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N/A

Special Instructions:

N/A

Statement of Work:

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West African Global Competitiveness Hub

1. Purpose

The purpose of this task order is to establish the West African Global Competitiveness Hub in Accra, Ghana. The Hub is intended to reinforce regional efforts to enhance West Africa's trade competitiveness, thereby permitting the region to take greater advantage of the increased trading opportunities provided through the Africa Growth and Opportunity Act (AGOA) and other global trade initiatives. Through the Hub, technical assistance will be provided to West African countries, including the region's private sector and civil society organizations, to promote the six main themes of the Trade for African Development and Enterprise (TRADE) initiative:

- enhance the competitiveness of West African products and services;
- expand the role that trade can play in African poverty reduction strategies;
- promote U.S.-West African business linkages;
- improve the delivery of public services supporting trade;
- strengthen West African capacity for trade policy formulation and implementation; and
- strengthen the enabling environment for West African businesses.

The purpose will be accomplished by undertaking a set of activities that:

- strengthen the capacity of West African countries to more effectively participate in the multilateral trading system, including WTO Doha Development Agenda negotiations;
- develop and implement private sector business support strategies for increasing trade under AGOA;
- facilitate the effective implementation of customs reform and harmonization;
- support trade facilitation initiatives and the provision of business services in order to promote the creation of a more globally competitive West African region;
- reduce non-tariff barriers to increased intra-regional trade;
- encourage greater intra-regional and external agricultural trade including the development of sanitary and phytosanitary (SPS) and food safety standards and practices that comply with import requirements of the U.S. and the European Union (EU); and
- increase awareness of West Africa as the location of investment opportunities.

Under the guidance of the West Africa Regional Program (WARP), the Hub will collaborate with U.S. Government agencies, including USAID/Washington, USAID bilateral missions, U.S. embassies in West Africa, and USAID's other regional missions in Africa; the Office of the U.S. Trade Representative; and the Departments of Agriculture, Commerce, and Treasury to ensure that U.S. trade policies and trade development programs are complementary. The Hub will also establish and/or strengthen working links with other donor-funded hubs in the region, including World Bank and International Monetary Fund hubs, and other bilateral and multilateral donors supporting trade, investment, and business development activities in the region.

The Hub will also develop strong links to additional sources of expertise that will be placed in the region as part of the USAID Africa Bureau's Anti-Corruption and Agriculture Initiatives. Additionally, the HUB will exchange information with USAID's programs in Trafficking in Persons (TIP) and the HIV/AIDS Initiative, where deemed appropriate, with an eye to supporting the objectives of these programs and taking advantage of lessons being generated.

The Hub will act as a central point where West Africans, U.S. Government (USG) agencies, and bilateral and multilateral donors can obtain access to information on donor-funded trade, investment, and business development activities taking place in the region, including available training opportunities. The Hub will also map and maintain an inventory of past and current technical assistance related to trade and investment that has been provided within the region, with an eye to distilling and sharing lessons learned.

2. Background

2.1. Overview

The West Africa Regional Program (WARP) is a relatively new entity. It was authorized in September of 2000 for an eight-year period (2000-2008) and an estimated life of program (LOP) budget of \$240 million. The WARP's goal is to support the emergence of a politically stable and economically prosperous West Africa. WARP is intended to address issues that are inherently regional in nature that cannot be addressed bilaterally, but are critical for regional development. Issues that fall into this category include, the environment, food security, epidemics, conflict management and economic integration.

WARP's largest program is in the Health Sector and accounts for between 65 and 70% of the budget. Activities focus on HIV/AIDS and STI prevention and treatment, on family planning and on child survival. It incorporates the successful Family Health and AIDS (FHA) project that has been implemented in four non-presence countries in the Region since 1995. Recently FHA has expanded to undertake cross border HIV/AIDS prevention activities and to support small NGO programs in non-presence countries. The focus on HIV/AIDS prevention and management at a regional level is considered by WARP to be an essential intervention given the potential negative impact of HIV/AIDS on regional productivity and economic development. The second largest WARP program, accounting for 19% of the budget, is in food security and environmental management. It was developed under the Sahel Regional Program and aimed at ensuring famine prevention and environmental integrity in the Sahel, with an emphasis on community participation in program development and implementation. Note that a number of activities carried out under this program are directly supportive of regional economic integration and increased trade, above all in agricultural products. The third WARP program works to further West African economic integration and uses 11-12% of the budget. The Hub's activities will be located under this Strategic Objective.

The three intermediate results sought under Economic Integration Strategic Objective include: (1) an increase intra-regional trade, (2) the development and implementation of policies for regional economic integration and (brought about through the harmonization of trade policies as well as fiscal and monetary policies) and (3) improved regional capacity to provide a sustainable and competitively priced energy supply. Finally, WARP has a small program (less than 1% of the budget) in the area of conflict prevention.

WARP works primarily with regional organizations and rarely with bilateral entities; however, its programs have an impact on all countries in the region, above all in the areas of HIV/AIDS prevention and economic integration. WARP's principal partners include inter-governmental organizations such as the Economic Community of West African States (ECOWAS) and its affiliates the ECOWAS Fund and the West African Health Organization (WAHO), and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS). Others include the West African Economic and Monetary

Union (WAEMU). WARP has equally close links with regional private sector networks including the West Africa Enterprise Network (WAEN), the West African Business Women's Network (WABNET) and the West Africa Farmers Organization (ROPPA).

WARP's regional program focus has resulted in its involvement in the New Partnership for Africa's Development (NEPAD), the initiative that provides a vision for African development and poverty eradication. One of NEPAD's three strategic components is "regional approaches to development." Unsurprisingly, ECOWAS with its regional scope and its focus on economic integration has been identified as the key implementing agent for the region and is now preparing a draft NEPAD work plan. WARP's close working relationship with ECOWAS in three of its four strategic objective areas has made WARP a participant in NEPAD's implementation.

Although WARP's strategic objective focuses on intra-regional exchange and on furthering regional integration, almost all of its activities contribute directly to the objectives of the TRADE initiative and the proposed work of the regional Hub. Current WARP programs that directly relate to envisioned Hub objectives include programs that:

- strengthen both individual entrepreneurs as well as regional networks of producers and entrepreneurs;
- create trade and investment linkages between U.S. and African firms;
- reduce both customs related and non-customs related barriers to regional trade;
- increase knowledge about opportunities furnished under the Africa Growth and Opportunity Act and other programs;
- expand knowledge of and increase regional ability to actively participate in WTO-related activities;
- support efforts to formulate and implement effective pro-trade and investment policies, including in the energy sector.

2.2. Africa Growth and Opportunity Act (AGOA)

The African Growth and Opportunity Act was signed into U.S. law in May 2000. The purpose of AGOA is to accelerate development of reforming African economies by actively supporting export-led growth. AGOA's generous provisions allow quota and duty free market access to the U.S. economy for selected textiles and apparel products from qualifying African countries. AGOA also expands the coverage of preferential market access under GSP¹. It is expected that AGOA will provide a wealthy new market for African exports, spur new investment, create new partnerships and stimulate increased employment and incomes.

¹ The generalized system of preferences (GSP), allows access to the U.S. market at preferential rates.

One of AGOA's primary objectives is to facilitate regional economic integration. For example, the textile and apparel benefits under AGOA require non-leader developed countries now, and lesser-developed countries after September 30, 2004, to source all yarn and fabric from an AGOA eligible country or the U.S. Similarly, the Act requires that 35% of the product value added must come from an AGOA eligible country or the U.S. As a result, West African countries must strive to maximize cooperation and reduce trade barriers if the region is to fully realize AGOA opportunities.

West Africa's response to the advantages offered under AGOA has been extremely disappointing. The figures available for the first quarter of 2001 and 2002 indicate that, with the exception of Nigeria and Ghana, West African countries are not exporting goods into the U.S. under AGOA, and this despite the fact that eleven of the fifteen countries in the ECOWAS region are eligible for AGOA benefits. Additionally, only Senegal has obtained a visa for importing textiles, considered the most important advantage under the legislation. Also of note is the realization that Nigeria's substantial AGOA imports, totaling over \$932.4 billion for the quarter, are, for the most part, petroleum products. In sum, West Africa, unlike Eastern and Southern Africa, has failed to profit from this significant window of opportunity for growth and economic development.

West African's inability to take full advantage of AGOA, to date, is not based on lack of information. The region has been the recipient of a significant number of interventions aimed at informing potential beneficiaries (in both the public and private sector and at both the national and enterprise level) about AGOA's benefits and requirements. Key USG agencies, including the Department Commerce, the United States Trade Representative, United States Department Agriculture, and USAID itself have developed and delivered a series of conferences, workshops and other inputs intended to raise awareness and invite participation. However, as noted above, the results have been negligible. Lastly, one must keep in mind the fact that AGOA is not a permanent fixture on the trade horizon. It is currently slated to end in 2008. And although the end of AGOA will not signal the end of all duty-free entrance to the U.S. markets, its disappearance could signal a contraction of the current level of preferences. Hence, the time to act is now.

2.3. Problem Statement

The causes of West Africa's less than stellar performance vis-à-vis AGOA are multiple and are primarily linked to the low level of socio-economic development in the region. West Africa, and indeed much of sub-Saharan Africa, is marked by low rates of economic growth, per capita income, domestic savings, foreign direct investment and productivity. High population growth rates, high infant and maternal mortality rates and low educational levels, above all for women, reinforce an ongoing cycle of

poverty. The immediate impact of the above constellation of factors is a region that has limited the institutional capacity to make and implement the decisions that would permit it to take advantage of the proffered preferential trade terms, whether it be AGOA or others. When one includes the abysmally poor state of regional infrastructure (roads, rail, airlines, telecommunications, and energy provision), the picture is that of a region that needs carefully targeted assistance to help it to help itself. Interestingly, West Africa is also one of the regions in the world that has been unable to profit from the much-touted benefits of a globalizing world economy. Whereas globalization has succeeded in helping many developing countries to raise incomes, stabilize their national economies and reduce poverty, West Africa appears to be operating on the margins of the globalization phenomenon and to be receiving increasingly smaller portions of the global economic pie. It is therefore unsurprising that AGOA has not had the desired anticipated impact.

The existing barriers to greater economic integration in West Africa are, for the most part, the major impediments to profiting from AGOA. These barriers are well known and are frequently cited by the regions long-suffering entrepreneurs. They include a macroeconomic environment that is not conducive to encouraging trade or to investment, a lack of physical infrastructure along trade routes and export points, shortage of current commercial and technical information on market conditions, poor access to the latest technological and managerial advances, a paucity of key business services, lack of the means for determining and certifying the standards required for trade, the complexity and inefficiency of customs inspections and operations, and the pervasive corruption encountered when trying to acquire the permits and licenses needed for trading. Lastly, the prevailing pattern of West African trade, which was designed to service the needs of the former colonial powers, is also a deterrent to profiting from AGOA. The textile trade in particular is geared towards exporting raw materials (primarily cotton) to France, and developing new trade patterns will require a major effort on multiple fronts. A program designed to assist West Africa to take advantage of AGOA must address most of the above issues.

Everyone acknowledges that West Africa, and indeed the entire sub-Saharan region possesses an impressive amount of entrepreneurial talent with the potential of being able to mobilize resources to produce for national, regional and eventually global markets. Indeed their ability to survive despite the barriers described above is a solid testament to their talent and persistence in the face of seemingly insurmountable odds. However, talent and persistence, while necessary, are insufficient to turn the situation around, and a concerted effort to address regional constraints to trade and investment, involving both public and private sector stakeholders, is urgently required. This realization has focused the attention of both donors and West African countries on the question of improving the region's trade competitiveness. It is also the guiding principle for the identification of the results, outputs and tasks that are spelled out in this SOW.

3. Program Description

This task order will establish the West African Global Competitiveness Hub, which will be located in Accra, Ghana. The Hub will be managed by a Regional Trade Hub Advisor who will focus primarily on World Trade Organization (WTO) developments and their relevance to and impact on West Africa; other multilateral trade issues, including West African regional economic integration; and on trade competitiveness and policy reform. The Regional Trade Hub Advisor will manage Hub staff on a day-to-day basis and ensure that Hub activities reflect a clearly defined, pro-active, region-wide trade capacity strengthening strategy that will move West Africa forward in terms of improved flows of trade and investment. Under the direction of the WARP Activity Manager, Hub experts will:

- (a) provide short-term technical assistance for African regional public and private sector organizations, as well as governments in the region, to promote the six main themes of TRADE;
- (b) assist USAID bilateral missions, and to a lesser extent USAID non-presence countries, in the region to design activities that support the U.S. Government's trade policies and trade development programs;
- (c) work in close collaboration with WARP to ensure that programs are complementary and mutually reinforcing;
- (d) coordinate programs with Washington-based U.S. Government agencies, including AID/W, the Office of the U.S. Trade Representative, and the Departments of Agriculture, Commerce, and Treasury, to ensure that trade policies and trade development programs are complementary and mutually reinforcing;
- (e) establish working links with other donor-funded hubs in the region, including the World Bank and IMF hubs, to ensure consistency in technical assistance and policy recommendations and capitalize on synergies among donor efforts;
- (f) collaborate with other multilateral and bilateral donors, including the African Development Bank on related trade and investment issues and programs;
- (g) establish strong links to additional expertise that will be placed in the region as part of the Africa Bureau's Anti-Corruption and Agriculture Initiatives and exchange relevant programmatic

information with other region-wide programs such as the Trafficking in Persons (TIP) and the HIV/AIDS initiatives; and

- (h) function as a central location for access to information on donor-funded trade and investment activities and training that is taking place in the region.

While the task order is designed to be flexible enough to respond to new initiatives that are consistent with the overall scope of the West African Global Competitiveness Hub. The following four sub-activities, and two cross-cutting themes will be implemented through the Hub:

Sub-Activities:

- Public and Private Sector Trade Capacity Strengthening
- AGOA Export Business Development
- Customs and Trade Facilitation
- Information Exchange and Outreach

Cross-cutting Themes:

- Cross-border and Global Agricultural Trade Support and Expansion
- Gender Equity Support in Trade and Investment

3.1 Public and Private Sector Trade Capacity Strengthening

The objectives of the Public and Private Sector Trade Capacity Strengthening sub-activity are to:

- expand public and private sector understanding of AGOA and WTO opportunities, procedures, processes and requirements;
- increase awareness of and ability to respond to economic development issues associated with regional economic integration; and
- strengthen trade negotiating and trade management skills of technical staff in external trade sections of West African Trade and related ministries

This component will consist of a combination of established short-term training courses, trade negotiation simulation modules, seminars covering specific issues related to upcoming trade negotiations, and other trade capacity strengthening activities. Illustrative topics include:

Exploiting Opportunities for West Africa under AGOA: The training programs will review AGOA legislation, giving specific attention to AGOA objectives and how AGOA is designed to encourage open markets, democracy and economic development. They will explain overall eligibility requirements and how they are designed to reinforce West

African development and regional integration efforts. Augmented GSP benefits for eligible sub-Saharan African countries will be highlighted, and all product categories eligible for duty free access to the U.S. market under AGOA will be identified. Specific requirements for textile and apparel exports to the U.S. will be covered, including rules of origin and transshipment prevention provisions. In view of the limited success, to date, with exploiting AGOA in the region, focused, country-specific action plans, replete with planned outputs and indicators, will be developed and monitored over the period of the contract.

WTO and Global Trade Issues: Greater capacity to partake in WTO deliberations and negotiations will enable West African countries to participate more actively in world markets and to take fuller advantage of AGOA. Intense training will be provided on the WTO Uruguay Round Agreement, with particular emphasis on those chapters of the Agreements that are important to the West African region. This may include agriculture, SPS/food safety, biotechnology, textiles and clothing, Technical Barriers to Trade, rules of origin, safeguards, anti-dumping, customs procedures and Customs Valuation, subsidies and countervailing measures, Trade in Services, Trade Related Aspects of Intellectual Property (TRIPS), Trade-Related Investment Measures (TRIMS), and Dispute Resolution Mechanisms. In addition, the training programs will review the current status of continuing Uruguay round negotiations in agriculture and trade in services, as well as developments from the Doha WTO Ministerial. They will also address special WTO provisions for least developed countries and net food-importing developing countries, as well as the relationship between the WTO and regional integration arrangements, including notification options and issues.

It is important to note that a concerted effort is already underway to build ECOWAS capacity to participate effectively in WTO deliberations and negotiations through a joint ECOWAS/ African Capacity Building Fondation (ACBF). Additionally, a number of donors (including USAID) and USG entities are implementing WTO and AGOA training series both for ECOWAS and within bilateral countries. Sub-component activities would naturally be expected to be fully coordinated with these initiatives.

West African Regional Trade Context: West African decision makers are in general agreement that increasing trade and investment, both regionally and bilaterally, will make a significant contribution towards escaping from the downward cycle of poverty by its positive impact on economic growth. Accelerated regional integration should lead to the emergence of a region-wide market and create a more efficient economic unit. This efficiency will engender a more effective response to opportunities such as AGOA and other external markets. The training programs provided under this contract will promote the concept of “open regionalism” as an integration

model. In addition, the Trade Capacity Strengthening sub-activity will coordinate with and complement the activities of the WARP Economic Integration program, which is working with ECOWAS to expand the common external tariff (CET) from the 8 UEMOA countries where it now exists, to cover all fifteen ECOWAS countries. WARP is also working with the ECOWAS Secretariat to improve the performance of customs services in the ECOWAS member states by linking these services at a national and regional level. The contractor will also address the multiple issues associated with remaining non-tariff barriers.

3.2 AGOA Export Business Development

The purpose of the AGOA Export Business Development sub-activity is to ensure that West African countries are taking full advantage of AGOA opportunities. The AGOA Export Business Development sub-activity consists of two elements, as described below:

3.2.1 AGOA Guidance

The thrust of this element is to (a) educate the region's private sector about AGOA opportunities, (b) assist with obtaining necessary U.S. Government approvals for eligibility, and (c) provide guidance to West African companies interested in exporting to or doing business with the U.S. This element will also include assistance to West African countries in developing action-oriented sector strategies and implementation plans for taking advantage of AGOA opportunities, as well as to help West Africa to develop a regional approach to guide and coordinate its actions with regard to AGOA.

In addition, technical assistance services will help establish business linkages between different sector groups and regional sources of inputs to enable potential exporters to take advantage of AGOA's cumulative provision. Linkages will also be established between U.S. and West African business associations on AGOA implementation to help address specific market issues. Such linkages with U.S. partners will help West African exporters both to better understand market conditions, thereby enabling them to tailor their products to meet particular market requirements, and to facilitate the establishment of mutually beneficial technical and financial services.

3.2.2 Direct Entrepreneurial Support for AGOA Participation

The Direct Entrepreneurial Support element will operate at the individual firm level, with the objective of creating business transactions between emerging entrepreneurs and established regional and U.S. enterprises.

This element will support both economic integration efforts within the West Africa region as well as integration of the region into the global economy. Emphasis will be placed on business linkages with U.S. firms, and especially those partners with the potential to benefit from AGOA. A secondary objective is to establish a visible “best practices” business linkage model that would continue to pay dividends long after the cessation of program funding.

The Contractor will accomplish these objectives by providing a Business Development/Business Linkages Advisor to assist selected firms and sectors in the region on take advantage of AGOA. The Contractor will also collaborate, where possible, with current AGOA training programs being organized by the Corporate Council for Africa (CCA) and the Department of State as well as with the WARP’s ongoing West African International Business Linkages (WAIBL) activity, which has developed an effective business linkage strategy. WAIBL has assisted over 400 businesspersons to attend seminars on developing partnerships for trade with the U.S. and has helped to generate over \$20 million in export guarantees; in consequence, collaboration with this successful activity should prove to be mutually beneficial to both WAIBL and the Hub.

The AGOA Export Business Development component will also build on existing relationships with USAID bilateral and regional private sector partner associations such as the West African Enterprise Network (WAEN), West African Business Women’s Network (WABNET), ROPPA and other producer networks that have successful working relationships with both the regional and bilateral USAID Missions. It would also support the AGOA Resource centers that are being set up with WARP’s support to assist entrepreneurs throughout the region to obtain access to updates on AGOA-related resources.

3.3. Customs and Trade Facilitation

This sub-activity will focus on upgrading the region’s customs capabilities to ensure compliance with WTO commitments and World Customs Organization (WCO) standards. In December 1999 ECOWAS Trade Ministers agreed to accelerate the process of regional integration with an eye to creating a West African Common Market based upon the principle of free exchange and the establishment of a Common External Tariff (CET). Given that a CET had already been developed for the eight UEMOA CFA franc zone countries, the decision was taken to expand the work done by UEMOA into the planned ECOWAS CET. In 2001, WARP signed an LSGA with the ECOWAS Secretariat’s Policy Harmonization Department in which it agreed to provide technical assistance to support the establishment of the CET, primarily through the provision of technical

assistance. Of note is the fact that the European Union is also providing technical support to ECOWAS with this task and that the World Bank has also proffered its assistance.

WARP will be providing ECOWAS Community Computing Center (CCC), the regional originator for the United Nations Committee on Trade and Development Automated System for Customs Data (UNCTAD ASYCUDA) with targeted technical assistance focused upon establishing links between national-level customs services and other national services involved in trade, and between the national-level customs services and ECOWAS-CCC. The program will also provide training for key personnel who operate the customs systems in these services and facilitating the exchange of ideas and interaction between specialists and technicians working in the region on customs issues.

The Customs and Trade Facilitation sub-activity is designed to complement these on-going activities via the provision of technical assistance to ECOWAS and specific national government customs services. This assistance should aim at strengthening the capacity of the ECOWAS Secretariat and key customs personnel at the national level to implement the steps required to develop a successful CET and eventually a customs union. This activity is also intended to provide ECOWAS and the relevant national institutions with the guidance required to ensure that the changes being contemplated and implemented by ECOWAS during the establishment of its CET and Free Exchange Area will be in full compliance with WTO commitments and will meet World Customs Organization (WCO) standards thereby furthering the regions integration into global markets.

3.4. Information Exchange and Outreach

The objectives of the Information Exchange and Outreach sub-activity are to:

- link U.S. Government knowledge, suggestions, and feedback to the Hub in order to increase information flow between Washington-based agencies and the Missions in the West Africa Region;
- develop a web page that serves as a “one stop shop” where government officials and commercial officers at overseas missions, among others, can access market and trade relevant data, such as tariff rates, and where potential investors can obtain the information they need. A special effort must be made to examine existing web resources in order to avoid duplication and to be able to refer users to acceptable existing sources;
- facilitate information exchange on donor-funded technical assistance in the areas of trade, investment, and business development; and

- help the West Africa region articulate progress in improving their overall global competitiveness and, on the basis of this performance, present the region as a more hospitable and attractive investment opportunity.

3.5. Cross-Cutting Themes

Cross cutting themes are not separate sub-activities but rather themes or concerns that are of importance vis-à-vis the success of Hub activities. Their inclusion in the Hub program is occasioned by their relative weight within the region as assessed by the significant role that they play in ensuring economic development and poverty alleviation.

3.5.1 Cross-Border and Global Agricultural Trade Support and Expansion

Cross-Border and Global Agricultural Trade and Support Expansion will focus upon working to support the expansion of cross-border and global agricultural trade for the ECOWAS region. Despite rapid rates of urbanization, most countries in the West Africa region remain primarily rural and their economies remain predominantly agriculture based. Most observers believe that improvements in the agricultural sector, specifically higher agricultural productivity growth, will prove to be a key driver of West African economic growth through the resultant lower food prices and associated higher real incomes. In addition to increased productivity, farmers will need access to road and transportation infrastructure, reasonably priced inputs, predictable and transparent customs procedures, access to financial credit and functioning market information systems.

Expansion of agricultural trade will be achieved through a two-pronged attack. First, contractors will work with national and regional networks of farmers and live stock producers on issues related to market access. The objective will be to assist this constituency to go beyond the identification of key shared constraints (a process that has been carried out on numerous occasions but has born limited results) and to identify specific interventions and types of support that can be undertaken and/or supplied by the Hub within the scope of the TRADE initiative. Selected agricultural producers and agri-business firms would also be assisted to work collaboratively with the public sector at a national and regional level in order to advocate for positive changes. Of particular concern are the numerous non-tariff barriers to trade within the region.

The expansion of agricultural trade will also be achieved by working with national and regional-level institutions to design and implement policies that will achieve intra-regional market integration for agriculture, increased

agricultural trade, and harmonization of grades and standards. The desired result is the creation of new opportunities for both farmers and agribusiness entrepreneurs while attracting foreign commercial investment.

In West Africa, all three major regional organizations (CILSS, UEMOA and ECOWAS) are involved in the development of agricultural policy and have an influence on agricultural trade. Recently, there has been an effort to develop a common regional policy under the aegis of ECOWAS and with the involvement of CILSS, the organization with significant experience in issues of increasing agricultural productivity and the application of appropriate technology. WARP has long-term partnerships with all of these organizations and is working with them on policy harmonization issues. The bilateral missions in the region are all also keenly concerned with increasing agricultural trade and expanding markets both across borders and on a global scale. Interestingly, the multiplicity of actors in this domain constitutes part of the problem and result in the frequent replication of interventions and the general fragmentation of efforts. Activities undertaken by the Hub should support the harmonization and rationalization of these existing efforts.

3.5.2 Gender Equity Support in Trade and Investment

WARP is convinced that, given the pivotal role played by women in the area of intra-regional trade, it is critical for women to have equal access to the benefits and services offered by USAID funded trade and investment programs.

Over the last two years, WARP has taken steps to encourage gender equity re access to trade and investment opportunities. Working closely with the Women in Development (G/WID) Office, WARP has carried out studies to update its knowledge of the current position of women entrepreneurs (traders, manufacturers, etc.) and to craft a strategy for assisting them. Additionally, WARP has served as the midwife for the creation of the West African Business Women's Network (WABNET). WABNET is an organization that brings together representatives of organizations of women entrepreneurs from the countries within the region for, among other purposes, information exchange on trading conditions and advocacy on behalf of its members.

WARP therefore expects that the Trade Hub will take steps to ensure that the program will not in any way diminish women's trade and investment opportunities. More importantly, it is expected to clearly analyze and address gender issues in the program design and implementation and in measuring program achievements.

4. Relationship to the WARP Strategy

4.1. Results Framework

To successfully pursue its goal of a politically stable and economically prosperous West Africa region, the West Africa Regional Program (WARP) has identified Regional Economic Integration Strengthened as a key strategic objective (Strategic Objective 4, or SO4). This SO contributes to regional market integration by: a) increasing intra-regional trade; b) supporting the development and implementation of regional integration policies, including trade, fiscal and monetary policies; and c) improving the regional capacity to provide a sustainable and competitively priced energy supply.

The aim of this SO is to assist West Africans to make the transition from a fragmented and un-co-ordinated markets to a single integrated regional market, characterized by: a) the unimpeded flow of goods, services, capital and people across the region; and b) free-market principles making its products and services competitive within the region and the outside world. Indicators of this achievement are the existence of harmonized policies (trade, monetary and fiscal) in the ECOWAS region, and increased levels of intra and extra-regional trade.

One of the key objectives of AGOA is to facilitate regional economic integration. For example, the textile and apparel benefits under AGOA specifically require non-lesser developed countries now, and lesser-developed countries after September 30, 2004, to source all yarn and fabric from an AGOA eligible country or the U.S. Similarly, the Act requires that 35% of the product value added must come from an AGOA eligible country or the U.S. As a result, West African countries must strive to maximize cooperation and reduce trade barriers within the region as an integral step towards fully profiting from AGOA opportunities. Thus this activity, which is geared to building capacity to increase exports from West Africa to the U.S., directly supports intra-regional trade and economic integration.

In the context of the SO4 Results Package, this activity falls principally under Intermediate Result 1 (IR4.1) *Increase in intra-regional trade* and Intermediate Result 2 (IR4.2) *Policies for regional economic integration developed and implemented*. The Hub's contribution to achieving IR1 and IR2 will be realized through the Trade Capacity Building sub-component, which will, among other things, assist trade officials from eligible countries to more effectively advance the region's trade agenda. Lack of technical capacity in such areas as trade negotiations and trade agreement management impede progress in regional integration and global competitiveness. The activity will also reduce barriers to broadened participation in the regional market by the promotion of simplified and harmonized customs legislation,

regulations, procedures, and the development and implementation of systems to reduce barriers to trade, in accordance with international standards.

The Customs and Trade Facilitation sub-component will also support IR4.2 with particular emphasis sub-IR 4.2.1. which seeks to develop and implement harmonized trade policies in the region. The AGOA Export Business Development will also support both IRs, first by providing technical assistance to private sector groups and industries to advise them of AGOA requirements and by developing sector strategies for taking advantage of AGOA opportunities thereby, leading to increased intra-regional trade and increased trade between the U.S and Africa. The program's cross-cutting focus on cross-border and global agricultural trade support and expansion will also work with the private sector groupings to identify constraints to agricultural trade at the policy, procedural and physical level and to generate strategies and develop interventions for addressing these constraints. The results will be increased levels of intra-regional trade, policies that eliminate illicit taxes and trade control points and protocols that encourage the free movement of goods and services.

The Information Outreach sub-component will provide both a means to increase awareness about the region's investment advantages and to monitor its competitive performance.

4.2. Results

The Contractor shall develop work plans and strategies for achieving the results, outcomes, and milestones detailed below:

4.2.1.Strategic Objective/Intermediate Results Level

- Increased volume and value of intra-regional trade
- Increased trade with non-regional countries, with a focus on the U.S.
- Increased value and volume of exports under AGOA from countries assisted through this activity
- Increased value and volume of selected agricultural commodities and food products exported to the U.S. under AGOA
- More West African Countries successfully completing the steps required to meet AGOA requirements
- Increased value and volume of selected agricultural commodities and food products traded within the region with a focus on targeted products in key cross-border areas
- Harmonization of target trade-related policies in West Africa region
- Significant progress towards the adoption of the CET for the region
- Increased number of U.S.-West Africa business alliances

4.2.1. Important Outcomes and Milestones

The Outcomes and Milestones listed below are contractor responsibilities, at the same time; contributions towards achieving these outcomes are being made by regional and bilateral USAID Missions as well as by other donors. The result is that it is difficult to draw a fine line between items that the contractor is single-handedly responsible for achieving and those where contributions (major or minor) are being provided by third parties. At the same time, these are the desired program outcomes and the contractor is required to specify contractor-specific input, and its value vis-à-vis the program outcome. Additionally, some rigor in defining contributions and responsibilities will be achieved via the development of work plans that will be submitted to the WARP Activity Manager/CTO for approval, given that they will provide details on anticipated short and medium-term results, inputs, and collateral contributions to achieving the outcome.

Trade Capacity Strengthening

- Critical mass of senior trade policy officials with a deeper knowledge of the WTO and AGOA processes, procedures and requirements, including increased knowledge SPS/food safety requirements, and capable of moving these agendas forward
- Established capacity to sustain the WTO training activities after the end of the program
- Enhanced participation of West African countries in WTO deliberations, through, for example, assumption of leadership roles (chairing committees) and more assertive participation in discussions during WTO sessions
- Encourage key decision-makers to solicit input from the region's agricultural constituency and to take these inputs into account when fashioning positions vis-à-vis WTO etc.

Increased Awareness about AGOA within West Africa

- Action-oriented, sector-based national AGOA strategies for targeted eligible West African countries
- Regional AGOA strategy and a plan of action based on the participation of the region's public and private sector stakeholders to fully take advantage of AGOA opportunities
- Increased number of West African businesses, including agricultural producers and agro-businesses taking advantage of AGOA marketing opportunities
- Significantly increased awareness among the region's stakeholders of the role that AGOA can play in expanding intra-regional and global trade

AGOA Support Services to West African Firms

- Completion of AGOA mandated certification process for visa products in all eligible West African countries
- Increased linkages between West African firms and regional and national business support organizations
- Increased number of West African owned enterprises, with special attention to agricultural producers and agri-businesses, benefiting from expanded intra-regional trade and AGOA export opportunities

Business-to-Business Linkages

- Generation of over \$10 million in non-petroleum based AGOA-related transactions involving some 100 firms
- Increased employment estimated to be 20,000 work-days
- Improved international competitiveness of emerging entrepreneurs in West Africa
- Creation of sustainable trade linkages between West African and American firms
- Creation of sustainable linkages among agricultural producers, commodity associations and agribusiness firms in West Africa and the U.S.

Information Outreach Component

- Readily accessible information to potential investors (at the national, regional and global level) which highlights the region's achievements in economic integration
- Region viewed as a more hospitable investment opportunity
- Periodic progress reports on AGOA contributions to trade and investment development in West Africa

Customs Cooperation

- Development of the terms of a Common External Tariff (CET) for the ECOWAS region (inspired by the World Customs Organization model).

The following would support the adoption of the CET:

- HS Tariff and Statistical Nomenclatures implemented in ECOWAS Member States
- WTO Customs Valuation Systems implemented in ECOWAS Member States
- Consultations between the public and private sector taking place on a regular basis in the majority of ECOWAS Member States
- Agricultural sector well represented in private-public consultations
- Customs Cooperation Framework implemented

Rules of Origin

- Rules of Origin manual procedures produced and submitted to West African Heads of Customs
- Rules of Origin training module developed or refined from existing examples
- Field training conducted by trainers in the majority of ECOWAS countries using Rules of Origin training modules developed under the Customs Facilitation activity
- Training in Rules of Origin provided and Training of Trainers (TOT) capacity established
- Rules of Origin regulations submitted for adoption to member states

Trade Facilitation

- Standard Operating Procedures approved by West African Heads of Customs
- Explanatory Notes for using Single Administrative Document approved by Heads of Customs Forum
- Guidelines for Customs Clearing Agents/Brokers approved by Heads of Customs Forum
- Customs procedures aligned with revised Kyoto Convention
- Adaptation and rationalization of the Single Administrative Document to computer systems in all Member States
- Field training conducted by trainers in at eight West African countries, using trade facilitation training modules developed under the Customs Cooperation and Trade Facilitation Activity
- Regional Integrity Action Plan approved by West African Heads of Customs
- At least eight West African countries using the Single Administrative Document
- Standard Operating Procedures under implementation
- Guidelines for customs clearing agents/brokers being used in at least five West African countries
- Increased use of risk management techniques and selective targeting of imports

5. Scope of Work

5.2.Regional Hub Management

The Contractor shall provide a full-time Regional Trade Hub Advisor to manage the West African Global Competitiveness Hub. This individual shall:

- (a) provide leadership and direction to the West African Global Competitiveness Hub team of experts, ensuring a coordinated and

strategically integrated approach to achieving the results specified in section 4 of this task order;

- (b) focus and furnish advice on WTO developments and their relevance for West Africa, other multilateral trade issues, including West African economic integration, and trade policy reform;
- (c) advise the countries in the region and work in conjunction with other Hub experts and WARP staff to assist West African countries in moving toward greater WTO compliance and trade policy reform;
- (d) manage the Trade Capacity Strengthening sub-activity;
- (e) advise WARP, bilateral USAID missions and U.S. Embassies in West Africa on progress and issues related to enhancing West Africa's competitiveness in regional and global markets;
- (f) assist regional and bilateral USAID missions in designing activities in support of global competitiveness;
- (g) support non-presence countries in the region in tackling trade development issues; and
- (h) advise WARP on expanding the scope of the West Africa Global Competitiveness Hub based on best practices and lessons learned during the first two years of Hub management.

5.3.Trade Capacity Strengthening

The Contractor shall design and implement a Trade Capacity Strengthening Program to accomplish the objectives outlined in sections 1 and 3 and to achieve the results, outcomes and milestones in section 4 of this task order.

5.3.1. Design a Trade Capacity Strengthening Program

The Contractor shall develop and submit to the WARP Activity Manager five hard copies and one electronic copy of a detailed proposal for a regional Trade Capacity Strengthening Program no later than sixty days from the effective date of this task order.

The Trade Capacity Strengthening Program shall encompass the following design principles:

- target mid-level and senior officials, Permanent Secretaries and Ministers who have responsibilities for trade, industry, commerce, agricultural trade, foreign affairs, and development planning; export and investment promotion entities; Parliamentarians and national legislators; representatives of business associations, including sector groups and exporters associations; the media; researchers from universities and “think tanks”, non-governmental organizations; the ECOWAS Secretariat; UEMOA, CILSS, as well as the ECOWAS and

WTO points of contact in West African countries; and West African Ambassadors to the WTO;

- consult with target group representatives (see above bullet), USAID bilateral missions in AGOA-eligible countries, U.S. Embassy representatives in West Africa, ECOWAS, UEMOA, CILSS, U.S.T.R. Department of Commerce, U.S. Customs, USDA, FDA, WTO, WCO, the European Union, French Cooperation, Canadian CIDA, DFID other donors, WARP, and other WARP-funded advisors and consultants working in trade-related areas to identify training needs and priorities to exploit opportunities for collaboration;
- consider “workshop fatigue” and the absorption capacity/availability of target groups, a particularly acute problem in West Africa;
- promote synergies with other sub-activities of the West African Global Competitiveness Hub;
- utilize long-term advisors and technical experts under the West African Global Competitiveness Hub to the extent possible, supplementing with short-term technical experts only when necessary to fill skill gaps;
- include a system for screening and selecting candidates for the Trade Capacity Strengthening Program; and
- include a plan for evaluating and reporting on the effectiveness of the Trade Capacity Strengthening Program.

Illustrative elements of the Trade Capacity Strengthening Program include:

- a core trade capacity training module;
- trade negotiation simulation modules;
- seminars on issues related to upcoming negotiations;
- a WTO training module focused on the Doha agreement;
- a train-the-trainers program that includes training methodologies, participation in courses that the trainers will later teach, and opportunities to co-train with more experienced trainers before taking on full responsibility as trainers;
- national trade policy courses that are customized to the needs of particular West African countries;
- training programs for private sector and civil society groups, including groups of agricultural producers and agri-businesses;
- web-based training reinforcement tools such as a trade capacity web site, chat rooms, and links to other relevant web sites;
- focus group sessions for training alumni, offering the opportunity to further explore issues, examine progress made in applying knowledge acquired through training and to assess training effectiveness;

- periodic half-day information sessions in member states offered by the long-term advisors under the West African Global Competitiveness Hub;
- trade development and export promotion seminars in AGOA-eligible member states;
- financing the participation of regional representatives in USTR, U.S. Department of Commerce, U.S. Customs, U.S. Department of Agriculture, and/or WTO/WCO training workshops, seminars or conferences;
- utilizing, wherever feasible, the significant knowledge and expertise of the specialists and trainers of said U.S. Agencies.

For budgeting purposes only, the Contractor shall assume:

- 600 participant-days in regional training courses, workshops, focus group sessions, and/or seminars;
- 1,000 participant-days in national training courses, seminars, workshops, and/or information sessions;
- 100 participant-days in international and/or regional seminars, conferences and/or other fora sponsored by USTR, U.S. Department of Commerce, U.S. Customs, USDA and/or WTO/WCO;
- most regional training events take place in Accra or Abidjan to economize on travel and venue costs; and
- venue and participant support costs for national training courses, seminars, workshops, and/or information sessions covered on a cost-sharing basis by national hosts, with this activity providing technical expertise and materials.

The WARP Activity Manager/CTO will provide formal written approval of the proposed Trade Capacity Strengthening Program, or recommendations for modifying the proposal, no later than ten working days following receipt of the proposal from the Contractor. Should modifications be required, the Contractor shall submit 5 hard copies of a revised proposal to the WARP Activity Manager/CTO no later than ten working days following receipt of comments from the WARP Activity Manager/CTO.

5.3.2. Implement the Trade Capacity Strengthening Program

Within ten working days after the WARP Activity Manager/CTO provides formal written approval of the proposed Trade Capacity Strengthening Program, the Contractor shall begin implementing the program in accordance with the approved proposal.

5.4.AGOA Export Business Development

The Contractor shall design and implement an AGOA Export Business Development Program to accomplish the objectives outlined in sections 1 and 3 and to achieve the results, outputs and milestones in section 4 of this task order.

5.4.1. Design an AGOA Export Business Development Program

The Contractor shall develop and submit to the WARP Activity Manager/CTO five hard copies of a detailed proposal for an AGOA Export Business Development Program no later than 60 days from the effective date of this task order.

The AGOA Export Business Development Program shall encompass the following design principles:

- assist West African countries to take full advantage of AGOA opportunities, moving the region forward in exploiting AGOA benefits;
- consult with USAID bilateral missions and U.S. embassies in West Africa to ensure complementarities with their programs and initiatives and avoid redundancies;
- propose a coherent and cost-effective approach to increase awareness and provide guidance about AGOA within the West Africa region;
- propose a coherent and cost-effective strategy for providing direct entrepreneurial support services to selected firms and sectors in each target country;
- identify effective ways to collaborate with and complement activities carried out under the WARP's West Africa Business Linkages activity;
- promote business linkages between the U.S. and West African firms;
- address business development constraints to exporting to the U.S. and European markets under AGOA;
- promote synergies with other sub-activities of the West Africa Global Competitiveness Hub, and with the Africa Bureau's Anti-Corruption and Agricultural Initiatives;
- identify ways to incorporate Trafficking in Persons (TIP) and HIV/AIDS issues into AGOA awareness/guidance and direct entrepreneurial support elements;
- identify ways to address gender issues through the AGOA awareness/guidance and direct entrepreneurial support elements; note, in particular, the existence and availability of regional groups of women entrepreneurs for consultation and program implementation;
- utilize long-term advisors under the West Africa Global Competitiveness Hub to the extent possible, supplementing with short-term technical experts only when necessary to fill skill gaps;

- introduce a system for screening and selecting firms to be directly assisted through the AGOA Export Business Development Program; and
- include a plan for evaluating and reporting on the effectiveness of the AGOA Export Business Development Program.

Illustrative elements of the AGOA Export Business Development Program include:

AGOA Guidance

- assist AGOA-eligible West African countries to develop action-oriented strategies to more systematically take advantage of AGOA opportunities and focus their efforts in areas of competitive advantage;
- assist AGOA-eligible West African countries to integrate trade concerns into the national economic agenda;
- assist in the development of a regional AGOA strategy to provide a framework for the West African region to more effectively exploit AGOA opportunities;
- use lessons learned from Southern Africa, where AGOA has made significant headway (above all in the more well-developed textile industry), to assist West Africans to tackle the challenges represented by AGOA;
- educate private sector groups and associations about AGOA opportunities and benefits;
- help WAEN, WABNET, and other producer and exporter groups to identify and exploit tangible opportunities for exporting to the U.S. under AGOA;
- provide specific guidance to West African companies interested in exporting to or doing business with the U.S.;
- advise exporters on SPS/food safety requirements for exporting agricultural products to the U.S.; and
- advise exporters on USDA and FDA requirements for exporting agricultural products to the U.S.

Direct Entrepreneurial Support

- promote business linkages between sector groups and regional sources of inputs to enable potential exporters to take advantage of AGOA's accumulation principle;
- establish linkages between U.S. and West African business associations on AGOA implementation to help address specific market issues;
- facilitate linkages between West African firms and regional business support service organizations;
- facilitate business transactions between emerging entrepreneurs and established regional and U.S. enterprises;

- provide specific support services to selected West African firms to enable them to export to the U.S. under AGOA;
- assist selected private sector firms to obtain necessary USG approvals for eligibility to export under AGOA;
- identify enterprises in West African countries that can benefit from WAIBL assistance or other sources of technical support;
- work with existing textile and apparel associations to help them obtain and share the information necessary to address constraints to exporting to the U.S. under AGOA;
- promote the development of alliances among regional textile and apparel manufacturers where possible with an eye to building alliances and between these manufacturers and their buyers in the U.S where feasible.

The WARP Activity Manager/CTO shall provide formal written approval of the proposed AGOA Export Business Development Program, or recommendations for modifying the proposal, no later than ten working days following receipt of the proposal from the Contractor. Should modifications be required, the Contractor shall submit five hard copies of a revised proposal to the WARP Activity Manager/CTO no later than ten working days following receipt of comments from the WARP Activity Manager/CTO.

For budgeting purposes only, the Contractor shall assume:

- a full-time AGOA Implementation Advisor will lead the AGOA Export Business Development Program (under the overall direction of the Global Competitiveness Advisor/Team Leader);
- a Business Development/Business Linkage Specialist will work with selected firms and sector groups and will also work with these groups to facilitate their access to AGOA;
- venue and participant support costs for national AGOA awareness/guidance meetings to be covered on cost-sharing basis by national hosts, with this activity providing technical expertise and material support; and
- AGOA issues must be integrated into the Trade Capacity Strengthening Program.

5.4.2. Implement the AGOA Export Business Development Program

Within ten working days after the WARP Activity Manager/CTO provides formal written approval of the proposed AGOA Export Business Development Program, the Contractor shall begin implementing the program in accordance with the approved proposal.

5.5. Customs and Trade Facilitation

The Contractor shall work in close collaboration with the ECOWAS Secretariat and the Heads of National-level Customs Offices to facilitate the implementation of the Common External Tariff and Free Trade Area being developed in the West Africa region. The Contractor should also pay close attention to the inputs of other donors in this area to avoid redundancies.

5.5.1. Customs Cooperation

Illustratively, the Contractor shall:

- advise the West African Heads of Customs on how best to align customs systems and procedures to current international customs conventions;
- provide hands-on technical assistance to the West African Heads of Customs on harmonizing Customs Tariff and Statistical Nomenclatures (HS) and WTO Customs Valuation Systems;
- develop specific recommendations for improving, upgrading, and harmonizing customs information technology systems;
- provide technical advice to the West African Customs on risk management and selective targeting techniques;
- design and conduct regional risk management and selective targeting techniques training course;
- recommend areas for regional customs cooperation as the basis for a cooperation framework and develop specific administrative procedures for such cooperation;
- advise the West African Heads of Customs on creating and implementing a formal consultative process with the private sector and other relevant stakeholders; and
- facilitate consultations with the private sector on customs, trade facilitation, and transit implementation issues through regional associations such as the West African Chambers of Commerce, the West African Enterprise Network (WAEN), and other producer networks primarily through e-mail, fax and other written communications.

5.5.2. Rules of Origin

Illustratively, the Contractor shall:

- assist the West Africa Heads of Customs to develop and refine specific procedures for implementing Rules of Origin for the ECOWAS region;
- draft a ECOWAS Rules of Origin procedures manual for public and private sector use;

- distribute the draft Rules of Origin procedures manual to West African Heads of Customs and actively solicit their feedback;
- revise the Rules of Origin procedures manual and distribute to West African Heads of Customs;
- advise the West African Heads of Customs on effective approaches for monitoring the implementation of ECOWAS Rules of Origin procedures;
- develop training modules and materials for West African Customs officials and private sector groups on Rules of Origin procedures;
- liaise with AGOA Activity experts to integrate AGOA Rules of Origin regime into ECOWAS's Rules of Origin procedures manual and training modules;
- design and conduct a regional Train-the-Trainers workshop for Customs Administration trainers on Rules of Origin procedures to prepare them to conduct field training at customs posts, central office control, and post audit units;
- design and conduct a regional Train-the-Trainers workshop on Rules of Origin procedures for representatives of regional and national private sector associations;
- provide technical advice to the West African Heads of Customs on regulations for Rules of Origin based on international best practices;
- provide guidance to the West African Heads of Customs on the development and implementation of a proposed electronic certification information system, which can help to reduce fraud.
- Assist in the development and implementation of such a plan, as appropriate at a regional and country level.

5.2.3 Trade Facilitation

Illustratively, the Contractor shall:

- develop recommendations for Standard Operating Procedures based on Kyoto Convention guidelines;
- advise the West African Heads of Customs on best-practice risk-based interventions which strike a balance between control and facilitation;
- advise the West African Heads of Customs on feasible options for adapting and rationalizing the CMT-approved Single Administrative Document to all computer systems in the region;
- develop Explanatory Notes for using the Single Administrative Document;
- facilitate implementation of the Single Administrative Document in three West African countries;
- assess duty deferment schemes (bonded warehouse regimes, export promotion schemes, free trade zones) to identify areas of vulnerability to fraud;

- develop guidelines for customs clearing agents/brokers who professionally prepare import/export documents;
- develop training modules for front-line Customs officials and managers on basic trade facilitation procedures;
- design and conduct regional Train-the-Trainers workshop on trade facilitation procedures, to prepare trainers to conduct field training at the national level;
- undertake a comparative study of codes of conduct in West African countries and offer recommendations to the West African Heads of Customs on harmonizing/improving these codes; and
- review all available literature relating to one-stop border post initiatives and formulate recommendations for consideration by the West African Heads of Customs.

5.6. Information Exchange and Outreach

The Contractor, working in close collaboration with ECOWAS, shall design and implement an Information Exchange and Outreach program to help the West Africa region articulate progress in improving their overall global competitiveness and, on the basis of this performance, present the region as a more hospitable and attractive investment opportunity. For example, the Contractor may produce a series of brief pamphlet-size products from secondary data sources for dissemination on a West African Global Competitiveness Hub web site. The web site should take cognizance of existing web site activities and ensure complementarity between what it proposes and what exists.

The Contractor shall develop and implement a plan to train selected graduates of the Trade Capacity Strengthening Program to produce materials for and maintain this web site.

At two intervals during the course of this activity, the Contractor shall prepare an AGOA progress report that describes AGOA achievements in the West Africa region. The report shall include trade data for textiles, apparel and other GSP items; a list of AGOA-related investments and expansions; new government trade and investment liberalizing measures; regional and national strategies to take advantage of AGOA opportunities; transportation and other infrastructure enhancements; new U.S. Government SPS product approvals; and post-special rule for apparel plans in less developed countries. The report shall also identify continuing and/or new constraints and make recommendations to address them.

The Contractor shall develop an information exchange program to enable the Hub to act as a central point where West Africans and donors can obtain access information on donor-funded trade, investment, and business development activities taking place in the region, including available training

opportunities and an inventory of past and current technical assistance provided in the region. This will allow the Hub to act as a resource and clearinghouse on technical assistance, which will benefit recipients and donors alike.

5.7. Annual Work Plans, Performance Monitoring, and Financial Reporting

5.7.1. Annual Work Plans

The Contractor shall develop annual work plans to achieve the results, outcomes and milestones in section 4 of this task order. The work plans shall be based on the following general principles:

- prioritize tasks to focus on managing for results, with particular reference to the results, outcomes and milestones in section 4 of this task order;
- include annual work plans for each of the long-term advisors and technical experts;
- maximize use of long-term advisors and technical experts, utilizing short-term technical experts only when necessary to address skill gaps;
- to the extent possible, anchor long-term advisors and technical experts to specific regional organizations and/or associations;
- promote synergies and coordination among sub-activities;
- base plan on extensive stakeholder consultations, including regional stakeholders, WARP, USAID bilateral missions and embassies in West Africa, other USG stakeholders, and other bilateral and multilateral donors, and indicate ways in which bilateral and regional programs are contributing to achieving outcomes and desired results;
- identify practical, cost-effective ways to incorporate gender and HIV/AIDS issues into sub-activities;
- build impact data collection tasks into sub-activities, including mechanisms for collecting anecdotal information, success stories, and case studies; and
- identify effective ways to collaborate with other WARP-funded advisors and technical experts working in related areas such as trade, finance, transport, telecommunications, and energy.

5.7.2. Performance Monitoring

The Contractor shall develop a performance monitoring plan to track and report on the results, outcomes, and milestones in section 4.2 of this task order. The Contractor shall develop this plan in close consultation with the WARP Activity Manager and the Economic Integration activity. At a minimum, the performance monitoring plan shall include narrative

statements of activity and sub-activity goals and intents; expected long-term results and impact; targeted outcomes, outputs and milestones; major activities/tasks and inputs; performance indicators; key assumptions and risks; and a data collection and reporting plan.

The Contractor shall participate in quarterly progress reviews (see section 7.2) and semi-annual results reviews at which the WARP and the Contractor shall jointly review progress towards achieving results, outcomes, outputs and milestones. Note that the results of this review will be shared with participating bilateral missions.

5.7.3. Financial Reporting

The Contractor shall also track and report on allocation of costs for core and support functions (e.g., Regional Trade Hub Advisor /Hub Manager, training specialist, administrative support, etc.).

6. Recommended Team Composition and Skill Mix

The Contractor shall propose an appropriate team configuration and skill mix to accomplish the objectives, expected results, and tasks outlined in sections 1, 3, 4 and 5 of this task order. To the extent feasible, the Contractor shall utilize qualified regional consultants to strengthen regional capacity and help ensure the sustainability of results.

The following skill mix (with suggested level of effort in brackets) is recommended:

6.2. Core Team Non-regional Expatriate Hire

6.2.1. Regional Trade Hub Advisor /Hub Manager [24 months]:

- at least a Master's degree in economics and at least fifteen years of relevant experience, at least seven years of which must be in developing countries and at least two years in West Africa;
- experience in managing and coordinating complex programs in developing country settings, particularly those in which the provision of multi-disciplinary short-term technical assistance services has been an integral component;
- previous experience as a Team Leader for similar donor-funded projects and activities;
- extensive experience in trade promotion and policy analysis in the context of regional market agreements;

- understanding of the underlying economic issues necessary for effective trade negotiation and trade agreement management;
- demonstrated ability to increase awareness within the private sector of trade opportunities under regional trade agreements;
- experience in managing trade capacity building/training programs;
- previous experience serving in an advisory capacity to high-level government officials on trade policy and global competitiveness issues;
- knowledge of WTO issues and requirements;
- demonstrated ability to work collaboratively with institutional and private sector partners and stakeholders in a multi-country setting;
- excellent writing and presentation skills;
- ability to utilize standard word processing and spreadsheet computer software packages; and
- proficiency in English and French (FSI S3+R3+).

6.2.2. AGOA Implementation Advisor [24 months]

- at least a Master's degree or the equivalent in economics or a closely related field and at least ten years of relevant experience, with at least five years in developing countries and some West Africa experience;
- undergraduate degree or equivalent economics, public policy, business or a closely related field and at least ten years of relevant experience;
- working knowledge of AGOA objectives, provisions, procedures and eligibility requirements;
- working knowledge of the challenges confronting West Africa in expanding intra-regional and global trade;
- experience in expanding awareness of the benefits, provisions and procedures of West Africa trade agreements to private sector organizations and government officials;
- demonstrated ability to increase awareness within the private sector of trade opportunities under AGOA;
- familiarity with the needs of private sector organizations, such as apparel manufacturers, with regard to meeting external market demand (i.e., formation of strategic alliances with buyer organizations);
- familiarity with the operations of the U.S. Trade Representative, U.S. Department of Commerce, and U.S. Department of Agriculture with regard to the implementation of Southern Africa trade agreements;
- demonstrated ability to work collaboratively with institutional and private sector partners and stakeholders in a multi-country setting;
- excellent writing and presentation skills;
- ability to utilize standard word processing and spreadsheet computer software packages; and
- proficiency in English and French (FSI S3+/R3+).

6.2.3. Business Development Specialist [24 months]

- undergraduate degree or the equivalent in business, economics or a closely related field, at least seven years of relevant experience, and a minimum of four years in the developing world, preferably in West Africa;
- working knowledge of AGOA objectives, provisions, procedures and eligibility requirements;
- knowledge of the overall trade and investment environment in West Africa (including barriers to cross-border and global trade and investment, characteristics of firms that have successfully overcome these barriers, etc);
- knowledge of barriers to trade in agricultural products, raw and processed;
- experience in the area of small/medium size business development, such as provision of training and transfer of technologies;
- working knowledge of transaction facilitation, ideally in the context of linking smaller firms with larger corporate buyers in the context of cross-border trade and/or global trade;
- access to a wide range of business contacts both within and outside the West African region;
- experience in establishing linkages between entrepreneurs in West Africa and regional or U.S. buyers and/or sources of technical support;
- familiarity with the needs of private sector organizations, such as apparel manufacturers, with regard to meeting external market demand (i.e., formation of strategic alliances with buyer organizations);
- demonstrated ability to work collaboratively with institutional and private sector partners and stakeholders in a multi-country setting;
- excellent writing and presentation skills;
- ability to utilize standard word processing and spreadsheet computer software packages; and
- proficiency in English and French (FSI S3+/R3+).

6.3. Core Team West Africa Hire

The support team should be recruited from individuals resident in the region. This is expected to add to the credibility of the team vis-à-vis demonstrating familiarity with and hands-on knowledge of trade issues in the region. This is also expected to contribute to the sustainability of the results since it is assumed that these individuals and their skills will remain in the region after the termination of the project.

- **Training/Capacity Building Specialist** *[24 months]*:

Extensive experience in designing and producing technical training materials; demonstrated success in designing and conducting Train-the-Trainers workshops; strong facilitation and presentation skills, and ability to work

effectively as a co-trainer; experience in utilizing group decision-making techniques in multi-cultural workshop settings, preferably in Africa; and excellent writing and communication skills.

- **Impact Monitoring and Coordination Specialist** *[24 months]:*

Solid demonstrated experience in developing activity-level performance monitoring systems to track outputs, milestones and results; experience in developing systems and procedures for collecting and interpreting customs, trade and transit data; demonstrated ability to monitor and report on activity-level results and impact; and excellent writing and communication skills. Experience with working with other entities (multi-lateral and bilateral donors, NGOs, government agencies etc.) on program implementation and coordination issues for the purposes of (a) ensuring that program complement each other, (b) sharing lessons learned, (c) avoiding redundancies and (d) and designing joint programs.

6.4. Short-term Technical Experts *[180 work-days per annum]*

- **WTO Specialist(s):** familiarity with the WTO Uruguay Round Agreement, including chapters related to agriculture, textiles and clothing, technical barriers to trade, rules of origin, anti-dumping, customs procedures and customs valuation, subsidies and countervailing measures, trade in services, TRIPS, TRIMS, and dispute settlement; familiarity with WTO SPS agreement; knowledge of current status of continuing Uruguay round negotiations in agriculture and trade in services, as well as developments from the Doha WTO Ministerial; knowledge of specific provisions for least developed countries and net food importing countries; and understanding of the relationship between the WTO and regional integration arrangements, including notification options and issues.
- **Trade Policy Advisor(s)/Trade Negotiator(s):** extensive experience in trade policy analysis, ideally in the context of regional trade agreements elsewhere in the world; broad range of experience in negotiating regional or multilateral trade agreements; previous experience in formulating trade policy recommendations and advising Governments or regional institutions on global competitiveness issues; understanding of tariff and non-tariff barriers to trade, and how to overcome them; and demonstrated understanding of customs procedures and administration, ideally in West African countries or other developing countries.
- **Business Development Specialist(s):** experience in diagnosing the needs of small businesses; experience in providing, or arranging for, the requisite technical support; and experience in facilitating transactions with partner enterprises.

- **Agricultural Trade Development Specialist(s):** extensive experience in the promotion of trade in agricultural products (including livestock), and the expansion of agricultural markets both across borders and globally; previous experience in working with agricultural sector cooperatives and other producer organizations; experience in formulating agricultural policy recommendations with a focus on its impact on trade and in providing policy advice to governments and private sector; in-depth understanding of Africa-specific barriers to trade in agricultural products.
- **Manufacturing/Sector Strategy Specialist(s):** working experience with private sector representative groups, industry associations, etc., in preparing strategies and action plans geared toward increasing capacity to expand trade.
- **Customs Reform Expert(s):** experience in customs reform and administration, both at the policy and operational level; demonstrated ability to develop and implement efficient and effective communication and information sharing frameworks with stakeholders; and familiarity with international customs conventions and instruments and experience in assisting countries to accede to and/or apply these conventions.
- **Customs Tariff and Valuation Expert(s):** demonstrated ability to provide hands-on technical assistance to implement Customs Tariff and Statistical Nomenclatures (HS) and WTO Customs Valuation systems; and excellent and current knowledge of trade regimes, international trade and customs organizations, and the respective instruments, tariff, valuation procedures, and audit requirements of these organizations.
- **Customs Trade Facilitation and Transit Expert(s):** experience in devising and implementing trade facilitation and transit measures; expertise in the design and application of customs valuation methods, duty deferment schemes (bonded warehouse regimes, export promotion schemes, free trade zones), import and export licensing, insuring goods, transit operations, revenue collection processes, certification and verification of rules of origin, risk management and selective targeting techniques, investigative techniques, statistical control and dissemination of information on trade documents, and computerization of customs processes; demonstrated ability to introduce and assess the effectiveness of transit procedures along transport corridors; and familiarity with international customs conventions and instruments and experience in assisting countries to accede to and/or apply these conventions.
- **Legal Reform Expert(s):** experience in legal and regulatory matters in customs reform and administration; experience in the compilation, interpretation and enforcement of international agreements; experience in successfully steering a memorandum of understanding process through to

ratification; and knowledge of procedures and processes for transporting sensitive or dangerous goods.

7. Process and Schedule

7.2. Period of Performance

The period of performance for this task order will be from o/a November 1, 2002 to October 30, 2004, with an option to extend one year.

7.3. Activity Management and Reporting Relationships

The Cognizant Technical Officer (CTO) for the contract is the WARP SO4 Team Leader. All long-term and short-term technical experts under this task order shall report to the Regional Trade Hub Advisor and Hub Manager.

7.4. Approval of Short-term Technical Assistance and New Sub-activities

This task order is designed to be flexible enough to respond to new initiatives that are consistent with the overall scope of the West Africa Global Competitiveness Hub. The Contractor may submit proposals (including SOWs and budgets) for new sub-activities and short-term technical assistance to the CTO. If the proposal(s) represent material changes to the task order, prior written approval of the Contracting Officer.

The Contracting Officer or the CTO shall notify the Contractor in writing that the proposed sub-activity has been approved or rejected. The Contractor shall not mobilize short-term technical assistance or implement new sub-activities without the prior written approval of the CTO or the Contracting Officer.

7.5. Working Conditions and Logistical Support

The Contractor shall provide all logistical support to all long-term advisors/experts, including office space, secretarial support, housing, furniture and furnishings, payment of salaries and per diem, issuing of tickets for regional and international travel, scheduling appointments and travel, and reserving accommodation and rental cars. The Contractor shall also provide IBM-compatible computers to the long-term advisors/experts.

The Contractor shall provide all logistical support to the short-term technical experts under this Task Order, including, but not limited to, hotel accommodation, secretarial support, payment of consulting fees and expenses, issuing of tickets for regional and international travel, scheduling appointments and travel, and reserving accommodation and rental cars. The Contractor shall also provide IBM-compatible computers to the short-term technical experts as required.

The long-term advisors/experts shall be based in Accra, Ghana.

Note: USAID will authorize rental cars as necessary to enable short-term consultants to fulfill their official responsibilities efficiently. However, in several countries in the region, taxis are abundant and inexpensive and may be a more appropriate and cost effective means of transport.

8. Reporting and Dissemination Requirements

Although each team member will provide written sections in his/her areas of responsibility, the Contractor has ultimate responsibility for the quality of the final product. Unless otherwise advised by the CTO, the Contractor shall submit one copy of each report to the CTO in unbound hard copy format, the remaining hard copies in bound format, and one electronic copy compatible with USAID computer system software and hardware. Documents shall be formatted for size A4 paper.

8.2.Task Order Implementation Reports

8.2.1. Annual Work Plans

The Contractor shall develop and submit to the CTO a detailed work plan covering the period of October 1, 2002 through January 30, 2003 no later than 30 days from the effective date of this task order. The CTO shall provide formal written approval of the proposed annual work plan, or recommendations for modifying the work plan, no later than ten working days following receipt of the proposal from the Contractor. Should modifications be required, the Contractor shall submit a revised work plan to the CTO no later than ten working days following receipt of comments from the CTO.

The Contractor shall develop and submit to the CTO five hard copies of a detailed work plan for the remainder of FY 2003 no later than January 30, 2003. The CTO shall provide formal written approval of the proposed annual work plan, or recommendations for modifying the work plan, no later than ten working days following receipt of the proposal from the Contractor. Should modifications be required, the Contractor shall submit five hard copies of a revised work plan to the CTO no later than ten working days following receipt of comments from the CTO.

An annual work plan will also be required for FY2004 no later than October 30, 2003. The procedure for reviewing, commenting on and approving the proposed FY2004 annual work plan will be the same as that followed for the FY3003 annual work plan.

8.2.2. Performance Monitoring Plan

The Contractor shall develop and submit to the CTO five hard copies of a detailed Performance Monitoring Plan no later than forty-five days from the effective date of this task order. The CTO shall provide formal written approval of the performance monitoring plan, or recommendations for modifying the work plan, no later than ten working days following receipt of the proposal from the Contractor. Should modifications be required, the Contractor shall submit five hard copies of a performance-monitoring plan to the CTO no later than ten working days following receipt of comments from the CTO.

8.2.3. Quarterly Progress Reports

The Contractor shall prepare quarterly progress reports which summarize major activities undertaken during the quarter; resources expended; outputs produced and milestones achieved; intermediate results and impact of technical assistance provided; issues, constraints and opportunities; proposed solutions to problems and constraints; and lessons learned. In addition, the quarterly progress reports must update the work plan and identify new activities to be undertaken during the next quarter. The Contractor shall submit 5 copies of the first quarterly progress report to the CTO within 10 working days after the end of the second quarter of FY 2003 and 5 copies of subsequent Quarterly Progress Reports to the CTO within 10 working days after the end of each subsequent calendar quarter. The estimated length of the quarterly progress reports is 20 pages, excluding attachments.

8.2.4. Quarterly Accruals Reports

The Contractor shall submit a spreadsheet showing cumulative disbursements and estimated (undisbursed) accruals to the CTO ten days prior to the end of each calendar quarter.

8.2.5. Trip Reports

The Contractor shall prepare trip reports summarizing all official trips undertaken by long-term advisors and short-term technical experts under this task order. These reports shall briefly describe the purpose of the trip; dates and places visited; major meetings attended and/or activities undertaken; persons contacted; issues, constraints and opportunities; outcomes and results; and recommendations. If more than one advisor or technical expert participated in a trip, one consolidated trip report is sufficient. The Contractor shall submit trip reports to the CTO electronically by e-mail no later than five working days after the end of the trip. These reports generally be of uniform format, reviewed and agreed upon by the CTO, and should not exceed 1 or 2 pages.

8.2.6. Final Report

The Contractor shall prepare and submit ten copies of a Final Report to the CTO. This report shall summarize the overall program of assistance under the task order, describing the activities undertaken; problems, issues, constraints and opportunities; major milestones, results and impact, including success stories and case studies demonstrating firm- or people-level impact; recommendations for follow-up actions; and lessons learned. This report should not exceed 50 pages and is due 10 days prior to the estimated completion date of the task order. This report shall also include, as attachments, the CVs of all advisors and short-term technical experts utilized to carry out the work under this task order.

8.3. Other Reports and Deliverables

8.3.1. Technical Reports

The Contractor shall submit to the CTO all technical reports and documents prepared by the long-term advisors and short-term technical experts under the task order, including issues papers, technical analyses, training manuals, brochures, pamphlets, press releases and other related materials. The Contractor shall attach these reports to the quarterly report corresponding to the quarter during which the report was completed (completion dates to be specified in the work plan, work plan updates and scopes of work for short-term technical assistance).

8.3.2. Proceedings of Workshops, Meetings and Stakeholder Consultations

The Contractor shall submit to the CTO reports summarizing the proceedings and recommendations of each workshop or meeting sponsored under this Task Order, including the purpose, participants, decisions reached, and milestones and results achieved. The Contractor shall attach these reports to the quarterly report corresponding to the quarter during which the workshop or meeting took place.