



USAID
FROM THE AMERICAN PEOPLE

AFRICAN GLOBAL COMPETITIVENESS INITIATIVE

DETERMINING EXPORT READINESS



FEBRUARY 2009

BEST PRACTICES IN AFRICAN ENTERPRISE DEVELOPMENT



This publication, written by Finn Holm-Olsen, was prepared by SEGURA IP3 Partners, LLC for review by the U.S. Agency for International Development.

Cover Photo: Loading pallets on a truck taking merchandise to cargo ship at docks.
Photo: RF Stock

Inside Cover Photo: Leather factory in Ethiopia – Through USAID's Agrobusiness and Trade Expansion Program Ethiopia's exports to the United States have been increasing.
Photo: Fintrac (EthiopiaAg.org)

CONTENTS

Acronyms..... ii

Introduction..... 1

Export Readiness Defined..... 2

Important Factors in Analyzing and Determining Export Readiness 3

A Review of Specific Methodologies/Processes/Approaches Employed 5

Other Factors/Variables in Determining Export Readiness 8

Success Stories and Key Elements of Export Readiness: An Illustrative Look..... 11

What Might Constitute a Best Practice in Determining Export Readiness..... 15

ANNEX 1: Sample Company Questionnaires

ANNEX 2: Resource List

ACRONYMS

AFTT	Africa Fast Track Trade
AGCI	African Global Competitiveness Initiative
AGOA	African Growth and Opportunity Act
ALINC	AGOA Linkages in COMESA
ATA	Aid To Artisans
COMESA	Common Market for Eastern and Southern Africa
EBD	Export business development
ECA	East and Central Africa Trade Hub
EPC	Export Promotion Centre
EU	European Union
KSA	Knowledge Sharing and Analysis
KSAB	KSA Brief
SAGCH	South Africa Global Competitiveness Hub
SAIBL	South Africa International Business Linkages
USAID	United States Agency for International Development
USFDA	U.S. Food and Drug Administration
WATH	West Africa Trade Hub

INTRODUCTION

This African Global Competitiveness Initiative Knowledge Sharing and Analysis brief (AGCI-KSAB) on “Determining Export Readiness” examines different processes, frameworks, and standards in assessing a given firm’s ability to transform received technical assistance into export-oriented results. The analysis determines what is the same or different, and what can be considered a best

What do we mean when we say that a particular firm is “export ready”? How do various project implementers recognize “export readiness”? And what conclusions might we draw from the various methodologies and approaches aimed at determining export readiness? All of these questions will be analyzed in this study.

practice. Finally, the study presents critical success factors in assessing and determining a company’s readiness for export. A “narrow and deep” approach was taken in the research and preparation of this brief. While the focus of the study was primarily the four USAID Global Competitiveness Trade Hubs, it does encompass and include input from several other selected enterprise development projects in sub-Saharan Africa. For ease of reference, this study often refers to these various groups broadly as project implementers.

A major goal of the African Global Competitiveness Initiative (AGCI) is to increase value-added exports from Africa to global markets. To accomplish that goal, each of the African Global Competitiveness Hubs (commonly referred to as the Trade Hubs, or simply “the Hubs”) implementing AGCI has supported African exporters in improving their competitiveness and their knowledge of market opportunities and export requirements. The Hubs have taken an active role in facilitating market linkages between global buyers and those African enterprises, as have other U.S. Government-funded programs (both past and present) such as the Africa Fast Track Trade (AFTT), AGOA Linkages in the Common Market for Eastern and Southern Africa (ALINC), West Africa International Business Linkages, and South Africa International Business Linkages (SAIBL) programs.

A review of key success factors in supporting African enterprises identifies those best practices that have helped client firms grow their exports and in turn create more and higher skilled jobs. The dissemination of information about these best practices will benefit African exporters and those that support exporters alike and will create an opportunity for the Hubs and other projects to learn from one another’s individual efforts.

The AGCI Knowledge Sharing and Analysis project (KSA) has undertaken research and compilation of a Knowledge Sharing and Analysis Brief (KSAB) that identifies Best Practices in supporting African export business development (EBD). The primary audience of that KSAB is USAID personnel and implementing partners, but it is envisioned that some export-ready African enterprises and market linkage promotion providers would also find the KSAB of value. KSA staff and consultants looked within and across the Trade Hubs and selected bilateral programs for best practices that stood on their own merit without regard for geographic distribution; they did not seek to find or apportion best practices equally across the Hubs and bilateral USAID missions.

This KSAB on *Determining Export Readiness* builds on the progress made as illustrated in the KSAB *Best Practices in African Enterprise Development*¹. One of the topics identified in that study as having the

¹ *AGCI Best Practices in African Enterprise Development*, written by Margaret Bishop and David Fischer of SEGURA/IP3 Partners, LLC in October 2008.

potential to be further explored was the different ways that implementers determine if a firm should receive technical assistance for export.

One of the main activities in enterprise development is to select firms for technical assistance that, when applied correctly and over a suitable time period, can generate significant and/or catalytic export sales and boost production and value addition along an entire product's value chain. In most instances, export promotion implementers receive applications from firms wishing to become a beneficiary of technical assistance but, due to the need to maximize impact with scarce resources, not all firms can be engaged.

EXPORT READINESS DEFINED

What do we mean when we say that a particular firm is “export ready”? How do various project implementers recognize “export readiness”? And what conclusions might we draw from the various methodologies and approaches aimed at determining export readiness? All of these questions will be analyzed in this study. But first, we need a simple, working definition that will give us an understanding of exactly what it is we are seeking to measure when we determine that a firm is “export ready.”

Depending on where they are in the life cycle of their particular business, many firms may have an interest or desire to export. It might be said, then, that this desire to export translates to a readiness to export. In fact, a desire to export does not, in and of itself, equate with an ability or capacity to export. If “export ready” does not equal “export willing,” then there clearly are other factors at play. All of the project implementers interact with a myriad of companies – big and small, with varying degrees of capabilities – on a daily basis, expressing an interest in exporting and believing themselves to be in a position to do so. In order to determine a given company's chance for success in a particular export market, and therefore qualify for programmatic support, the project implementer must look at certain factors, both quantitative and qualitative, of that company.

This analysis must necessarily go beyond the company's willingness or perceived preparedness to export. So export ready assumes that key aspects of the company's business have met a certain threshold – that the company has the resources to initiate and capacity to sustain an export activity. A company might have the drive and the wherewithal to export, but it must also have an advantage vis-à-vis other sellers in the target market (which, importantly, includes both domestic sellers and exporters to that market). The other critical element in our definition, then, is having a product in demand in a foreign market that has some level of competitive or comparative advantage. Looking at the product's competitiveness in the domestic market often can be a key indicator as to whether that product will find success across borders. Some level of export experience is the final critical piece. All of the project implementers covered in this study have the U.S. market as their primary focus. Given the size and complexity of the U.S. market, it is critical that some level of experience in exporting, however small, has been gained, if for no other reason than exporting requires steps and procedures that must be learned – procedures that are not required in the domestic marketplace.

So, for the purposes of this study, we have a simple, working definition of export ready. An export ready firm is one that has, at a minimum, the drive, experience, financial resources, and capacity to successfully meet demand for its product in a foreign market. With this in mind, let us now look at how various project implementers specifically address and answer the question of export readiness within the context of the business communities with which they work.

IMPORTANT FACTORS IN ANALYZING AND DETERMINING EXPORT READINESS

In this section, we look at various quantitative and qualitative factors considered when seeking to determine export readiness. It is not meant to be an all-inclusive or perfect list, but rather a snapshot of some of the more important elements that project implementers look at in the early phases of seeking to determine whether a firm is export ready, and therefore suitable for programmatic support. Culled from interviews and surveys, these elements are classified into broad categories for ease of reference.

Preparatory Work/Scoping

- Participation in export-related workshops, training programs, or conferences.
- Participation in international trade shows or scoping missions.

Proven business model

- Is the company successfully operating in its home market?

Exporting Experience

- Does the company have, at the very least, some experience in fulfilling orders in a market outside its own?

Health of Company

- Number of full-time employees.
- Number of part-time or seasonal employees.
- Number of years in business (can be a gauge of reliability).

Export Budget

- Does the company have a separate or line-item budget for exporting?

Strategic Vision/Export Strategy

- Does the company have a strategic vision or plan for exporting?
- Are export objectives clearly stated?

Human Resources

- Does the company have an existing contact person or team dedicated to exporting?

Competitive Edge

- Does the company produce a unique product or service?
- Does the company possess the ability to modify the product to meet market requirements or demand?

Production Capacity

- Does the company have sufficient capacity currently?
- Does it have the means to expand production quickly to meet export orders? And do common production capacity measures include:
 - Monthly production (e.g., x # of pieces/month),
 - Minimum/maximum order quantities, and
 - Export frequency.

Certifications (e.g., International Standards Organization, Fair Trade) or applicable registrations (e.g., USFDA)

- Does the company possess relevant international or target market certifications to meet regulatory requirements?

Product Quality

- Does the company have a quality product, including quality packaging and labeling
- Are quality control processes in place to ensure consistency?

Communications/IT/E-mail

- Are relevant staff proficient in communicating with buyers and contacts in export markets?

Management Expertise

- Are key personnel trained or experienced in the logistics of exporting?

Commitment

- Is exporting considered a core business activity that will receive the requisite attention and resources?

Finance

- Does the company have sufficient financial strength and resources to develop new markets?
- Can initial expenditures be adequately absorbed for activities such as advertising, promotional material, and the cost of market visits?
- Does the company have sufficient cash flow or access to credit/working capital?

Marketing

- Does the company have a marketing strategy for the export market?
- Does the company have adequate marketing/promotional materials in place (e.g., brochures, catalogues, and Web sites)?

Speed to Market

- Can the company react quickly to market opportunities and deliver on time/as promised?

Efficient Transport

- Can the company deliver to market in a timely and efficient manner and still export profitably?

International Norms

- Does the company have a respect and understanding of international norms?

A REVIEW OF SPECIFIC METHODOLOGIES/PROCESSES/ APPROACHES EMPLOYED

In polling the various project implementers, it became apparent that even though a range of methodologies are used to ascertain export readiness, there are also many commonalities.

The West Africa Trade Hub (WATH) employs a multi-step process to determine export readiness that includes completing its Export Readiness Questionnaire; conducting an interview with the company; reviewing product samples or photos; reviewing all available marketing and communication materials; visiting the company's operation, or requesting that one of its AGOA resource centers in the region visit the company's operation.

The Southern Africa Global Competitiveness Hub (SAGCH) utilizes any combination of questionnaires, telephone interviews, meetings with companies, and visits to factories. SAGCH will also often use bilateral projects (e.g., Market Access, Trade and Enabling Policies, Swaziland Enterprise and Entrepreneurship Program, and SAIBL) to assist in the screening process given those project implementers' field resources. SAGCH notes that its export readiness bar for potential clients is set high so that success can be achieved with effective market linkage support and limited business development assistance.

The East Africa Trade Hub (ECA Hub) begins with a Company Questionnaire, which is designed to be a first-cut of information. After assessing the information received, it follows up as appropriate via in-office meetings with company officials, where product samples are reviewed, and/or site visits. The ECA Hub also works in close collaboration with USAID bilateral missions and other implementing partners to obtain their assessment of a given firm and/or to verify its own appraisal of the firm's export readiness.

The AGOA+ program in Ethiopia generally brings in technical experts to determine if a particular company is export ready. When that is not possible, it looks first at the finished product(s) to be exported, the management team, production capacity, and other export market experience to make an assessment.

The Aid To Artisans (ATA) group, through its ATA Market Readiness Program, employs a self-assessment tool for artisans. While not detailed, it is believed that many other useful questions can emanate from the self-assessment. ATA considers a company ready to enter the export market if it has:

- A finished product line that is unique and competitively priced;
- The capacity to re-design its product to suit the intended market;
- Excess production capacity so that a large order can be filled quickly;
- Excellent, consistent quality control, even if production is increased;
- A bank account;
- A functioning record-keeping system to track expenses and income;

SAMPLING OF EXPORT READINESS TOOLS

- ✓ Questionnaires
- ✓ Self-evaluations/checklists
- ✓ Diagnostics/toolkits
- ✓ Interviews
- ✓ Site visits
- ✓ Review of product samples, photos and marketing/communications materials
- ✓ Consultant assessments
- ✓ Consultations with other supporting organizations or project implementers.

- Cash reserves, savings, or access to capital to finance its production;
- An export license (if required) and access to a labor pool trained in export marketing and logistics;
- English-speaking personnel with good customer service skills;
- Customers and references in the target export market; and
- The capacity to survive two years without making a large profit.

The SAIBL project utilizes an on-line, self-evaluation tool called a Company Diagnostic/Export Readiness Assessment. Companies score themselves on a scale of 1 to 4 – with 1 being “No,” 2 being “Maybe,” 3 being “Yes,” and 4 being “Certainly (verifiable)” – on a series of questions, including:

- Do I have a competitive product or service?
- Do I know what I am competing on (e.g., quality, price, reliability, delivery, technology, back-service)?
- Is my enterprise able to expand (capacity) and service growth and new orders (working capital)?
- Is my enterprise supplying or servicing regular commercial clients?
- Do I know the net worth/value of my enterprise?
- Does my enterprise have a documented, functioning information management system?
- Do I have a strategy and business plan for running my enterprise?

At the end of the self-evaluation, the scores are automatically totaled and a message, such as “you are definitely export ready” or “you may be export ready,” is generated based on the answers given.

South Africa’s Department of Trade and Industry uses a two-pronged approach to determine first whether the company itself – the business – is export ready, and then whether the product is ready to be exported. Done via self-evaluation, the section dealing with “Is your business ready to export” focuses on the following areas, which are given weightings (in brackets), along with several “yes or no” questions following each:

- Management’s commitment to exports (x 4),
- Management skills in international business (x 1),
- Financial resources (x 4),
- Technical know-how (x 3),
- Capacity to supply/manufacture (x 3),
- International marketing intelligence and know-how (x 1).

The survey directs the respondent to allocate 1 point for every “yes” and 0 points for every “no.” The score is then totaled, and the respondent is advised: “If your total is less than 35, your organization is probably not ready for exporting. You should then focus your attention on those areas in which you had low scores.”

The self-evaluation then moves to the second part of the self-evaluation, which asks “Is your product ready to be exported?” It stresses that the exportability of a given company’s product is dependent on the company’s ability to export as discussed in part one of the survey. Areas analyzed under this section, with corresponding questions, include the following.

- *Market potential.* Includes success in the domestic market, knowledge of the competition, and comparison of delivered prices compared to those of competitors.

- *Product adaptability.* Includes adaptability of the product, packaging, labels, manuals, and marketing materials.
- *Cost structure.* Includes cost of inputs, overheads, freight, and applicable import duties.
- *Competitor's product.* Includes knowledge of comparative advantages/disadvantages of your product and the potential for product substitution.
- *Product complexity.* Complex products that need high levels of support, installation, or service requiring greater company resources or attention.
- *Rights to sell product internationally.* Are there any license restrictions or patent issues with the product?

Kenya's Export Promotion Centre (EPC) utilizes an Exporters Diagnostic/Tool Kit whereby potential exporters visit the EPC resource center and are walked through the various requirements of exporting by resource personnel. It is essentially a combination of self-evaluation and tailored assistance to help the client company make the determination as to whether it is export ready. When programmatic support is being considered, the primary method is via questionnaire.

Enterprise Mauritius, a quasi-governmental organization that works closely with the exporting community in Mauritius, uses a detailed questionnaire that heavily emphasizes production capacity and financial strength.

There are also a wide range of on-line tools available to exporters (who may be interested in self-assessments) and project implementers (who might be interested in refining or enhancing their own methodologies/processes). One such site (www.exporthelp.co.za), while providing a detailed export readiness questionnaire to potential exporters, also puts the notion of export readiness quite succinctly and in proper perspective: *...Exporting, because of its global nature, is often seen as being quite glamorous. Also, because of the size of the global market, some companies may think that entering export markets must be very easy. For these and other reasons, many companies turn to exports as a means of salvation from small and highly competitive local markets. These are the worst reasons for exporting.*

It goes on to say that exporting is worth considering only if you:

- Have a unique product;
- Are an established, successful firm;
- Are already selling quite successfully against imported products;
- Are in a position to finance your export endeavors for a period of 12 to 24 months without necessarily generating any immediate income;
- Already have good contacts in your industry abroad who may be prepared to help you; and
- Have the necessary export skills within your firm;

On the other hand, you should stay away from exporting if you:

- Do not have a formal business plan for your local market;
- Are not selling your products nationally;
- Are struggling in the domestic market;
- Are producing and selling a very ordinary product; or
- Have limited financial resources.

It is easy to get caught up in the excitement and possibilities of exporting, particularly if as a company you already have some expressions of interest from buyers in the target market. Indeed, it can be difficult to take a step back and look at your business objectively and even harder still to pass up an opportunity and say, “I am not ready to export.” Market opportunities will always be there; on the other hand, it can often be quite difficult to overcome a situation where as a company you decided to have a go at an export opportunity despite lingering doubts about your ability to properly meet the order. That scenario can in fact be detrimental to your business as buyers in the export market can be quite unforgiving when it comes to non-delivery or unmet expectations. Just as specific methodologies are applied by project implementers, it is important for companies themselves to take a hard and critical look at their own businesses using some variation of SWOT analysis, where strengths, weaknesses, opportunities, and threats are identified.

Examples of some specific questionnaires/self-evaluations utilized by project implementers can be found in the *Annex I*.

OTHER FACTORS/VARIABLES IN DETERMINING EXPORT READINESS

Are there other factors, perhaps less-defined, that are considered in seeking to determine whether a firm is export ready? Following are some issues for consideration.

Responsiveness to requests for information. Information received from potential client companies is of course essential to determining export readiness. Business dealings with partners in advanced international markets are predicated on open lines of communication with fast, efficient, and regular follow-up. Given the importance of responsiveness in exporting, some project implementers pointed to this area itself as a qualifying element in determining export readiness. One project implementer utilizes a “24-hour rule”: “The first sure way of measuring if any one of my potential clients is export ready is this – if, after requesting background information from the company, I do not get a reply back within 24 hours, they have failed my test.” The reasoning here is that a company that cannot respond in a timely manner to requests for information (which is a hallmark of exporter-buyer relations) has probably demonstrated a critical deficiency that might portend failure: an inability to ensure confidence in its potential business partner, which is an essential ingredient to export success.

Ability/willingness to cost-share on trade missions. By its very nature, exporting requires greater financial resources than selling to the domestic market. It requires a financial ability to launch the effort, as well as a commitment to sustain it. Some level of direct market research is often required – be it a scoping mission or a walk through at an international trade show to get a sense of the market and its requirements. Exporting success does not happen by showing up in the foreign market and getting orders straightaway, but rather is achieved through preparation, which in turn requires a financial commitment. Many of the project implementers offer, as a key aspect of their programmatic support, sponsorship to trade shows in the United States. And while “sponsorship” is defined differently by different projects – most cover the booth/exhibition costs, while other aspects of the participation are not – common to all is that trade show support is not a free ride for the participants. A certain element of cost-sharing is expected such as it requiring companies to pay for their lodging, air travel, and/or miscellaneous expenses. In doing so, project implementers create a “filter” to differentiate between export ready and non-export ready firms. One common refrain was: “If a company cannot spend a couple of thousand dollars to get themselves to the United States., they probably are not ready to

export.” Whether this reflects a lack of commitment/seriousness or lack of financial resources is not particularly relevant, the company has demonstrated that it is not export ready.

Sector of operation. An important consideration when determining export readiness is the particular sector within which the company operates. Various project implementers interviewed for this study have different sectoral focuses and mandates. Certainly different sectors have different levels of sophistication and barriers to entry. As an example, the apparel sector – a sector common to most project implementers – is quite different than, say, the handicrafts market. One critical difference is the sheer size and global competitiveness of the former, which necessitates some level of production scale on the part of the producer to be successful. Certifications like the Worldwide Responsible Accredited Production certification are also highly desirable. Handicraft firms, on the other hand, tend to be smaller operations, and export orders tend to be smaller on the whole. By and large, the capacity requirements of an apparel exporter are necessarily going to be greater than those of a handicrafts producer. A lower bar can similarly be used for products like specialty foods, where cottage industries that could not otherwise make it in the mass market can find a market, if even small. Also, some sectors call for specific certifications, and in other cases back-up services (after-sales support) is essential. In a sector such as processed foods, there are specific labeling requirements under USFDA regulations that must be met. Quality packaging is also critical in this sector. Some elements in the export readiness equation, then, must be analyzed relative to the particular sector of operation.

Export Readiness: Business ready vs. Product ready. All of the various factors, elements, and methodologies are used to some extent by project implementers to determine firm-level export readiness. They are filters through which some companies are accepted as export ready, and others are accepted as not so. And while a company may be export ready, reverting back to our working definition, we know that there are product-specific factors as well that can have a bearing on the likelihood of success in exporting. Some project implementers (see South Africa’s Department of Trade and Industry methodology) employ a two-staged process, essentially trying to assist companies answer two questions: 1) Is your business ready to export and 2) Is your product export ready? These are two fundamentally very different questions. Ultimately, success in exporting to a foreign market requires both that company is export ready and that the market is ready for the company’s product(s), i.e., a need is met and buyers are motivated to purchase.

Competing Products. While there will always be competition in some form, the existence of substitute products in any target market can often have some bearing on a company’s ability to penetrate a market for export.

Target Market. Regional markets, i.e., neighboring countries, will often have less stringent regulatory regimes and, in some cases, less competitive business environments. In the case of exporting to other countries within regional economic groups, such as the Common Market for Eastern and Southern Africa (COMESA) or the Southern African Development Community, there may be other tariff and non-tariff advantages. In general, for African companies, the bar for exporting is higher in the United States and the EU than it is in markets closer to home.

Country-specific factors. Transport time/costs, input costs, and currency rates can all materially impact export readiness. The East Africa region is known to have some of the highest transport costs in the world. Consider that it takes longer and costs more to transport a product from the port of Mombasa to Kigali, Rwanda than it does from Shanghai to Mombasa. The poor condition of the main East African road transport corridor – the Northern Corridor – certainly presents significant hurdles for companies in the region. The same holds true in West Africa. Likewise in Southern Africa, the cost of transport has

hurt apparel exporters in Botswana and Zambia. In Southern Africa, rising Kwacha (Zambia), Rand (South Africa), and Pula (Botswana) impacted price points against the dollar in 2007 and part of 2008, undermining companies' ability to export to the United States at favorable price points. Additionally, rising commodity prices – a worldwide trend that has accelerated in 2008 – has impacted companies' input costs and therefore their bottom line.

Given the subjective nature of the process, the reality is that there are always going to be varying levels of export readiness. A regional trade linkages project associated with the COMESA called AGOA Linkages in COMESA (ALINC) employed a “tiered” approach to classifying the export readiness of companies with which it worked. Likewise, the East and Central Africa (ECA) Trade Hub categorized companies into “tracks” – Tracks A, B, and C – in order to differentiate levels of export readiness across sectors. Similarly, the Africa Fast Track Trade (AFTT) program was predicated on working with “fast tracked” companies, ones that are clearly export ready and require only incremental forms of assistance to accomplish their export goals. As subjective as the export readiness determination is, programmatic realities demand that such an absolute label – you either are or are not export ready – is employed, at least with respect to a more advanced intervention such as attendance at a trade show in the United States. It is the export ready firms that, by mandate and design, receive the bulk of attention.

Programmatic considerations. The reality of project implementers' specific programmatic budgets cannot be ignored. Levels of resources necessarily vary among projects, which undoubtedly has implications for the types of assistance employed, including the amount of technical assistance and training provided, and ultimately the determination of which companies are selected for advanced levels of support. The definition of export readiness must be flexible, also, so that greater diversity in beneficiary companies (and across countries) can be achieved. Without such flexibility, many companies in more well-established exporting countries, (South Africa and Mauritius, for instance) would necessarily dominate programmatic assistance. To avoid this “crowding out” effect, it often becomes necessary to judge export readiness relative to other companies in a given country to assure some level of regional coverage and representation.

But what about the non-export ready firms? In the course of this study, we asked project implementers the following question: “Does your project employ any means by which firms that are determined not to be export ready are advised as to why they are not, or in which areas of their business they are lacking/need improvement? Does your project employ any means to assist non-export ready firms to become export ready? If not, how do you advise the non-export ready firms to proceed?” One answer that was typical of the feedback received was: “It is absolutely mandatory that my clients are 100 percent export ready as we do not have the resources to work with others that are not to make them ready. We usually give training and consulting advice on how to become export ready but we only work with firms that have passed the export readiness assessment.” Despite this, project implementers do provide assistance and guidance. In terms of how non-export ready firms are advised, a common approach for project implementers is to do so through various workshops and seminars. Also, in cases where limited budgets preclude an emphasis on technical assistance, advice is provided to firms on a case by case basis. Project implementers may work collaboratively with other bilateral projects and/or attempt to link up promising companies with other resource providers. Companies are also encouraged to attend workshops organized by other institutions, as was the case in East Africa and Southern Africa recently with regional USFDA trainings for processed food exporters. Importantly, export readiness is fluid, and must be looked at within the context of a dynamic and ever-changing competitive landscape. Project implementers are constantly seeking to match companies with either the right buyers or the proper support mechanisms that will enable them to become export ready.

Some project implementers also bring buyers to Africa to talk to the producers about why they are not ready to buy a certain product or from a particular company. In giving a blunt, business-oriented assessment of a company's export readiness, buyers also provide valuable advice on what aspects of the company's business or product must be improved in order to launch and sustain a successful marketing effort.

The SAIBL project, which focuses on exports to other African states as well as the United States, extends interventions to companies found not to be ready. For example, if the company is deemed to be not export ready as a result of a lack of a specific international (e.g., International Organization for Standardization) or local (e.g., South Africa Bureau of Standards) certification, SAIBL will cost-share to ensure that the company obtains the certification. Its company diagnostic report is also shared with the client. In doing so, SAIBL spells out the areas that need interventions, and then agrees with the company on the priorities and sequencing of such interventions.

The ATA group holds an annual "Africa Market Readiness Program" in Johannesburg, South Africa as well as a Market Readiness Program alongside the New York International Gift Fair twice a year. These are custom-designed programs aimed at providing companies with the necessary tools to export effectively.

WATH provides all companies that have completed its Export Readiness Questionnaire, whether export ready or not, with access to tools such as its sector-specific Export Guides and the AGOA Export Toolkit CDs as well as to one of its 19 national AGOA Resource Centers.

SUCCESS STORIES AND KEY ELEMENTS OF EXPORT READINESS: AN ILLUSTRATIVE LOOK

Success in exporting, particularly to the United States, requires preparation, vision, commitment, flexibility, and hard work. The three examples below illustrate the hurdles that each company had to overcome to establish a presence in the U.S. market. The success of these companies provides a window to how each one uniquely translated export readiness into export success.



SUCCESS STORY

Botswana Entrepreneur Launches New Furniture Line

USAID’s Southern Africa Trade Hub helps Botswanan designer gain access to the U.S. market



Photo: Southern Africa Trade Hub

Peter Mabeo showcases his newest collection of chairs, tables, and home accessories at the 2007 International Contemporary Furniture Fair in New York City.

With assistance from the Trade Hub, Mogomotsi Enterprises is identifying the right distributor to promote the furniture line on the U.S. market and restructuring the company to export exclusively to North America.

US Agency for International Development
www.usaid.gov

The Southern Africa Trade Hub recently began working with Mogomotsi Enterprises, a Botswana-based contemporary furniture design and manufacturing company, to achieve new exports for its furniture line for the North American market. Partnering with the Africa Fast Track Trade program, the Trade Hub sponsored Peter Mabeo, Mogomotsi Enterprises Owner and Managing Director, to showcase his new collection at the 2007 International Contemporary Furniture Fair in New York.

The trip follows the award-winning launch of the Mabeo Collection for North South Project—a collaborative effort between Peter Mabeo and Canadian designer Patty Johnson that received the Editors’ Award for Craftsmanship at the 2006 International Contemporary Furniture Fair.

Since 1995, Mabeo’s company has manufactured furniture for the corporate sector and the domestic retail market in the Southern African region. The North South project enabled the company to step into the international marketplace, offering a 10-piece line of high-end, hand crafted furniture products designed by Johnson and manufactured in Botswana. Balancing craft and local aesthetic with contemporary design, the collection received recognition from Newsweek, the New York Times, Elle Décor, the City Magazine of New York, and the Toronto Star.

Having established the Mogomotsi brand in its own right, Mabeo is currently standardizing his product line to meet demand from the U.S. market exclusively. While looking for the right distributor to promote the line, Mabeo is currently supplying his products directly through a New York-based warehouse.

Being exempt from customs duty and import tax into the United States and sourcing raw material from an Indiana-based lumber supplier, Mogomotsi Enterprises is able to offer an attractive, quality product at a competitive price to the North American market. The Trade Hub’s partnership with Peter Mabeo comes as part of the Hub’s concerted effort to help promote the diversification of Botswana’s exports beyond diamonds and apparel.



SUCCESS STORY

Historic AGOA Export Reaches Retail Giant

USAID assistance to Malian artisans helps fulfill Hallmark export order.



Photo: Eliza Szarazoner/ WATH

One of nearly 500 Malians employed as a result of the Hallmark order stitches a bogolan gift bag.

“Without the technical assistance and on-the-ground support, this project would not have been possible,” said Frank Masterson, capacity resource manager for Hallmark.

Mali’s handcrafts industry is abuzz this year, as artisans across the country prepare thousands of handbags for Hallmark, the largest greeting-card company in the U.S. The bags, made from traditional Malian mudcloth called bogolan, debuted in October at Hallmark’s Gold Crown stores under the (PRODUCT) RED label, part of a widespread commercial initiative launched by Bono and Bobby Shriver to raise money for AIDS relief in Africa. But for nearly 500 producers, mostly tailors and cloth dyers, the benefits have already materialized: months of steady work earning more than twice or three times Mali’s minimum wage.

The sheer size of the order, which included bags and bead strands for greeting cards, shipped weekly, makes it one of the largest single handcrafts purchases ever made in Mali. But the order is groundbreaking in other ways too. It’s the first export Mali has shipped under a provision of the U.S. African Growth and Opportunities Act (AGOA) aimed at handmade textiles, which gives the order duty-free status in the U.S. It’s also the first time Hallmark has done business in Africa – getting assistance along the way from USAID.

“Without the technical assistance and on-the-ground support, this project would not have been possible,” said Frank Masterson, capacity resource manager for Hallmark. “It was important to us to find an authentic item to sell, to not only give money back from our other items but help in economic development along the way.”

USAID’s West Africa Trade Hub provided information, photo samples and financial quotes from three countries in West Africa before Hallmark selected Mali Chic and Farafina Tigne, both Hub clients. To help the businesses handle the order, including tight deadlines and strict quality control criteria, the Hub worked with the Peace Corps Volunteers to help bridge the language and cultural gaps between Hallmark and the Malian businesses, while providing business education and on-going assistance to the Malian owners and staff.

The Hub helped assess production capacity, assist with costing, accounting procedures and bank loan applications. Hub staff provided cultural context during a July evaluation by Africa Now, which Hallmark hired to determine if the bags were being produced under ethical working conditions, i.e. no child labor or withheld wages – with fully satisfactory results. Hub experts even worked with Customs officials from the Government of Mali to help administer the AGOA provisions that allow for duty-free entry of handmade and ethnic-print fabric. The exposure to both the rigorous standards of the U.S market and the administrative requirements of AGOA primed the pump for continued export flows.

As the quality of weekly shipments improved, Hallmark placed more orders for bags and added beaded strands to decorate greeting cards, assembled by Farafina Tigne. The experience is one Masterson and Dennis said they would recommend to others wanting to do business in Africa.

“It’s been so rewarding, being able to talk directly to producers instead of dealing with some factory,” said Hallmark’s art director, Erin Dennis. “It gives you a real awareness of what people are going through, how this can affect their lives.”

Aid in Action

Rwandan Peace Baskets Give Hope for a Better Future

Genocide Survivors Earn Lucrative Deal with Macy's

Wednesday, January 31, 2007



ECA Trade Hub

Rwandan Peace Baskets on display in Macy's Manhattan store. Income from the baskets is helping to transform the lives of many in Rwanda.

Immediately after the Rwandan genocide, women made up over 70 percent of the country's population. In the past, they had lived primarily as subsistence farmers. Their role in the community was one of support to the men, who held all the positions of influence. Suddenly women needed to find a way of making money to help their families survive. Many women turned to making traditional colorful hand-woven

peace baskets with a shape unique to Rwanda, made from papyrus reeds and sisal fibers.

The fortunes of many of these women weavers changed when the ECA Trade Hub (funded by USAID/EA) visited a trade show in Kigali and met Janet Nkubana, the owner of a company called Gahaya Links. Representatives from the Hub realized the company's potential. They provided technical assistance in product design, marketing and pricing to help Janet prepare her baskets for international trade shows. The ECA Trade Hub then sponsored her trip to New York to take part in a major marketing event, the Sources Show. There, buyers from Macys spotted her product line and offered her a deal worth US\$150,000 to supply baskets for their New York store and to sell online.

In July 2005, Macy's executives made a trip to Rwanda, and decided to arrange a high-profile opening of Gahaya Links' products at their Herald Square store in midtown Manhattan, including an exclusive window display. The ECA Hub sponsored Ms. Nkubana's trip to New York to participate in this highly publicized event. President Kagame of Rwanda and the President of Macy's inaugurated the event, during which Macy's announced its intention to buy Gahaya Links' -- effectively Rwanda's -- entire capacity of baskets, a deal substantially exceeding the initial one noted above. In 2006, Macy's entire online inventory sold within months. Currently the Trade Hub is working with Janet to create an e-commerce web catalogue to showcase her products and facilitate bulk orders.

Income from the project has made a huge difference to these rural women and their families, who used to struggle to get by on less than a dollar a day. The extra money is used to buy food, clothing, school uniforms and other items that were previously out of their reach. The women can take pride in their work, which is also helping to continue a part of Rwandan culture. Besides improvements in their standard of living, the women gain from their association with other women.

WHAT MIGHT CONSTITUTE A BEST PRACTICE IN DETERMINING EXPORT READINESS?

During the course of this study, project implementers were asked, “If you had to choose one, what is the single most important factor when seeking to determine export readiness?” A sampling of the answers received follows:

- *Export commitment* as displayed by budgets and export plans
- *Export experience*: If a firm is already exporting to Europe, then it is most probably ready for the U.S. market as well
- *Business acumen and professionalism* of the management/owners. A good product without capable management will go nowhere
- *Production capacity* and ability to fulfill orders in a timely manner while still meeting quality objectives
- It varies from sector to sector: *consistency of quality* (apparel); *quality of product* (handicrafts); *financial capacity* (shea butter); *quality standards and quality packaging* (specialty foods); *production volume* (cashews); *HACCP² certification* (fish and seafood).

As we have seen in this study, export readiness is not static. Project implementers interact with a range of companies across size, country, sector, and individual capabilities and experiences. Overall support to firms takes place in what can be best defined as a dynamic continuum, where clients are identified for any number of areas of support from advice, to training, to technical assistance, and to market linkages support. The interventions are often multiple forms of support across several years, while other companies might be steered initially to other more appropriate collaborators, perhaps to be engaged at a later date. That said, given most project implementers’ emphasis on providing support to export ready firms, those that are either right now prepared to enter the complex world of exporting or are already actively doing so, it becomes necessary to make an initial, practical export readiness assessment. We have seen the various factors considered and methodologies employed. In doing so, we can identify some best practices in determining export readiness, as summarized below.

WHAT IS A BEST PRACTICE?

AS DEFINED AT THE AGCI HUB MEETING IN 2008

- ✓ The practice works! Although this seems obvious, a best practice must clearly be recognized as effective and successful.
- ✓ The practice addresses a clearly defined need and therefore is relevant to those persons targeted.
- ✓ The practice must have an objective/standardized process that is capable of delivering results that are measurable either quantitatively or qualitatively (e.g., buy-in from the participating firms as demonstrated by their willingness to co-pay for their involvement).
- ✓ The practice or the outcome of the practice is sustainable through the life of the activity and beyond.
- ✓ The practice is replicable across environments to expand the benefit of the activity to areas not yet assisted.
- ✓ The practice is adaptable to many different environments through consensus, not compromise.
- ✓ There must be buy-in for the implementation of the practice from the respective stakeholders.
- ✓ The practice contributes to more efficient use of resources.
- ✓ The practice moves toward compliance with recognized (international and local) norms of operation.
- ✓ The practice clearly identifies actors needed for implementation.

² HACCP: Hazard Analysis Critical Control Point

BEST PRACTICES IN DETERMINING EXPORT READINESS

1. Have a base system or front-end mechanism (e.g., questionnaire, profile, interview) in place to analyze a company's readiness to begin exporting.

This process enables project implementers to gather a core set of information about the prospective exporter that is common to all. Information about the product(s) manufactured, quality, price and transport (speed to market) as well as base company information such as financial strength, access to credit and production capacity should be considered for use in the front-end mechanism. Having a standardized process at the beginning enables project implementers to evaluate all applicants effectively and objectively. In cases where questionnaires or profiles are utilized, information gathered can also form the basis of company databases from which project implementers identify candidates for support. Indeed, as project implementers work with client companies over an extended period of time, all that may be required are simple updates to initial questionnaires or profiles.

2. Utilize a core number of standard qualifying factors, both qualitative and quantitative, in the export readiness assessment.

Broad elements for measurement/evaluation can include product quality, export experience, financial strength, production capacity and management expertise. As we have seen, while project implementers measure different criteria and in some cases place emphasis in different areas, the core areas are essentially the same. While there may be other considerations that necessitate selection of one company over another (see #4), a reliable screening system incorporating key evaluation criteria at the start of the process is essential.

3. Employ multiple processes so that primary information can be verified and cross-checked.

Processes such as sample evaluations or site visits can also help to reveal other critical aspects of export readiness that the primary source might overlook. This is important because any form of input provided is only relevant and dependable if it can be verified as accurate. Physical examination of products to be exported visually shows what questionnaires or profiles – including photos – cannot. Likewise, visits to factories or business offices provide the visual confirmation of production and product quality that front-end systems do not. Similarly, face-to-face meetings with company personnel are invaluable in filling in information gaps and/or reinforcing initial determinations as to export readiness. As discussed, the determination of export readiness is not an exact science, so follow-on processes can help in making accurate assessments.

(continued)

BEST PRACTICES IN DETERMINING EXPORT READINESS (CONTINUED)

4. Maintain flexibility so that regional, sectoral, and programmatic considerations can be met.

As much as project implementers would like to support each and every export ready firm that they come across, this is of course not possible. First, every project implementer works within a set – and it must be said, often quite constrained - budget. This pool of resources available to export ready firms must further be distributed among several core areas of sectoral support. How such resources get distributed is of course dependent on the individual project implementers' specific mandates and strategies within given regions or countries. Finally, there is the regional aspect. All of the Trade Hubs, for instance, cover multiple countries. Within their regions, Trade Hubs must find a way to give requisite support to all countries. (In the case of the Trade Hubs, and with respect to trade with the United States, “all countries” would be all AGOA-eligible countries within their particular region.) Yet within a given region, there are always going to be countries that, when compared with its neighbors, have distinct advantages (e.g., higher GDP, more competitive private sectors, more experienced exporters, more national/government support).

5. Utilize the input and expertise of collaborating organizations.

Collaborating organizations, particularly national/bilateral or sector-specific entities, may provide an added level of knowledge of local companies. These collaborators often work more closely or frequently with firms within their borders or areas of specialty and therefore have gained critical company-specific insights that a broader or more regional project might not have. These groups can also be an effective way to verify inputs from primary sources (see #3), providing key supporting or contradictory information on a given company's perceived export readiness. Sector experts with which project implementers engage regularly, such as consultants who provide targeted technical assistance to client companies, can also provide invaluable advice as to the export readiness. Technical experts are generally experienced business persons in their own right and therefore are able to provide informed, unbiased opinions as to whether a given company is ready to export.

6. Review methodologies and processes periodically to ensure relevance to the measurement of export readiness.

As with any measurement tool, the process itself must be looked at critically, on a periodic basis, to ensure that the proper evaluation criteria are present. The particular nature of a given sector also argues in some cases for sector-specific measurement criteria. An example is the apparel sector, where monthly production capacity and minimums are important factors to consider. As we have seen, there are also many resources and on-line tools from which project implementers can learn or compare their own processes, and add to or modify their own methodologies as appropriate.

ANNEX I: SAMPLE COMPANY QUESTIONNAIRES

Below are some sample Company Questionnaires used by project implementers as well as one example of a profile utilized by a visiting Technical Expert to determine export readiness in the apparel sector.

West Africa Trade Hub EXPORT READINESS QUESTIONNAIRE

This questionnaire will help us build your business profile, so we can respond with appropriate assistance if needed. All financial information and intellectual property will be kept confidential.

I- COMPANY INFORMATION

Today's Date					
Name of Company					
Type (Limited liability, etc)		First Year of operation		Number of Employees at Inception	
Managing Director			Other person(s)		
Address			Country		
Phone 1		Phone 2		Fax	
Email			Web site		
Percentage of sales exported				To which countries?	
Total annual sales for the last 3 years	Quantities	Values in US\$	Are you a member of any industry associations (which ones)?		
How many full time employees do you have?			What percentage of workforce is male and female?		
Who are your main clients (Local, Regional and Export markets)?					
Who are your main competitors?					

2- PRODUCT INFORMATION

Description of your products. Attach any marketing materials (e.g., brochures, business cards, pictures) available:

What quality standards does your product and production process comply with?	
Who supplies your packaging? From where? (Describe...)	
Can you afford to invest in adapting your products, their design, or their packaging as required by your target market? Describe:	

3- SALES & MARKETING OBJECTIVES

Target markets:				
Targeted quantities:	<i>Minimum order</i>		<i>Maximum order</i>	
Typical sizes and frequency of shipments abroad:				

How do you currently manage international sales distribution?

Distribution channels	Describe
<i>Direct sales to end users</i>	
<i>Direct sales to retailers or retail chains</i>	
<i>Sales through specialised importers/wholesalers</i>	
<i>Sales through one or more distributor(s)</i>	
<i>Sales through one or more commissioned agent(s) brokers</i>	
<i>Other, specify:</i>	
<i>What are your plans for growing your international exports?</i>	

4- EXPORT EXPERIENCE AND READINESS

Describe International sales/ Marketing/Distribution experiences:
<i>Business Trips (specify countries and dates/year):</i>
<i>Trade Shows (specify countries, name of the show and dates):</i>
<i>Pending or existing sales opportunities (countries, products requested, etc):</i>

Which obstacles do you experience (or expect to experience) in processing your export orders?

Obstacles	Describe
Finding International customers	
Negotiating a contract	
Sourcing Raw Materials \$ Supplies	
Production delays	
Shipping costs/delays	
Regulations Requirements/Standards/Certifications	
Getting paid/collections	
Production Capacity/Equipment	
Policy or (Local Country) requirements	
Other, specify:	

Which West Africa Trade Hub event(s) or workshops, conferences, has the company already participated or is planning to participate?

EVENTS	Dates of participation	Any comment

5- FINANCING

Are you able to fund development of:	- new products	
	- new marketing materials	
	- marketing events?	
Are you able to cover your expenses to attend training workshops and trade shows in U.S.?		
What sources of credit do you use? Describe type, amounts & basic terms:		
How do you finance your sourcing production, packaging & transportation costs?		
Tell us about any specific requirements, difficulties, etc for which you would like particular assistance:		
Does your company receive or has received assistance from non-profit organizations, donors or other organizations. If yes, specify which ones and the type of assistance?		

Company Questionnaire

This document is designed to serve as a basic guide for enterprises wishing to do business in foreign markets. There are many other questions that could be asked and this is not to be considered a complete list. However, **having the most important information from each category of product will make it much easier for potential buyers to understand the business, the products, and the stories behind them.**

Sales Opportunities - Questionnaire

I. CONTACT DETAILS

Name of Company:

Name of Contact:

Title:

Alternative Contact

Title:

Physical Address:

City:

State/Country:

Telephone:

Fax:

Mobile Phone:

Email:

Company Website:

Year Established:

Annual Revenue:

Number of employees:

Type of Company:

II. SALES LEAD

Summary Description:

What product does your company manufacture/supply?

Current Products:

Product Description	Production capacity per month
(1) _____	(1) _____
(2) _____	(2) _____
(3) _____	(3) _____
(4) _____	(4) _____

Materials used:

Delivery interval: _____ Shipment time to New York, Miami: _____

Packaging: _____

Does your company manufacture or purchase products for export?

Manufacture	Purchase (from which country)
(1) _____	(1) _____
(2) _____	(2) _____
(3) _____	(3) _____
(4) _____	(4) _____

List the countries you export to, if any.

(1) _____	(2) _____
(3) _____	(4) _____
(5) _____	(6) _____

Does your company have the financial resources to meet expanded production?

Do you have a business plan?

Please specify if you have any particular training, installation, and/or financing assistance available.

Has your company participated in trade shows in the past, if so which ones?

III. FACTORS INFLUENCING PARTNERSHIP/PURCHASE

What are the payment terms?

- | | |
|---|--|
| <input type="checkbox"/> Cash-in-Advance (CIA) | <input type="checkbox"/> Documents Against Acceptance (DA) |
| <input type="checkbox"/> Confirmed Letter of Credit | <input type="checkbox"/> Documents Against Payment (DP) |
| <input type="checkbox"/> Consignment | <input type="checkbox"/> Letter of Credit (L/C) |
| <input type="checkbox"/> Open Account | <input type="checkbox"/> Other (please specify) |

What are the shipping (sale) terms?

- | | |
|---|--|
| <input type="checkbox"/> Cost and Freight (CFR) | <input type="checkbox"/> Ex-Works (EXW) |
| <input type="checkbox"/> Cost, Insurance, Freight (CIF) | <input type="checkbox"/> Free Carrier (FCA) |
| <input type="checkbox"/> Delivered Duty Paid (DDP) | <input type="checkbox"/> Free Alongside Ship (FAS) |
| <input type="checkbox"/> Delivered Duty Unpaid (DDU) | <input type="checkbox"/> Free on Board (FOB) |

Please provide your bank's name, address, telephone and fax number.

Do you have a language preference for proposals?

Please include other requirements that will influence the partnership or sale.

What kind of information does your company want the responder to include in its Letter of Interest? Specify format, if applicable.

Please list credentials and professional memberships, which your company is a member.

What certifications or trade preferences does your company have for these products?

List current or past clients as references in the table below.

Client	Telephone	Email

Appendix to Sample 2 Questionnaire: GLOSSARY

Payment Terms:

Cash Against Documents (CAD): A method of payment in which documents transferring title are given the buyer upon payment of cash to an intermediary acting for the seller, usually a commission house.

Cash In Advance (CIA): A method of payment for goods in which the buyer pays the seller in advance of the shipment of the goods. Usually employed when the goods are built to order, such as specialized machinery.

Cash With Order (CWO): A method of payment for goods in which cash is paid at the time of order and the transaction becomes binding on both buyer and seller.

Consignment: Allows importer to defer payment until the goods are actually sold.

Documents Against Payment (DP): Payable on presentation to the drawee, the party to whom the draft is addressed.

Documents Against Acceptance (DA): Allows the buyer to delay payments to seller up to 30, 60, or 90 days

Letter of Credit (LC): Buyer establishes his credit with a local bank, clearly describing the goods to be purchased, the price, the documentation required and a limit for completion of the transaction. Upon receipt of documentation, the bank is either paid by the buyer or takes title to the goods themselves and proceeds to transfer funds to the seller. The banks insist upon exact compliance with the terms of the sale, and will not pay if there are any discrepancies.

Open Account (OA): The exporter removes both real and psychological barriers to importing. No written evidence of the debt exists and the exporter has to put faith in the references contacted.

Shipping Terms:

Ex-Works* (EXW): apply only at the point of origin and the seller agrees to place the goods at the disposal of the buyer at the specified place on the date or within the fixed period.

Free Carrier (FCA): applies only at a designated inland shipping point. The seller is responsible for loading goods into the means of transportation; the buyer is responsible for all subsequent expenses.

Free on Board (FOB): The seller quotes a price covering all expenses up to, and including delivery of goods on an overseas vessel provided by or for the buyer.

Cost and Freight (CFR): The seller quotes a price for the goods, including the cost of transportation to the named port of debarkation. The cost of insurance and the choice of insurer are left to the buyer.

Export Readiness Assessment – Garment Manufacturers

Company							Date of Visit				
Address							FTZ? (Y/N)				
Telephone/s											
Website							E-mail				
Contact for visit											
Ownership	Private							CMT? (Y/N)			
	Public										
	JV (specify)							Own brand?			
Date established											
Primary products	Tops			Bottoms			Other				
	M	W	C	M	W	C	M	W	C		
Wovens											
Knits											
Cottons											
Blends											
Synthetics											
Leather											
Resources (total workers)	# Employees		Automation								
	W	M									
- Design											
- Patternmakers											
- Cutters											
- Sewers											
- Finishers											
- Pressers											
- QC											
- Embroidery											
- Packers											
- Materials Handlers											
- Technicians											
- Supervisors											
- Order processors											

ANNEX 2: RESOURCE LIST

The following resources were consulted in the preparation of this report.

SEGURA/IP3 Partners, “Best Practices in African Enterprise Development,” 2008

Export Guides, “West Africa Trade Hub” 2006

West Africa Trade Hub, “Quarterly Reports” 2007 and 2008

East and Central Africa Trade Hub, “Quarterly Reports” 2007, “Final Report” 2008

Southern Africa Global Competitiveness Hub, “Quarterly Reports,” 2007 and 2008

U.S. Trade Representative, “AGOA Annual Report” 2008

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20053
Tel: (202) 712-0000
Fax: (202) 216-3524
<http://www.usaid.gov/>
Keyword: AGCI