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TRADE FACILITATION AND CAPACITY BUILDING

FINAL REPORT

December 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by AECOM International Development.

TRADE FACILITATION AND CAPACITY BUILDING

FINAL REPORT

Submitted to:

USAID/Southern Africa

Prepared by:

AECOM International Development

Disclaimer:

The authors' views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYM LIST

ACGI	African Global Competitiveness Initiative
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
BCPA	Botswana Cattle Producers Association
BLNS	Botswana, Lesotho, Namibia and Swaziland
BMC	Botswana Meat Commission
CBOCS	Cross Border Overload Control System
COMPETE	Competitiveness and Trade Expansion Project
DFID	Department for International Development (UK)
DRC	Democratic Republic of the Congo
EU	European Union
FDI	Foreign Direct Investment
FNB	First National Bank
FTA	Free Trade Administration
FY	Fiscal Year
GDP	Gross Domestic Product
INSAT	Inside Southern Africa Trade
IPP	Independent Power Producers
IT	Information Technology
IR	Intermediate Result
MOU	Memorandum of Understanding
MRA	Malawi Revenue Authority
NTB	Non Tariff Barriers
ORE	Madagascar Office of the Electricity Regulator
OSBP	One Stop Border Post
RADDEX	Revenue Authority Digital Data Exchange System IT Program
RCSA	USAID/ Regional Center for Southern Africa
RERA	Regional Electricity Regulators Association of Southern Africa
ROO	Rules of Origin
SACU	Southern African Customs Union
SAD	Single Administrative Document
SADC	Southern African Development Community
SAGCH	Southern Africa Global Competitiveness Hub
SANA	Soy foods Association of North America
SAPP	Southern African Power Pool
SIPA	Swaziland Investment Promotion Agency
SISA	Soy in Southern Africa Alliance
SME	Small and Medium size Enterprises
SMME	Small Medium and Micro Enterprises
SPS	Sanitary and Phytosanitary
SSA	Sub-Saharan Africa
TESA	Trade Expansion for Southern Africa Activity
TFCB	Trade Facilitation and Capacity Building Project
TFNA	Trade Facilitation Needs Assessment
TKC	Trans Kalahari Corridor
TMCM	Trade Monitoring and Compliance Mechanism
TRADE	Trade for African Development and Enterprise

Trade Hub	Southern Africa Global Competitiveness Hub
TRS	Time Release Studies
TSG	The Services Group
US	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UNDP	United Nations Development Program
USG	United States Government
WCO	World Customs Organization
WIBA	Women in Business Association
WiF	Women in Finance
WISHH	World Initiative for Soy in Human Health
WTO	World Trade Organization

INTRODUCTION

The Southern Africa region accounts for approximately 1% of global merchandise trade, with an average annual per capita income of approximately \$1000. For most internationally traded goods a single regional market will be too small and fragmented to provide a base for internationally competitive production. Tariffs, non-tariff barriers to trade, restrictions on foreign investment, and high transaction costs continue to constrain the opportunities for both regional and international trade. Against this background, reducing the costs of trade is essential for opening up new investment opportunities that will create employment, reduce poverty, and promote economic growth. The **Trade Facilitation and Capacity Building (TFCB) Project** of the Southern Africa Global Competitiveness Hub (SAGCH or Trade Hub) provided technical services aimed at reducing trade costs and enhancing trade competitiveness throughout the region.

The TFCB Project, housed within the Trade Hub, operated as a “Center of Excellence” for providing technical support, resources, and advice on competitiveness issues. As a regional project, TFCB worked on issues requiring coordination across multiple countries, including monitoring implementation of the Southern African Development Community (SADC) Protocol on Trade; supporting the transportation corridors which cover several countries at a time; and working with regional energy regulatory bodies.

The TFCB project sought to strengthen the emerging regional consensus among the public and private sectors, academia, legislatures, the media, and wider civil society organizations in support of initiatives targeted at reducing the costs of “Doing Business”. The TFCB team worked to enhance capacity and dialogue in order to create a consensus for policy reforms for improving the trade and investment enabling environment in order to encourage:

- An enriched comprehension in the public and private sectors of the importance of effective compliance with the multilateral rules-based trading system;
- An augmented ability at the regional and national levels to undertake applied policy research, analysis, and reform that will support firm-level access to competitive markets for inputs of products and services;
- Strong linkages among the major stakeholders for trade policy reform, including regional policy makers, their industrial and labor constituents, and applied economic researchers.

This final project report summarizes the activities, successes, lessons learned from TFCB’s work in the region. Section 1 outlines the project goals and objectives; Section 2 summarizes activities, major achievements and success stories within the core technical areas of the project; Section 3 discusses alliance and strategic partnerships throughout the life of the project; Section 4 presents data on project indicators and required results; and finally Section 5 summarizes the lessons learned.

PROJECT GOALS AND OBJECTIVES

Notwithstanding the recent growth trends within emerging market economies such as Botswana and South Africa, the Southern Africa region remains among the poorest of the world. In 2004, when TFCB commenced, aggregate gross domestic product (GDP) for SADC¹ was about \$188 billion in real terms, translating into a GDP per capita of approximately US\$1,000. Foreign direct investment flows to the SADC region diminished from 1994-2004, and the region accounted for only one percent of global merchandise trade.

In 2004, the SADC region faced numerous challenges which reduced its ability to compete effectively in dynamic, global markets. The trade policy environment, both at the regional and bilateral level, lacked consistency and was based on a generally mercantilist approach to trade. In implementing a free trade area within SADC, Member States had adopted restrictive rules of origin requirements which significantly reduced the anticipated trade creation effects. While many countries undertook economic liberalization in the 1990's through a structural reform program, trade costs remained high through protection of 'priority sectors' and non tariff barriers. Constraints in trade facilitation — customs valuation and clearances, government red tape, cross-border transport, national discrimination — are prevalent and add significantly to the final cost of goods. These constraints were sufficient to prevent countries from realizing many of the expected economic benefits. Further the multiplicity of regional integration agreements and bilateral free trade agreements represents a heavy management burden on governments as often quite complex analysis is required to identify the long term national interest. Protection of the service sectors has served to suppress much-needed foreign investment.



In response to these challenges, the United States Agency for International Development (USAID)/Regional Center for Southern Africa awarded the TFCB project to AECOM (formerly known as The Services Group, Inc.) and its consortium in October 2004. This six-year project operated from the SACGH, in coordination with the Trade Competitiveness Project. Given the size and scope of the TFCB Project, AECOM assumed management of the Hub in 2004.

BACKGROUND: IMPROVING US-AFRICAN RELATIONS THROUGH TRADE

In June 2002, USAID/Southern Africa established the SAGCH, also known as the Trade Hub, in Gaborone, Botswana. The Trade Hub was established as part of President Bush's Trade for African Development and Enterprise (TRADE) Initiative launched at the first United States (US)/Sub-Saharan Africa African Growth and Opportunity Act (AGOA) Forum in Washington DC in October 2001.

¹ The Southern Africa Development Community is comprised of 15 member states (Angola, Botswana, the Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, the Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe). Angola, DRC and the Seychelles have not negotiated a tariff phase down schedule with the other member states.

The goal of the TRADE initiative was to promote US – African business linkages; enhance competitiveness of African products and services; expand the role that trade can play in African poverty reduction strategies; improve the delivery of public services supporting trade; build African capacity for trade policy formulation and implementation; and strengthen the enabling environment for African business. As a result, four Trade Hubs were established on the African continent as the primary vehicles for implementing these activities: The West African Trade Hubs (Accra, Ghana and Dakar, Senegal); The East African Trade Hub located in Nairobi, Kenya; and The Southern Africa Trade Hub located in Gaborone, Botswana.

Housed at the Hub, TFCB project activities were shaped by the changing needs and challenges faced within SADC.

MANAGEMENT OF THE SOUTHERN AFRICA GLOBAL COMPETITIVENESS HUB

The TFCB² Project was designed to achieve the results outlined in Strategic Objective number 1.4, “A More Competitive Southern African Economy” of the USAID/Regional Center for Southern Africa (RCSA) Strategic Plan. The primary objective of TFCB was to increase the economic growth of the countries in the Southern Africa region by enhancing their competitiveness in world markets. This goal was to be achieved through the following project activity components:

1. Capacity Building and Policy Reform for Trade and Development;
2. Trade Facilitation (Customs modernization and transport facilitation);
3. Financial Services for Trade and Competitiveness; and
4. Dialogue for Competitiveness (Building Private Sector Advocacy and Outreach).

In June 2005, the African Global Competitiveness Initiative (AGCI) was established and the TFCB Project activities for the third year of operation (Fiscal Year (FY) 2007) were reorganized by USAID/Southern Africa to address three of the four intermediate results (IR):

- IR 1 Improving the business and regulatory environment for private sector-led trade and investment;
- IR 2 Improving the market knowledge, skills, and abilities of private sector enterprises to trade;
- IR 3 Increasing access to financial services for trade and investment; and
- IR 4 Facilitating investment in infrastructure.

² Initially the TFCB project was referred to as the Trade Expansion for Southern Africa (TESA-I) activity, however, shortly after the contract was awarded the name was changed to the Trade Facilitation and Capacity Building project.

In September 2007, the TFCB project was given a supplement to its existing statements of work for FY 2008 until the end of the project in 2010. The new statements of work reflected the priority that the United States Government (USG) had accorded to working with Regional Economic Communities such as SADC and to promoting regional harmonization and integration in Africa. In order to realize these goals, in FY 2008 USAID/Southern Africa requested the TFCB project to focus on five specific elements of the AGCI.

1. Trade and Investment Enabling Environment, including border management;
2. Financial Sector Enabling Environment and Financial Services;
3. Modern Energy Services;
4. Modern Transport Services; and,
5. Agricultural Enabling Environment.

SUMMARY OF CORE TECHNICAL ACTIVITIES AND MAJOR ACHIEVEMENTS

All of the activities under the TFCB project were designed to provide technical services that contributed to increased economic growth in the SADC region through enhancing competitiveness in world markets. The following section will discuss TFCB's accomplishments and success stories within the key project technical areas.

COMPONENT 1: TRADE AND INVESTMENT ENABLING ENVIRONMENT

At the beginning of the project in 2004, the Southern Africa region was engaged in multiple trade negotiations, at the same time as implementing recently concluded regional trade agreements. Key features of the trade agenda included:

- Implementation of the SADC Trade Protocol, which commenced in 2000, with tariff phase downs scheduled over eight years for non sensitive products and up to 12 years for sensitive goods;
- Many of the key issues determining effective market access under the SADC Trade Protocol, such as rules of origin and non-tariff barriers remained unresolved;
- The US-Southern African Customs Union (SACU) Free Trade Agreement negotiations which began in 2003 were ongoing to 2005;

The African Global Competitiveness Initiative (AGCI)

The African Global Competitiveness Initiative (AGCI) was a \$200 million, five-year Presidential Initiative aimed at promoting the export competitiveness of enterprises in sub-Saharan Africa (SSA) in order to expand African trade with the United States, other international trading partners and regionally within SSA. AGCI builds on the AGOA legislation and works with other donor initiatives, including the World Bank's Making Finance Work for Africa and the multilateral Infrastructure Consortium for Africa. AGCI's overall objective is to promote export competitiveness of enterprises in SSA. AGCI seeks to leverage its resources with those of other USAID-funded programs and programs financed by other international financial institutions as well as with investment resources from the private sector; AGCI strives to achieve a greater development impact through a multiplier effect.



To read more about AGCI and related activities, visit the website at: http://www.usaid.gov/locations/sub-saharan_africa/initiatives/agci.html

- Negotiations with the European Union (EU) for Economic Partnership Agreements (a successor agreement to the Cotonou Preferential Trade Agreement with the European Union) commenced and were scheduled to be concluded before 2008;
- Continuous trade negotiations at the multilateral and regional level which were to cover a broad trade agenda including market access, trade in services, trade facilitation, transparency in government procurement and intellectual property; and,
- The ongoing Doha Round of trade negotiations through the World Trade Organization (WTO).

The Trade and Investment Enabling Environment component activities under TFCB were designed to lend support to the SADC and the SACU to build trade capacity in the countries of the region, improve the trade negotiation abilities of the region, and strengthen the advocacy role of the private sector in the countries of Southern Africa. Through TFCB, the Trade Hub's work on trade and investment enabling environment focused on two main areas:

1. Improving the investment environment to attract domestic and foreign direct investment.
2. Building capacity for trade negotiations and effective implementation of pro-competitive, market-friendly policies and regulations.

Illustrative Results from Technical Assistance to SADC

- Carried out activities and provided technical assistance to facilitate the Launch of the SADC Free Trade Area in 2008
- Through the Trade Audit, identified 4 member states that were lagging behind on tariff phase-down commitments. As a result of the Audit, 3 out of the 4 members decided to implement reductions by the next SADC Summit
- Translated the SADC Trade Protocol into simpler business language, as well as into French and Portuguese

Over the last six years, the Trade Hub has strengthened the regional capacity to take advantage of opportunities provided by regional and international trade agreements and to comply with the obligations under these agreements. The Trade Hub also carried out extensive work on trade facilitation and corridor management to reduce other barriers to trade by informing private producers of the benefits and obligations of trade agreements and to assist with removing trade restrictive barriers behind, at, and across borders. The following subsections summarize TFCB's project activities within this component.

Support to Southern African Development Community Secretariat and Member States

The main objective of the SADC Protocol on Trade³ was to establish a Free Trade Area (FTA) by 2008. The *Mid-Term Review of the Protocol on Trade*, conducted under the earlier The Services Group (TSG) Trade Capacity Building Project, identified a number of implementation issues including rules of origin constraints, back-loaded tariff liberalization schedules, and inconsistency in executing tariff reductions. With the Trade Hub's support, SADC Members launched the FTA in August 2008, and throughout FY 2008 and FY 2009 the Trade Hub strengthened regional capacity to take advantage of opportunities provided by the agreement. Activities which led to this result are detailed below:

³ The SADC Protocol on Trade was signed on August 24, 1996. It entered into force on January 25, 2000 and the actual implementation of the provisions of the Protocol commenced on September 1, 2000. The government of Madagascar acceded to the Protocol on February 21, 2006; Angola, the DRC and the Seychelles are yet to accede to the Protocol.

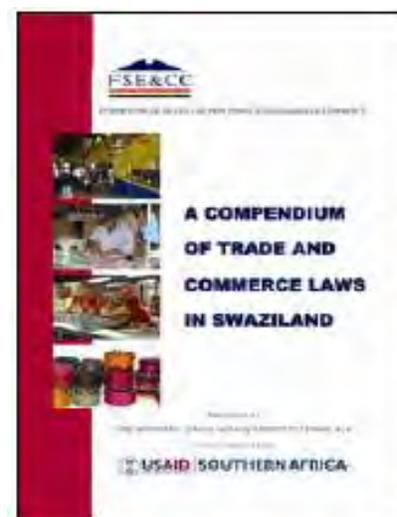
Support to Southern African Customs Union. During the first year of the project, the Trade Hub provided extensive support to the newly established secretariat of the SACU⁴ based in Windhoek, Namibia. The four areas in which the TFCB supported the secretariat included: (1) the development of a business/operational plan for the operations of the secretariat; (2) conducted a series of studies addressing intra-SACU trade data inconsistencies that affected the implementation of the new SACU Revenue Sharing Formula; (3) establishment of new SACU institutions at the national level, coupled with trade capacity building; and (4) review of SACU Members existing bilateral trade agreements.

Support to the “BLNS” Countries: Botswana, Lesotho, Namibia and Swaziland for trade capacity building related to the US-SACU FTA process. In response to requests from SACU the project provided support to the BLNS for trade capacity building to support the ongoing negotiations between the US and SACU for a Free Trade Agreement. It was agreed to locate a full time local Trade Capacity Building Facilitators within each of the BLNS Ministries of Trade and Industry.

The Facilitators were responsible for coordinating trade capacity building activities at the national level in close consultation with Senior Ministry officials. Once it became apparent that the US-SACU FTA appeared unlikely to progress to a conclusion within a reasonable time frame the Facilitators ceased to work on a full time basis.

In addition to Trade Capacity Building Activities, the Trade Hub performed several activities geared towards improving the capacity of BLNS countries to attract foreign investment.

Guide to SADC protocol on trade for private sector. The Trade Hub sponsored the production of a Guide to the SADC Protocol on Trade, aimed at informing the business community about the terms of the Protocol. The Guide to the SADC Protocol on Trade explains the SADC legal trade framework in simple language, following the order in which topics are taken up in the Protocol. While an attempt was made to discuss all the obligations and commitments of the Protocol, the emphasis was on creating awareness and understanding of the increased market access that is available in the region. The Guide will assist businesses to make informed decisions.



Workshops and Training Events To improve regional capacity for negotiating and implementing trade agreements, the Trade Hub has provided training on preferential trade arrangements, trade negotiation skills, and Rules of Origin (ROO) to hundreds of public and private sector representatives; including ministers of industry, trade, revenues, customs, manufacturers/processors, clearing and freight forwarding agencies, and export promotion organizations. The training sessions developed skills and enhanced understanding of the concepts, economic rationale, and technical aspects of trade negotiation, trade data analysis, and ROO. Participants are better positioned to take full advantage of the various trade agreements to which their country is a signatory or beneficiary.

⁴ The SACU Secretariat was established in 2004 (the same year as the start of the TFCB project).

Investor Road Maps In response to a request by the Swaziland Investment Promotion Authority (SIPA) for assistance aimed at promoting new local and foreign direct investment (FDI), the Trade Hub sent a team of three consultants to Swaziland to conduct primary research on the various procedures that govern private investment in Swaziland. The product of the research is an Investor Roadmap.

Completed in 2005, the Swaziland Investor Roadmap is a detailed accounting of the steps, costs, timeframes, and submission requirements related to starting up and operating a business in Swaziland and corresponding analysis of weaknesses. The findings of the Investor Roadmap revealed a range of issues holding back investment.

Following the completion of the initial Investor Road Map document, the Trade Hub worked with SIPA on the implementation of the Investor Roadmap recommendations. Progress has been made on recommendations related to company registration, trade licensing regime, and entry requirement. However, the absence of a clearly defined investment policy remains a constraint. Subsequently, TFCB worked with the SIPA and the Ministry of Enterprise and Employment to determine the key elements of an investment policy for Swaziland. To date, only one out of five recommendations from the Swaziland Investor roadmap have been fully implemented, although more than half remained in progress and the government had expressed a commitment to implement.

In the final year of the project, TFCB worked with the Government of the Republic of Namibia to carry out an Investor Roadmap Audit.

Annual Audit of the SADC Protocol on Trade

By signing the SADC Protocol on Trade, Member States committed to reducing their respective customs duties and tariffs, with a goal of establishing a free trade area. SADC Secretariat requested the Trade Hub to conduct audits for all member states that have acceded to the protocol in order to assess compliance and the region's readiness for attaining a free trade area by 2008. The assessment included a review of the status of rules of origin constraints, back-loaded tariff liberalization schedules, and inconsistencies in executing tariff reductions. This served as a monitoring mechanism, adding impetus to the phase-down of tariffs and the elimination of non-tariff barriers.

Completion of the first SADC Trade Protocol Implementation Audit and presentations to senior officials resulted in quick action by Tanzania, Malawi and Mozambique, to comply with their obligations regarding tariff phase downs. A week after the presentation of the report, Malawi published their tariff reductions representing the 2003 tariff level reductions in a government gazette. Tanzania amended their ASCUYDA system to reflect the 2007 tariff reductions and requested technical assistance to fully meet

Results from Swaziland Investor Road Map

- 20% of recommendations from Swaziland Investor Road map have been fully implemented, with another 55% in progress or partially implemented
- Reduced time required to register a company from 21 to 10 days
- Decreased advertising period for obtaining a trading license from 21 to 7 days
- Eliminated submission requirements of local bank account, trading license, health inspection from process for obtaining work permits and investor visas
- Improved information dissemination to investors-established website, published comprehensive handbook "Step by Step Guide to Starting a Business"
- Standardized environmental compliance requirements
- Automated application process for water utilities
- Increased frequency of Immigration Board meetings – weekly not monthly

all their outstanding obligations. Mozambique obtained Parliamentary approval to implement their outstanding tariff reductions.

In subsequent years, the annual Trade Audit has been presented to SADC Senior Officials and has provided the single annual document which provides an update to Member States on the status of implementation highlighting areas where Member States are encountering difficulties.

Trade Monitoring Compliance Mechanism (TMCM) In support of SADC commitment to implement the FTA, the Trade Hub designed the TMCM which was approved by the Ministers responsible for Trade in July 2009. In August, 2009 the Trade Hub attended a SADC Private Sector National Workshop on SADC Monitoring Mechanisms Non Tariff Barriers (NTB) and TMCM in Maputo, Mozambique, and this was followed by a SADC NTB Monitoring Mechanism Workshop in Manzini, Swaziland. The workshops enabled the Trade Hub to update the participants on the implementation of the SADC Protocol on Trade and train them on effectively implementing the on-line mechanism for reporting NTBs, which is an integral element of the the SADC TMCM.

Building local capacity through internships and on the job training In order to deepen capacity at the young professional level, the Trade Hub had a number of interns throughout the life of the project, assisting technical staff with trade facilitation and trade capacity building tasks. Interns have come from both regional and international universities such as: the University of Botswana, the International Trade and Investment Law in Africa based at the University of Pretoria in South Africa, and the Wharton School of Business in the United States.



LLM (International Trade & Investment Law in Africa)
Class of 2009/10

Regional Forum on Export Competitiveness: In early 2009, the TFCB project hosted a regional forum on “*Enhancing Competitiveness in Southern Africa: A Roadmap for Success*”. Over 200 participants representing international organizations and the public and private sectors in Southern Africa attended the forum to discuss Southern Africa’s challenges to competitiveness and share ideas on how to overcome these challenges given the impact of recent global financial changes. Over the course of two days, attendees participated in workshops and discussions examining a variety of issues, including specific challenges impacting competitiveness in the region, such as inefficient customs and border post procedures, poor transportation infrastructure, undeveloped trade in services, deficiencies in the energy and electricity supply industry, and the need to improve financial services regulation and regional cooperation. The forum also offered an opportunity to highlight studies undertaken by the USAID Trade Hub on behalf of SADC and to identify linkages between different initiatives, projects, and stakeholders whose mandate is to foster regional competitiveness.

Trade Facilitation: Customs Modernization

In many of the countries in Southern Africa, customs procedures continue to impose a significant cost on trade. Border formalities are often complex, inefficient and unpredictable; cooperation between different customs authorities continues to be sub optimal; and infrastructure and information systems are generally poor. All of these lead to extensive delays and increase the incentives for fraud and corruption.

Designing interventions aimed at improving efficiency in customs requires an integrated approach and must have the ‘buy-in’ of the National Customs administration or revenue authority. There is often a tendency to focus on short training workshops addressing specific topics, such as customs valuation and risk assessment. However, without follow up and ancillary reforms such courses are of limited value.

TFCB’s work on *Trade Facilitation* has largely focused on supporting countries to adopt world class best practice techniques while also responding to specific country requests and continuing to support the transport corridor work.

World Trade Organization (WTO) Trade Facilitation Needs Assessments. Increasing transparency, simplifying, standardizing and modernizing import and export procedures, and improving the conditions for transit represent the substantive areas of trade facilitation.

The *WTO Trade Facilitation Needs Assessment tool* provides an effective link between developing country participation in multilateral trade negotiations and the identification and prioritization of technical assistance necessary for facilitating their trade.

The objective of these assessments are to: (a) identify trade facilitation needs and priorities of the country; (b) where feasible, determine the resource implications of implementing proposed trade facilitation measures under the WTO trade negotiations; and (c) determine the country’s capacity to implement trade facilitation measures that would derive maximum benefits.

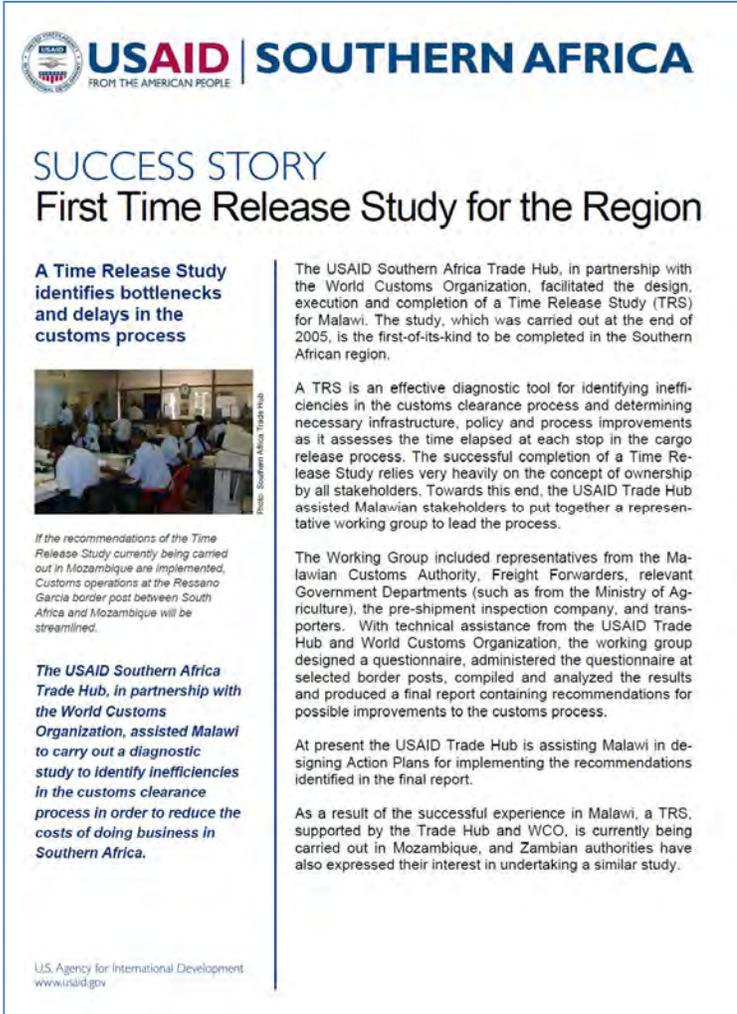
Under TFCB, the Trade Hub completed *WTO Trade Facilitation Assessments* in Angola, Botswana, Lesotho, Malawi, Mozambique, Seychelles, Swaziland, and Zambia. As a result of the findings of the TFNA, Zambia subsequently amended their Customs regulations to introduce pre-arrival clearance and release provisions. The Zambian Government established a Trade Facilitation Working Group which prepares the position papers for Zambia and sends them to the mission in Geneva. This Working Group is now fully functional. The Zambian Border Management Committee has rationalized issuance of permits for exportation and importation. As a result of the successful reforms that took place in Zambia, *the Trade Hub became the preferred facilitator of WTO Trade Facilitation Needs Assessments in the SADC region.*

World Customs Organization Time Release Studies (TRS) The TRS is one of the WCO’s most important trade facilitation instruments. It is used to review the Customs clearance procedures by measuring the average time taken between the arrival of the goods in the country and their release by Customs. This enables Customs to identify problem areas in the clearance process and potential corrective action in order to increase efficiency and transparency.

The TRS facilitated by the Trade Hub provided the framework for targeted interventions aimed at reducing trade costs through strengthening Customs valuation, streamlining procedures, establishing risk assessment, and supporting the establishment of post clearance audit units. The overall objective is to help regional exporters gain greater access to markets by working on harmonization of standards across country boundaries. *As is the case with the WTO Trade Facilitation Needs Assessment, the Trade Hub has become a preferred facilitator of WCO TRS in the SADC region.*

In collaboration with the WCO, the Trade Hub continued to facilitate implementation of TRS in various countries of the region. The TRS is the first step in identifying the bottlenecks, strengths and weaknesses, and regulatory areas needing reform of the Customs regime of a country. Ultimately, the goal is improved efficiency and effectiveness of the Customs regime. TRS studies were facilitated throughout SADC and included Malawi, Mozambique, and Zambia.

Modernization of Customs Laws, Regulations, Procedures and Processes The TFCB Project worked with various SADC Member states to update their respective Customs laws, regulations, manuals, procedures, and processes using international best practices based on the WCO Revised Kyoto Convention on Simplification and Harmonization of Customs Procedures. The Project has also provided training for both Customs officials and the business community to ensure uniform interpretation of laws and regulations.



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SUCCESS STORY

First Time Release Study for the Region

A Time Release Study identifies bottlenecks and delays in the customs process



Photo: Southern Africa Trade Hub

If the recommendations of the Time Release Study currently being carried out in Mozambique are implemented, Customs operations at the Ressano Garcia border post between South Africa and Mozambique will be streamlined.

The USAID Southern Africa Trade Hub, in partnership with the World Customs Organization, assisted Malawi to carry out a diagnostic study to identify inefficiencies in the customs clearance process in order to reduce the costs of doing business in Southern Africa.

The USAID Southern Africa Trade Hub, in partnership with the World Customs Organization, facilitated the design, execution and completion of a Time Release Study (TRS) for Malawi. The study, which was carried out at the end of 2005, is the first-of-its-kind to be completed in the Southern African region.

A TRS is an effective diagnostic tool for identifying inefficiencies in the customs clearance process and determining necessary infrastructure, policy and process improvements as it assesses the time elapsed at each step in the cargo release process. The successful completion of a Time Release Study relies very heavily on the concept of ownership by all stakeholders. Towards this end, the USAID Trade Hub assisted Malawian stakeholders to put together a representative working group to lead the process.

The Working Group included representatives from the Malawian Customs Authority, Freight Forwarders, relevant Government Departments (such as from the Ministry of Agriculture), the pre-shipment inspection company, and transporters. With technical assistance from the USAID Trade Hub and World Customs Organization, the working group designed a questionnaire, administered the questionnaire at selected border posts, compiled and analyzed the results and produced a final report containing recommendations for possible improvements to the customs process.

At present the USAID Trade Hub is assisting Malawi in designing Action Plans for implementing the recommendations identified in the final report.

As a result of the successful experience in Malawi, a TRS, supported by the Trade Hub and WCO, is currently being carried out in Mozambique, and Zambian authorities have also expressed their interest in undertaking a similar study.

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Over the last six years, the Trade Hub carried out activities designed to support SADC to implement their regional integration mandate and to harmonize and improve Customs procedures and practices within the region.

In March 2008, Malawi and Tanzania Revenue Authorities agreed to pilot the Revenue Authority Digital Data Exchange System (RADDEX) Information Technology (IT) Program at their common border. They approached the Trade Hub for technical assistance for implementation. Consultants from the Trade Hub and USAID East Africa Competitiveness & Trade Expansion (COMPETE) project traveled to Malawi to review the second phase of the RADDEX, and assisted Malawi Revenue Authority (MRA) with implementation on the Malawi/Tanzania border. This became operational in 2010.

In July 2009, TFCB assisted Botswana with a Customs Gap Analysis and with reviewing their Customs and Excise Regulations. A revised draft of the Customs and Excise Regulations was presented to the Customs Commissioner and subsequently adopted. Further work on modernizing the Customs and Excise Regulations was undertaken for Lesotho and Swaziland.

Roll out of the Single Administrative Document (SAD 500). The SAD 500 is a multi-purpose goods declaration form covering imports, exports, cross-border and transit movements, and it incorporates all the information necessary for advanced Customs Clearance and Customs risk management purposes. It

reduces paperwork and allows for quicker turnaround times with fewer errors, less confusion, lower costs, and improved trade efficiencies.

SAD 500 complies with international best practices and Customs standards, with similar documents having been introduced throughout the world. It was successfully piloted in the Trans Kalahari Corridor (TKC) between South Africa, Botswana and Namibia over the past two years with technical assistance from the Trade Hub. It is now the only Customs declaration document in Botswana and Namibia, and the TFCB Project assisted in its roll-out to non-SACU countries.

In October 2006, the South Africa Revenue Service legalized and introduced the SAD 500 throughout South Africa, making the clearance of goods easier and more convenient for importers, exporters and cross-border traders. Subsequently, measures were taken in Zambia, Malawi and Tanzania to legalize the implementation of the SAD 500.

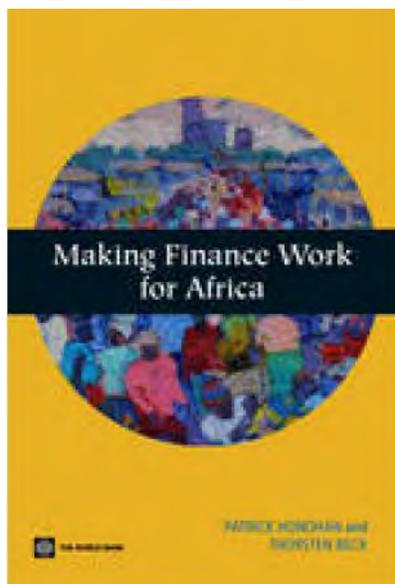
COMPONENT 2: MODERN FINANCIAL SERVICES

Many countries within Southern Africa are insufficiently served with financial products and services owing to market imperfections such as legal uncertainties, information asymmetries, regulatory issues and a lack of knowledge among some potential borrowers on how to frame financial proposals. Throughout the TFCB Project, the Trade Hub supported activities aimed at enhancing efficiency within the financial system. In this effort, the Trade Hub worked closely with the World Bank, the African Development Bank (AfDB), SADC and USAID/Washington in support of the *Making Finance Work for Africa* (MFW4A) initiative. A summary of TFCB's activities on financial services liberalization and financial sector development in the SADC region are featured in the paragraphs below.

Financial Services and Banking in Angola. Economic research has repeatedly demonstrated that measures to increase financial depth and breadth have a significant positive impact on economic development. Economic agents across the board rely on a stable and dependable banking system to facilitate transactions, protect cash balances, and finance operations. Thus a well-functioning financial system is a vital public good, supporting broad-based growth and rapid job creation.

The USAID Trade Hub worked with the National Bank of Angola on improving the supply of financial services, improving the efficiency of the banking sector and developing a sound and efficient financial sector in Angola. The Hub published a report, "Developing the Supply of Financial Services & Improving Efficiency of the Banking Sector in Angola," containing more than 80 policy recommendations for developing a sound and efficient financial system in Angola. The report addresses five main topics:

- Improving the Supply of Term Finance
- Improving Access to Credit by Small and Medium Enterprises (SMEs)
- Reducing the Costs of Credit/Banking
- Establishing reference interest rates to guide the pricing of credit products
- Evaluating a possible deposit insurance/guarantee fund for Angola



Developing Bond Markets in Southern and Eastern Africa The Trade Hub conducted a study for the AfDB on developing functional bond markets, for both government and corporate bonds. The study comprised a survey of bond markets in Southern and Eastern Africa, and identified key issues and constraints. AfDB is leveraging the study as a basis for engaging with donors to plan and develop bond markets. This has the potential to expand the range of assets, encourage savings, increase the availability of domestic finance, and reduce dependency on foreign investment.

Making Finance Work for Africa The Trade Hub worked with USAID to participate and contribute to the policy dialogue with the Partnership for MF4A – an initiative to support the efforts of African countries to accelerate economic growth and reduce poverty by facilitating financial sector development.

Financial sector development and increased access to finance by households and firms are strategic drivers of private sector development, employment generation, and shared growth in Africa. To achieve this, champions of financial sector development from the private sector, governments, central banks, academia, think tanks, and development partners have been working together to identify and commit to priority actions to build dynamic financial sectors across Africa.

Women in Finance (WiF) WiF is a non-profit organization promoting women in business, and assisting in the empowerment of women and all small businesses, particularly, but not exclusively with regards to financial literacy and finances. While being a women-centered organization, WiF promotes a more gender balanced approach in their interventions. In South Africa, the organization was formed to realize the objectives set out in the Financial Sector Charter and the policies aimed at supporting new women-owned Small, Micro and Medium Enterprises (SMMEs) promoted by the Department of Trade and Industry.



The Trade Hub assisted WiF with preparations for the launch of their Botswana chapter. Through TFCB, the Trade Hub facilitated two WiF Botswana Chapter workshops in Gaborone, Botswana, in order to build business knowhow and capacity amongst entrepreneurs in Botswana. Both workshops were run by professional trainers who conducted sessions on *Setting up systems for Business* and *Mind skills Performance Coaching*. The two day program ended with a Hot Tables event in the evening.

COMPONENT 3: ENERGY SERVICES

Activities under the Energy Services component of the TFCB project were designed to support SADC to implement their regional integration mandate, as well as assist in removing regulatory barriers to private sector investment in the energy sector, and to build capacity on energy related regulatory issues within the region. Since 2006, the Trade Hub positioned itself as a centre of excellence for energy trade and

regulatory issues and received a number of requests for regulatory technical assistance and training from the Regional Electricity Regulators Association of Southern Africa (RERA), as well as individual national regulators in the SADC region.

For the considerable future, the whole Southern Africa region will require a significant increase in generation capacity to meet the growth in demand. Whilst the key market for such power will probably remain in South Africa, regional countries also need to address increased local demand. The potential for sales in and to regional countries (either in the form of in-country sales, power sales via the Southern Africa Power Pool (SAPP), or direct sales between neighboring regional countries) are becoming increasingly attractive.

TFCB short term energy experts produced a detailed report reviewing the legal and regulatory barriers to private sector energy provision; access to distribution and transmission facilities; and the operation of electricity markets. This report also identified where interventions and policy reform could assist private sector investment in electrical generation capacity and in efficiently meeting the region's rapidly increasing energy needs.

Support to Regional Electricity Regulators Association

(RERA) of Southern Africa RERA, a SADC subsidiary body, aims to facilitate the harmonization of regulatory policies, legislation, standards, and practices and to be a platform for effective cooperation among energy regulators within the SADC region. The establishment of RERA was approved by SADC Energy Ministers in Maseru on July 12, 2002, and RERA was formally launched on September 27, 2002 in Windhoek, Namibia.

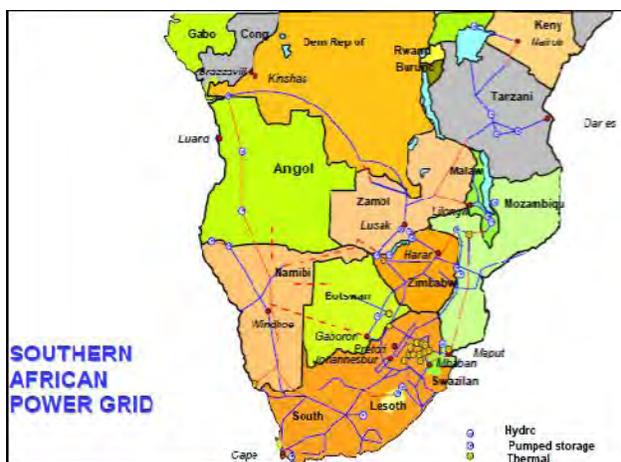


The work with RERA followed the signing of a Memorandum of Understanding (MOU) in February, 2008, between RERA and the USG (represented by the U.S. Embassy in Botswana and the USAID/Southern Africa). The MOU facilitated energy-related technical assistance from the Trade Hub to RERA –this resulted in the Trade Hub providing a wide range of technical assistance and advice on energy related issues.

Following the signing of the MOU, the Trade Hub and RERA embarked on a SADC-wide survey to analyze the policy, legal, institutional, and regulatory frameworks related to the electricity supply industry. The survey made recommendations to the SADC Energy Ministers on measures and reforms for improving the governance and performance of the electricity supply industry.

The Trade Hub continued to support various energy-related initiatives of SADC. As a result, the Trade Hub assisted in reviewing the regional energy planning network and production of the annual energy statistics for the SADC Secretariat.

RERA and the Trade Hub finalized the “Survey on Policy, Institutional Arrangements and Regulatory Framework”, which provides recommendations and best practices on policy and regulatory frameworks in the power sector.

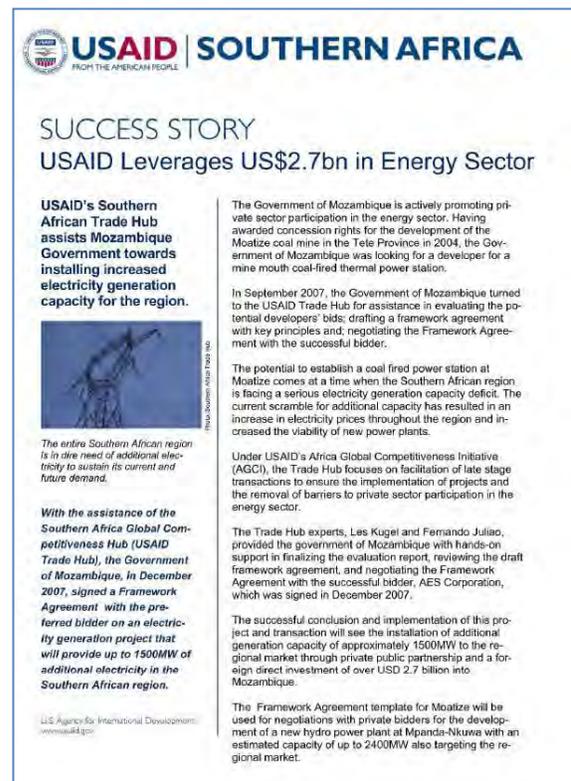


Support to country-level regulators Starting in FY 2008, the Trade Hub provided direct support to new energy regulators in the SADC region. In particular, the Trade Hub focused on planning training events for new energy regulators in Madagascar, Mozambique and Swaziland.

Botswana. The Trade Hub worked with the United Nations Development Program (UNDP) to develop an energy policy document for the Government of Botswana. Subsequently, the Trade Hub provided assistance to the Botswana Department of Energy Affairs in drafting a National Energy Policy. This policy aimed to facilitate the provision of energy services at the least cost to the economy as well as improve service delivery to meet customer needs. The policy highlighted the need to promote the use of locally available sources of energy to reduce reliance on imported energy sources as well as to encourage energy users to practice energy conservation and saving measures in all sectors of the economy.

Madagascar. In Madagascar, the Trade Hub collaborated with RERA and other institutions, including the World Bank, to identify well established regulators in francophone countries which could be considered for study tours/visits and staff attachments for the Madagascar regulator; reputable bilingual experts who could assist in delivering regulatory training courses and workshops in French and English; and available and ongoing courses on regulation for the Office of the Electricity Regulator (ORE).

Mozambique At the request of the Mozambique Government, energy experts from the TFCB Project prepared an overarching framework agreement for the development of Independent Power Producers (IPPs). The Framework Agreement for the Moatize Coal Fired Power Plant was signed between the Government of Mozambique and an IPP in December, 2007, which is expected to result in more than \$2.7 billion of private sector investments in the Mozambican energy sector. Trade Hub assistance provided the basis for the Mozambican authorities to sign this agreement with the private developer of the Mpanda Nkuwa Hydro Power Plant.



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SUCCESS STORY

USAID Leverages US\$2.7bn in Energy Sector

USAID's Southern African Trade Hub assists Mozambique Government towards installing increased electricity generation capacity for the region.

The Government of Mozambique is actively promoting private sector participation in the energy sector. Having awarded concession rights for the development of the Moatize coal mine in the Tete Province in 2004, the Government of Mozambique was looking for a developer for a mine mouth coal-fired thermal power station.

In September 2007, the Government of Mozambique turned to the USAID Trade Hub for assistance in evaluating the potential developers' bids; drafting a framework agreement with key principles and; negotiating the Framework Agreement with the successful bidder.

The potential to establish a coal fired power station at Moatize comes at a time when the Southern African region is facing a serious electricity generation capacity deficit. The current scramble for additional capacity has resulted in an increase in electricity prices throughout the region and increased the viability of new power plants.

Under USAID's Africa Global Competitiveness Initiative (AGCI), the Trade Hub focuses on facilitation of late stage transactions to ensure the implementation of projects and the removal of barriers to private sector participation in the energy sector.

The Trade Hub experts, Les Kugel and Fernando Juliao, provided the government of Mozambique with hands-on support in finalizing the evaluation report, reviewing the draft framework agreement, and negotiating the Framework Agreement with the successful bidder, AES Corporation, which was signed in December 2007.

The successful conclusion and implementation of this project and transaction will see the installation of additional generation capacity of approximately 1500MW to the regional market through private public partnership and a foreign direct investment of over USD 2.7 billion into Mozambique.

The Framework Agreement template for Moatize will be used for negotiations with private bidders for the development of a new hydro power plant at Mpanda-Nkuwa with an estimated capacity of up to 2400MW also targeting the regional market.

The entire Southern African region is in dire need of additional electricity to sustain its current and future demand.

With the assistance of the Southern Africa Global Competitiveness Hub (USAID Trade Hub), the Government of Mozambique, in December 2007, signed a Framework Agreement with the preferred bidder on an electricity generation project that will provide up to 1500MW of additional electricity in the Southern African region.

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Swaziland The Trade Hub produced a draft Road Map for implementing the Energy Regulatory Authority of Swaziland for the Swaziland Ministry of Natural Resources and Energy, which was approved by the Government of Swaziland and which has led to requests for co-funding and collaboration from other donors interested in implementing the roadmap.

COMPONENT 4: MODERN TRANSPORT SERVICES

Trade competitiveness for goods and services within the Southern Africa region has been adversely affected by high transit and transport costs. The region has six landlocked countries, and requires a well-functioning, integrated transport network to facilitate trade flows between the ports and the interior. Through the TFCB Project, the Trade Hub collaborated with other donors and worked closely with SADC to significantly lower both transit times and costs by supporting the adoption of harmonized customs procedures and the single customs document across the region.

Activities in Transport Services were designed to support the creation, improvement and sustainability of physical infrastructure, and related services, across all transport modes (including roads, airports, railways, and ports). The work focused on increasing regional co-operation on legal and regulatory issues, to help facilitate new investment initiatives and support those initiatives likely to result in increased private sector participation in the transport industry.

Support to SADC and Regional Transport Initiatives Following the signing of a MoU on transport-related technical assistance between the USG and SADC in 2008, it was agreed that the Trade Hub would provide transport-related technical assistance to: 1) conduct a review of regional experience with ports and railway concessions; 2) provide technical assistance in the harmonization of vehicle equipment standards, dimensions and loads on vehicles; and 3) assess the potential impact of the Yamoussoukro Decision on open skies policy in the SADC region.



Transport Corridors. The Trade Hub collaborated with SADC and other organizations including private sector groups within the Southern African region to establish corridor management institutions (CMI). These promote internal and external trade by providing more efficient transport and logistics services through advocating trade facilitation improvements at the borders. Transport corridor management institutions involving both public and private stakeholders have the potential to become champions for reducing trade costs in the region.

Throughout the life of the TFCB Project, the Trade Hub worked to reduce high transit and transport costs with a view to improving trade facilitation and enhancing competitiveness along a number of SADC transport corridors, including the Trans Kalahari Corridor, the Dar es Salaam Corridor, and the Maputo Corridor. Specific activities to reduce transit times and transport costs included the establishment of CMIs to proactively address the non-tariff barriers along the corridors. The Hub assisted in the development of institutional frameworks, capacity building of personnel, and the development of measures to ensure institutional sustainability - such as user-pay financing mechanisms.

Through USAID Trade Hub assistance, Constitutions and Memoranda of Understanding for the corridors were developed and signed. Corridor Coordinators have been appointed with responsibility for monitoring the performance of the corridor (how fast and competitively goods move along the corridor), ensuring decisions taken

Illustrative Results TFCB Transport Corridor Work

- Reduced border post crossing time from 4 hours to as little as 30 minutes
- Reduced number of road checkpoints in Tanzania by 30%
- Extended border hours of operations by two hours along the Corridor
- Reduced turnaround time along TKC corridor from 72 hours to 48 hours
- Increased usage of TKC from 5%-60% of capacity
- Harmonized axle load limits for improved load efficiency along the TKC

at meetings of the corridor committees are implemented, distributing information on corridor performance, identifying bottlenecks and priorities for further action, and coordinating solutions to the challenges and issues which affect corridor competitiveness.

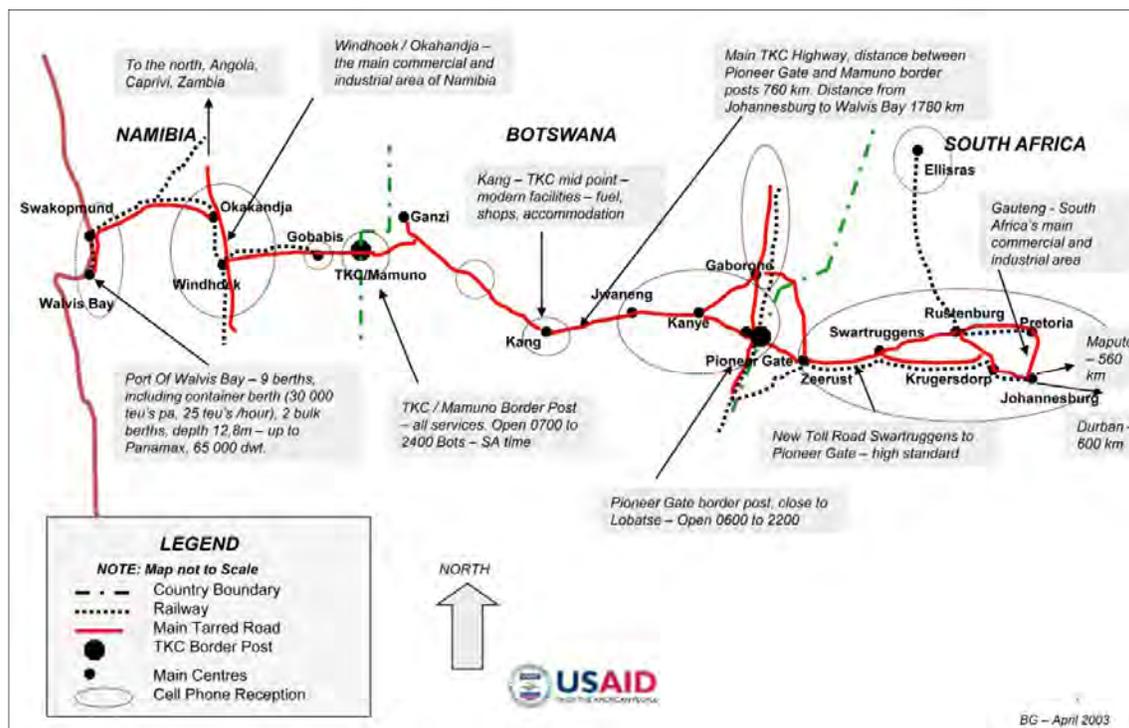
The USAID Trade Hub also worked with countries throughout Southern Africa to harmonize policies, regulations, and procedures – for example, to establish common regulations for cross-border vehicle overload control and to put weighbridges and other systems in place to combat under-declaration and under-valuation of goods at customs.

The Trade Hub’s efforts to promote transport corridors were lauded by SADC Transport Ministers meeting in Gaborone in October, 2007. They hoped for continued collaboration between SADC and the Trade Hub and subsequently identified priorities for the proposed SADC Technical Committees. The Ministers requested the Trade Hub continue to provide technical support to the SADC transport corridors. The Trade Hub continued to collaborate with SADC Secretariat and other organizations to support transport corridor committees.

Trade Hub activities to augment capacity and facilitate trade along two regional transport corridors are outlined in more detail:

TKC. Trade Hub activities to improving the functions of the TKC led to the following results:

- Completed a One Stop Border Post (OSBP) Feasibility Study on the Namibia/Botswana border crossing on the Trans Kalahari Corridor.
- The establishment of the TKC Secretariat.
- Harmonized border operations, opening hours and axle load limits through South Africa, Botswana, and Namibia.



Dar es Salaam Corridor. The Hub helped establish the Dar Corridor Committee by drafting the Constitution, identifying key stakeholders to participate in a public private partnership arrangement, providing technical expertise, and lobbying government and the private sector to support the set-up of the institution.

As a result of Trade Hub efforts, fully functional institutions are now on the ground and operational to coordinate corridor activities. Consequently:

- Key stakeholders on the corridor are working together to identify challenges that impede transit and trade, and are coming up with jointly run programs to address the challenges.
- There is improved information sharing on regulatory expectations.
- Corridor users (importers, exporters, service providers) have a forum to discuss expectations, issues, and experiences in an integrated way, and to influence the decision making processes of regulatory authorities through improved dialogue.
- Government agencies are being held accountable by the private sector for the efficient delivery of public services.

The Dar es Salaam Corridor

With Trade Hub assistance, the Government of Zambia approved publication of The Public Roads (Maximum Weight of Vehicles) Regulations, 2007 on January 19 2007 leading to the signing of the statutory instrument by the Minister of Works and Supply on 02 April 2007. These regulations came into force on May 13 2007. The effect of implementation of these regulations is the harmonization of Zambia's vehicle load control regulations with the SADC Model Legislative Provisions, thus achieving harmonization in the Dar es Salaam Corridor.

Sustainable Funding of Corridor Management Institutions For effectiveness and efficiency, corridor institutions need a sustainable and reliable source of income to enable them to plan and implement measures to improve corridor operations. A number of corridor institutions have been established with donor funding, but this has not proved sustainable. The USAID Trade Hub developed the innovative “user pay” principle, such that those who benefit from transporting their goods pay for the corridor Secretariat. The CMI will implement strategies that reduce the cost of doing business along the corridor in such a way that the cost of sustaining the institution is less than the cost savings or benefits it provides to the corridor users.

Cross-Border Vehicle Overload Control Initiative Overloaded trucks on the road networks of the region are a major cause of damage to roads, and this means slower transportation routes and higher transportation costs. In November 2004, the Trade Hub introduced the Cross Border Overload Control System (CBOCS) for the Martin’s Drift/Grobler’s Bridge border crossing between Botswana and South Africa as a pilot program designed to reduce truck overloading.

COMPONENT 5: AGRICULTURAL ENABLING ENVIRONMENT

Activities under the Agricultural Enabling Environment component of TFCB were designed to support SADC in pursuing their regional integration mandate in relation to agricultural trade and capacity building within the region on agricultural trade issues as well as Sanitary and Phytosanitary (SPS) issues. The Trade Hub worked closely with the SADC Secretariat, the U.S. Department of Agriculture (USDA) and USAID–funded SPS PASA staff.

Regional Seed policy harmonization Over the last five years, the Trade Hub provided assistance to SADC in order to facilitate the harmonization of seed regulations throughout the region. The Trade Hub has been assisting SADC, initially through the drafting of a policy brief that recommended the involvement of Ministries of Trade to quicken the approval process. The Trade Hub also produced a diagnostic report to assist with the amendment of national laws or regulations by comparing the national regulations of 6 countries with those approved at regional level.

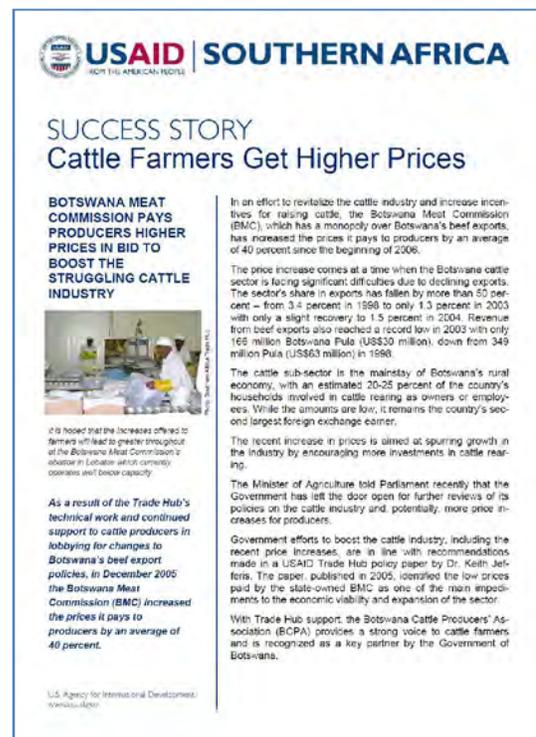
The earlier work resulted in (2007) a joint SADC meeting between the Permanent Secretaries of Ministries of Agriculture, and trade officials. Agreement was reached on: (1) a Regional Variety Release System, (2) a Seed Certification and Quality Assurance System, and (3) a Seed Quarantine and Phytosanitary System. The following year SADC Ministers approved the SADC Harmonized Quarantine and Phytosanitary Measures for Seed. These measures will reduce costs related to seed trade while also stimulating the faster and safer movement of seeds within SADC. This will be realized through: (i) The establishment of transparent and science-based, common standards and procedures for seed movement in SADC, supported by documentation; and (ii) The introduction of rationalized SADC pest lists for the movement of seed between Member States, and from outside countries into SADC.

SADC SPS Annex In 2007, collaborating closely with SADC, the USDA, and other donors TFCB facilitated the formal adoption of the SPS Annex to the SADC Trade Protocol. The Trade Hub facilitated the *finalization of a draft SPS Annex to the SADC Protocol on Trade*. Comments provided by the SADC Secretariat were incorporated, and the draft was presented to Member States with technical comments from the Trade Hub at a workshop in Lusaka in November, 2007. As a result, the Member States agreed to link the Seed SPS Measures to the SPS Annex, and adopted the Import and Export Manual for Seed to be replicated for all products subject to SPS measures. The *SPS Annex to the SADC Protocol on Trade was later approved* by the SADC Senior Officials and the Committee of Ministers responsible for trade at their meeting in June 2008.

PROJECT OUTREACH AND COMMUNICATIONS

Technical Assistance to the Botswana Cattle Producers Association The beef and cattle industry is the mainstay of Botswana's rural economy, with an estimated 20-25 percent of the country's households involved in cattle rearing as owners or employees. It is also the country's second largest foreign exchange earner. The sector contributes significantly to economic activity in rural areas, export diversification, and poverty alleviation. However, the sector was facing a serious crisis, with declining exports and losses being experienced by both cattle farmers and the state-owned monopoly export abattoir, the Botswana Meat Commission (BMC).

Through the TFCB project the USAID Trade Hub provided technical assistance to support the private sector association representing Botswana's 60,000 cattle producers: the Botswana Cattle Producers Association (BCPA). With Trade Hub support, the BCPA provided a strong voice to cattle farmers to advocate their economic interests, and is recognized as a key partner by the



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SUCCESS STORY Cattle Farmers Get Higher Prices

BOTSWANA MEAT COMMISSION PAYS PRODUCERS HIGHER PRICES IN BID TO BOOST THE STRUGGLING CATTLE INDUSTRY

In an effort to revitalize the cattle industry and increase incentives for raising cattle, the Botswana Meat Commission (BMC), which has a monopoly over Botswana's beef exports, has increased the prices it pays to producers by an average of 40 percent since the beginning of 2006.

The price increase comes at a time when the Botswana cattle sector is facing significant difficulties due to declining exports. The sector's share in exports has fallen by more than 50 percent – from 3.4 percent in 1998 to only 1.3 percent in 2003 with only a slight recovery to 1.5 percent in 2004. Revenue from beef exports also reached a record low in 2003 with only 165 million Botswana Pula (US\$30 million), down from 349 million Pula (US\$63 million) in 1998.

The cattle sub-sector is the mainstay of Botswana's rural economy, with an estimated 20-25 percent of the country's households involved in cattle rearing as owners or employees. While the amounts are low, it remains the country's second largest foreign exchange earner.

The recent increase in prices is aimed at spurring growth in the industry by encouraging more investments in cattle rearing.

The Minister of Agriculture told Parliament recently that the Government has left the door open for further reviews of its policies on the cattle industry and, potentially, more price increases for producers.

Government efforts to boost the cattle industry, including the recent price increases, are in line with recommendations made in a USAID Trade Hub policy paper by Dr. Keith Jeffers. The paper, published in 2005, identified the low prices paid by the state-owned BMC as one of the main impediments to the economic viability and expansion of the sector.

With Trade Hub support, the Botswana Cattle Producers' Association (BCPA) provides a strong voice to cattle farmers and is recognized as a key partner by the Government of Botswana.

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Government of Botswana. TFCB conducted an economic analysis of the industry, which provided technical support to the BCPA in persuading the Government to liberalize trade in the industry and raise beef prices to reflect market conditions.



Inside Southern African Trade (INSAT) Designed to complement other activities undertaken by the Trade Hub to enhance Southern Africa’s trade competitiveness and further USAID’s strategic goals of economic development and growth in the region, 16 editions of INSAT were distributed electronically and in hard copy to over 5,000 stakeholders in the region and beyond.

Hub Happenings The Trade Hub’s monthly Newsletter, Hub Happenings, was published at the beginning of every month and distributed to stakeholders throughout the region. In the fourth quarter of FY 2010, the number of electronic contact addresses on the distribution list had reached 5,000.

Website The Trade Hub maintains and populates the www.satradehub.org website with relevant information in order for the website to be a useful resource tool and enquiry point. The Trade Hub website is frequently updated with technical and trip reports,

event information, Hub Happenings and Daily News Clips to ensure that all information remains current.

Trade Issues Film Series As an educational tool to support TFCB’s Dialogue for Competitiveness and Capacity Building activities, the Trade Hub designed and produced a series of short films on trade topics of the region for use in seminars and workshops. The documentary-style films, each 15 minutes in length, touch upon trade-related issues important to the region’s competitiveness and aim to appeal to a broad audience. Shot on location throughout the region, the films examine five inter-related topics: (1) the impact of trade preferences, with a particular focus on AGOA and the apparel industry in Southern Africa (using Lesotho as a case study); (2) business environment challenges in the region and initiatives to improve competitiveness; (3) building an effective private sector voice for policy change (using the Trade Hub’s work with the BCPA as a case study); (4) improving trade facilitation by means of the Trans-Kalahari and Maputo Transport Corridors; and (5) HIV/AIDS from a business and economic perspective.



The films discuss the issues and challenges faced by countries in the region as they build global competitiveness and highlight initiatives and efforts to improve the business and trade environment in individual countries and the region as a whole. The five films in the Trade Issues Film Series continue to be shown throughout the SADC region. To date more than 2,000 people have seen the films.

CROSSCUTTING ACTIVITIES

Botswana Women in Business Association (WIBA) Throughout the life of the project, the Trade Hub helped improve opportunities for women to participate in the economic activities, as highlighted by its support of the Botswana Women in Business Association (WIBA). Historically hampered by a lack of support and resources, WIBA approached the Trade Hub for support. The Trade Hub responded by sponsoring a membership campaign, through which WIBA increased membership by over 600%, increasing membership from 15 to 115. The Trade Hub also conducted a study of the microfinance options in Botswana and identified unexploited niches in the financial market that would give a broader base of women access to microfinance. A short-list of financial institutions was drawn up, and after each institution made a presentation to the Board of Directors of WIBA, First National Bank (FNB) of Botswana was selected and has since launched a savings mobilization scheme in coordination with WIBA.

In addition to WIBA, the Trade Hub continued to identify other businesswomen's associations in the region to which it could provide support and technical assistance. The Trade Hub provided financial assistance to the *Angolan Women's Business Federation* for organizing their Third Annual Businesswomen's Forum which was attended by women from 18 provinces of Angola. The Hub has also collaborated with *Imbita Women's Finance Trust in Swaziland* on a number of efforts. As previously mentioned, The Trade Hub also assisted *WiF*, a non-profit organizations promoting women in business, with preparations for the launch of their Botswana chapter.

HIV/AIDS

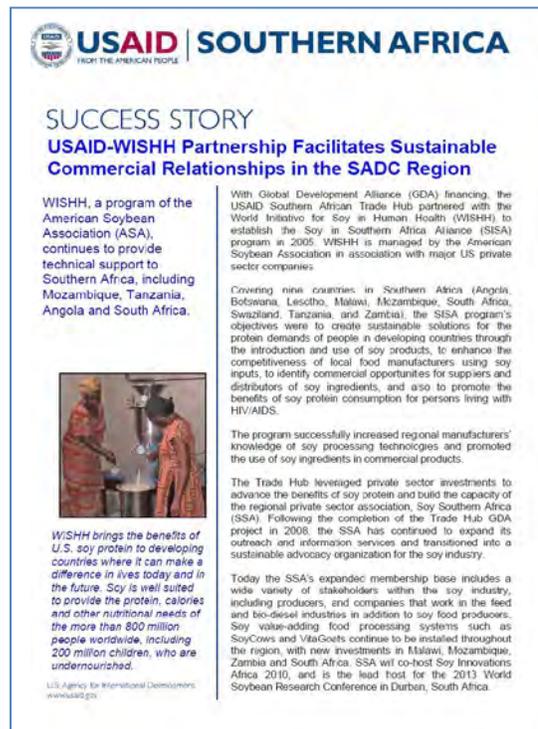
TFCB submitted a project proposal for funding HIV/AIDS Initiatives along the Transport Corridors through the EU-SADC HIV/AIDS Project. The Trade Hub produced a short educational video showing the role of the private sector in addressing HIV/AIDS issues.

ALLIANCES AND STRATEGIC PARTNERSHIPS

Soy in Southern Africa Alliance The Soy in Southern Africa Alliance (SISA) was developed by the World Initiative for Soy in Human Health (WISHH) in partnership TFCB. The purpose of the alliance was to improve the nutritional value of processed foods, as well as enhance the capability and profitability of the commercial entities that manufacture them throughout Southern Africa region.

Specially, the main objectives of the SISA program were to:

1. Increase the knowledge of soy processing technologies in the Southern Africa Region
2. Increase the utilization of value added soy protein in processed foods in the Southern Africa region
3. Demonstrate the benefits of increased soy protein consumption for people living with HIV/AIDS
4. Demonstrate how soy protein ingredients, when utilized in currently consumed food products or variations of familiar food forms, for consumers



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SUCCESS STORY

USAID-WISHH Partnership Facilitates Sustainable Commercial Relationships in the SADC Region

WISHH, a program of the American Soybean Association (ASA), continues to provide technical support to Southern Africa, including Mozambique, Tanzania, Angola and South Africa.

With Global Development Alliance (GDA) financing, the USAID Southern African Trade Hub partnered with the World Initiative for Soy in Human Health (WISHH) to establish the Soy in Southern Africa Alliance (SISA) program in 2005. WISHH is managed by the American Soybean Association in association with major US private sector companies.

Covering nine countries in Southern Africa (Angola, Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Tanzania and Zambia), the SISA program's objectives were to create sustainable solutions for the protein demands of people in developing countries through the introduction and use of soy products, to enhance the competitiveness of local food manufacturers using soy inputs, to identify commercial opportunities for suppliers and distributors of soy ingredients, and also to promote the benefits of soy protein consumption for persons living with HIV/AIDS.

The program successfully increased regional manufacturers' knowledge of soy processing technologies and promoted the use of soy ingredients in commercial products.

The Trade Hub leveraged private sector investments to advance the benefits of soy protein and build the capacity of the regional private sector association, Soy Southern Africa (SSA). Following the completion of the Trade Hub GDA project in 2008, the SSA has continued to expand its outreach and information services and transitioned into a sustainable advocacy organization for the soy industry.

Today the SSA's expanded membership base includes a wide variety of stakeholders within the soy industry, including producers, and companies that work in the feed and bio-diesel industries in addition to soy food producers. Soy value-adding food processing systems such as SoyCows and VitaGoats continue to be installed throughout the region, with new investments in Malawi, Mozambique, Zambia and South Africa. SSA will co-host Soy Innovations Africa 2010, and is the lead host for the 2013 World Soybean Research Conference in Durban, South Africa.

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in the lower economic tier C, D, and E markets, can provide a viable and sustainable commercial opportunity for suppliers and distributors of these value added soy ingredients.

5. Increase the capacity of the Southern Africa Soy Foods Association (SASFA) to better meet the needs of the soy foods industry in the region.

This Alliance program covered nine countries in Southern Africa (Angola, Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Tanzania, and Zambia) and included collaborating partners such as The Solae Company, Soyatech, White Wave/Silk Foods, Hain Celestial, Malnutrition Matters, Natural Products Inc., Dr. Mark Messina, WholeSoy, TetraPak, and the Soyfoods Association of North America (SANA).

World Initiative for Soy in Human Health (WISHH)

The World Initiative for Soy in Human Health (WISHH), a program of the American Soybean Association (ASA), brings the benefits of U.S. soy protein to developing countries where it can make a difference in lives today and in the future. Over 800 million people worldwide, including 200 million children are undernourished and soy is well suited to provide protein, calories and other nutritional needs.

KEY PERFORMANCE INDICATORS

In FY 2007, the TFCB Project was given a supplement to its existing statement of work and new indicators, benchmarks and targets were included, and these indicators, benchmarks and targets replaced previous indicators and targets for the project. In FY 2008, the indicators were changed slightly to more accurately reflect the focus of the project thru the final year of FY 2010.

Indicator	FY 2007 Targets	FY 2008 Targets	FY 2008 Results	FY 2009 Targets	FY 2009 Results	FY 2010 Targets	FY 2010 Results
Trade and Investment Enabling Environment							
Number of Customs harmonization procedures implemented in accordance with internationally accepted standards as a result of USG assistance	N/A	5	5	3	4	3	1
Number of legal, regulatory or institutional actions (not mentioned above) taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations	N/A	5	21	3	7	3	4
Number of participants in trade and investment trainings	700	500	1781	600	1649	600	1075
Number of women	280	150	525	200	418	200	487
Number of men	420	350	1156	400	1231	400	588
Number of trade and investment environment diagnostics conducted	N/A	40	52	30	47	30	34
Financial Sector Enabling Environment							
Number of financial sector supervisors trained with USG assistance	N/A	N/A	N/A	100	611	100	221
Number of women	N/A	N/A	N/A	25	200	25	130

Number of men	N/A	N/A	N/A	75	411	75	81
Financial Services							
Number of financial sector professionals trained on international standards with USG assistance	N/A	N/A	N/A	100	611	100	221
Number of women	N/A	N/A	N/A	25	200	25	130
Number of men	N/A	N/A	N/A	75	411	75	81
Modern Energy Services							
Number of people receiving USG supported training in energy related policy and regulatory practices	N/A	150	394	100	621	100	28
Number of women	N/A	38	88	25	160	25	3
Number of men	N/A	112	306	75	461	75	25
Total public and private dollars leveraged by USG for energy infrastructure projects	N/A	TBD	TBD	TBD	TBD	TBD	TBD
Agricultural Enabling Environment							
Number of individuals who have received USG supported short-term agricultural enabling environment training	N/A	N/A	N/A	100	100	100	174
Number of women	N/A	N/A	N/A	25	28	25	90
Number of men	N/A	N/A	N/A	75	72	75	84
Number of policies/regulations/administrative procedures analyzed as a result of USG assistance	N/A	N/A	N/A	3	3	3	3

LESSONS LEARNED

Based on the experiences of Trade Hub staff and regional stakeholders over the life of the project, several key lessons can be drawn for consideration going forward:

A respected, high-profile team is required. The TFCB core team was well known, and trusted for their expertise within Southern Africa. They had a track record of providing guidance, analysis, and strategic advice to advance the regional agenda.

Sound economic analysis is necessary. Drawing on the lessons learned globally and regionally and on ensuing best practices is essential when engaging in dialogue and capacity building with public and private sector counterparts. This will empower regional stakeholders with the capacity to make decisions in their own economic interests.

The integration of public and private sectors activities must be well integrated. Strengthening private sector organizations' abilities to provide more support services and to advocate for an improved business environment, in parallel with efforts for regulatory and trade reforms to reduce trade costs, complement each other. Encouraging a more contestable market in logistics and transport services is required for ensuring improvements in trade facilitation and result in lower transport prices.

Approaches must be flexible and results oriented. Strategies and approaches must be adjusted to reflect changing regional dynamics, to be both effective and efficient.

Implementation is the responsibility of the sovereign state. Activities must be aimed at strengthening the

commitment of member states to implement regional agreements. While arranging workshops and capacity-building events at the regional level is necessary for consensus-building and coordination, this must be followed up at the national level to ensure effective implementation.

Coordination with other bilateral and multilateral programs enhances effectiveness. Several other bilateral and multilateral organizations, including the World Bank, the EU, the United Kingdom's Department for International Development (DfID), the GTZ, AusAID and the NORAD, are all working on the regional trade agenda. In addition to USAID, several USG departments, including USTR, USDA, USTDA, Commerce, and State all contribute to various aspects of trade and investment in the region. It is vital to take these activities into account when designing specific interventions in order to leverage resources and impact.

ANNEX I – DELIVERABLES

Quarterly Reports	Date
Fourth Quarter Report 2004, September – December	Dec-04
1st Quarter Report 2005, Jan-Mar	May-05
2nd Quarter Report 2005, April-June	Jul-05
3rd Quarter Report 2005, July-Sept	Oct-05
4th Quarter Report 2005, Oct-Dec	Jan-06
1st Quarter Report 2006, Jan-Mar	Apr-06
2nd Quarter Report 2006, April-June	Jul-06
3rd Quarter Report 2006, July-Sept	Oct-06
4th Quarter Report 2006, Oct-Dec	Jan-07
1st Quarter Report 2007, Jan-Mar	Apr-07
2nd Quarter Report 2007, April-June	Jul-07
3rd Quarter Report 2007, July-Sept	Oct-07
1st Quarter Report FY2008, Oct-Dec	Jan-08
2nd Quarter Report FY2008, Jan-Mar	Apr-08
3rd Quarter Report FY2008, April-June	Jul-08
4th Quarter Report & Year End Report FY2008	Oct-08
1st Quarter Report FY2009, Oct-Dec	Jan-09
2nd Quarter Report FY2009, Jan-Mar	Apr-09
3rd Quarter Report FY2009, April-June	Jul-09
4th Quarter Report & Year End Report FY2009	Oct-09
First Quarter Report, Oct-Dec 2009	Jan-10
Second Quarter Report, Jan-Mar 2010	Apr-10
Third Quarter Report, April-June 2010	Jul-10
Fourth Quarter Report & Year End Report FY2010	Oct-10
Technical Reports	Date
Mainstreaming HIV/AIDS and Gender into the Trade Policy Development Project	Feb-05
Financial Services to Support International Trade in Mozambique	Apr-05
Liberalization of Trade in Services in Malawi: Proposed Assistance by the Hub	May-05
Swaziland Investor Roadmap	May-05
The Economic Effects of Trade Liberalization with reference to SACU	May-05
The Economic Effects of Services Trade Liberalization	May-05
How Trade Liberalization Can Contribute to Resolving The Crisis in the Beef and Cattle Sector	May-05
Eligibility for Millennium Challenge Account: Swaziland's Ranking and Performance Indicators	May-05
Impact of Proposed Regional Customs Bond Guarantee Scheme on Business in Zambia	Jun-05
Tourism Related Land Allocation Policies	Jul-05
Namibia Investor Roadmap - Interim Report	Jul-05
Improving Transportation Logistics for Competitiveness in Swaziland	Jul-05
Current Human Resource Availability in Botswana as it Relates to the Business Process Outsourcing Industry	Aug-05
Institutional Design for the Secretariat of the Southern Africa Customs Union (SACU)	Aug-05
TKC Pilot Common Customs Bond Guarantee System	Sep-05
Improving Land Transportation Logistics for International Trade Competitiveness in Lesotho	Sep-05
Seed Systems Development in Southern Africa: Harmonization of Seed Policy to Enhance Exports	Oct-05
VAT Treatment of Swazi Exports/Imports Through South Africa	Oct-05

The Namibia Investor Roadmap	Jan-06
Recommendations for Improving the Enabling Business Environment: Southern Africa	
Global Competitiveness Hub: Trade Management, Trade Facilitation, and Capacity-Building Activities	Feb-06
Facilitation and Promotion of Horticultural Exports in Mozambique; Action Plan on Removal of Non-tariff barriers	Mar-06
Establishing National Bodies in Botswana, Lesotho, Namibia and Swaziland (BLNS): The Experience of South Africa, Mexico, Brazil and India and Lessons for the BLNS Countries	Mar-06
Comparison of the Proposed SADC System with Seed Regulations in SACU Countries and Zambia and Amendments Recommended to Effect Harmonization	Apr-06
Economic Impact of BMC Price Increases	Apr-06
Implication of Existing Bilateral Preferential Trade Agreements of Individual SACU Member States on the Implementation of the 2002 SACU Agreements	Apr-06
Assessment of Zambia's Capacity to Implement the Proposed Measures to Improve and Clarify GATT Articles V, VIII and X on Trade Facilitation	May-06
Microfinance Implementation Strategy	Jun-06
Namibia Tourism Investor Roadmap	Aug-06
Improving economic analysis for the Government of Zambia's ministry of finance and national planning	Jan-07
Assessment of Trade Facilitation in Angola	Jan-07
Avaliacao da Facilitacao do Comercio em Angola	Jan-07
Impact of cattle/beef prices on incomes and poverty in Botswana	Feb-07
Swaziland investor roadmap: Implementation strategy memorandum	Mar-07
Price responsiveness of Cattle supply in Botswana	Mar-07
Swaziland investor roadmap: process improvement workshop activity report	Mar-07
Harmonization Initiative for SADC Stock Exchange	Apr-07
Study on the Implementation of the SADC Protocol on Trade - inception report	Apr-07
Survey of Private Sector and other Non-State Actors: Angola, Mozambique, Namibia and Tanzania	May-07
Analysis of the Poverty Impact of the January 2006 Increase in Beef and Cattle Prices in Botswana, Using HIES 2002/03 Data	May-07
Desk Study: Assessment of Air Cargo & Passenger Volumes between the SADC Region and Major Countries in Africa, Europe and America	May-07
Study on the Implementation of the SADC Protocol on Trade	Aug-07
Assessment of the Status of Trade Facilitation in Malawi	Aug-07
Attachment of Malawi Revenue Authority Officers to Uganda Revenue Authority on Customs Risk Management	Aug-07
Audit of the Implementation of the SADC Protocol on Trade	Aug-07
Review of the Regulatory Framework for Power Generation and Distribution in Southern Africa	Sep-07
Evaluation of IMBITA Credit Operations Swaziland	Sep-07
Export's Guide to Preferential Trade Arrangements Applicable to Lesotho	Nov-07
Rules of Origin, "Commercial Availability" and Trade Preferences: Denim and AGOA	Nov-07
Business Guide to SADC Protocol on Trade	Dec-07
Trade Protocol Implementation	Nov-07
Advocating for Cattle Policy Reform	2007
Draft SADC Protocol on Trade in Services: An Analysis of its Implications for the Economies of SADC Countries, their Services Provides, and the International Trading System	Dec-07
Developing the Supply of Financial Services and Improving the Efficiency of the Banking Sector in Angola	Jan-08

Desenvolvendo a Prestacao de Servicos Financeiros e Melhorando a Eficiencia do Sector Bancario em Angola	Jan-08
Update on the Implementation of the SADC Protocol on Trade	Feb-08
Ramatex Namibia: Government Policies and the Investment Environment	Mar-08
TKC/Dar/Maputo Corridor Customs Transit System Interface & Connectivity workshop	Mar-08
Customs Procedures, Processes and Staffing Requirements for a One-Stop Juxtaposed Border Post	Apr-08
SADC Trade Monitoring and Compliance Mechanism	Apr-08
An Assessment of Swaziland's Participation within COMESA and the Economic Implications of Further Regional Integration	Apr-08
Terms of Reference and Financial Sustainability for the Dar Corridor Interim Steering Committee and Scope of Work for 1st Dar corridor manager	Apr-08
Audit Report: Madagascar's Implementation of the SADC Protocol on Trade	May-08
Botswana's Experience with Monetary and Exchange Rate Policy - Lessons for Angola	Jun-08
Note on Training on International Tools and Methods for Trade Data and Policy Analysis for SADC Member States	Jun-08
The Rationalization of Foreign Exchange Controls in Angola	Jun-08
Simple Checklist for Importing from and Exporting to SADC Member States	Jun-08
Investment Policy Issues: the Framework for Investment Policy Development in Swaziland	Jun-08
Swaziland WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Jun-08
Survey on the Status of Policy, Institutional and Regulatory Frameworks of the Electricity Supply Industry (ESI) in the Southern African Development Community (SADC) Region	Jun-08
Lesotho WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Jul-08
Road Map for the Operationalization of the Energy Regulatory Authority of Swaziland	Jul-08
Swaziland Value Added Tax Roadmap	Jul-08
Feasibility Study for Establishment of One-Stop Border Post on the Trans Kalahari Corridor (Botswana-Namibia Border)	Aug-08
Study on Sustainable Funding of Corridor Management Institutions	Aug-08
Review of the Effectiveness of Rail concessions in the SADC Region	Aug-08
Mozambique WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Oct-08
Malawi WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Nov-08
Angola WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Dec-08
Seychelles WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Jan-09
Review of the Customs & Excise Legislation of Lesotho Revenue Authority (LRA) - Phase One	Feb-09
SADC - COMESA Bond Market Mapping Study	Feb-09
Assessment of Potential Impact of Implementation of the Yamoussoukro Decision on Open Skies Policy in the SADC Region	Mar-09
Review of the Effectiveness of Port and Port Terminal Concessions	Mar-09
National Energy Policy for Botswana	Mar-09
TKC Authorized Economic Operators Based Accreditation Scheme	Mar-09
Analysis of Botswana's Trade Related Strategies and Policies	May-09
Botswana WTO Trade Facilitation National Self-Assessment of needs and priorities, Gaborone	May-09
Development of Trans Kalahari Corridor Clients Service Charter	May-09
Developing an Investment Policy for Swaziland: Proposed Institutional Framework, Scope of Work and Work Plan	May-09
DAR Corridor Customs Transit System MRA/TRA Interface & Connectivity workshop	May-09

2009 Audit on the Implementation of the SADC Protocol on Trade	Jun-09
Study on Sustainable Funding of Corridor Management Institutions: The Case of the Dar Corridor Committee Secretariat	Jun-09
Modernization of the Customs & Excise Act of Lesotho Revenue Authority (LRA) - Phase Two	Jun-09
RERA Publication on Electricity Tariffs & Selected Performance Indicators for the SADC Region 2008	Jun-09
Study on Development and Establishment of a Corridor Performance Monitoring System for the Trans Kalahari Corridor	Jun-09
Study on Sustainable Funding of Corridor Management Institutions: The Case of the Trans Kalahari Corridor Management committee Secretariat	Jun-09
Power Sector Reform and Regulation in the Context of Poverty	Jul-09
Overview of the Botswana Banking Sector	Jul-09
SADC Harmonization of Vehicle Regulations: A. Equipment of Vehicles B. Dimensions of Vehicles C. Loads of Vehicles	Jul-09
Modernization of the Customs & Excise Regulations of Botswana Unified Revenue Service (BURS)	Jul-09
Regional Strategy to Move Toward Cost-Reflective Tariffs	Jul-09
Revised Draft BURS Customs & Excise Regulations	Jul-09
How Do the Current WTO Disciplines Apply to the Trade of Energy Goods and Services?	Jul-09
Lesotho Time Release Study - Final Phase	Aug-09
An Analysis of the Interface between SADC Energy Policy and SADC Agriculture Policy	Aug-09
An Analysis of the Interface between SADC Transport Policy and SADC Agricultural Policy	Aug-09
The Role Integrated Environmental Management (IEM) concepts and tools play in promoting sustainability in the Southern African Development community (SADC)	Sep-09
EPA Trade in Services Negotiations - Analysis and Assessment of Financial Services, with a focus on the Banking Sector in Botswana	Sep-09
Women in Finance Launch in Botswana	Sep-09
Swaziland Draft Investment Policy	Sep-09
Terms of Reference for the Trans Kalahari Corridor (TKC) Truck Stops Feasibility Study	Sep-09
The Renewable Energy Technology Options to Improve the Sustainability of Energy Supply in Botswana	Oct-09
The Swaziland Investor Roadmap Audit	Oct-09
Swaziland Trade Policy Options: SACU Priorities	Oct-09
Study on Development and Establishment of a Corridor Performance Monitoring System for the Dar es Salaam Corridor	Nov-09
National Energy Policy Strategy Implementation Plan	Oct-09
Product Innovation and Access to Finance in Africa	Nov-09
Regional Licensing Framework for Cross-border Power Projects in the SADC Region	Dec-09
Review of the Southern African Development Community (SADC) Energy Sector Activity Plan	Dec-09
Southern African Development Community (SADC) Power Sector Review and Consultation Mission to Angola	Dec-09
Swaziland Investment Policy	Dec-09
Action Plan for Financing Operations of the Dar es Salaam Corridor Committee (DCC) Secretariat using the User-Pay Principle	Nov-09
The SACU-US TIDCA: South African Private Sector Perspectives	Oct-09
China's Transport Initiatives in Southern Africa	Dec-09

Modernization of the Customs and Excise Procedures Manual of Botswana Unified Revenue Service (BURS)	Feb-10
Assessment of Readiness of TKC Customs Authorities to Implement Regional Authorized Economic Operator Program	Mar-10
The Namibia Investor Roadmap Audit	Jun-10
RERA Publication on Electricity Tariffs & Selected Performance Indicators for the SADC Region 2009	May-10
Migration of the SADC Tariff Phase Down Offers from HS2002 to HS2007	Jun-10
Action Plan for Implementing the User Pay Principle for Sustainable Funding of the Maputo Corridor Logistics Initiative (MCLI)	Sep-10
Harmonization Initiative for SADC Stock Exchanges	Sep-10
Assessment of the Status of Implementation of the SPS Annex to the SADC Protocol on Trade	Aug-10
Case Study on SPS Issues and Regional Trade in Horticultural Products in the SADC Region	Aug-10
Case Study on SPS Issues and Regional Trade in Livestock and Livestock Products in the SADC Region	Aug-10
2010 Audit of the Implementation of the SADC Protocol on Trade	Jul-10
Training Reports	Date
Training on Tariffs and the Harmonized System of Classification for Botswana's Department of International Trade officials	Dec-08
TIPS/SADRN Industrial Policy Training Workshop	Dec-08
SADC Regional Energy Planning Network Course	Dec-08
ITC Trade Map and Investment Map Training for SADC Investment Promotion Agencies	Dec-08
Botswana Tariff Training	Apr-09
SADC Regional Energy Planning Network	Dec-09
Meeting Reports	Date
Trans Kalahari Corridor Management Committee Co-Chairperson: Gaborone 2005	Sep-05
Meeting with Botswana Energy Affairs Division	Jan-08
SADC International Cooperating Partners Meeting	Feb-08
SADC Trade Negotiating Forum meeting held in Gaborone	Mar-08
Trade in Services in the Botswana EPA negotiations Joint BOCCIM - Trade Hub national private sector	Apr-08
Botswana Transport Hub	Jun-08
Botswana Unified Revenue Services (BURS) Customs to Business Forum	Jun-08
Hot Tables Event	Feb-09
Enhancing competitiveness in Southern Africa: A Roadmap for Success	Feb-09
Meetings on the Working Group of SADC Panel Experts and Harmonization of Road User Charges	Mar-09
BEMA International Competitiveness Seminar	Mar-09
Workshop "Surviving the Global Economic Crisis"	Mar-09
Impediments to Trade across SACU	Mar-09
BOCCIM Third Supervisors' Forum: Succeeding in Today's challenging World, the modern supervisor	Mar-09
Hot Tables Event	Mar-09
Stakeholder Forum: The Impact of the Global Economic Crisis on Southern Africa	Mar-09
Meeting of the Energy Officials Task Force Monitoring Progress on the Implementation of Power Sector Projects	Mar-09
Stakeholder Forum on Harmonization of Petroleum and Gas Policies and the establishment of Regional Petroleum and Gas Association (REPGA) in the SADC Region	Mar-09
2nd Inter-regional consultative meeting	Apr-09

24th Annual SADC SQAM meeting	Apr-09
1st Regional SADC Sanitary and Phytosanitary and food safety management meeting	Apr-09
SADC Trade Monitoring and Compliance Mechanism and the SADC Trade Negotiating Forum Meetings	Apr-09
Trans Kalahari Corridor Workshop on Development of client service charter	May-09
Entrepreneurs for Africa Goal Setting workshop	May-09
Entrepreneurs for Africa breakfast	May-09
Botswana WTO Trade Facilitation National Self-Assessment of Needs and Priorities	May-09
BEMA Product Certification Workshop	Jun-09
TKC Workshop on Customs Systems Interface and Corridor Performance Monitoring Systems	Jun-09
TKC management committee meetings	Jun-09
Energy working meetings	Jun-09
Third Joint SADC/ICP Thematic Group meeting on Agriculture and Food Security, Natural Resources and Environment	Jun-09
Entrepreneurs for Africa Workshops and Hot Tables Event	Jul-09
Modernization of Botswana Customs Legislation	Jul-09
2nd SADC FANR Regional Stakeholder Assembly on Sanitary and Phytosanitary (SPS) Measures for Food Safety	Aug-09
SADC Regional Agricultural Policy Meeting (RAP)	Sep-09
Strengthening Support for Small-Scale Farmers in South Africa	Sep-09
National Consultation on Financial Services in Preparation for the EPA Negotiations	Oct-09
Seminar on Regional Integration and the role of Member States	Nov-09
SADC 2010 Program Workshop	Nov-09
SADC Energy Donors Meeting	Dec-09
SADC Energy Thematic Group meeting	Nov-09
TKC Customs Transit Facilitation on Risk Management	Oct-09
Modernization of Botswana Customs and Excise Procedures manual of Botswana Unified Revenue Service (BURS)	Feb-10
SADC Road Transport Panel of Experts Working Group Meeting	Apr-10
Botswana National Trade Facilitation Workshop	Aug-10
WTO Director General, Pascal Lamy	Aug-10
Modernization of Botswana Customs Legislation	Aug-10
Trip Reports	Date
Mozambique Consultation Visit	Nov-04
USAID/RCSA Visit to Swaziland	Jan-05
Zambia Consultation Visit	Jan-05
Mozambique Technical Assistance on Trade Facilitation	Feb-05
Swaziland National WTO Services Seminar	Feb-05
South Africa and Mozambique Trade Finance Consultations	Feb-05
Malawi Consultation Visit Coordinated with AGOA Advisor Visit	Mar-05
Customs Modernization Best Practices	Mar-05
Technical Assistance to Mozambique Customs on Trade Facilitation	Mar-05
Support Program for SACU Secretariat and the Namibian Government through TPD	Mar-05
Lesotho TCB Priorities & Diversification Issues	Mar-05
COMESA Trade and Customs committee and Consultative Sessions	Apr-05
Trans Kalahari/Dar/Maputo Corridors Customs Working Group Meetings	May-05
Customs and Security of the Supply Chain: the US Container Security Initiative	May-05
Technical Assistance to Malawi: Roadmap to Removing Non-Tariff Barriers	Jun-05
South Africa	Jun-05
Namibia National Training Workshop on Rules of Origin conducted for the Ministry of Trade	Jun-05

and Industry	
1. Impact of Regional Customs Bond Guarantee Scheme on Business in Zambia; 2. USAID/Zambia Economic Growth Team Stakeholders' Consultations	Jun-05
Namibia	Jul-05
Trans Kalahari/Dar/Maputo Corridors Customs Working Group Meetings	Jul-05
Building prosperity through investment and trade: Swaziland 2005	Jul-05
AGOA Forum Trip Report, Senegal	Jul-05
Focus Meetings of the Maputo Corridor Logistics Initiative (MCLI)	Aug-05
Improving Transport & Logistics costs for competitiveness: Lesotho 2005	Aug-05
Visit to Lesotho and Swaziland	Aug-05
TRALAC/commonwealth Regional Workshop	Sep-05
Facilitation and Promotion of Horticultural Exports in Mozambique	Sep-05
Antananarivo, Madagascar	Sep-05
Mozambique Trade Finance workshop	Sep-05
Botswana	Sep-05
High Level Workshop on the Namibia Investor Roadmap and Training course on Trade Data Analysis	Oct-05
Namibia and Swaziland	Oct-05
Regional Workshop on Understanding the WTO Trade Facilitation Negotiations Namibia	Oct-05
Workshop on the Establishment of the North-South Corridor Management Committee: South Africa	Oct-05
SALIA Roundtable on "What Hong Kong can deliver for South and Southern Africa"	Oct-05
Regional AGOA Sectorial Workshop report	Oct-05
USDA US - Sub-Saharan Africa Trade and Investment Mission in South Africa and Facilitation of AGOA Exports in Swaziland	Nov-05
SALIA Conference on Regional Integration and Economic Partnership Agreements	Nov-05
Diagnostic Workshop on the Pre-Feasibility Study for Upgrading the Maseru Container Terminal (MASCOT): Lesotho	Nov-05
TRALAC Conference on SACU and Consultations on Bilateral Trade Agreements	Dec-05
1. Launch of the WCO Time Release Study in Malawi; 2. Assessment of Trade Facilitation in Zambia; 3. Collaboration with Market Access, Trade & Enabling Policies Project (MATEP)	Dec-05
Workshop for Permanent Secretaries of Agriculture on Harmonization of Seed Policy in the SADC Region to facilitate freer movement of Seed, Maputo	Dec-05
Dar es Salaam corridor Committee Meeting Lusaka	Dec-05
Video: Adjusting to Elimination of Preferences through Development of National Strategies in Southern African to improve the Business Environment	Dec-05
Video: Private Sector Association as a Vehicle for Private-Public Sector Dialogue on Trade Policy	Dec-05
Video: The Implications of Trade Preferences and the Implications of Expiration of Trade Preferences on Special Agreements such as quotas and third-country fabric in the apparel sector, focusing on AGOA	Dec-05
Botswana	Dec-05
Final Phase of Malawi Time Release Study	Feb-06
Consultations on Trade Capacity Building in Swaziland, Lesotho and South Africa	Feb-06
Boksburg Group Meeting on the WTO Trade Facilitation Negotiations	Feb-06
Launch of the Namibia Tourism Investor Roadmap & consultations on Trade Capacity Building	Feb-06
Final Phase of Malawi Time Release Study	Feb-06
Facilitation and Promotion of Horticultural Exports in Mozambique: action plan on removal of non-tariff barriers	Mar-06
USAID/Pretoria Forum	Mar-06
Launch of the WCO Time Release Study in Mozambique	Mar-06

Regional Corridor Management Authorities meeting	Mar-06
Video: Impact of HIV/AIDS in the Business Environment Focusing on Botswana, Lesotho, Mozambique and Swaziland as a Case Study	Mar-06
Video: Trade Facilitation and Customs and Transport Issues using Trans Kalahari corridor and Maputo corridor as case studies	Mar-06
USAID/Pretoria Forum	Mar-06
Namibia Tourism Investor Roadmap	Mar-06
Training Course on Trade Data Analysis for Swaziland	Mar-06
South Africa	Mar-06
Trans Kalahari/Maputo Corridors Customs Working Group meetings	Apr-06
Dar es Salaam Corridor Transport Coordinating Committee and Zambia national Stakeholder's meeting	Apr-06
Tralac-Comsec Post Hong Kong Workshop	Apr-06
MFA Forum	May-06
Preparations for Meeting with ITAC	May-06
Swaziland Private Sector Information Seminar	May-06
Business in Africa Policy Conference on Strengthening the Private Sector in Africa	May-06
Business Environment and Competitiveness in Southern Africa Roundtable	May-06
Dar es Salaam corridor Committee Meeting	May-06
Performance Monitoring Plan Field Visits: Dar es Salaam, Johannesburg, Maputo, Ressano Garcia and Lebombo	May-06
2006 AGOA Forum	Jun-06
Training with ITAC	Jun-06
Business Think Tank Global Business coalition on HIV/AIDS	Jun-06
Preparation for Feasibility Study for a One-Stop Border Between South Africa and Mozambique	Jun-06
Presentation of the Technical Report on the Assessment of the Status of Trade Facilitation in Zambia	Jun-06
Commercial Diplomacy Training - Southern Africa Partner Posts meeting	Jun-06
South Africa and Swaziland	Jul-06
Meeting with Northern Corridor Transit Transport Coordinating Authority (NC TTCA) Secretariat	Jul-06
World Bank Sub-Saharan Africa Transport Policy Program: Regional Economic Communities Transport coordinating committee meeting	Jul-06
Presentation to the American Chamber in Johannesburg: Meetings with the Department of Transport of South Africa	Jul-06
Trans Kalahari corridor management committee meeting	Jul-06
South Africa and Mauritius	Jul-06
High Level Workshop and Presentation of the Namibia Investor Roadmap	Jul-06
National Business conference 2006	Aug-06
SADC Council of NGOs Forum	Aug-06
Maputo Corridor Logistics Initiative (MCLI) Board Meeting	Aug-06
Final Phase of Mozambique Time Release Study	Aug-06
Release of Results of SADC Regional Business Climate Survey	Aug-06
SAlIA Conference on South Africa's Trade Strategy	Aug-06
West Africa AGOA Workshop Report	Aug-06
Launch of the WCO Time Release Study in Zambia	Sep-06
Agricultural Trade Negotiations Workshop and Mock Negotiations	Sep-06
Trade Negotiations Workshop and Mock Negotiations	Sep-06
Mpumalanga Freight Logistics Forum: Inaugural meeting	Sep-06
World Bank Sub-Saharan Africa Transport Policy Program: Regional Economic Communities Transport coordinating committee meeting	Sep-06

TKC/Dar Corridors customs Work Group meeting	Sep-06
Implementation of Time Release Study Recommendations & Action Plan	Sep-06
Review of Cross Border Overland control Pilot Project at Martins Drift/Groblers Bridge	Sep-06
Trade Facilitation Seminar for Southern Africa: Recent Developments, Best Practices and Tools	Sep-06
Official Launch of the Mpumalanga Freight Logistics Forum & Establishment of Transport Modal working group	Oct-06
Tralac Annual Conference	Oct-06
Review of Cross Border Overland control Pilot Project at Martins Drift/Groblers Bridge	Oct-06
Expanding Processed Food Exports Under AGOA	Oct-06
Durban and Pietermaritzberg Chamber of Commerce business to business meeting	Oct-06
Visit to Angola in relation to the review of the SADC EPA negotiations	Oct-06
Visit to Namibia in relation to the review of the SADC EPA negotiations	Oct-06
Assessment of Trade Facilitation in Angola	Nov-06
Covering Trade and Globalization: seminar for journalists	Nov-06
COMESA/EAC/SADC Joint Ministers for Transport meeting	Nov-06
Visit to Namibia to attend the national workshop on the implementation of the Investor Roadmap	Nov-06
Bridges Across Borders: regional networking event	Nov-06
SADC African Productive Capacity Initiative (APCI) Expert Group meeting Nelspruit, South Africa	Dec-06
Review of Progress on Hub Technical Assistance Projects in Zambia	Jan-07
Meeting with the Maputo corridor Logistics Initiative and Mpumalanga Freight Logistics forum	Jan-07
Assessment of Trade Facilitation in Angola	Feb-07
National Training on Rules of Origin for Angola	Feb-07
SAlIA roundtable on EPA negotiations: prospects and challenges for Southern Africa	Feb-07
Swaziland process improvement workshop for the implementation of the Investor Roadmap	Feb-07
Maputo Corridor Meeting and Familiarization Tour	Feb-07
Fourth Meeting of the COMESA-EAC-SADC Sub-committee on trade and customs	Feb-07
Trans Kalahari Corridor Management committee co-chairperson meeting	Feb-07
TKC/Dar Corridors customs Work Group meeting	Feb-07
Non-state Actors Survey: Namibia	Feb-07
Non-state Actors Survey: Tanzania	Feb-07
Non-state Actors Survey: Mozambique	Feb-07
Non-state Actors Survey: Angola	Feb-07
Assessment of the Status of Trade Facilitation in Malawi	Mar-07
Review of Electricity Distribution Indicator Toolkit	Mar-07
Meeting of USAID Washington, USAID Southern Africa and Bilateral Missions on the Africa Global Competitiveness Initiative	Mar-07
Facilitation of AGOA Exports: Keedo International	Mar-07
Implementation of Time Release Study Recommendations & Action Plan: Malawi	Mar-07
Malawi Private Sector Advocacy Roundtable	Mar-07
Swaziland Investor Roadmap Process Improvement workshop Botswana	Apr-07
WTO Guided Self-Assessment Tool Regional workshop on Trade Facilitation	Apr-07
World Customs Organization Conference on Enhancing Dialogue on Capacity Building	Apr-07
Aid for Trade conference: An African perspective	Apr-07
SAlIA Conference on EPA Negotiations: Caribbean, Eastern and Southern African perspective	Apr-07
World Bank's 2007 Doing Business Report Meeting	Apr-07

2nd African Grain Trade Summit in Kenya	Apr-07
Meetings of Focus Groups of the Boksburg Group	Apr-07
SADC Surface Transport Experts meeting	Apr-07
Meeting of the Mpumalanga Freight Logistics Forum	Apr-07
Final Phase of Zambia time release study	Apr-07
Seminar for Intermediary Organizations organized by ESIPP	Apr-07
FANRPAN Stakeholders Planning Workshop	May-07
Tanzania	May-07
Zambia, covering Namibia and Tanzania border posts	May-07
Training Workshop on Trade in Services Negotiating Techniques	May-07
Malawi	May-07
Mozambique	May-07
Swaziland	May-07
Zimbabwe	May-07
AGOA and investment in African manufacturing: a case study on Ramatex Textile Namibia	May-07
Africa Regional Dialogue for Textile and Clothing Industry	May-07
Angola	May-07
US-Southern Africa Franchising Forum	May-07
Angola	May-07
COMESA Business Forum: Regional Economic Integration for Value Addition and Diversification	May-07
Roundtable Meeting on Making Finance Work for Africa	May-07
Maputo Corridor Trilateral Stakeholders Meeting, MFLF Combined Transport Working Groups meeting and MCLI Annual general meeting	May-07
SADC Secretariat Meeting with the Infrastructure Cluster stakeholders in Windhoek, Namibia	May-07
Africa Roads Conference master class on Road Mapping Public Private Partnerships	May-07
Final Phase of Mozambique Time Release Study	May-07
EC-SADC EPA Negotiations Round on 7-11 May 2007 Brussels	May-07
Training Workshop on Trade in Services Negotiating Techniques	May-07
Lesotho	Jun-07
Namibia	Jun-07
Presentation of the Preliminary Findings of the Audit on Implementation of the SADC Protocol on Trade	Jun-07
Mauritius	Jun-07
Regional dialogue on the business implication of the EPA negotiations for the SADC region	Jun-07
National Rules of Origin Training for Swaziland	Jun-07
Pretoria June 18-19, 2007	Jun-07
Second Annual Freight Logistics conference	Jun-07
Dar es Salaam corridor committee meeting, Malawi	Jun-07
Reduction of Import/Export Time in Mozambique	Jun-07
Compilation and Updating of Database for the Maseru Chamber of Commerce and Industry	Jun-07
Compilation and Updating of Database for the Maseru Chamber of Commerce and Industry	Jun-07
Malawi - INSAT Interviews & Breakfast meeting on Trade Facilitation	Jun-07
Assessment of Trade Facilitation in Malawi	Jul-07
Presentation of the Report on the Audit on SADC Member states Implementation of the SADC Protocol on Trade	Jul-07
Energy Regulation & Trade Meetings in Windhoek	Jul-07
Zambia	Jul-07
Air cargo workshop for the Kruger Mpumalanga International Airport and the Mpumalanga Freight Logistics Forum Truck Stop Committee meeting	Jul-07

Lebombo-Ressano Garcia One Stop Border Post Bi-national workshop	Jul-07
Organic Exchange Conference and Keedo Capacity Building	Jul-07
Assessment of Technical Assistance to Swaziland Customs	Jul-07
Presentation on Trade Law	Aug-07
MFLF Transport Working Group and Executive committee meeting	Aug-07
Attachment of Malawi Revenue Authority Officers to Uganda Revenue Authority	Aug-07
Mozambique Private Sector Advocacy Roundtable	Aug-07
Maputo: Private Sector Advocacy Workshop & INSAT Research	Aug-07
Training for members of the Mohloli Chamber of Business in Lesotho	Sep-07
Tralac Annual conference 2007	Sep-07
Angola	Sep-07
Meetings with Swaziland and other delegations attending to SACU Commission meetings	Sep-07
SADC ICPs Transport Thematic Group meeting	Sep-07
Workshop: Expanding regionally beyond South Africa's Borders	Sep-07
Technical Assistance to Swaziland Customs and the Swaziland Maputo Corridor	Sep-07
Stakeholders conference	Sep-07
Trans Kalahari corridor Customs & Transit Facilitation Working Group Meeting	Sep-07
Pretoria: Launch Workshop of Southern African Development Research Networks	Sep-07
Improving the Supply of Financial Services and the Efficiency of the Banking Sector in Angola	Oct-07
Malawi Trade Audit Follow-up visit	Oct-07
Visit to Washington DC	Oct-07
Trans Kalahari Corridor Transport working group meeting	Oct-07
SADC SDIs/Corridors Study Review Workshop	Oct-07
Maputo Corridor Logistics Initiative (MCLI) Logistics review and negotiating forum	Oct-07
Tanzania trade audit follow-up visit	Nov-07
Corporate Council on Africa US-Africa Business Summit	Nov-07
Donor committee for Enterprise Development, Africa Regional Consultative conference	Nov-07
Transport Logistics Options for Zambian Exporters (Market Access Trade and Enabling Policy, MATEP): Lusaka, Zambia	Nov-07
Meetings with the USDA in south Africa and Food and Wine Show	Nov-07
Visit to Maputo	Nov-07
Tanzania Trade Facilitation Self-Assessment	Nov-07
SADC workshop and OECD meeting in Lusaka	Nov-07
The Boksburg Group meeting, Beijing	Nov-07
Technical Assistance to Swaziland Customs: Phase One	Nov-07
TKC/Dar Corridor Customs Transit Systems Interface & connectivity Workshop	Nov-07
SADC Energy Donors Meeting	Nov-07
SADC Energy Sector Thematic Group Meeting	Nov-07
SADC ICP Joint Task Force Core Group Meeting	Nov-07
Visit to Maputo	Dec-07
Field research and consultations related to preparation of Swaziland Trade Policy Options and Comesa Trade Preferences paper	Dec-07
Power Sector Review in Madagascar	Dec-07
1. Technical Assistance to Zambia Revenue Authority; 2. Dar es Salaam Corridor committee meeting Lusaka	Dec-07
Mozambique follow-up visit	Jan-08
Tralac EPA review conference for non-state actors	Jan-08
Travel to Swaziland regarding trade policy options study	Jan-08
Meeting with Regional Electricity Regulators Association - Executive Director	Jan-08
SADC International Cooperating Partners meeting	Feb-08

Zimbabwe Trade Audit Follow-up visit	Feb-08
Abolition of Pre-Shipment Inspection: Exit Strategy, Maputo	Feb-08
Technical Assistance to Swaziland Customs Phase Two	Feb-08
Technical Assistance to Zambia Revenue Authority	Feb-08
SADC EP Services and Investment Workshop	Feb-08
Research & Interviews for INSAT 12, Swaziland & Lesotho	Feb-08
Report National Rules of Origin Training for Lesotho	Mar-08
KSA Hub Meetings	Mar-08
Power Sector Review in Mauritius	Mar-08
Power Sector Review in Swaziland	Mar-08
TKCMC Customs & Transit Facilitation Working Group Pretoria	Mar-08
WCO Time Release Study Awareness Workshop, Mbabane Swaziland	Mar-08
Report National Rules of Origin Training for Botswana	Mar-08
Power Sector Review in Madagascar	Apr-08
Preparatory Meeting for the Survey on Policy, Legal and Regulatory Framework for SADC and Survey of Republic of South Africa	Apr-08
COMESA-EAC-SADC Task Force Regional Aid for Trade Donor Conference	Apr-08
First International Conference on Regional Integration Issues and SADC Law	Apr-08
Dar es Salaam Corridor Sub0committee meeting	Apr-08
Angola	Apr-08
Meeting Dr Malan Lindeque Permanent Secretary of Trade and Industry in Namibia	Apr-08
Possible work program with the South African Revenue Service (SARS)	Apr-08
US Africa Growth and Opportunity Act (AGOA) Transportation and Trade Forum Cape Town	Apr-08
Zambia Energy Survey	Apr-08
To the Republic of South Africa to discuss key findings of the Survey on Policy, Legal and Regulatory Framework for the SADC Region	May-08
Dar es Salaam Corridor committee meeting	May-08
Assessment of Madagascar's Implementation of the SADC Protocol on Trade	May-08
Research & Interviews for INSAT 13; Briefing with local media in Angola	May-08
Swaziland: Stakeholder meeting to present findings of the COMESA Trade Preferences paper	May-08
Technical Assistance to Swaziland Customs Phase Three	May-08
Tralac EPA Review conference for Non State actors	May-08
ITC Trade and Investment Map Training	Jun-08
Workshop on the SADC Protocol on Trade for the Madagascar Private Sector	Jun-08
Making Finance Work for Africa	Jun-08
4th Annual General Meeting Maputo Corridor Logistics Initiative: Corridor Update and Networking Event	Jun-08
National Rules of Origin Training for Namibia	Jun-08
National Consultative Workshop on Trade in Services	Jun-08
Corridor Institutional Sustainability Study (CISS): visit to the Northern Corridor Transit Transport Authority (NCTTCA)	Jun-08
OECD Regional Forum on Trade Facilitation	Jun-08
Progress Meeting for the Survey on Policy, Legal and Regulatory Framework for SADC	Jun-08
SADC Energy Ministers Meeting in Kinshasa, DRC	Jun-08
High Level SADC Corridor Ministerial Corridor Program Review and Corridor Investment Conference & Launch of the SADC Corridor Strategy, Windhoek Namibia	Jun-08
Final Phase of Swaziland Time Release Study	Jun-08
Swaziland WTO Trade Facilitation National Self Assessment of Needs and Priorities	Jun-08
Tralac annual conference 2008	Jun-08
First Meeting of the SADC Yamoussoukro Decision Implementation Steering committee,	Jun-08

Lusaka	
Lesotho WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Jul-08
TKCMC Launch of One-Stop Border Post Feasibility Study	Jul-08
Presentation of SADC Trade Monitoring and Compliance Mechanism to the SADC Senior Officials responsible for Trade	Jul-08
7th Annual AGOA Forum	Jul-08
Steering Committee Meeting of the Africa Infrastructure Country Diagnostic Study	Jul-08
Visit to Mozambique to meet Ministry of Energy and the National Electricity Council (CNELEC)	Jul-08
Presentation of the Road Map for the Establishment of the Energy Regulatory Authority of Swaziland	Jul-08
SADC Private Sector Workshop on Regional Integration	Jul-08
The Framework for Investment Policy Development in Swaziland	Jul-08
TKCMC Transport Operations Working Group Meeting on Progress and Priorities Review	Jul-08
Technical Assistance to Madagascar Customs	Aug-08
Study on Sustainable Funding of Corridor Management Institutions: visit to the Maputo Corridor/MCLI	Aug-08
Research & Interviews for INSAT 14, Madagascar	Aug-08
Just Business Economic Forum, Harare Zimbabwe	Aug-08
Feasibility Study for Establishment of One-Stop Border Post on the Trans Kalahari Corridor (Botswana-Namibia border)	Aug-08
National Workshop on Rules of Origin for Madagascar Customs	Aug-08
SADC Railway Concessioning Study	Aug-08
7th Meeting of the Ministerial Task Force on Regional Economic Integration	Aug-08
Southern Africa Power Pool (SAPP) Regional Tariff Study Workshop	Aug-08
TKCMC Customs & Transit Facilitation Working Group Task Team on Accreditation/Authorized Economic Operators	Aug-08
3rd Garnet Annual Conference	Sep-08
Regional Dialogue on Fisheries Aspects of the ACP-EU Economic Partnership Agreements	Sep-08
One Stop Border Post Feasibility Study Presentations - Gaborone, Botswana and Windhoek, Namibia	Sep-08
Possible Upgrade of NTB Mechanism to Accommodate SADC Trade Monitoring and Compliance mechanism	Oct-08
Mozambique WTO Trade Facilitation Self Assessment of Needs and Priorities	Oct-08
CCA US-Africa Infrastructure Conference	Nov-08
Africa Investor Infrastructure Projects Summit and Infrastructure Awards	Nov-08
Dar es Salaam corridor committee meeting, Malawi	Nov-08
Presentation of the Exporters' Guide to Preferential Trade Arrangements Applicable to Lesotho	Nov-08
Regional Electricity Regulators Association Annual Conference in Arusha, Tanzania	Nov-08
Review of Port and Port Terminal Concessions Effectiveness	Nov-08
SADC Private Standards Workshop	Nov-08
1. Trans Kalahari Corridor Management Committee Meeting; 2. Maputo Corridor Logistics Initiative Meeting	Nov-08
Angola WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Nov-08
Malawi TWTO Trade Facilitation National Self-Assessment of Needs and Priorities	Nov-08
Zambia Trip	Nov-08
Botswana Agriculture Visit - Gaborone	Dec-08
Review of Energy Policy for Botswana	Dec-08
Capacity Building workshop "The Challenges of Youth in the 21st Century - Africa- Creating Opportunities through Entrepreneurship and Education"	Dec-08
Training of National Electricity Council (CNELEC) Commissioners and other Stakeholders	Dec-08

RERA & NARUC New Commissioner Training	Dec-08
RTFP Meeting	Dec-08
SAIIA Conference on Regional Economic Integration in Southern Africa: Beyond EPAs; Surviving internal fragmentation	Dec-08
US Ambassadors' Roundtable	Dec-08
Seychelles WTO Trade Facilitation National Self-Assessment of Needs and Priorities	Dec-08
Swaziland	Mar-09
FESRATA AGM; Workshop on Transport observatory and Transport Costs in Africa & REC- TCC Meeting; Meeting with NCTTCA Secretariat on Lessons Learnt for Corridor Performance Monitoring System (CPMS) Mombasa, Kenya	Apr-09
Dar es Salaam Corridor committee meeting, Zambia	Apr-09
ILEAP Berlin Meeting	Apr-09
High Level North South Corridor Meeting	Apr-09
TKC IT Team Visit to COMESA IT Centre	Apr-09
World Customs Organization (WCO) IT Conference & Exhibition, Marrakesh, Morocco	Apr-09
World Bank Course on International Trade in Services	Apr-09
Implementation of Renewable Energy in emerging Markets of Africa, Latin America and the Caribbean Conference	May-09
6th African forum for Utility Regulators (AFUR) Annual Conference, Abidjan, Cote d'Ivoire	May-09
USAID Economic Growth Conference, Nairobi	May-09
Dar Corridor Customs Transit Systems MRA/TRA RADDex Interface & Connectivity Workshop	May-09
Annual meetings of the African Development Bank	May-09
SADC Energy Donors Meeting, Maputo, Mozambique	May-09
SADC Energy Thematic Group meeting, Maputo, Mozambique	May-09
Workshop on Adoption of Legal Instruments and establishment of North-South Corridor Institutional Framework; Workshop on Development of Program of Action and Establishment of Management Institutions for the Eastern Cluster Corridors, Zambia	May-09
TraiNet Regional Training Workshop USAID Mozambique	May-09
Meeting of the Ministers for Transport and Meteorology Swakopmund, Namibia	May-09
ECA-UEM Forum on Mainstreaming Regional Integration in National Development Plans in Africa	May-09
Trip Report: Southern Africa Forum on Trade Meeting Botswana	Jun-09
Agribusiness Forum 2009 - Empowering the Private Sector to Boost Productivity & Growth in Africa	Jun-09
Modernization of Lesotho Customs Legislation - Phase Two	Jun-09
Enhancing Regional Financial Cooperation in Southern Africa Against the Backdrop of the Global Financial Crisis	Jun-09
Regional IP Enforcement: the border and beyond	Jun-09
Presentation of the 2009 Audit on Implementation of the SADC Protocol on Trade to the SADC Trade Negotiating Forum and Committee of Minister's responsible for Trade Meetings	Jun-09
AD-HOC Expert Group Meeting on the Sustainable Development on Africa (SDRA): Sustainable Consumption and Production for Sustainable Growth and Poverty Reduction	Jun-09
Trans Kalahari Corridor Management committee meetings in Namibia	Jun-09
Tralac Regional Integration Discussion	Jun-09
Report of the 18th Geneva Week World Trade Organization Headquarters, Geneva	Jun-09
Bankers Association for Finance and Trade (BAFT) 2nd Africa Bank to Bank Forum	Jul-09
Rules of Origin Training for the Department of Customs in Malawi	Jul-09
Dar Corridor Committee Meetings	Jul-09
Development Planning and Environmental Analysis	Jul-09
EIF Focal Points Global Workshop	Jul-09

Renewable Energy Policy and financing Models	Jul-09
SAPP/SADC Power Sector Investors Roundtable	Jul-09
Audit of the Swaziland Investor Roadmap	Jul-09
The Sixth Joint Trans Caprivi Corridor (TCC) Cluster Meeting, Walvis Bay, Namibia	Jul-09
2009 US Trade and Investment Conference	Jul-09
18th Agricultural Trade Forum (ATF) Public Dialogue	Aug-09
Malawi RADDex Interface & Connectivity Meeting	Aug-09
Meeting with the Development Bank of Southern Africa (DBSA) to Discuss the Possibility of Jointly Funding the TKC Truck Stops Feasibility Study in Midrand/Johannesburg, South Africa	Aug-09
Introduction of the newly appointed DCC Executive Director to Key DCC Stakeholders in Malawi	Aug-09
Final Phase of Lesotho Time Release Study	Aug-09
MCLI 5th Anniversary, AGM and Port of Maputo Open Day	Aug-09
RERA/NARUC Training Course: Regulation for Practitioners	Aug-09
The IGD 6th Southern Africa Trade Forum	Aug-09
Regional Co-operation and SAPP Competitive markets Seminar	Aug-09
Trans Kalahari Corridor Workshop on Development of Clients Service Charter	Aug-09
TKC Workshop on Customs Systems Interface and Connectivity and corridor Performance Monitoring System	Aug-09
SADC NTB Monitoring Mechanism Workshop	Aug-09
2009 AGOA Forum	Sep-09
Introduction of the newly appointed DCC Executive Director to Key DCC Stakeholders in Zambia	Sep-09
US-Southern Africa Workshop on Developing Sustainable Transport Systems, Windhoek, Namibia	Sep-09
Food Safety Training - South Africa	Sep-09
RERA Technical Meeting	Sep-09
RERA Workshop on Draft Regulatory Guidelines for Electricity Trading (Export/Import)	Sep-09
SADC NTB Monitoring Mechanism Workshop	Sep-09
Presentation of the findings and recommendations of the Audit of the 2005 Swaziland Investor Roadmap	Sep-09
Teaching at the University of Pretoria	Sep-09
TKCMC Co-Chairs Meeting, Windhoek, Namibia	Sep-09
TRALAC Advisory Board meeting	Sep-09
2009 TRALAC Annual conference	Sep-09
The Corporate Council on Africa 7th Biennial US-Africa Business Summit	Oct-09
Research & Interviews for INSAT 17, Zambia	Oct-09
Stakeholder consultation: Namibia Development of an action plan to achieve cost reflective electricity tariff	Oct-09
Report on Visit to the Fancy Food Show, New York City	Jul-09
Mission to Verify Zambia's Tariff Phase Down for 2009	Nov-09
Workshop on "Aid for Trade strategies and Agriculture: Towards a SADC agenda"	Nov-09
AITIC Regional Workshop Trade Facilitation Negotiations in the Context of the North-South Corridor	Nov-09
The Corporate Council on Africa 7th Biennial US-Africa Business Summit	Oct-09
China Africa Summit	Oct-09
Dar es Salaam Corridor Committee Meeting, Malawi	Nov-09
Tunisia	Dec-09
Meeting of African Network for Fish Technology and Safety	Dec-09
MRA/TRA RADDex Interface & Connectivity Meeting, Malawi	Nov-09
SADC Trade Protocol Implementation Audit Verification Mission	Nov-09

SA Trade Hub-COMPETE Joint Planning Meeting on Trade and Transit Facilitation and the NEPAD Transport Summit, South Africa	Nov-09
Power Sector Review in Angola	Dec-09
SADC Projects Review Meeting, Zimbabwe	Dec-09
SADC TFA and Trade Monitoring and Compliance Workshop	Dec-09
SADC TFA and Trade Monitoring and Compliance Workshop	Nov-09
SADC NTB and TCM Workshop	Nov-09
Orientation Program for Swaziland Energy Regulators	Dec-09
Consultations on the Swaziland Investment Policy	Nov-09
RADDEx Joint MRA/TRA Training Workshop Dar es Salaam	Dec-09
Tripartite Meeting of the Walvis Bay-Ndola-Lubumbashi (Trans Caprivi) Corridor	Nov-09
First Bilateral Meeting of the Trans Cunene Corridor (TCuC)	Nov-09
Trans Kalahari Corridor (TKC) Corridor Performance Monitoring System (CPMS) Implementation Meeting	Nov-09
Tralac Meetings	Nov-09
Agriculture Training at the University of Pretoria	Oct-09
USAID/Treasury Liberia	Feb-10
Assessment of Readiness of TKC Customs Authorities to Implement Regional Authorized Economic Operator Program	Mar-10
MRA/TRA Launch of the RADDEx - Malawi	Feb-10
Workshop on Legal Framework of a One-Stop Border Post in the East African Community	Jan-10
Excise Training for Namibian Customs Officers	Feb-10
East Africa Fine Coffee Association Conference with Focus on Efficient Transport Logistics in Support of Value Chains	Feb-10
Dar Corridor Committee (DCC) Meetings	Feb-10
Mobile Money Transfer and Mobile Banking - Kenya	Mar-10
SADC Surface Transport Sub-Committees meetings	Apr-10
Trans Kalahari Corridor Task Team Meeting on Implementation of the User-Pay Principle for Sustainable Funding for the TKC Secretariat	Apr-10
Workshop and Study Tour on Transport and Trade Facilitation and the Promotion of Intra-African Trade	Apr-10
SADC Stakeholders' Workshop on Regional Bond Guarantee Scheme	May-10
TKC Implementation of Authorized Economic Operator and Risk Management Programs	May-10
East African Community (EAC) Monetary Affairs Committee (MAC) Technical meeting - Tanzania	May-10
SADC Development Finance Resource Center Development Finance Institutions Chief Executive Officers Forum	Jun-10
Food Safety Training - Zambia	May-10
SADC TCM Monitoring Mechanism Workshop, Kinshasa and Lubumbashi, DRC	May-10
RADDEx Post Implementation Evaluation Workshop - Zanzibar	May-10
Trans Kalahari Corridor Management Committee Meetings - Windhoek, Namibia	May-10
Mozambique Country Visit for 2010 Audit of Implementation of SADC Protocol on Trade and Review of SPS Annex	May-10
Malawi Country Visit for 2010 Audit of Implementation of SADC Protocol on Trade	May-10
Zambia Country Visit for 2010 Audit of Implementation of SADC Protocol on Trade	Jun-10
SADC Trade Negotiating Forum Meetings	Jun-10
Dar es Salaam Corridor Committee Meetings, Zanzibar, Tanzania	Jun-10
Dar es Salaam Corridor Committee Task Team to Implement the User Pay Principle Meeting, Dar es Salaam, Tanzania	Jun-10
SADC Committee of Senior Officials and Committee of Ministers Responsible for Transport and Meteorology Meetings	Jun-10
SADC FTA Consultations	Sep-10

2010 AGOA Forum	Aug-10
Trans Kalahari Corridor Management Committee Meetings	Aug-10
Dar es Salaam Corridor Committee Task Team to Implement the User Pay Principle Meeting, Dar es Salaam, Tanzania	Sep-10
USAID Consultation, Pretoria	Sep-10
Assessment of the Status of Implementation of the SPS Annex to the SADC Protocol on Trade and Recommendations for Implementation	Sep-10
Tralac Annual Conference	Sep-10
The Mozambique Coal and Energy Conference and Maputo Corridor Stakeholders Meeting on the Implementation of the User Pay Principle on the Corridor	Jul-10
Dar Corridor Committee Corridor Performance Monitoring System Task Team Implementation Meeting	Aug-10
Lesotho Stakeholders' Workshop on Draft Customs Legislation	Sep-10
Training Program for Lesotho Customs Officials	Aug-10
Maputo Corridor/MCLI Task Team Meeting to Implement the User Pay Principle Meeting	Aug-10
SADC Senior Officials Meeting	Jul-10
Harmonization Initiative for SADC Stock Exchanges - Visits to Botswana, Mozambique, Zimbabwe and South Africa	Aug-10
Tanzania - 2010 Audit of the Implementation of the SADC Protocol on Trade	Jul-10
Success Stories	Date
New Publication Informs and Empowers	2006
Cattle Farmers Get Higher Prices	2006
Goods Clear Customs Faster	2007
Audit on the Implementation of the SADC Protocol on Trade	2007
Workshop Builds Negotiating Skills on Trade in Services	2007
First Time Release Study for the Region	2007
Businesswomen gain access to finance	2007
USAID Leverages US\$2.7bn in Energy Sector	2008
Reducing Transport Costs in Southern Africa	2008
Improving Customs Efficiency	2008
US-SADC MoU Addresses Energy Crisis	2008
One-Stop Border Posts Facilitate Transport	2008
Dialogue with Private Sector Enhances Trade in Services in Botswana	2008
Speeding up Customs Clearances	2008
Facilitating Trade Along the Dar Corridor	2009
Facilitating Trade in the SADC Region	2009
USAID Trade Hub Regional Forum - A Resounding Success	2009
Botswana Trust Fund Boosts Competitiveness	2009
US and Botswana: Cooperating to Develop Trade	2009
USAID-WISHH Partnership Facilitates Sustainable Commercial Relationships in the SADC Region	2010
DCC Adopts User Pay Principle for Corridor Sustainability	2010
USAID Facilitates Implementation and Launch of First RADDEX in Southern Africa	2010
Inside Southern Africa Trade Newsletter	Date
INSAT 1	May-05
INSAT 2	Sep-05
INSAT 3	Dec-05
INSAT 4	Mar-06
INSAT 5	Jun-06
INSAT 6	Sep-06
INSAT 7 Focus on Competitiveness	Dec-06

INSAT 8 Focus on EPA	Apr-07
INSAT 9 Focus on Malawi	Jul-07
INSAT 10 Focus on Mozambique	Sep-07
INSAT 11 Focus on Namibia	Dec-07
INSAT 12 Focus on Lesotho & Swaziland	Mar-08
INSAT 13 Focus on Angola	Jun-08
INSAT 14 Focus on Madagascar	Oct-08
INSAT 15 Focus on FTAs	Jan-09
INSAT 16 Focus on Botswana	Apr-09
INSAT 17 Focus on Zambia	Oct-09
INSAT 18 Focus on South Africa	Jul-10
Trade Hub Happenings Monthly Newsletter	Date
Sept 2004 – Sept 2010	2004 - 2010
Brochures	Date
A Compendium of Trade and Commerce Laws in Swaziland	Aug-07
Energy Supply Industry of Zambia: General Information for Potential Investors	Apr-08
Energy Supply Industry of Botswana: General Information for Potential Investors	May-08
Energy Supply Industry of Lesotho General Information for Potential Investors	May-08
Energy Supply Industry of Mozambique: General Information for Potential Investors	May-08
Energy Supply Industry of South Africa: General Information for Potential Investors	May-08
Energy Supply Industry of Swaziland: General Information for Potential Investors	May-08
Guide to the SADC Protocol on Trade	Jan-09
Trade Issues Film Series	Date
Film - Trade Preferences	May-06
Film - Business Environment	May-06
Film - Private Sector Advocacy	May-06
Film - Trade and Competitiveness	May-06
Film - HIV/AIDS and Business	May-06
Film - Trade Facilitation	May-06