



*Empowered lives.
Resilient nations.*



UNDP AFRICAN FACILITY FOR INCLUSIVE MARKETS

West African Sub-Regional AFIM Week Report

“Toward Implementing Regional Value Chains”

King Fahd Hotel, Dakar, Senegal

August 27-31, 2012



Table of Contents

ACKNOWLEDGEMENTS.....	d
ACRONYMS	5
EXECUTIVE SUMMARY	6
1.0 PROJECT FACILITATION PLATFORM	9
DAY 1 – PROJECT SITUATION ANALYSIS.....	12
1.2 EXPECT Introduction.....	14
1.3 Presentation by Project Promoters.....	14
1.3.1 Project Presentation 1 - Onion Regional Value Chain.....	14
1.3.2 Project Presentation 2 – Cassava Regional Value Chain.....	15
1.3.3 Project Presentation 3 – Mango Regional Value Chain	16
1.3.4 Project Presentation 4 – Oil Palm Regional Value Chain	17
1.3.5 Group Discussion of the Project Presentations	18
DAY 2 – PROJECT RESULTS FRAMEWORK DEVELOPMENT	19
2.1 Introduction to Project Result Frameworks.....	19
2.1 Project Presentations	19
2.1.1 Onion Value Chain Results Framework.....	19
2.1.2 Cassava Value Chain Results Framework.....	20
2.1.3 Mango Value Chain Results Framework	20
2.1.4 Palm Oil Value Chain Results Framework	20
2.1.5 Closing Remarks of the Project Facilitation Platform	21
Day 3 – VALUE CHAIN TRAINING	21
3.1 Introduction to Value Chain Development	21
3.1.1 Opening Remarks.....	22
3.1.2 Analyzing Value Chain Development Opportunities.....	23
3.1.3 Value Chain Programme Design.....	26
3.1.4 Case Study Analysis – GUNDAA Produce Enterprise in Ghana	28
3.1.5 Open Discussion.....	30
3.1.6 Value Chain Programme Implementation	30
3.1.7 Case Study Analysis – ASNAPP in Zambia	32
3.1.8 Introduction to Inclusive Business Finance.....	33
3.1.9 Identifying Inclusive Business Finance	35
3.1.10 Mobilizing Inclusive Business Finance.....	36
2.1.11 Open Discussion.....	37

3.1.12	Enhanced Integrated Framework (EIF)	37
4.0	AGRIBUSINESS LEADERS AND CEOs BREAKFAST	38
4.1	Introductory and Opening Remarks	38
4.2	Role of Private Sector	39
5.0	COUNTRY OFFICE CLINICS	39
5.1	Country Office Programmes Focus	39
5.1.1	UNDP Ghana	39
5.1.2	UNDP Niger	39
5.1.3	UNDP Nigeria	40
5.1.4	UNDP Gambia	40
5.1.5	UNDP DRC	40
5.1.6	UNDP Senegal	41
5.1.7	UNDP-Liberia	41
5.1.8	UNDP Cameroon	42
5.1.9	UNDP Guinea Bissau	42
5.1.10	UNDP Benin	42
5.1.11	UNDP Mali	43
5.1.12	UNDP Burkina Faso	43
5.1.13	UNDP Ivory Coast	43
5.1.14	Open Discussion	43
5.1.15	Closing remarks	44
APPENDIX 1:	List of attendees	45
APPENDIX 2:	Press Release	49

ACKNOWLEDGEMENTS

The UNDP African Facility for Inclusive Markets (UNDP AFIM) would like to thank the Economic Community of West African States (ECOWAS) for the support, input, and collaborative effort extended in the convening of the first West African Sub-Regional AFIM Week.

In particular, the professionalism and guidance of the ECOWAS Private Sector Directorate and their efforts to coordinate with the leadership and many stakeholders of ECOWAS, and the newly established EXPECT 10 cadre, to encourage their participation and support of this initiative were particularly appreciated.

UNDP AFIM would also like to acknowledge the significant contribution made by Mr. Francis James Deputy Director, UNDP Senegal and the staff seconded to support the programme by the West and Central Africa Regional Services Centre without them this initiative would not have been possible as they provided invaluable administrative support in the coordination of the week's activities.

In addition, UNDP AFIM would like to thank the more than one hundred and ten participants (representing twelve of the member states of ECOWAS) who engaged in the AFIM Week activities and contributed significantly to its success through their comments, intellectual contributions and insights.

We would like to express our gratitude to Japan and Tokyo International Conference on African Development (TICAD) for supporting this important private sector development initiative.



ACRONYMS

AFIM	African Facility for Inclusive Markets
CEO	Chief Executive Officer
CO	Country Office
CAADAP	Comprehensive Africa Agriculture Development Programme
CDC	Cameroon Agro-Development Corporate
CGAP	Consultative Group to Assist the Poor
DTIS	Diagnostic Trade Integration Study
EAF	Export Actors' Forum
EAP	Export Actors' Platform
ECOWAS	Economic Community of West African States
EIF	Enhanced Integrated Framework
FFS	Farmer Field School
GAP	Good Agricultural Practices
HIPC	Heavily Indebted Poor Countries
IFAD	International Fund for Agricultural Development
IITA	International Institute for Tropical Agriculture
IMD	Inclusive Market Development
ITC	International Trade Center
MAF	MDGs Acceleration Framework
MDG	Millennium Development Goals
MSME	Micro Small and Medium Enterprises
NEPAD	New Partnership for African Development
NPCA	NEPAD Planning and Coordination Agency
OVR	Objectively Verifiable Results
PFP	Project Facilitation Platform
PPD	Public Private Dialogue,
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
PPP	Public Private Partnership
SME	Small and Medium Enterprise
TEN	Enterprise Experts Network
TRTA	Trade-related Technical Assistance
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VC	Value Chain
WG	Working Group

EXECUTIVE SUMMARY



Figure 1 : Participants during the West African Sub-Regional AFIM Week in Dakar, Senegal, August 2012

The African Union (AU), NEPAD Planning and Coordination Agency (NPCA) and regional economic communities (RECs) are the pillars of the continental programme to form an integrated economic and political African union. Over the past five years, efforts to support these “regional” institutions have increased significantly. Both multilateral¹ and bilateral² partners are undertaking various regionally focused programmes.

In November 2010, UNDP launched a new regional project, “*Private Sector and Inclusive Market Development for Poverty Reduction in Africa: African Facility for Inclusive Markets (AFIM)*”, to more strongly address private sector development and engagement issues in Africa in support of accelerated achievement of the MDGs. AFIM’s particular focus is on the promotion of Inclusive Market Development (IMD) in Africa through the development and expansion of regional value chains in job creating sectors such as agribusiness, tourism, renewable energy, retailing and mining.

AFIM identifies and mobilizes global and African private sector partners to facilitate job creating value chains, leveraging global UNDP supported initiatives such as the Business Call to Action (BCtA), the UN Global Compact (UNGC) and Growing Inclusive Markets (GIM), as well as its presence of country offices in all African countries. Working with the regional institutions to forge public-private partnerships is a pivotal component of AFIM’s work.

Furthermore, AFIM’s sustainability premise rests on the idea that strengthening the capacity within the RECs to engage with the private sector, and to develop inclusive markets, is a critical component toward achieving Africa’s objectives of inclusive growth, regional economic integration and sustainable development. AFIM has thus, also been mandated to assess and build the capacity of selected RECs, AUC and the NEPAD.

UNDP has four comparative advantages in the area of private sector engagement and development:

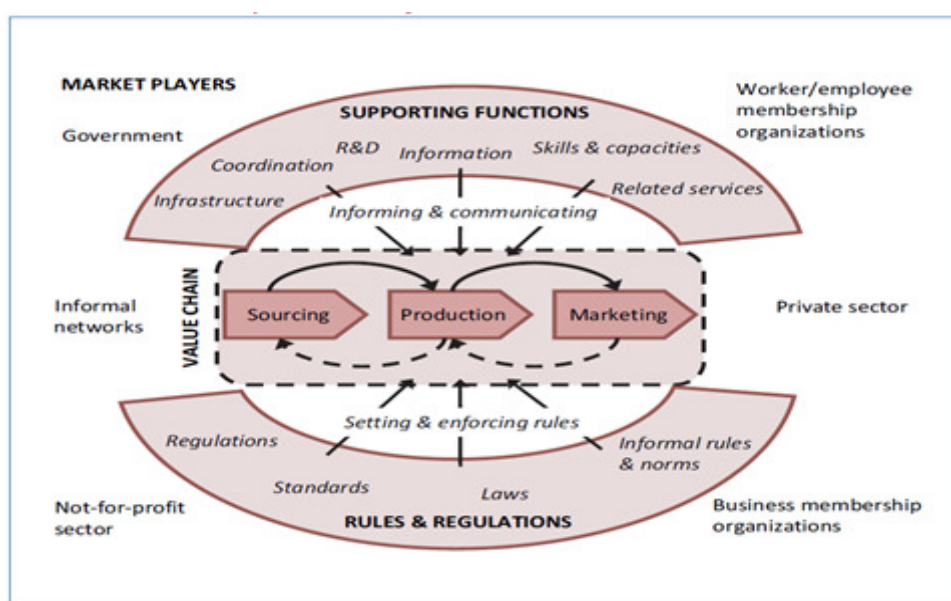
- 1) Convening multi-stakeholders using the UN’s neutrality and convening power,
- 2) Coordinating UN agencies and other development partners, private sector and civil society,
- 3) Catalysing action through creation of a shared vision and agenda, and
- 4) Capacitating smallholders, SMEs and governments and institutions.

¹ UNDP, World Bank, African Development Bank, EU and various UN agencies

² USAID, JICA, GIZ, SIDA, DFID among others

In October 2011, UNDP AFIM in collaboration with the NGO EMRC co-organized the 2011 Agri-Business Forum³ in Johannesburg and coordinated a Public-Private Dialogue. One of the principal outcomes of the overall initiative was the [Johannesburg Declaration on 'Engaging the Private Sector in Furthering Africa's Agribusiness and Food Security Agenda'](#)⁴. One of the key action items called for in the Declaration was for Public and Private Sectors, jointly, to:

1. Support the development of the African food industry through inclusive market and value chain development;
2. Pool financial and technical resources to establish more finance facilities that support agribusiness development, particularly among SMEs and smallholders;
3. Accelerate collaboration efforts to increase food production to meet the continent's growing demand;
4. Support follow-up activities of key agribusiness development stakeholders, such as UNDP's African Facility for Inclusive Markets (AFIM) - as a regional platform to support inclusive market development in Africa, in collaboration with other UN agencies and development partners.



Source: DFID/SDC (2008): The M4P operational guide, available from www.m4pnetwork.org. See also <http://www.meyer-stamer.de/systematic.html>

Figure 2: Value Chains as Part of Market Systems

As a follow-up to the Johannesburg declaration's call to action for the facilitation of regional platforms and value chains, AFIM conceived the idea to convene three sub-regional "AFIM Weeks", comprised of: a) a Project Facilitation Platform – to develop and accelerate the implementation of specific regional agricultural value chains; b) a Training Module – providing regional UNDP country Office, REC and industry actors with training on value chain development and finance; c) a CEO/ Agriculture Leadership Breakfast – a morning programme aimed at introducing AFIM and the support it provides to foster public-private partnerships to agribusiness leaders in the region; and d) a Country Office AFIM Clinic(s) – a community of practice meeting and a series of one on one meetings with UNDP country office representatives to assist them in their value chain project development strategies and implementation plans.

³ See www.emrc.be/en/events/past-events/agribusiness-forum-2011.aspx

⁴ See www.undp.org/africa/privatesector

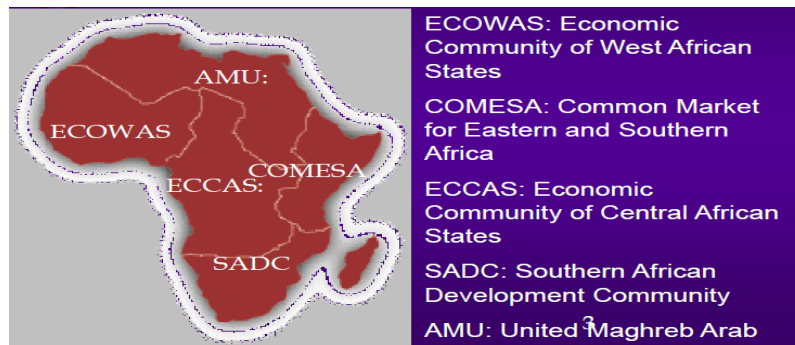


Figure 3: Outline of the Regional Economic Communities

Toward sustainability, a decision was also taken to undertake the new initiative in partnership with the relevant regional RECS, the East African Community (EAC) in East Africa; the Economic Community of West African States (ECOWAS) in West Africa, and the Southern Africa Development Community (SADC) in Southern Africa.

From June 11-15, 2012 in Nairobi, Kenya, the East Africa Sub-Regional AFIM Week (EASR AFIM Week) was convened in Nairobi, Kenya at the Intercontinental Hotel in the city centre. Most recently, from August 27 – 31, 2012, a second regional AFIM Week, the West Africa Sub-Regional AFIM Week (WASR AFIM Week) was held in Dakar, Senegal at the King Fahd Hotel.

In addition to representatives of UNDP and ECOWAS who were the co-hosts of the event, key target participants invited to the WASR AFIM Week included:

1. **Selected Government Officials** –from ECOWAS member countries - as providers of policy support, technical assistance and finance;
2. **Relevant UNDP country office representatives** – from the ECOWAS countries – as potential technical assistance providers and national trade/ transport related policy advocacy;
3. **Selected UN agencies** including the FAO, WFP, IFAD, UNCDF, UNECA, UNIDO and ILO – as prospective providers of technical assistance and finance support;
4. **Representatives of relevant bilateral donors** – including but not necessarily limited to JICA, European Centre for Development Policy Management, PUM Netherlands, GIZ, USAID, and DFID as providers of technical assistance and finance support;
5. **Selected private and public financiers** – including but not necessarily limited to IFC, AfDB, ECOBANK, AGRA, AFRACA, African Enterprise Challenge Fund, and the Gates Foundation - as providers of finance support and pre-finance project structuring insight and suggestions,
6. **Selected private sector value chain developers/ promoters** – ASNAPP – regional onion value chain development programme; EXPECT 10 - regional mango value chain development programme; and IITA – regional cassava value chain development programme,
7. **Selected regional commodities associations and farmers unions** – to provide sector knowledge and constituent input, including but not necessarily limited to PanAAC, NEPAD Business Group, Federation des Professionnelles de l'Aero-Alimentaires, Union des Femmes Chefs d'Enterprises du Senegal, Farmers Union network – Liberia, and the Federation des Cooperatives Maraicheres du Niger.
8. **Key prospective off-take institutions/ purchasers** –prospective lead firms and purchases to bring sustainability to the potential projects, such as FUMMAN - Nigeria (Mango) and NEMBEL – Invest Cote d'Ivoire (Oil Palm).
9. **Key relevant input providers and aggregators/ agro dealers** (e.g. seeds, fertilizer, processing and mechanization equipment, farming/ processing related ICT technology) – to offer technical and cost of supply insights.

The benefits to participants in the week's activities were delineated as follows:

- Opportunity to advance strategic agri-food value chains identified as priorities by national governments, the RECs and AU/NEPAD/CAADP (value chains could be e.g. national or cross-border with clear potential to link up to regional value chains);
- Opportunity for project promoters to present their project to potential benefactors and partners who can help accelerate the develop specific agri-food projects that can advance job creation and food security in the region;
- Opportunity to participate in capacity development related training in the area of regional value chain development and inclusive business finance mobilization;
- Opportunity to networking and develop linkages and synergies with representatives of the public and private sectors; and
- Opportunity to engage with potential private sector lead firms, investors, donors, TA providers who are interested in participating in regional and cross border agro-food value chains opportunities.

Altogether, more than 110 professionals participated in the three activities convened during the week. News about the launch of the Platform, in particular, was carried in over ten regional and international newspapers.

Following the WASR AFIM Week, a decision was made to prepare the onion and mango projects for submission for micro-capital grants.

Overall the WASR AFIM Week was well received by all of the participants and the event was widely publicized in the regional, continental, and international media (e.g. [African Press Organization](#), [Sturvs Ghana](#), [Awoko](#), [This is Sierra Leone](#), [Business Fights Poverty](#), [Modern Ghana](#), [The Nigerian Voice](#), [Devex](#), [AllAfricaPress](#), and [AfricaNews Wire](#)).

1.0 PROJECT FACILITATION PLATFORM

The first day of the West Africa Sub-regional AFIM Week (August 27-31, 2012) introduced the delegates to four regional value chains that regional project promoters were developing that focused on onion, mango, cassava and oil palm trade in the region. Held at the King Fahd Hotel in Dakar, Senegal, the West Africa Project Facilitation Platform (PFP) marked the second time that UNDP AFIM partnered with a regional economic community, in this case the Economic Community of West African States, to bring together public and private sector stakeholders to review and assess a set of regional value chain projects.

The PFPs are innovative workshops that bring together private and public sector stakeholders, along with financier and development partners in Africa's agribusiness, to discuss ways to fast-track project development and implementation of specific value chains. Through the initiative, AFIM assists participants who are developing the projects to produce a results framework that will guide project implementation and serve as a compact among stakeholders to support specific interventions or projects.

This collaborative initiative is in line with AFIM's goal to serve as a platform that brokers strategic partnerships to promote inclusive market development across Africa. It facilitates knowledge sharing and

access to finance as well as the sharing of best practices in inclusive market development, focusing on low-income and marginalized populations.

Key focus points of the target projects analyzed and supported through the second, West Africa focused PFP exercise, were value addition, technology transfer and quality improvement. Thus, the West African PFP focused on onion, cassava, mango and palm oil. The promoters chosen to present their respective projects included:

- Ghana based ASNAPP – developing a regional onion value chain;
- Benin based EXPECT-TEN - developing quality enhancement tools for the West African mango value chain;
- Nigeria based IITA - developing a cassava value addition initiative and looking to share technology regionally to Benin and Liberia; and
- Cote d'Ivoire based NEMBEL – seeking to expand the growers of oil palm that it is working with in West Africa.

The programme as presented to the delegates involved presentations followed by question and answer periods on day one. Day two involved a formation of clusters of the participants to allow interested participants to provide feedback and input to the respective clusters – in advance of a report back session to provide information on the adopted and refined results framework. Of the three, as it was the least developed of the initiatives, the oil palm discussion amongst the delegates was quite brief and was presented on day two as an update of the planning activities underway and the Platform participants were encouraged to focus on the other three initiatives.

Agenda Project Facilitation Platform (PFP)

Day One: 27 August 2012 – Project Situation Analysis	
08:00 – 08:45 Registration	
09:00 – 09:15	Welcome – UNDP Senegal Mr. Francis James, Deputy Country Director
	Welcome – ECOWAS Commission, Mr. Alfred Braimah Director Private Sector
	Introduction to AFIM and Key PFP Objectives, Mr. Tomas Sales, Programme Manager AFIM
09:20 – 09:30	PFP Agenda Overview, Mr. Michael Sudarkasa, Facilitator, AFIM Consultant
09:30 – 10:00	Introductions – Who You Are and Objectives/ Interest (30 seconds per delegate)
10:00 – 10:15	Introduction to EXPECT, Mr. Philippe Tokpanou, Regional Technical Adviser PACT II ECOWAS/EXPECT
10:15 – 11:00	Project 1 – Regional Onion VC Project, Project Promoter: ASNAPP Presentation of the current state of development of the project(s) Existing stakeholders, regional benefits, current needs, estimated impact Cross Border Infrastructure Issues; Productivity, Quality and Scalability Analysis; Skills Development and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
11:00 – 11:15 Tea & Coffee Break	
11:15 – 12:15	Discussion of Onion Project
12:30 – 13:30 Lunch	
13:30 – 14:15	Project 2 – Regional Cassava VC Project, Project Promoter: IATT
	Presentation of the current state of development of the project(s)
	Existing stakeholders, regional benefits, current needs, estimated impact
	Cross Border Infrastructure Issues; Productivity, Quality and Scalability Analysis; Skills Development and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
14:15 – 15:15	Discussion of Cassava Project
15:15 – 15:30 Tea & Coffee Break	
15:30 – 16:15	Project 3 – Regional Mango Project, Project Promoter: ECOWAS Ten
	Presentation of the current state of development of the project(s)
	Existing stakeholders, regional benefits, current needs, estimated impact
	Cross Border Infrastructure Issues; Productivity, Quality and Scalability Analysis; Skills Development and Capacity; Off-take, Infrastructure Funding and VC Finance Analysis
16:15 – 17:15	Discussion of Mango Project
17:15 – 17:30	AFIM Team Comments
17:30 – 19:30 Networking Cocktail Reception	
Day Two: 28 August 2012 – Project Results Framework Development	
09:00 – 10:00	Review of Project 1 - Onion Gap Analysis
10:00 – 11:00	Review of Project 2 - Cassava Gap Analysis
11:00 – 11:15 Tea & Coffee Break	
11:15 – 12:15	Review of Project 3 - Mango Gap Analysis
12:15 – 13:30 Lunch	
13:30 – 15:30	Breakout Groups to Review, Discuss, Develop Revised Results Framework Plans
15:30 – 15:45 Tea & Coffee Break	
15:45 – 16:15	Report Back - Onion Project
16:15 – 16:45	Report Back - Cassava Project
16:45 – 17:15	Report Back - Mango Project
17:15 – 17:45	Report Back - Palm Oil Project
17:45 – 18:15	Wrap-Up and Feedback
18:15 – 18:20	PFP Closing

DAY 1 – PROJECT SITUATION ANALYSIS

The Project Facilitation Platform during the WASR AFIM Week was formally opened by **Mr. Francis James, Deputy Director, UNDP-Senegal**. In his remarks Mr. James welcomed the 12 countries from the sub-region attending and informed the delegates that the Project Facilitation Platform (PFP) initiative had been developed by UNDP AFIM to serve as a tangible and constructive platform to accelerate regional agribusiness value chain design, development and implementation and that a core aim of the platform was to engage public and private sector stakeholders to ensure that collaboration is fostered where it can help improve the implementation and sustainability of regional agribusiness value chains.

Furthermore, he reminded the participants that it was also important to note that the PFP was part of a weeklong set of activities (Sub-regional AFIM Weeks) that would be taking place in Dakar, including a training session on Inclusive Market Development and Mobilizing Finance, a Leaders and CEO's Breakfast to introduce UNDP AFIM and afford stakeholders an opportunity to listen to the views of regionally active corporations who represent prospective project partners, along with a final afternoon Community of Practise session to provide the UNDP AFIM team an opportunity to offer advisory services to UNDP country office representatives who are developing IMD programmes at the national and regional level.

Lastly, he explained that delegates should note that the PFP process is also accompanied by a new UNDP AFIM Catalytic Funding facility which offers catalytic funding and capacity development assistance to non-profit stakeholders who are supporting the inclusion of lower income actors in regional value chains.

In wishing everyone fruitful deliberations, Mr. James closed with a statement that his office was pleased to host, alongside AFIM and ECOWAS, this inaugural PFP focusing on three concrete West Africa food value chain projects pertaining to cassava, onions and mango and he invited all delegates to make the best use of all of the AFIM Week activities to learn, network and advance their respective projects.

The next opening presentation came from **Mr. Alfred Braimah, Director for Private Sector, ECOWAS**, who welcomed everybody to the workshop. He continued in his remarks to note that the Heads of States and the ECOWAS Commission who are focused on promoting the Private Sector in the region see value in the creation of a platform such as the PFP which is designed to foster linkages among and between "Small and Medium sized Enterprises" (as such entities constitute almost 70 per cent of the active businesses in region) and with larger multinational and pan-regional African corporate actors.

He further noted that he was equally pleased to share that the ECOWAS commission, jointly with the International Trade Center, have been collaborating in the region to further build capacity within the private sector for regional and international trade. Through their collaboration, they have been focusing on how to help SMEs expand in business (domestically, regionally and internationally) through the development and involvement in productive supply and value chains.

Thus, he felt the regional value chain development focused Project Facilitation Platform architecture being developed by UNDP AFIM was a good and strategic fit to complement existing programmes underway within the ECOWAS Commission.

In addition, he noted that an important aim of all the member states and the ECOWAS commission was addressing the food security challenges in the sub-region and was pleased that in focusing on a staple food sub-sector such as cassava, the PFP was also bound to support the improvement of regional food security in West Africa.

In closing, he noted that one of the key food sub-sectors that was not covered, but that was important to the Commission was rice, and he urged the delegates to note that this was deemed a strategic commodity in the region but one which currently was focused on by most member states solely through national value chains. In years to come, he hoped that regional trade would expand in the rice sector as this would also help address food security in the region.

Furthermore in his closing remarks he stated that he looked forward to engaging with the delegates through the PFP process and again welcomed the opportunity presented to collaborate with UNDP AFIM to promote competitiveness within the ECOWAS states. He also noted that while UNDP had developed its Catalytic Fund, ECOWAS itself, would also be amenable to helping to mobilize financial and technical resources beyond those offered by UNDP to help worthy agribusiness value chain projects to move forward.

The last of the three opening presentations of Day 1 of the Project Facilitation Platform for West Africa was given by **Mr. Tomas Sales, Manager, UNDP AFIM**. Mr. Sales welcomed the attendees to the PFP and noted that UNDP AFIM's purpose in partnering with ECOWAS to convene the AFIM Week activities in Dakar was to help contribute to the goals of reducing poverty and accelerating progress toward the MDGs in Sub-Saharan Africa.

He further explained UNDP's belief in and focus on inclusive business and Inclusive Market Development in the continent. He added that through the promotion of value chain approaches, AFIM was working to enable and empower poor people to join, participate and benefit in agricultural and other markets - as producers, entrepreneurs, employers, distributors and customers.

He continued noting that UNDP works toward job creation and income generation through innovative and win-win private-public partnerships to translate the noble goals of economic inclusion into tangible realities. AFIM currently is actively working with 29 African countries through UNDP country offices and closely collaborating with regional institutions such as ECOWAS, the African Union, CAADP, NEPAD, other regional commissions, the African Development Bank, various private sector partners, and other UN agencies and bilateral development partners such as Japan and Germany.

He concluded by again expressing that the AFIM team was thankful to have a very strong working relationship with ECOWAS and that he look forward to working with the Private Sector Department within ECOWAS to realize the three key strategic goals of the platform: 1) to help, develop and facilitate the required consensus for the implementation of regional food value chain projects, supporting sub-regional agro-business value chains; 2) to stimulate support for inclusive market development and solutions within the ECOWAS region; and 3) to strengthen knowledge sharing and the emerging West African Community of Practice among participating inclusive market development partners.

Furthermore, he hoped that the ECOWAS and UNDP AFIM partnership would: a) support and accelerate the field implementation of the three potential regional value chain projects that would be discussed - involving cassava, mango and onion, and b) help the Platform participants to agree on a shared vision and dynamic and implementable resources and results framework(s) for the three projects.

The Introductory Session ended with the remarks of Mr. Sales and a brief break in the programme was observed to allow selected dignitaries to depart.

After the welcome and introductory remarks, **Mr. Michael Sudarkasa, Private Sector Development Consultant, UNDP AFIM** introduced the day's programme and set the stage by informing the delegates that three regional projects that focused on the onion value chain, cassava value chain and mango value chain in West Africa would be presented and critiqued over the next few days – with the aim of making each stronger, more compelling, and more likely to be implementable in the region.

1.2 EXPECT Introduction

After Mr. Sudarkasa spoke, he introduced **Mr. Philippe Tokpanou, PACT II Regional Technical Advisor, ECOWAS/EXPECT**, as Mr. Tokpanou's programme had been a key catalyst in mobilizing participation in the PFP and indeed, in developing the Mango project for review and consideration. Thus, Mr Tokpanou made a brief presentation of the EXPECT initiative, and explained that it was a framework that had been established by ECOWAS with the aim of supporting the enhancement of the competitiveness of value chains in the 15 ECOWAS member countries. The EXPECT Initiative had a particular focus on developing SMEs and very small enterprises in the region.

In addition, Mr. Tokpanou noted that ECOWAS deemed it important to build private sector stakeholders' capacities to facilitate the flow of products and to put in place mechanisms and to mobilize the funds necessary for the development of productive capacities.

He added that the vision was focussed on four main areas:

1. Developing inclusive competitiveness of the Private Sector
2. Identifying and promoting high export potential value chains
3. Establishing infrastructure and developmental technical and financial resources in the region, and
4. Establishing win-win public-private dialogues and partnerships.

He further explained that under the PACT II (which was being implemented in partnership with ECOWAS and the International Trade Centre), an exercise had been carried out to assess potential key value chains for export growth and that the six priority areas for consideration that emerged were: mango, cashew, palm oil, shea butter, sesame and rice.

He concluded by sharing that PACT II is funded by the Canadian governments International Development Agency (CIDA) through an export competitiveness support facility that is made up of the following three strands: the Trade and Enterprise Experts Network (TEN), the Export Actors' Platform (EAP), and the Export Actors' Forum (EAF).

1.3 Presentation by Project Promoters

1.3.1 Project Presentation 1 - Onion Regional Value Chain

The first PFP presentation was made by **Ms. Juliana Asante Dartey, Country Director ASNAPP-Ghana and Liberia**. Her presentation began by sharing a brief overview of ASNAPP's key objectives, which include increasing the income levels of the various players in the onion sector in the major West African onion producer countries of Ghana, Burkina Faso and Niger. ASNAPP's other interest is to broaden the scope of intra-regional trade in order to increase the volume of product available through the off-season.

Ms. Dartey further explained that ASNAPP is a not for profit non-governmental organization that facilitates the development of regional value chains. Her organization, she added, is present in eight African countries, including: Ghana, Zambia, South Africa and Liberia. A key partner of ASNAPPs in regard to the onion value chain project she noted was [TRIAS](#), a Belgian NGO that is active in 12 countries in Africa, Latin America and Asia.

In addition to ASNAPP's cooperation with TRIAS, ASNAPP's main donor partners were USAID and ICCO Netherlands. ASNAPP also has various government clients and undertook selected private sector work as well. In almost all instances, she explained the beneficiaries of their projects were smallholders and other capacity development needing actors in food value chains.

Ms. Dartey commenced the main component of her presentation by explaining the importance of the onion value chain for producers was that it was an off-season crop that allows farmers to earn income while adding to community food security. As a climate resilient crop, onion cultivation also adds to climate change adaptation and helps community job creation.

Ms. Dartey also shared some figures which illustrated how important the onion value chain was in West Africa:

- Onion production is beginning to grow in West Africa as the region produces 1.1 million metric tonnes (MT) of onions annually or slightly less than 2% of global onion production;
- Niger is the largest onion producer in West Africa, producing 440,000MT annually, followed by Senegal (65,000MT) with growing importance in Burkina Faso and Ghana;
- Burkina Faso and Niger supply Ghana a monthly average of about US\$5 million worth of onions.

Ms. Dartey continued by outlining the project's key planned areas of activity which included the following:

- Developing the local expertise of farmers and extension officers on GAP, Harvest and Post-harvest Technologies,
- Training farmers on the need to adopt an improved storage system and to stagger sales,
- Organizing training workshops in collaboration with micro finance institutions on financial management and how to access funds,
- Linking farmers to agro-input dealers and extension workers, and
- Monitoring, evaluating and documenting processes for intensification and extensification to other areas.

She also added that the project would involve: a) building the capacity of 2,500 small holder farmers, b) minimizing post-harvest losses, c) ensuring consistent supply of onions year round, and d) facilitating access to credit and capital for the farmers involved. Thus far she noted, at least a third of the farmers had invested in improved family level storage facilities and a further third of them had already benefited from increased income from onion sales through sale staggering.

In closing, Ms. Dartey also hailed the existing sectoral work being done by TRIAS, which is also undertaking an onion value chain improvement project with through support from DGD of Belgium, and the Ministry of Local Government and Rural Development (MLGRD) through funding from the Canadian International Development Agency, (CIDA).

1.3.2 Project Presentation 2 – Cassava Regional Value Chain

The second presentation of the PFP focused on the cassava sector and was made by **Prof. Gbassay Tarawali, Team Leader, Cassava Value Chain Unit, International Institute of Tropical Agriculture**. He started by introducing IITA and highlighted the need for increased commitment by cassava value chain stakeholders (donors, governments, and private sector) to promote cassava production, processing and utilization as a viable channel toward food security, economic empowerment, job creation and industrialization in Africa.

He continued saying that cassava has begun to evolve from a famine reserve crop into a cash crop in Sub-Saharan Africa. However, he continued, all facets of the cassava value chain are imbued with various constraints, including: 1) poor access among farmers to improved production technologies, 2) low supply of cassava roots to processing factories, 3) too few processors and traders, 4) use of inefficient production systems that make the price of cassava per tonne too high and uncompetitive in the market; 5) the inability

of industrial processors to obtain sufficient amounts of cassava roots to process into various industrial products, and 6) cyclical glut then scarcity that face local growers.

He went on to explain that these constraints are affecting efficiency and the ability of locally produced cassava products to penetrate the international market and have negatively impacted on job creation and income generation in the region.

Prof. Tarawali also noted that IITA has been working with private sector partners to increase the efficiency of the entire value chain in Nigeria in a bid to improve the livelihoods of farmers/processors through training through establishment of modern processing facilities (in three cassava processing centers in three project states) and the provision of technical support to build the local capacity of cassava producers.

The project also involved training roughly 3,000 farmers and processors on improved processing technologies through the use of a “Farmer Field School” approach - in addition to facilitating a workshop aimed at raising awareness of the relevance of the project among stakeholders.

In terms of economic impacts, Prof. Tarawali further stated that the project had helped to:

- Improve the current low yield (< 10 t/ha) to about 30 t/ha within 1 year;
- Double the income of farmers and their net margin/ha in cassava production within 1 year;
- Create 1,500 jobs for women and the youth in cassava production and processing (snacks, bread, chips, and pellets) and
- Build the capacity of the private sector, CSOs, and NGOs in the management of the cassava value chain.

Prof. Tarawali also developed model processing centres that would inform and advise processors about improved methods of waste management in cassava processing (waste water, cassava peels). He also reassured the participants that the project would be implemented sustainably, by ensuring that water and energy resources as well as labour would be utilized sustainably, and that the overall capacity of farmers and processors would be developed.

1.3.3 Project Presentation 3 – Mango Regional Value Chain

The third presentation focused on mango value chain and was made by **Mr. David Ivanovic, Expert, ECOWAS TEN**. Mr. Ivanovic started by talking about the organization’s overall goal which, in part, is to help West African mango operators to access international markets. He then proceeded with the key goals of the initiative which include teaching ECOWAS mango value chain producers and exporters about best practices in harvesting and post-harvest practices worldwide and strengthening their capacity to communicate through regional information networks toward the competitiveness of West African mango as an aggregate crop in the global value chain.

Mr. Ivanovic then shared with participants the main objectives on the current mango value chain initiative, which include the following:

- Improving the quality of the West African mango by producing and disseminating a guidebook on good harvesting and post-harvesting practices for mango exporters and mango from Burkina Faso, Cote d’Ivoire, Ghana and Mali; and
- Raising the awareness of small mango value chain actors from the region about quality issues and strengthening their capacity to communicate locally and integrate into regional market information networks.

Mr. Ivanovic also added that the project was focused on strengthening fresh mango production for export and not focused on processing. He further explained that approximately 10% of the mangoes produced in West Africa had been qualified for export to Europe's highly selective market, while more than 40% of regional mango crops were completely lost because of post-harvest losses before reaching buyers and processors of the local / regional market.

The relatively low level of integration of middle-income stakeholders in global and regional value chains was also addressed with as aggravating factor critical gaps between local harvesting & post harvesting practices and international requirements.

He also added that improved mango quality will fetch higher prices in destination markets and enhance the revenue of businesses involved in mango trade. As he concluded his presentation, Mr Ivanovic acknowledged that despite the growing demand for mangoes and efforts by West African producers to meet this demand, quality control, packaging, logistics, marketing and certification issues remained significant challenges and had to be addressed to improve the competitiveness of products in highly selective export markets - and even in the relatively poorly supplied regional market.

1.3.4 Project Presentation 4 – Oil Palm Regional Value Chain

Mr. Pascal Nembelissini-Silue, Deputy Director General of NEMBEL Invest – Cote d'Ivoire was the fourth and final presenter among the project promoters. While recognizing that the small team of promoters who had come to the PFP had not been able to develop as detailed a project plan as the other three presenters, given the importance attached to the product by ECOWAS and the fact that on-going efforts were underway to develop a regional value chain in oil palm, he was pleased that the organizers were permitting him an opportunity to share with the audience the developments achieved so far. Thus, he began by explaining that their project, which was aimed at increasing yield and supply among oil palm farmers to meet growing regional and international processing demand, was structured around four programs, namely:

- Building capacity of the oil palm value chain actors, including training them in Good Agricultural Practices (GAP) and environmental standard compliance;
- Establishing an orchard fertilization program to optimize crop yields and to help farmers better understand the importance of crop fertilization in improving productivity;
- Improving productivity through the renewal of plant material and the rejuvenation of orchards; and
- Extending orchards through the creation of new plantations or implementing a new plantation creation program.

Mr. Nembelissini-Silue then stated that the overall objective(s) of the initiative, included:

- Meeting the oilseed needs of the sub-region through increased and competitive supply, improving the income levels of farmers in rural areas by creating jobs and contributing to poverty reduction;
- Ensuring the development of the oil palm processing industry by obtaining a competitively priced and stable inflow of oil palm kernels for processing;
- Contributing to food self-sufficiency and to curb the scourge of illegal and poor quality oil palm and palm oil that is currently imported into the West African region to meet demand.

He went on to add that palm oil is the first vegetable oil with 26% of the global plant oil production and 36% of the global fat market. Global production is estimated at around 50 million tons per annum. He further explained that the market is dominated by Asia with more than 80% of the world's production coming from Asian markets. He continued, noting that a very important point in this sub-sector has been the evolution of global demand – specifically, there has been a 29% increase in demand between 2006 and 2010.

West Africa he explained was poised to benefit from this growing market as ECOWAS was already the fourth largest regional producer globally. However, he said, this position does not reflect the fact that ECOWAS still imports large quantities of palm oil to make up a deficit caused by significant regional demand that is estimated to reach 1.5 million tons by 2015.

He cited one of the major obstacles to the development of the palm oil value chain as the weakness of the production of village farmers. These producers achieved yields of roughly 6 tons per hectare whereas their peers in rural Asia were able to produce 15 tons, and farmers in industrial plantations globally averaged production of 18 tons per hectare. The project being developed was intended to address key technical challenges and the lack of inputs and know-how in the West African regional oil palm production market with the intent of helping farmers to improve their yields. In concluding, he urged the PFP participants to reflect on how the palm oil value chain development could be sped up and asked for further involvement from the delegates.

1.3.5 Group Discussion of the Project Presentations

The PFP participants unanimously acknowledged that there was a need in the region to strengthen the capacity of farmers in all four value chain areas discussed - through training, outreach and greater awareness of new products and improved technologies. They also noted that farmers could be aided by buyers who were willing to work with them to improve production and to help them meet quality standards through quality “feedback” systems.

Participants further identified that the lack of basic infrastructure – transport and storage capacity - was also a debilitating deficiency in terms of the capacity of farmers to produce and deliver quality produce. They thus expressed to the government representatives present to encourage their respective governmental agriculture stakeholders to invest in the requisite infrastructure (roads, railways, etc) to allow producers to gain quick and cost effective market access for the products. They also acknowledged that infrastructure development can help drastically reduce harvest and post-harvest losses.

Participants also called upon investors and donors to increase their involvement for, they said, investment can help most producers transform from subsistence farming to business farming which will improve livelihoods and improve economic development in the region.

The issue of funding for the different value chains was raised. Limited access to credit from commercial banks and financial markets was also noted as a constraint in the region. Participants unanimously expressed the need for enhanced access to funding as they urged bankers and financial providers to get further involved in the value chain development process.

In terms of the specific projects presented, one of participants raised the issue of how the Mango value chain project promoters will deal with language differences in the various countries of ECOWAS. Specifically, when it comes to implementing the training components using their planned publication, it was asked how the promoters would use that tool to communicate with producers who speak neither French nor English nor are literate to read the publication. The promoters noted that training can be customized by partners of theirs in each country who can develop local language training tools from the document.

Participants also emphasized the need to establish win-win partnerships with organizations specializing in agricultural research to help promote the development of regional food value chains and to secure additional funding from national and international institutions such as IFAD, FAO, UNIDO, the IFC and even from ECOWAS - to expand the scale and reach of regional value chain projects.

Another key area of discussion mentioned during the deliberations was the need for increased technology transfer opportunities and mechanisms to support regional farmers. Knowledge transfer initiatives like that envisioned by the IITA was seen as one key way to achieve this.

Overall, the participants welcomed the efforts made by the project promoters and the work undertaken. They urged them to continue to refine projects, to improve their implementation strategies and to work to ensure that the programmes launched were sustainability.

DAY 2 – PROJECT RESULTS FRAMEWORK DEVELOPMENT

2.1 Introduction to Project Result Frameworks

Mr. Sudarkasa, Consultant AFIM and Programme Facilitator, then introduced the agenda of the day which was to discuss the results framework for each of the three projects. He noted again, that as the oil project was not adequately developed, it would not be discussed in the same detail as the other three projects involving onion, mango and cassava value chains.

He then led the participants through the results framework components and shared with them a generic results framework template. The delegates were then divided into three groups through which they were required to establish and discuss a results framework for each of the projects with the intent that each group would report back to the plenary for an open discussion.

OBJECTIVES	OBJECTIVELY VERIFIABLE RESULTS (OVR)	BASELINE DATA	ASSUMPTIONS
Goals: The higher order objectives to which the project contributes	Targets to verify goal achievement	Current performance at goal level	Important external factors or events that are necessary for sustaining objectives in the long run
Purpose: The impact or effect of the project on the beneficiaries	Targets to verify achievement	Current performance at purpose level	Important external factors or events that are needed in order to obtain the Goal
Outputs: The deliverables or things produced by the project's activities	Targets to verify accomplishment of outputs	Current performance at the output level	Important external factors or events that are needed in order to achieve the outputs desired
Activities: The main activities or actions that must be undertaken to generate the outputs	Summary of Project Budget	Current inputs/resources	Important external factors that must prevail in order to accomplish the outputs

2.1 Project Presentations

2.1.1 Onion Value Chain Results Framework

Mr. Larry Selorm Amekuse, ASNAPP Project Manager was the first of the project promoters to present his projects results framework after the group project review exercise. He started saying that farmers' incomes have increased by 20% in the phase of the project. Regarding the Objectively Verifiable Results, he explained that the intent was for 30% of project beneficiaries to have their incomes increase by 5% during the first year of the project. He further explained the intent was for harvest and post-harvest loss reduction technologies to be adopted by 500 farmers. Still regarding OVRs, Mr. Amekuse continued that their

projected intended for 2,500 farmers to be trained within the first 12 months of the three year project. Furthermore, the aim was for at least a third of the producers to invest in family storage facilities, and for at least 30% of the onion farmers to be able to increase their incomes by staggering their sales and selling some of their crops during the season when the availability of onion was low and prices were higher. Lastly, through training and improved use of storage facilities, it was also planned that 2,500 farmers would be able to reduce their post-harvest losses by 50%.

2.1.2 Cassava Value Chain Results Framework

The second results framework presentation was made by Prof. Tarawali who stated that in his native Nigeria, thanks to increasing cassava projects, people were becoming more food secure. The project's objective was to improve the production and supply of cassava, starch and other derivatives and improve farmer livelihoods as well.

The project also sought to develop IITA improved production and processing technologies and tools and make them available in Nigeria, Liberia and Benin. The aim of the project was to introduce 50 improved genotypes and 5 extension pamphlets in all the three project countries, and to establish at least one cassava processing center in each country.

2.1.3 Mango Value Chain Results Framework

The third presentation was made by Mr. Ivanovic, Expert-ECOWAS-TEN who began by saying that the project's aim was to strengthen regional export mango value chains and mango processing in West Africa in order to improve competitiveness and reduce poverty. He further explained that the project was developed in line with the various national "Poverty Reduction Strategies" and, continued, that the mango project aimed at improving productivity through the dissemination of good practices and raising awareness about product quality issues. The project also sought to strengthen the capacity of small farmers in the sector and to help facilitate financial and technical partnerships and cooperation between the mango value chain actors and sector support structures – by focusing on the issues of quality management and market access.

Mr. Ivanovic also stressed that at present there were few appropriate partnerships on quality issues, and this gap plagued the fresh mango value chain. Mango value chain actors (producers and exporters) and stakeholders, he continued, needed to view quality as a vital element of their market penetration and supply strategies.

2.1.4 Palm Oil Value Chain Results Framework

Mr. Nembelissini-Silue who presented the feedback from the oil palm group addressed the overall objective which is to meet the palm oil needs of the sub-region through increased and competitive supply of oil seeds and crude palm oil from production by small-scale farmers.

Two key indicators or OVRs were stated as:

- Yield/ha to double by the 10th year of the project , with the baseline data being 6 tonnes/hectare produced at present; and
- Smallholder income to double over the same period

He went on to say that land title, or the absence thereof, was the main risk in the palm oil value chain, and that farmers need greater support to acquire clear land titles. He continued, saying that the project would have an impact on, particularly, small-scale farmers and help enhance their livelihoods would also help increase their purchasing power.

2.1.5 Closing Remarks of the Project Facilitation Platform

The closing remarks at the end of the second and final day of the PFP were made by Mr. Sales who started by thanking Mr. Sudarkasa for the great work done before giving the floor to the ECOWAS Director for Private Sector, Mr. Alfred Braimah, who made a few closing remarks. Specifically, he acknowledged the high quality of exchanges during the two first days of the AFIM week and congratulated all participants, promoters and actors. He also praised the level of commitment displayed during the plenary session, adding that this was an indicator that what was undertaken was definitely bound to succeed.

He concluded by ensuring his commission's engagement alongside promoters to help them achieve their goals and added that ECOWAS willing to do all that it could in support of the promoters to make their projects happen.

Mr. Sales congratulated the eighty-eight delegates (who ranged from representatives from thirteen governments from West Africa and Central African, to colleagues from UNDP country offices and the regional service center, project promoters and supporters of ASNAPP, IITA, ECOWAS-TEN, and the Oil Pam projects – all of whom came out to attend the first ever West African Project Facilitation Platform.

He thanked them for contributing to the Project Facilitation Platform and expressed his satisfaction about the results in terms of the target objective of the exercise which was improving the projects presented through the development of a strong project results framework.

Lastly, he noted that the PFP had helped to clarify and further develop consensus around four key agro-business value chains in West Africa: cassava, onion, mango and palm oil. Mr. Sales concluded by declaring the closing of the PFP and he then set the stage for the 2-day value chain training to follow during Day 3 and Day 4.

Day 3 – VALUE CHAIN TRAINING



Figure 4 : Value Chain Training Group

3.1 Introduction to Value Chain Development

The second module of the 2012 West Africa Sub-regional AFIM Week involved a two day value chain training programme that focused on how to design, develop, and implement value chains. The training also dealt with how to identify and mobilize “Inclusive Business Finance” within specific countries, regionally and across the continent and helped assist participants to better understand the concept of value chain development. The training programme was developed for project promoters and economic development

practitioners seeking a more advanced understanding of agribusiness value chain development, inclusive business finance mobilization, and regional value chain development. The training was intended to help participants:

- refine and enhance their skills and their ability to design and implement regional value chain projects
- develop and forge mutually beneficial relationships between public and private sector stakeholders within related value chains, and
- mobilize development partner, public sector and private sector capital and finance to support value chain implementation and acceleration in their respective countries and regions.

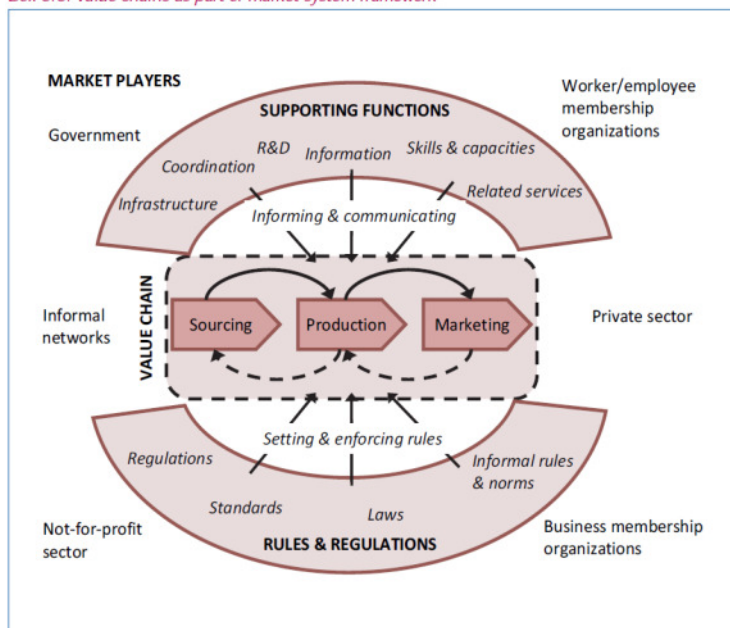
At the commencement of the programme, Mr. Sales introduced **Mr. Dan Aquaye, Agrifood Consultant, UNDP AFIM**, as the facilitator of the day. Mr. Aquaye began his remarks by providing an overview of new terminology and definitions of key terms that would be discussed during the training, including: value chain, supply chain, food security, climate change adaptation, food and nutrition security. He also continued with an explanation of what he wanted participants to be able to apply at the end of the training. The main idea of the training, he explained, was to show participants how to use value chain tools to analyze, design and implement projects. He also shared that various business models would be presented that were useful for program design. After Mr. Aquaye's introduction, Mr. Sales made a brief presentation on Inclusive Market Development on behalf of UNDP AFIM.

3.1.1 Opening Remarks

Mr. Sales began by defining "Inclusive Markets" as markets that include the poor and other marginalized groups (e.g. women and youth) on the demand side as clients and customers and on the supply side as employees, producers and business owners. He further remarked that under the Inclusive Market Development (IMD) approach, the aim is to develop private sector markets by strengthening the entire market system – enterprises, business relationships, market structures and the business environment. It is a holistic approach and the focus is on value chains and the collaboration between policy issues, lead firms, micro-small enterprises and smallholders.

He also stressed the relevance for UNDP and others in the public sector and development partner community to collaborate with the private sector saying that markets can contribute to poverty reduction or eradication as they become more inclusive and benefit all - by creating more jobs and increasing incomes. He continued by explaining that IMD is a whole and complex system and involves various players: informal sector, governments, non-profit sector, worker/employee membership organizations as well as business membership organizations.

Box 0.5: Value chains as part of market system framework



Source: DFID/SDC (2008): The M4P operational guide, available from www.m4pnetwork.org. See also <http://www.meyer-stamer.de/systematic.html>

Figure 5 : Value Chains as part of market systems framework

UNDP Private Sector Strategy

Recognizing the vital role that markets play in poverty reduction and economic growth, UNDP has adopted a focus on Inclusive Markets Development

Under the IMD approach, activities focus on developing private sector markets by **strengthening the whole market system** – enterprises, business relationships, market structures or the business environment. Focus is on **Value Chains** and **Base of the Pyramid** markets.

UNDP Private Sector Strategy Priorities (2007→)

1. Establishing the policy and institutional framework
2. Facilitating pro-poor value chain integration
3. Brokering investments in pro-poor goods and services
4. Fostering inclusive entrepreneurship
5. Encouraging corporate social responsibility in support of inclusive market development and the MDGs

8/29/2012
African Facility for Inclusive Markets (AFIM)
5

Figure 6 : UNDP Private Sector Strategy

3.1.2 Analyzing Value Chain Development Opportunities

Mr. Abraham Sarfo, the lead trainer of Day 3 is a business development strategist with extensive experience working with small to medium-scale businesses in product innovation, financial management and business development. He has created and implemented business strategies leading to quick expansion into international markets. Mr. Sarfo noted that he had extensive experience in value chain analysis, financial analysis and modelling, and budgeting - and in working with NEPAD’s Comprehensive African Agriculture Development Programme.

The aim of the training was to help participants to gain a basic level of understanding about value chain design, development and implementation. After eliciting five varied definitions from participants, the

facilitator shared with them the definition of a value chain from the UNDP IMD perspective: *a sequence of related value adding business activities for a specific product or service moving from primary production through processing, transformation, then marketing, and up to the final sale of the particular product to consumers.* He further noted that a value chain also includes the specific inputs needed during the different stages of production.

Value chains should be considered at two levels: 1) the first level is function or activity, and 2) the second one is actors or enterprises. Activities are interrelated and involve actors who can be individuals, organizations or enterprises and they are all part of the process of moving the product from the production stage to the final consumer.

Mr. Sarfo stressed that transporters and traders play a key role in the value chain but are unfortunately the most neglected in the process. Value chains also involve various participants commonly called actors who include: input providers, farmers, producers, processors, distributors and consumers. He further explained that those within the value chain should be regarded as a set of interrelated stakeholders.

He further shared the image below with the participants to explain through an image what value chains are about, while stressing that this was illustrative and many value chains were more complex than this. In reality, in many cases, the input and output chains comprise more than one channel and these channels can also supply more than one final market.

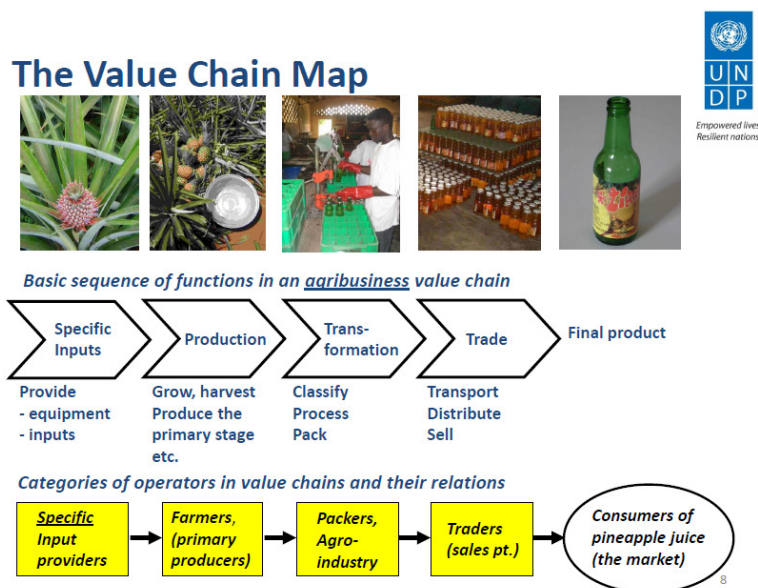


Figure 7 : Value Chain Map

As he continued, Mr. Sarfo also put emphasis on the word agri-“business” noting that agribusiness value chains involved dealing with the business side of agriculture. He went on to say that an efficient value chain necessarily included an efficient supply chain otherwise there is no way to achieve the value addition desired.

Value chain analysis allows diagnosing underlying constraints affecting the performance of the chain of actors along a production line as a whole, assessing stakeholders through their involvement in the product development diagnosis and problem solving. The value chain concept is often times used inadvertently to describe value chain activity, because he said actors often fail to translate theories into bankable results due to lack of analysis. Analysis of the chain is critical given that it is a stage during which constraints, technical, financial capacities, investment opportunities are identified.

Mr. Sarfo further stated that the participatory approach to value chain analysis is crucial from both the government point of view and the commercial perspective and added it was important that participants had a perfect understanding of value chain development in the country or sub-region.

He gave four steps of prioritization processes as part of a project value chain pre-selection analysis:

- Understanding criteria, build on priority
- Weighing criteria
- Identifying a list of potential products
- Ranking products/activities

Mr. Sarfo added that there were so many actors along the chain that it is sometimes difficult to appreciate their relevance within the chain. He gave the example of transporters who are big actors in the onion chain saying that most of them are interested in getting their money no matter how long the journey will last. However, it would be highly relevant and beneficial if they could understand that their cargo was perishable and that they needed to move the product faster and make it available to the market quicker to preserve value for the farmer and the marketer. The chain analysis consists in raising awareness of what are the benefits if the product reaches the market faster.

Mr. Sarfo then used the example of African mango actors, stating that they are eager for starting processing but a proper value chain analysis could lead them to understand it is a bit unrealistic to process given their limited resources and lack of quality supply and adequate varieties for processing.

The third thing about value chain analysis is mapping. Making a good value chain design is pivotal in the chain analysis process. Value chain mapping is structured around five mainstays:

1. The sequence of production and marketing functions performed
2. The value chain operators taking these functions (micro level)
3. Vertical business links between the operators
4. The value chain support service providers (meso level)
5. The value chain policy environment and infrastructure support (macro Level)

Many tools are used in analyzing value chains and to make sure that participants understand the general concept of a value chain, Mr. Sarfo conducted a value chain mapping exercise for the delegates to observe.

A value chain map, he explained, outlines the constructive route to be taken to develop the various components of a potential value chain. Such maps are important in visualizing where development interventions are needed and what goals or targets toward production and sales can be set.

Mr Sarfo pointed out that many actors waste time implementing value chains with narrow scope and never achieve the success they desire for they do not assess the market growth potential adequately. So it is crucial to see what the upgrading opportunities are and what the potential for scalability would be.

He continued by noting that in addition to the already mentioned micro level actors (such as input providers, producers, processors, distributors, consumers), there are other additional entities who play major roles in the value chain even though they do not produce, nor manufacture fertilizers or pesticides. These entities are part of the map and include on the one hand: groups, associations, organizations, providers, NGOs, development partners operating at the second level and also local governments. Providers of utilities/infrastructure, national government and public administration operating at the micro level are also key stakeholders.

Mr. Sarfo also shared with participants some criteria that can be relied on to forge a good map:

1. Make sure the map has a clear message;
2. Avoid overload of information – not more than 2 or 3 channels at a time;
3. Separate micro and meso analyses should be done; and
4. The map has to be understandable to people who have not participated in making it!

Mr. Sarfo also asked the participants to remember that the strength of a value chain lies in its weakest link as the parts and actors along the chain are interrelated.

3.1.3 Value Chain Programme Design

Mr. Sarfo continued as the facilitator of the second session of the value chain programme. He started this session by making the linkage between value chain and sustainable development and shared with participants a value chain approach to agricultural design and implementation which takes into account food security and environmental sustainability, for he said, inclusive value chain approaches should be environmentally friendly and should generating economic growth and opportunity for all members of the chain.

All aspects are interrelated as shown below:

Emerging Models of Value Chain Design and Development



Sustainable value chain designs

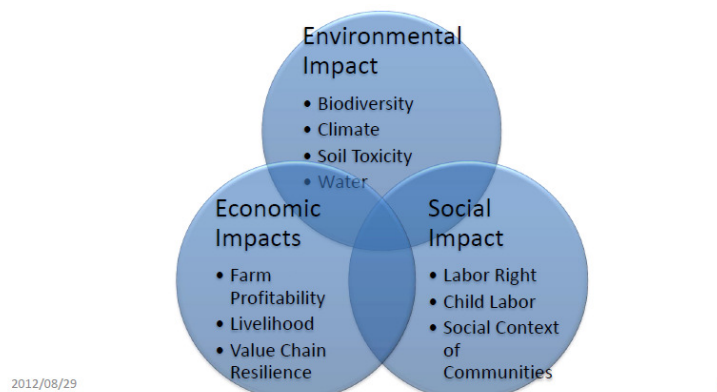


Figure 8 : Emerging models of value chain design and development

Mr. Sarfo added that value chain models may be developed by entrepreneurs, private sector corporates, and public institutions all acting within existing, or new, value chains that may be large or small. They also may be driven by actors from the country where they are being established or by foreign actors, of both developed and developing nations.

He further explained the importance of the upgrading objective or vision in designing successful value chains:

The Upgrading Objective/Vision



Formulating a strategic objective (“vision”)

- Value added of the industry
- = prices obtained and/or volumes sold...
- for the product (specify type, quality, etc.)
- in the ... market (specify segment and product)
- increased by ...\$\$ by ...%
- in the year ... (5 years from now)

By...

- penetrating the ...market
- improving / innovating the product (quality etc.)
- reducing cost (of production and/or marketing)
- expanding capacity (in different stages of the VC)
-

Mr. Sarfo also moved on to address the characteristics of the different value chains and illustrated a number of factors determining the set-up of value chain development. These factors include:

- The key role of lead firms and organisations who drive the value chain and determine how public and private cooperation can be undertaken and facilitate engagement with the public sector;
- The incentives for, and the degree of, value chain integration helps determine external linkages (e.g. forward contracting and regulation) and thus also impacts upon outreach efforts with farmers and the overall level of inclusion within the value chain;
- The Size of the value chain – the number of operators, geographical spread of the participants, often determine the need for location-specific arrangements and collective organization;
- The state of development (e.g. technical, commercial, infrastructure) of the value chain, determines investment needs;
- The size of the market and growth prospects; and
- The job creation opportunities and contracting opportunities available to smallholders which determine the poverty alleviation potential of the value chain.

Mr. Sarfo also provided participants with a number of analytical tools to help them to carry out a thorough value chain analysis exercise. Some of these major tools are:

- Value chain mapping
- Quantification: Numbers of operators
- Quantification of markets: volumes & prices, turnover
- Geographical spread
- Market (market segmentation, demand potential)
- Upgrading opportunities
- Economic analysis (production cost, shares of value added)
- Summary description of VC characteristics

He further noted that these are important factors to consider before designing a value chain. He continued that there was also a need to educate farmers about quality and the importance of producing agricultural goods to the standards of target markets.

The role and level of support being provided by public sector stakeholders (such as extension service provider, funding agency, and policy maker) is also pivotal, he noted, as it helps project promoters to assess where opportunities for public-private collaboration are and/ or to leverage existing or planned public investment.

Before promoting the establishment of a value chain, promoters should understand the reason the economic environment in which the value chain is being proposed, be sure that there is adequate demand for the products targeted, and to be sure, ideally, that there are value creating opportunities through the execution of the value chain development effort.

It is also important, where possible, for value chain promoters to try and establish incentives and to assess the level of value chain integration, as this will help determine the type of linkages that will be necessary within the chain - in terms of number and types of formal partnerships that will have to be established through contracting and regulation.

Mr Sarfo continued by introducing key principles of sustainability in value chain development that should help guide promoters and pave the way for project success. These include the: redundancy, sequencing and sustainability.

- a. **Redundancy:** In some scenarios, the business relationships required to produce and deliver a product efficiently and effectively may occur without significant external intervention. In such a scenario the market is working adequately. In such cases, if a potential value chain programme developer conducts a market assessment and determines that there is not much need for intervention, it is best to leave well enough alone and not to duplicate efforts or embark on what may become a redundant initiative(s);
- b. **Sequencing:** An initiative's design and results framework (i.e. plan of action and goals) will influence the priority of action undertaken in developing the value chain; and
- c. **Sustainability:** Identifying and establishing incentives within the value chain to optimize the benefits of participation is a key aspect of building sustainable value chains. Processes and structures to encourage continuous learning are also a hallmark of a well-developed value chain, and the forging of contractual relationships that provide strong benefit (i.e. win-win) to both parties also helps to sustain value chain structures.

In closing, Mr. Sarfo stated that setting firm implementation timelines is important in value chain design and development. Also having an exit strategy is pivotal, for it takes into consideration the viability of the initiative once external support is removed.

3.1.4 Case Study Analysis – GUNDAA Produce Enterprise in Ghana

Mr. Acquaye introduced the participants to the important concept of “scoping”. Project scoping, according to Mr Acquaye, gives the value chain developer and/ or project promoter the opportunity to look at and assess the project before implementation stage. It involves setting the boundaries in terms of geography, partners and benefits.

Project scoping also helps determine how the project needs to be organized and managed and specifically addresses:

- what the project aims and objectives should be,
- what the risks and possible difficulties are, and
- how the project should be organized and tackled.

Mr. Acquaye highlighted the need to define clear objectives, to identify partners and to define their roles, as well as to determine the project's success factors - not only economic, but important social factors as well.

He further noted that most of the proposals submitted to donors do not have business model for implementation.

Mr. Acquaye continued his discussion by noting that there were existing fallacies that often sabotaged the efforts of value chain developers who did not understand that the premises they were following were inaccurate. An example of one such “wrong agricultural assumptions” was that a key challenge facing African agricultural producers was the lack of a market or poor access to existing markets. He stated that the greater challenges for African producers were rather issues of productivity, production yield, quality, rural infrastructure, irrigation, and adequate extension/ technology transfer - among others.

Mr. Acquaye also introduced the delegates to the backward integration model and aggregators’ model. Under the UNDP AFIM programme, he explained, a business model-focused study had been conducted in 2011 and over 50 CEOs were contacted. The aim of the study was to understand the key successful models that have been used around the continent - and one thing that repeatedly was cited in the report was the need for a strong backward integration model. Too often, it was noted, agro-processors fail because they do not have the volumes of inputs that are needed from small farmers who form the core of their input suppliers. The system of backward integration works well, he noted is where the processors do not directly deal with farmers, but rather engage the assistance of aggregators who in turn deal directly with the suppliers. This was a successful model used by most of the agro-processing firms like Nestle, Kenya’s BIDCO and many West African processing firms.

Another successful model he noted was the “commodity economic zone’ inclusive business model, where varying actors involved in the development and growth of a particular commodities value chain were clustered geographically to leverage economics of scale. What he said was interesting was how it was possible to define certain zones as economic areas for specific commodities. Sub-sector studies he noted can help pinpoint the opportunities for the development of such economic zones. Establishing such zones, he added, is an effective way to attract private sector participation and investment to the target value chain(s).

He further explained that the commodity economic zone helped enhance aggregation and the provision of key services and activities for increased production and productivity.

The diagram below represents an example of a Commodity Economic Zone Business Model.

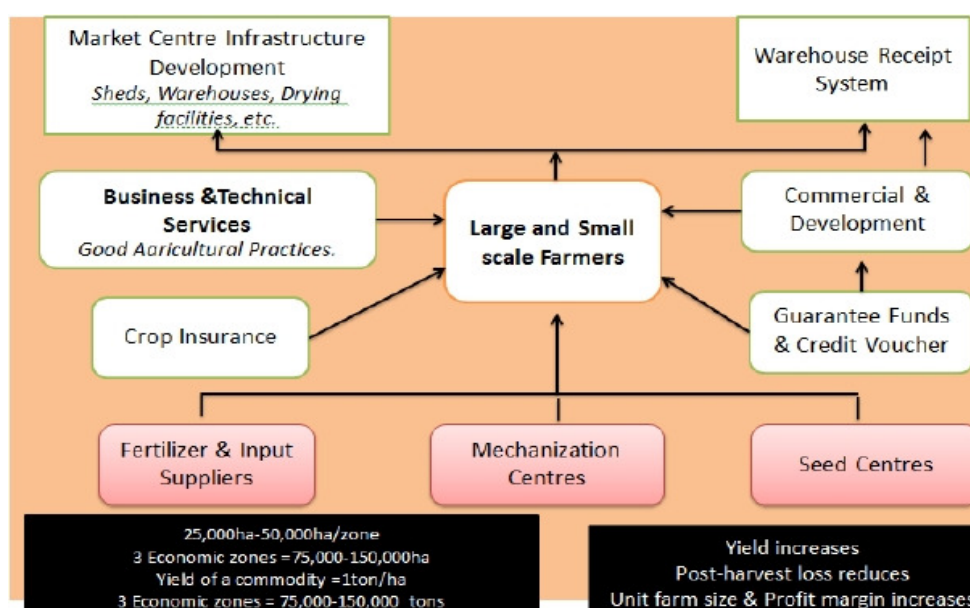


Figure 9 : Commodity Economic Zone Business Model

To illustrate an example of such a “Zone”, Mr. Acquaye took the participants through a case study analysis exercise using the experience of the Premium Foods - Gundaa Produce Enterprise case study. Gundaa Produce Enterprise is an agro dealer based in Ghana that partnered with Premium Foods, a leading food processor in Ghana, because the processor was having difficulties acquiring adequate quantity and quality of produce from area farmers. Through the delivery of extension services, the funding of inputs, the further provision of access to finance, including insurance, and the provision of storage facilities, Gundaa helped significantly expand yields by the small hold farmers that had been supplying Premium and helped significantly strengthen Premium’s value chain.

3.1.5 Open Discussion

After the presentation of the case study, participants asked Mr. Acquaye and Mr. Sarfo questions and added general observations gained from their respective countries. Among the issues raised was that of market distortion caused by external suppliers involved in dumping – which totally undermines the efforts of local producers and which prompts consumers to buy dumped products at the cheaper prices available. The question asked was how this could be resolved in the value chain analysis. The response was that a value chain alone would be incapable of addressing dumping as strong legislation and enforcement would be required to address dumping.

Access to finance was also discussed and received significant attention during the debate. Most of the delegates said that this was a major bottleneck because financial institutions were risk averse and did not want to serve the agricultural sector, especially small scale farmers.

Participants further stated that it was time to enlighten stakeholders about the meaning of “filière” and “value chain”. Most of the time, participants continued, and both words throw people into confusion hence the need for French and English speaking agriculture sector stakeholders to fix the issue and make sure that within West Africa there was a common understanding of the concept.

Some participants noted that many farmers in the region seemed reluctant to make the transition to the use of “Best Agricultural Practices” and preferred to use conventional slash and burn methods, and traditional equipment, both of which hampered their output yields, quality and productivity.

According to one participant, the transport-storage component was not adequately addressed and should have been stressed given the significant post-harvest losses experienced in the region – and indeed, across sub-Saharan Africa because of inadequate storage facilities and poor cold-chain infrastructure.

Almost all the participants recognized the relevance of the value chain approach. However, some cautioned that applied in the context of rural businesses and agricultural sectors in African countries, it may not provide the expected results because of the limited resources available to, and the low levels of education within, the actors involved.

Participants asked the two trainers to also address and develop service-focused value chain models, and acknowledged the importance of integrating customers in the process feedback to help uncover product and service flaws and to develop customer loyalty.

3.1.6 Value Chain Programme Implementation

The third and final value chain development-focused training session was moderated by Mr. Sarfo. His presentation began by asserting that the Value Chain Programme Implementation stage includes: a) strengthening business linkages (communication, awareness-raising) both vertically and horizontally; b) engaging in public-private partnerships, especially in the area of investment attraction and leveraging, and

also c) involves improving the types and levels of support services provided to actors in a value chain. He also noted that implementation involves accessing finance, and explained that this would be discussed in the forthcoming module on inclusive business finance to be presented later in the day.

Mr. Sarfo continued by noting that introducing social and quality standards and working to improve the business environment were also important aspects of successfully implementing value chain programmes.

He also shared with the participants an “investment solutions” diagram:

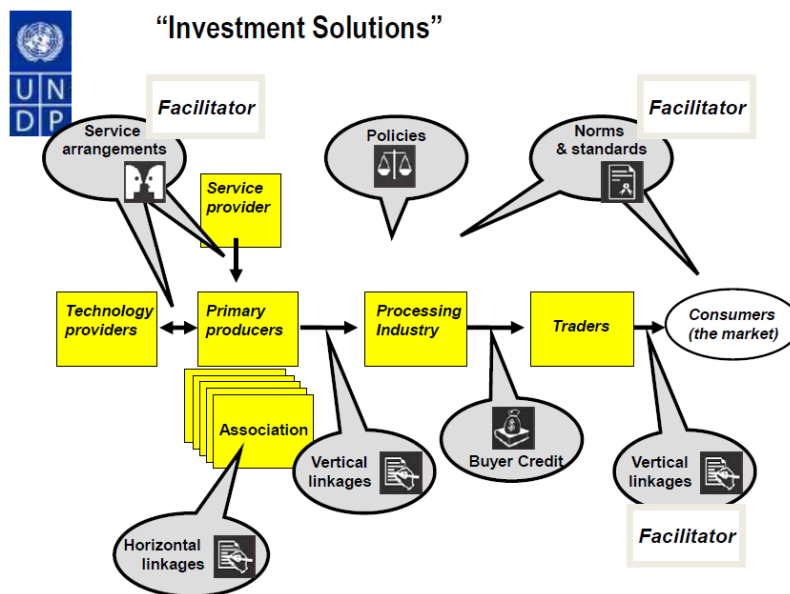


Figure 10 : Value Chain Investment Solutions

Mr. Sarfo reminded the participants that all aspects of the value chain are interrelated and that no matter how resilient or strong the value chain is, the ability to perform is dependent on stakeholders identifying which part of the chain is the weakest, and committing to improve this weakness. He noted that often, external consultants/ advisors/ facilitators were required to adequately address the weaknesses and devise strategies to strengthen the value chain.

Mr. Sarfo also shared with the audience key value chain investment opportunities derived from value chain development - infrastructure (roads, storage facilities, irrigation), farmer-based organization development, business services (extension, finance, transport, input supply) – that are related to increasing yield and throughput improvement and the process of efficiently getting produces from producers to processors and/or to markets.

In the area of productivity improvement, he noted that the opportunities lie in input supply with investment in areas such as seed development, fertilizer production and distribution, and also in the provision of public technical research and extension services, private advisory services and market information services.

Another strategic area included product grading and trade and training farmers to produce products that adhere to market standards and grades.

Mr. Sarfo also explained to the participants that “backward” integration in vertical value chains involved companies (producers and marketing companies) with access to markets, investing in producers to ensure that they have adequate and continuous quality of inputs for their production demands. A tyre producer supporting a rubber plantation, or chocolate producer supporting a cocoa farming community are examples

of backward linkage focused value chains. At the other extreme a large producer of inputs might want to have marketing operation in a key market and as such want to develop a forward “integrated” value chain. An oil palm company investing in packaging, distribution and transportation or a coffee or tea producing cooperative investing in a marketing company to promote sales among retail shops is an example of the development of forward linkages.

Mr. Sarfo also discussed the fact that in the research that UNDP AFIM conducted, more than half the CEOs admitted that having access to finance was not their biggest challenge but rather sourcing, and quality and quantity of supply were most bothersome. Until these issues are solved, they concluded that it will be very difficult to solve the challenges that must be addressed to improve agro-processing issue in Africa. The continent he said actually offered suppliers a huge market, but in terms of food self-sufficiency would be unable to meet the demands of the market unless there was significant productivity enhancement and adequate raw material yield improvement.

He also emphasized the need to organize producers to achieve balanced business linkages through the provision of support to farmer organizations and the involvement of public extension services to help improve the competitiveness of smallholders.

He concluded with the suggestion that it was also important that among cooperating small hold farmers’ ownership of land (i.e. tenure) be encouraged and trust among participating farmers be developed - so that greater collective action and bargaining power could be developed and wielded by cooperatives and/ or various types of aggregations of small producers.

3.1.7 Case Study Analysis – ASNAPP in Zambia

Following Mr. Sarfo’s presentation of the major value chain implementation fundamentals, Mr. Acquaye again engaged in a case study analysis with the participants. The case presented in this instance involved an ASNAPP agriculture-focused model developed in Zambia that involved Sun International Hotel in Zambia. The Hotel which was a subsidiary of a South African chain was struggling to get adequate supplies of fresh vegetables and fruit and agreed with ASNAPP that it would buy locally produced product if the produce could be sold to certain quality standards and in acceptable quantity. The Hotel resort managers indicated that they were currently investigating various sources of supply of produce since they had to import most of their requirements from South Africa.

ASNAPP undertook to facilitate a linkage between a group of “disabled” smallholders as suppliers and the Hotel as the buyer/ market. ASNAPP agreed to provide technical support to the farmers and also engaged a development partner, the U.S. Agency for International Development, who agreed to provide money for a market access assessment to capture data and help the producers to make evidence-based assumptions.

The major constraints to production that were identified were the problems of seasonality of production and the inconsistent quality. Furthermore, the quantity of production was small and there was little incentive for the Hotel to continue partnership. So ASNAPP stepped in to make a proposal and designed a business model that would seek to strengthen the capacity of the producers. USAID was successfully petitioned to make initial funding available to ASNAPP, who in turn provided technical support and delivered an intensive production enhancement programme to the fourteen smallholders initially involved in the programme. Each producer grew crops on a 1-hectare plot and earned initial income of less than US\$ 6,600 annually.

A low cost greenhouse was established around the hotel to allow the disabled producers to work in a controlled environment and a lead farmer was selected. Sun International Hotel decided to put US\$ 30,000.00 into the project as a revolving fund to support the farmers input needs.

After the first year, the farmers realized that the project started to be attractive and they redoubled their efforts alongside ASNAPP - who continued to provide them with technical support. Additionally, the lead farmer recognized market opportunities beyond Sun International Hotel, and this led to a change in the project from year 1 to year 2.

Subsequently, the number of farmers grew from fourteen to thirty in year 2 and the vegetable lines increased from nine to twenty. The farmers also increased the area of production from 1 to 2.5 hectares and their income increased to US\$ 49,000 thanks to quality and quantity enhancement, an increase in productivity and yield, and improved standard compliance.

Between years 3 and 5, another change occurred. ASNAPP no longer dealt with the smallholders, but continued to focus on building the capacity of the lead farmers - who in turn provided extension to the other smallholders. After year 1, the lead farmers continued supplying to Sun International Hotel but expanded their markets to other hotels in years 3 to 5.

Supermarkets and retail shop owners also started buying from the lead farmers. The number of farmers jumped from 14 (year 1), 30 (year 2) to 341 farmers by year 3. The number of vegetable lines also moved from 9 (year 1), 20 (year 2) to 50 between year 3 and 5. The acreage increased likewise from 1 hectare (year 1), 2.5 hectares, to 4.3 hectares between year 3 and year 5. The incomes soared from US\$ 6,600 (year 1), US\$ 49,000 (year 2) to US\$ 2 million at the end of 2011.

Another innovation that occurred over the life of the project was a shift of the use of the original \$30,000 revolving fund established by the Hotel from use for inputs for the small holder (lead farmers began supplying these financial needs) to the use of the fund to finance required infrastructure in support of the addition of new farmers and increased hectares under management to support the project's growth.

To conclude, Mr. Acquaye asked the participants to list the number of value chain aspects dealt with over the two day-training that they could spot in the ASNAPP case study. Participants were asked to revisit the success factors they had learned, including: partnership development, business model development, public sector involvement, technical support facility provision, monitoring and control system provision, identification and support of value chain champions, technical services provision to small holders, donor involvement - and were shown that all of the aspects studied at micro, meso and macro levels were actually included in this case study and the business model employed by ASNAPP in Zambia.

In summary, Mr. Acquaye presented the ASNAPP experience as an example of good practice in Africa and of a public, private and development partner collaboration that lead to social benefit, economic benefit, community development and the creation of a sustainable value chain. The design of a strong business model allowed the stakeholders to scale up the initiative, expand it and to mobilize internal and external capital to support its growth – to the benefit of the value chain participants, the suppliers to the value chain and the off take partners who received greater volumes of high quality produce.

3.1.8 Introduction to Inclusive Business Finance

Mr. Sudarkasa, Consultant, UNDP AFIM, presented the final modules of the training seminar and spoke on the subject of “Inclusive Business Finance”.

The content of his presentation was drawn from the recently published UNDP AFIM “Inclusive Business Finance Field Guide 2012: A Handbook on Mobilizing Finance and Investment for MSMEs in Africa” and this publication, which was distributed to the participants, served as the principal training resource for his interventions.

He explained that an inclusive financial system is one that services all clients—not just the relatively well-off. Inclusion in the context of finance is about delivering financial services at affordable costs to sections of disadvantaged and low income segments of society. The concept of “financial inclusion” as a way to look at a financial system has become increasingly widespread after first being articulated in 2005 at the end of the UN’s International Year of Microcredit.

Inclusive Business Finance thus refers to funding, and other forms of capital that support the creation, growth, and sustainability of entrepreneurs and small holders, and micro, small and medium sized enterprises, who often have previously been excluded from the financial markets.

The definition of inclusive business finance also goes beyond exclusively referring to the funding activities of regulated and non-regulated, and formal and informal financial services providers, but also includes the provision of a variety of financial resources (guarantees, loans, equity, leasing) by corporations to small holders and MSMEs as distributors and suppliers within their value chains.

He shared with participants a number of types of inclusive finances concepts. These included *Rural Finance* - which comprises the full range of financial services including loans, savings, insurance, payment and money transfer services - needed, offered, or used in rural areas by households and enterprises. The second example of inclusive finance he discussed was *Agricultural Finance* - which refers to financial services ranging from short-, medium- and long-term loans, to leasing, to crop and livestock insurance, and covers the entire agricultural value chain - input supply, production and distribution, wholesaling, processing and marketing.

Value Chain Finance was the third example of inclusive finance given and he explained that this refers to the flow of financing within a subsector, and among value chain actors, for the purpose of producing items and getting the target product(s) to market. As defined, it requires a relationship and exchange among value chain actors. This is in contrast to financing to a single value chain actor, where access to financial services by one actor is independent of other value chain actors.

Impact *Investors* as another key inclusive business finance provider was introduced and “Impact Investment” was explained as one which involves the development of an investment strategy whereby an investor proactively seeks to place capital in businesses that can generate financial returns, and also in the process achieve an intentional social and/or environmental goal. Impact investment capital may come in a range of forms including equity, debt, working capital lines of credit, and loan guarantees.

An additional form of inclusive business finance that he discussed was “Innovative Finance” which includes, but is not limited to:

- the development of “mobile money” using less expensive cell phone technology to facilitate money transfer and lending;
- the development of “mobile banking” through the development of internet connected mobile branches/ trucks that regularly visit rural communities to bring branch banking.

He went on to provide some examples of innovative finance, including:

- the use of retail and/or post office outlets as funding disbursement (teller) points to allow for deeper penetration of banking services into poor communities at less cost to banks than traditional bricks and mortar branch establishment;
- the development of challenge funds to provide catalytic support in targeted communities; and
- the use of shared risk facilities (to reduce risk/ perceptions of risk and increase return on investment)

He then ended Biodiversity Friendly Finance which he described as funding that seeks to achieve the twin goals of furthering the development and growth of MSMEs while also promoting environmentally sustainable economic growth.

3.1.9 Identifying Inclusive Business Finance

Mr. Sudarkasa continued on as the presenter of the second module of the training on Inclusive Business Finance. He shared with trainees CGAP (Consultative Group to Assist the Poor) Methodology to explain the importance of stakeholders having the capacity to identify inclusive business finance providers in their community, countries and region and to have the ability to categorize the type of financial instruments, products and services that these institutions provided which were important to a specific target group(s) in a specific area, country or region.

He further explained that three types of clients of financial services can be identified in low income communities with each having their own specific needs:

- 1) Individuals and families who need savings and consumer and housing loans, as well as access to money transfer services and insurance;
- 2) On-farm production enterprises that need production and asset loans, as well as business services such as leasing; and
- 3) Off-farm enterprises in rural or urban areas who need working capital and asset loans, as well as business services such as leasing.

In scoping the Inclusive Business Finance environment in a given geography, the key activity to undertake while doing a micro level demand assessment was to evaluate the strength of existing financial service providers and to assess how well they meet (or could meet) demand vis-à-vis inclusive market development.

Mr. Sudarkasa urged participants to make sure they have evaluated the following aspects of Financial Service Providers at this stage: the portfolio diversification, poverty outreach and potential for expansion as well.

At the next, “Meso Level” assessment stage the focus was put on the identification and evaluation of the main actors and activities that supported the infrastructure of the financial system - while the goal at the “Macro Level” assessment was to identify all relevant contextual, policy and regulatory issues likely to affect the expansion of an inclusive finance sector.

He further noted that there were a number of issues to be taken into account during the inclusive business finance identification process during the Macro Level Assessment. He cited the enabling policy environment and underscored the importance of preventing systemic risk in the financial system. He further gave a number of factors to consider preventing such risk.

These include the development of a national microfinance or rural finance policy or strategy, deregulation of interest and exchange rates, establishment of a legal system that protects property and land-use rights and that ensures due legal process among others.

Equally important, he said, was the development of prudent regulation and supervision for there can be no sustainable rural development without properly regulated local financial institutions that mobilize deposits and attract private capital.

Securing government partners’ support is the third and final issue. Mr. Sudarkasa underscored the importance of defining the role of governments and central banks in the context of inclusive business

finance as their policies and regulations played a critical role in enabling the expansion, development and growth of the inclusive finance industry in each country.

3.1.10 Mobilizing Inclusive Business Finance

The final module presented by **Mr. Sudarkasa** involved providing the participants with a list of selected development partners that funding and otherwise supported inclusive business finance and inclusive business development programmes: the list includes the following entities ADA, Austria, AFD Group, France, African Development Bank, BMZ, Germany, CIDA, Canada, DANIDA, Denmark, DFID, UK, European Union, Ministry of Foreign Affairs, Finland, World Bank's IFC, JICA, Japan Ministry of Foreign Affairs, Netherlands, SDC, Switzerland SIDA, Sweden, UNDP, USAID, United States, Southern Development Partners, China (FOCAC) , Korea-Africa Forum, India-Africa Forum, Turkey Africa Cooperation, Brazil, Cuba, Malaysia, Saudi Arabia, Singapore, Thailand, UAE, Venezuela, IBSA, Africa – South America Partnership, New Asia – African Partnership, Afro-Arab Cooperation.

Mr. Sudarkasa also explained to the participants that to successfully map and access the inclusive business finance landscape, five steps are required:

- 1) Mapping the Local Financial Market Sector
- 2) Mapping the Development Partner Sector
- 3) Mapping the Inclusive Business Sector
- 4) Engaging the Inclusive Finance Sector
- 5) Forging Sustainable Partnerships with the Private sector

The third component of the presentation focused on how to establish effective development – private sector partnerships. As a guide of proven practice, he shared with the participants a UN report entitled “Catalysing Transformational Partnerships between the United Nations and Business” and went through the ten steps required to forge public-private sector partnerships.

Three key “phases” of action were outlined: a) Exploration, b) Design and Negotiation, and c) Implementation.

- 1) Phase 1- Exploration, involves:
 - Step 1 involves firstly identifying suitable partners and is one of the most crucial aspects of partnership development and sustainability,
 - Step 2 entails establishing broad based buy-in for the project;
- 2) Phase 2 - Design and Negotiation, involves:
 - Step 3 developing a governance structure for the relationship;
 - Step 4 developing an impact focused monitoring and evaluation framework;
 - Step 5 undertaking a forecasting exercise to determine future partnership resource needs and project conditions;
 - Step 6 sustainable financial planning and impact projection;
 - Step 7 scaling up the partnership.
- 3) Phase 3 – Implementation, involves:
 - Step 8 initiating a partnership with a pilot;
 - Step 9 establishing regular assessment mechanisms; and
 - Step 10 developing a knowledge management process.

2.1.11 Open Discussion

Participants hailed the relevance of the three Inclusive Business Finance modules and once again underscored the need for enhanced access to finance for value chain actors. The second concern they raised was related to the need for increased investment in infrastructure (roads, railways, etc) to allow for more cost effective market access for African products. Participants also acknowledged that infrastructure development can help drastically reduce harvest and post-harvest losses.

Participants also stressed the need to expand and improve rural lending strategies to support agro-industries and they urged banks to be less risk adverse and to engage themselves alongside value chain actors. They continued by explaining the need for low-interest loans to enable farmers to comply with good agricultural practices and to acquire needed inputs such as fertilizer and high quality seeds.

3.1.12 Enhanced Integrated Framework (EIF)

At the end of the open discussion which concluded presentation of the modules on Inclusive Business Finance, **Mr. Alain Pierre Bernard, Regional Trade Policy Advisor from UNDP Regional Service Centre Dakar** made an unscheduled intervention on the Enhanced Integrated Framework, which he explained offered a window of finance that was open to most of the countries represented by the participants and could be mobilized in support of agribusiness development in the member states of West Africa.

He started by saying that the concept of the Enhanced Integrated Framework initiative was launched in 1997 by six agencies including the International Trade Center, the International Monetary Fund, The United Nations Conference on Trade and Development, the United Nations Development Program, the World Bank and the World Trade Organization. EIF's goals include: 1) helping LDCs to mainstream trade into their national development strategies, 2) setting up the structures needed to coordinate the delivery of Trade-related Technical Assistance (TRTA), and 3) building capacity to trade, which also encompasses addressing critical supply-side constraints.

Mr Bernard then explained that EIF supports countries undertaking a Diagnostic Trade Integration Study (DTIS) which he said aims at identifying the constraints that prevent specific LDCs from integrating into global trade and integrating trade issues into national strategies and plans. The EIF Trust Fund (which includes several donors) is thus comprised of two funding tiers that operate as follows:

1) Tier 1

- Pre-DTIS, DTIS and arrangements to establish the National Implementation Unit (NIU) for the EIF
- Pre-DTIS funds – up to US\$ 50.000
- DTIS + Action matrix for list of priority reforms – up to US\$ 400.000
- DTIS Update – up to US\$ 200.000
- Implementation phase support to national implementation arrangements - \$300.000 USD/ per year for 3 years (up to 5 years)

2) Tier 2

- This level of support is for priority small-scale projects to build up trade-related and supply-side capacities
- Entails US\$ 1.5 to US\$ 3 million (possibly more based on EIF Board approval)
- The bulk of the funding to implement the Action Matrix and national trade and competitiveness policies and action plans should be sought from bilateral donor support and other sources at country level

4.0 AGRIBUSINESS LEADERS AND CEOs BREAKFAST

The third component of the West Africa Sub-Regional AFIM Week was the networking breakfast session held on Friday August 31, 2012. In his capacity as Programme Manager AFIM, Mr. Tomas Sales opened the Agribusiness Leaders and CEOs Breakfast programme and welcomed the guests to the event. He further noted that the occasion provided UNDP AFIM with an opportunity to recall and underscore the relevance of collaboration between the public sector and the private sector.

The morning dialogue was presented as a crucial stakeholder engagement initiative launched by UNDP AFIM to allow participants and development partners attending the WASR AFIM Week to gain a clear understanding of the investment, technical and other needs of leading private sector actors in the food and agricultural sector.

Mr. Sales closed by saying that an additional purpose of the event was to give private sector colleagues an opportunity to outline their plans and to discuss areas of collaboration with AFIM that could be established. The breakfast also aimed at supporting the West African value chain stakeholders' efforts to develop their respective agro-food value chains in the West Africa region by providing a networking platform.

In total, the event brought together representatives from the private sector, project promoters, the public sector, technical and financial partners, and UNDP-country officers among others.

Agribusiness Leaders and CEOs Breakfast, Friday, Aug 31, 2012	
Theme: Inclusive Market Development in the Agro-Food Sector - Furthering AFIM UNDP-Private Sector partnerships	
TIME	ACTIVITY
09:00 – 09:30	Registration
09:30 – 09:40	Welcoming Statement – Tomas Sales, Program Manager AFIM UNDP Director
09:40 – 10:10	Breakfast is served
10:10 – 10:20	Brief Overview of the African Facility for Inclusive Markets (AFIM) – Tomas Sales, AFIM
10:20 – 10:40	Private Sector: Speeches from Moussa Seck, President PanACC Senegal and Germaine Diène, ECOBANK representative
10:40 – 11:00	Remarks from the audience
11:00 – 13:30	Country office programmes focus
13:30 – 14:00	Networking

4.1 Introductory and Opening Remarks

Mr. Tomas Sales, Programme Manager, AFIM opened the CEO Breakfast programme and welcomed the guests to event. He noted that the breakfast meeting was the culmination of a week's set of activities that began with the project facilitation platform during which delegates discussed four regional value chain projects and sought to forge partnerships. The second component of the week focused on the provision of training to project promoters and economic development practitioners on how to analyze, design, implement and fund value chains. He then continued his presentation with a brief overview of Inclusive Market Development and concluded with an overview of the aims and areas of activity of the UNDP AFIM programme.

4.2 Role of Private Sector

Mr. Moussa Seck, Chair, PanACC was the first speaker representing the private sector. He began his remarks by stressing the central role of agriculture in West Africa's economic growth. The private sector, through the charge given by the speaker, gave the participants the assurance that it would actively take part in the development of regional agricultural value chains and focus on developing partnerships and investment projects with the public sector to boost the agriculture sector in West Africa.

He continued further by stating that the private sector will also work to strengthen the competitiveness of farmers and to support the development of small and medium firms involved with production to distribution through the adoption of inclusive business models. He further noted that the private sector is also committed to promoting equitable and sustainable partnerships between small farmers and private investors to create value chains that are pro-poor and at the same time efficient and productive.

The second private sector speaker who addressed the participants was **Ms. Germaine Diène, Senior Manager, ECOBANK**. Ms. Diene thanked the organizers for the opportunity to address the participants and explained that she was particularly pleased to have this opportunity because her Bank had recently formed a partnership with USAID to extend lending activity to agriculture sector actors in Ghana and she was hopeful that this programme could extend to the entire region and help support value chain growth more broadly region-wide. She also was pleased to represent business women involved in agriculture and reminded the participants of the key role that women agriculturalists play in the development of the sector and felt that particular emphasis should be given to supporting the participation of women in value chain development and growth in the region.

5.0 COUNTRY OFFICE CLINICS

Following the Breakfast, a meeting with Country Representatives from the UNDP missions was presided over by **Mr. Sales and Mr. Nagler**. The focus of the meeting was to afford the representatives with an opportunity to share with UNDP AFIM an overview of the core IMD activities of their respective missions and to afford them an opportunity to share what they actually expect from AFIM as a support institution as well as what they think should be done in regard to post-AFIM Week follow-up.

5.1 Country Office Programmes Focus

5.1.1 UNDP Ghana

UNDP Ghana works in the area of inclusive growth specially in promoting local economic development as part of Ghana's open initiative. Policies for local economic development that are promulgated through assistance from UNDP Ghana help make sure that enterprises in Ghana and the local labour receive support needed for growth. The speaker acknowledged that value chain analysis development is a key element of the local economic development initiative. He added that UNDP Ghana stood ready to help other value chains to develop (beyond those presented during the PFP) and does not only focus on onion with ASNAPP and expects a lot from AFIM including its expertise and technical support.

5.1.2 UNDP Niger

The representative of UNDP Niger noted that a great portion of the Niger population is food insecure and the country experiences low agricultural productivity. As part of efforts to reverse the trend, the MDGs Acceleration Framework (MAF) has been initiated and integrated into a broader initiative called 3N: Nigériens Nourish Nigériens, a presidential initiative which aims to provide structural solutions to food

security issues. The WASR AFIM Week was highly relevant in the sense that it strengthened the idea that value chain development (particularly onion) could help curb the current food situation in the country. The second comment shared was that an Enhanced Integrated Framework was being utilized in Niger with UNDP support and as part of Tier 1 and Tier 2 funding, UNDP-Niger had established a leather and skin value chain development programme. The Niger CO also supports a government driven platform to develop PPPs. It collaborates with the UNDP Regional Service Centre and has initiated a project in partnership with French telecommunication giant ORANGE to promote youth employment.

5.1.3 UNDP Nigeria

The UNDP country-office representative from Nigeria underscored the need for building communities' capacity and advocated for further service offerings from AFIM to help stimulating private sector, harness value chain approach and ponder over how to apply it. She also noted that UNDP-Nigeria aims at strengthening public-sector capacity regarding inclusive market development and policy and planning for private-sector development in Nigeria.

She expressed a need for access to increased resources to support Small and Medium-scale Enterprises (SMEs), to help them develop and/or expand their linkages in the agriculture and agro-industry - to meet growing domestic, regional and international market demand.

She sought AFIM support to extend the national program and to provide more incentives to further engagement with the private sector including finance for various agricultural value chains in the country.

5.1.4 UNDP Gambia

The UNDP-Gambia CO representative explained that in Gambia there was a focus on supporting export access to European markets and that the UNDP office there was strongly involved in value chain development activities that are carried out in line with government's efforts to support the national development objectives. Currently UNDP-Gambia is carrying out analysis on many sectors and sub-sectors particularly in agriculture. The institution is also involved in a micro-enterprise cashew production and processing initiative.

One of the major outputs is to support value addition in chains and to help reducing poverty through the engagement of the private sector. UNDP thus supports the strengthening of sector planning capacity and the formulation of key policies relating to issues of employment, enterprise development and youth employment. The CO also supports government in the preparation of its National Poverty Reduction Strategy Paper (PRSP II). The UNDP-country Gambia representative also noted that the country had benefitted from the Enhanced Integrated Framework and said that his country has completed Tier 1 and has started Tier 2 of the EIF.

5.1.5 UNDP DRC

The representative of UNDP-DRC noted that the CO has been involved with helping the government to implement the Enhanced Integrated Framework since 2008. One of the priorities is to identify priority actions to be carried out in a number of agricultural chains. The CO will equally support the Enhanced Integrated Framework to establish a minimal platform based on the DTIS matrix for the compilation of statistics relating to foreign trade. AFIM helped expand the strategic focus on the private sector and significantly contributed to developing job-generating activities; the UNDP country office is also strongly involved in the resolution of the on-going socio-economic and political crisis in the country. Also according to the UNDP-DRC representative, it seems that the mining sector received more attention from the public authorities than agriculture.

A greater focus also needs to be put on the need to enhance access to microfinance, build infrastructure at national levels and to secure funds to finance small equipment and establish a national network on social corporate responsibility. The DR Congo CO expects technical support from AFIM to identify smallholder needs and develop income generating activities.

5.1.6 UNDP Senegal

The representative from the UNDP CO in Senegal noted that the future interventions of UNDP-Senegal would be focused on four areas:

- Joint Programme as part of UNDAF programme led by the Secretariat of the Accelerated Growth Programme and involving UNIDO, ILO, WFP, and the FAO. UNDP Senegal is at the design stage of this program - which gives priority to micro-enterprises in urban and rural areas.
- There is also a green employment component which is still at the design stage. This component is managed by the Ministry of Environment
- The promotion of youth employment in agriculture and mainly in rural areas is also a priority.
- The development of value chains in rural areas.

Senegal's CO representative also stressed the need to support the national ground nut value chain. As far as onion is concerned, the main concerns remain drying, storage and packaging. UNDP-Senegal is also involved in the social corporate responsibility sector particularly in the mining sector as well as in a regional project aimed at securing marine protected areas as part of environmental activities.

Regarding green employment generation, UNDP-Senegal is seeking AFIM support in terms of a programme design and approach to be used.

5.1.7 UNDP-Liberia

UNDP-Liberia noted the relevance of the roundtable discussion and session and acknowledged that it was a bit difficult to implement initiatives in a post-war and conflict-prone country. One of the UNDP CO's strategies is to support the improvement of institutions and to rebuild the country's capacity that was lost during decades of civil conflict. This is being done through efforts to strengthen the policies and laws and institutions that promote improved macro-economic management.

UNDP-Liberia is also strongly involved in capacity-building activities and is committed alongside the government to implement a 10-year National Capacity Development Strategy which has three components.

- Developing human resources
- Strengthening and making institutions functional
- Establishing a societal and enabling environment

The Liberian government has a long-term national vision between 2013 and 2030 to make Liberia a middle income country and is exclusively and fully supported in this process by the UNDP country office.

It was also noted that the CO also seeks to leverage public-private partnerships that can provide a strong focus on inclusive growth. Currently the country is implementing an agenda for transformation as part of PRSP II and is seeking to make of the private sector an engine of growth.

Lastly, the need for additional resources was raised as one of the major constraints facing the Liberian Country Office.

5.1.8 UNDP Cameroon

The representative from the UNDP-Cameroon CO noted that the mission supports the government in its program of accelerated growth and employment. A key goal is to have the private sector play a central role in the process of spurring economic development in the country.

The first contacts were initiated with the PS for the development of inclusive markets. Gabonese Employers are engaged in this initiative. It is planned to work with the palm oil sector in collaboration with Cameroon Agro-Development Corporation one of the country's largest agribusiness companies. In terms of establishing an inclusive market, 25,000 smallholders have been targeted for the first step.

The Cameroon country office expressed needs for technical support from AFIM to continue efforts to build partnerships with the private sector.

5.1.9 UNDP Guinea Bissau

The representative of the Guinea-Bissau country office stated that over the last 3 years, the focus of the mission has been on capacity building and economic growth. The UNDP country office has been able to implement 8 information management systems in collaboration with the national economy ministry.

With the on-going adverse political situation in the country, most development partners of Guinea Bissau have suspended their aid. The World Bank and the AfDB suspended development operations in Guinea-Bissau after the coup in April 2012. The AfDB put on hold the disbursement of some €6,000,000 for the final phase of the rural agriculture rehabilitation project (PRESAR), which supports improvement in the production of rice vegetables and livestock to promote economic growth and improve livelihoods of rural populations.

In terms of AFIM support, the CO seeks assistance to help Guinea-Bissau to implement the 2012-2017 Poverty Reduction Strategy. However, one of the main activities of the country office now is to help the country to restore constitutional order and to continue to support it to bring the political crisis to an end.

5.1.10 UNDP Benin

The UNDP CO Representative from Benin noted that in regard to poverty reduction efforts in the country, a program of agricultural entrepreneurship in rural areas have been implemented, which particularly targets young people. It is a national project implemented by UNDP. Eight billion francs have already been mobilized with the support of financial partners and the project has started.

UNDP Benin is also involved in the implementation of a project aimed at speeding up rural growth. The SONGHAI project, which is part of a program implemented to promote entrepreneurship in agriculture for the socio-economic transformation of rural areas, is one of the flagship initiatives and is a successful model. The country office intend to also get involved in supporting a variety value chains such as pineapples, fruit and vegetables and to support those discussed during AFIM week.

UNDP and the Government of Benin have also implemented a project Promotion Business Center in 2012, which aims to train and mentor young entrepreneurs, especially in rural areas to enable them to contribute to job creation and income generation within their communities.

5.1.11 UNDP Mali

The representative of the Mali Country Office mentioned that their current activities revolve around institutional support, improvement of the business climate and capacity building. The country office also supports the government in the implementation of the Enhanced Integrated Framework which is part of development projects. The private sector is highly affected by the political crisis in the country, particularly in specific areas such as tourism and the GDP growth rate for 2012 is expected to drop from 6.5 to 4.3%.

The CO representative requested AFIM support to help boost value chain development and to facilitate public-private partnerships. The mango value chain initiative was cited as a very useful potential first initiative as Mali has great potential in the mango production area.

5.1.12 UNDP Burkina Faso

The UNDP CO delegate from Burkina Faso articulated his intervention around three axes: 1) what UNDP is doing, 2) value addition and 3) his expectations from AFIM. He started by urging colleagues to visit UNDP-Burkina's website to see what the mission is currently involved with. In terms of value addition, he noted that the country office is supported by AFIM and involved in value chain capacity development as well as value chain design. This he would like to see continued and expanded.

5.1.13 UNDP Ivory Coast

The representative of UNDP's CO in Cote d'Ivoire noted that the mission is particularly involved in enhancing institutional governance in Ivory-Coast. The country has developed its national development plan which runs from 2012 to 2015 and has arrived at the HIPC completion point. He further noted that UNDP national office also substantially contributes to capacity building in terms of governance, and government economic strategy development and implementation. He further noted that the country's private sector is also strongly involved in these processes within the framework of national strategic policy development initiatives.

The CO representative emphasized that there was a need to establish consultation frameworks for value chain development. He added that UNDP has also initiated three studies on opportunities for green employment in Ivory-Coast in the field of reforestation, renewable energy and the management and treatment of waste.

He closed by saying that he and his colleagues were relying on AFIM to help them engage with the private sector to get further involved in value chain development processes in Ivory Coast for there was a lack of expertise in the country in this regard.

5.1.14 Open Discussion

As the CO Clinic was concluding, all of the UNDP -Country Office representatives shared their agreement on the need to work to expand knowledge in their respective countries about the benefits and key techniques involved in forging greater numbers of public-private partnerships.

They also acknowledged the potential importance of public-private partnerships (PPPs) to help achieve the socio-economic development goals of the sub-region.

The UNDP-CO Senegal officer noted that he was particularly interested in Benin's farm extension policy and said he was keen to collaborate with his Beninese counterpart to see what could be done to replicate the programme in Senegal.

The UNDP-DRC CO representative also expressed his willingness to harness Senegal's expertise in tackling social corporate responsibility in the mining sector. Overall, job creation methodologies were raised by many as a key issue and one of the issues most widely discussed.

Also, concern was raised about the inadequate inclusion in the Week's deliberations on the subject of youth employment as most of the countries taking part in the AFIM week experienced high unemployment rate – particularly among their populations of youth.

5.1.15 Closing remarks

Mr. Tomas Sales, Program Manager, UNDP AFIM closed the WASR AFIM week deliberations by noting that the participants had had a number of fruitful exchanges during the week - and he reassured the participants that AFIM was there to support their efforts and was actively working to help to provide support and to create an environment conducive to a more effective implementation of CO programmes and projects relating to value chain development, trade, job creation, and environment sustainability.

APPENDIX 1: List of attendees

	NAME	TITLE	INSTITUTION
UNDP - AFIM TEAM			
1	Tomas Sales	AFIM Manager	UNDP AFIM
2	Juergen Nagler	AFIM Project Specialist	UNDP AFIM
3	Tiina Turunen	AFIM Programme Analyst	UNDP AFIM
4	Michael Sudarkasa	PFP Consultant	UNDP AFIM
5	Dan Acquaye	Project consultant	UNDP AFIM
6	Nompumelelo Simelane	AFIM Programme Practice Associate	UNDP AFIM
7	Pascale Bonzom	Programme Coordinator	UNDP Tajikistan
8	Abraham Sarfo	VC Training	AFIM Value Chain Trainer Consultant
9	Marilena Yurmani	Logistics	AFIM Logistics Consultant (SENEGAL)
10	Joseph EmileNdaw	Rapporteur and translation	AFIM Report Writer Consultant (SENEGAL)
ECOWAS - PARTNERS and MEMBERS			
11	Eric Gbian Tabe	Secretary General	ECOWAS - Ten Benin
12	Christophe Koreki	Secretary General - PALMCI SIFCA	ECOWAS Cote d'Ivoire
13	Ladio Kone	Senior Value Chain Expert	ECOWAS - Ten Côte d'Ivoire
14	Davies Korboe	CEO/Chairperson	FMSL Ghana
15	Edward Collins Boateng	Consultant	ECOWAS - NEPAD Business Group
16	Mohammed Sidibe	Coordonnateur National	Ministre de l'industrie, des investissements et du commerce Mali / ECOWAS Ten Mali
17	Diallo Oumou Sissoko	Directrice MAM Cocktail	Mam Cocktail & ECOWAS - Mali
18	Wale Fasanya	Director, Strategic Planning	Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)
19	Magatte Ndoye		ECOWAS - Ten (SENEGAL)
20	Sarr Mamadou	Coordonnateur, Chef de Programme	CIR / EIF d'Assistance Technique Liée au Commerce, Ministère du Commerce, de l'Industrie et de l'Artisanat / Sénégal
21	Ansoumane Berete	Chef de l'Unité Nationale de Mise en Oeuvre du CIR	Ministère du Commerce, Guinea
22	Cherno Jallow	CEO FEWACCI	Federation of West Africa Chambers of Commerce and Industry - Nigeria
23	Alfred Braimah	Director - Private Sector	ECOWAS
24	Philippe Tokpanou	Senior Adviser Business & Trade Development	Regional Technical Adviser ITC PACT II-ECOWAS
25	Daouda Kone	Consultant ECOWAS-TEN/EAP	ECOWAS Ten
26	David Ivanovic	Consultant ECOWAS-TEN/EAP	ECOWAS Ten
27	Pascal Nembelissini-Silue	Directeur General Adjoint	NEMBEL Invest - Côte d'Ivoire
UNDP COUNTRY OFFICE REPS AND INVITEES			
28	Moise Achille	Team Leader - Poverty Reduction Unit	UNDP Benin

	Houssou		
29	Mathias Pofagi	Director of CePED	Ministry of Development / Government Benin
30	Boubacar Traore	Secrétaire Général de la Maison de l'Entreprise	Burkina Faso
31	Herve Kouraogo	Private Sector Focal Person	UNDP Burkina Faso
32	El-Alassane Bagueia	Private Sector Focal Person	UNDP Cote d'Ivoire
33	Edmond Coulibaly Fougriue		MINAGRI / DPPF Cote d'Ivoire
34	Truth Lumor	Programme Analyst	UNDP Ghana
35	Eddie Addo-Dankwa	Value Chain Development Expert	MoFA Ghana
36	Wellington Jah	Private Sector Focal Person	UNDP Liberia
37	Edwina Vakun-Lincoln	Director	Ministry of Commerce: Liberia
38	Fitsum Abraha	Economics Advisor and Head of SPU	UNDP Liberia
39	Molewule Gray	Govt Representative	Investment Unit
40	Alassane Ba	National Economist	UNDP Mali
41	Modibo Keita	Director of the Agency for Investment Promotion	Government of Mali
42	Augustin Assogba	Conseiller principal du Premier Ministre	CAPPP: Niger
43	Mansour Ndiaye	Economics Adviser	UNDP Niger
44	Ada Okoli	Deputy Director of Collaboration and Partnership	Ministry of Agriculture Nigeria
45	Mojisola Akpojiovbi	Project Coordinator - Nigeria FIM	UNDP Nigeria
46	Prof. Babatunde Obilana		Nigeria
47	Mohammed Ahmed Kontagora		Nigeria
48	Osmar Ferro	Program Officer	UNDP Guinea Bissau
49	Manuel Indi	Director of Local Products Industrialization Services	Guinea Bissau
50	Arsene Nkama	National Economist	UNDP Cameroon
51	Abraham Kuate	Economiste	GICAM - Cameroon
52	Laba Toure		UNDP Senegal
53	Dominique Kabeya	Economist	PNUD DRC
54	Stephane Amani	Conseiller S.P.	PNUD DRC
55	Abdou B. Touray	Programme Specialist	UNDP Gambia
PROJECT PROMOTERS AND THEIR INVITEES			
56	Kosi Davo	Conseiller Point Focal	VECO WA - Benin
57	Maurice Sanwidi	Secretary Executif	Export Development & Promotion Facility (EDAIF) Burkina Faso
58	Rogier Hujimans	Programme coordinator	TRIAS and NORTHFIN Ghana
59	Paulin Zambelongo	Expert en politique commerciale	Unite nationale de mise en oeuvre du CIR / EIF Burkina Faso
60	Outtara Seriba	EIF C oordinator	EIF / CIR Burkina Faso
61	Gbassay Tarawali	Team Leader, IITA Cassava Value Chain Unit	International Institute of Tropical Agriculture, Nigeria
62	Issah Mumuni		Onion Trade Association - Ghana
63	Larry Selorm Amekuse	Programme Manager	ASNAPP Ghana and Liberia
64	Juliana Asante Dartey	Country Director	ASNAPP Ghana and Liberia

65	Julius Momolu Bass	Project Coordinator	Farmers Union Network Liberia
66	Ame Atsu David	National Consultant - Liberia	National Cassava Sector Coordinating Committee
67	Hassane Mounkaila	Secrétaire Exécutif	Fédération des Coopératives Maraichères du Niger
68	Thierno Amadou Diallo	International consultant Post-harvest Engineering	International Institute of Tropical Agriculture, Nigeria
69	Joseph Agyiri		ASNAPP Ghana
OTHERS			
70	Abishag Frimpong-Manso	Programmes Manager	Agri-Impact Consult
71	Quentin de Roquefeuil	Policy Officer – Trade and Economic Cooperation	European Centre for Development Policy Management (ECDPM)
72	Marina Isabelle Bambara	Programme Officer for Agriculture	JICA SENEGAL
73	Elhadji Ibrahima Ndiongue		CIE CAP-VERT / SENEGAL
74	Ndiaye Ndèye Sène		SENEGAL
75	Yann E. Hazoume	Representant Senegal	PUM Senegal
76	Gilbert Ndiaye		ECOWAS Ten Senegal
77	Germaine Diene		ECOBANK
78	Amy Dione		DGCPT
79	Emmanuel Adeyemi		FUMMAN - Nigeria
80	Mariame Sy Top		Societe TOP Mountain - Senegal
81	Lamine Labou	Staticien - Economiste	MEF - Senegal
82	Antje Van Driel	Amb. 1er secretaire	Ambassade de pays bas
83	Samba S. Thioune		Filier patate - Senegal
84	Ablaye Dieng		CHCFTI - Senegal
85	Ousmane Ndiaye	Choufe de Program DCEF	DCEF / MEF - Senegal
86	Moussa Seck	President	PanAAC (Senegal)
UNDP RSC Dakar Observers			
87	Francis James	Deputy Country Director Programme	UNDP Senegal
88	Nathalie Bouche	Poverty Practice Leader	UNDP Regional Service Centre SENEGAL
89	Mylene Lavoie	Local Governance and Development Policy Specialist	UNDP Regional Service Centre SENEGAL
90	Alain Pierre Bernard	Regional Trade Policy Advisor	UNDP Regional Service Centre SENEGAL
91	Couty Fall	Regional Youth Employment Programme Manager	UNDP Regional Service Centre SENEGAL
92	Khady Manel Fall		UNDP Regional Service Centre SENEGAL
93	Dieynaba Ba Ndiaye	Team Leader	UNDP Regional Service Centre SENEGAL
94	Asna Fall		
CEO - BREAKFAST LIST			
95	Cheikh Ngane	President	Master SARL and CFAHS
96	Aly Sow	Directeur Club des Investisseurs et Financements Speciaux	CBAO
97	Mickael Laurent		Société de Cultures Légumières

			(S.C.L.)
98	Bassirou Mbacke	President	RADES
99	Abdoulaye Dieye	Directeur	SENCHEM
100	Valerie Ndiaye	Directrice ESTEVAL	Union des Femmes Chefs d'Entreprises (UFGE: Transformation produits agricoles)
101	Mamadou Ba		GIE Cap-Vert (Fournisseurs Intrants)
102	Cherif Dioum	Responsable / Senegal, Gambie / Mauritanie	ICS / Senegal
103	Daby Sy	Technicien Supérieur Horticole Gerant E 3 Lothis SARL	E3 Lothis SARL
104	Abdou Sene	Directeur UFR	Universite Gaston Berger
105	Doudou Tall	Directeur General Adjoint	Agrina Senegal SA
106	Khadim Diop	Directeur Materiel Agricole	CCBM
107	Oug Faly Babji	President	Agri Concept / Senegal
108	Hisatoshi Okubo	Chief Representative	JICA senegal
109	Amadou Soyoubou Sarr	Directeur General	TROPICA SEM
110	Mariama Mbodji Diouf	Presidente	Federation des Professionnels de l'Agro Alimentaire (FP2A)
111	Moulaye Kande	Director General	SEDAB-SARL
112	Alassane Ba	President	G.I.E CAP-VERT

APPENDIX 2: Press Release

UNDP and ECOWAS launch initiative to boost food production, job and income opportunities in agriculture value chains in West Africa.

27 August 2012 Dakar, Senegal – The United Nations Development Programme (UNDP) and the Economic Community of West African States (ECOWAS) launched a new initiative to boost food production, job and income opportunities for farmers including smallholders and SMEs through advancing agriculture value chains in West Africa.

UNDP's African Facility for Inclusive Markets (AFIM) and the ECOWAS Commission this week convene multiple stakeholders representing governments, UN agencies, private sector, farmers, financiers and civil society from 13 countries for a West Africa Project Facilitation Platform (PFP).

Representatives from the following countries are attending: Benin, Burkina Faso, Cameroon, Democratic Republic of the Congo, Ivory Coast, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria and Senegal.

The West Africa PFP is discussing partnerships and value addition of the various stakeholders in strategic agro-food value chains, especially cassava, mango and onions.

"A new private sector is emerging in Africa with great potential for creating new jobs, generating higher incomes and delivering products and services for all. Agriculture value chains and agribusiness are critical to advance food security and economic opportunities" stated Tomas Sales, AFIM Manager.

"Developing and operating efficient and effective value chains is critical for SMEs to achieve competitiveness in regional and global markets. Towards this goal, the ECOWAS commission is fully committed to the partnership with UNDP for the implementation for the West Africa platform. This initiative engages the private sector and other key stakeholders to strengthen selected value chains and increasing food production and security" expressed Alfred Braimah, ECOWAS Director Private Sector.

The ECOWAS Commission through the EXPECT Initiative for Export Promotion & Enterprise Competitiveness for Trade works with private and public sectors to collaborate and mobilize the required resources for improving the capacity of SME and small actors involved in priority export value chains.

"UNDP's African Facility for Inclusive Markets is brokering partnerships and building capacity to develop inclusive markets that contribute to the achievement of the Millennium Development Goals (MDGs), especially toward food security and inclusive economic growth. The level of participation for this West Africa platform is very encouraging, and we are looking forward to the implementation of the innovative and transformative solutions discussed," said Tomas Sales, UNDP AFIM Manager.