementation of activities. This approach has helped in building trust and confidence and has given the TTCA in terms of ownership of the various programs. A decision was also made to focus on “practical implementation” and as feasible, use of local expertise as opposed to approaches adopted by other donors that emphasize studies and extensive use of international experts.

Small is Beautiful: Activities need not be large both in terms of scope or resource outlay in order to have impact. For example, the Hub assisted the TTCA Secretariat in the form of computer equipment, development of a web site, development of pilot database and funding of TTCA staff on technical missions. While the budgetary resources expended were not major, the impact was considerable. The fact that the Field Office was also given the mandate to procure the equipment locally without undue protracted procurement difficulties and formalities further helped to enhance the credibility of the ECA Hub.

Obtain Commitment: The Hub has used Memorandum of Understanding (MOU) as an effective tool for activity implementation. For each major activity, an MOU has been entered into which defines the scope, funding and timing of the activity in addition to outlining the responsibilities and obligations of the parties concerned. This has not only helped to ensure clarity and transparency in activity implementation, but has also ensured that activities are implemented within a defined framework and scope.

Utilize Local Expertise: The utilization of local expertise is a cost-effective means of activity delivery. This also ensures that local stakeholders are not merely “spectators” but are “players” in activity design and delivery. In addition, use of local expertise strengthens the knowledge base and augurs well for sustainability. Major activities undertaken for the TTCA such as, development of web site and content and development of pilot database were all done by utilizing local expertise. This is not to suggest that international expertise should not be used, but that this should be utilized selectively where such expertise adds value to programs and activities.

Develop Personal Professional Contacts: A personal professional working relationship was developed between Hub staff and partners, in particular, TTCA, PMAESA, ECA and COMESA. Such a personal working relationship ensures that communication is open and uninhibited

and issues are resolved before they become problems. The ECA Hub has had an excellent working relationship with its partners and this has to a large measure contributed to the success of the various activities.

Adapt to Changing Environment and Opportunities: It is important that resources are not committed on a rigid basis to programs and activities. There is need to build in flexibility within the resource allocation mechanism so as to adapt to changing needs or to emerging opportunities. As an example, in mutual consultation between the Hub and TTCA Secretariat, a decision had to be made to change the focus of priorities from Regional Technical Committees to National Transit and Trade Facilitation Committees (NTTFCs) in response to opportunities that had been identified in Uganda and Rwanda. The result is that the NTTFCs are now functional in these two countries, a result which would not have been achieved had emphasis remained with the Regional Technical Committees.

Communication and Information Flow: The ECA Hub has kept COMESA regularly informed and updated on activities undertaken with the TTCA. As a result, COMESA views the success of the TTCA as that of COMESA as well. The Hub has also kept USAID/REDSO, USAID bilateral missions and other partners regularly informed and updated on Hub activities. This has been well received. Below is an example of acknowledgement received from one of the USAID bilateral missions with regard to Hub communication:

"I greatly appreciate the comprehensive information you share, will be reading it over in closer detail, and look forward to further collaboration ahead.

Be assured you're very conscientious and dedicated efforts are greatly appreciated and valued at USAID-Kigali.

Regards,

Andy

*Andy Karas, Team Leader
Food Security and Economic Growth
USAID-Rwanda"*

Another example is from COMESA below:

“Thanks for your very detailed update on what is happening in the Northern Corridor through the assistance from the ECA Hub. I have been out of the office on a mission to Algiers and couldn't respond earlier.

I am glad for the assistance provided to TTCA to procure the tools and software to improve their communications, establish a database and set up a website.

This will no doubt make their work easier when interacting with stakeholders and other parties.

Regarding the funding for the database survey, the World Bank agreed that they will finance this as part of the Observatories Project in line with what is happening in UEMOA and I believe we shall take account of the work undertaken through ECA on Performance Indicators and the pilot project on the Beira Corridor. The Bank may take some time to release funding but we can afford to be a little more patient.”

Gilbert Maeti, Acting Chief, Infrastructure Division, COMESA

Keeping key partners informed avoids surprises and ensures that everyone is kept abreast of developments. It also facilitates development of synergies across programs and activities.

IV. Outreach and Communications

The Hub's outreach and communication program has continued through consultations, visits, and participation in selected meetings as part of the process of further enhancing the understanding of the Hub and its activities by key stakeholders and fostering collaboration where feasible. Of significance are relations that have been developed with US Government and other agencies such as, DoT, OPIC, EximBank, IFC as well as with the World Bank, EAC and CEMAC, among others. There is now considerably greater understanding of the Hub and its activities by a wider spectrum of countries and agencies.

The ECA Hub's outreach and communications program resulted in:

- An increased and expanded awareness of the ECA Hub and activities by countries that had hitherto no direct knowledge of the Hub including Somalia, Djibouti Sudan, Ethiopia, Eritrea and others.
- A deepened understanding of ECA Hub activities as well as improved ownership and buy-in by key partners such as COMESA and TTCA.
- Contact with the SADC Secretariat, a key regional organization in southern Africa whose mandate includes the ECA Hub countries of DRC, Mauritius, Seychelles and Tanzania (common countries with the SA Hub).
- Expanded awareness of the Hub and its activities by private sector trade and industry associations, such as exporters, C&F agents, truckers and potential AGOA exporters in selected ECA Hub countries visited by Hub experts.
- Improved programmatic coordination with the SA Hub particularly on common countries and other programs such as RATES.
- Fostering linkages with relevant programs and institutions such as the SDI and Development Corridors in southern Africa, the Maputo Development Corridor, Development Bank of Southern Africa (DBSA), among others.

The ECA Hub's communications strategy will be further enhanced by the launch of the web site, which is currently under development. This will facilitate access to information on Hub activities by among others, key implementation partners, USAID offices in the ECA region, regional organizations, ECA member governments, private sector trade and industry associations, and potential AGOA exporters.

V. Reports

Hub activities have been documented through both Technical and Trip reports. The list of reports prepared is as follows:

Technical Reports

1. Northern Corridor Situation Report- January 2003.
2. Status Report on Cooperation between the East and Central Africa

Global Competitiveness Hub and the Transit Transport Coordination Authority of the Northern Corridor - January 2003.

3. Conceptual and Implementation Framework for Transforming the Northern Corridor from a Transport to an Economic Corridor - January 2003.
4. Conceptual and Implementation Framework for a Pilot Data-Base Performance Indicators Management System for the Transit Transport Coordination Authority of the Northern Corridor – January 2003
5. Configuring the Performance Indicators (PIs) for the Pilot Database of the Northern Corridor – Joseph Esau, Database Management Expert, July 2003
6. Framework for Operationalizing Consultative Committees on the Northern Corridor - January 2003.
7. Web Content Development for the TTCA Website: Completion Report – Toni Sittoni, Communications and Media Consultant-September 2003.
8. Report of the Inaugural Meeting of the National Trade and Transit Facilitation Committee held on 22nd July 2003 – National Trade and Transit Facilitation Committee Secretariat.
9. Report of the Inaugural Meeting of the Rwanda National Transit and Trade Facilitation Committee held on 18th July 2003-Kigali

Trip Reports

1. Consultations with Northern Corridor Secretariat on ECA Hub Work Plan - November 2002.
2. Consultations with Transit Transport Coordination Authority Secretariat on Activity Implementation - January 2003.
3. Participation in COMESA Transport and Trade/Customs Meetings; Consultations with SA Hub and SADC; and

Consultations on the Economic Corridor Concept -
February 2003.

4. Consultations with the TTCA Secretariat on Activity Implementation, and Selected Stakeholders in Mombasa on Potential Collaboration - March 2003.
5. Participation in EAC Donor Consultative Conference on Roads, Arusha - April 2003.
6. Participation in the East African Trade and Investment Summit, Atlanta, Georgia - May 2003.
7. Consultations with US Government agencies and other parties, Washington DC - May 2003.
8. Participation in the Annual Meetings of the World Bank Sub-Saharan Africa Transport Policy (SSATP) Program, Kigali - May, 2003.
9. Consultations with TTCA Secretariat in Activity Implementation - June 2003.
10. Participation in the East African Trade and Investment Summit, Atlanta, Georgia - May 2003.
11. Consultations with US Government agencies and other parties, Washington DC - May 2003.
12. Participation in the Annual Meetings of the World Bank Sub-Saharan Africa Transport Policy (SSATP) Program, Kigali - May, 2003.
13. Consultations with TTCA Secretariat in Activity Implementation - June 2003.

CONSULTANTS USED BY THE HUB

EAST AND CENTRAL AFRICA GLOBAL COMPETITIVENESS HUB

Chemonics International Inc.

Advocacy Specialist

Roger M. Ervin

A dedicated and highly motivated senior manager with over 15 years of experience in private industry and government. Proven track record in strategic communications, advocacy and management. Founded and managed a start up international marketing communications firm which generated over \$500,000 in revenue in the first year. In 1999, as acting U.S. representative to Africa for commercial and trade affairs, led a streamlined management and communications reorganization in South Africa that resulted in an increase in sales of U.S. products to Africa by nearly \$2 billion. As North American regional manager for the African Development Bank (AFDB), led a management strategy program to maximize the bank's exposure in the United States, increased the bank's capital base by \$500 million and significantly expanded investor confidence. Extensive communications advocacy and management experience throughout Africa, Latin America, the Middle East and Europe.

EDUCATION B.S., biology, Tulane University, New Orleans,
Louisiana.
B.S., classics, Tulane University, New Orleans,
Louisiana.

PROFESSIONAL HISTORY

2002-present Strategic counselor/director of public affairs, Foley and Lardner, Madison, Wisconsin and Washington, DC. Assisted U.S. and foreign companies develop marketing communications strategies. Represented corporations in commercial problem solving and regulatory issues, and advised companies and governments on general communications strategies.

2001-2002 Managing director, Global Market Solutions, Madison, Wisconsin. Founded and managed a start up marketing communications firm. Generated over \$500,000 in revenue in the firm's first year. Serviced clients in five distinct industries—power generation, oil and gas, telecommunications, pharmaceuticals and finance.

Focused on crisis communications, new-to-market business development, strategic public relations and government relations.

1999-2000

U.S. representative to Africa for commercial and trade affairs, U.S. Department of Commerce, Johannesburg, South Africa. Served as the highest-ranking official for the U.S. Foreign Commercial Service worldwide. Top manager for all U.S. business development initiatives in the Southern Africa region and Chairman of the U.S. Commercial marketing program throughout Sub-Saharan Africa. Acted as managing director of a regional office covering 44 countries, employing 35 staff and located in three distinct offices throughout Southern Africa. Generated a 500% increase in the number of deals facilitated and valued at over \$2 billion. Increased production by a factor of five and cut cost of over 30% (\$250,000) in one year—the first such initiative in the U.S. Department of Commerce’s Africa program.

1998-1999

Vice president, C/R International (public relations firm). Managed corporate client accounts in which the firm provided market access and business development counseling, communication services, strategic public relations and investor relations advisory services. Responsible for developing new business opportunities and generated \$1.7 million in new business, doubling firm’s annual income. Managed production of outreach materials and web site/intranet communications projects. Served as spokesman and media relations intermediary for corporate clients.

1996-1998

Director for North American operations, The African Development Bank (AFDB). Investor relations and communications manager for AFDB on credit ratings and bond issues. Developed and implemented communications campaign for rating agencies and US Congress. Business development and marketing manager for American and Canadian markets. Arranged \$100 million in co-financing transactions between AFDB and commercial institutions. Acquired over \$200 million in new U.S. equity contributions for 1997 and 1998.

1993-1996

Senior policy advisor, Bureau of African Affairs, Department of State. Communications and strategic planning director to the Assistant Secretary for African

Affairs. Managed policy implementation, crisis management and operational control for 4,500 employees. Directly interfaced with the highest levels of Government and industry in Africa and Europe.

1992-1993

Investor relations manager, African Development Foundation. Acted as communications director for an institution providing start-up funds for business/cooperatives. Developed and managed a reorganization plan that saved \$7 million in operating expenses. Secured an \$18 million dollar increase in federal funding.

1991-1992

Special advisor, The Honorable Ted Weiss (U.S. House of Representatives), Washington, DC. Acted as senior policy advisor on Latin America, the Middle East and Africa. Authored legislation on export control policy, debt relief and multilateral development banks. Senior level representative on the House International Relations Committee.

1990-1991

Legislative advisor, The Honorable Joseph P. Kennedy II, U.S. House of Representatives, Washington, DC. Managed legislative portfolio for senior member on the International Banking Subcommittee, which included authoring legislation on financial modernization, public debt policy and international trade.

1989-1990

Legislative advisor, The Honorable Donald M. Payne, U.S. House of Representatives, Washington, DC. Acted as a policy advisor for a member of the House Africa Subcommittee. Authored legislation on multilateral development banks and African economic policy.

1987-1988

Research Analyst, Committee on the Judiciary, United States Senate, Washington, DC. Researched for Chief/General Counsels on patent, copyrights, and trademark issues.

LANGUAGES

Fluent English.

PERSONAL

U.S. citizen.

Michael Pearson

An internet development specialist with 5 years experience in website creation and maintenance and systems engineering. Posses strong experience in website development for USAID funded development projects. In order to aid project counterpart's objective of increasing investment in Guyana, created website for Guyana Economic Opportunity project placing an emphasis on project's investor roadmap and website interactivity. Continued work with project websites for three other USAID funded projects based in the Middle East and Africa. For Chemonics' Washington office, maintains large company intranet system and commercial website designed for public consumption. Familiar with numerous programming languages including C++, Visual Basic, Perl, Pascal, PHP, Python, and SQL.

EDUCATION B.A. Management Information Systems, George Mason University, Fairfax, Virginia, Senior Status.
Microsoft Certified Systems Administrator, 2003.
Microsoft Certified Professional, 2002.

PROFESSIONAL HISTORY

2000-present Internet Developer/Engineer, Chemonics International, Washington, D.C. Develops and maintains central corporate intranet site as well as several project websites. Provides technical evaluations of new and existing network and internet technologies. Works with Windows NT platforms and various NIXes and MacOSX.

2000 Information Systems Engineer, Interim Technologies, McLean, Virginia. Operated company wide help desk by answering questions and assisting other staff members. Assisted in the maintenance and supervision of company network.

1998-2000 Webmaster, Essex Web Hosting, Fairfax, Virginia. Created and Maintained community based nonprofit web hosting service, which provided low cost hosting and development for several local organizations.

LANGUAGES English, native.

PERSONAL U.S. citizen.

East and Central African Global Competitiveness Hub project

Chemonics International Inc.

Handicraft Consultant

Annette Mysona

A business advisor with 15 years experience in advising large and small business on gaining access to markets, conducting strategic planning, and managing organizational change. Possesses extensive knowledge of East Africa. As a consultant to the Global Alliance for Africa, successfully facilitated linkages between handicraft producers in Kenya, Tanzania and Uganda and retail stores in the U.S. Recently advised local NGOs in Uganda on developing organizational capabilities and strategic plans. Currently serves as a Senior Advisor for PriceWaterhouseCoopers in Nairobi, conducting management assessments and leadership trainings for Kenyan businesses.

EDUCATION

M.B.A., marketing, Golden Gate University, San Francisco, California, 1988.

B.S., business administration, Lawrence Institute of Technology, Southfield, Michigan, 1986.

PROFESSIONAL HISTORY

2003-present

Senior advisor, Public Services Group, PriceWaterhouseCoopers LLP, Nairobi, Kenya. Advises businesses in the areas of organizational and change strategy, results oriented management, enterprise and entrepreneurial development, and leadership strategies.

2000-2001

Principal consultant, Strategic Change Group, PriceWaterhouseCoopers LLP, Chicago, Illinois. Managed the Mid-west Strategic Change Business Unit, specializing in organizational and change strategy.

1993-present

Independent consultant. Selected consultancies include:

- USAID/Uganda: Performed an assessment of current organizational capabilities and growth capacity of HIV/AIDS NGOs. Trained NGO staff members in proposal writing to prepare them to obtain funding from donor agencies. Wrote strategic plans for several NGOs to facilitate their decentralization process.
- Global Alliance for Africa (GAA): Assisted GAA women's cooperatives in Africa with identifying sustainable revenue opportunities with retail partners

in the United States, including Rainforset.com and The Disney Store, to export crafts, handbags and decorative housewares. Advised cooperatives in Kenya, Tanzania and Uganda on integrating their supply chains, incorporating rigorous quality control into the production of unique and marketable craft items, and setting prices suitable for U.S. markets.

- Ford Motor Company: Developed and lead seminars for women in the wholesale and retail automotive industry to facilitate the creation of networks and mentoring relationships.

1991-1992 District sales manager, Mitsubishi Motor Sales of America, Orange County, California.

1988-1991 Field zone manager, Ford Motor Company, Orange County, California.

PERSONAL U.S. citizen.

WILLIAM A. KEDROCK

A senior project manager and financial analyst with 19 years of experience in leading and managing large development assistance projects in Africa and the Caribbean. Particular technical strengths in business development, including strategic planning, business and sector operations assessment and evaluation, identifying barriers to market development, business plan analysis and preparation, and start-up and turn-around activities. Proven experience in building local capacity in private sector organizations, promoting dialogue and forging consensus between private and public sector actors for policy development, and building support for private investment in public ventures. Highly skilled in USAID project management activities, including project start-up, subcontractor negotiations, writing scopes of work, fielding of short- and long-term consultants, performance monitoring, budgeting and accounting, and evaluation.

EDUCATION

Chartered financial analyst, 2000.
M.B.A., international management, University of Virginia,
Charlottesville, Virginia, 1983.
B.S., accounting, Arizona State University, Tempe,
Arizona, 1977.

**PROFESSIONAL
HISTORY**

1998-present

Senior project manager, Chemonics International, Washington, D.C. Manage long-term contracts focused on SME development and growth. Provide technical assistance to field teams overseas, especially regarding business formation, finance, and management. Assignments include:

- Senior manager, Agribusiness Development Assistance in Rwanda, USAID. As home officer manager of this 3 year, \$5.7 million project oversee the strategic use of project assets working with the field team to plan activities to achieve project results.
- Business Analyst, Albanian Small Business and Credit Assistance Program, USAID/Tirana, Albania. Reviewed and expanded on the initial result of industry cluster research carried out by the Regional Development Authorities (RDA). Refined the cluster selection methodology to include an analysis of likely

clients/beneficiaries for credit and technical assistance from the SBCA project. Designed and conducted a training workshop for RDA Directors to discuss cluster results and reinforce cluster methodology through the introduction of additional analytic tools.

- Business analyst, Guyana Economic Opportunities project, USAID/ Georgetown, Guyana. Completed a SME export strategy for this 5 year initiative. The strategy works with and through domestic organizations in a holistic manner, assisting local SMEs with market know-how and know-who, business acumen, financial services, and organizational support. The strategy is currently being implemented.
- Business analyst, Sri Lanka Business Development Services, ADB, Colombo, Sri Lanka. Managed a team of six reviewing the state of small and medium enterprise growth in Sri Lanka. Drew upon this research to create a BDS project for the Asian Development Bank that focuses on providers and facilitators of services to businesses. The design takes a business-to-business approach to MSME development based on market research that considers the level of skilled labor and technology know-how, regulatory environment, access to market information and ease of credit access, productivity, financial and general management acumen, and marketing know-how.
- Business analyst, Guyana Economic Opportunities project, USAID/ Georgetown, Guyana. Completed an investors "roadmap" chronicling the step-by-step process a domestic or foreign investor must follow to consummate a deal in Guyana. Orchestrated a dialogue between key government officials and respected business leaders regarding improvements in the investment process.
- Business analyst, Agricultural Analysis and Design project, USAID/ Kigali, Rwanda. Undertook an assessment of the role and function of an agribusiness development center as the central focus of an agribusiness development project.

Business analyst, Natural Resources Management project, USAID/ Gaborone, Botswana. Analyzed the financial viability of a community-based enterprise producing a fruit puree in Botswana. Laid the foundation for further

bank financing and helped identify a buyer who invested working capital and purchased existing stock.

Business analyst, Natural Resources Management project, USAID/Gaborone, Botswana. Inventoried the available options for continued assistance to community based organizations (CBO). Worked closely with a nascent CBO association to identify services and define a service facilitation mechanism. Articulated a vision regarding future support to CBOs in Botswana, introducing the need for select, newly-moneyed CBOs to seek financial advice and diversify largely cash holdings across instruments and investments reflective of the fundamentally risk averse nature of most communities.

1994-1998

Agribusiness and finance advisor, Investment in Developing Export Agriculture (IDEA) project, Chemonics International, USAID/Kampala, Uganda. Developed business plans for nontraditional agricultural export production and marketing firms and assisted in obtaining project financing, gaining access to \$2.4 million in financing. Designed and managed a program to assist agricultural input distributors to create and service a network of independent retail shops. Linked foreign partners in alliances and joint ventures with Ugandan firms; spearheaded improvement of the export finance program, tripling available capital; advised on the restructuring of 150 loans worth \$7 million.

1994

Independent business consultant, Washington, D.C. Led a multi-disciplinary team in an intensive analysis of investment opportunities across Southern Africa. The work culminated in the structuring of a \$100 million venture capital fund subsequently capitalized by USAID. The plan evaluated potential regional deal flow, suggested guidelines for board composition, advised on portfolio weighting, proposed a management plan, reviewed potential risks and returns, and examined potential exit strategies.

1992-1994

Enterprise specialist, Chemonics International, Washington, D.C. Technical specialist in enterprise and agribusiness development, financing, project design, and evaluation. Assignments included:

- Business Analyst, Black Integrated Commercial Support Network project, USAID/Pretoria, South Africa. Authored a manual on US trends and

practices regarding minority supplier alliances to assist South African companies develop programs to source from black-owned enterprises. Manual adapted and printed in South Africa. Recruited senior executives from Digital, Lotus, Ford and other leading companies to participate in a successful program introducing US procurement practices to South Africa.

- Business Analyst, Private Enterprise Development IQC, USAID/ Kingston, Jamaica. Assessed effectiveness of tourism, small business development and private-public dialogue initiatives. Reoriented approach to tourism development to one that worked more closely with private operators. Repositioned small business activities to take advantage of existing capabilities.
- Acting chief of party/agribusiness specialist, Commercial Agricultural Production and Marketing project, USAID/Mbabane, Swaziland. Managed an international team of advisors and designed strategic plans with two agricultural marketing companies building on competitive strengths and technical assistance.
- Agribusiness development specialist, USAID, Bujumbura, Burundi. Identified barriers and opportunities in agribusiness development, recommended interventions, and contributed to the first-phase approval of the Burundi Agricultural Enterprise Support project.

Agribusiness specialist, USAID, Lome, Togo. Assessed constraints to agribusiness development in Togo as part of the USAID mission's strategic planning activity for the agricultural sector.

Agribusiness specialist, USAID, Lusaka, Zambia. As a member of Chemonics' three-person team, developed an agricultural sector strategy. Investigated obstacles and opportunities in business growth and development, identified areas of intervention, and delivered a methodology for selecting interventions.

1989-1992

Project manager, USAID/RDO/C, Bridgetown, Barbados. Directed \$22-million agribusiness venture capital project. Built portfolio and managed 200 percent increase in

investment approvals and funds placed. Helped structure private-public joint investments and corporate joint ventures in traditionally inefficient markets. Promoted project's services among potential investors, USAID, and host governments. An independent review stated that the portfolio was "achieving a balance of agribusiness development with financial profit."

1987-1989

Manager/investment specialist, High Impact Agricultural Marketing project, USAID/Bridgetown, Barbados. As country manager for St. Lucia represented this agribusiness venture capital project. Focused on small to medium sized agribusiness investments. Successfully promoted equity financing with skeptical small local businesses, leading to the project's most successful portfolio of seven investments (e.g., plantation diversification, tropical flower marketing, agro-processing) with a total capitalization of \$20 million and a fund investment value of \$3 million.

1983-1987

Independent consultant in market expansion, investments, and business development promotion. Assignments included:

Consultant, CARE, Lome, Togo. Analyzed complementary mix of public and private sector credit and input provision for producer association.

Consultant, Chemonics, USAID-funded Agribusiness Promotion project, Conakry, Guinea. Prepared report on design and development of new private sector assistance project. Identified policy issues for discussion with government and presented program options to USAID.

Consultant, World Bank and Equator Bank, Lusaka, Zambia. Assessed market performance and developed strategic marketing plans for four government-managed consumer product companies.

Consultant, CARE, Brazzaville, Congo. Investigated market, production, and distribution factors affecting revenues received by producer associations selling commodities in major urban centers.

Consultant, Chemonics, USAID-funded Agribusiness Promotion project, Conakry, Guinea. Conducted feasibility studies for livestock venture and integrated poultry enterprise. Analyzed market structure, support systems, production and personnel requirements, investment needs, and financial prospects.

Consultant, Chemonics, USAID-funded Agribusiness Promotion project, Conakry, Guinea. Conducted a business-climate study. Analyzed economic performance and its potential, investment and banking regulations, labor laws, and existing infrastructure.

1983-1985

Project manager, Bureau for Private Enterprise, USAID, Washington, D.C. Responsible for managing a prefeasibility fund.

1978-1981

Cooperative advisor, U.S. Peace Corps, Cameroon. Advised on cooperative management and served as special advisor to the national director of cooperatives.

PERSONAL

U.S. citizen.

Chemonics International Inc.

Handicraft Consultant

Jasperdean Kobes

A handicrafts and marketing expert with over 30 years of international experience in producing, financing, marketing and managing diverse product portfolios. Founded and runs independent, private company importing contemporary African handicrafts from over 100 African artisans, with products showcased in publications such as the New York Times, Better Homes and Gardens and Essence magazines. Expanded the company's client base to include well-known international store chains, mail order catalogs, gift stores and museum shops, totaling over \$750,000 in annual revenue. Extensive experience conducting annual reviews and preparing financial projections for client companies with annual sales ranging from \$4 million to \$50 million. Comprehensive East African experience, including designing and leading a five day product design and development seminar for over 70 participants at the US Embassy in Nairobi, Kenya. Strong background with extensive experience leading large teams, managing sizeable portfolios, identifying potential buyers, implementing quality control measures and participating in international trade shows. Remarkably successful in linking buyers to sellers and facilitating profitable business links between handicraft producers and consumers.

EDUCATION

Credit development program graduate, credit development, Chase Manhattan Bank, New York, New York, 1984-1985.
Certificate, business school careers in business program, New York University, New York, 1983.
Education degree, education and international affairs, Columbia University, New York, New York, 1975.
MIA, international affairs, Columbia University, New York, 1968.
MA, international education, Columbia University, New York, 1967.

PROFESSIONAL HISTORY

1989- present

President and owner, Bamboula Ltd., Kutztown, Pennsylvania. Founded and manages company that designs, imports and wholesales contemporary African handcrafts with production resources in Burkina Faso, Ghana, Kenya, and Mali. Raised annual revenue of over \$750,000. Product line includes candles, decorative housewares, table-top, wall décor, small furniture, and holiday ornaments, and producers include over 100 African artisans. Exhibits four-six times a year at major trade shows in New York, Atlanta, Los Angeles, and San Francisco. Expanded customer base to include independent gift stores and museum shops in the US, Canada, and the Caribbean; national mail order catalogs (e.g., Body Shop, Coldwater Creek, Nature Company, Discovery Channel, Bloomingdales-by-Mail, Essence-by-Mail, Sundance, Daily Planet, and Gumps); and store chains (e.g., Hallmark, Starbucks, Bed, Bath, and Beyond, and several discounters). Showcased company's products in Elle Décor, the New York Times, Essence, Good Housekeeping, Better Homes and Gardens and Gourmet magazines.

1984-1988

Relationship manager and second vice president, Chase Manhattan Bank, New York. Relationship Manager/Second Vice President: Managed \$25 million portfolio of credit commitments available to fifteen middle market companies with annual sales between \$4 million and \$50 million. Clients included real estate developers, jewelers, furriers, professional service firms, nonprofit institutions, and a car dealership. Marketed and prepared proposals for credit, trade services, investment banking products, and cash management tools. Conducted annual reviews of client companies and prepared financial projections. Coordinated pricing, approval, and allocation of credit for consumer products and pharmaceutical multinationals. Conducted annual reviews of client companies, focusing on changes in their financial condition and credit needs.

1981-1984

Independent consultant, worldwide. Major clients: World Bank, African-American Institute, United Nations Fund for Population Activities, and United States Agency for International Development. Prepared case studies. Directed study to track career development of 1,500 Africans who received graduate degrees in business and

the sciences. Evaluated technical assistance projects in Nepal, Banladesh, Indonesia, and Thailand.

1975-1981

Executive vice-president, director of programs and Africa regional director, World Education Inc., New York, New York. Managed all operations. Interfaced with board of trustees. Administered \$1.6 million budget that increased 65% in three years. Coordinated fund raising efforts that returned over \$6.0 million in grants. Initiated bidding on US government contracts and won 50% of bids. Marketed training services to government and private agencies in developing countries. Provided technical support in management and budgeting to project staff in Africa and Asia.

1970-1974

Program director for Kenya and the Seychelles and desk officer for Ghana and Nigeria, Peace Corps, Kenya, Washington, DC, Ethiopia. Directed all programming activities in Kenya and the Seychelles for 225 volunteers that worked in twenty-seven agencies. Served as country expert in recruiting volunteers for Ghana and Nigeria and supported them in these countries.

1962-1964

Peace corps volunteer, Ethiopia. Taught mathematics at the Harar Teaching Training Institute in Ethiopia.

LANGUAGES

Fluent English, fair French.

PERSONAL

U.S. citizen.

Colvin English

A sales and marketing specialist with more than 10 years of experience in trade show booth design and catalog marketing. An expert trade show consultant and company representative, led trade show booth design and construction for Melange and, as a consultant, assists Aid-to-Artisans as a booth designer and provided technical assistance to the Kenya Export Promotion Council for the Sources trade show booth. Able market readiness trainer, having led a seminar in market readiness training at the Sources show with the Export Promotion Council. An experienced visual marketer, having coordinated 48 page color catalog for P.C. English Enterprises and worked with visual marketing with Campbell Classics. Understands the needs and constraints of producers from the East and Central Africa region; previously worked with a variety of producers from Kenya and currently sources products from countries throughout the developing world.

EDUCATION

B.S. business management, Virginia Polytechnic and State University, Blacksburg, Virginia, 1990.

PROFESSIONAL HISTORY**2000-present**

Co-Founder, Melange, Palo Alto, California. Manages the sales and marketing for an import wholesale company specializing in blending contemporary design and traditional craft. The company currently operates in South Africa, Mexico, Armenia, Guatemala, Peru, and Haiti. Identifies potential marketing venues, customers, and opportunities. Designed and implements sales program and manages the customer service department. Also, designs products and trade show booths.

1997-present

Independent Consultant, various locations. Illustrative assignments include:

- Aid-to-Artisans – Designed, constructed and implemented New York international gift fair booth and traveling booth for use at regional expositions with continuing work on expansion of booth. Assisted in projects in Eastern Europe and Southern Africa working on product design, wood technology, and market viability of product and production capacity.
- Kenya Export Promotion Council – Coordinated participation in Sources import show. Designed and implemented trade show booth, developed

pre-show marketing guidelines, trained participants in market readiness, assisted with buyers and VIP visitors.

- 1998-2000** Vice President, Sales and Marketing, Little Souls, Philadelphia, Pennsylvania. Managed product sales by developing relationships with key national account holders. Developed and implemented sales strategy to increase market share and brand equity. Retained core boutique business, while expanding product sales, by developing marketing programs for customer retention. Implemented customer service and customer development programs.
- 1997-1998** National Sales Manager, Jacob's Musical Chimes, Los Alamitos, California. Managed and coordinated in-house and contact sales force for hand-made windchime manufacturer
- 1991-1997** Vice President, Sales and Marketing and National Sales Manager, Campbell Classics, Virginia and Los Angeles, California. Organized contract programs with foundations, museums, and institutions for product development in licensed manufacturing for wholesale business, producing a line of hand-carved American folk art. As national sales manager, coordinated intra-company sales personnel to maximize customer potential for multiple services offered by conglomerate organization.
- 1990-1991** Sales and Marketing, P.C. English Enterprises, Virginia. Staffed and managed retail sales booths for family owned retail business, specializing in wood carving tools for the handicrafts market. Coordinated and designed 48 page company catalog.
- LANGUAGES** English.
- PERSONAL** U.S. citizen.

IRVING A. WILLIAMSON
President
Williamson International Trade Strategies, Inc.

P.O. Box 898 (322 West 140th Street) (212)
926-5450 (ph.)
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5270 (fax)
irchpat@msn.com

International trade law consultant. Experienced in facilitating international trade and development, advising on World Trade Organization (WTO) rights and obligations, managing WTO and bilateral trade negotiations and disputes, and organizing trade education programs. Advised on corporate international strategies and on legal, policy and regulatory issues affecting international trade and business. Former Deputy General Counsel at Office of the U.S. Trade Representative (USTR), Vice President for trade, investment and economic development programs with Africa at an NGO, State Department Foreign Service Officer, advisor to bi-state economic development and transportation agency and Treasury Department attorney. Extensive contacts in U.S. and foreign governments.

Consultant (July 1999 - present)

- Conducted training programs for Egyptian Ministry of Foreign Trade commercial attaches and foreign trade sector staff. Prepared materials on WTO agreements on dispute settlement, technical barriers to trade, sanitary and phytosanitary measures and customs valuation. (USAID work for International Commercial Diplomacy Project (ICDP))
- Prepared agenda and materials for U.S. government conference with West African Economic and Monetary Union (WAEMU); researched topics and consulted with WAEMU secretariat and governments. (AID funded work for Manchester Trade and KPMG/Barents)
- Lectured and helped organize training program on trade agreement monitoring and implementation for Foreign Service Officers. (State Department Foreign Service Institute funded program conducted by the International Law Institute)
- Conducted study of Egypt's compliance with WTO Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) Agreements. (USAID work for Chemonics)
- Trained lawyers and economists at the Egyptian Ministry of Economy and Foreign Trade in WTO law and trade law skills. (USAID work for Chemonics)
- Advised Government of Algeria on WTO accession issues. (USAID work for Commercial Law Development Program of Commerce Department. (CLDP).)
- Organized study tour for Egyptian government trade lawyers and policy analysts on U.S. trade policy formulation process. (USAID work for Institute of International Education)
- Advised Government of Jordan on restructuring its World Trade Organization (WTO) coordination unit. (USAID work for Chemonics)
- Advised Egyptian government on establishment of WTO unit. (USAID work for CLDP)

- Advised Government of Guyana on how to better comply with WTO obligations and exercise WTO rights. (USAID work for Chemonics)
- Developed case study on WTO dispute settlement proceeding regarding Indonesian auto measures, preparing second study on Japanese SPS measures affecting apples (for ICDP).
- Coordinated preparation of background papers on key WTO issues for USTR training program/consultation with African trade ministers. Wrote papers on trade and globalization, building a national trade policy infrastructure and dispute settlement.
- Advised companies on investment problems in Africa, U.S. import relief proceeding, development of web-based portal for international trade transactions, trade promotions programs in agriculture sector and U.S.-African trade opportunities.
- Lecturer at CARICOM seminar in Barbados on WTO dispute settlement (organized by Caribbean Regional Negotiating Machinery) and in Bamako, Mali on WTO for trade officials and private sector organizations. (USAID work for Nathan Associates)
- Advised business leaders and government officials in Conakry, Guinea on the African Growth and Opportunity Act as a speaker for the U.S. Department of State.
- Developed a program to prepare for negotiating a free trade agreement with the U.S. and assisted with proposal on trade capacity building.

Deputy General Counsel, OFFICE OF THE U.S. TRADE REPRESENTATIVE (USTR) (1993-1998)

- Participated in drafting and securing passage of the Uruguay Round Agreements Act, which approved the WTO, and the North American Free Trade Agreement (NAFTA) Act.
- As Chairman of the Section 301 Committee, managed Section 301 program and chaired interagency committee through 24 investigations of foreign trade barriers.
- Co-managed 14-attorney office engaged in advising cabinet-level officer and in conducting intergovernmental dispute settlement proceedings (including over 30 WTO disputes). Office named best government international law office (May 1997).
- Played key role in development of Clinton Administration's Africa trade initiative.
- Acting General Counsel (December 1995 - April 1996, March - April 1997).

Vice President for Trade, Investment and Economic Development Programs, THE AFRICA-AMERICA INSTITUTE (1998-1999)

- Promoted U.S.-African trade and investment ties in telecommunications, agriculture, telemedicine and other key sectors.
- Developed programs to strengthen the capacity of African entrepreneurs and trade associations.
- Facilitated contacts with key African leaders; assisted U.S. firms doing business in Africa.

Manager, Trade Policy, THE PORT AUTHORITY OF NEW YORK & NEW JERSEY (1985-1993)

- Gave the Port Authority and World Trade Centers Association for the first time an effective voice on trade policy issues.
- Coordinated agency's analysis of and response to EC-1992, the opening of Eastern Europe, the U.S.-Canada Free Trade Agreement and the GATT Uruguay Round negotiations.
- Obtained removal of trade barriers facing export trading company.
- Published trade policy newsletter and organized seminars for World Trade Institute.

Foreign Service Officer, U.S. DEPARTMENT OF STATE (1967-1985)

Economic Officer, OFFICE OF BRAZILIAN AFFAIRS, STATE DEPARTMENT
(1983-1985)

- Participated in State Department response to Brazilian debt crisis.
- Coordinated negotiations to resolve trade and investment problems.

Associate General Counsel, OFFICE OF THE U.S. TRADE REPRESENTATIVE
(1980-1983)

- Advised on regional trade agreement, agriculture, non-market economy and energy issues.
- Wrote and worked for passage of Caribbean Basin Economic Recovery Act.
- Participated in GATT dispute settlement proceedings regarding European Community agricultural policies.
- Coordinated implementation of U.S. trade laws bearing on doing business with the USSR, Eastern Europe and China.
- Participated in administration of sugar program and defense in Federal Courts and GATT.

Deputy Division Chief, OFFICE OF AVIATION, STATE DEPARTMENT
(1979-1980)

- Resolved airline fare and discriminatory practices disputes, advised on legislation.
- Represented State Department in major international dispute regarding antitrust immunity of IATA airlines and travel agents.

Attorney-Adviser, OFFICE OF THE ASSISTANT GENERAL COUNSEL FOR INTERNATIONAL AFFAIRS, DEPARTMENT OF TREASURY (1978-1979)

- Negotiated revision of model bilateral investment treaty.
- Produced publication on U.S. Laws Bearing on Foreign Investment.
- Resolved multilateral development bank administrative issues.
- Analyzed U.S. expropriation claims against China.

Economic Officer, U.S. MISSION TO THE INTERNATIONAL ORGANIZATIONS IN GENEVA, SWITZERLAND (1975-1978)

- Maintained effective U.S. role on GATT Balance of Payment Committee.
- Participated in negotiations on trade, environment and energy work programs for UN Economic Commission for Europe (ECE).

- Strengthened U.S. ties with World Intellectual Property Organization (WIPO).
- Served as U.S. liaison for UN Conference on Trade and Development (UNCTAD) commodity and restrictive business practices negotiations.

Economic/Commercial Officer, OFFICE OF COMMERCIAL AFFAIRS, STATE
(1973-1975)

- Coordinated and evaluated U.S. government export promotion programs in Asia, Europe and Africa; advised companies on export promotions questions.
- Conducted study of World Bank procurement.
- Strengthened Foreign Service performance of commercial work and organized conferences for commercial officers in Africa and Asia.

Other assignments as a Foreign Service Officer:

Personnel Officer, **OFFICE OF PERFORMANCE EVALUATION, STATE**
(1971-1973)

International Affairs Officer, **OPERATIONS CENTER, STATE** (1970-1971)

Consular Officer and acting head Economic/Commercial Section, **AMERICAN EMBASSY, ANTANANARIVO, MADAGASCAR** (1968-1969)

Junior Officer, **AMERICAN EMBASSY, PORT LOUIS, MAURITIUS** (1967-1968)

EDUCATION:

- George Washington University National Law Center Washington, DC - JD with honors. (1971-1975)
- Foreign Service Institute, Washington, DC - full-time advanced training in Economics. (1973)
- Johns Hopkins School of Advanced International Studies, Washington, DC - MA in International Relations, emphasis on African studies and international economics, Ford Foundation fellowship. (1965-1967)
- Brown University, Providence, RI - BA in History. (1961-1965)

AWARDS:

- Incentive Award for excellent support of the commodities program at USTR. (1981)
- Meritorious Step Increase for exceptional performance while at USTR. (1983)
- Port Authority World Trade & Economic Development Dept. Achievement Award for exceptional performance. (1989)

MEMBER:

- Council on Foreign Relations
- District of Columbia Bar (admitted 1975)
- United States Court of International Trade
- American Bar Association
- State Dept. Advisory Committee on International Investment (1989-1993)

LANGUAGES: Fluent in French

ARTICLES:

- “The African Growth and Opportunity Act” published in “International Legal Developments in Review 2000” for The International Lawyer (2001);
- “Private Sector Trade, Investment and Economic Development in Sub-Saharan Africa” for Law and Policy in International Business (1999);
- “Helping Africans and Americans to Trade” for Business Directory African-American Summit Trade and Investment Exposition (1999);
- "A New Alliance for Progress" for Portfolio: A Quarterly Review of Trade and Transportation (1992);
- "EC 1992: New Opportunities in Old Europe" for VIA Port of New York-New Jersey (1992);
- “The Telecommunications-Trade Link" for WTA Update, the Newsletter of the World Teleport Association (1991);
- "The GATT Uruguay Round ... Everyone has a Stake in its Success" for VIA Port of New York-New Jersey (1990);
- "Foreign Trade Barriers Can Be Overcome" for New Jersey International Trade News (1990);
- "The Uruguay Round of GATT Multilateral Trade Negotiations - Implications for World Trade Centers" for World Traders (1989);
- "Thy Neighbor's Goods (and Services): The U.S.-Canada Trade Pact” for Portfolio: A Quarterly Review of Trade and Transportation (1988);

FOREIGN INVESTMENT IN THE UNITED STATES: A SUMMARY OF FEDERAL LAWS BEARING ON FOREIGN INVESTMENT IN THE UNITED STATES, BOOKLET FOR TREASURY DEPARTMENT

Brian R. Russell

P: 202-318-1114 or 902-492-1212

Principal Skills :

Research, analysis and writing, training and teaching, senior level client liaison, public communications and media, educational materials development, project design and management, ability to work successfully in multicultural environment, team leadership, problem solving, creative thinking, flexibility, fairness.

Areas of Principal Expertise:

International trade law and policy including WTO (GATS, TRIPS, TRIMS, SPS, TBT, DSU and other agreements) , regional trade agreements: (NAFTA, Mercosur, EU, FTAA, Caricom). U.S domestic trade regulation, trade and development, market access, economics of trade, export development. Regional experience in Caribbean, Latin America, Middle East and Central and Eastern Europe, Africa.

International business including globalization, firm and country competitiveness, firm strategy, international financial institutions, negotiation. Sectoral experience in financial services, small business and information technology.

EXPERIENCE

Consulting and Management

Borderless Innovative Strategies, Washington D.C.

Principal and Senior Analyst, 1995 - present

Private consulting in trade and development, services trade, investment, trade law, WTO dispute settlement, macro-economic policy, and international business strategy (financial services emphasis). Preparation and presentation of project designs, studies, reports and papers. Instructional design, training and course delivery in international trade and WTO, international business, globalization, financial services and policy topics. Multiple projects completed for international organizations, governments and private firms. Key functions: strategic policy advising, preparation of analytical reports, instructional design

and delivery, client recruitment and development, project design, management and delivery.

Recent and Representative Assignments:

Price Waterhouse Coopers and The Services Group (September 2002)

Federal Republic of Yugoslavia accession to the WTO. (USAID funded) Review services accession ACC 5 documentation. Prepare memorandum to assist project staff and FRY officials in preparing ACC 5. Review market access status. Conduct workshops for FRY officials on GATS, TRIPS and TRIMS. Design and conduct survey, design GATS training needs assessment and training plan.

International Commercial Diplomacy Project Inc. Alexandria Virginia (October, June –July 2002)

USAID funded project in Cairo delivering training in commercial diplomacy, negotiation, the WTO and regional trade to officials of the Egyptian Ministry of Foreign Trade. Topics included, GATS, SPS, TBT, market access, TRIPS, TRIMS and current negotiations.

WTO International Trade Centre, Geneva, Switzerland, (March 2002)

Delivery of conference presentation on services, GATS and the WTO

International Executive Service Corp, Cairo Egypt (March 2002)

Design and prepare report/action plan to develop comprehensive trade training system for Ministry of Foreign Trade. Design_evaluation tools for needs assessment and project inventories.

Assignments (Cont')

Dalhousie Univeristy, Halifax, Canada (January 2002)

Delivery of executive training in trade, FTAA and international business to senior personnel from OECS central bank and private banks. Kingston Jamaica
International Commercial Diplomacy Project Inc. Arlington Va. (Sept. –Nov. 2001)

USAID funded project in Cairo, Egypt. Delivery of training, curriculum development and public presentations on commercial diplomacy, regional trade, WTO law and policy to Ministry of Economy and Foreign Trade officials, business-people and journalists.

Bank of Montreal, Toronto/ Harris Bank, Chicago (repeated projects 1997 – 2002)

Executive Training, course design, curriculum development and case writing in International Business including international economics, trade theory and policy, globalization, and business strategy.

Atlantic Canada Opportunities Agency, Moncton, Canada (Sept. - Dec. 1998)

1. Study of regional trade competitiveness and design of models and indicators of national and international competitiveness. Strategic policy advice for improving regional performance on competitiveness factors including export development and business competitiveness.

2. Design and preparation of economic development, trade and export strategy for regional development agency. Assessment of key sectors for competitiveness and relative strengths and weaknesses.

Project focused on improving regional business competitiveness, identifying promising sectors and developing export markets and strategy.

Organization of American States, Washington D.C (1997, 1999)

1. Preparation of research paper on economics of trade remedy laws
2. Preparation of study on WTO agriculture negotiations and Uruguay Round results. Develop outlook and recommendations for Free Trade Agreement of the Americas.

O'Melveny and Myers Attorneys LLP, Washington D.C. (June 1997 Mar. – 1998)

Preparation of study re trade and subsidies for international trade dispute litigation.

Baltic Economic Management Training Program, Halifax Canada (Repeated programs 1995-97)

CIDA funded project. Training in market transition, trade policy and economics for officials of Latvia, Estonia and Lithuania. Detailed training in NAFTA and regional trade. Preparation for European Union association agreement and eventual accession.

Government of Mexico, Ministry of Commerce, Mexico City D.F. (1992-94)

STUDY OF INVESTMENT INCENTIVES AND TRADE/ECONOMIC DEVELOPMENT POLICY IN NORTH AMERICA FOR NAFTA NEGOTIATIONS AND MEXICAN ENTRY INTO THE AGREEMENT

GOVERNMENT OF CANADA, OTTAWA (1990-92)

STUDY OF U.S. AND CANADIAN SUBSIDY POLICIES, DEVELOPMENT OF SUBSIDY DATABASE AND ANALYSIS OF GATT RULES IN CONTEXT OF CANADA- US FREE TRADE AGREEMENT.

North American Policy Group, Halifax Canada

Director, 1993 - 98

Directed and managed research and consulting unit of up to 12 persons. Key functions included strategic planning, fund raising, public presentations and media, marketing, client liaison, business development and personnel management. Negotiated client contracts. Client base included senior business and government leaders. Leader or key participant in raising over one million dollars in foundation support and public and private sector contracts, nationally and internationally. Keynote speaker and panelist at over 3 dozen national and international conferences. Regular guest on national television and frequent press contributor and interviewee as an international policy expert. Supervised and conducted consulting studies on regional trade agreements (NAFTA and FTAA) international development and trade remedies, negotiations, trade law, WTO, regional trade agreements, subsidies, competitiveness, investment attraction, export promotion and regional development. Worked closely with senior officials in developing countries, U.S. and Canada.

Teaching and Research

Georgetown University, Washington D.C.

Adjunct Professor 1998 - present

Instruct graduate seminars in international trade and economic policy. Courses taught included “Political Economy of Latin America” and “Privatization and Emerging Markets”. Supervision of thesis students, course development and instructional design. Researcher and author of articles on international trade policy.

III Monterey Institute of International Studies, Monterey California

Graduate School of International Policy Studies, Visiting Professor of Trade Policy, 1999-2000

Instruct graduate courses and seminars in globalization, regional trade agreements (NAFTA, FTAA, EU) U.S. trade law (AGOA, Trade Acts, EAA, and other trade legislation) and policy and the World Trade Organization. Courses taught included “Dispute Settlement in the WTO”, “U.S. and Global Trade Laws and Institutions”, “Introduction to Trade Policy” and “Privatization and Emerging Markets”. Worked extensively with international students on thesis projects. Research and writing in the area of international trade policy, regional trade agreements, financial services and the WTO. Case and simulation development and writing for International Commercial Diplomacy Project. Course development and instructional design.

Institute for International Economics, Washington, D.C.

Visiting Fellow, 1997 – present

Conducted scholarly research, wrote and consulted on international trade policy, trade law, regional trade agreements (NAFTA, FTAA), financial services and economic policy. Prepare manuscript on international trade and subsidies. Write published opinion columns on economic topics. Appearance and interviews in national and international media on subjects of expertise. Speaker at conferences and seminars. Monitoring and analysis of WTO and NAFTA developments.

Dalhousie University, Halifax, Canada

Professor, MBA Financial Services Program, School of Business, 1997 - Present

Lecturer, Bachelor of Commerce program, School of Business 1993-98, 2002

Donner Foundation Senior Research Fellow, 1990-92

Graduate and undergraduate teaching in international business, regional trade agreements, globalization and trade policy; student thesis supervision. Course design and development MBA program in Financial Services. Courses taught include “International Business” (MBA and B.Comm) and “Political and Legal Environment for Business”.. Only Canadian recipient of Donner Foundation research funding for six consecutive years (over \$500,000 for multi year projects on subsidies and regional trade, trade dispute settlement). Academic research and writing in areas of international trade, regional trade agreements (NAFTA, EU). Monitor and analyse developments under NAFTA and WTO.

OTHER EXPERIENCE

Council of Economic Advisors, World Trade Organization, and Dewey Ballantine (attorneys)

Specific trade law/policy consultations

President’s Export Council, Virtual Trade Mission Foundation, Washington, D.C.

Advisor, trainer and presenter for national education program on globalization and trade, 1998-99

Conference Of World Regions, Washington, D.C.

Senior International Economic Policy Advisor, 1997 – present

National Advisory Council to Deputy Minister of Foreign Affairs and International Trade Canada, Member, 1999 - present

Centre for Trade Policy and Law, Carleton University, Ottawa, Canada

Case writing and analysis, WTO Panel and Appellate Body decisions 2000-2001

Other Experience (Cont’)

Advisory Board, Washingtonpost.com

Board of Directors, OligoPharm Biotechnology

Board of Directors, Canadian Council for the America’s 1996 – 2000

Chair, International Business Committee, Metropolitan Halifax Chamber of Commerce 1995-98

Donahoe MacInnes, Legal Researcher, Halifax Canada

Midland Doherty, Investment Finance, Halifax Canada

Actor: Film, stage and commercials

Interests: major sports, politics, history, travel, science, literature and music

EDUCATION

Master of Arts (course work) Carleton University, Ottawa, Canada
Norman Paterson School of International Affairs, Major: International Political Economy

Bachelor of Law (JD equivalent) Dalhousie University, Halifax, Canada

Bachelor of Arts (Honors) Major: Political Science, Dalhousie University, Halifax, Canada

Special Program in Economics, Dalhousie University, Halifax Canada

Canadian Securities Course, Canadian Securities Institute, Toronto, Canada

AWARDS AND HONORS

Nominee, Trimark Canadian Mentor Awards

Member, Executive Council, Center for International Business Studies, Dalhousie University

Silver Medal, Houston International Film Festival 2000, documentary producer and writer

Carleton University, Graduate Research Award

Carleton University, Research Assistantship

Dalhousie University Alumni Fund Scholarship

Dr. Ernest Guptill Memorial Scholarship

Dr. James Acheson Award, Dalhousie University

Graduate Record Examination: top 1% of over 300,000 candidates verbal and written section

Selected Biographee Canadian Who's Who

References, publications and presentations available on request.