



WEST AFRICA COMPETITIVENESS PROGRAMME

Regional Component

AUGUST 2019 INCEPTION PHASE REPORT

West Africa Business and
Export Promotion Project

Funded by



Implemented By



Contents

Acronymes.

1.	Introduction	5
1.1.	Background.....	5
1.2.	Objectives of West Africa Business and Export Promotion Project (WABEP)	5
	WABEP Activities.....	6
2.	Objectives of the Inception Phase for the WABEP.....	7
3.	Summary of Realized Activities during Inception Phase	7
3.1	Establishment of Project Coordination and Implementation Mechanisms	7
3.1.1	Development of ITC-UNIDO Joint Approach for the Implementation of the WACOMP	7
3.1.2	Fine Tuning of ITC WACOMP Implementation Methodologies and Expected Results with ECOWAS.....	7
3.1.3	Setting up of ITC project office at the ECOWAS Commission in Abuja	8
3.2	Selection of Regional Value Chains (Activity ECW 1.3.1).....	9
	Work Plan on Activities to Select Value Chains for WACOMP	9
	Determination of Criteria for the Selection of Regional Value Chains.....	10
	Selection of Value Chains	10
	Validation of Recommendation on Selected Value Chains	10
3.3	Assessments of Regional Business Associations to be supported in the Project (Activity ECW 1.3.5 and 1.3.6)	11
	Methodology	11
	General Observations.....	12
	General Recommendation.....	13
	Key Recommendations for Execution under the WACOMP Project	13
	Key Recommendations for Execution outside the WACOMP Project.....	13
3.4	Preliminary Consultations for Extending the UEMOA Trade and Investment Promotion Organization (TIPO) Network to the Other ECOWAS Member States (Activity ECW 1.3.4)	14
	Key Results.....	15
3.5	Preliminary Assessment for Establishing and Promoting a Trade Alert Mechanism in ECOWAS (Activity ECW 2.2A.3)	16
	Methodology	16
	Needs and Recommendations at Regional Level	17
	Needs and Recommendations at National Level	21

	Nigeria	21
	Guinea	22
	Sierra Leone	23
	Liberia	24
4.	Communication and Visibility.....	25
	Communication Plan	25
	Communication Channels and Branding	25
	Website	26
	Brochure	26
	News	26
	Social Media	26
	Joint Communications Approach with UNIDO.....	27
5.	Financial overview	28
6.	Challenges during inception phase	28
6.1	Difficulties in Prioritizing Value Chains of Focus for the Project and Related Implications	28
6.2	Delays in the Internal Approval of Planned Workshop/Training.....	29
7.	Conclusion	29

Acronyms

AIPAWAS:	Association of Investment Promotion Agencies of West African States
BSO:	Business Support Organizations
COMESA:	Common Market for Eastern and Southern Africa
CARIFORUM:	Caribbean Forum
ECOWAS:	Economic Community of West African States
EDF:	Economic Development Fund
EU:	European Union
ETLS:	ECOWAS Trade Liberalisation Scheme
FEBWE:	Federation of Business Women and Entrepreneurs
FEWAMA:	Federation of West African Manufacturers Associations
FEWACCI:	Federation of West African Chambers of Commerce and Industry
ITC:	International Trade Centre
MNC:	Multinational Corporations
MSMEs:	Micro, Small and Medium-size Enterprises
RBAs:	Regional Business Associations
TIPO:	Trade and Investment Support Organizations
TISI:	Trade and Investment Support Institutions
TOAM:	Trade Obstacles Alert Mechanism
UEMOA:	Union Économique et Monétaire Ouest-Africaine
UN:	United Nations
UNDP:	United Nations Development Programme
UNIDO:	United Nations Industrial Development Organization
WABEP:	West Africa Business and Export Promotion Project
WACOMP:	West Africa Competitiveness Programme
WAEMU:	West African Economic and Monetary Union
WTO:	World Trade Organization
WTPO:	World Trade Promotion Network Conference and Awards

1. Introduction

1.1. Background

To facilitate industrialization in the region, the regional industrial strategy of the Economic Community of West African States (ECOWAS) has identified strategic interventions. Some of these interventions will be supported through the West Africa Competitiveness Programme (WACOMP), funded by the European Union under the 11 EDF, with an overall budget of 120 million Euros. Building on earlier work and assisted by a number of implementing partners, the programme will be rolled out in West Africa through concrete actions in individual countries and at the regional level.

The overall objective of the WACOMP is to strengthen the competitiveness of West Africa and to enhance the countries' integration into the regional and international trading system.

The specific objectives of the WACOMP are to:

- Improve the performance, growth and contribution to industry, regional trade and exports of selected value chains
- Improve the climate for business on national and regional levels

The proposed actions under the WACOMP intend to cover interventions pertaining to the development of sustainable value chains, micro-, small and medium-size enterprises (MSMEs), including regional business associations (RBAs), trade and investment support institutions (TISIs). It seeks to facilitate a platform for dialogue on industrialization between state and private sector, including enhancing the capacity of Member States to develop and implement industrial development policies along value chains.

The programme will put an emphasis on value chains in line with priorities at regional and national levels, that have high potentials of increasing intra-regional trade, value addition/industrialization and job creation such as: (i) fruit and vegetable products (cashew, cassava, cocoa, mango, pineapple, palm oil, shea), (ii) textile/garments, (iii) leather and (iv) services (IT, renewable energy).

1.2. Objectives of West Africa Business and Export Promotion Project (WABEP)

The International Trade Centre (ITC) is a joint technical cooperation agency of the United Nations (UN) and the World Trade Organization (WTO). Its mandate is to promote trade, in particular, export of goods and services from developing countries and transition economies with a particular focus on improving the competitiveness of Small and Medium Enterprises (SMEs) and linking them to the global value chains. This mandate positions ITC as the only international UN organization that focuses exclusively on helping SMEs to increase their competitiveness and engage in more trade at regional and international levels.

In the framework of the WACOMP, the EU has entrusted a total budget of €5,885,000 to the ITC for the implementation of the following outputs for the regional components:

- Output 1.3. Regional level: Better regional linkages among selected value chain actors are promoted and key regional intermediary organizations are supported.
- Output 2.2. Regional level: Regional policy and framework to improve industrial competitiveness are harmonized, formulated and monitored.

ITC's intervention will be coordinated through the West Africa Business and Export Promotion Project (WABEP) for a duration of 4 years starting September 2018.

The United Nations Industrial Development Organization (UNIDO) will implement Output 1.4 as well as some activities under Output 2.2 alongside ITC and ECOWAS.

WABEP Activities

SO1: Performance, growth and contribution to industry, regional trade and exports of selected value chains improved

Output 1.3. Regional level: Better regional linkages among selected value chain actors are promoted and key regional intermediary organizations are supported.

- Identifying and aligning product-market combinations for all value chains supported by the programme with targeted markets (Regional and International) and with identified key buyer requirements;
- Providing ECOWAS and its regional TIPOs with relevant trade intelligence in the target sectors/value chains, and development and promotion of ECOWAS Web-Portal & Trade Data Management System;
- Developing intra-ECOWAS linkages (including regional value chains) and facilitating business-to-business linkages for regional SMEs & markets, including supply contracts for SMEs with Multinational Corporations (MNCs).
- Extending the UEMOA TIPO network to the other ECOWAS Member States to better support the development of regional value chains, as well as developing collaborative networks for regional sector-based associations and TIPOs for business linkages, buying, technological collaboration (including ICT) and sourcing within ECOWAS & UEMOA and Europe and South-South Cooperation;
- Improving and expanding need driven, service delivery of BSOs regional agencies and intermediate organizations with regional focus on selected sectors, organizations and encouraging the development of business models in the priority sectors;
- Develop and ensure the use of a result measurement system for supported national and regional BSOs to ensure the results of their activities, install proactive decision making and learning in order to improve performance and show result.

SO2: The climate for business at national and regional levels is improved

Output 2.2. Regional level: Regional policy and framework to improve industrial competitiveness are harmonized, formulated and monitored.

- Promoting FDI partnership agreements counterparts in the South such as India, Brazil and North with EU countries that foster increased advanced technology and know-how transfer;
- Developing an ECOWAS Business Council around existing ECOWAS structures, operationalize it, connect it to the African Business Council and use it as a vehicle to attract investment and value chains into the region.
- Establishing and promoting a trade alert mechanism.

2. Objectives of the Inception Phase for the WABEP

Following the Strategic Steering Committee of the WACOMP programme held from 8-9 October 2018, the implementing agencies of the regional component debuted their inception period. For the ITC, the objectives of the inception phase of the WABEP were to:

1. Set up and validate the WACOMP programme coordination and implementation modalities
2. Conduct preliminary assessments to adjust planned activities, expected results and related resource allocation
3. Validate the ITC planned implementation strategy and methodologies of the WABEP
4. Better align the project with ECOWAS and EU current initiatives

In addition, as the priority value chains to be reinforced for the regional component of the programme were not selected at the beginning of the programme, ITC and UNIDO were tasked to support the ECOWAS Commission in that activity as part of their inception phase.

The report captures activities implemented by ITC from 10 September 2018 to 20 May 2019.

3. Summary of Realized Activities during Inception Phase

3.1 Establishment of Project Coordination and Implementation Mechanisms

3.1.1 Development of ITC-UNIDO Joint Approach for the Implementation of the WACOMP

In view of the complexities of the overall WACOMP and the different implementing partners engaged on the project; centralized coordination and thorough reporting mechanisms were needed to ensure concerted efforts towards the achievement of the overall programme objective.

As a result, ITC and UNIDO, in close collaboration with the EU and ECOWAS developed a strategic document to guide the implementing partners on the regional level during the implementation phase of the programme in order to:

- Ensure efficient and effective cooperation between the different implementing partners, between the regional and national level components;
- Ensure proper coordination with the beneficiary, the implementing agencies and the donor;
- Realize synergies with other programmes
- Effectively engage the private sector in ECOWAS Member States and Mauritania

The final document was translated in both English and French. It was shared with ECOWAS and the EU in January 2019 for further dissemination to the WACOMP national component managers.

3.1.2 Fine-tuning of ITC WACOMP Implementation Methodologies and Expected Results with ECOWAS

From 27-29 March 2019, ITC welcomed the two WACOMP focal points at the ECOWAS Commission to its Headquarters in Geneva for an inception mission. The objectives of the mission were to:

1. Frame and validate the implementation strategy and methodologies of the WABEP
2. Familiarize ECOWAS with ITC products and services in relation with regional integration dynamics in Africa and with ITC programme support procedures, including ITC RBM principles and practices
3. To introduce the WACOMP team to ITC management and promote the WACOMP among Geneva stakeholders
4. To explore other cooperation opportunities to consolidate and expand WACOMP activities

During this 3-day mission, ECOWAS and all ITC technical officers held discussions on planned activities and agreed on methodologies for the implementation of the WACOMP regional component for the next four years. It was the occasion to initiate further dialogue in order to expose and removed roadblocks to the implementation of the project.

***NB:** *The result of these dialogues and pending matters for decision making by the Steering Committee members have been inscribed in a summary table available in the Annex 1.*



ECOWAS also met with ITC programme support personnel to better understand ITC rules and procedures to increase efficiency in the planning of project activities. The ECOWAS team was similarly introduced to ITC's range of online tools and services, which are foreseen to support further synergy across the region. Part of the discussions included a communication training to increase awareness of the WACOMP impact to all stakeholders.

The ECOWAS representatives equally had the opportunity to participate in one of ITC's Staff Talk sessions in which they discussed, with the broader Geneva community the importance of intra-regional trade in West Africa and the role of ECOWAS in moving this forward.

An article on this inception mission can be found at the following link:

- <http://www.intracen.org/news/West-African-businesses-to-gain-a-competitive-edge-through-WACOMP/>

3.1.3 Setting up of ITC project office at the ECOWAS Commission in Abuja

As a non-resident agency, ITC entrusted the process of recruiting candidates for the WACOMP to the United Nations Development Program (UNDP) Office in Nigeria. This selection was made via a call for applications in December 2018 in accordance with the rules and procedures of the United Nations.

At the end of the procedure, which lasted around 6 months, the two open positions have been filled by:

- Ms. Natasha Aniekwu (natasha.aniekwu@intracen.org), as Senior Technical Officer, and
- Ms. Obiananma Agbim (obiananma.agbim@intracen.org), as Program Assistant.



(From left) ITC's Obiananma and Natasha meet with WACOMP programme representatives Mr. Irimaja Robert UNIDO, Mr. Kola Sofola ECOWAS and Mr. Aka Jean Joseph Koassi UNIDO at the ITC Abuja office.

As an in-kind contribution by ECOWAS to the project, the ITC local staff offices have been installed within the Department of Industry and Private Sector Promotion of the ECOWAS Commission located in River Plaza. Both candidates took officially their duty on 16th May, 2019.

3.2 Selection of Regional Value Chains (Activity ECW 1.3.1)

The ECOWAS Commission identified particular sectors that have the potential to stay competitive on a regional level. Sectors identified include the following: (i) fruits, vegetables and cereals (pineapple, mangoes and other fruits, onion, cassava, soya, Arabic gum, cereals) (ii) Cotton derivatives (cotton oil); (iii) leather hides and skin; (iv) honey and derivatives; (v) Fisheries and poultry (vi) solar energy and (vii) Information Technology. These sectors were presented at first Steering Committee meeting in Abuja and served as possible options for inclusion on the WACOMP regional value chain formation.

The table below shows the trajectory of the selection.

Work Plan of Activities for the WACOMP Value Chains Selection

Activity	Deadline	Responsible Institution
1. Determination of criteria for the selection of regional value chains; selection of value chains and preparation of document for validation by ECOWAS	Mid-January 2019	ITC UNIDO
2. Validation of recommendation on selected value chains	End January 2019	ECOWAS
3. Preparation of Terms of Reference (ToR) for value chain assessment	End January 2019	ITC UNIDO
4. Validation of ToR	Beginning February 2019	ECOWAS
5. Start of value chain assessment	Beginning February 2019	ITC UNIDO
6. Finalization of value chain assessment	30 April 2019	ITC UNIDO
7. Organization of regional meeting to validate results of the value chain assessment	Beginning-mid May 2019	ITC UNIDO

Determination of Criteria for the Selection of Regional Value Chains.

ITC and UNIDO agreed with ECOWAS and the European Commission on a set of criteria to select the priority value chains for the regional component of WACOMP. Six key dimensions that demonstrated the relevance of a value chain were included. These were the economic, environmental, social dimension, employment, institutional and quality infrastructure dimensions.

The compilation of the selection criteria commenced shortly after the Steering Committee meeting at Abuja, Nigeria in October 2018. As implementing partners, ITC and UNIDO were tasked to provide the list of items to be considered as viable criteria components. Initially, the implementing partners selected the economic, environmental, social, institutional and infrastructure dimensions. However, after consultations with ECOWAS and the European Commission, it became necessary to make some relevant additions and changes. ECOWAS and the European Commission emphasized the need to include an employment dimension and specifically review the infrastructure dimension. The employment dimension was to be placed as a sub-criterion under the economic dimension. However, given the emphasis by the ECOWAS and the European Commission, it was made as a standalone dimension. Initially the infrastructure dimension relied mostly on physical infrastructure such as road and electricity, which were considered general components. Thus, they were replaced by the quality infrastructure dimension, which was more specific to the value chain to be addressed.

Initially, the deadline to determine the selection criteria was set for Mid-January 2019, however, frequent discussions with project partners regarding the criteria context review lasted until 15th February 2019.

Selection of Value Chains

The methodology to select value chains for WACOMP took a two-step approach:

- Step 1. Developing a longlist of value chains presented by member States of the ECOWAS and Mauritania.
- Step 2. Identifying the value chains to be selected for support from the long list.

After an extensive discussion with the ECOWAS and EU, ITC and UNIDO were asked to expand the selection, which should not be based only on national preferences but should also include regional comparative advantages. As a result, four priority sectors were shortlisted for more detailed analysis. These included ICT, skin, hides and leather, cassava and derivatives, tropical fruits/processed fruits.

In addition to the selection based on national preferences and regional advantages, ECOWAS also nominated three value chains which align with the West Africa Industrial Policy. Following an extensive discussion, ECOWAS suggested, to ITC and UNIDO, the inclusion of cocoa, shea and palm oil in the shortlist. This suggestion was buttressed by earlier regional projects placed under the auspices of ECOWAS. These included, for instance, the Export Promotion and Enterprises Competitiveness to Trade (ExPECT) initiative and the Programme for building African Capacity for Trade (PACT II).

After two extensive video conferences (one with ECOWAS, EU, UNIDO and ITC and another with ECOWAS, EU, UNIDO, UEMOA and ITC), it was agreed between project partners that cashew be included in the shortlist. The eight-semi-final list of value chains shortlisted for final selection were; cassava and derivatives, skin, hides and leather, mango, pineapple, cocoa, shea, palm oil and cashew.

Validation of Selected Value Chain Recommendations

The above eight value chains were assessed based on the selection criteria. From the list, Cassava and Mango were selected based on their strength in all the dimensions of the selection criteria. It was agreed between ECOWAS, EU, UNIDO and ITC that Information Communication Technology (ICT) be viewed as a cross-cutting component that affects all other value chains. Thus, ICT had an automatic inclusion for the selected value chains. Furthermore, ECOWAS emphasized the relevance of textile and

garments as a useful value chain to be finally selected for WACOMP. In effect, textile and garments also gained automatic entry into the list of selected value chains. The finally selected and validated value chains for WACOMP are:

- Cassava
- Mango
- Textiles and garments
- ICT (crosscutting value chain)

The full value chain selection report, jointly developed by ITC and UNIDO has been shared with the EU and ECOWAS.

3.3 Assessments of Regional Business Associations to be supported in the Project (Activity ECW 1.3.5 and 1.3.6)

During the inception period, ITC undertook institutional assessments of regional BSOs (a.k.a. Regional Business Associations- RBAs) to identify individual and common managerial and operational capacity gaps. The assessment included benchmarking against good practices, identification of weaknesses affecting institutional capabilities for effectively supporting enterprise competitiveness, and provided information to support definition of specific areas for possible support under the project. The assessment process also facilitated the collection of data and information that will enable the final selection of RBAs that will receive deeper support under the project. Targeted organisations were shortlisted based on information provided by the ECOWAS Commission (See Annex 2).

During the inception period, ITC completed the assessment for four (4) organisations namely:

1. Association of Investment Promotion Agencies of West African States (AIPAWAS)
2. Federation of Business Women and Entrepreneurs (FEBWE)
3. Federation of West African Manufacturers Associations (FEWAMA)
4. Federation of West African Chambers of Commerce and Industry (FEWACCI)

A Benchmarking report has been delivered for FEWACCI. A preliminary consolidated report has been delivered covering all RBAs, and will be finalised with information from ongoing final four (4) assessments.



Caption: ITC's Miyoba Lubemba and Lucie Debornes meet with representatives for initial consultations (from Left) Mr. Aminou Akadiri Executive Director of FEWACCI, (middle-right) Mrs. Alaba Lawson President of NACCIMA, Mr. Aka Kouassi Chief Technical Advisor of UNIDO.

Methodology

Three layers of analysis were applied by ITC during the institutional assessment. ITC applied its proprietary Institutional Benchmarking Assessment methodology, which benchmarks organizations against good practices and enables the identification of areas of institutional weakness that require

attention for possible strengthening or improvement. This was applied using ITC's online benchmarking platform (www.tisibenchmarking.org) combined with desk research, remote (phone and skype) as well as face-to-face work sessions as appropriate. Areas assessed include Leadership and Direction, Resources and Processes, Products and Services Delivery, and Measurement and Results (see Annex 3 for an illustration of the model). Further analysis was conducted using ITC's CUBED institutional due diligence, which is aligned to the Benchmarking Model. CUBED is designed to support project and programme managers early in the design and delivery of complex projects involving a number of potential partners or institutional beneficiaries. CUBED assesses whether institutions are sufficiently Committed, Connected, Capable, Resourced, Recognized and Reliable to be partners and multipliers for programme implementation. This quantitative analysis was applicable only to organisations that are operational.

The final layer of analysis integrated a number of criteria for possible selection or prioritisation of RBAs to be supported by the Project. The fundamental principle behind the agreed criteria is to ensure that institutional strengthening support to RBAs can achieve the greatest possible tangible impact through improved business support service delivery, towards a competitive private sector in the ECOWAS Region (Criteria presented in Annex 4). This analysis was applied to all organisations.

General Observations

The RBAs assessed vary in their levels of maturity, with some being dormant, others being generally weak, while some are better aligned to the project objectives than others are. Nevertheless, the representatives of the various RBAs spoken to during the assessment demonstrated keen interest to participate actively in the ECOWAS industrialisation agenda and saw themselves as important players and connectors for functional regional value chains. Some of the areas of relevance highlighted included effective participation in shaping the regional integration agenda, providing strong channels and voices to advocate relevant policy measures for promoting the private sector as well as to address emerging barriers to trade. Others included monitoring of the implementation of the ECOWAS Trade Liberalisation Scheme (ETLS), and, facilitation of business including through investment partnerships and access to finance, and; linkages to competitive suppliers and buyers.

The ITC institutional assessment identified a number of weaknesses among the RBAs, which limit their effective service delivery and impact on the regional agenda. The key findings are as follows:

- 1. FEWACCI operational and functional, but weak:** The benchmarking assessment of FEWACCI provides an overall score of 17.18% placing it at the "weak" level of performance. FEWACCI therefore "requires considerable improvement across all areas to operate effectively" (separate report delivered). This overall score places FEWACCI under the 47.25% average score recorded among the TISIs benchmarked to date. Key findings of the benchmarking include a constitution that contains weaknesses and ambiguities, inadequate strategic focus, weak business model, lack of financial and human resources to respond to organizational needs and deliver on mandate, inadequate infrastructure, and absence of results measurement framework.
- 2. Three (3) RBAs have not been functional for Five (5) years or more:** AIPAWAS, FEWAMA and FEBWE have not been in operation for five (5) years or more. They have not held any statutory meetings such as an AGM or Board meeting, neither have they undertaken any activities or delivered services to members. Currently, only FEWACCI and FWAEA were found to be operational, undertaking statutory meetings, executing strategic activities and delivering services to members.
- 3. Legal Registration of Three (3) RBAs is incomplete or unverifiable:** The legal registration of FEWAMA and AIPWAS could not be confirmed or verified, and no certificates of registration were provided. It was noted that FEBWE has never been legally registered as the process required national federations of business women to have been registered in each country (this process is incomplete).

4. **Limited or no verifiable Information Available:** No institutional documentation were available in relation to AIPWAS and FEWAMA, including legal documents such as a constitution, strategic plan or meeting minutes that could aid in the analysis of the respective organizations.
5. **Weak Business Models:** It was found that the various RBAs that are currently not in operation were unable to sustain their operations and activities due to a poor business model, financial resource limitations and low commitment by some members. Although FEWACCI is currently operational, the organization also faces significant resource challenges, including financial, HR (one staff member) and infrastructure limitations.
6. **Potential Duplication of Mandate and Competition for Membership Fees:** The various RBAs, with the exception of AIPAWAS, appear to have similar mandates and would normally undertake similar activities including advocacy for their members' interests in the regional integration agenda, capacity building and business linkages. Furthermore, in the case of FEWAMA and FEWACCI, the members would be similar in countries where there is no national manufacturers' association. The two organizations would therefore need to provide a rich and distinctive value proposition for national associations to subscribe to both.

General Recommendation

The recommendations presented are preliminary, to be updated once the outstanding assessments are completed. The recommendations are divided into two sections, those to be executed under the WACOMP project, and those to be considered for internal actions by the ECOWAS Commission and/or the concerned organisations. Detailed recommendations are outlined in a separate report, including lessons from case studies of similar organisations.

Key Recommendations for Execution under the WACOMP Project

1. *Full-fledged Institutional Strengthening Capacity Building Support for FEWACCI*

A full-fledged programme of support is recommended for FEWACCI, whose membership provides the widest regional reach to ECOWAS business entities through its member chambers of commerce and industry. Recommended support to FEWACCI includes interventions aimed at addressing weaknesses identified during Benchmarking Assessment, namely updating its governance systems through a constitution review, consolidating its strategic focus and renewing its portfolio of services, and, introducing a framework for managing results and demonstrating impact. ITC would also support FEWACCI to renew its business model and value proposition, attract a wider membership base and broker new strategic financial and technical partnerships. FEWACCI may also be supported in the execution of selected service delivery efforts (to be agreed with FEWACCI) to ensure tangible impact trickles down to its members.

2. *Horizontal Institutional Strengthening Interventions under WACOMP*

RBAs not recommended for integrated full-fledged support under the project may receive horizontal capacity building in areas of common interest and weakness. This would be limited to training of secretariat staff and leaders on important topics such as leadership and governance, design and delivery of effective needs responsive services, service delivery strategies and sustainable business models, and overall how to effectively manage business support organizations. Given that a number of the regional associations are not functional, the training would be offered to leaders and secretariat staff of their targeted members, eg national manufacturing associations, national investment promotion agencies and national federations of businesspersons and entrepreneurs.

Key Recommendations for Execution outside the WACOMP Project

The following recommendations may be implemented directly by the ECOWAS Commission or the individual organisations assessed, with financial support from outside the WACOMP project.

1. *Development of a Separate Focused Capacity Building Programme for Women in Business Agenda and FEBWE*

In providing this recommendation, it is highlighted that the WACOMP Project would not be the ideal to provide comprehensive and impactful support to an organization such as FEBWE. ITC recommends that ECOWAS defines a separate project to help provide comprehensive support to women's participation in, and ensure equitable benefit from, the integration agenda. ITC would provide necessary advisory and networking support to the ECOWAS commission to help build an effective project, drawing from its own experience under the SheTrades Programme. Required actions in support of FEWBWE would include establishment of national federations where they are lacking, and legal registration of the organisation at the regional level. Appropriate governance structures would be required, and a clear strategic programme of service delivery to members, supported by a sound sustainable business model.

2. Institutionalisation of AIPAWAS under ECOWAS Commission

AIPAWAS would make an important potential partner for ECOWAS' efforts to attract investment into the region, particularly in sectors where advanced trade infrastructure, a solid capital base, technology and innovation drive competitiveness. However, to ensure that such investment stimulates and supports strong regional value chains, there must be a concerted effort towards regional investments, i.e., securing investment partners that are able to target different aspects along individual value chains across the region (multi-country investment). ITC's analysis of similar organisations in other regions identified a strong institutional grounding within Regional Economic Community Secretariats (e.g. COMESA and CARIFORUM). There would be need to reconstitute a relevant governance system, strategic focus and an appropriate action plan that could potentially include strategic regional investment promotion, capacity building, sharing of good practices and strategic alliances with other regions.

3. Revival of dormant RBAs (including FEWAMA)

ECOWAS may consider a separate package of support for the revival of the various dormant RBAs. This would build on the previous two sets of recommendations, and include FEWAMA. It would also draw on the training and coaching provided under WACOMP horizontal support from ITC. Interventions would include support to the re-establishment process, promotion to potential members, articulation of governance rules and instruments, definition of strategic and operational agenda, as well as delivery of activities and services.

3.4 Preliminary Consultations for Extending the UEMOA Trade and Investment Promotion Organization (TIPO) Network to the Other ECOWAS Member States (Activity ECW 1.3.4)

Under this activity, two ECOWAS Commission representatives, in collaboration with ITC, participated in the 12th World Trade Promotion Network Conference and Awards (WTPO), held in Paris on 25th and 26th October, 2018. The event was organized biennially by the ITC, to pioneer and share practices, as well as celebrate inspiring organizations creating trade impact for good.

The objectives of engaging the ECOWAS Commission's participation in the event included the following:

- To provide the ECOWAS Commission with an opportunity to observe ITC's WTPO Networking Event and Awards, for the purpose of learning lessons on the value and contribution that organised TIPO Networking could contribute to enhanced trade promotion and development;
- To facilitate the establishment of strategic contacts and connections with participating organisations and individuals that could be of value to achieving the results of the project;
- To facilitate connection and engagement of the ECOWAS Commission with existing Regional Trade Promotion Organisation Networks, for the purpose of drawing useful lessons that may be valuable for the establishment and operationalisation of the ECOWAS Trade Promotion Network;
- To engage with ECOWAS region national TIPOs, for raising awareness about the WACOMP and the activities pertaining to them



Key Results

ITC and ECOWAS engaged with the various participants, establishing and consolidating strategic contacts with the various organisations and individuals, including those from the ECOWAS region, as well as regional TIPO Networks from all over the world.

As an initial contact to the ECOWAS TIPO present at the event, ITC and ECOWAS made a presentation, highlighting the scope, objectives and outputs of the WACOMP project, and illustrating the results being sought. Focus was placed on Output 1.3, which includes A.2., focusing on the establishment of an ECOWAS TIPO Network.

The ECOWAS TIPOs welcomed the initiative and indicated a level of interest to participate in the network. Nonetheless, clarifications were sought regarding the implications for the resource requirements for the establishment of the network, including possible ECOWAS Commission contributions. Clarity was sought as well regarding the relationship and implications given the recently legally established UEMOA Network and its ongoing activities (see information box below)

It was noted and agreed that more engagement with TIPOs for awareness raising would be required in order to move forward with this activity.

During the ECOWAS inception mission to ITC HQ in March 2019, **a proposition to create an ECOWAS TIPO platform** as a first step, instead of formally extending the UEMOA network was made. This proposition (to be validated by the Steering Committee) would allow the ECOWAS TIPOs to be first acquainted as a working group towards achieving the objectives of the WACOMP. In the medium term, this group could then move towards a formal legal entity encompassing the current UEMOA network.

Current Status of the UEMOA Network

1. UEMOA TPO Network Created and registered in May 2017 with strong support of the UEMOA Commission through an official agreement signed by all members including TOR and Work Plan.
2. The President of the network has been elected and a Technical Permanent Secretary has been appointed.
3. Technical Permanent Secretariat Office space with all facilities provided by the UEMOA Commission within the Regional Chamber of Commerce Headquarters in Lomé (Togo).
4. Cooperation Agreement signed with REDIBERO to promote inter-regional trade and exchange of information.

5. Partnership agreement signed with Business France for exchange of information and joint capacity building programmes.
6. Support from Africa Development Bank in the pipeline.

3.5 Preliminary Assessment for Establishing and Promoting a Trade Alert Mechanism in ECOWAS (Activity ECW 2.2A.3)

In the context of the EU-funded Trade and Regional Integration Support Project (PACCIR / UEMOA) ITC put in place a trade obstacles alert mechanism (TOAM), which aims to facilitate the identification and elimination of obstacles faced by companies in the region. Already in place in Côte d'Ivoire, a pilot country since 2014, the mechanism was thus extended to the seven other UEMOA countries, namely Benin, Burkina Faso, Guinea Bissau, Mali, Niger, Togo and the Senegal. (In Annex 5; State of Advancements in the UEMOA Countries).

This activity aims to provide the remaining ECOWAS countries the TOAM as a reporting system that can generate efficiency gains in communication processes between the public and private sector in relation to trade regulations and related administrative procedures a foster a more transparent and conducive business environment for the enhancement of regional value chains and foreign investments.

Methodology

- For the non-WAEMU members of the ECOWAS, it has been decided to conduct a preliminary assessment to establish whether:
 - a) there was a need for a reporting system as the TOAM;
 - b) the conditions required to operationalize the system were already in place
 - c) TOAM implementation could benefit from the synergies with other ongoing activities in the country aimed at strengthening local institutions and gaining efficiency through governmental coordination.
- The assessment consisted in the organization of on the field missions where ITC staff met with key local, regional and international stakeholders. Meeting requests were sent to both public (ministry of trade, ministry of agriculture, customs, etc) and private sector agencies (chamber of commerce, exporters and importers' associations and in some cases, individual companies). Engaging in bilateral discussions with local stakeholders allowed to gain a deeper understanding of the agencies' expectations concerning the TOAM, the potential role that they could within the project and their opinion on their country's readiness to adopt this new system.
- Using a structured questionnaire, ITC collected useful insights on the procedures that are currently used at the regional, national and organizational level to collect and monitor obstacles reports (or trade related queries) submitted by private businesses. The agencies contacted provided also information on existing interagency committees that could serve the purpose of supporting the TOAM implementation and ensure its functioning.
- The preliminary assessment conducted by ITC kept also a close look on the advancement of the Trade Facilitation Agreement (TFA). The attention to the TFA and the related National Trade Facilitation Committee (NTFC) derived from the lessons learnt during the implementation of the TOAM in the WAEMU (and in particular, in relation to the feedback received during the WAEMU workshop on Trade Facilitation held in Ouagadougou on July 24-27 2018). Even if not the only

viable framework, the TFA could provide an important institutional underpinning for the TOAM to become a trusted communication channel for local trade operators. 62.5% of the respondents agreed on identifying the NTFC as the adequate institutional framework to host the TOAM. Most of the remaining admitted to have limited knowledge on the functioning of the NTFC in their respective countries due to its recent implementation.

- Overall, the possibility to organize bilateral meetings with local stakeholders have allowed to reconsider some of the assumptions made during the TOAM implementation in the WAEMU. For instance, while the Ministry of Trade (given its distinctive competence on a broad range of trade issues) remains the most suitable national agency to oversee the implementation of the TOAM, the Chamber of Commerce might not always be the best positioned agency to manage the TOAM platform and to act as a gateway for the private sector to mobilize the government on the obstacles reported. This could derive from limited organizational capacity or the presences of other parastatal agencies that achieved to build a trust worthy relation with private sector operators. In addition to that, the inception mission has allowed ITC to collect information on other ongoing initiatives that can eventually support the TOAM implementation.

The needs assessment has been conducted through four main elements that ensure the successful implementation of the TOAM:

1. The institutional anchoring which ensures the functioning and sustainability of the resolution mechanism
2. The operationalisation of the RFP/NFP which ensures the functioning and promotion of the mechanism and its web application
3. The outreach activities which ensures the use of the mechanism by the private sector, the direct beneficiaries
4. The development of the web application which ensures an efficient channel of communication between public and private sector

The needs assessment and corresponding recommendations are summarized in the below table for those 4 inter-dependant elements at the regional and national level. The information compiled in the table summarizes the findings of desk research and stakeholders' consultations for each ECOWAS country as well as the ECOWAS Commission.

A full inception report on this activity will be shared with ECOWAS and EU by the second week of July as some inception missions to the remaining countries have just been completed.

Needs and Recommendations at Regional Level

TOAM Components	Needs	Recommendations / Actions
Institutional support	1. Identification of a regional focal point	1. The ECOWAS Commission is the best suited agency to cover the role of regional focal point. In terms of the monitoring activities required to manage the regional TOAM, these can complement the current activities conducted by the EC Commission departments in the understanding of obstacles to trade (for instance, through the work of the EPAU), as well as the ones entailed by the forthcoming creation of a West African Trade Observatory. The ECOWAS Commission is also well positioned to trigger action on selected regulatory and procedural issues raised through the TOAM platform, thanks to its strong connection to the work of legally binding interagency committees as the ETLs task force and the Joint ECOWAS-UEMOA Committee on the management of the Common External Tariff (CET). The TOAM hosting at the ECOWAS Commission will strengthen its linkages with the new Regional Trade Facilitation Committee, whose

	<ol style="list-style-type: none"> 2. Identification of a viable working scheme for regional institutions involved in the TOAM 3. Identify solutions to ensure sustainability of the regional TOAM 4. Increase efficiency gains by avoiding duplications 	<p>implementation is part of the parallel ECOWAS programme on Trade Facilitation. The presence of a private sector department (familiar with the work of information centres at the border), proximity with FEWACCI (which offices are in the same building) and founding membership status within Borderless Alliance ensure that the ECOWAS Commission ownership of the platform can ensure also visibility across private sector operators.</p> <ol style="list-style-type: none"> 2. ITC proposed a working scheme were the two regional bodies (ECOWAS and WAEMU) should share monitoring and follow-up responsibilities in a way that issues originating from trade operations between WAEMU countries would demand priority action from the WEAMU institutions appointed to monitor the application, while obstacles or queries involving non-WAEMU ECOWAS members will be addressed by ECOWAS institutions 3. The TOAM platform (and the related activities that derive from its management) should be associated to other initiatives that are or will be become part of the continuous tasks of ECOWAS regional bodies. For instance, integrating the TOAM within the WACOB implementation (which will be carried out in the next coming years as part of the ECOWAS commission core activities) will allow to achieve gains in terms of the optimization of the human resources dedicated to monitoring activities, and of the information that can be retrieved by crossing trade data with statics on obstacles reports. Seemingly the TOAM should be associated to the work conducted in relation to the TFA and AfCFTA implementation. These frameworks provide a legal foothold for the TOAM and the opportunity to link the initiative to agreements whose implementation will attract funding and resources for the next coming sears. ITC will ensure coordination with the above-mentioned programmes and activities during the TOAM implementation in the ECOWAS. 4. As recommended, by the EU the TOAM implementation (as well as the implementation of all the other components under the WACOMP) will benefit from increased coordination among implementing agencies. During its inception mission, ITC has already established contacts with WB, GIZ and UNIDO local offices and identified cooperation opportunities. These included: providing mutual visibility to the respective agencies programmes; capitalize on the organization of public private dialogue; associate the other implementing agencies to TOAM training activities, and; build on previous capacity building programmes to identify agencies that can contribute to the operationalization of the TOAM.
Website development	<ol style="list-style-type: none"> 1. Address problems related to the lack of internet connectivity 	<ol style="list-style-type: none"> 1. ITC will develop an offline application of the TOAM. In addition to that, ITC will adopt new approaches to track interactions that occur offline or through other communication channels and enter them later within the TOAM platform (e.g. train NFPs on documenting trade operators' complaints reported on the phone through paper

	<ol style="list-style-type: none"> 2. Provide a regional TOAM platform 3. Possibility to use the platform to dispatch information on sanitary and phytosanitary alerts 	<p>version of the TOAM questionnaire; distributing hard copies of the TOAM questionnaire at enquiry points</p> <ol style="list-style-type: none"> 2. ITC will develop a regional TOAM platform that will allow to aggregate the information provided by the national TOAM portals and facilitate the analysis of progress and cross-country comparisons 3. ITC will adapt editing rights within the TOAM platform in a view to let regional agencies inform users about alert on sanitary and phytosanitary measures. In addition to that, ITC will link the TOAM platform to other sources of information on SPS and TBT measures, as the joint ITC/UNDESA/WTO ePing platform http://www.epingalert.org/en
Training activities	<ol style="list-style-type: none"> 1. Ensure that the resources trained on the TOAM have then the capacity to transfer skills 2. Ensure that selected focal points can gain a deeper understanding of obstacles to trade 	<ol style="list-style-type: none"> 1. ITC will request to the ECOWAS Commission as well as to other regional agencies the profile of staff that have good level of computer literacy and knowledge transfer skill in order to identify ideal candidates for it TOAM capacity building offer. Candidates for the training will be also chosen in relation to their current activities within the partner agency. 2. ITC will broaden the capacity building offer provided through the implementation of the TOAM by including training sections on the understanding of NTMs at large and the usage of database where information on market access requirements (SPS and TBT measures as well as Rules of Origin, among others) can be found. These trainings will benefit participants with some technical knowledge that could service them in their daily work and, thus, represent an incentive for regional agencies to participate in the TOAM implementation.
Marketing and outreach	<ol style="list-style-type: none"> 1. Develop communication targeted to different countries and different audiences 2. Capitalize on existing initiatives and events 	<ol style="list-style-type: none"> 1. ITC will develop communication materials that will be used to promote the TOAM launching in the ECOWAS, including a short explanatory video and brochures (that will be available in all the three languages of the ECOWAS). ITC will also make use of its own communication channels (web pages, social media) to provide visibility to the project. In addition to that, during the inception mission, ITC gathered information from national partners on most used communication channels (including Facebook pages, WhatsApp groups, etc.). These findings will be used to identify best options for promotion in each specific ECOWAS member country. 2. Building linkages with regional and national strategies and priorities is key to increase the TOAM visibility. Among other initiatives, ITC has already started to discuss with local partners and the World Bank about possibilities to enhance linkages between the dialogue on the Doing Business ranking and the TOAM through the "Trading across borders" indicator. ITC took stock of a number of events that could help to raise awareness on the project. For instance, the meeting of the head of customs organized ECOWAS customs department between October and November every year. In addition to that ITC, will actively advocate for the

		integration of links toward the TOAM from regional and national websites (including national single widow systems).
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Needs and Recommendations at National Level

Nigeria

TOAM Components	Needs	Recommendations / Actions
Institutional support	<ol style="list-style-type: none"> 1. Identification and support to the National Focal Point 2. Identification and support to the institution leading the interagency dialogue 	<ol style="list-style-type: none"> 1. Thanks to its capacity in terms of skilled human resources and equipment ACCI appeared to be viable partner to support the national implementation of the TOAM. The presence of NACCIMA within same premises of ACCI represent an additional advantage for the coordination of the activities at the national level. A detailed list of requirements in terms of physical equipment and human resources, if needed, will be prepared once the ToR of the NFP will be shared with the agency. 2. The TOAM can count on the Federal Ministry of Industry, Trade and Investment and, namely, on the Trade Information and Complaints Division team (that is in charge of addressing complaints coming from the private sector) to spearhead the dialogue on the TOAM. Specific needs in terms of equipment will be addressed once the resources dedicated to the project will be selected. Additional efforts will have to be done by ITC to identify the interagency network (and namely the contact persons within each relevant institution) that can support the initiative as the National Trade Facilitation Committee does not seem to be operational.
Website development	<ol style="list-style-type: none"> 1. Integration of the national TOAM platform to other relevant national website 	<ol style="list-style-type: none"> 1. On top of the development of a national TOAM platform ITC will investigate possibilities to link the website to other online platforms focusing on trade and market access (incl. the Nigeria Trade Portal, the National Single Window for Trade, the PEBEC App)
Training activities	<ol style="list-style-type: none"> 1. Ensure transfer of knowledge 2. Address lack of knowledge on trade obstacles and market access requirements 	<ol style="list-style-type: none"> 1. ITC will proceed with a careful selection of the resources that will be trained as part of the TOA implementation in order to ensure that participants will be able to transfer the knowledge acquired for the greater benefit of their organization. 2. Upon request of the agencies consulted and in order to create additional incentives to participate in the TOAM implementation, capacity-building activities delivered will range on a broader amount of topics related to market access requirements.

Marketing and outreach	1. Capitalize on existing initiatives and events	1. On top of the standard activities will be roll-out for the non-WAEMU countries, ITC will seek coordination with GIZ (Trade & Customs dept.) to better understand how the TOAM can be promoted through the Pro-poor Growth and Employment Promotion in Nigeria (SEDIN).
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Guinea

TOAM implementation	Needs	Recommendations / Actions
Institutional support	<ol style="list-style-type: none"> 1. Identification and support to the National Focal Point 2. Identification and support to the institution leading the interagency dialogue 	<ol style="list-style-type: none"> 1. Two viable institutions have been identified to cover the role of the national focal point: APEXI-CI and CGC. ITC will share with the clear ToR of the responsibilities required by the NFP to make a final decision. A detailed list of requirements in terms of physical equipment and human resources, if needed, will be prepared once the ToR of the NFP will be shared with the agency. 2. The institution leading the interagency dialogue will be the Ministry of Trade. ITC will, however, try to reach to the ministry of finance (which is poised to sign a joint decree with the ministry of Trade for the operationalization of the NTFC) to gain its support on the initiative. As the NTFC is not yet operational in the country, ITC will identify the contacts details of the representatives of the following interagency committees to kick start the TOAM implementation activities: The Advisory Committee at the Autonomous Port of Conakry; The Transit Trade Monitoring Committee; National Committee for Facilitation of Interstate Transport and Interstate Transit.
Website development	<ol style="list-style-type: none"> 1. Integration of the national TOAM platform to other relevant national website 	<ol style="list-style-type: none"> 1. On top of the development of a national TOAM platform, ITC will investigate possibilities to link the website to the National Single Window for Trade that will be soon developed.
Training activities	<ol style="list-style-type: none"> 1. Ensure transfer of knowledge 2. Address lack of knowledge on trade obstacles and market access requirements 	<ol style="list-style-type: none"> 1. ITC will proceed with a careful selection of the resources that will be trained as part of the TOA implementation, in order to ensure that participants will be able to transfer the knowledge acquired for the greater benefit of their organization. ITC will also build on the expertise created through the recent implementation of a Trade Intelligence Training Centre within the Ministry of Trade. 2. Upon request of the agencies consulted and in order to create additional incentives to participate in the TOAM implementation, capacity building activities delivered will range on a broader amount of topics related to market access requirements.
Marketing and outreach	<ol style="list-style-type: none"> 1. Capitalize on existing initiatives and events 	<ol style="list-style-type: none"> 1. Build on ITC presence in the country in the context of the INTEGRA programme to identify best promotion opportunities.

Sierra Leone

TOAM Components	Needs	Recommendations / Actions
Institutional support	<ol style="list-style-type: none"> 1. Identification and support to the National Focal Point 2. Identification and support to the institution leading the interagency dialogue 	<ol style="list-style-type: none"> 1. The most viable institution identified to cover the role of the national focal point is SLIEPA. The agency already disposes of a trade information centre implemented by ITC in 2009. ITC will share with the clear ToR of the responsibilities required by the NFP to make a final decision. A detailed list of requirements in terms of physical equipment and human resources, if needed, will be prepared once the ToR of the NFP will be shared with the agency. 2. The Ministry of trade is supposed to be the institution leading the interagency dialogue. However, a recent change in the government will require updating contacts and, if needed, reassess the objectives of the agency. To seek for additional institutional support ITC will reach out to the National Advisory Council (focusing on ROO and the ETLs) and the Sierra Leone Business Forum (which has a team focusing on trade facilitation).
Website development	<ol style="list-style-type: none"> 1. Integration of the national TOAM platform to other relevant national website 	<ol style="list-style-type: none"> 1. On top of the development of a national TOAM platform, ITC will investigate possibilities to link the website with WhatsApp groups that are already used by the private sector to reach out to specific public sector agencies.
Training activities	<ol style="list-style-type: none"> 1. Ensure transfer of knowledge 2. Address lack of knowledge on trade obstacles and market access requirements 	<ol style="list-style-type: none"> 1. ITC will proceed with a careful selection of the resources that will be trained as part of the TOA implementation, in order to ensure that participants will be able to transfer the knowledge acquired for the greater benefit of their organization. 2. Upon request of the agencies consulted and in order to create additional incentives to participate in the TOAM implementation, capacity-building activities delivered will range on a broader amount of topics related to market access requirements. The training will also seek to address the beneficiaries of other ongoing ITC projects in the country focusing on strengthening value chains (national chapter of the WACOMP; Mano River Union project).
Marketing and outreach	<ol style="list-style-type: none"> 1. Capitalize on existing initiatives and events 	<ol style="list-style-type: none"> 1. Build on ITC presence in the country in the context of the WACOMP; Mano River Union project to reach out to a large number of beneficiaries.

Liberia

TOAM components	Needs	Recommendations / Actions
Institutional support	<ol style="list-style-type: none"> 1. Identification and support to the National Focal Point 2. Identification and support to the institution leading the interagency dialogue 	<ol style="list-style-type: none"> 1. Different agencies showed interest in assuming the role of the TOAM NFP. However, none of them seems to have the mandate or the capacity to fit the purpose and ensure a successful implementation of the TOAM. Representatives of the private sector that were interviewed by ITC demanded for a neutral and fully independent third party to manage the platform in order for it to work. 2. While the Ministry of Trade offered to lead the dialogue on the TOAM in the country the role played by the ministry of finance on addressing trade facilitation issues seems stronger for the time being. In addition, the following points represent serious challenges to the implementation of an interagency dialogue on the TOAM: limited presence of exporters (and exporters' associations) in the country and governmental intention to further restrict the number of licenses; certain degree of regulatory uncertainty for foreign business in the country (which represent the bulk of export and import operations); overall, reluctance of the private sector to document obstacles and deep concern over confidentiality of the information provided. These conditions might deprive the TOAM of the minimum requirements needed to operate in a specific country.
Website development	<ol style="list-style-type: none"> 1. Integration of the national TOAM platform to other relevant national website 	<ol style="list-style-type: none"> 2. On top of the development of a national TOAM platform, ITC will investigate possibilities to link the website with WhatsApp groups that are already used by the private sector to reach out to specific public sector agencies.
Training activities	<ol style="list-style-type: none"> 1. Ensure transfer of knowledge 2. Address lack of knowledge on trade obstacles and market access requirements 	<ol style="list-style-type: none"> 1. Proceed to a careful selection of the resources that will be trained as part of the TOA implementation, in order to ensure that participants will be able to transfer the knowledge acquired for the greater benefit of their organization. 2. In order to create additional incentives to participate in the TOAM implementation, capacity building activities delivered will range on a broader amount of topics related to market access requirements. The training seek to address the beneficiaries of other ongoing ITC projects in the country focusing on strengthening value chains (national chapter of the WACOMP; Mano River Union project).
Marketing and outreach	<ol style="list-style-type: none"> 1. Capitalize on existing initiatives and events 	<ol style="list-style-type: none"> 1. Build on ITC presence in the country in the context of the Mano River Union project. Liaise with the Single Project implementation Unit of the Ministry of trade to identify ways in which the TOAM can be linked to the recommendations of the assessment that will be soon conducted on the Liberia National Trade Policy 2014-2019

4. Communication and Visibility

Through its communications approaches, WACOMP-ITC will highlight the growing competitiveness of businesses in the region, by placing a spotlight on increased levels of production and value addition for micro, small and medium-sized enterprises in programme countries

WACOMP communication efforts began with creating a communications plan validated internally and by the ECOWAS commission.

Communication Plan

The Working Process:

The initial communications plan outlined goals, target audiences and a three overarching key messages. Following an internal review and input from ECOWAS, the key messages expanded to one overarching message and three key messages outlining the different areas of work for ITC within the programme. Feedback also streamlined the targeted and practical messages, which provided further direct messages of ITC's working elements within the programme.

The Plan:

The primary communication goals for WACOMP-ITC will highlight the project's aim to strengthen regional integration by facilitating growth in select value chains through increased product development and intra-regional trade. Communication efforts will emphasise the benefits West African countries stand to reap from an improved business climate, collaborative policy framework and enhanced regional cohesion. It will focus on increased value addition for MSMEs from trade support institutions and the growing competitiveness of businesses in the region.

Outlined Target Audiences:

- MSMEs in the 15-member regional country group of ECOWAS: Benin, Burkina Faso, Cabo Verde, Cote d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sierra Leone, Senegal and Togo
- Trade and investment support institutions (TISIs) at national and regional levels
- Member States policymakers and the ECOWAS commission
- General audience (including ECOWAS Member State civil society and EU taxpayers)

To further guide communications, the plan has developed several key messages, one overarching message and three sub-messages. The overarching message is as follows:

‘ITC aims to increase intra-regional trade and foster a conducive business environment for businesses by strengthening regional value chains. WACOMP will augment cross-border trade by improving channels for MSMEs to access finance and transform small business approaches following tailored training and coaching. The project will harness investment intelligence and opportunities in the region and introduce public private dialogue to the policy-making framework by establishing the ECOWAS business council.’

Communication Channels and Branding

ITC will adhere to the WACOMP brand guidelines to ensure harmony of representation for the programme's communication. The communication channels ITC will utilise include the corporate website, social media, the WACOMP quarterly newsletter, brochure and press/media.

Website

Following ITC corporate communication requirement, a WACOMP – ITC has been developed in both French and English. The pages outline the objectives of the WACOMP and its regional component.

- Link to English: <http://www.intracen.org/WACOMP/about/>
- Link to French: <http://www.intracen.org/A-propos-du-WACOMP/>

Brochure

In collaboration with ECOWAS, ITC has developed a project brochure for the ITC component of the programme. The brochure provides an overview of the overall programme goals, its implementing partners as well as ITC's primary role and activities. The brochure is available in both French and English.

News

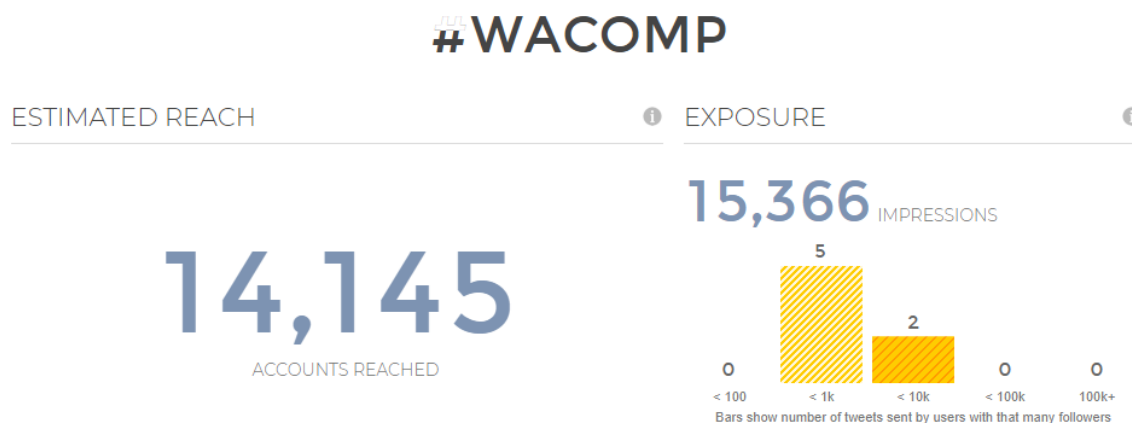
As the project is still in an early stage media coverage has been limited. Below are the initial articles and respective links:

- Local media coverage in Sierra Leone, article available here: <https://awoko.org/2019/05/06/sierra-leone-business-international-trade-center-associate-market-analyst-visits-sliepa-on-trade-obstacle-mechanism/>
- ITC Web Story available here: <http://www.intracen.org/news/West-African-businesses-to-gain-a-competitive-edge-through-WACOMP/>

Social Media

Communication using social media channels began once ITC programme activities kicked off establishing the West Africa Competitiveness Programme hashtag - #WACOMP as laid out in the ITC communications plan – social media section.

Below is an analysis of the #WACOMP tweets over the months of April to May 2019.



Some examples of #WACOMP Tweets from ITC's Corporate Accounts



Joint Communications Approach with UNIDO

Following the development of branding guidelines for the WACOMP programme towards the end of the inception phase, ITC and UNIDO have agreed to the following with regard to the WACOMP brand guidelines:

1. ITC and UNIDO will use the all caps, English version of the WACOMP acronym logo as indicated in the brand guidelines irrespective of the official language being used for communication.



2. Both parties do not support the use of neither the logo with a mix of upper-case and lower-case letters nor the French language logos.
3. Both parties will ensure partner logos are placed as outlined in the Partner Logos section of the brand guidelines. Both implementing partner logos will be used for joint interventions; when interventions do not involve the other partner, a single appropriate logo (either UNIDO or ITC) will be used to represent the respective organisation's event, document or activity as a lone implementer.
4. Both organisations will use the all caps WACOMP logo (as provided above), however neither organisation will impose colours nor background to their respective communication documents and materials. This will ensure each organisation is able to harmonise with their respective internal branding requirements.
5. Both organisations will insert the full title "West Africa Competitiveness Programme" under the WACOMP logo to ensure that the acronym is well understood by external parties

5. Financial overview

Indicative Budget in EURO	Year 1 forecast as per Action Document (Sept 2018-August 2019)	Expense Status (Sept 2018-June 2019)	Balance
SO1: The performance, inclusive growth and contribution to industry, regional trade and exports of selected value chains is improved			
Output 1.3. Regional level: Better regional linkages among selected value chain actors are promoted and key regional intermediary organisations are supported	625,778	274,082	351,697
SO2: The climate for business at national and regional levels is improved			
Output 2.2. Regional level: Regional policy and framework to improve industrial competitiveness are harmonised, formulated and monitored.	316,100	97,840	218,260
Management and Coordination	392,954	279,017	113,937
Visibility and Communication	25,000	-13,125	11,875
Remuneration 7% of eligible costs financed by the EU	87,862	44,647	43,215
TOTAL	1,447,694	682,461	765,233
Out of which financed by the EU	1,343,031		660,570

6. Challenges during Inception Phase

6.1 Difficulties in Prioritizing Value Chains of Focus for the Project and Related Implications

Unlike the national components of the WACOMP, the priority value chains to be reinforced for the regional component of the programme were not selected at the beginning of the programme. As a result, ITC and UNIDO were tasked during the first WACOMP Strategic Steering Committee, to support the ECOWAS Commission in that activity as part of their inception phase.

The initial deadline to validate the selected value chains was end of January, 2019. However, consultations with ECOWAS, EU and UEMOA brought the final validation to 15th May 2019.

This has unfortunately caused substantial delays (5 months) in the implementation of some planned activities (more specifically the development of investment profiles and FDI promotion, the organisation of capacity building and buyer sellers meeting/trade fairs for SMEs, as well as the development of well a trade intelligence cell)) that depended on the value chains selection. Furthermore, as this selection process was an additional demand for the implementing agencies, it hadn't been budgeted in the overall Action Plan signed between ITC and the EU. Resources previously allocated for ITC activity (ECW1.3.1) has been utilized for this process which will inevitably impact the reach of planned activities.

In order to mitigate the risks of not meeting the expected impact for this activity, ITC will strive, as much as possible, to combine this activity with others throughout the implementation period. Further synergies with UNIDO, ECOWAS and the pertinent WACOMP national components will also be sought.

6.2 Delays in the Internal Approval of Planned Workshop/Training

Following the joint ITC-UNIDO approach for implementation validated by ECOWAS and the EU, it has been agreed that ECOWAS would be in charge in dispatching invitation letters to all participants for any event.

However, due to unforeseen circumstances, internal approval at the ECOWAS level for the SQL training lasted over two months causing the event to be pushed back to the month of June instead of April as previously agreed and anticipated. While this is an unconventional situation, it is essential that this matter be addressed to avoid similar positions in the future, which will further impede efficient implementation given the heavy logistics required.

To remediate, ECOWAS proposed to submit for pre-approval by the required authorities all planned activities for a certain period. ITC equally stands ready to support ECOWAS in this endeavour for smoother planning.

7. Conclusion

The inception phase has allowed ITC to make significant progress towards better streamlining the planned Action Plan for the WACOMP with ECOWAS and EU priorities. It has also been the occasion to identify synergies opportunities with other agencies and initiatives supporting trade competitiveness in the region.

The summary table of ITC deliverables in Annex 1 captures the essential direction given to ITCs four-year intervention under the WACOMP following consultations with all relevant stakeholders (including EU and ECOWAS) during the inception phase. Pending queries for decisions making/approval by ECOWAS, UEMOA and EU have also been inscribed for review. ITC remains confident on the successful implementation of the rest of the planned activities once these are addressed.

The period has also been the occasion to explore cooperation mechanisms between the implementing agencies, ECOWAS and the EU in light of the complexity of the program. Despite the challenges encountered, the inception period permitted potential roadblocks to implementation to be revealed, and therefore to present better opportunities for improvement in order to increase chances for the WACOMP program to reach its full potential.

Annex 1: ITC Summary of Deliverables on the West Africa Competitiveness Programme (WACOMP)

Objectives	Status of Current Activities/Inception Phase	Proposed Next Step Activities	Implementation Timeline for next 4 Years	Pending Questions for ECOWAS
Output 1.3				
Regional level: Better regional linkages among selected value chain actors are promoted and key regional intermediary organizations are supported				
Value Chain-Market Access				
Activity ECW 1.3.1 Identifying and Aligning Product-Market Combinations for all Value Chains Supported by the Programme with Targeted Markets (Regional and International) and with Identified Key Buyer Requirements.				
A) Identifying and aligning product-market combinations for all value chains supported by the programme with targeted markets (regional and international) and with identified key buyer requirements	A) A value chain selection document has been produced based on extensive consultations with UNIDO, ECOWAS and the EU. B) Four value chains have been selected: Cassava, Mango, Textiles and Garments, and Information and Communication Technology (ICT). All are stand-alone value	A) Assessment of market opportunities for selected value chains. B) Product-market combinations of the selected value chains. A maximum of three products for each value chain shall be identified for the regional market. C) Identifying and clustering identified suppliers. Identifying	Q3 – Q4 2019 A) Assess market opportunities. B) Select three products for cassava, mango and textiles and garments. C) Identify suppliers and place them in a cluster. D) Identify buyers, their needs and key requirements related to purchasing and product requirements. Q1 2020	N/A

	chains except ICT, which is a crosscutting value chain.	buyers, their needs and key requirements. D) Provide supplier assessment and improvement plans.	A) Conduct supplier assessment and outline improvement plans to increase supplier capability.	
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Competitive Intelligence and Trade Data Management

Activity ECW 1.3.2 Providing ECOWAS and its Regional TIPOs with Relevant Trade Intelligence in the Target Sectors/Value Chains, and Development and Promotion of ECOWAS Web-Portal and Trade Data Management System

<p>A) Providing ECOWAS and regional TIPOs with sector specific trade intelligence I. Keep businesses well-informed and enable faster reaction to competitors' actions</p> <p>B) Trade/Competitiveness Intelligence address the 5 steps of the competitiveness intelligence cycle (focusing on selected value chains) to equip the ECOWAS with sustainable capacity to track, analyse, and compile trade information</p> <p>C) Improving management, dissemination and analysis of ECOWAS trade data</p>	<p>A) Trade Intelligence Cell</p> <p><u>Current Status for Trade Data Management:</u></p> <p>A) Questionnaire about ECOWAS IT infrastructure has been filled in.</p> <p>B) First workshop on data processing with SQL / Excel organised in Abuja from 18th to 21st June 2019</p>	<p>A) Review existing sector focused websites</p> <p>B) Assess trade information needs in target sectors</p> <p>C) Propose solution for provision of sector specific trade intelligence via a trade intelligence cell.</p> <p>D) Establish procedures for collecting required information for trade intelligence products.</p> <p>E) Develop trade intelligence products</p> <p>F) Develop trade intelligence web portal, including the embedding of the ITC Market Insider tool</p> <p>G) Initiate trade intelligence network</p> <p>H) Train staff of trade intelligence cell in maintenance and use of system</p> <p><u>Activities related to trade data management:</u></p>	<p><u>Q3 2019:</u> A) Proposal for provision of sector specific trade intelligence submitted and endorsed by ECOWAS.</p> <p><u>Q1 2020:</u> A) Trade intelligence products developed B) Trade intelligence portal designed C) Members of trade intelligence network identified and agree to participation</p> <p><u>Q2 2020:</u> A) Trade intelligence portal developed B) Trade Intelligence cell capacity building C) Trade intelligence network established D) Revision of trade intelligence products</p> <p><u>Year 3</u> A) Capacity building</p>	<p><u>Host institution:</u> A) Where will any trade intelligence cell be based?</p> <p><u>Sustainability</u> B) What resources will be available to sustain system beyond the project's life?</p> <p><u>Staffing</u> C) Any solution requires two to three staff</p>
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		<p>I) Implementation of Trade Map embedded on the ECOWAS web site</p> <p>J) Second workshop on data processing with Excel</p> <p>K) Third workshop on data processing using R and the application developed by ITC for the detection of outliers and the computation of unit values indices.</p> <p>L) Launch of Trade Map embedded and training on ITC market analysis tools</p>	<p>B) Refinement/revision of trade intelligence products.</p> <p><u>Activities related to Trade Data Management:</u></p> <p><u>Q3 2019:</u> A) Implementation of Trade Map embedded</p> <p><u>Q4 2019:</u> A) Second workshop on Excel</p> <p><u>Q1 2020:</u> A) Launch Trade Map embedded and training on ITC tools</p> <p><u>Q2 2020:</u> A) Third workshop on data processing and detection of outliers</p>	
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Intra-Regional Market Linkages

Activity ECW 1.3.3: Developing Intra-ECOWAS linkages (including Regional Value Chains) and Facilitating Business-To-Business Linkages For Regional SMES & Markets, including Supply Contracts for SMEs with MNCs

<p>A) Developing intra-ECOWAS linkages (including regional value chains) and facilitating business-to-business linkages for regional SMEs & markets, including supply contracts for small and medium-sized enterprises (SMEs) with Multinational corporations (MNCs).</p>	<p>N/A</p>	<p><u>Tailored pairing of buyers and sellers</u> A) Business to business linkages that result in sales and durable business contacts.</p>	<p><u>Q4 2019</u> A) Training on trade fair preparation, target requirements, negotiation with buyers etc.</p> <p><u>Q1 and Q4 2020</u> A) Trade fairs for buyer-seller meeting and business matchmaking. B) Facilitating supply contracts for SMEs with MNCs</p> <p><u>Q1 – Q4 2020</u> A) Trade fairs for buyer-seller meeting and business matchmaking. B) Facilitating supply contracts for SMEs with MNCs.</p>	<p>Can ECOWAS provide information on previous trade fairs conducted to serve as a guide in supporting trade fairs to be conducted in the project?</p>
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TIPO Network + Regional Business Associations Strengthening

Activity ECW 1.3.4: Extending the UEMOA TIPO network to the other ECOWAS Member State

<p>A) Extending the UEMOA TPO network to the other ECOWAS Member States to better support the development of regional value chains; and developing collaborative networks for regional sector-based associations and TPOs for business linkages, buying, technological collaboration (including ICT) and sourcing within ECOWAS &</p>	<p><u>Status of UEMOA Network</u> A) UEMOA TPO Network was registered in May 2017. The President of the network has been elected and a Technical Permanent Secretary has been appointed. B) Technical Permanent Secretariat Office space created with all facilities provided by the UEMOA Commission within the Regional Chamber of Commerce Headquarters in Lomé (Togo).</p>	<p><u>Extending the UEMOA TPO network to the other ECOWAS Member States</u> A) Consultative engagement with all ECOWAS TPOs to consolidate buy-in and ensure ownership. B) Review the current TOR of UEMOA TPO Regional Network for inclusion of 7 TPOs from ECOWAS countries. C) Develop the MOU and TOR of the newly ECOWAS TPO Network, including governance structure, operational plan, capacity building activities and budget.</p>	<p><u>Y1 – Y2</u> A) Establishment of ECOWAS TPO Network <u>Y2- Y3</u> A) Definition of service delivery gaps <u>Y3 –Y4:</u> A) Capacity building of ECOWAS TPO and BSO Networks B) Development of business plans</p>	<p>A) Physical secretariat as a sub-unit of relevant Directorate or ECOWAS Institution B) Alignment and long-term collaboration with network on regional trade development and promotion agenda</p>
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<p>UEMOA and Europe and South-South Cooperation.</p>	<p>C) Cooperation Agreement signed with REDIBERO to promote inter-regional trade and exchange of information.</p> <p>D) Partnership agreement signed with Business France for exchange of information and joint capacity building programmes.</p> <p>E) Support from Africa Development Bank in the pipeline.</p> <p>F) The 3rd General Assembly held 13th to 14th June 2019.</p>	<p>D) Organisation of validation workshop for official launching of ECOWAS TPO Regional Network.</p> <p>E) Delivery of capacity building workshops on priority areas of selected expertise to TPO Regional Network members</p>		<p>C) Backing for courting partnerships i.e. with AfDB as well as directly with bilateral and multilateral cooperating partners</p>
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TIPO Network + Regional Business Associations Strengthening

Activity ECW 1.3.5: Improving and Expanding Need Driven, Service Delivery of BSOs

<p>A) Improving and expanding need driven, service delivery of BSOs regional agencies & intermediate organisations with regional focus on selected sectors and organisations; and encouraging the development of business</p>	<p>A) Institutional Assessment of current service delivery capacity and performance of TISIs, regional agencies and intermediate organisations supporting selected sectors to define specific service and capacity gaps to be prioritised:</p>	<p>A) Assess current service delivery capacity and performance of TISIs, regional agencies and intermediate organisations supporting selected sectors to define specific service and capacity gaps to be prioritised:</p> <p>I. Assessment of 4 remaining RBAs in progress</p>	<p><u>Y1 – Y2</u></p> <p>A) Update FEWACCI Governance, consolidate strategy and update service portfolio</p> <p>B) Support the definition of appropriate FEWACCI business</p>	<p>A) ITC recommendation to prioritise FEWACCI for integrated vertical capacity building support.</p> <p>B) ITC preliminary recommendation:</p>
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<p>models in the priority sectors</p>	<ul style="list-style-type: none"> - Preliminary list of 8 RBAs provided by ECOWAS - Criteria for selection agreed <ul style="list-style-type: none"> i. Benchmarking Assessment of FEWACCI complete, report delivered highlighting key weaknesses and areas requiring possible capacity building support ii. Assessment of AIPAWAS, FEWAMA and FEBWE completed based on limited available information and documentation, RBAs non operational iii. Preliminary recommendation to support full-fledged vertical support to FEWACCI as RBA having highest potential for impact and sustainability, and least risk iv. Preliminary recommendation for remaining RBAs to receive horizontal support based on high level of risk to impact and sustainability 	<p>II. Compilation of case studies on RBA Good practices in progress</p> <ul style="list-style-type: none"> B) Develop and implement Performance Improvement Roadmap for FEWACCI C) Deliver training/coaching to staff of selected TISIs, regional agencies and intermediate organisations on effective needs responsive Service Design and delivery. D) Provide technical support through business advisory services, coaching and mentorship for renewal of portfolios of services and service delivery strategies. E) Support the definition of appropriate business models for sustainable service delivery 	<p>model for sustainable service delivery</p> <p>C) Consolidate work plan for horizontal capacity building interventions targeted at ECOWAS RBAs</p> <p><u>Y2- Y3</u></p> <p>A) Deliver horizontal capacity building programme for ECOWAS RBAs</p> <ul style="list-style-type: none"> - Deliver training/coaching to staff of selected TISIs, regional agencies and intermediate organisations on effective needs responsive Service Design and delivery. - Provide technical support through business advisory services, coaching and mentorship for renewal of portfolios of services and service delivery strategies. <p>B) Implement targeted capacity building interventions to implement FEWACCI PIRM and new business model.</p>	<ul style="list-style-type: none"> I. Horizontal capacity building support to other RBAs II. ECOWAS institutionalisation of AIPAWAS under Investment Promotion Division III. Development of separate focused capacity building programme for women in business agenda and FEBWE.
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			<p><u>Y3 –Y4:</u></p> <p>A) Deliver horizontal capacity building programme for ECOWAS RBAs</p> <p>B) Re-Benchmarking of FEWACCI to establish institutional growth and project impact</p>	
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TIPO Network + Regional Business Associations Strengthening

Activity ECW 1.3.6: Develop and Ensure the Use of a Result Measurement System for Supported National And Regional BSOs

<p>A) Develop and ensure the use of a result measurement system for supported national and regional BSOs to ensure the results of their activities, install proactive decision making and learning in order to improve performance and show results</p>	<p>A) Definition of specific capacity gaps (including staff skills/knowledge, frameworks and tools) of beneficiary BSOs on results and performance measurement/management</p>	<p>A) Delivery of training and coaching to staff of national and regional BSOs on Monitoring and Evaluation of results, performance management and reporting, integrated with Knowledge Management. B) Development and implementation of M&E Frameworks and tools.</p>	<p><u>Y1-Y2</u> A) Training, coaching a capacity building of BSOs or improved results measurement <u>Y2-Y3</u> A) M&E Frameworks and dashboard developed</p>	<p>N/A</p>
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Output 2.2

Regional Level: Regional Policy and Framework to Improve Industrial Competitiveness Are Harmonised, Formulated And Monitored

Activity ECW 2.2A.2: Developing an ECOWAS Business Council around Existing ECOWAS Structures, Operationalise it and Use it as a Vehicle to attract investment and Value Chains into the region

<p>A) To improve climate for business at national and regional levels I. Promoting FDI partnerships II. Establishing and promoting a trade alert mechanism III. Developing an ECOWAS Business Council around existing ECOWAS structures, operationalise it, connect it to the African</p>	<p>A) Require an update from ECOWAS on status of Decision of Heads of States-Membership Criteria B) B) ITC provided some preliminary comments on the draft Decision of the ECOWAS Heads of States</p>	<p>A) Establishment of the ECOWAS Business Council (either exclusively focused as trade policy/regulatory platform or also encompassing a TISI dimension) I. Organize national information/consultation sessions on the proposed structure of the ECOWAS Business Council II. Map and review existing regional private sector networks III. Organize regional information/consultation sessions on the proposed structure of the ECOWAS Business Council</p>	<p>Specific activities and timelines to be updated based on feedback from ECOWAS Commission regarding membership and legal structure of the BC based on the final Decision of Heads of States.</p>	<p><u>Establishment of the ECOWAS Business Council</u> A) Format of the Business Council-Advisory Board or Apex of Regional Business Associations B) Possible date of signature and establishment</p>
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<p>Business Council and use it as a vehicle to attract investment and value chains into the region</p>		<p>IV. Development of an appropriate legal instrument, for the establishment of the ECOWAS Business Council</p> <p>B) Operationalization of the ECOWAS Business Council with MS' private sector participation</p> <ol style="list-style-type: none"> I. Definition of portfolio of services to be delivered by the Business Council II. Formulation of a strategic and operational plan with activities to be performed and a prioritization of specific interventions to be addressed on trade policy focused III. Definition of a performance management framework IV. Definition of appropriate business model V. Provide initial tapered plan support (phased out strategy will be included in the business model) VI. Based on the developed action plan, organize one regional PPD per year VII. Supporting Member States' development private sector position paper to participate to the ECOWAS Business Council VIII. Awareness-raising material and development of thematic research papers to inform EBC work and consultations. 		<p>C) Governance structure and mechanisms including Rules of Operation</p> <p><u>Operationalization of the ECOWAS Business Council with MS' private sector participation</u></p> <p>A) Key issues being followed up by ECOWAS Commission in which EBC will play a key role from an advocacy point of view</p> <p>B) Set the scope of the issues for the project (regional, national)</p> <p>C) Recruitment of a technical adviser for EBC (timelines, cost sharing, roles</p>
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				and responsibilities etc.)
Activity 2.2 A.3 Establishing and Promoting a Trade Alert Mechanism (TOAM)				
<p>A) Improve the business environment and regional economic</p> <p>B) integration by streamlining the flow of information between the public and private sector and contributing to the removal of obstacles to trade</p> <p>C) Strengthen existing links among public sector agencies and the private sector through a cooperation framework powered by an efficient communication tool</p> <p>D) Provide an up to date database of businesses' queries and obstacle reports that can be used to track progress toward trade facilitation and prioritize policy and administrative action</p>	<p><u>Current Activities in the WAEMU Region</u></p> <p>A) 1 regional web platform and 8 country interfaces available in EN, FR and PT</p> <p>B) +700 users including 350 companies</p> <p>C) 1 intra-regional network of +90 agencies involved</p> <p>D) 96 obstacles reported of which 87 relate to intra-regional trade</p> <p>E) 15 training courses for public and private stakeholders</p> <p>F) +400 people trained or sensitized</p> <p><u>Inception Mission (for non-WAEMU countries)</u></p> <p>A) Missions to 6 countries completed (Nigeria, Guinea, Sierra Leone, Liberia, Ghana)</p> <p>B) Established database of key stakeholders' contacts</p> <p>C) Information on current reporting procedures and institutional settings collected through structured questionnaires</p> <p>D) Drafting of the Inception report (ongoing)</p>	<p><u>Website Development</u></p> <p>A) Development of national TOAM platforms</p> <p>B) Development of regional TOAM platform (ECOWAS)</p> <p>C) Development of TOAM offline application</p> <p><u>Training Activities</u></p> <p>A) Training of focal points on the platform administration and overall understanding of non-tariff measures</p> <p>B) Training of selected associations' representatives and companies to test the system</p> <p><u>Marketing and Outreach</u></p> <p>A) Development of promotional and communication materials</p> <p>B) Public launch of the regional mechanism</p> <p>C) Communication campaign at national and regional level</p> <p><u>Institutional Support</u></p> <p>A) Supporting identification/setting up of national interagency committees and establish a contact database</p>	<p><u>Q1/Q2 2019</u> Stocktaking of suggestion from regional and national authorities</p> <p><u>Q2 2019</u> Finalisation of needs assessment and validation action plan by country</p> <p><u>Q3 2019</u> Development of beta version of country and regional platforms</p> <p><u>Q4 2019</u> Development of offline TOAM application</p> <p><u>Q3/Q4 2019</u> Identification of national and regional focal point</p> <p><u>Q4 2019/Q2 2020</u> Training of focal points on the platform promotion and administration</p> <p><u>2019/2020</u></p>	<p>A) Recommendations on how to proceed in relation to the similar application that Borderless Alliance developed in Ghana and Burkina (http://www.tradebarrierswa.org/). Can ITC take the lead on the IT development and maintenance? (NOTE: The ECOWAS Commission is a founding member of Borderless Alliance)</p> <p>B) Would it be possible to focus on the implementation of the TOAM platform only in some selected non-WAEMU countries based on the information</p>

<p>E) Assists national and regional authorities in the design of trade facilitation policies by simplifying internal reporting and monitoring activities</p> <p>F) Provide public and private sector selected resources with the trainings and equipment needed to deepen the understanding of regulatory and procedural obstacles and allow to replicate capacity building activities at the regional and national level</p>		<p>B) Day to day support to national and regional institutions in the collection and resolution of obstacles reports</p>	<p>Setting up of national and regional inter-agency networks</p> <p><u>Q4 2019/Q2 2020</u> Training of selected associations' representatives and companies to test the system</p> <p><u>Q4 2019</u> Development of promotional and communication materials</p> <p><u>Q2 2020</u> Public launch of the mechanism with all stakeholders</p> <p><u>2020</u> Communication campaign at national and regional level</p> <p><u>2021</u> Continuous support to the national and regional inter-</p>	<p>collected during the inception mission (i.e. some countries do not present adequate conditions to start the implementation)?</p> <p>C) Recommendations of the ECOWAS Commission in relation to the WAEMU/ECOWAS proposed regional working scheme (section 5.2 of the shared preliminary report)</p> <p>D) Would it be possible to create a shared list of national contact points from the ECOWAS Commission and other implementing agencies involved in programmes with the ECOWAS (e.g.</p>
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			agency networks to address obstacles reports	WB, GiZ and UNIDO) in order to strengthen synergies?
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Annex 2: List of Regional Business Associations provided by the ECOWAS Commission

1. Association of Investment Promotion Agencies of West African States (AIPAWAS)
2. Federation of Business Women and Entrepreneurs (FEBWE)
3. Federation of West African Manufacturers Associations (FEWAMA)
4. Federation of West African Chambers of Commerce and Industry (FEWACCI)
5. Federation of West African Employers' Association (FOPAO)
6. NEPAD Business Group West Africa (NEPAD BG/WA)
7. Transport and Cross-Border Trade Facilitation Network for Agri-Food Products in West Africa and the Sahel (Réseau de Facilitation du Transport et du Commerce Transfrontalier des Produits Agro-Alimentaires en Afrique de l'Ouest et au Sahel -REFATRA) ;
8. West African Road Transporters' Union (l'Union des Conducteurs Routiers de l'Afrique de l'Ouest - UCRAO).

Annex 3: ITC Benchmarking Model Illustration



Annex 4: Criteria for Selection of RBAs

Criteria	Explanatory Notes
Legal Registration Capable	The organization must be a recognised legal entity. EU requirements prohibit support to non-legally registered entities except where the support is targeted at enabling the establishment of the entity into legal form.
Formal governance systems Capable	The organization must have a board of directors or equivalent leadership mechanism illustrating fiduciary responsibilities. The organization must be evidently active in the undertaking of its mandate and pursuance of its stated objectives including, but not limited to, holding of statutory meetings.
Relevance to objectives of the project Connected, Recognised Connected, Recognised Committed, Capable Committed	The organization must be relevant to the achievement of the objectives of the project, such as having a mandate or objectives aimed at enhancing production, transformation and export business. Relevance may refer to: Representativeness of members from targeted business segments including prioritised sectors, value chains and /or special groups (such as women and youth). This representativeness is relevant for ensuring that improved service delivery capability eventually has an impact on business competitiveness in the ECOWAS region. Connectedness to targeted end beneficiaries and businesses including active engagement and regular communication with constituents, commitment to incorporation of constituent needs into organizational priorities, objectives and activities. Mandate and service scope alignment to the project related service areas that affect business competitiveness including Advocacy, Business Intelligence, Trade and Investment Promotion, Productivity, Access to Finance, and, facilitation of visibility and connectivity among value chain players. Existing and/or potential commitment and alignment of organizational objectives to regional industrial and trade priorities and strategies.
Existence of Secretariat or equivalent coordinating mechanism Resourced	Existence of a Secretariat, or similar mechanism including a coordinator or committee of individuals (which may be members of the board of directors or leadership body) responsible for delivering services to members or executing activities. A coordination mechanism may also include use of electronic media platforms for coordination and subcontracting mechanisms for specific service delivery and execution of activities. This is important to ensure that the organization is able to absorb and sustain the capacity building offered.
Record keeping and Knowledge Management Resourced, Committed	The organization must have an established physical or virtual record keeping mechanism. Virtual mechanisms may also include cloud systems or an integrated website. This is important for ensuring institutional memory and contributes to sustainability and scale up/out of capabilities gained from a trade related capacity-building intervention.
Risk Analysis	The following specific risks were taken into consideration:

Criteria	Explanatory Notes
<p>Reliable</p>	<p>Financial Risk: Relevant if there may be need to offer a grant to the organization for the execution of specific project deliverables. The grant may be one offered directly by the project, or sourced from other partners with the support of the project. The Organization should have good levels of control and transparency in line with financial regulations of the host country, and respecting the objectives of the donors or other funding sources.</p> <p>Reputational Risk: The ECOWAS, EU and ITC brands, through the project brand, will be inevitably associated with the professionalism and effectiveness of beneficiaries and partners.</p> <p>Legacy Risk: A good partner will have the culture of continuous learning, knowledge management, staff development and retention in place that will allow experience and knowledge gained through this project to be retained for the future for long-term impact. Legacy risk also considers the capability of the organization to sustain the capacity building provided.</p> <p>Delivery Risk: This is applicable where the organization might become a delivery partner entrusted with more active responsibility on specific outputs of the project. If activities are not completed as planned or to the required quality, the project will not deliver on its objectives under the log frame. Potential delivery activities considered here relate to Advocacy, Business Intelligence, Trade and Investment Promotion, Productivity, Access to Finance, and, facilitation of visibility and connectivity among value chain players.</p>

Annex 5: State of Advancements in the WAEMU (to be completed)

Country	Key partner institutions			Operationalization of the NFP			Results achieved				
	Institution leading the inter-agency dialogue	Interagency committee on trade obstacles	TOAM administrator (NFP)	Human resources in charge of the TOAM administration	Allotted time ¹ (per week)	Physical equipment provided	Nb. of participants in the trainings conducted by ITC		Nb. of registered users	Nb. of obstacles resolved / reported	
							Focal points	Public sector			
Benin	Designated: Ministry of Trade	In place	Designated: CCI-Bénin	2 people in place (1 has not been trained)	5 hours	PC, beamers,	11	62	29	62	0/9
Burkina Faso	Designated: Ministry of Trade	Not in place	Designated: CCI-Burkina Faso	1 in place and trained	0	PC, beamers,	4	50	17	50	0/9
Côte d'Ivoire	Designated: Ministry of Trade	In place	Designated: CCI-Côte d'Ivoire	2 in place and trained	1 to 3 hours	PC, beamers, internet subscriptions, routers	3	378	11	378	5/56
Guinea Bissau	Designated: Ministry of Trade	Not in place	Designated: CDC-GB and CCIAS	2 in place and trained	To be updated	PC, beamers, internet subscriptions, routers	To be updated		42	0/0	
Mali	Designated: Ministry of Trade	Ongoing	Designated: CCI-Mali	1 in place and trained	5 hours	PC, beamers,	3	51	28	51	1/6
Niger	Designated: Ministry of Trade	Ongoing	Designated: CCIN	2 in place and trained	To be updated	PC, beamers, internet subscriptions, routers	To be updated		45	0/9	
Togo	Designated: Ministry of Trade	Ongoing	Designated: CCI-Togo	2 in place and trained	5 hours	PC, beamers,	78	5	20	35	2/6
Senegal	To be updated								23	0/1	

¹ Allotted time for the administration of the tool and the resolution of trade obstacles

