



USAID
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AFRICA'S GROWTH AND COMPETITIVENESS IN 2009

AFRICAN GLOBAL COMPETITIVENESS INITIATIVE



ABOUT THIS PUBLICATION

This report summarizes the impact and achievements of the African Global Competitiveness Initiative (AGCI) in fiscal year 2009. Based on the system of gathering performance data on AGCI introduced in 2008, this year's annual report allows a comprehensive view of the results gained by AGCI technical assistance in FY 2009. This report discusses AGCI in the context of the African economic environment and delineates how USAID programs are addressing on-the-ground challenges to trade.

A central focus for this report is a summary of the portfolio of programs funded by AGCI at both the regional and country level. In addition to the three Sub-Saharan African regions, this report provides the key achievements of select AGCI programs in Burundi, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Nigeria, Senegal, South Africa, Uganda, and Zambia.

Washington-based AGCI program activities in Africa are also profiled, most significantly in the areas of access to finance and infrastructure as these activities have shown catalytic results that span the continent.

Additional information on AGCI, including best practices, success stories, and previous years' annual reports can be found at http://www.usaid.gov/locations/sub-saharan_africa/initiatives/agci.html

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Cover Photo: . Access to credit helps Ethiopian Tariku Midergo Company grow its coffee business.
Photo: Geresu Kitessa, USAID Ethiopia Photo: Geresu Kitessa, USAID/Ethiopia.

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ACRONYMS

AGCI	African Global Competitiveness Initiative
AGOA	African Growth and Opportunity Act
COMESA	Common Market for East and Southern Africa
CTA	Confederation of Mozambican Business Association
DMS	Deepening Microfinance Sector
EAC	East African Community
ECOWAS	Economic Community of West African States
ICT	information and communication technology
KHDP	Kenya Horticulture Development Program
RADDEx	Revenue Authorities Digital Data Exchange (electronic customs interface)
SADC	Southern African Development Community
SAIBL	South African International Business Linkages
SME	small and medium enterprise
SPS	sanitary and phyto-sanitary standards
TIPCEE	Trade and Investment Program for a Competitive Export Economy
TIPMOZ	Trade and Investment Program for Mozambique
TCG	Transit Coordination Group (EAC)
USAID	United States Agency for International Development
USG	United States Government
WTO	World Trade Organization

INTRODUCTION

Economic growth is critical to reducing poverty and building a better future. The African Growth and Opportunity Act (AGOA) was signed into law 10 years ago to support free markets and growing economies throughout Africa. USAID has been building on AGOA through the *African Global Competitiveness Initiative* by supporting entrepreneurs, promoting exports, and creating trade networks. Successes ranging from fair-trade cotton farmers in Senegal to a blooming flower market in East Africa illustrate how trade improves lives. In 2009, USAID's African Global Competitiveness Initiative provided investment training to nearly a quarter million Africans. More than 100,000 firms improved their export competitiveness. Ten countries passed or approved policy reforms, regulations, and procedures that enhance governance or facilitate private sector participation and competitive markets. Each of these efforts is playing a role in improving Africa's growth and competitiveness—and directly contributing to lower poverty.

BACKGROUND

The African Global Competitiveness Initiative (AGCI) aims to promote the competitiveness of Africa's exports and expand African trade with the United States and other countries both inside and outside the continent. AGCI builds on AGOA to improve African countries' business and regulatory environments, develop enterprises, improve access to finance, and facilitate investment in infrastructure.

A \$200-million, five-year program, AGCI strives to achieve greater impact through a multiplier effect. AGCI's projects can be continental, regional, or national and can be linked to each other, to other donors, or to private sector investments.

The ultimate goal is to support African policymakers in advancing trade-led economic growth, complementing existing projects with additional resources.

For instance, AGCI supports the U.S. Government (USG) Feed the Future Initiative through projects and policies that promote agriculture sector growth, increase access to markets, and facilitate trade. Based on lessons from the Comprehensive African Agricultural Development Program, programming has gradually shifted to emphasize regional trade capacity building as a critical element of food security—that is, getting the right food to the right people at the right price. AGCI also collaborates with other donor initiatives, including the World Bank's Making Finance Work for Africa and the multilateral Infrastructure Consortium for Africa, and adds value to its field-based technical assistance by improving knowledge sharing practices, systems, and tools among stakeholders.

IMPACT

After more than a decade of economic reform, improved governance and export competitiveness, and increased investment in the education, health, and social sectors, Africa is better able today to withstand shocks than in the past. Working with development partners like USAID, African countries have made great strides in laying the foundation for sustained economic growth, integration into the global economy, and rising prosperity.

AGCI has made important contributions to realizing short- and long-term progress in improving the enabling environment for trade and investment, boosting firm-level skills and capacity, increasing access to finance, and overcoming infrastructure constraints. Projects have an impact on all countries eligible to trade with the United States under AGOA. Activities are programmed primarily through USAID-managed Trade Hubs in Accra, Ghana; Dakar, Senegal; Nairobi, Kenya; and Gaborone, Botswana. USAID Trade Hubs provide a range of trade capacity-building assistance to help African countries improve their trade competitiveness and increase their ability to take advantage of the opportunities offered by liberalized trade.

During the global financial crisis, USAID continued to support work to eliminate behind-the-border constraints to trade and investment. As economies rebound and demand from export markets begins to recover, these systemic reforms will allow African businesses and farmers to be more competitive than ever.

When times are tough, a country's commitment to reform can be the difference between success and failure. Two-thirds of African economies implemented reforms during the global financial crisis to make it easier for investors and businesses. In 2008–09, Rwanda completed seven reforms measured by the World Bank's *Doing Business* project; Mauritius six; and Burkina Faso and Sierra Leone five each. Indeed, Rwanda's and Liberia's measures were so significant that they both were named "top reformers" by the Bank: with Rwanda ranked the number one reformer worldwide and Liberia number ten.

USAID's next generation of trade hubs came online with the inauguration of the East and Central Africa Competitiveness and Trade Expansion (COMPETE) program. The COMPETE approach integrates agricultural value chains with local, regional, and international markets by harmonizing regional trade and transit policies and procedures, developing financial markets, supporting private sector trade associations, developing value chains in staple crops, and building the capacity of regional businesses to take advantage of preferential trade opportunities. This approach supports competitiveness all the way from the farm to the port, from the enterprise to the global marketplace.



AGCI IMPLEMENTATION

Obligating \$45 million in FY 2009, AGCI has achieved a broad impact across Sub-Saharan Africa. The majority of funds are programmed for use by the three regional missions and by bilateral missions that provide expertise in the four AGCI technical components:

- **Enabling environment:**
advancing policy reform to unleash the entrepreneurial potential of Africans, and remove obstacles to regional trade and integration.
- **Enterprise development:**
enabling African businesses to take advantage of trade opportunities by increasing the quantity and quality of outputs and diversifying from traditional exports such as raw commodities.
- **Access to finance:**
supporting expansion of trade by reducing market risks through legal and regulatory reforms, building the capacity of market regulators, and harmonizing practices across the region to facilitate cross-border trade in goods and services.
- **Infrastructure investment:**
providing ongoing support for Africa's regional energy development by strengthening power pools, increasing opportunities for private energy investors, and improving customs clearance through the use of cross-border ICT systems and the creation of one-stop border posts.

In 2009, AGCI-funded programs were managed by [regional missions](#) (see below), by [bilateral missions](#) (page 8), and by [USAID/Washington](#) (page 20).

REGIONAL MISSIONS AND HUB ACTIVITIES

In FY 2009, regional activities have focused primarily on African regional integration and trade, creating real linkages between the United States and African businesses, and facilitating exports.

REGIONAL INTEGRATION AND TRADE IN EAST AND CENTRAL AFRICA

In East Africa, USAID is leading the way with a comprehensive program that is designed to promote commerce and cooperation in the region through its work with private enterprise, governments, and regional economic communities.

AGCI activities in East and Central Africa are carried out under the Competitiveness and Trade Expansion (COMPETE) program. COMPETE builds the capacity of East and Central African countries to take advantage of cross-border, regional, and global trading opportunities, as well as to promote regional economic integration. The program works with the Common Market for East and Southern Africa (COMESA) and the East Africa Community (EAC) to improve the enabling environment for trade by harmonizing regional trade and transit policies and procedures, providing support to private sector associations to strengthen value chains, and increasing regional private sector capacity to take advantage of preferential trading opportunities.

Through the COMPETE program, USAID provided support to 31 firms to attend a variety of trade shows in the United States. These trips brought together African suppliers and American buyers to promote African exports to the United States. COMPETE also worked to establish partnerships between major manufacturers and African producers. One such partnership featured Eden Apparel linking small-scale cotton farmers to the high-value consumer clothing markets.

To address infrastructure concerns, COMPETE worked with the Port Authorities in Mombasa and ancillary services to introduce a 24-hour operating system at Mombasa port, which has contributed to a reduction in container dwell times. Border transit times were also reduced by introducing joint customs inspection procedures in collaboration with government authorities. USAID convened a meeting in Mombasa of key transit stakeholders from the region, including private sector associations, to formulate a plan to strengthen the voice of the private sector and increase their advocacy role. Regional stakeholders succeeded in convincing Kenya to adopt the EAC/COMESA axle load limit standard to promote efficient regional trade. The USG initiated talks with revenue authorities of Malawi, Tanzania, Uganda, and

Rwanda to install RADDEx at key border posts, which allows customs officials to transmit information in real time.

Working with the UK Department for International Development, USAID co-funded the first meeting of a new Transit Coordination Group, chaired by the EAC. The TCG will enhance donor coordination on trade and transit programs in the region. As a first action, COMESA, the Transit Transport Coordination Authority of the Northern Corridor, USAID, African Development Bank, Japan International Cooperation Agency, UK Department for International Development, and the Foreign Investment Advisory Service jointly funded a statement of work for a Corridor Diagnostic Study for the Northern and Central Corridors for implementation in 2010. The results of the study will be used by the TCG to prioritize and harmonize donor interventions. To address energy infrastructure concerns, USAID engaged the Eastern Africa Power Pool, Regional Power Trade Program, European Union, and UN Division of Economic and Sustainable Affairs to develop a work plan for realizing regional power trade by 2013.

Finally, COMPETE took further steps to help deepen financial markets in this region. USAID worked to reach an agreement with the Kenya School of Monetary Studies to develop a training program for commercial banks focused on lending to agriculture and related industries. It collaborated with the African Trade Insurance Agency and the Uganda Insurance Association to establish a training and certification program. The East Africa and West Africa Regional Missions collaborated to help the Central Banks in Rwanda and Uganda to develop a model credit-reporting bureau. COMPETE also reached an agreement on the establishment of a regional association for commodities exchanges.

Enabling Environment Highlights for 2009

- COMPETE brokered an agreement between the EAC and COMESA to harmonize their customs protocols—a move that will reduce transaction costs for firms trading in East Africa.
- The COMPETE program convinced banks, police, and agriculture inspection services to provide 24-hour services alongside the Mombasa



Port Authority, contributing to a 50-percent reduction of container dwell times at the Mombasa Port (from 12 to five or six days).

- COMPETE backed the adoption of joint inspection procedures for trucks at the Malaba border, building on support to implement one-stop clearance for rail—clearance times for trucks were reduced from 16 to six hours.
- RADDEx, an electronic interface that allows customs officials to transmit data virtually across borders, was implemented by COMPETE at two

new borders: Song'we (Malawi/Tanzania) and Gatuna (Rwanda/Uganda).

Enterprise Strengthening Highlights for 2009

- Work done by COMPETE led to \$11 million in new trade deals under AGOA. East African firms closed \$10 million in new deals at the MAGIC apparel show alone as a direct result of a new effort to match firms with prospective buyers at the expo.
- COMPETE contributed to the production of the 2009 AGOA Forum by organizing the private sector event, presenting an AGOA toolkit to help firms understand how to trade under AGOA, and identifying numerous speakers for the main event.

Finance Highlights for 2009

- Working in the area of finance, COMPETE was able to achieve an agreement with the Kenya School of Monetary Studies to develop a training program for commercial banks focused on lending to the agriculture sector.
- COMPETE collaborated with Central Bank officials to lay the foundation for credit reporting bureaus in Rwanda and Uganda.
- COMPETE reached an agreement with the African Trade Insurance Agency and the Uganda Insurance Association to establish a regional association, training, and certification program.
- COMPETE lent support to the National Cereals and Produce Board in Kenya to help it structure a warehouse receipts system and commodity exchange.
- Work done by COMPETE led to the establishment of a regional commodities exchange association to facilitate harmonization and regional integration.

Infrastructure Highlights for 2009

- With support from USAID, Kenya adopted EAC/COMESA harmonized axle load limits,

which will slow the deterioration of the regional transport corridor road network.

- USAID designed a multi-million dollar infrastructure bond program for investment in agriculture and agro-allied infrastructure in collaboration with the African Development Bank.
- A regional transit diagnostic was commissioned by USAID with multiple donors to prioritize Northern and Central Corridors infrastructure investments.

LINKAGES BETWEEN THE UNITED STATES AND AFRICAN BUSINESSES IN SOUTHERN AFRICA

In Southern Africa, USAID is working with SADC on trade harmonization and with export-ready and near-export-ready firms.

USAID Southern Africa supports the AGCI goal of increased competitiveness and trade for enhanced growth and poverty reduction. Increased trade and private sector competitiveness is also a priority intervention area for Southern African Development Community (SADC)—USAID/Southern Africa's primary partner. The AGCI program in the Southern African region is implemented mostly by the Southern African Trade Hub. The Hub supports the four AGCI objectives of: 1) improving the business and regulatory environment for private sector-led trade and investment; 2) improving market knowledge, skills, and abilities of private sector enterprises to trade; 3) increasing access to financial services for trade and investment; and 4) facilitating investment in infrastructure. Through its trade capacity building activities, the Hub reduces trade barriers, increases trade regulation transparency and harmonization, and promotes intra-regional and international exports.

USAID/Southern Africa is active in trying to improve the enabling environment for trade in the region. With USAID assistance, a new trade monitoring compliance mechanism was designed for the SADC Secretariat and is in the process of implementation. It will be used to track the progress of SADC countries' tariff phase-downs and removal of non-tariff barriers in line with their obligations

under the SADC Trade Protocol and Free Trade Agreement and to introduce a new dispute resolution mechanism.

Improving the skills and abilities of the private sector is a core focus of the Southern Africa Trade Hub. During 2009, the Hub worked on establishing buyer/seller linkages and building capacity for firms to export. This work reflects a strategic emphasis by the Hub on providing marketing assistance to regional exporters at major international trade shows. In 2009, USAID also supported the ongoing expansion of major regional market linkage events such as the African Textile and Apparel Business-2-Business networking and marketing event.

To address energy infrastructure constraints, the Hub hosted regional energy planning network training to empower the national energy planning institutions of the SADC member states so that they could efficiently and effectively apply a standardized annual regional energy data collection methodology for the production of the *SADC Energy Statistical Year Book*. These data facilitate member states' capacity to better perform energy planning tasks, undertake energy forecasting and projections, and speed up the process of project formulation and implementation. The Hub liaises with the regional regulators association and reviews progress on various energy projects and implementation plans of the technical assistance programs, including work on regional tariff reports and cross-border licensing issues.

Highlights for 2009

- USAID/Southern Africa provided trade-related technical assistance to a number of SADC countries on a variety of issues including the drafting of customs and excise procedures, WTO trade facilitation needs assessments, SADC Trade Protocol Audit Reports, support for European Partnership Agreement negotiations, a Note on Trade Policy Tools, and an Investment Policy Roadmap.
- With U.S. assistance, \$40 million in the textiles, apparel, specialty foods, and other AGOA product categories was traded, 852 buyer/seller



linkages were established, and 137 firms built their export capacity.

- More than 1,600 public and private sector representatives were trained on trade issues on subjects as diverse as implementation of the SADC Protocol on Trade, rules of origin, trade facilitation, trade in services, and trade negotiations.
- With U.S. assistance, 18 businesses, trade association NGOs, governments, and research institutions joined the newly established Southern Africa Honey Association.

- USAID/Southern Africa was instrumental in forming the South African Fine Foods Association with a board consisting of six new business members and 30 proposed new members.

EXPORT CHALLENGES IN WEST AFRICA

USAID addresses the challenges in the West African economy that make it difficult for the region to compete.

The primary mechanism for AGCI in West Africa is the West African Trade Hub. Like the other trade hubs in Africa, it focuses on interventions to address underlying cost structures ranging from the enabling environment for trade to infrastructure and finance concerns. The Hub was able to achieve many successes in 2009 despite the global economic downturn.

The Hub worked in 2009 to train thousands of entrepreneurs, facilitate travel to market exports at trade shows in the United States, and provide links to the services of skilled mentors for specialized export training. The Hub works in sectors such as home décor, processed cashews, shea for confectionery and cosmetic products, apparel, and specialty foods. In West Africa, this direct assistance led to \$20 million in new exports, more than \$1 million in new investments, and 755 new jobs, including 306 jobs for women. These results resonated within the economy, resulting in subsequent repeat business, demonstration effects, and increased manufacturer demand for raw materials.

The Hub also worked at improving the enabling environment for trade in several areas. Specifically, the Hub provided analytical support to promote lower tariff rates for Nigeria, as part of a common external tariff, by standardizing trade costs and harmonizing regulations in the region.

To promote an open regional market, USAID commissioned a study this past year to be used by the Economic Community of West African States (ECOWAS) as a tool in regional meetings to persuade its members to abide by their agreements. The study was ongoing at the end of 2009, with the remaining countries to be addressed in the coming year.



USAID has also worked through the Hub to provide better access to finance for trade. Export-oriented manufacturers in West Africa cite access to finance as their most intractable constraint. Large orders from major American buyers like Costco or Pier cannot be completed on time if the financing is not in place to secure raw materials, hire overtime labor, or prepay shipping and insurance during the 90 days it often takes until goods are received, inspected, and paid for by the buyer. In 2009, the Hub sponsored a major trade finance conference bringing commercial bankers and export-ready companies together to discuss solutions for increasing lending and investment in West Africa.

In the transportation sector, USAID aims to reduce corruption and unnecessary bureaucratic hurdles, working through key stakeholders such as shipping councils, truck drivers, chambers of commerce, and civil society organizations engaged in advocacy. Data collected by truckers have been used to produce maps that have been widely published in newspapers throughout West Africa, sparking vigorous debate and focusing particular attention on inefficiencies in seaports. The strategy of this program has shifted substantially in the last year toward a more comprehensive appraisal of transport logistics costs, from factory to ship, rather than solely on the costs of corruption. Baseline data are now being collected. Actual reductions in logistics costs will depend on trucker and other stakeholder compliance.

In the energy sector, USAID's program focuses on the support of the regional power pool, which is already increasing the participation of independent power producers for a more stable regional power supply at lower cost. In 2009, USAID served as principal coordinator of all donor assistance to the power pool. USAID financing for a major impact study leveraged \$3 million in investment in power lines that link Cote d'Ivoire, Liberia, Sierra Leone, and Guinea. Although this figure is lower than expected—due to the unrest in Guinea—we expect leveraged investments to exceed \$150 million in 2010.

Highlights for 2009

- The trade hub facilitated 263 export transactions, resulting in \$20 million in new exports, \$1,105,319 in new investments, and 755 new jobs, including 306 jobs for women.
- During the year, USAID trained 2,154 entrepreneurs and provided technical assistance directly to 666 firms, 325 of which participated in 17 international trade shows, where the Hub facilitated professional presentations and the services of skilled mentors in sectors such as home décor, processed cashews, shea bath and beauty products, apparel, and specialty foods. The shows generated 1,400 business linkages.
- With the support of a USAID study, ECOWAS was able to influence a reduction in Nigeria of certain tariff rates within a common tariff zone.
- The Hub linked 15 businesses with banks and investors, resulting in financing of \$10 million for export-ready firms.

AGCI COUNTRY PROGRAMS

As outlined below, AGCI programs are also implemented by USAID country missions. The following section highlights the activities and achievements of selected AGCI programs:

- Privatizing and promoting coffee in *Burundi*
- Taking the lead in providing financing for small and medium enterprises (SMEs) in *Ethiopia*
- Improving competitiveness for export agriculture in *Ghana*
- Using horticulture to promote sustained growth in *Kenya*
- Encouraging greater agricultural productivity in *Malawi*
- Improving trade and investment by working with the Government of *Mozambique*
- Providing expertise for microfinance management in *Nigeria*
- Improving the performance of targeted value chains in *Senegal*
- Linking *South African* businesses to worldwide trade
- Helping farmers become part of *Uganda's* recovery story
- Promoting *Zambia's* promising exports.

PRIVATIZING AND PROMOTING COFFEE IN BURUNDI

The overall goal for USAID/Burundi is to increase trade and rural revenues by supporting stakeholders along the value chain. The primary program under AGCI in Burundi—the *Burundi Agribusiness Project (BAP)*—works to improve the quality of coffee throughout the country, thus creating a better product to be exported to coffee shops around the world. As part of its efforts to improve the enabling environment for trade, USAID has focused on coffee sector reforms with the Government of Burundi. This work has consisted of the production and dissemination of an analysis of the privatization of the coffee sector in Burundi, and sponsoring of media campaigns and stakeholder meetings promoting the campaigns. USAID/Burundi has leveraged its experience in working with U.S. buyers to draft a national coffee marketing strategy that is currently being validated by stakeholders in Burundi.

USAID/Burundi works to strengthen enterprises by increasing the market knowledge and trade capacity of firms. The program works in conjunction with buyer associations and exporting firms to help Burundians market their coffee to specialty buyers in the United States. In April 2009, USAID/Burundi helped a delegation of coffee entrepreneurs participate in the Specialty Coffee Association of America Convention in Atlanta. This was followed by a buyers' tour in Burundi later in the year, which included a specialty coffee marketing forum to inform Burundian stakeholders about the demands and expectations of overseas buyers.

Finally, USAID/Burundi established a guarantee loan to address the lack of available credit in the agricultural sector in Burundi. USAID, through BAP, organized trainings and coaching of loan seekers and recipients on the conception and planning of revenue-generating activities and the development of business plans. USAID initiated the dialogue between representatives of the majority of existing financial institutions on agriculture lending constraints and perspectives, as well as on strategies for mitigating risks from non-performing loans.

Highlights in 2009

- In Burundi, USG assistance increased the market knowledge and trade capacity of 67 firms.
- USAID supported privatization reform efforts and assisted in the drafting of a national coffee marketing strategy.
- More than 4,450 farmers received training in specialty coffee production and marketing.
- Some 10 percent of all green, fully washed coffee was sold in direct contracts with specialty coffee buyers, mostly from the United States.
- More than \$500,000 was dispersed in loan guarantees to finance a dairy processing facility, three new coffee washing stations, and a rice development project.

A program supporting market-oriented approaches targeting agriculture-based value chains with the aim of increasing trade and rural revenues is making inroads in Burundi's coffee industry.



TAKING THE LEAD IN PROVIDING FINANCING FOR SMALL AND MEDIUM ENTERPRISES IN ETHIOPIA

USAID/Ethiopia works through several mechanisms to improve trade and the ability of farmers to take advantage of global markets. A primary goal of USAID in Ethiopia is to develop the capacity of local financial institutions to become a sustainable source of future financing for Ethiopian enterprises. This goal is pursued through work with government ministries, financial institutions, and individual small firms. In addition to its work on financing, USAID provides support to the Ministry of Trade and Industry on WTO accession and training to help private sector entrepreneurs increase their business management skills and expand into new domestic and international markets.

Technical assistance by USAID provides basic credit analysis, risk management, and financial statement analysis capacity building to partner banks and other financial institutions to overcome the barriers that SMEs face. In addition, USAID/Ethiopia's new loan guarantees provide support to microfinance institutions and saving and credit cooperative unions that engage SMEs in the agribusiness sector. The microfinance loan guarantees complement supporting programs that focus on poor households in food-insecure regions of Ethiopia by enabling these institutions and cooperative unions to more easily access credit for loans, as well as developing linkages with private banks for a sustainable source of future financing.

Highlights in 2009

- With assistance from USAID, Ethiopia exported more than \$11.5 million to the United States under AGOA.
- In 2009, two new loan guarantees provided support to both financial institutions and savings and credit cooperative unions to strengthen the capacity of poor farmers and improve their food security status.
- Thanks to USAID support, 14 legal, regulatory, and institutional actions were taken, five of which were specifically targeted to improve the implementation of or compliance with international trade and investment agreements.
- A total of 200 firms benefitted from assistance from USAID to improve their capacity to export.

USAID helps poor farmers improve their food security status and quality of life by working with local finance institutions to increase access to credit.



IMPROVING COMPETITIVENESS FOR EXPORT AGRICULTURE IN GHANA

The *Trade and Investment Program for a Competitive Export Economy* (TIPCEE), USAID's primary program in Ghana under AGCI, works to promote trade by focusing on three key sectors: financial markets, policy for trade and the private sector, and agriculture. USAID's goal for Ghana is to reduce poverty by promoting trade that leads to job creation and overall economic growth. TIPCEE supports this goal by focusing on improving the enabling environment for trade and strengthening individual enterprises and their efforts to export abroad.

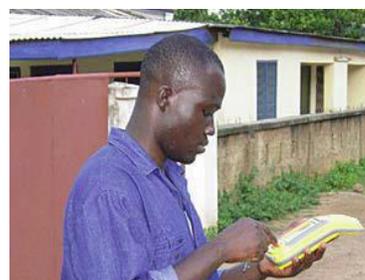
To improve the enabling environment for trade, USAID engages in activities that are a combination of policy analysis, regulatory drafting exercises, public-private partnerships, and capacity building efforts focused in key research and policy analysis units. The long-term objective of these efforts is to promote a unified approach by the public sector to develop and implement sound trade policy.

USAID works to strengthen individual firms by improving the capacity of firms and producer groups to access new technologies and management techniques, as well as utilize market information to take advantage of opportunities that arise throughout the value chain. USAID also uses strategic partnerships with agribusiness firms in the United States and other countries to increase smallholders' buying and selling power. The program uses many tools, including conducting training in various business and agricultural practices and providing technology transfer for improved crop productivity through field demonstration trails and out-grower schemes. Some of the commodities targeted by the mission include mango, papaya, pineapple, cashew, onions, tomato, maize, citrus, and medicinal plants.

Highlights in 2009

- Assistance from USAID led to an increase of 30,000 metric tons of exports from targeted firms.
- More than 2,200 farms in the pineapple, mango, and papaya industries were mapped using geographical information systems to link farmers to processors and exporters.
- Working with the Ministry of Trade, a tariff advisory board was established to regulate tariff regimes that promote trade in line with WTO regulations.

In collaboration with local ministries in Ghana, a USAID program is helping to promote exports by working on WTO issues and directly helping local firms to improve their capacity to export.



USING HORTICULTURE TO PROMOTE SUSTAINED GROWTH IN KENYA

USAID's main program that supports AGCI in Kenya is the *Kenya Horticulture Development Program* (KHDP). The overall purpose of KHDP is to increase and sustain smallholder sales and incomes through production and marketing of high-value crops and products, as well as to increase incomes from employment in the horticulture sector. The strategy focuses on building the capacity of private sector enterprises to enable them to take advantage of export market opportunities.

USAID worked through KHDP to provide technical assistance and training to farmers producing horticultural products in 2009. Exports from Kenya fell by more than 20 percent in 2009. This was largely due to the global economic downturn, compounded by drought and civic unrest in parts of the country. However, USAID/Kenya was able to maintain its work in promoting the agricultural sector through training and collaboration with the government. Public-private partnerships were also established to assist smallholder producers in meeting sanitary and phyto-sanitary standards (SPS) for markets in the European Union, Middle East, and United States. USAID also helped the Kenya Plant Health Inspectorate Services to develop its capacity in undertaking the pest risk assessments required to meet SPS standards for fresh produce in the United States and other markets.

Highlights in 2009

- In 2009, 20 million metric tons of horticultural products, valued at more than \$40 million, were purchased from smallholder farmers as a result of USAID assistance.
- USAID/KHDP provided technical assistance and training to 62,308 smallholder farmers of horticultural products.
- Forty-three firms benefitted from USG assistance to improve management practices.
- More than 4,300 new members joined private sector business associations as a result of USG assistance.

USAID is improving the market knowledge, skills, and abilities of private enterprises to participate in global trade and promote the transformation of Kenya's economy.



ENCOURAGING GREATER PRODUCTIVITY IN MALAWI'S AGRICULTURAL SECTOR

Malawi's economy is largely underdeveloped with many challenges facing private sector development. AGCI programming in Malawi focuses on enterprise development through a combination of programs designed to encourage greater productivity in the agricultural sector.

The *Malawi Dairy Development Alliance*, led by Land O'Lakes, supports smallholder dairy farmers through the provision of animals, veterinary services, formation of milk bulking groups, and capacity building. Dairy service providers receive capacity building assistance and support to link with USAID-supported milk bulking groups. The project has also facilitated the development of a cadre of small business service providers that provide inputs and services essential to long-term sustainability in the sector.

In the aquaculture sector, USAID efforts are focused on assisting fish farming clubs through technical and financial support. The goals of *Captive Fisheries for Income and Strengthened Households (C-Fish)* project are to increase availability of fish fingerlings, develop improved fish feed formulations, improve access to financing, and enhance overall fish production and distribution systems. These efforts have stimulated the creation of a viable commercial aquaculture service sector in Malawi.

USAID/Malawi efforts in finance strengthen the capacity of microfinance institutions and facilitate the development of relevant micro-finance legislation. The *Deepening Microfinance Sector (DMS)* program's training and capacity building to five micro-finance service providers resulted in greater capacity to finance smallholder farmers. DMS also worked closely with the Government of Malawi to develop microfinance legislation that will provide a legal framework in this sector.

Highlights in 2009

- Due to efforts from the Malawi Dairy Development Alliance, the average annual household income for a dairy farmer has reached \$1,354, as compared to an average GDP per capita of \$309.
- By the end of the third quarter of 2009, USAID-supported milk bulking groups had delivered 3.95 million liters of milk to processors.
- As compared to previous rates of 20–28 percent, 99.9 percent of milk supplied to processors meets or exceeds quality standards.
- Under efforts from C-Fish, 463 individuals received short-term training in aquaculture in 2009, 11 new technologies were introduced, 32 producer associations were created, and six public-private partnerships were formed. A total of 31 aquaculture-related firms benefitted from USG assistance in 2009.
- Under DMS, five microfinance institutions received technical assistance, reaching a level of 75 percent financial sustainability. The number of new clients was 543,832, with total savings deposits reaching \$63,628,344.

A variety of USAID programs working with smallholder farmers in Malawi improve the agribusiness sector and its capacity to produce export-ready goods.



IMPROVING TRADE AND INVESTMENT BY WORKING WITH THE GOVERNMENT OF MOZAMBIQUE

USAID's AGCI portfolio in Mozambique consists of two separate, but interrelated, activities: The *Trade and Investment Program (TIPMOZ)* and the *Confederation of Mozambican Business Association (CTA)* program. In general, TIPMOZ focuses on analytical work in identifying trade liberalization issues, whereas CTA focuses on advocacy dialogue between the private sector and the Government of Mozambique.

In Mozambique, USAID seeks to reduce the cost and amount of time it takes to export and import goods. Through CTA, USAID advocates for streamlining business registration processes by reducing the number of required steps, strengthening property rights by affecting small regulatory changes to land-use leases, increasing employment through greater labor market flexibility by changes to the labor law, and simplifying the tax regime by petitioning the government to better enforce regulations.

TIPMOZ complements these activities by providing a long-term advisor to the Ministry of Industry and Trade to build its capacity to negotiate/implement trade agreements and examine "red tape" issues on licensing, foreign investment, and trade in services. The program also conducts in-depth econometric analyses of key trade/investment issues to develop a strong evidence base for policy-making and coordinates a multi-donor Integrated Framework for Trade Capacity Building.

Highlights in 2009

- As a result of USAID assistance in 2009, the export time decreased from 26 to 23 days, import time decreased from 32 to 30 days, and export cost (per container) was reduced from \$1,200 to \$1,100. This resulted in an improvement of Mozambique's ranking in the Across Border Indicator in *Doing Business* from 138 to 134 out of 183 countries.
- USAID supported the introduction of an electronic payment system for customs, importers, freight forwarders, and dispatch agents (a single window system), as well as a computerized risk management system that will allow customs officials to reduce the number of inspections needed on imports.
- USAID also helped the government to carry out a comprehensive study on the financial sector in Mozambique. This led to the implementation of a regulation that exempts individuals and firms from paying fees for a wide range of banking services, including fees to check account balances and bank statements.

USAID coordinates efforts with the local government to streamline policies and procedures related to trade and support a better investment climate.



PROVIDING EXPERTISE FOR MICROFINANCE MANAGEMENT IN NIGERIA

Various constraints continue to hamper access to financial services in Nigeria, including transaction costs, perceived risk, inadequate legal and financial infrastructure, and information barriers. Credit to the Nigerian private sector is currently 12 percent of GDP, trailing well behind that of other major developing countries such as South Africa (80 percent) and even of neighbor Ghana (18 percent). USAID is supporting policy reforms that will bring about the expansion of microfinance banking facilities to disadvantaged groups, help microfinance banks plan and execute appropriate expansion strategies, and develop financial products.

USAID is assisting the Central Bank of Nigeria's implementation of microfinance policy through the design of an automated system to regulate microfinance banks. There are currently 700 microfinance banks, with a staff of less than 200 at the Central Bank to provide oversight, supervision, and administrative support in this sector. The AGCI program in Nigeria works to improve the business processes that the Central Bank uses in its oversight of microfinance banks.

This program parallels the work on the automated regulatory system being designed and built within the Central Bank itself. The program aims to pilot workflows for two specific business processes: applications for new licenses and approval of annual reports. The workflow management and tracking system will enable management to route, log, and track administrative actions supplemented by an improved document filing system that will ensure document retrieval in electronic formats and development of databases to track licensing information for a select number of microfinance banks.

Highlights in 2009

- The pilot program for implementing an automated regulatory system for overseeing microfinance institutions has been put in place.
- Through its work with the banks, USAID was able to facilitate approximately \$7.1 million in financing for farmers, agro-processors, and micro, small, and medium enterprises.
- Nearly 19,000 micro-loans were facilitated through USAID's work with the banking sector in Nigeria.

Working with the Central Bank of Nigeria, a pilot program is being put in place by USAID to address management and workflow issues tied to improving management of microfinance institutions.



IMPROVING THE PERFORMANCE OF TARGETED VALUE CHAINS IN SENEGAL

The focus of USAID's efforts in Senegal under AGCI is to improve the regulatory environment for business and improve enterprise productivity. To improve the enabling environment for business and trade, USAID/Senegal works with the Ministries of Justice and Labor to improve Senegal's position on the World Bank's *Doing Business* rankings. USAID/Senegal worked with the Ministry of Justice to create a special court in Dakar to handle all new commercial law cases. USAID assists this new court by providing equipment, training court personnel on commercial law, and supporting a communications campaign to inform the private sector and business associations on the imminent institutional changes designed to improve the processing speed of business-related litigation. In its work with the Ministry of Labor, USAID helped to complete the drafting and public review of four new pieces of legislation, aimed at improving the competitiveness and fairness of Senegal's Labor Code.

USAID programs provide assistance to Senegalese agricultural micro-enterprises in support of income and employment generation goals. Business development services are provided through the value chain approach, which identifies barriers to growth in a specific commodity from seed to table. USAID/Senegal has made considerable progress in improving production and sales from targeted value chains. For example, in 2009, USAID undertook a competitiveness assessment of the sesame value chain by comparing the performances of Senegal and Burkina Faso—a recognized competitor and growing exporter of high-grade sesame.

Highlights in 2009

- USAID exceeded its target of increasing exports more than twofold, with \$2.5 million in new exports.
- For each dollar USAID invested in assisting 2,843 private enterprises and 3,447 beneficiaries, 15 dollars in new sales were generated for a total of \$16 million.
- In 2009, USAID trained and provided technical assistance to 441 micro-enterprises in several agricultural sub-sectors, including mango, cashew, sesame, banana, honey, and baobab. The result was that 8,700 people or household enterprises raised their income from sustainable natural resource management for an increase in new sales of natural products of about \$6.8 million.
- In the cashew sub-sector alone, 1,496 producers (including 532 women) received training in improved production techniques, which contributed to an increase in income for the training participants.

USAID works with the Senegalese Government to improve the country's Doing Business Rankings while working directly with enterprises to identify areas of improvement in targeted sectors.



LINKING SOUTH AFRICAN BUSINESSES TO WORLDWIDE TRADE

USAID's primary project in South Africa under AGCI is the *South African International Business Linkages* (SAIBL) program. This effort supports the AGCI objective of increasing the capacity of private sector enterprises to take advantage of global market opportunities. Specifically, through SAIBL USAID supports efforts to improve the business enabling environment, strengthen enterprise development, and increase access to finance.

In 2009, USAID/South Africa provided SMEs with business services and skills training allowing them to produce and supply products and services that meet international quality standards to larger South African corporations that trade in international markets, including the United States. USAID also helped black SMEs to sell their products and services directly on the international market, focused on the wine and giftware sectors.

USAID/South Africa worked to enhance the regulatory and institutional framework by conducting an analysis of the National Credit Act to inform a business case for the development of the National Register of Credit Agreements. The National Register will provide information on the financial obligations of consumers and SMEs regarding all credit agreements. USAID assistance promoted constructive dialogue between the National Credit Regulator and the credit industry to advance the creation of the new Register. This establishment will lead to better monitoring of available credit, greater access to credit and debt, and improved marketing and competition.

USAID provided support to the South African Department of Trade and Investment to redesign its Black Business Supplier Development Program, launched in November 2009. This program will facilitate black SMEs' access to affordable, quality business development services aimed at improving corporate governance, management, marketing, productivity, and the use of modern technology.

Highlights in 2009

- Working with local SMEs, USAID assisted in generating export sales of \$15.5 million in 2009.
- USAID/South Africa arranged a trade show that allowed representatives from local companies to meet with interested International Destination Expo attendees in Sun City to pitch their companies and products.

In South Africa, USAID is working with traditionally disadvantaged businesses to improve their presence and capacity to trade on the global stage.



HELPING FARMERS BECOME PART OF UGANDA'S RECOVERY STORY

USAID's AGCI effort in Uganda, the *Livelihoods and Enterprises for Agricultural Development* program, focuses on building competitiveness of agribusiness for improved livelihoods and expanded economic opportunities. Enterprises targeted include producer organizations; input suppliers and stockists; and agriculture-linked enterprises such as gas stations, warehouses, and post-harvest handlers and transporters, as well as other links in the agriculture value chain. Half of USAID's efforts in Uganda are concentrated in the north to promote trade between Uganda and southern Sudan and assist local populations living in post-conflict areas.

Nineteen agriculture-related trade firms received assistance in 2009, resulting in the creation of trade linkages and enhanced competition in national, regional, and international commodity markets. USAID/Uganda helped to create 23 new public-private partnerships, resulting in increased agribusiness investments and seven industry cluster alliances. To develop the business acumen and technical capacity of the agricultural sector, some 160 agro-input dealers were trained in product knowledge and business skills, and were linked to key commodity value chain actors. Three firms in the coffee value chain achieved international standards and received international trade certification. USAID/Uganda also supported nearly 440 women's organizations/associations working in targeted agricultural staple commodities.

Highlights in 2009

- USAID's impact on regional and international trade resulted in a 12-percent increase in the value of intra-regional exports, a 10-percent increase in the value of international exports, and an increase in the volume of commodity exports of nearly 450,000 metric tons.
- The 23 public-private partnerships USAID helped to create directly led to \$5.5 million in new investments.
- USAID provided direct capacity building export assistance to 20 firms, resulting in an increase in the value of targeted agricultural exports of \$410 million.
- As a result of USAID intervention, two new markets were opened, three policy/regulatory constraints were identified for remediation by value chain actors, and nearly \$850,000 was invested by seven firms in new market infrastructure.

USAID is working to develop value chains for agricultural products across Uganda, including areas that are recovering from years of violence and upheaval.



PROMOTING ZAMBIA'S PROMISING EXPORTS

USAID/Zambian efforts to address trade and economic growth focus on both the enabling environment for trade as well as direct efforts to strengthen enterprises in the country. Under the enabling environment component, USAID engages the Zambian government, private sector associations, and Zambia's trading partners to improve the regulatory environment for agriculture exports and tourism. The work includes analysis of domestic regulatory constraints and technical assistance and training to overcome them.

Within the enterprise strengthening component, USAID supports increased private sector productivity through diagnostic studies, sector supply studies, training, and technical assistance on selected value chains. Value chain analyses have spurred and informed public-private dialogue and increased production of selected commodities, such as chili peppers, spices, groundnuts, beans, horticulture products, livestock, and honey. Another study assessed the viability of Zambian products and producers accessing local and export markets for pulped and dried fruit and vegetables.

USAID also enhanced the productivity of smallholder farmers by improving or developing commercial relationships between farmers and input/output markets, which has increased the flow of goods, services, and information across the value chain. Throughout the year, USAID has worked closely with the three largest cotton ginning companies in Zambia—namely Dunavant, Cargill, and Birchard—to develop their capacity to provide productivity upgrading information to their farmer networks.

USAID also worked with partners in Zambia on improving access to finance, working to implement a commercial mobile phone payments platform in 2009 for which the Bank of Zambia had granted approval in November 2008. The result of these activities is improved productivity, better market access, increased income, and reduced poverty for smallholder farmers in Zambia.

Highlights in 2009

- USAID smallholder farmers invested \$1 million in livestock veterinary services and agricultural inputs in 2009, while the value of smallholder purchases as a result of USG efforts reached \$55,273,006.
- Under the new mobile phone payment plans, \$140,000 per month passed through the system in 2,200 transactions.
- More than 400 firms (representing more than 100,000 smallholder farms) benefitted from USAID assistance to improve their capacity to export.

Making agriculture the engine of broad-based rural economic growth by analyzing constraints and directly working with the government and businesses to address them.



WASHINGTON AGCI PROGRAM ACTIVITIES

USAID's commitment to Africa extends beyond the work done by missions in the field. A select group of programs that touch upon trade issues across the continent are managed out of USAID's Africa Regional Bureau. These programs focus on the AGCI objectives of enabling environment, finance, and infrastructure, with a particular focus on the latter two.

A major assessment of AGCI was completed in FY 2009 to assist Africa Bureau to better understand how the Agency should organize and apply its programs to optimize future efforts in promoting trade and economic growth in Africa. The assessment recommends strategic and management improvements that are already being incorporated into the development of a new, integrated economic growth framework for the Bureau.

The work in enabling environment for trade seeks to undertake reforms that can improve the way businesses form, operate, borrow, invest, and trade. The Africa Regional Trade and Investment program fosters policy, legal, and regulatory action to spur trade and investment and build capacity. Under these programs, business enabling environment assessments were completed this year for Burundi and Uganda.

East Africa Regional analyses for trade and credit were produced as part of an ongoing collaboration with COMESA and USAID/East Africa. Regional Intellectual Property Protection Workshops were conducted in West and Southern Africa. The West Africa workshop trained 150 participants from 15 countries and 10 Ghanaian intellectual property agencies and industry representatives. Nigeria, Ghana, and Liberia have already taken significant steps toward the establishment of intellectual property task forces. Planning, facilitation, communications, and logistics assistance was provided for the Eighth AGOA Forum, in Nairobi, in August 2009.

FINANCE

The Africa Regional financial sector program under AGCI is strengthening the financial infrastructure in Africa to support competitiveness and trade. The focus is on reducing market risks through legal and regulatory reforms, building the capacity of market regulators, and harmonizing practices across the region to enable economies of scale and facilitate cross-border trade in goods and financial services. Changes made to improve the general environment for lending and financial services are followed by efforts to accelerate market response through training and information dissemination.

Pulling together key financial sector stakeholders from the region, the Africa Regional program conducted a workshop in Lusaka on the impact of the financial crisis in Africa. The Central Bank of Rwanda received assistance to develop the legal and regulatory infrastructure for credit bureaus to operate. Another financial sector program enabled re-integration of the South African real estate profession into a formal training and certification program that is improving access to, and the professionalism of, South African real estate markets. Real estate market assessments were performed in Uganda and Kenya, and agreement was reached with the Kenya School of Monetary Studies on establishing a regional training capacity for East Africa, also.

Highlights for 2009

- The successful installation of an off-site surveillance system in Rwanda directly led to a request from the Central Bank of Congo (DRC) for similar assistance, which was started in 2009 and will be completed in 2010. A further installation in the Central Bank of Nigeria was initiated in 2009, also for completion in 2010. Further installations in Burundi, Liberia, and Sierra Leone are under discussion.
- Based on USAID diagnostics and recommendations, Tanzania is in the process of adopting new laws and regulations to improve secured lending through implementation of a modern pledge registry system.

- The USAID Africa Regional program trained 60 financial sector supervisors in Rwanda, DR Congo, and Nigeria. Supervisors from DR Congo, Burundi, and Mauritius are also participating in the Rwanda training. In Nigeria, USAID is also addressing workflow management with some 200 staff of the Central Bank of Nigeria.
- The Africa Regional program funded a Securities and Exchange Commission capital markets regulation workshop in Accra, Ghana, attended by 77 capital markets stakeholders from across Africa.
- In association with the Federal Deposit Insurance Corporation, the Africa Regional program chaired a workshop for the International Association of Deposit Insurers in Mombasa, Kenya, training 87 supervisors from three countries.

INFRASTRUCTURE

The Africa Regional infrastructure program strives to expand energy, communications, and transport infrastructure. These activities seek to maximize their impact by leveraging investments through the private sector, other donors, and international financial institutions. The programs promote private investment in Sub-Saharan electric power generation and transmission projects by supporting regional power pools, advancing later-stage electricity sector investments, and synthesizing regional electricity sector policies, regulations, and standards.

Increased access to information and communications technologies, including greater access to Internet and cellular communications, is another priority of infrastructure development. The programs work to decrease transport costs by improving transportation systems in collaboration with the sub-regional and bilateral programs noted above.

The Africa Regional infrastructure program has provided specialized technical assistance for energy projects in Botswana and Nigeria. Highlights this year included leveraging a World Bank Board loan agreement for \$200

million and a commitment of partial risk guarantees worth \$400 million to support the sale of natural gas by independent oil companies to three electricity sector projects in Nigeria.

The ICT program provided capacity building assistance to a network of six software development centers, located at universities throughout Sub-Saharan Africa, helped to strengthen the capacity of the West Africa Telecom Regulatory Association, and collaborated to establish an ICT and business center in Malawi.

Highlights for 2009

- To date, AGCI infrastructure programs have leveraged \$835 million in infrastructure investments, enabled 250,000 Africans to gain access to Internet services, and facilitated access to enhanced telecommunications services for 25 public institutions.
- In 2009, 47 persons were trained at a Kenya renewable energy workshop on project agreements, public private partnerships, regulatory frameworks, carbon markets, hydro-power risks, and project finance. Three other related training sessions were conducted on wind power risks, solar power risks, and the comparative costs of alternative resources.
- USAID activities led to an estimated 400,000 persons receiving access to Internet and cellular services as a result of improved bilateral and regional telecommunications environments, stimulating competition, and the use of innovative and more cost-effective ICT technologies.



CONCLUSION

Now in its fourth year of funding, AGCI has continually refined its approach—learning from experience and programming new activities based on lessons learned. Through this process of constant improvement, AGCI's activities have adapted to focus on creating systemic change and catalyzing greater returns on investment.

AGCI has demonstrated that focused technical assistance and institutional capacity building can make a significant impact in promoting private sector competitiveness. Africa's growing ability to compete in global markets is facilitating regional integration and greater investment. With USAID assistance, businesses are trading more efficiently, entrepreneurs are starting firms more easily, and governments are providing services more effectively.

In the final two years of AGCI, there is a renewed focus on regional integration—that is, supporting closer ties among African economies to support industrial growth, global exports, sub-regional value chains, transport corridors, and food security. As Secretary Clinton has remarked: "... regional integration can provide access to ports, lowering costs, and opening markets" and "... offers a chance to share the cost of developing new infrastructure and achieving economies of scale." This increased focus on regional integration will drive new programming to link bilateral and regional programs.

USAID is looking forward, but also learning from the past—AGCI's portfolio of activities is providing critical lessons to inform the next generation of trade-led economic growth assistance in Africa. Every day, new priorities and challenges are shaping our programming, and we are responding to these opportunities to build a prosperous and well-governed Africa.

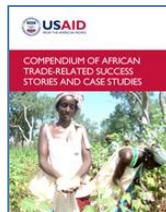
RESOURCES

USAID AGCI Web page

<http://www.usaid.gov> – keyword AGCI
OR http://www.usaid.gov/locations/sub-saharan_africa/initiatives/agci.html

AGCI Publications page

www.usaid.gov/locations/sub-saharan_africa/initiatives/publications.html



Compendium of African Trade-Related Success Stories and Case Studies

http://www.usaid.gov/locations/sub-saharan_africa/initiatives/SuccessStoriesCompendium-2010.pdf

TRADE HUB NEWSLETTER LINKS

The Link (East and Central Africa Trade Hub Newsletter)

<http://www.competeafrica.org/newsroom/index.htm>

TradeWinds (West Africa Trade Hub Newsletter)

<http://www.watradehub.com/activities/newsletter>

INSAT (Southern Africa Trade Hub Newsletter)

<http://www.satradehub.org/> Go to Publications/INSAT

PHOTO CREDITS

Page 2, Community leader Juliana Kaburia Jasper poses in front of the sign for Mwegiki's Kiethangene Commercial Producers' Group and the trucks that take the produce to market. Photos: East Africa Trade Hub/COMPETE

Page 4, East and Central Africa Photos:

- Chaotic border crossing with trucks in Africa. Photo: East and Central Africa Trade Hub.
- A barista with coffee grinder. Photo: USAID COMPETE Project.
- Africa Pavilion at the 2009 SuperFloral Show in Atlanta, USA. Photo: East Africa Regional Mission.

Page 6, Southern Africa Photos:

- Trucks moving through international corridors improve transit times with streamlined customs procedures. Photo: Southern Africa Trade Hub
- The Textiles & Apparel Business-2-Business Event brought together buyers and sellers from Africa, United States, and Europe. Photo: Southern Africa Trade Hub.
- The Trade Hub provides targeted technical assistance to alleviate energy infrastructure constraints. Photo: USAID.

Page 7, West Africa Photos:

- Cashew processing jobs empower women in rural and semi-urban communities
- The hub is raising awareness of trade barriers in West Africa in collaboration with the Borderless initiative—a regional integration campaign.
- Thousands of specialty foods buyers flock to the Summer Fancy Food Show in New York City every year, looking for new products, and West African foods are winning their attention.

Page 9, Burundi Photos

- Burundi entrepreneurs market at the Specialty Coffee Association of America Convention. Photo: SCAA.
- Burundian Farmers Receive First-Ever "Quality Premium" for Specialty Coffee. Photo: USAID.

Page 10, Ethiopia Photos

- Some of the 280 workers at Tariku Midergo Coffee Company sorting the coffee beans by hand. Photo: USAID.
- Matchmaking session under way between MAA Garment factory of Ethiopia and buyers from a U.S. company at the MAGIC apparel trade show. Photo: USAID.

Page 11, Ghana Photos

- Packing Papaya for Export. Photo: USAID/Louis Stippel.
- TIPCEE Project: gathers GPS data in the field for use in the geographical information systems to link farmers to processors and exporters. Photo: Chemonics.

Page 12, Kenya Photos

- KHDP is training new technologies such as low-cost greenhouses for local market tomato production to smallholder farmers of horticultural products. Photo: USAID.
- Mike King'ori's family-owned Kenyan flower business specializes in exporting cut flowers and foliage worldwide. Photo: K-Net Flowers.

Page 13, Malawi Photos

- The Agricultural Commodity Exchange for Africa Trust, based in Lilongwe, Malawi, gives smallholder farmers direct access to commodity exchanges. Photo: ACE.
- Providing access to markets—reproductive fish pond in Malawi. Photo: Project Concern.

Page 14, Mozambique Photos

- Customs officials at the Mozambique-South Africa Ressano Garcia border now process goods faster. Photo: USAID/Lisa Yarmoshuk.
- Cashew crops—a cashew apple grows above the cashew nut. Photo: USAID.

Page 15, Nigeria Photos

- Central Bank of Nigeria. Photo: CBN.
- USAID is engaged in a partnership to increase rice production in Nigeria. Photo: USAID/Jide Adeniyi-Jones.

Page 16, Senegal Photos

- Awa Beye (front left) and her employees peel and sort cashew kernels. Photo: USAID.
- Entrepreneurs use the services of Senegal's New Enterprise Support Office. Photo: USAID/Richard Nyberg.

Page 17, South Africa Photos

- Manufacturer assisted by USAID's South African International Business Linkages Program. Photo: SAIBL.
- The Stellar farmer doing this soil examination reveals masses of earthworms—all indications of a healthy ecosystem. Photo: USAID.

Page 18, Uganda

- Developing strong producer organizations for group marketing of agricultural products grown in northern Uganda. Photo: USAID.
- Banks open doors to farmers association members. Photo: USAID/Ricky Mugabi.
- Candidates to become licensed Coffee Q Graders, also known as "Coffee Cuppers," take part in a training session supported by LEAD and the Coffee Quality Institute. Photo: Susan Coming).

Page 19, Zambia

- The Patents and Companies Registration Office helps customers register businesses. (MCA/CNFA Zambia, Moges-Gebremedhin).
- Zambia has around 280,000 smallholder farmers who are engaged in seed cotton production. (Photo: Post Zambia).

Page 21, Washington Africa Infrastructure Program

- USAID programs support natural gas development in Nigeria. Photo: USAID.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20053

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov

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