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INTRODUCTION

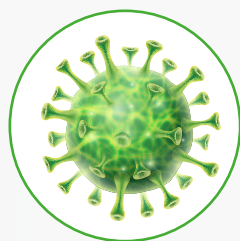
Overview of West Africa Competitiveness Programme (WACOMP)

The West Africa Competitiveness Programme (WACOMP) was adopted under the 11th European Development Fund (EDF) of the Regional Indicative Programme for a total €120m. WACOMP aims to support a number of selected value chains at both national and regional level, to promote structural transformation and better access to regional and international markets.

The major objective of WACOMP is to strengthen trade competitiveness of West African countries and enhance their integration into the regional and international trading system. To reach this overarching goal, the programme will work to:

- improve the performance, growth and contribution to industry, regional trade and exports of selected value chains, and
- improve the business climate at national and regional levels.

The programme, which is aligned to support the implementation of the West African regional policies and programmes, including the West Africa Common Industrial Policy (WACIP), West Africa Quality System Programme (WAQSP) and ECOWAS Private Sector Development Strategy, will be instrumental in creating the foundations and promoting access of West African countries to the EU External Investment Plan (EIP).



Coping with the Corona Virus Disease (Covid-19)

The coronavirus (COVID-19) was first identified in Wuhan, China and reported by the World Health Organization on December 31, 2019. It has now spread to countries across the globe, and all ECOWAS countries.

The outbreak is disrupting manufacturing and global value chains, with consequences for businesses, consumers and the global economy. In a statement made on April 2, 2020, the leadership of the International Chamber of Commerce (ICC) and World Trade Organization (WTO) said the following: "We are concerned about the severe disruptions to value chains in many sectors — with major implications for employment and the supply of goods, especially essential medical and food supplies. As Governments act to protect the health and well-being of their citizens, they should ensure that any measures taken should not disrupt the supply chains, particularly in the health and food sectors."

According to the McKinsey & Company report of March 29, 2020, the impact and challenges of the COVID-19 crisis facing African countries in the coming months will arise from: (i) Global COVID-19 pandemic, (ii) Africa COVID-19 pandemic, and (iii) Oil.

We are concerned about the severe disruptions to value chains in many sectors — with major implications for employment and the supply of goods, especially essential medical and food supplies. As Governments act to protect the health and well-being of their citizens, they should ensure that any measures taken should not disrupt the supply chains, particularly in the health and food sectors.

International Chamber of Commerce
and World Trade Organization

Global COVID-19 pandemic

- Disruption in global supply chains exposed to inputs from Asia, Europe and the Middle East
- Lower demand in global markets for non-oil goods exports
- Delayed / reduced FDI as partners re-direct capital locally

Africa COVID-19 pandemic

- Limited movement of people due to travel bans (domestic, international, diaspora)
- Disruption to ways of working for individuals, businesses and governments

Oil impact

- Reduction in government and business revenues for oil exporters, but lower costs for oil importers and consumers

The report further highlights the Economic, Fiscal and Monetary implications of these challenges.

Economic

- Slowdown in overall economic growth, acute in hard-hit sectors (e.g., tourism), potential for recession
- Reduced household expenditure and consumption
- Businesses – many of them SMEs -- under significant cost pressure, potential of closure and bankruptcies
- Lower productivity, job losses particularly for non-essential sectors.
- Long term human capital issues (e.g., delayed schooling or dropouts)

Fiscal

- Reduced tax revenues
- Limited access to hard currency

Monetary

- Rising deficits and increased pressure on debt markets
- Pressure on interest rates and currency devaluations

Overall Economic Impact

Global recession is inevitable and ECOWAS Member States will not be exempted. The collapse in aggregate demand is much larger than the initial supply shock, and is aggravated by uncertainty, panic, and lock-downs or closures – national and business. The net effect is redundancies and lay-offs, which further depresses aggregate demand, pushing the economy into the depression loop.

Fortunately, many governments and authorities have adopted far reaching measures including the activation of relevant emergency protocols to combat the disease and reduce its impacts. These can help speed up economic recovery and stability.

Africa Union Strategy

The AU has developed a strategy to stem the infection rate in Africa and manage existing cases effectively. The strategy, 'The Africa Joint Continental Strategy for COVID-19 Outbreak', has as broad goals to "prevent severe illness and death from COVID-19 infection in Member States and minimize social disruption and economic consequences of COVID-19 outbreaks." This is to be achieved through effective coordination of efforts of Member States, African Union agencies, World Health Organization, and other partners, including the private sector, to ensure synergy and minimize duplication; and also the promotion of evidence-based public health practice for surveillance, prevention, diagnosis, treatment, and control of the disease.

Broadly, the AU strategy recommends workplace surveillance, sensitization and early warning; adoption of prevention protocols like sanitization, social distancing, voluntary quarantines and responsible food habits as may be issued by National Centres for Diseases Control or similar structures; etc.

This strategy involves an adaptation of the private and public sector activities in Africa, including MSMEs working along the value chains targeted by the WACOMP. The application of necessary measures mentioned in the AU strategy has a cost impact such as buying needed equipment to ensure health safety and surveillance of working places or hiring or redirecting human resources. This may lead to the temporary closure of some plants when necessary measures cannot be put in place. It also provides an opportunity to some MSMEs to invest in ICT solutions to mitigate the negative impact of COVID-19 in their activities that then may be less affected. This last point is in line with the initial supports and the strategy that the WACOMP is intended to provide and implement as mentioned below.

ECOWAS Commission

The ECOWAS Commission has commenced consultations to develop a detailed regional strategy against COVID-19 and implement the AU strategy. This will be published in due course. In the meantime, updates are issued regularly from the office of the President of the Commission and published on the ECOWAS web site – www.ecowas.int.

Partners and Partnership programs

All partners have responded to the COVID-19 challenge by adapting their programs or initiating new specific ones in collaboration with relevant private sector, NGOs or government entities. Indeed, many institutions and some private sector companies have already taken steps by requesting their staff and motivating them to use ICTs to work from home and avoid taking unnecessary risks that may affect their health. In this regard, consultations have been initiated with the EU and implementing partners to adapt the WACOMP program and implementation modalities to address some of the challenges posed to WACOMP value chain actors and key stakeholders by the pandemic.

Overall Lessons and Responses by WACOMP Private Sector In addition to observing and contributing to government protocols and advisories on COVID-19, initial lessons learnt from the pandemic by the Private Sector include the following:

- i. The need for companies to focus on preparedness and response to risk.
- ii. Businesses to increase the visibility of value chains and offers,
- iii. Shortening of supply chains with relevant technologies (especially ICT)
- iv. Leveraging technology to replace humans in the production process
- v. Undertake regular evaluations of different scenarios, adapt and adopt proactive mitigation strategies.
- vi. The importance of insurance.

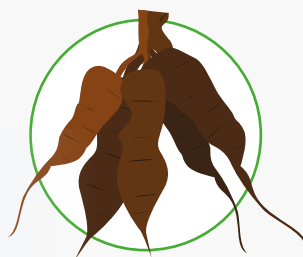
Conclusion

Governments all over the world are affected by the COVID-19 pandemic. Different measures have been put in place at various levels to counter the disease, contain its ramifications and stem its spread. The private sector on its own, is also working urgently to protect its employees, ensure supply security, and mitigate the financial impact amidst an imminent global depression. The WACOMP will be adapted to contribute and support the private sector, especially the WACOMP value chain actors, without compromising envisaged WACOMP value chain activities and outcomes.

All Member States and WACOMP structures are encouraged to collaborate with ECOWAS, and other relevant institutions, in providing political, macro-economic, sectorial and firm level support to the Private Sector to enable speedy economic recovery, stability and return to growth.

Prevent severe illness and death from COVID-19 infection in Member States and minimize social disruption and economic consequences of COVID-19 outbreaks.

Africa Union



Cassava Value Chain in West Africa

Cassava and its derivatives are a priority sector within the WACOMP. Thus, in the region, Côte d'Ivoire, Ghana, Liberia and Sierra Leone have chosen to rely on the sector to boost their competitiveness. Building capacity along the value chain will not only benefit all ECOWAS member states, but will also improve productivity and production capacity in the region.

In 2018, global cassava production had reached some 278 million tonnes from approximately 24 million hectares in 109 countries. Africa is the world's largest producer of raw cassava, contributing 61% of global production, followed by Asia (29%), and the Caribbean and Latin America (9%).

In the same year, Africa produced 169 million tonnes of cassava, a production led by West Africa with a total of 93 million tonnes, representing 55% of the continent's total production and 33% of world production. All ECOWAS Member States produce cassava.

With a production of approximately 60 million tonnes of cassava in 2018, Nigeria is the largest producer of Cassava in the world. The top four country producers in the region are Nigeria, Ghana, Côte d'Ivoire and Benin.

Despite having the highest cassava production rates in the world, West Africa is failing at processing a large amount of it, which would generate value across the entire value chain. According to the Food and Agriculture Organization of the United Nations (FAO), the global share of processed cassava and its derivatives is very low (barely 8%) and mainly concerns Asia.

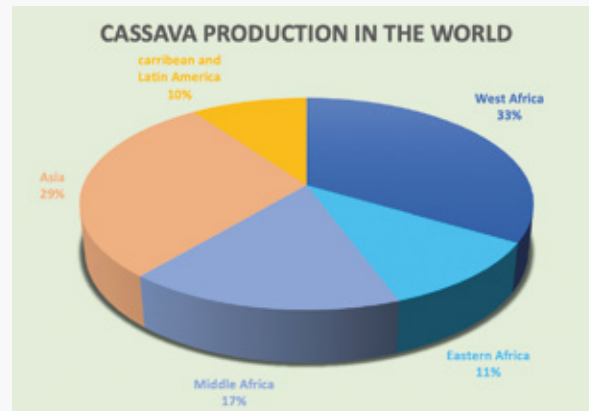
Considering these aspects, WACOMP has initiated some actions to identify the main constraints faced by stakeholders in the cassava sector, both at national and regional levels.

WACOMP's approach aims at improving cassava processing practices through training, networking between buyers and sellers, and the development of quality standards that will be shared with the targeted private sector throughout the ECOWAS region.

These actions aim at strengthening the capacities of stakeholders in the cassava sector, optimizing value creation opportunities throughout the chain and facilitating their integration into international supply chains.



West Africa leads the cassava production in the world.



Sources: Graph based on FAO statistics for 2018



PROGRAMME MANAGEMENT & COORDINATION

Towards a better coordination of the Regional Component of WACOMP

In the effort to keep improving the implementation of the WACOMP, the ECOWAS Commission held, on 6 February 2020 in Abuja, an interdepartmental consultation meeting in which the different services of the Commission involved in the Programme, the implementing agencies and some beneficiaries, such as Federation of West African Chambers of Commerce and Industry (FEWACCI), participated. The meeting aimed at strengthening the ownership and involvement of the different departments of the Commission for effective implementation in line with regional priorities.

The Commissioners in charge of Industry and Private Sector Promotion; for Trade, Customs and Free Movement; and for Telecommunications and Information Technology stressed the need to:

- accelerate the implementation of Programme activities
- create synergies between activities
- focus on ICTs as a key element in improving competitiveness
- deliver tangible results such as the establishment of the Trade and Competitiveness Observatory to be inaugurated at the Summit of Heads of State in December 2020.

The next ECOWAS interdepartmental consultative meeting is scheduled in June 2020.



The official website of the Programme, will provide information on progress achieved under the Programme regional and national components.

The WACOMP Coordination team is growing

In February 2020, Dr. Namalgiebzanga Christian KAFANDO was recruited as a Programme Officer to support the ECOWAS Commission in the management of the Programme. The advert for the Programme Officer, which was published on the ECOWAS website, received over 250 applications from Benin, Burkina Faso, Gambia, Ghana, Guinea, Liberia, Nigeria, and Senegal.

Based at the Commission's headquarters in Abuja, Nigeria, he will support the coordination and monitoring of the activities under the WACOMP national and regional components, as well as provide technical analysis on the implementation of activities.

Under the guidance of the ECOWAS Regional Focal Points, Dr. Enobong UMOESSIEN, and Mr. Kolawole SOFOLA, Dr. KAFANDO will work closely with both ITC and UNIDO project units also based in Abuja.

WACOMP prepares to launch its official website

In its efforts to improve the visibility of the Programme, the ECOWAS Commission, with the support of ITC and UNIDO, has just finalized the design and programming of the WACOMP website. As the official website of the Programme, it will provide information on progress achieved under the Programme regional and national components. It is expected to be launched soon.



VALUES CHAINS AND REGIONAL INTERMEDIARY ORGANIZATIONS

The WAEMU TIPO network to extend and include all ECOWAS member countries



The establishment of a regional network of trade and investment promotion organizations (TIPOs) is one of the key deliverables of the West Africa Competitiveness Programme (WACOMP). Following a consultative meeting (held last November), a task force was created to form the desired regional platform from the WAEMU TIPO network and to extend it to all countries of the member states of the region.

Alongside the committee, the International Trade Centre (ITC) is currently working on revising the terms of reference of the WAEMU TIPO network with a view to formulate an overarching memorandum of understanding defining the governing principles of the new regional platform. Once finalized, the draft MOU will be submitted to all member countries in the region for approval and signature. The working group is also in charge of drawing up a list of the network's deliverables for the first two years. These include the structure, governance, mandate, key performance indicators and sustainability perspectives.

West Africa pursues validation of the ECOWAS Business Council to spur investment in the region

Boosting West Africa's competitiveness involves propelling and promoting investment opportunities in the region's key industries, placing emphasis on the formulation of business-friendly trade policies, but also prioritizing access to market information and fostering business networking. ITC is working alongside the ECOWAS Commission and the council's prospective members to draft a strategic action plan for the business council.

The plan's focus will encompass the need for advocacy, understanding training needs as well as current affairs. Concurrently, an assessment of the region's private sector networks is underway to begin consolidating these with the proposed ECOWAS Business Council. ITC is also contributing towards the development of thematic research papers and other promotional efforts for the business council. This will be the mandate of the ECOWAS Business Council whose establishment WACOMP supports.



ECOWAS businesses to gain improved access to market information on priority sectors

Information is power and in the context of trade, this is all the more true. Trade information is essential for businesses: it enables them to identify market opportunities and thus increase their competitiveness. Under WACOMP, ITC will facilitate the establishment of a trade information cell that will serve as an exhaustive source of information for target value chains, namely cassava, mangoes, ICT, and textiles and garments.

After consulting with business communities throughout the region, ITC steered the development of an action plan. Alongside the plan, a technical guide proposing solutions to establish the trade information cell was also developed. In order to source the cell, ITC started the assessment of trade information in the identified target sectors and screened existing sector websites.

FEWACCI is boosting its services to local businesses



Following a benchmarking exercise of six regional business support agencies conducted by ITC last year, the Federation of West African Chambers of Commerce and Industry (FEWACCI) was selected for capacity building to improve and broaden its services to the local enterprises it supports.

To this end, ITC has developed a Performance Improvement Roadmap that will guide the process of optimizing the organization's capacities. Approved at the FEWACCI Annual Meeting held last March in Senegal, the implementation of the roadmap started with a first analysis of the constitution, legal structure and governance mechanisms of the regional body.



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Regional Components
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Delivering business coaching and management training activities in the context of COVID-19 pandemic

As part of the agreed efforts to improve the performance and growth of enterprises in the ECOWAS countries and strengthen the capacity of business support organisations (BSOs) in the field of entrepreneurship training under the WACOMP, UNIDO and the International Training Centre of the International Labour Organisation (ITC-ILO) are collaborating to develop and deliver a business training and coaching programme to support BSOs working with entrepreneurs and start-ups.

Following an initial training needs analysis in the 16 beneficiary countries, the training materials that will be used with respect to key target groups have been identified, namely the first three modules of the revised Start and Improve your Business training programme (SIYB)[1]: Generate Your Business Idea (GYB), Start Your Business (SYB) and Improve Your Business (IYB).

In a next step, UNIDO is now working hand in hand with ITC-ILO to identify and select (based on a set of agreed criteria) a counterpart institution from each ECOWAS Member State for undertaking a training of trainers and conducting pilot enterprise training, with the ultimate goal of ensuring that the capacity to provide business coaching and training services is reinforced in each country. To that end, two experienced SIYB Master Trainers from the region, with the support of national experts, are currently reviewing existing training networks and national institutional set-up of SIYB networks in each ECOWAS Member States, and a call for expression of interest should be published shortly.

Taking into account that the SIYB is primarily a face-to-face training programme, and given the risk that current travel restrictions related to the COVID-19 pandemic could be extended, UNIDO and ITC-ILO are considering alternative solutions to implement the planned activities. This includes, for example, the establishment of an e-academy to make available training materials on a self-training basis with remote back-up and guidance, and/or the development of an entire eSIYB programme.





REGIONAL QUALITY INFRASTRUCTURE SYSTEM



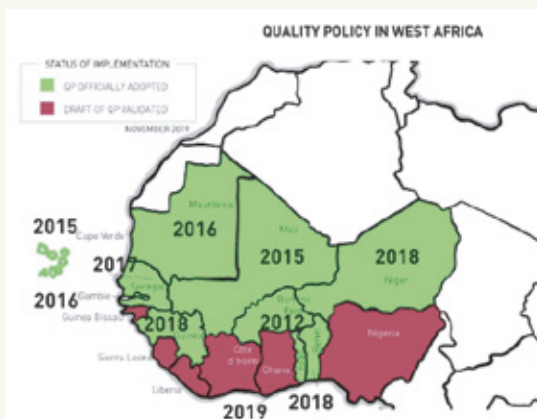
Assessing the state of quality infrastructure in ECOWAS Member States

West Africa's competitiveness cannot be considered without covering quality aspects along a value chain.

In February 2020, UNIDO deployed 47 national experts throughout ECOWAS to collect existing data on the quality infrastructure, including standards, technical regulations and conformity assessment bodies associated with the value chains targeted by the Programme.

In order to ensure the smooth conduct of the mission, the experts were able to count on the collaboration of the anchor ministries (trade, industry and agriculture), the delegations of the European Union and the national focal points of the Programme.

The expert reports are expected to reach the coordination team by the end of April 2020. This mission will contribute to (i) the improvement and continuous support of the quality infrastructure; (ii) the development and implementation of standards and regulations; (iii) the establishment of regional reference laboratories; and finally (iv) the promotion of the "ECOWAS" certification mark.



Metrology: the key to improving West Africa's competitiveness

The ECOWAS Community Metrology Committee (ECOMET) held the first meeting of its Technical Committees on Awareness, Legal Metrology and Thermometry on 23 and 24 January in Dakar, Senegal.

The meeting resulted in the appointment of the Chairmen and Vice-Chairmen of the various committees for a period of two years. It was also an opportunity for the various working groups to present the programs of activities to be supported by the joint ECOWAS-German Metrology Agency (PTB) project. These include (i) raising awareness of metrology in all regions; (ii) integration of training modules on the subject in school curricula; and finally (III) better collaboration with the media in order to disseminate information on metrology widely and effectively.

One of the challenges common to all countries in the region is to raise the awareness of policymakers and the general public on the importance of metrology and its impact on the socio-economy.

The meeting concluded with a recommendation that a plan of action be considered by the members. The action plan was validated at the following ECOMET meeting in March 2020, in Niger. On the occasion, the Minister of Mines of Niger recalled that if metrology is the science of measurement for specialists; for the public authorities, it is a pillar in the national edifice of quality. Metrology is an important tool for ensuring transparency and improving the business environment. It is, therefore, the foundation that supports competitiveness as part of West Africa's policy for the development of industrial sectors.





COMMUNICATION & VISIBILITY

The official website of the Programme is due to be launched in the next few weeks. The website will provide an overview of all the regional and national components of the Programme. The site will include information on Programme Management and Coordination, Value Chains and Regional Intermediary Organizations, Regional Quality Infrastructure System, Regional Industrial Policy and Framework, as well as implementation of activities at the National level. Additional links will be provided to additional Programme related website and source.

In addition to the website, the WACOMP team can be reached through social media handles such as Twitter, as well as through the official email address: info@wacomp.ecowas.int. All components are encouraged to share their activities with the Project Coordination team at the ECOWAS Commission in order to increase visibility of their activities.





NATIONAL COMPONENTS



SIERRA LEONE

Developing the culture of quality in Sierra Leone

Within the framework of the national component of WACOMP in Sierra Leone, UNIDO organized a series of training on standards and quality management systems. A total of about 100 representatives from various ministries and national agencies, the Sierra Leone Bureau of Standards, the private sector and the education sector were trained in the principles of quality management and sensitized on the importance of mastering this type of knowledge to enhance the competitiveness of sectors with growth potential.

And the academic world is not to be outdone. The University of Sierra Leone (USL) recognizes the importance of integrating quality concepts into the curricula, particularly in scientific, medical and business engineering programmes. In that vein, USL and UNIDO are exploring avenues of cooperation, including the development and launch of a series of courses in the field of quality.

Training of cassava value chain operators in Sierra Leone in Good Agricultural Practices

As cassava is a priority sector for Sierra Leone under the WACOMP, UNIDO is working to build the capacity of operators in the sector to boost the competitiveness of the different segments of the value chain.

In the last quarter of 2019, UNIDO organized a series of training courses on Good Agricultural Practices (GAP) in the districts of Makeni, Kenema and Pujehun. The training courses mainly covered new skills and knowledge related to production, processing, risk assessment and risk management along the value chain and food safety.

Following the presentations and discussions, experimental learning sessions were held in the field.

Across the three districts, some 130 operators from farmers' groups and factories in the sector participated to the training event.

The next step will be the implementation of GAP recommendations on production.





GUINEA

Relaunching the pineapple industry, a strategic objective for Guinea's socio-economic development

Supporting the production, processing and marketing of commodities can strengthen the competitiveness of West African countries.

Guinea has chosen to prioritize the pineapple sector to strengthen its presence in niche markets while improving its position in traditional regional and international markets.

Through the pineapple revival project, UNIDO and its partners plan to (i) facilitate the aggregation of small and medium-sized producers around professional organizations with strong managerial capacity; (ii) strengthen the weak links in the value chain, i.e. aspects related to irrigation, access to inputs, agricultural practices, processing and packaging; and finally (iii) strengthen the umbrella organization of the sector, the Federation of Lower Guinean Fruit Growers (FEPAF-BG) to embed transformation efforts in a sustainable perspective oriented towards viable economic models and centred on the players from the private sector.

In the first quarter of 2020, UNIDO organized a consultation workshop in Kindia to discuss strategic choices and synergies to be considered with other initiatives supporting the pineapple sector. To better coordinate support for the revival of the sector, WACOMP-Guinea commissioned a series of studies to identify areas of intervention in the Kindia and Forécariah regions. The studies identified eight areas of intervention, including (i) production, processing and marketing of Guinea pineapple, (ii) access to land and water, (iii) production and availability of quality waste, (iv) strengthening of professional organizations, (v) financing of entrepreneurs (vi) availing quality packaging at competitive prices (vii) implementation of aggregation plots and (viii) diagnostics on strategies and action plans for production and availability of inputs.



GHANA

Boosting the competitiveness of the cosmetics value chain: quality standards and certification

In partnership with the Ghana Trade Fair Company, WACOMP Ghana organised a conference on the competitiveness of the cosmetics sector in Ghana. The objective of the conference was to sensitize cosmetics producers in the Northern Cluster to the quality standards and procedures recommended by the Ghana Standards Authority and the Food and Drugs Authority.

Organised as part of the 24th International Trade Fair of Ghana last March, the conference was attended by some 50 companies which were able to familiarise with main registration and certification processes for cosmetics and personal care products.

A small guide has been developed to support producers in complying with these procedures and made available on <https://wacompghana.org/publications/technical/>.

At the end of the exchanges, it was strongly recommended to organize an international conference on cosmetics in Ghana. More information will be available in due course.

Training on quality and certification schemes for the cassava, mango and pineapple sectors

In December 2019, WACOMP-Ghana facilitated a series of training workshops on the different certification systems to optimize the competitiveness of three priority commodity chains for Ghana, namely cassava, mango and pineapple.

In general, the workshops focused on quality culture from production to farm (for the cassava chain); good agricultural practices and Global GAP certification (for mango and pineapple chains); and safety standards (for the pineapple chain).

A total of 100 producers in the districts of Techiman, Agomeda and Nswam were sensitized on the importance of applying quality principles at the production level in order to increase product quality at harvest time.

Strengthening expertise in cluster development and diagnosis

Within the framework of the national component of WACOMP in Ghana, UNIDO is supporting enterprises as well as business support networks and associations in the cassava, fruit and cosmetics value chains to develop competitive production and manufacturing capacities to enhance their market access.

In July 2019, some 20 cluster development officers from various industrial, trade, export, quality and standardization support institutions have been trained to facilitate and promote collective efficiency within value chains. At the request of the participants, WACOMP-Ghana subsequently organized an in-depth training on cluster diagnostic study.

In the coming months, the trained experts will conduct cluster diagnostics to identify the characteristics, needs and opportunities in the identified clusters.



Mauritania

★ Nouakchott

Mali



MAURITANIA

Connecting and supporting selected value chains actors

In the framework of the WACOMP, Mauritania has selected three value chains to be supported for competitiveness reinforcement and exports promotion. These value chains are skin, hide and leather and Arabic gum.

The implementing partners, which are two NGOs namely Cooperazione Internazionale (COOPI) and SOS Sahel have signed the contract with the EU Delegation in Mauritania on 19 June 2019. Thereafter, COOPI has signed a convention with the Ministry in charge of breeding, followed by a memorandum of cooperation with SOS Sahel to facilitate the conduct of the Programme activities at national level on September 2019. The coordination team involving the two partners is in place and the national technical experts' recruitment is ongoing.

In order to provide a better understanding of the selected value chains, short term consultants were recruited to assess them considering the targeted objectives of the WACOMP national component.

In addition of the dissemination of information on the project, technical materials such as the training programs for the actors and the methodology for the selection of beneficiaries were already elaborated.

The project has already identified key structures such as the Mauritanian federation of butchers, the main tanneries of Nouakchott artisan's cooperatives for skin, hide and leather value chain, groups of cultivators and gatherers for the Arabic gum value chain in the wilaya of Guidimakhan.

The project is intended to connect actors involved in the selected value chains and support them with sensitization and capacity building in manufacturing and processing, growing of trees and gum gathering techniques and specific exports promotion activities.



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NATIONAL COMPONENTS

The WACOMP includes 16 national components (one for each of the 15 ECOWAS Members States and Mauritania). Each national component was allocated a certain amount of resources to be implemented by selected agency under the guidance of the country. Each country will focus on the selected sectors with the aim to upgrade the value chains, improve the quality of the products and their export and integration in the regional and global value chains.

In each of the countries, Micro, Small and Medium Enterprise (MSMEs) and clusters will be supported to increase their capacities and upgrade their production and marketing process. Also, according to the countries, focus will be put on defining appropriate strategies to promote marketing and/or export, improve general coordination with national strategies and reinforcement of national institutions, improve quality and standards, reinforce cooperatives, enhance product design/development, marketing and sale, organise export consortium in the selected value chain, improve market access conditions to facilitate the creation of jobs, and in the perspective of green and inclusive growth.

 <p>Benin</p> <p>Amount: €5m Lead Ministry: Ministry of Finance Implementing Partner: GIZ Selected Value Chains: soya, ICT</p>	 <p>Burkina Faso</p> <p>Amount: €7.5m Lead Ministry: Ministry of Trade, Industry & Handicraft Implementing Partner: Chamber of Commerce Selected Value Chains: honey, cotton, renewable energy</p>	 <p>Cape Verde</p> <p>Amount: €5m Lead Ministry: Competitiveness Unit (Office of Prime Minister) Implementing Partner: UNDP Selected Value Chains: ICT; renewable energy; culture, tourism & leisure</p>	 <p>Cote D'ivoire</p> <p>Amount: €9m Lead Ministry: Ministry of Regional Intergration Implementing Partner: Chamber of Commerce Selected Value Chains: tropical fruits; cassava; cashew; textile & garment; rubber & plastics; ICT</p>
 <p>The Gambia</p> <p>Amount: €4m Implementing Partner: UNIDO; United Purpose Selected Value Chain: Onion</p>	 <p>Ghana</p> <p>Amount: €9m Implementing Partner: UNIDO Selected Value Chain: Tropical/ Fruits; Cassava & Derivatives; Cosmetics and Personal Care products</p>	 <p>Guinea</p> <p>Amount: €5m Implementing Partner: UNIDO Selected Value Chain: Pineapple</p>	 <p>Guinea Bissau</p> <p>Amount: €4m Implementing Partner: UNIDO Selected Value Chain: Mango</p>
 <p>Liberia</p> <p>Amount: €5m Implementing Partner: GIZ Selected Value Chain: Fisheries; Skin, Hide & Leather</p>	 <p>Mauritania</p> <p>Amount: €4m Implementing Partner: Cooperazione Internazionale (COOPI) & SOS Sahel Selected Value Chain: Poultry; Skin, Hide & Leather; Gum Arabic</p>	 <p>Mali</p> <p>Amount: €5.5m Implementing Partner: GIZ Selected Value Chain: Tropical Fruits; Cereals</p>	 <p>Niger</p> <p>Amount: €5m Implementing Partner: GIZ Selected Value Chain: Skin, Hide & Leather</p>
 <p>Nigeria</p> <p>Amount: €10m Implementing Partner: GIZ Selected Value Chain: Ginger; Tomato/Pepper; Textiles & Garments; Skin, Hide & Leather</p>	 <p>Senegal</p> <p>Amount: €9m Implementing Partner: ITC Selected Value Chain: Mango; Onion; ICT</p>	 <p>Sierra Leone</p> <p>Amount: €5m Implementing Partner: UNIDO Selected Value Chain: Cassava & Derivatives; Cocoa; Palm Oil</p>	 <p>Togo</p> <p>Amount: €5m Implementing Partner: GIZ Selected Value Chain: Pineapple</p>

Partners



Established on May 28 1975 via the treaty of Lagos, ECOWAS is a 15-member regional group with a mandate of promoting economic integration in all fields of activity of the constituting countries. Considered one of the pillars of the African Economic Community, ECOWAS was set up to foster the ideal of collective self-sufficiency for its member states. As a trading union, it is also meant to create a single, large trading bloc through economic cooperation. Member countries making up ECOWAS are: Benin, Burkina Faso, Cape Verde, Cote d' Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Sierra Leone, Senegal and Togo



The West African Economic and Monetary Union (WAEMU) is a West African organization created on January 10, 1994, whose mission is to achieve the economic integration of the Member States, by strengthening the competitiveness of economic activities in the West African region. Member countries making up ECOWAS are: Bénin, Burkina Faso, Côte d'Ivoire, Guinée-Bissau, Mali, Niger, Sénégal and Togo



European Union

The Member States of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders



The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability (ISID). The mandate of UNIDO is to promote and accelerate sustainable industrial development in developing countries and economies in transition.



The International Trade Centre (ITC) is the joint agency of the United Nations and the World Trade Organization. ITC helps small and medium-sized enterprises in developing and emerging economies to be more competitive in global markets.

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