

SUMMARY

Annual Action Programme 2017 part 4 in favour of West Africa to be financed from 11th European Development Fund

1. Identification

Budget heading EDF allocation	11 th EDF Regional Indicative Programme 2014-2020 for West Africa Sector 1: Peace, security and regional stability Sector 2: Regional economic integration and support for trade
Total cost	EU contribution: EUR 97 000 000 These actions are co-financed by potential grant beneficiaries and implementing partners for an indicative amount of EUR 8 593 544
Basic act	Council Regulation (EU) 2015/322 of March 2015 on the implementation of the 11th European Development Fund

2. Regional background

With its young and growing population and natural resources, West Africa has enormous potential for trade development but this is yet to be fulfilled. Trade in West Africa is characterised by lack of appropriate policy frameworks or their effective implementation when they exist, high transaction costs, unpredictable tariffs and non-tariff barriers, non-standardisation/harmonisation of laws and customs practices, customs software and rules, language barriers and various currencies. Traders are often confused by stringent, overlapping and multiple reporting requirements, submission of similar documents, etc. All these are unproductive and non-transparent costs which are often very time consuming.

Despite recent performances, the West African economies are poorly integrated into the world economy and have poor economic links between themselves. The main economic challenges in the region include the need for better value-chain integration at global level, a more welcoming business climate, particularly the legal framework, diversification of exported products and, in particular, an increase of intra-regional trade. Climate change and the protection of biodiversity are also challenges that need to be addressed. At this time of economic and climate vulnerability, action at regional level is expected to provide the best guarantee for a stimulus package which should lead to fair, sustainable and inclusive growth. This should help to reduce poverty in the region, which still has some of the poorest countries in the world.

The recent Ebola virus crisis highlighted the fragility of healthcare systems in the West Africa region. The Economic Community of West African States (ECOWAS) has since 2009 undertaken to build the capacity of Member States in the prevention and fight against transmissible diseases. It commissioned the West African Health Organisation (WAHO) to speed up the creation of a Regional Centre for Disease Surveillance and Control (RCDS) to be located in Nigeria.

Summary of the Action Programme

The current Action programme includes the support to the following regional programmes under Priority area 2: Regional economic integration and support for trade of the European Union – West Africa Regional Indicative Programme 2014–2020:

Annex 1: West Africa Support to Trade Facilitation in West Africa

Annex 2: West Africa Competitiveness Programme

And the support to the following regional programme under Priority area 1: Peace, security and regional stability:

Annex 3: Support to the Regional Centre for Disease Surveillance and Control in the ECOWAS zone (ECOWAS-RCDSC)

West Africa Support to Trade Facilitation in West Africa

The EU support for trade facilitation under the 11th EDF will attempt to bring about a coordinated and far reaching assistance to address the challenges of trade facilitation in the West Africa sub-region. For this reason, the programme has been jointly designed with USAID and the Netherlands for a total amount of around EUR 55 million, including the EU contribution of EUR 20 million.

Currently, trade facilitation measures are not adequately implemented. ECOWAS is working on the adoption of a reference framework document of a Common Trade Policy (CTP) for the region. In general, the objective of the ECOWAS Common Trade Policy currently in progress is to consolidate the regional market prompted by the customs union.

The 9th and 10th EDF Trade related projects as well as other donors' projects in support of trade and trade facilitation, provide relevant lessons including: new TF support programme need to exchange information and views with other projects in order to concentrate on trade facilitation priorities; Small projects focusing on selected corridors maybe useful in identifying barriers to trade and in the implementation of tangible solutions. There is also the need for strong links between regional and national levels and the importance of coordination units at both regional and national levels

The West African region should in particular focus on (a) developing stronger integration of local value-chain at regional and global levels, (b) creating more conducive business climate, particularly the institutional, legal and policy frameworks, and (c) increasing intra-regional trade and export of diversified manufactured products, including intermediate goods. Various sectors and value chains are considered as strategic priority for the West African region to exploit in order to increase growth and intra-regional trade in goods and services.

The overall objective of the programme is to contribute to the strengthening of the ECOWAS common market and the integration of the West African region into the international economic and trading systems. The programme will specifically aim at 1) Improving trade facilitation measures at the regional and national levels which are consistent with ECOWAS and WTO TFA commitments implemented, and 2) Increasing efficiency of trade corridors between West African countries.

To reach these objectives, the programme will support the following results:

- 1) Trade facilitation measures improved and more efficiently implemented;
- 2) More efficient movement of goods along selected corridors;
- 3) Stakeholders from private sector and civil society are organised and involved in trade facilitation reforms and programmes.

The programme is proposed for 6 years. Implementation will follow the project modality approach. Indirect management with the GIZ and the World Bank is envisaged.

West Africa Competitiveness Programme

The programme is implemented with a subsidiarity approach through 9 different components covering ECOWAS and the following countries: Nigeria, Niger, Togo, Capo Verde, Ghana, Cote d'Ivoire, Senegal and Sierra Leone. This action, for a total EU contribution of EUR 72 million, represents the first phase of the West Africa Competitiveness Programme.

The current programme puts an emphasis on the following value chains, in line with priorities identified at regional and national levels: (i) fruits and vegetables (mangoes, pineapple, onions, cassava, ginger, tomatoes, cashew and rubber) (ii) textile/garments, (iii) leather; (iv) services (IT, communication, renewable energy). The programme aims to support these value chains at national and regional level to promote structural transformation and better access to regional and international markets, while taking into account social and environmental concerns. The proposed action incorporates these priorities and aims to "Strengthen the competitiveness of West Africa and enhance the countries' integration into the regional and international trading system". To reach this overarching objective, the programme will work towards the following specific objectives: "improve the performance, growth and contribution to industry, regional trade and exports of selected value chains" and "improve the climate for business at national and regional levels". The Outputs associated with each Specific Objective are:

Output 1.1 Country level: Competitiveness at firms' level is improved, especially through the Clusters' approach.

Output 1.2. Country level: Intermediate organisations of the selected value chains are strengthened and service delivery to MSME is improved and expanded (quality, norms/standards, new green solutions, market access, etc.).

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

Output 1.4. Regional level: Regional quality infrastructure system is strengthened, with a view to promote environmental issues.

Output 2.1. Country level: Regional policies in favour of industrial competitiveness are mainstreamed in the country and help enable a business friendly environment.

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

Output 2.3. Regional level: The capacity of UEMOA Commission and Member States to successfully manage, coordinate and monitor the programme is strengthened.

The 9th and 10th EDF Trade and Private Sector Development related projects undertaken in the various countries of the region, and the ongoing 10th EDF "West African Private Sector Competitiveness Programme" and "West Africa Regional Economic Integration and Trade Programme", as well as other donors' projects in support of value chains and/or private sector, provide relevant lessons learned for future actions. These include the need for strong links between regional and national levels and the importance of coordination units at both regional and national levels; the need for a strategic, comprehensive approach which should respond to the challenges in a coherent way; the need for capacity development to be demand driven and with high degree of ownership; the need to ensure that support given to women and youth associations has depth for sustainable impact. There is also a need to ensure that support given to women's association is comparable to other special interest associations and to ensure the activities have depth.

Also, one of the main lessons learnt from previous interventions was the lack of coordination of similar interventions implemented at national level and with ECOWAS. The structure of this programme tackles this issue by linking specific activities at national levels into a coordinated regional framework, which ensures exchange of best practices from multiple sectors. The governance of the programme is also designed in a way to bring together all actors and ensure regular dialogue and coordination.

Complementarity with the other programmes of the regional 10th and 11th EDF will be ensured. The European Union is currently providing, under the 10th EDF Regional Indicative Programmes (ongoing "West African Private Sector Competitiveness Programme" and "West Africa Regional Economic Integration and Trade Programme"), support to competitiveness and trade related issues. Furthermore the 11th EDF RIP supports the wider development of the region and thus indirectly the selected value chains, notably in the area of (i) regional economic area integration; (ii) transport; (iii) energy; (iv) trade facilitation; (v) protection of the environment; and (vi) food/agriculture, which should contribute to create a more conducive trade and investment climate and improve private sector competitiveness.

At national level, various trade and private sector development related programmes under the 10th EDF have either just been completed or are to be finalised. The development partners' (e.g. World bank, AfDB, AFD, DFID, DANIDA, USAID, GIZ, UNIDO, ITC), EU Member States (e.g. France, UK, Germany) and Switzerland, have projects ongoing in the region, mainly to support agricultural value chains. In addition, global alliances on cashew, rice and shea are based in the region. With interventions at micro, meso and macro levels, and also targeting sectors other than agro-industry, complementarity will be sought with these different partners. Complementarity of key importance will furthermore be sought by taking into account on-going EU initiatives at a more global level. Particularly the intra-ACP programmes to "Support to business friendly and inclusive national and regional policies and strengthen productive capacities and value chains" and to "Promoting scalable and sustainable solutions to enhance Financial Inclusion in ACP Countries". Also the EU External Investment Plan aims at supporting investments in Africa and the EU Neighbourhood countries aims at contributing to the achievement of sustainable development goals, while tackling the root causes of irregular migration and forced displacement.

At both regional and country level in most of the country, donor coordination on Trade and Private Sector Development involves EU Delegations and synergies are constantly sought, especially with other stakeholders in the field. At ECOWAS level, the EU Delegation is the co-chair of the Economic and Trade Working Group.

Support to the Regional Centre for Disease Surveillance and Control in the ECOWAS (ECOWAS-RCDSC) Zone

In response to the Ebola crisis, countries of the ECOWAS zone decided to acquire a new regional coordination body, the Regional Centre for Disease Surveillance and Control (RCDSC), relying on a network of satellite centres in the countries National Institutions for Coordination (NIC) and a regional Centre for Disease Control (CDC) in Abuja.

In June 2017, the European Commission Directorate General for International Cooperation and Development (DEVCO), upon invitation from WAHO, attended the Assembly of health ministers of the ECOWAS region and WAHO partner's forum in Abuja and found that :

- The physical infrastructure of the RCDSC was to be inaugurated in May 2017 in Abuja but could not be visited. The recruitment process for key human resources already launched was to be finalised in the coming weeks/months.

Project implementation modalities have evolved to Indirect Management with two EU Member State Agencies supporting IHR implementation in the region in partnership with ECOWAS / WAHO: AFD and GIZ.

- As EU MS, France and Germany are already active partners of WAHO in the field and are well placed to identify and support ECOWAS Member countries' needs, while the Abuja CDC may be in demand for support in early 2018, also based on the needs of NIC.

Technical assistance and activities shall be defined in the process of developing the delegation agreement, ideally with both member States receiving an equal share of the budget if both delegation agreements are successfully negotiated (greater visibility and solidarity as well as complementarities and synergies in EU MS external actions through this support).

The Overall Objective is to improve the functioning of country specific surveillance and response networks by supporting National Coordination Institutions, through coordinated actions with two EU member States projects, aligning with WAHO and AU/ACDC priorities for the implementation of International health regulations in the region.

The action shall provide technical assistance and support the costs of materials and meeting related to training, information sharing activities.

The Specific Objectives shall be determined when designing the content of the delegation agreements with the two or at least one of the projects.

➔ These shall focus on WAHO identified priorities, which are also met by the EU MS agencies projects whose attainment and scope shall increase given the additional TA provided by this project. As of June 2016, these priorities are: Strengthening of laboratories, Health information and surveillance systems, Training and research, Human resources (and regional rapid response teams).

- 1) Expanding/adapting surveillance models and systems that integrate a focus on community levels to inform MoH and NICs.

- 2) Supporting training and capacity building activities:

- Improving the development, visibility (mapping of resources) and access to relevant training opportunities and material, when deemed necessary by NICs and EU partners projects.

Especially for:

- NICs and community level surveillance training
- Rapid response teams
- Laboratories and sample transportation
- Partner sectors in the one health approach, with a focus on health
- Risk communication
- Health regulations

Results include improved skills, communications, protocols, network integration and access to learning resources and peer support for NICs and their related national laboratories and surveillance systems.

3. Communication and visibility

The actions under this AAP shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in the relevant section of each Action Document.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

4. Cost and financing

West Africa Support to Trade Facilitation in West Africa	EUR 20 million
West Africa Competitiveness Programme	EUR 72 million
Support to the regional Centre For Disease Surveillance and Control in the ECOWAS Zone	EUR 5 million
Total EU contribution to the AAP	EUR 97 million



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This action is funded by the European Union

ANNEX 1

of the Commission Decision on the Annual Action Programme 2017 part 4 in favour of West Africa to be financed from the 11th European Development Fund

Action Document for the Support to Trade Facilitation in West Africa

1. Title/basic act/ CRIS number	Support to Trade Facilitation in West Africa CRIS No: ROC/FED/039-046 Financed under the 11 th European Development Fund (EDF)			
2. Zone benefiting from the action/ location	West Africa The action shall be carried out at the following locations: Abuja (Nigeria) and Ouagadougou (Burkina Faso), headquarters of ECOWAS and UEMOA ¹ respectively, and in selected countries of West Africa			
3. Programming document	11 th EDF Regional Indicative Programme for West Africa 2014-2020			
4. Sector of concentration/ thematic area	Priority Area 2: Regional economic integration and support for trade	DEV. Aid: YES		
5. Amounts concerned	Total estimated cost: EUR 24 400 000 Total amount of EDF contribution: EUR 20 000 000 This action is co-financed in parallel co-financing by: - GIZ ² for an amount of EUR 4 000 000 - World Bank for an amount of EUR 400 000			
6. Aid modality and implementation modalities	Project Modality: Indirect management with a Member State agency (GIZ) Indirect Management with an International Organisation (World Bank)			
7 a) DAC codes	33120 – Trade Facilitation 33140 – Multilateral trade negotiations			
b) Main Delivery Channel	10000 – Public Sector Institutions 13000 - Third Country Government (Delegated co-operation) Public Sector			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance		X	
	Aid to environment	X		
	Gender equality (including Women in Development)		X	
	Trade Development			X

¹ ECOWAS - Economic Community of West African States. WAEMU - West African Economic and Monetary Union.

² Deutsche Gesellschaft für Internationale Zusammenarbeit.

	Reproductive, maternal, new born and child health	X		
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X		
	Combat desertification	X		
	Climate change mitigation	X		
	Climate change adaptation	X		
9. Global Public Goods and Challenges (GPGC) thematic flagship	NA			
10. Sustainable Development Goals (SDGs)	This programme, from a long-term view at expected impact levels, is relevant for the SDG Agenda 2030. It will contribute to the achievement of SDG Goal 8 – economic growth, Goals 16 – Strong institutions and Goal 1 – no poverty and Goal 4 - Gender equality (related to improvement of conditions for women in trade)			

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The EU support for trade facilitation³ under the 11th EDF will attempt to bring about a coordinated and far reaching assistance to address the challenges of trade facilitation in the West Africa sub-region. For this reason, the programme has been jointly designed with USAID and the Netherlands for a total amount of around EUR 55 million, including the EU contribution of EUR 20 million.

The overall objective of the programme is to contribute to the strengthening of the ECOWAS common market and the integration of the West African region into the international economic and trading systems. The programme will specifically aim at 1) improving trade facilitation measures at the regional and national levels which are consistent with ECOWAS and World Trade Organisation (WTO) Trade Facilitation Agreement commitments implemented and 2) increasing efficiency of trade corridors between West African countries.

To reach these objectives, the programme will support the following results:

- 1) Trade facilitation measures improved and more efficiently implemented;
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³ Trade facilitation is the simplification, harmonisation, standardisation and modernisation of trade procedures. It seeks to reduce trade transaction costs at the interface between business and government and is an agenda item within many customs related activities (Andrew Grainger's (2007) 'Trade Facilitation and Supply Chain Management: a case study at the interface between business and government'.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Since the establishment of the Economic Community of West African States (ECOWAS) forty years ago, the world has become wealthier due to increased international trade. Trade has contributed enormously to the development of industrialised economies and can be expected to make similar contributions to those of less-developed countries. Trade is a powerful engine for economic growth and development.

But while many countries have benefited from increased trade, West Africa has, in general, lagged behind. Statistics indicate that West Africa's share in world trade has declined from 2% in 1990 to about 1% in 2015. This trend points to increased marginalisation in the context of world trade. The situation is no different, if not worse, regarding intra-regional trade, which has consistently remained minimal compared with its intercontinental trade, to a level of about USD 11 billion in 2014. These figures do not take into account the informal trade, which is difficult to estimate but considered to be very high. The region's biggest exporter is Nigeria, thanks to its huge volume of oil exports, whereas other countries mainly export agricultural products and raw materials.

This poor performance can be attributed to: a) lack of competitiveness, b) poor business and investment climate and c) internal obstacles to free flow of goods and services (tariff & non-tariff). It is believed that a well-structured trade facilitation programme can address and improve the volume and value of trade in West Africa.

ECOWAS policy envisages becoming a full customs union, to have a common market and a monetary union. Important achievements in this economic policy direction were the introduction of the Common External Tariff (CET) in January 2015, the ECOWAS Trade Liberalisation Scheme (ETLS), and the recently concluded Economic Partnership Agreement (EPA) with the EU whose entry into force is subject to the completion of the signing and ratification process.

ECOWAS and UEMOA (the West African Economic and Monetary Union) have not adopted trade related policies that tackle the issues affecting women traders. The ECOWAS Gender Action Plan does however refer to the plight of women traders. The ECOWAS Commission has commenced formal plans to engage with women traders with the development of a roadmap in 2013 and the (draft) ECOWAS Plan on Gender and Trade (January 2015). However, tangible results of these commitments have not yet materialised.

The remaining key challenges are the finalisation and adoption of an ECOWAS Common Trade Policy and the harmonisation of trade related policies and instruments between ECOWAS and UEMOA, the capacity development for the two Regional Economic Communities (RECs) to strengthen them for exercising their mandate in the harmonisation of policies and regulations and for coordinating and leading the regional economic integration process. In this context, trade facilitation plays a significant role since many aspects in trade still suffer from unharmonised rules and procedures, and other policies between the two regional organisations as well as between these and the individual country levels.

In December 2013, World Trade Organisation (WTO) members concluded negotiations on a Trade Facilitation Agreement at the Bali Ministerial Conference, as part of a wider "Bali Package". The Trade Facilitation Agreement contains provisions for expediting the movement, release and clearance of goods, including goods in transit. It also sets out

measures for effective cooperation between customs and other appropriate authorities on trade facilitation and customs compliance issues. It further contains provisions for technical assistance and capacity building in this area.

The WTO Trade Facilitation Agreement entered into force on 22 February 2017, when the required minimum of two thirds of the WTO members had ratified the Agreement. As of 30 March 2017, only 7 ECOWAS countries (i.e. not even half of ECOWAS Member States) have ratified the WTO TFA and only 5 countries have submitted Category A notifications to WTO. This situation reinforces the need for support in this area.

1.1.1 Public Policy Assessment and EU Policy Framework

ECOWAS, UEMOA and their Member States have made significant progress in improving regional integration, particularly with regard to broad policies and established institutions. The priorities of ECOWAS and UEMOA are set in their strategic documents and are based on their respective levels of achievement of regional integration.

The ECOWAS Vision 2020 was adopted in June 2007 and is aimed at setting a clear direction and goal to significantly raise the standard of living of the people through conscious and inclusive programmes that will guarantee a bright future for West Africa and shape the destiny of the region for many years to come. The UEMOA Commission also adopted a 2011-2020 Strategic Plan containing five strategic priorities which aim to address the new challenges facing the Union i.e. access to energy, food security, water management, the development of deprived areas and the installation and use of efficient production equipment. The 12th session of the ECOWAS/UEMOA interinstitutional meeting, held in Ouagadougou from 24 to 30 June 2014, saw the signing of an agreement setting out the arrangements for cooperation between the Regional Economic Programme (UEMOA) and the Community Development Programme (ECOWAS).

European exporters and importers are responsible for 22% of world trade. The facilitation of these operations brings benefits to both the European economy and the economies of its trading partners. Thus, the EU is an important player in global trade facilitation improvement initiatives. EU active strategies and priorities with regards to trade facilitation are:

- Customs 2020 - an EU cooperation programme providing national customs administrations with the possibility to create and exchange information and expertise.
- Modern Customs Code – an open dialogue involving the European Commission, stakeholders and interested parties helps ensure that rules and regulatory proposals keep pace with reality of rapid change.
- Electronic customs projects – these are major projects making up the electronic customs initiative. The projects will serve the needs of businesses and/or customs administrations, complementing one another in their scope and purpose.

EU support to trade facilitation in West Africa is included within the West Africa Economic Partnership Agreement Development Programme (PAPED). PAPED was developed in the context of the Economic Partnership Agreement (EPA) negotiations. It has been elaborated by the region through an inclusive and participatory approach led by the ECOWAS and UEMOA Commissions, involving regional and national actors (governments, private sector and civil society) as well as the European partners through the Regional Preparatory Task Force (TFPR). The overall goal of the PAPED is to build a competitive and harmonious regional economy that is integrated into the global economy and stimulates growth and sustainable development.

The 11th EDF Regional Indicative Programme's (RIP West Africa) strategic priorities reflect the interdependence of development, peace and security, referred to in Article 11 of the Cotonou Agreement, as revised in Ouagadougou on 22 June 2010. Three focal sectors have been selected for 2014-2020, in line with the EU's Agenda for Change and West Africa's "2020 Vision". The second focal sector is regional economic integration, including trade-related assistance, support for the private sector and infrastructure development. The RIP will support the consolidation of the common market, the implementation of the Common External Tariff (CET) and the EPA between West Africa and the EU and the harmonisation of economic policies, with particular emphasis on trade facilitation, improving domestic-resource mobilisation and fiscal transition. It will also aim to improve the competitiveness of the productive system and human resources, and to develop the regional infrastructure network.

1.1.2 Stakeholder analysis

Stakeholders can be analysed from the regional and national perspectives and roles.

The Regional Organisations (ROs) ECOWAS and UEMOA, with their Commissions located in Abuja/Nigeria, and Ouagadougou/Burkina Faso, respectively, have among their mandate the promotion of regional economic integration, trade and trade facilitation, and therefore will play a prominent role in the future programme. For cooperation and coordination of their policies and activities, ECOWAS and UEMOA formed the Joint Technical Secretariat (JTS). Within ECOWAS, the key stakeholders are the Directorates of Trade, Customs, Community Computer Centre (CCC) with regards to the envisaged customs interconnection sub-project and Directorate of Transport on issues related to transport governance.

Regional (mostly) private sector organisations and associations are not yet key actors in trade facilitation but their role and engagement level should be strengthened. Three organisations are recommended in this regard: (i) FEWACCI (Federation of West African Chambers of Commerce & Industry) in Lagos with a representative office within ECOWAS Commission, who advocates on behalf of the private sector in the ECOWAS region; (ii) FOPAO (Fédération des organisations patronales de l'Afrique de l'Ouest); and (iii) L'Association de Gestion des Ports de l'Afrique de l'Ouest et du Centre (Ports Management Association of West and Central Africa), located in Lagos.

At a national level, key stakeholders to consider are:

- Ministries of Trade are usually the key actors for trade facilitation in individual countries, most often represented by the Director of Trade. They are therefore the most important stakeholders for trade facilitation policy and implementation within their countries and are most important partners for ECOWAS and UEMOA for the link between regional and country related trade facilitation issues.
- National Trade Facilitation Committees in which stakeholders from public and private sectors and from academia and civil society are represented.
- Customs authorities in the individual countries, ministries of transport and port authorities are an important stakeholder group since customs, ports and transport matters are dominant in trade facilitation and WTO TFA aspects.
- Others: private sector, civil society, academia. Their importance varies very much. They need to be more engaged, in particular regarding trade facilitation policy and implementation, advocacy and sensitisation. Selected academia should engage more in trade and trade facilitation policy research, advice and information, but capacity development will be required. Small, informal and women traders are to be seen as important stakeholders in trade facilitation.

- Major international cooperation partners active in trade facilitation matters in West Africa, World Bank Group (WBG), WTO, WCO, UNCTAD, ITC, AfDB⁴, and EU Member States' agencies like GIZ, DFID, ADF⁴, Netherlands/Denmark through the Accelerating Trade in West Africa (ATWA) process and other country agencies with strong activities in West Africa like USAID, CIDA, and JICA⁴.

1.1.3 Priority areas for support/problem analysis

Currently, trade facilitation measures are not adequately implemented. ECOWAS is working on the adoption of a reference framework document of a Common Trade Policy (CTP) for the region. In general, the objective of the ECOWAS Common Trade Policy currently in progress is to consolidate the regional market prompted by the customs union. The options are designed to ensure the viability of the community competitiveness, to expand opportunities for businesses and to ensure efficient participation in the WTO multilateral trading system. The lack of such overarching policy has an important effect on the development of harmonised trade facilitation procedures for the region. The CTP has not yet been finalised. From a look at the draft parts, it appears that trade facilitation aspects are addressed under all the pillars of the document. To use the CTP for effective implementation of trade facilitation, the overall Policy should be accompanied by support to implement coherent specific trade facilitation measures.

Trade facilitation in the two community areas is hampered by the inconsistency of customs laws and freight forwarding regulations. Movement of goods between ECOWAS countries needs to be improved. Harmonisation of conflicting trade and customs related rules, codes and standards and simplification of customs and border procedures are issues being worked on but a lot of effort will still be needed in specific areas over a long time. Customs interconnection is badly needed and has been discussed for several years without meaningful progress to advance into the implementation phase. GPS transit monitoring as one of innovative modalities in trade facilitation is a subject to be looked after. One-stop-shops are also being considered but have hardly been implemented so far, apart from initiatives in Ghana and Nigeria.

Underpinning these problems, the region must embark on the implementation of the Bali Accord in Trade Facilitation, which implies ratification of the agreement, notification of categories of assistance required and eventual mobilisation and implementation of this assistance. The success in the effective implementation of the Bali Accord in West Africa will depend on coordinated and comprehensive approach to support to all the steps in this process.

With regards to trade facilitation support in West Africa, a coordinated and a systematic approach with a longer-term orientation is lacking. There are presently no support programmes covering all 15 ECOWAS countries. However, there are fragmented donor interventions mainly from the EU Member States agencies such as GIZ, DANIDA and DFID, multilateral agencies like WTO, UNCTAD, WCO, ITC, UNIDO (United Nations Industrial Development Organization) and other bilateral agencies like USAID, CIDA, and JICA. A coordinated support programme would certainly be more impactful and would more likely achieve the trade facilitation improvement objectives of West Africa. Besides the EU, also USAID and NL are prepared to intensify their support to trade facilitation in West Africa. It is therefore a major step forward if these partners join forces and offer an integrated systematic

⁴ WTO – World Trade Organisation, WCO – World Customs Organization, UNCTAD – United Nations Conference on Trade and Development, ITC – International Trade Centre, AfDB – African Development Bank, DFID – Department for International Development - UK, ADF – Agence Française de Développement, USAID – United States Agency for International Development, CIDA – Canadian International Development Agency, and JICA – Japan International Cooperation Agency.

support programme with a longer term oriented view, thus avoiding fragmented actions and duplication but creating joint forces and complementarity.

Also, there is a lack of coordination and/or coherence between related facilitation support measures being implemented or led by the Transport Sector and Regional Trade Facilitation initiatives, such as the Observatories for Abnormal Practices (monitoring and reporting of non-tariff barriers along the transport corridors and advocacy for their removal or creation of knowledge on their existence), Joint Border Posts (One Stop Border Crossing platform to reduce border crossing time and eliminate harassments to cross border traders and reduce the overall high and uncompetitive cost of regional trade).

Regarding women traders, they are mostly small scale informal traders. This is group that faces serious challenges in its operations, including lack of information about ECOWAS and UEMOA regulations, customs procedures and required documentation, difficulties in obtaining passports and visas and weak cross border traders associations resulting in refusal of entry into countries, excessive customs charges, bribe extortion and unwarranted impounding of goods. Women traders, often branded as smugglers and prostitutes by customs officials, are particularly vulnerable to higher levels of corruption and sexual harassment.

Other gender-based constraints also come into play including lack of market information, limited access to credit and lack of reliable transport and storage facilities. Women traders are also particularly vulnerable to contracting HIV-AIDS, either through sexual harassment and gender based violence, or by engaging in transactional sex with those who may facilitate their migration process (truck and/or taxi drivers, immigration and customs officials, police and security forces).

Gender related barriers reduce women's ability to engage in trade and benefit accordingly. There are also major health hazards as well as human rights issues that need to be addressed.

Finally, regional integration and trade facilitation are effective as much as the private sector operators and traders demand for service and challenge the barriers. However, in the West Africa region, those barriers and inefficiencies are unchallenged due to lack of knowledge and awareness of best practices by these operators. Advocacy and sensitisation (especially gender) is needed to move trade facilitation ahead in West Africa. This includes also small, informal and women traders.

2 RISKS AND ASSUMPTIONS

Risks	Risk level	Mitigating measures
Lack of regional Organisations/Member states' commitment.	Low	ECOWAS/UEMOA and member countries cooperation is assumed and demonstrated in the signature of the RIP and NIPs. Support is included for trade facilitation policy and implementation as well as for advocacy and sensitisation
Different stages of reform and reform commitment in the WTO TFA ratification and A, B, C notifications.	Medium	Support to WTO TFA implementation at country level will be provided. A communication strategy with private and public stakeholders in the West Africa region and member countries should make sure that trade facilitation related reform commitment is strengthened and that all key stakeholders are clear on the reform objectives and their relevant roles through advocacy and sensitisation.

Limited capacity at multiple stakeholder agencies can delay the implementation and the quality of interventions.	Medium	The programme design will include a monitoring and evaluation framework with a consistent feedback mechanism to support timely implementation of reforms. A joint Governance Structure will be established to oversee the implementation of the project and they will work with partners on capacity building where possible.
Lack of will and human/technical capacity.	Medium	Awareness raising activities and capacity development activities would be initiated and implemented
Lack of coordination on ECOWAS/UEMOA programmes.	Medium	TA to be more focused on efficient project management and coordination, including capacity development for trade facilitation coordination and monitoring. Some of the activities will be implemented at the country levels. Joint steering committee with ECOWAS and UEMOA will be encouraged
Long-term nature of the reform and sustainability.	High	Close cooperation with the private sector and civil society stakeholders needs to ensure that commitment to the reforms is maintained in the long term.
Lack of "uptake" of a new policy environment by the private sector operators	Medium	Careful design of the programmes with strong participation of the private sector. Enhance accompanying measures, such as sensitisation and training.
Regional instability.	Medium	Careful monitoring of situation and built-in flexibility in the programme to shift scope.
Global economic slowdown and heightened protectionism.	Medium	Better coordination with other programmes that focus on competitiveness, investment promotion and entrepreneurship agenda.
Assumptions:		
<p>The political and economic stability in the region is preserved and public management of financial resources is secured or even improved.</p> <ul style="list-style-type: none"> • ECOWAS/UEMOA and country Governments as well as non-governmental stakeholders remain committed and engaged in trade and private sector development, regarding trade facilitation. • ECOWAS (and UEMOA) accept and develop more authority and reputation in regional development and economic integration, also regarding trade facilitation in West Africa. • Staff of similar trade facilitation projects/sub-projects are willing to exchange information and to cooperate to avoid duplication of work and to reach complementary effects instead. • The relevant agencies continue to actively participate in and even increase donor coordination. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The 9th and 10th EDF Trade related projects undertaken in the various countries of the region, and the ongoing 10th EDF "West African Private Sector Competitiveness Programme" and "West Africa Regional Economic Integration and Trade Programme", as well as other donors' projects in support of trade and trade facilitation, provide relevant lessons learned for future actions. These include:

1. Varying number of ongoing trade facilitation related projects implemented by different development partners. This means for the new trade facilitation support programme an increased need to exchange information and views with other projects in order to concentrate on trade facilitation priorities not sufficiently covered and where there is a higher chance of success and impact.
2. That it is not always possible to implement actions in all ECOWAS countries and that it may be better to start with pilot projects in pilot countries and based on experience made to expand successively during the programme.
3. That trade facilitation measures are to the overwhelming part to be implemented at individual country levels, it is nevertheless important for regional economic integration and the further development towards a Customs Union to have a regional driving force in place able to coordinate and monitor trade facilitation activities and can advise and help individual countries needing help. ECOWAS/UEMOA are presently far from being in a position to take this role. Lack of capacity and partly also reputation presently does not make it possible that these key regional entities play a sufficiently strong pro-active role in trade facilitation implementation.
4. Small projects focusing on selected corridors maybe useful in identifying barriers to trade and in the implementation of tangible solutions. However, these solutions are not usually scaled up in terms of knowledge and information to the whole of the ECOWAS region and so the risk of missing the big picture is very high.
5. The need for strong links between regional and national levels and the importance of coordination units at both regional and national levels.
6. The needs of capacity development to be demand driven and with high degree of ownership. The main stakeholders who are in charge of the implementation of trade reform policies including Government ministries, departments and agencies, intermediary organisations and business sector associations have to be in the driver's seat for the capacity development. A balanced approach of technical advisory support, institutional and regulatory reform and material support is essential to realise a sustainable impact that is gender friendly. Women traders are the economic backbone of the West Africa sub-region and they contribute significantly to regional integration and trade. They generate employment, ensure food security and are responsible for poverty alleviation and livelihoods. Their contribution is under reported.
7. The need for a strong interest and active link between mainstream trade facilitation programmes and regional trade related interventions being implemented by Transports (facilitation & infrastructure), Customs (connectivity, automated transit, single windows, etc), Free Movement, Telecommunications, etc, to leverage the successes and gains made to support trade.

3.2 Complementarity, synergy and donor coordination

Complementary, synergy and donor coordination are at the core of the design of this programme which has been developed and will be jointly implemented with funds from EU, USAID and the Netherlands.

Also, complementarity with the other programmes of the regional 10th and 11th EDF will be ensured. Under the 10th EDF Regional Indicative Programmes, the European Union is currently providing support for the "West Africa Regional Economic Integration and Trade Programme" and "West Africa Competitiveness Support Programme", which are support to

competitiveness and trade related issues. The 11th EDF RIP will support a wider development of the Region notably in the area of (i) trade facilitation, (ii) transport facilitation, (iii) competitiveness and value chains, (iv) tax reforms, (v) energy governance; these should contribute, through a virtuous circle to creating a more conducive trade and investment climate and improve private sector competitiveness. The programme will complement the infrastructural sectors such as transportation and contribute to joint implementation of measures to ensure holistic and wider covering benefits. Inefficiencies in the regional transportation system have been identified as contributing significantly to the high cost of regional trade, which stifles intra-regional trade exchanges. The 11th EDF Transport Governance programme therefore aims at creating the enabling environment to improve the flow of trade through the provision of efficient regional transport corridors in terms of a reduction in travel time, cost and harassment.

Among the most relevant complimentary regional actions under the 10th EDF RIP are:

- Promoting West Africa Trade Integration Project (WATIP) with a duration of five years and a total budget of EUR 11.5 million. The project is implemented by GIZ and aims specifically at the acceleration of the process for a creating a customs union in West Africa. The main focus is on the support to ECOWAS in improving the ETLS, in the development of a Common Trade Policy and in the harmonisation of trade-related policies and statistical data.,
- Improved and Facilitated Trade in West Africa is part of the 10th EDF Regional Economic Integration and Trade Programme of which WATIP is a part, has a total budget of EUR 3.5 million. This project is implemented by the World Bank/IFC and its focus is the facilitation and improvement of trade in five West African countries along three major corridors. The expected outcome is on improvement of import/export procedures, harmonisation and simplification of customs procedures and of national legislation compliance with international trade facilitation standards.
- Regional programme of trade facilitation in the UEMOA region with a duration of 2016–2020 and a budget of EUR 8.4 million. This programme is implemented by UEMOA and aims at trade facilitation promotion, modernisation of customs administration and improvement of border control management.

There are other regional projects covering countries like Ivory Coast, Ghana, Senegal and primarily supported by USAID/West Africa, Borderless Alliance, and the World Bank/AfDB's support to corridors. UNIDO supports ECOWAS in the field of quality infrastructure/policy through EU funds.

The Accelerated Trade in West Africa (ATWA) process is aimed at establishing a multi-donor vehicle dedicated to advancing regional integration, expanding trade and lowering costs along key trade routes in West Africa. ATWA was a design and scoping exercise supported by Denmark and The Netherlands. It was completed in April 2017 and provides options to advance regional integration expand trade and lower costs along key trade routes in West Africa, some of which have been included in this multi-donor initiative: develop a programme to protect women traders; provide reasonable accommodations in undertaking border security checks (for example allowing women to be screened by another woman).

At national level, projects are supported by similar donors in the field of national transit, legislative and regulatory affairs, corridor management, harmonisation of trade procedures, and quality infrastructure.

UNCTAD and ITC are also particularly active in offering training in trade facilitation for WTO TFA implementation and for establishing National Trade Facilitation Committees but so far the short-term support has often been sporadic, too short and lacking to a large extent a systematic longer term approach. This support was mainly requested by the more pro-active and/or more advanced countries.

The new trade facilitation support programme is estimated to start in the first semester of 2018 and would last till end 2022. This means that it will run in parallel with these ongoing interventions for an initial period. The new programme should take this into account and must ensure that the objectives and activities defined complement those already taken place. This requires a close consultation during the inception phase.

Of particular importance to the proposed trade facilitation support programme is that a few countries have ratified the WTO TFA already, some notified the WTO regarding categories A, B and C. Most of them received some initial assistance from organisations like WTO, UNCTAD, WCO or ITC, partly with financial support from the European Commission. But almost all countries indicated that support so far has been fragmented short-term assistance or training and intermittent. Considerable further assistance is needed for implementation of the WTO TFA at country level. The future EU assistance, however, should bring in a systematic and coordinated approach for further implementation with a longer-term view of assistance instead of intermittent short-term actions. The envisaged joint or coordinated programme of EU, USAID and the Netherlands is therefore a step in the right direction.

3.3 Cross-cutting issues

Environmental and good governance issues are not directly targeted by the programme; however, monitoring of observance by actors in trade facilitation will be in the hands of programme management and the Programme Steering Committee(s) if and when such issues come up. Gender aspects are not the main objective of the support programme but should be targeted at in appropriate sub-components.

Environment issues: Climate change and environment are concerns at ECOWAS/UEMOA and their MS governments but local awareness is often not up to the level required. A sound trade and trade facilitation policy will help to support the sustainable management of natural resources. Where need arises and wherever possible ECOWAS, UEMOA, country Governments, Steering Committees and the programme management will be encouraged to address environmental sustainability and best practice into the programme's trade facilitation policy support and into other components.

Gender issues will be mainstreamed in line with the Commission Communication; "Gender Equality and Women Empowerment in Development Cooperation"(COM (2007)100 final of 8.3.2007) and in the frameworks of the Gender Action Plans 2 (GAP 2) developed in the countries. Women play an increasing role in trade and would benefit from trade facilitation activities and this can become particularly important when the high portion of informal trade in trading across borders is transformed into formal trade, since it is assumed that women are over-proportionally active in informal trade especially along the borders. Consequently, the programme will bring in gender oriented support, particularly when it comes to aspects of small scale, informal and women traders. Here the agricultural sector and the trade with perishable goods are expected to play an important role. Trade facilitation initiatives undertaken in the context of this action recognise gender differences not only as cross-cutting issue in trade facility policy formulation, procedures and implementation but also through targeted actions.

Good governance: ECOWAS and UEMOA are the key stakeholders of the programme and have influence on their Member States regarding good governance. The programme has a lot of linkages between regional and country level, at least when it comes to transfer of regional policy and implementation matters into country level. There shall also be transparency in financial decisions, provision of technical support and agreement based on Results Based Management Principles.

4 DESCRIPTION OF THE ACTION

4.1 Objectives and results

The **Overall objective** is to contribute to the strengthening of the ECOWAS common market and the integration of the West African region into the international economic and trading systems.

Specific objectives:

1. Improved implementation of trade facilitation measures consistent with WTO TFA commitments at the regional and national levels
2. Increased efficiency of trade corridors between West African countries

The overall programme will benefit from contributions from the EU, USAID and the Netherlands for an amount of approximately EUR 55 million.

The following description covers the overall programme result framework while highlighting the components/sub-results/activities that will be covered by the EU contribution.

Key Result Areas/Programme Components:

Result 1: Trade facilitation measures improved and more efficiently implemented

Result 2: More efficient movement of goods along selected corridors

Result 3: Trade facilitation stakeholders from private sector and civil society are organised and involved in trade facilitation reforms and programmes

Expected results/sub-results:

Result 1: Trade facilitation measures improved and more efficiently implemented

R1.1 Regional trade facilitation policies and instruments are developed and implemented

R1.2 Capacities for monitoring and implementation of trade facilitation improved

R1.3 Common External Tariff (CET) Improved and More Efficiently Implemented

R1.4 ETLS improved and more efficiently implemented

R1.5 WTO Trade Facilitation Agreement is implemented in selected countries

Result 2: More efficient movement of goods along selected corridors

R2.1. Improved and simplified customs and border regulations and procedures between countries along the selected corridors

R2.2. Establish customs connectivity in one or more corridors

R2.3. Regional transit along corridors improved

Result 3: Trade facilitation stakeholders from private sector and civil society are organised and involved in trade facilitation reforms and programs

R3.1. More efficient and cheaper border crossing for small scale, informal and women traders

R3.2 Transport and trade sectors professionalised in selected corridor

R3.3 Regional and national advocacy and sensitisation system instituted

The EU will contribute to the overall programme but the majority of the funds will be used to finance activities falling under results 1 and 2. The list of activities will be finalised in the joint project document to be attached to the agreements with World Bank and GIZ.

4.2 Main activities

Indicative main activities foreseen for the overall programme include:

Under R 1: Trade facilitation measures improved and more efficiently implemented

- Capacity building activities for ECOWAS and UEMOA staff and their interlocutors for the adoption of specific trade facilitation measures
- Support MS to implement regional instruments including the Customs Code
- Sensitisation of Organised private sector (OPS) in MS and specific private sector operators on the ECOWAS customs code
- Develop monitoring framework and mechanism in ECOWAS to track and support implementation by Member States (MS)
- Support MS to comply and implement selected article of the WTO TFA
- Develop regional monitoring framework to provide regular feedback and indicators of progress or lack of it in the implementation of CET
- Support to ECOWAS in renegotiation of tariff commitments of MS at the WTO and notification of ECOWAS CET
- Support MS to correctly apply the CET
- Support the ETLS task force
- Trainings and capacity development for relevant stakeholders at the ROs and MS representatives on selected regional policies
- Carry out sensitisation of OPS in MS and specific private sector operators on the ECOWAS ETLS
- Develop the monitoring tool for ECOWAS on the implementation of TFA in member states
- Support the selected member states to implement specific articles: indicative list includes establishment of National Trade Facilitation Committees (NTFC), trusted traders/Authorised Economic Operators (AEO), etc.
- Support the selected member states to prepare an action plan and fund raising

Under R2: More efficient movement of goods along selected corridors

- Support ROs to participate and drive the harmonisation and simplification of regulations and procedures
- Harmonisation and/or mutual recognition of trade-related certificates (SPS certificates, etc) and other licensing approaches (such as food/drug approvals, etc)
- Support introduction/improvement of risk management with the use of ICT
- Comprehensive and complete analysis of customs connectivity actions
- Support to the acquisition and deployment of computing and interconnection infrastructure
- Harmonisation, simplification and implementation of transit procedures in the region
- Support the private sector and citizen associations to demand and act in accordance to approved rules and procedures

Under R3: Trade facilitation stakeholders from private sector and civil society are organised and involved in trade facilitation reforms and programmes

- Develop a programme to protect women traders
- Simplification of border procedures for small scale traders (with special reference to trade in perishable agricultural products and livestock)

- Promotion of an information system on informal trade in West Africa
- Develop synergies with other partners to mainstream informal trade into regional trade facilitation agenda.
- Development of the ROs capacity to engage with regional and national OPSs and CSOs
- Harmonisation of national transportation policy into a regional guideline
- Organise, support and develop a regional advocacy group on transport reforms
- Training and sensitisation of border officials
- Support capacity development for advocacy and sensitisation of selected stakeholders

4.3 Intervention logic

The intervention logic gives response to the identified problems in terms of lack of an overall ECOWAS policy for trade facilitation and the numerous trade facilitation inconsistencies across the region in a context of pressure to align this with international best practices represented by the Bali Agreement. It also recognises the fact that previous donor interventions in this domain have not been very effective due to a fragmentation of activities and insufficient coordination at a regional level.

The proposal seeks to provide a comprehensive approach to trade facilitation improvement with a strong ownership by the ECOWAS Commission and the member states of the region. It does so by supporting the development and implementation of a clear trade facilitation policy. This is combined with specific support to the streamlining of trade facilitation procedures across the region, particularly through customs interconnection and other ICT applications. Both policy and operational actions will be well aligned with the ongoing effort in the implementation of the WTO Trade Facilitation Agreement.

West Africa is behind most other regions as far as regional trade, trade facilitation and implementation of WTO TFA are concerned. It is therefore important, also for regional economic integration reasons, to have a driving force in trade facilitation in the region. ECOWAS and UEMOA clearly require upgrading their capacity in this regard. This means institutional development regarding a driving role in trade facilitation to become a well-respected resource for trade facilitation advice on the one hand and a capable and reputable organisation for trade facilitation coordination and monitoring.

Key to the success of the project is the adoption of an implementation modality which reduces fragmentation of donor interventions and pools necessary funding to reach ambitious objectives for trade facilitation improvement in the region. For this reason, this programme will be funded by three donors EU, USAID and the Netherlands through separate contracts but within a unique programme description and governance structure.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner regional organisation (ECOWAS Commission), referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation of Budget Support

Not applicable.

5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with restrictive measures affecting the respective countries of operation.

5.4.1 Indirect management with an EU Member State Agency (GIZ)

A part of this action may be implemented in indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323. This implementation entails the implementation of results 1.1 to 1.4 under component 1, results 2.2 and 2.3 under component 2 and result 3.3 under component 3.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services; contracting of partners for the implementation of the activities; grant award procedures (launching calls for proposals, definition of eligibility, selection and award criteria, evaluation of tenders), awarding, signing and executing the resulting procurement contracts and grant contracts, notably accepting deliverables, carrying out payments and recovering the funds unduly spent.

This implementation is justified because GIZ together with World Bank (see following paragraph) is in a privileged position to implement this support programme. Trade policy and trade facilitation are one of the major thematic expertise of GIZ and this has been demonstrated in the implementation of several programmes with ECOWAS, several ECOWAS member states and other regions of the world. Cooperation with GIZ in the region is satisfactory and GIZ has shown optimal managerial capacity to ensure effective implementation of projects.

5.4.2 Indirect management with an international organisation (World Bank)

A part of this action may be implemented in indirect management with the World Bank in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323. This implementation entails the implementation of result 1.5 under component 1, result 2.1 under component 2 and result 3.2 under component 3.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services; contracting of partners for the implementation of the activities; grant award procedures (launching calls for proposals, definition of eligibility, selection and award criteria, evaluation of tenders), awarding, signing and executing the resulting procurement contracts and grant contracts, notably accepting deliverables, carrying out payments and recovering the funds unduly spent.

This implementation is justified because the World Bank has a strong expertise in the sector and can mobilize support from its wide international network. It is already working with the regional organisations and the member states on programme covering Trade Facilitation

issues. The organisation has already a vast presence in Nigeria and at the level of ECOWAS and a well-established national and regional network. It has offices in almost all West African countries.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorizing officer responsible may extend the geographical eligibility in accordance with Article 22 (1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of products concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

	EU contribution (in EUR)	Third party contribution/ Implementation (in EUR)
5.4.1. Indirect management with GIZ	15 000 000	4 000 000
R.1.1 Regional trade facilitation policies and instruments are developed and implemented	3 000 000	
R.1.2 Capacities for monitoring and implementation of trade facilitation improved	2 000 000	
R.1.3 Common External Tariff (CET) Improved and More Efficiently Implemented	2 500 000	
R.1.4 ETLs improved and more efficiently implemented	1 500 000	
R.2.2 Establish customs connectivity in one or more corridors	3 500 000	
R.2.3 Regional transit along selected corridors improved	1 500 000	
R.3.3 Regional and national advocacy and sensitisation system instituted	1 000 000	
5.4.2. Indirect management with WBG	4 500 000	400 000
R.1.5 WTO Trade Facilitation Agreement is implemented in selected countries	2 200 000	
R.2.1 Improved and simplified customs and border regulations and procedures between countries along selected corridors	1 000 000	
R.3.1 More efficient and cheaper border crossing for small scale, informal and women traders	500 000	
R.3.2 Professionalisation of transport and trade sectors	800 000	
5.9 Evaluation, 5.10 Audit	300 000	
5.11 Communication and visibility	200 000	
Totals	20 000 000	4 400 000

5.7 Organisational set-up and responsibilities

In view of the importance and size of the trade facilitation support programme for West Africa (taking into account the coordinated joint programming and joint governance), which so far is the biggest programme of its kind in West Africa, a specific governance structure will be developed at the inception of the programme. The governance structure foresees the participation of representatives of the private sector and civil society organisations who will also represent women's concerns. Advocacy groups will be supported to develop evidence based advocacy tools focusing on women traders. In general, following committees are proposed:

A High Level Project Governance Steering Committee (biannual) will focus on policy and strategic issues and will be chaired by the Commissioner of Trade, Customs & Free Movement (Co-chair by UEMOA Commissioner for Trade), with the participation of the ECOWAS commissioner in charge of transport and the head of supporting agencies i.e. EU, USAID, Netherlands, WBG, GIZ, heads of relevant Trade Facilitation Committees, FEWACCI, Representative of regional private sector, Civil Society/women's organisations and selected countries on an invitation basis;

An Operational Management Committee (quarterly), with a focus of providing technical and programmatic guidance, monitoring the progress of the action and proposing adjustments if necessary. The committee will be chaired by ECOWAS at the directorate level and co-chair by UEMOA equivalent, other members could include ECOWAS directorate of Customs, Trade, Transport, Computer Community Centre (CCC), External Relations, regional and national private sectors, civil society, donors (EU, USAID, Netherlands, etc), implementing agencies (GIZ and World Bank) and national trade facilitation committees and other member state actors base on invitation and agenda. In view of the frequency of the meetings, the composition may be adjusted according to the topics to be discussed. The operational committee will support the preparation and execution of the Project Governance Steering Committee.

A Project Implementation Unit (PIU) will be established at the levels of implementation with GIZ and WBG. It may also include adviser(s) seconded from the beneficiaries and donors to ensure alignment with regional and donors' priorities with regards to trade facilitation and regional integration in West Africa. The unit will meet every two months and supports the preparations of the operational management committee.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partners' responsibilities. To this end, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. A preliminary logframe is attached as a first guidance. It needs to be further specified by the implementing agencies, in particular the base dates and target data, during the inception phase of the programme. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, mid-term and final evaluations will be carried out for this action via independent consultants contracted by the commission preferably in collaboration with the other donors involved. This notwithstanding each donor would be in a position to request an evaluation as may be needed and in consultation with the other donors. A mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to the implementation modalities and to the new governance structure established for this programme. A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the ECOWAS/UEMOA and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the RECs, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, two contracts for evaluation services shall be concluded under a framework contract for both the mid-term and final project evaluations, in early 2021 and middle of 2024 respectively.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, at least one contract for audit services shall be concluded under a framework contract in 2021.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate

contractual obligations. The communication and visibility actions will be implemented through procurement of services.

APPENDIX - INDICATIVE LOG FRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Results chain	Performance Indicators	Indicative Baselines (inc. reference year)	Targets (inc. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Strengthened ECOWAS (WA) common market and the integration of the West African region into the international economic and trading systems.	<ul style="list-style-type: none"> • ECOWAS Common Trade Policy and TF policy adopted and increasingly applied by MS as of 2020 • ECOWAS value of intra-regional export trade increased by 10% by 2022/23 • ECOWAS share in international export trade (value) increased by 4% by 2022/23 • Increased implementation of ECOWAS regional trade integration commitments (demonstrated by increased number of WA countries applying CET & ETLS between 2019 and 2022) • Time and cost to trade decreased on key West African trade corridors • Exports of goods and services as percentage of GDP (** EU RF L1 #30) Average Global Competitiveness score (**EU RF ;1 #29) 	<ul style="list-style-type: none"> • ECOWAS CTP not yet in place (proposal stage only) (3/2017) • ECOWAS TF policy not yet existing, only basic initial chapter foreseen in CTP proposal (3/2017) • ECOWAS value of intra-reg. exports is ~10% (~140 bn US\$) in 2014 • ECOWAS share in intern. export (value) is ~1% (2014) only <p>To be further determined during inception phase</p>	<ul style="list-style-type: none"> • ECOWAS CTP adopted end by 2018 • TF policy basically agreed upon by ~2019 and increasingly applied for harmonised procedures and TF implementation • Intra-reg. value of exports at least ~11% and share in intern. trade 1.04% in 2022/23 <p>To be further determined during inception phase</p>	<ul style="list-style-type: none"> • ECOWAS reports • Reports of Ministries of Trade • Reg/Ctry statistics • WTO/UN statistics • Decisions by council of ministers or/and Heads of States • World Economic Forum GC Report⁵ 	<ul style="list-style-type: none"> • Political, economic and health situation in West Africa remains stable. • ECOWAS/UEMOA remain committed to progress to common market/ customs union
	Specific objective(s) Outcome(s)					

⁵ <https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-1>

Specific objectives Outcomes	Improved implementation of trade facilitation measures consistent with WTO TFA commitments at the regional and national levels	1. Number of West African countries that adopted and apply the trade facilitation policies and procedures	<ul style="list-style-type: none"> • Presently no operational TF policy (3/2017) • RTC data not yet available region wide • Ranked 137 in the Trading across Borders • Base Year = 2017 	<ul style="list-style-type: none"> • Operational TF policy and procedures increasingly applied (8 cties, 2022) • Ranking in Trading across Borders improved (by 10, by 2022) • TBT data not yet available region wide 	1. Performance Assessment Framework (PAF) reports of ECOWAS/UEMOA and selected Member States	Political and economic stability in region
	Increased efficiency of trade corridors between West African countries	2. Number of countries implementing measures of the WTO TFA 3. Number of countries with harmonised customs and/or border procedures and improved corridor management 4. Number of new/improved ICT applications used in customs/border management systems 5. West African ranking in trading across borders	Further specifications to be done during inception phase 5. West Africa is ranked 137 in the Trading across Borders (BYear = 2017)	To be determined further during inception phase.	PPD reports including minutes of meetings Annual World Bank Doing Business and Trading Across Borders Reports WTO annual reports Performance Assessment	Public financial resources available Cooperation of Customs administrations in member states and sharing information with each other. Cooperation of Private sector in member states & requests improvement/harmonisation of customs procedures in the region.
	Result 1					
COMPONENT 1	Trade facilitation measures improved and more efficiently implemented	Number of customs officials of ECOWAS MS trained in specific custom related aspects of trade facilitation Increased number of firms utilizing regional agreements such as ETLS Number of RECs and MS staff trained on TF related actions Number of countries evaluated in the identification of measures in category C	No operational TF policy No systematic capacity development in place Only sporadic training (3/2017) Nonfunctional NTFC in almost all countries 450 firms utilising ETLS	To be determined during inception phase. Data not yet available region wide TBT data not yet available region wide To be specified during inception phase	Ministries of Trade NTFC WTO status information on Internet Reports of meetings of the technical committee on trade customs and free movement Feedback from authorities and private sector	Governmental and non-governmental stakeholders willing to increase commitment to trade, PSD, TF Governments of West Africa willing to implement legislative and regulatory frameworks. Willingness of other projects to share information and cooperate and to avoid duplication

		Number of NTFCs members trained in best practices. Number of countries that have developed and adopted legal provisions	Further specifications to be done during inception phase		ETLS data base ECOWAS & UEMOA reports Project evaluations Project monitoring/ROM Nat. TF Committee reports PPD reports including minutes of meetings Region mapping reports	Donor coordination increased Implementation in Regional & National increased Ownership of the TF taken by ECOWAS/UEMOA Implementation of CET and ETLS is priority on the ECOWAS and UEMOA's agenda	
	Result 2						West Africa states are looking informal trade as an important area to work on and are willing to cooperate.
	More efficient movement of goods along selected corridors	No of countries that have regulatory harmonisation plans Number of improved transit/corridor Number Pilot Customs Connectivity established between select countries % increase in compliance with cross border requirements Number of representatives of private sector trained in the elaboration of evidence based positions, trade facilitation and regional trade agreements Number of civil society organisations that are members of the NTFCs	Baseline data to be specified during inception phase	To be specified during inception phase		West Africa countries and ECOWAS Commission set improving the situation with informal trade as priority issue. Driving in force for implementation of pilot simplified regimes for small-scale traders.	

	Result 3					
	Trade facilitation stakeholders from private sector and civil society are organized and involved in trade facilitation reforms and programmes	<p>Public private dialogue platforms established operational</p> <p>Number of cooperation agreements signed with Civil Society</p> <p>Number of pilot projects on simplified trading regimes for small scale and women traders implemented in cross-border areas</p> <p>Number of regional and national trading networks involved in the design and implementation of TF programmes and reforms</p> <p>Number of private sector and civil society actors benefiting from TF programmes</p> <p>% change of gender related barriers and harassment at border posts and on trade corridors</p> <p>Number of basic facilities for small scale (informal) and women traders provided at selected border posts /corridors targeted</p>	Data not yet available region wide. To be determined during inception phase).	Targets would be set during the inception phase after baseline data are obtained	<ul style="list-style-type: none"> • ECOWAS & UEMOA reports • Project evaluations • Project monitoring/ ROM • Ministries of Trade • NTFC • WTO status information on Internet • Reports of meetings of the technical committee on trade customs and free movement • Reports of Training workshop reports 	



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This action is funded by the European Union

ANNEX 2

of the Commission Decision on the Annual Action Programme 2017 part 4 in favour of West Africa to be financed from the 11th European Development Fund

Action Document for the West Africa Competitiveness Programme

1. Title/basic act/ CRIS number	West Africa Competitiveness Programme CRIS numbers: <ul style="list-style-type: none"> - Regional (ECOWAS): ROC/FED/039-059 - Cape Verde: ROC/FED/040-477 - Côte d'Ivoire: ROC/FED/040-484 - Ghana: ROC/FED/040-465 - Niger: ROC/FED/040-489 - Nigeria: ROC/FED/040-466 - Senegal: ROC/FED/040-467 - Sierra Leone: ROC/FED/040-470 - Togo: ROC/FED/040-471 Financed under 11 th EDF European Development Fund	
2. Zone benefiting from the action/ location	West Africa (ROC) The action shall be carried out at the following ECOWAS members states: Cape Verde, Cote d'Ivoire; Ghana, Niger, Nigeria, Senegal, Sierra Leone, Togo.	
3. Programming document	11 th EDF Regional Indicative Programme (RIP) for West Africa 2014–2020	
4. Sector of concentration/ thematic area	Regional Economic Integration	DEV. Aid: YES ¹
5. Amounts concerned	Total estimated cost: EUR 76 193 544 Total amount of EDF contribution: EUR 72 000 000 This action is co-financed in parallel and joint co-financing by: <ul style="list-style-type: none"> - ITC for an amount of EUR 372 544 - UNIDO for an amount of EUR 1 230 000 - GIZ for an amount of EUR 2 500 000 - UNDP for an amount of EUR 50 000 This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 41 000	

¹ Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective.

6. Aid modality and implementation modalities	Project Modality Indirect management with ECOWAS Commission, Côte d'Ivoire, Ghana, Niger, Nigeria and Indirect management with GIZ (in Togo and Nigeria); with ITC (in Senegal and ECOWAS); with UNIDO (in Ghana, Sierra Leone and ECOWAS); with UNDP in Cape Verde.			
7 a) DAC code(s)	32130 SME Development 25010 Business Support Services and Institutions			
b) Main Delivery Channel	50000 OTHER			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	Private sector development; Employment and decent work			
10. Sustainable Development Goals (SDGs)	Main SDG Goal: SDG 9 Secondary SDGs: 8 and 12			

SUMMARY

The EU communication "A stronger role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries²" indicates that the competitiveness of the local private sector and the favourable business climate are essential to promote sustainable and inclusive growth, create decent jobs and fight against poverty. The West African region should in particular focus on (a) developing stronger integration of local value-chain at regional and global levels, (b) creating more conducive business climate, particularly the institutional, legal and policy frameworks, and (c) increasing intra-regional trade and export of diversified manufactured products, including intermediate goods. Various sectors and value chains are considered as strategic priority for the West African region to exploit in order to increase growth and intra-regional trade in goods and services. The current programme puts

² COM(2014) 263 final of 13.5.2014

an emphasis on the following value chains, in line with priorities identified at regional and national levels: (i) fruits and vegetables (mangoes, pineapple, onions, cassava, ginger, tomatoes, cashew and rubber), (ii) textile/garments, (iii) leather, (iv) services (IT, communication, renewable energy). The programme aims to support these value chains at national and regional level to promote structural transformation and better access to regional and international markets, while taking into account social and environmental concerns. The action incorporates these priorities and aims to "Strengthen the competitiveness of West Africa and enhance the countries' integration into the regional and international trading system". To reach this overarching objective, the programme will work towards the following specific objectives: "improve the performance, growth and contribution to industry, regional trade and exports of selected value chains" and "improve the climate for business at national and regional levels". The Outputs associated with each Specific Objective are:

Output 1.1 Country level: Competitiveness at firms' level is improved, especially through the Clusters' approach.

Output 1.2 Country level: Intermediate organisations of the selected value chains are strengthened and service delivery to Micro, Small & Medium Enterprises (MSMEs) is improved and expanded (quality, norms/standards, new green solutions, market access, etc).

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

Output 1.4 Regional level: Regional quality infrastructure system is strengthened, with a view to promote environmental issues.

Output 2.1 Country level: Regional policies in favour of industrial competitiveness are mainstreamed in the country and help enable a business friendly environment.

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

Output 2.3 Regional level: The capacity of ECOWAS (Economic Community of West African States) Commission, UEMOA (West African Economic and Monetary Union) Commission and Member States to successfully manage, coordinate and monitor the programme is strengthened.

The programme is implemented with a subsidiarity approach through 9 different components covering ECOWAS and the following countries: Nigeria, Niger, Togo, Cabo Verde, Ghana, Cote d'Ivoire, Senegal and Sierra Leone. This action, for a total EU contribution of EUR 72 million, represents the first phase of the West Africa Competitiveness Programme.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

The region's economic performance is primarily driven by resource intensive activities, namely the oil and gas and minerals industries, with limited progress recorded in other sectors, especially in manufacturing. West Africa's globally poor economic performance is largely attributable to a lack of competitiveness that has prevented the region from progressing towards a dynamic competitive market, capable of generating new, higher value added products, services and creating new jobs. International competitiveness surveys³ rank West African countries at the bottom of the lists, with only a few countries able to improve their positioning overtime, while studies and data from enterprise surveys show a significant and persistent gap in productivity, with micro, small and medium enterprises (MSMEs) being particularly disadvantaged. Inefficient allocation of human and financial resources due to

³ See World Business forum competitiveness Index, and the World Bank Doing Business Index.

markets distortions based upon gender and ethnical discrimination, result in horizontal and vertical gender/ethnic segregation of capital and labour markets.

Intra-regional trade and especially intra-industry trade remain weak and are based on a range of products with low added value (in particular agro-industrial products). The competitiveness of West Africa's private sector and trade remains crucial for a stronger integration of the countries into the regional and world market. Indeed, the improvement of competitiveness has been at the core of all regional policies⁴, including the Economic Partnership Agreements (EPAs), which can offer an opportunity for the West African countries to enhance their integration into the global economy. The main challenges identified so far include the lack of integrated local value-chains; lack of integration of local value chains into regional and global value chains; absence of a conducive business environment; lack of an enabling environment to unleash all human talents and to create equal opportunities; weak industrial diversification focused on export products with high value addition in local processing and manufacturing. While ECOWAS and governments in the region play a crucial role in providing the framework for investments, the private sector is the engine of growth and the large majority of enterprises are still operating in low value added activities with limited export opportunities. Development in the region is also hampered by the low diversification and productivity of economies combined with relatively high production costs and the overall poor state of infrastructure. Yet, there is large unexploited aspect of economic growth linked to regional integration in West Africa with substantial potential impact on poverty and inequality reduction which could be tapped by identifying and promoting the competitiveness of selected value chains with high job generation potential.

1.1.1 Public Policy Assessment and EU Policy Framework

West Africa has strategic frameworks and programmes in place to strengthen both economic integration and the insertion of the region into the world economy. These include the Community Development Programme (CDP) set up to implement ECOWAS's 2020 vision, the UEMOA 2011-2020 Strategic Plan and the various national strategic development documents. The current West Africa context in relation to its vision of industrialisation, in line with the African Union Agenda 2063, is characterised, among other things, by: (i) the revision of ECOWAS industrialisation strategy (WACIP) and the decision made to prioritise certain sectors; and (ii) the various trade liberalisation initiatives including the ECOWAS Common External Tariff (CET), the World Trade Organisation (WTO) Trade Facilitation Agreement and the Economic Partnership Agreement (EPA). Challenges to the full implementation of these policies include the full operationalisation of ECOWAS's trade liberalisation scheme, an essential step towards the completion of a common market by 2020, and the harmonisation of macroeconomic policies through multilateral surveillance and harmonising indirect taxation. Through WACIP, the region plans to achieve the following specific goals by 2030 which are to increase: (i) the local raw material processing rate from the current average of 15-20% to 30%; (ii) the manufacturing industry's contribution to the regional Gross Domestic Product (GDP) from the present average of 6-7% to an average over 20%; (iii) intra-Community trade in West Africa from less than 12% to 40% by 2030, with a 50% share of the region's trade in manufactured goods, particularly in the area of energy, and (iv) the volume of exports of goods manufactured in West Africa to the global market, from the current 0.1 % to 1 %. For its implementation, the revised WACIP strategy has identified cross-cutting actions and priority sectors. Such actions include: strengthening and harmonising national and regional cooperation policies; promoting market access opportunities; and supporting industrial competitiveness and mobilising resources. As part of

⁴ In particular, the Community Development Programme (CDP), the UEMOA 2011-2020 Strategic Plan, the ECOWAS industrialization strategy (WACIP), and the West Africa- EU Economic Partnership Agreement (EPA).

the new regional industrial strategy, ECOWAS has decided to prioritise the agro-food and agribusiness sectors, the pharmaceutical industry, automotive and mechanical engineering and construction. The West Africa region's industrial development priorities are consistent with EU development policies. In particular, the new European Consensus on Development is promoting (among others) "an economic transformation that creates decent jobs, increases productive capacity, generates sufficient revenues for public services and social protection, and fosters sustainable value chains and diversification, including sustainable industrialisation. This includes promoting sustainable consumption and production patterns in a circular economy including the promotion of non-toxic material cycles, resource efficiency, and the transformation to low-emission and climate-resilient pathways". Relevant EU policies are also the Agenda for Change – the blueprint for a higher-impact, more results-oriented EU development policy; the Commission Communication of 2008 on *"Regional integration for development in ACP countries"* and the EU-Africa Joint Strategy. The Commission communication *"A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries"* (COM(2014) 263 final) emphasises the importance of *creating a business environment conducive to private sector initiative, finance advisory services and state-of-the-art diagnostic tools for policy formulation to help governments and business intermediary organisations improve domestic business regulations and their enforcement to increase legal certainty, improve the business climate and reduce the cost of doing business*. The Gender Equality and Women's Empowerment: transforming the Lives of Girls and Women through EU External Relations 2016-2020⁵ and Council conclusions 26-10-2015 are relevant to ensure inclusiveness and efficient resource allocation by combating gender and ethnic discrimination in the labour and financial markets. The project will contribute to create an enabling environment for equal opportunities and for unleashing all talents without discrimination, particularly by implementing Objective 14 on *"Access to decent work for women of all ages"*, and objective 15 *"Equal access by women to financial services, productive resources including land, trade and entrepreneurship"*, of the Gender Equality and Women's Empowerment: transforming the Lives of Girls and Women through EU External Relations 2016-2020⁶.

The region has also been at the forefront of the financing of blending initiatives through the African Investment Facility and expects to be involved in the European Investment Plan.

1.1.2 Stakeholder analysis

The main stakeholders for the implementation of this action are the ECOWAS and UEMOA Commissions, the governments of the eight pilot countries and the private sectors of the region. More specifically, the **main targets** are West African Member states, governments and national agencies; Professional associations as well as quality institutions and business and trade support organisations, Research Centres and training institutions; MSME clusters involved in the selected value chains and/or sectors of intervention. Specific stakeholders' analysis has been done at country level during the formulation of the programme and will be used to design contractual agreements.

1.1.3 Priority areas for support/problem analysis

The development of well organised and competitive value chain is a crucial driver of the regional industrialisation strategy in view of its potential for expanding production possibilities and enhancing cross-border utilisation of the natural and human resources. This approach has to ensure the linkages between national, regional and global levels. Thus,

⁵ SWD(2015)182 final of 21.9.2015

⁶ idem

moving upwards and strengthening regional value chains (RVCs) and taking positions in critical segments of global value chains (GVCs) constitute one of the major drivers of industrialisation in ECOWAS. In depth analysis and stakeholder consultations took place at ECOWAS and country levels (8 countries) and led to the selection of priority value chains and type of interventions with the **potential to deepen regional and global participation.** These value chains provide opportunities for (i) **economic growth** via their potential to increase regional **trade and/or export, jobs creation, inward investments**, generation of value added, market-based improvements in production yields, reliable responses to market requirements, access to loans and other forms of finance; (ii) **social impact** through working conditions, inclusiveness, female participation and youth engagement; (iii) **environmental challenges** related to sustainable production modes and climate change mitigation.

While strongly working on the regional dimension, specific areas of support have been identified at country level:

The ECOWAS/UEMOA: at regional level there is a strong need to promote regional linkages between private sector operators and organisations of the selected value chains, to optimise the quality infrastructure for those value chains as well as to improve the regional business environment. Particularly by (i) Ensuring all interventions positively contribute to the regional industrial strategy specific goals; (ii) Encouraging the development of regional value chains in the targeted sectors; (iii) Developing intra-ECOWAS linkages for the value chains and facilitating business to business linkages for regional MSMEs and markets, including supply contracts for MSMEs with multinational corporations (MNCs), mutualisation of efforts and encouragement of experience sharing as well as the introduction of a "Made in West Africa" branding concept; (iv) Strengthening the regional Trade and Investment Promotion Organisations (TIPOs) with the adequate technical and managerial skills and the appropriate services for export development; (v) Focusing regional quality activities (upgrading of laboratories or setting up of a network of accredited laboratories in the region, setting up of industrial data base, establishment of a product certification mark, training of regional competences in the various fields of quality, institution of a national and a regional quality awards) on the quality needs in the identified value chains important to environment and trade standards; (vi) Improving the business policy framework by targeting specific policy and regulatory constraints which, once changed, will open up regional and external markets, reduce seasonal blockages, lower supply chain friction, and encourage trade-based investment and growth in the targeted value chains; (vi) Formulating and implementing a number of regional strategies for promoting SME consortia/clusters, environmental and energy upgrading, and gender mainstreaming in the targeted value chains in line with the 7 Women's Economic Empowerment (WEE) Principles of UN-Women; (vii) Developing and promoting partnerships through setting up a mechanism (based on existing structures) to supervise and ensure harmonisation and coordination between regional and national initiatives and activities. The mechanism will be in charge of safeguarding and regional scope across different output of the project in terms of utilisation of standardised tools, guidelines and strategies on the national level; (viii) Ensuring the coherence and harmonization of regional and intermediate organisations in the priority value chains.

In Cape Verde, despite some geographical constraints, growth of key sectors such as tourism and leisure, construction or finance, as well as the high skilled population including the diaspora, constitute favourable conditions for investment. Moreover, 98% of the companies in Cape Verde are MSMEs, (around 30 000 units), and most of them are informal enterprises employing up to 3 people. This hinders their expansion. In this environment, it appears that the clusters of (i) new information and communication technologies, (ii) renewable energies and culture, and (iii) events and media, represent strong opportunities for Cape Verde to actively participate in regional and global value chains. They also enable MSME's competitiveness to be improved which leads to the creation of qualified jobs and the increase

of sales and exports of services in all modes (1 to 4). This has been endorsed in many working meetings as well as by the main technical stakeholders, given their potential to the development of a network of formal and modern competitive enterprises, in line with new public policies. This objective corresponds indeed with the objectives of the new Government. The Cape Verde component of the programme is a set of interventions at micro, meso and macro levels enabling to improve equal opportunities and the competitiveness of MSMEs and clusters of the targeted value chains of new information and communication technologies, renewable energies, culture, events and media, tourism and leisure.

In Côte d'Ivoire, the National Export Strategy (NES) targets six priority sectors and sub-sectors (**rubber & plastics, cashew, cotton, textiles & clothing, tropical fruits, cassava & derivatives, and new information & communication technologies**) and five cross-cutting functions: transport/logistics, access to finance, trade information & promotion, packaging/quality and ability to export. These sectors were selected on the basis of their export potential, combined with competitiveness criteria and socio-economic impact including job creation for both women and men of all ages. Lessons learnt from the 10th EDF "Programme d'Appui au Commerce et à l'Intégration Regionale (PACIR)" implementation indicates that the choice of value chains provides effective results when it is market-driven during implementation. Thus the programme keeps the flexibility to support the NES value chains and will focus during implementation on 2 or 3 in complementarity with the European Investment Bank (EIB) interventions currently being elaborated. When applicable the programme will take into account the WEE principles for the companies involved.

In Ghana, the Action is in line with the new government wide-ranging policy measures to stimulate economic growth, prop up the private sector and generate new job opportunities especially for the youth and women. The intervention is fully in line with the National EPA Accompanying Measures Strategy and fits within the technical assistance and business development services component of the Stimulus Package for industries of the National Industrial Revitalisation Programme. It reinforces the Government package of industrial upgrading with a value chain approach as well as access to regional and global markets. The consultation process lead to interventions for development and enhanced competitiveness of three products line with strong regional and global value chains potential for job creation and inclusive growth through value chain linkages by taking into account equal opportunities at the labour market and, when applicable, the WEE principles for companies, and connecting industries in Ghana with those of the region which supply input for processing or market for Ghanaian industry. These are **Processed Fruits, Cassava and Cosmetics and Personal-Care Products**. The selection is in line with the regional industrialisation priority setting which accords frontline roles to agro-industry and light manufacturing with emphasis on value-added transformation of local raw materials, increasing the industrial sector's contribution to GDP, contributing to increasing the share of industrial products in regional trade and increase of industrial products from West Africa to the world market.

In Niger, the consultation resulted in the choice of the **skin, hide and leather** value chain. Over 3 million hides and skins are annually produced while 2.5 million are exported with minimum transformation and 600 000 are locally processed with a poor quality. Government considers private sector development and improvement of the business environment to be crucial to accomplishing its growth objectives. The strengthening of intra-regional trade is seen as an important condition for economic growth both in the country and in the region. Public policies aspire, among other things, to build trade capacity and expand Nigerien exports to the regional market of West Africa. This policy will be strengthened by enhancing equal opportunities in labour and financial markets linked to this value chain.

In Nigeria, the process of identification and formulation led to the selection of 4 value-chains. These are: (i) **Ginger** as Nigeria cannot meet up with the international market standard given the poor processing facilities. Market links amongst growers, processors, traders and

marketers remain a challenge; (ii) **Tomatoes/Pepper:** there are only some emerging out grower schemes led by processing companies on the ground and that the major share of tomato paste is imported yet there remains a huge potential to foster agricultural-based initiatives through investment; (iii) **Garments:** there is a need to promote made in Nigeria goods in the face of the huge local market. Nigeria used to be a major exporter of garments to the West Africa region in the years gone by. Several segments of the sub-value chains offer significant job opportunities for women; (iv) **Skin, hide and leather** with a view of repositioning the leather sector from its current position to a medium-quality, competitively priced position that will allow it to take advantage of the lower cost of getting product to the local market as well to develop the potential for integration with Niger on product development and market access issues. These four value chains are part of those listed in the National Industrial Revolution Plan (NIRP). It is expected that this approach will contribute to enhance equal opportunities in the four value chains, and will promote the WEE principles in the companies involved in these value chains.

In Senegal, two value chains with significant potential for transformation/value addition and the ICT sub-sector have been selected for the project intervention. Onion is the main horticultural product of the country in terms of both volume and number of actors involved. The cropping is practiced by around 15 000 small holders, most of them living in the poorest areas of Senegal. Onion cultivation is more profitable for small producers than most other irrigated agriculture produce in the areas of production. There is a significant unmet demand for dried onion powder from the growing local production, which is still beset by an unacceptably high level of post-harvest losses. The support of the project will allow the structuring of onion producers in cooperative societies active in the production, processing and marketing of onions in order to ensure Senegal's self-sufficiency in quality onion and eventually export on the markets of the sub-region. Mango is Senegal's first horticultural export product. Recent trends suggest strong potential for further export, employment and income expansion in the mango value chain. In particular, Senegalese mango exports to the EU have more than doubled over the last 5 years. Expanding this trend could support significant employment creation and income generation. The project will organise producers of the mango sector into cooperative societies, ensuring equal access of female and male producers, in order to increase their capacity to produce, process and export mango on foreign markets. The digital economy in Senegal is emerging as a crucial force for driving structural change, reducing inequality and strengthening social inclusion. The sector remains constrained by lack of competition, in respect in particular of Internet service provision (ISPs). Should this bottleneck be unlocked, the growth of the digital economy would be boosted, making ICT interventions even more impactful. It is a common feature in Senegal that local ICT firms remain very small and they struggle to develop and export their services because they have no contacts for export. There is a need for the country to strengthen its ICT promotion policy taking into account a gender equality perspective and thus encourage the use of ICT in different sectors of the economy and in households.

In Sierra Leone, the ction comes in the aftermath of the Ebola crisis with its most devastating effects on the social and economic situation of the country. It is also set in the context of policy measures and strategies to stimulate economic growth, prop up the private sector and generate new job opportunities especially for the youth and women. The intervention is fully in line with the EPA developmental dimension. It contributes to the pursuit of national industrial transformation through a value chain approach as well as access to regional and global markets. The focus will be on interventions for the development and enhanced competitiveness for **cocoa, cassava and oil palm** with strong potential for regional and global value chains, job creation and growth through regional value chain linkages. However, a market driven and flexible approach will be embedded in the project interventions such that other value chains can benefit from the project activities and outputs. The targeting of the

selected product lines is consistent with ECOWAS regional industrialisation priorities for agro-industries. In particular, this initiative is in line with the value-added transformation of local raw materials, increasing the industrial sector's percentage of the GDP, contributing to increasing the share of industrial products in regional trade and the drive to increase industrial products from West Africa to the world market. This approach is consistent with the multi-sectoral investment programme led by the Government focusing, amongst others, on private sector development to drive socio-economic transformation in the aftermath of Ebola and falling iron prices. The Ministries in charge of Trade, Industry and Agriculture are working to increase competitiveness of 1 000 SMEs to add value and find new markets for farm products, to ensure diversification of economic activities and avoid falling in the trap of an exclusively mineral based economy. Ensuring equal access of female and male entrepreneurs to the benefits of this national policy will be key for its success.

In Togo, there are several produce with high export potential as processed products. These include soybeans, pineapples, rice, cassava, maize, ginger, cashew nuts, palm oil and cotton. The project will target **pineapple transformation** as a value chain. This offers opportunities in terms of production and export of organic pineapple juice (over 6 000 tonnes/year), biological dry pineapple (over 12 000 tonnes/year) and about 1 000 jobs creation. GIZ is currently supporting, from the agricultural perspective, the development of high yield, high natural sugar content organic pineapple.

The objective is **to take advantage of opportunities to add value and migrate to new and higher level activities along the value-chain**. To achieve an improved level of competitiveness, regional value chains must **overcome the coordination and linkages failures** and the **constraints at national and regional levels** as highlighted by the public and private sector stakeholders as well as the existing studies. These can be summarised as follows:

- (i) Limited competitiveness at firm's level in terms of technology, management, linkages and market access capabilities;
- (ii) Inadequate access to services for quality output and market and export development. The regional and national quality institutions remain fragmented and still suffer from inadequate capacity and infrastructure to provide the critical services required by the selected value chains;
- (iii) Inadequate environment for private sector development.

Based on the identified problems and needs, the Programme will not only tackle business environment issues, but will also address the main weaknesses in selected value chains at the regional and national levels. The Programme **will facilitate the movement of West Africa participation up the value chains where the highest value is derived**. This will be accomplished by working with and supporting industry players and investors to diversify into higher value-addition activities within local processing and manufacturing. This needs to be supported by the application of well-harmonised industrial policies that contribute to inclusive growth at both regional and national levels.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Political instability in the region.	M	The RIP provides in its priority area 1 a mechanism to tackle peace, security and regional stability issues. Also the

		flexibility and adaptability is built into the project, so as to take into account political and social fluctuations.
Disruptive international economic environment or political crises.	M	European support for strengthening regional integration is a mitigating factor of this risk.
The principles of "subsidiarity" may not be well understood by stakeholders.	M	Benefits of these principles to regional integration will be quantified, monitored and communicated to stakeholders regularly.
Ownership, capacity and commitment to objectives and outputs by project owners and stakeholders is variable.	M	All stakeholders have participated in the design of the programme. Sensitisation on ownership, commitment and leadership as well as capacity building in view of expected outputs are imbedded in the programme.
Weak coordination with similar activities at national and regional levels and thereby a potential for overlap and duplication of efforts.	M	The programme has built in mechanisms to ensure that overlap and duplication is minimised, and that effective communication with all stakeholders is maintained.
Weak coordination/cooperation between ECOWAS and UEMOA.	L	The Programme will be on the agenda of the regular steering and technical committees (STCs). ECOWAS and UEMOA are active members of the STCs.
Weak absorption capacity both at regional and national levels.	M	Capacity building, communication and awareness raising activities are foreseen in the project.
Persistence of inefficient allocation of human and financial resources due to unequal access to markets based on gender and ethnic grounds.	H	The Programme will foster the inclusion of the gender and ethnic perspective in the design, implementation and monitoring of the interventions. This will be accompanied by the dialogue that Delegations will have with partner countries around the GAP II and some key policies such as the WEE-principles.
Risk of competition among countries regarding the value chains. Many countries have or promote the same value chains.	L	Linkages and mutualisation of effort are encouraged.
Assumptions		
<p>Political stability remains at a sufficient level not to adversely affect the implementation of the programme.</p> <p>The countries remain committed to economic policy, industrialisation and trade policy reform, to improve economic governance, economic management, and to improve competitiveness.</p> <p>Adequate staff with the right skills and competences is assigned to management and implementation of the programme.</p> <p>The willingness of all stakeholders to participate in the programme is maintained high all along the life of the programme.</p>		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The 9th and 10th EDF Trade and Private Sector Development related projects undertaken in the various countries of the region, and the ongoing 10th EDF "West African Private Sector Competitiveness Programme" and "West Africa Regional Economic Integration and Trade Programme", as well as other donors' projects in support of value chains and/or private sector, provide relevant lessons learned for future actions. These include:

1. The need for strong links between regional and national levels and the importance of coordination units at both regional and national levels.

2. The need for a strategic, comprehensive approach which should respond to the challenges in a coherent way. Critical elements are support to policy, regulatory and institutional environment to promote the value chain's growth activities, targeted capacity development, creating a conducive environment for the provision of support services for small and marginalized producers (including women) as well as facilitating access to finance and technology and promoting regional linkages between small and larger firms. Imports and exports consortium as well as clustering are to be encouraged and specific upgrading activities should be tailored to small enterprises' needs.

3. The needs of capacity development to be demand driven and with high degree of ownership. The main stakeholders who are in charge of the implementation of the macro-economic and trade reform policies including Government ministries, departments and agencies, intermediary organisations and business sector associations have to be in the driver's seat for the capacity development. A balanced approach of technical advisory support, institutional and regulatory reform and material support is essential to realise a sustainable impact.

4. The need to ensure that support given to women and youth associations has depth for sustainable impact. There is need to ensure that support given to women association is comparable to other special interest associations and to ensure the activities have depth.

Also, one of the main lessons learnt from previous interventions was the lack of coordination of similar interventions implemented at national level and with ECOWAS. The structure of this programme tackles this issue by linking specific activities at national levels into a coordinated regional framework, which ensures exchange of best practices from multiple sectors. The Governance of the programme is also designed in a way to bring together all actors and ensure regular dialogue and coordination.

3.2 Complementarity, synergy and donor coordination

Complementarity with the other programmes of the regional 10th and 11th EDF will be ensured. The European Union is currently providing, under the 10th EDF Regional Indicative Programmes (ongoing "West African Private Sector Competitiveness Programme" and "West Africa Regional Economic Integration and Trade Programme"), support to competitiveness and trade related issues. Furthermore the 11th EDF RIP supports the wider development of the Region and thus indirectly the selected value chains, notably in the areas of (i) regional economic area integration, (ii) transport, (iii) energy, (iv) trade facilitation, (v) protection of the environment, and (vi) food/agriculture which should contribute to create a more conducive trade and investment climate and improve private sector competitiveness.

At national level, various trade and private sector development related programmes under the 10th EDF have either just been completed or are to be finalised. The development partners' (e.g. World Bank, African Development Bank (AfDB), Agence Française de Développement (AFD), Department for International Development (DFID), DANIDA, United States Agency for International Development (USAID), Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ), United Nations Industrial Development Organization (UNIDO), International Trade Centre (ITC)), EU Member states (e.g. France, UK, Germany) and Switzerland, have projects ongoing in the region, mainly to support agricultural value chains. In addition global alliances on cashew, rice and shea are based in the region. With interventions at micro, meso and macro levels, and also targeting sectors other than agro-industry, complementarity will be sought with these different partners. Complementarity of key importance will furthermore be sought by taking into account on-going EU initiatives at a more global level. Particularly the intra-ACP programmes to "Support to business friendly and inclusive national and regional policies and strengthen productive capacities and value chains"⁷, and to "Promoting scalable and sustainable solutions to enhance Financial Inclusion in ACP Countries"⁸. Also with the EU External Investment Plan aiming at supporting investments in Africa and the EU Neighbourhood countries as a means to contribute to the achievement of sustainable development goals, while tackling the root causes of irregular migration and forced displacement.

At both regional and country level in most of the country, donor coordination on Trade and Private Sector Development involves EU Delegations and synergies are constantly sought, especially with other stakeholders in the field. At ECOWAS level, the EU Delegation is the co-chair of the Economic and Trade Working Group.

3.3 Cross-cutting issues

Gender issues will be mainstreamed in line with the Commission Staff Working Document Gender Equality and Women's Empowerment: transforming the Lives of Girls and Women through EU External Relations 2016-2020⁹ and particular contributions will be provided to the objectives 14 (decent work) and 15 (access to financial and productive resources). Activities shall be undertaken to encourage equal participation and engagement of women and men. Effort shall be made to ensure that firms level support and capacity building activities ensure women participation, by applying the WEE principles.

Principles of good governance, including corporate governance and social and environmental corporate responsibility shall also be central in the process of capacitating stakeholders. There shall also be transparency in financial decisions, provision of technical support and agreement based on Results Based Management Principles.

Sustainability is built into the choice of value chains, the stakeholders supported and the sequence of rolling out activities. The call for proposals scheme, wherever it has been foreseen will be a good signal for ownership.

Social: Strengthening Business Support Organisation will emphasise social and environmentally responsible consumers/buyers/supply chains, promote employment creation and facilitate the transfer of labour to other promising sectors. Furthermore, trade promotion will contribute to ensuring that the trade agenda is positively impacting on employment.

Green economies and jobs: greening of economies and industries may help in facing several of the challenges faced by West Africa countries in terms of equity (including gender aspects) and environmental sustainability. There is a clear need to promote green jobs in the agricultural and agro-food sectors, where the effort to advance decent work and pro-poor sustainable development is critical. Opportunities include the promotion of smart agriculture techniques, the use of sustainable and renewable energies in the manufacturing and conservation phases, the reduction of wastes or their reuse, together with improvement of working conditions, especially for women. Particularly activities targeting increased productivity and competitiveness and capacity building for MSMEs will consider how resource efficiency, green jobs, and eco entrepreneurship can be secured as well as how to

⁷ Project number: ACP/FED/038-589.

⁸ Project number: ACP/FED/038-590.

⁹ SWD(2015)182 final of 21.9.2015

improve sustainable productivity processes and reduce waste and environmental impact. Furthermore enterprises are expected to benefit from technology transfer on green and resource-efficient technology and renewable energy solutions.

Youth and people with disabilities: The initiative in the framework of this programme will also seek to target assistance to increase the proportion of youth-led enterprises and people with disabilities in private sector activities, including in economic groupings.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/outputs

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG 8 ("Promote inclusive and sustainable economic growth, employment and decent work for all")¹⁰, SDG 9 ("Build resilient infrastructure, promote sustainable industrialization and foster innovation")¹¹. Moreover, the programme contributes to SDG 12 "Ensure sustainable consumption and production patterns" by supporting companies and Centres of Excellence to moving towards more sustainable patterns of production and consumption and to SDG 5 "Achieve gender equality and empower all women and girls".

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

The **specific objectives** are:

- 1) To improve the performance, growth and contribution to industry, regional trade and exports of selected value chains;
- 2) To improve the climate for business at national and regional levels.

The Outputs associated with each Specific Objective are:

Output 1.1. Country level: Competitiveness at firms' level is improved, especially through the Clusters' approach.

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.

This output will be tailor-made to the specific sectors and needs of each country. The following is a combination and summary of outputs proposed.

In each of the countries, MSMEs and clusters have increased their capacities and are upgraded in the production and marketing process and supported to ensure sustainability. 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.

¹⁰ and in particular 8.2 "Achieve higher level of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour intensive sectors" and 8.3 "promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalisation and growth of micro, small and medium-sized enterprises including through access to financial services".

¹¹ And in particular towards: 9.2 Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries; 9.3 increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets; and 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

Output 1.2. Country level: Intermediate organisations of the selected value chains are strengthened and service delivery to MSMEs is improved and expanded (quality, norms/standards, new green solutions, market access, etc).

The output will be tailor-made to cover the specific needs and clusters at country level. Depending on the country the focus will be put on:

- strengthening capacities of public administrations and intermediary organisations supporting MSMEs of the selected clusters, both per cluster and in general, so that they can ensure the necessary accompaniment, particularly in what refers to quality and access to national, regional and international markets;
- empowering competitiveness support organisations to better serve the needs of selected sectors and value chains; or
- strengthening the conditions for access to equipment, technologies and/or resources by SME/MSMEs, cooperatives and other stakeholders; or
- enhancing capacities of trade and investment support institutions to support smallholder farmers and exporting MSMEs.

Under this output, the programme will aim at improving the capacities of national quality systems, in particular the certification; the support and alignment of services provided by the intermediary organisations (including business support organisations (BSOs) and professional associations) to their members; the level of implementation of national export strategies; and/or the operational and coordination capacities of Ministries of Trade and Industries.

Also, the programme will support establishing networks, distribution/logistics, branding and market access, reinforcing operational capacities of institutions involved in export trade and policy dialogue between Governments and intermediary organisations.

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

Output 1.4. Regional level: Regional quality infrastructure system is strengthened, with a view to promote environmental issues.

Output 2.1. Country level: Regional policies in favour of industrial competitiveness are mainstreamed in the country and help enable a business friendly environment.

This output will focus on improving business environment, the institutional and legal frameworks and policies in the selected countries, in line with regional policies, programmes and directives.

The specific focus will vary from country to country but the following interventions will be promoted: access to finance, public-private partnerships, consistency of government actions with regional directives, mainstreaming of rules and regulations, support to selected institutions, acquisition of equipment and services when needed, support to targeted companies and facilitate the creation of consortia.

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

Output 2.3. Regional level: The capacity of ECOWAS Commission, UEMOA Commission and Member States to successfully manage, coordinate and monitor the programme is strengthened.

In addition, regional institutions are called to play a critical role in terms of coordination and monitoring of the interventions at country levels, for this reason ECOWAS/UEMOA Commissions and Member states' capacity for the successful management, coordination and monitoring of the programme will also be strengthened.

4.2 Main activities

The type of activities selected involves a combination of long and short term technical assistance, training, coaching, equipment, studies, etc. For each country, specific activities have been identified which will be incorporated in the contractual agreements. The following list provides a consolidated overview of activities per output.

Output 1.1. Country level: Competitiveness at firms' level is improved, especially through the Clusters' approach.

The consolidated list of activities is as follows:

- provision of support for upgrade and marketing of selected sectors and clusters in accordance to a business to consumer approach and setting up mechanisms for permanent linkages between MSMEs and markets: this may include diagnosis, processes analysis, coaching, research/advice, training, technical assistance, new management tools, services and equipment, support to systems, logistics, packaging, labelling, human resources;
- delivery of training programmes (on quality, innovation, marketing, maintenance of equipment and laboratories);
- development and implementation of marketing and export strategies;
- support technical and managerial arrangements of targeted clusters and institutions in line with national programmes and policies;
- development of consortia (for example, production, marketing and export consortia) and support mutualisation between beneficiaries, in some countries support to establishment of cooperative societies and their operationalisation as well as umbrella organisations;
- establishment of trading posts when needed and support to their functioning;
- promote innovative business ideas with the aim to develop viable business models for the targeted clusters;
- support the dissemination of new practices (including new models of contract farming for instance), inputs, technologies also through ICT;
- linking financial institutions to clusters and support efficient use of government credits and guarantee schemes;
- support the selected sectors to comply with regional and international standards;
- developing mapping exercises in the selected sectors and market information systems and surveys;
- strengthening linkages between companies and training institutions; organisation or fairs.

Output 1.2. Country level: Intermediate organisations of the selected value chains are strengthened and service delivery to MSMEs is improved and expanded (quality, norms/standards, new green solutions, market access, etc).

The consolidated list of activities is as follows:

- development and implementation of plans to improve the national quality system and infrastructure (including standardisation, accreditation, certification) required by the targeted clusters;
- development and implementation of plans to improve national mechanisms for foreign trade;
- support the development of intermediary organisations, cluster organisations and inter-branch hubs (also to allow mutualised use of processing and packaging material);
- improve and expand service delivery of the business support organisations also through call for proposals and grant matching schemes;
- design of information systems including trade advisors' networks, technological intelligence and market analysis systems, trade information portals, online platforms;

- deploying the use of ICT tools;
- organisation of events, exhibitions, fairs and supporting participation of companies in regional and international networks;
- support development and implementation of policies and strategies as well as coordination and oversight capacities of programme partners; and/or
- procurement and installation of laboratory equipment and metrology.

Output 1.3. Regional level: Better regional linkages among selected value chain actors are promoted and key regional intermediary organisations 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 and markets, including supply contracts for SMEs with MNCs. Extending the UEMOA TIPO 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 TIPOs for business linkages, buying, technological collaboration (including ICT) and sourcing within ECOWAS and UEMOA and Europe and South-South Cooperation;
- Improving and expanding, need driven, service delivery of BSOs regional agencies and intermediate organisations with regional focus on selected sectors organisations 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 results.

Output 1.4. Regional level: Regional quality infrastructure system is strengthened, with a view to promote environmental issues.

- Consolidating ongoing support and enhancing the regional quality infrastructure to develop and implement Norms/Standards and regulations;
- Supporting the setting-up and promotion of regional reference laboratories;
- Promotion of quality and ECOWAS Certification Mark;
- Coordinating quality infrastructure of member states as well as encouraging networking of national quality units.

Output 2.1. Country level: Regional policies in favour of industrial competitiveness are mainstreamed in the country and help enable a business friendly environment.

The consolidated list of activities is:

- improve linking mechanisms between companies and buyers and support the preparation of business plans and grant requests;
- support access to finance, public-private partnership (PPP) dialogue, consistence of policies with regional programmes, advocacy campaigns;
- mapping and formulation of national competitiveness strategies and reforms, investment codes, competition laws and regulations;

- support to improvement of legal, fiscal, supervisory frameworks, awareness raising on financing mechanisms and promotion of investment funds/private equity funds;
- when applicable support implementation of priority reforms and accompanying measures on EPA compliance as well as national monitoring, platforms and follow up tools;
- support the implementation of regional policies at national level;
- support export promotion authorities and investment promotion centres as well as the main ministries involved;
- engage with financing institutions to advocate for appropriate financial services to MSMEs and clusters.

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

- Promoting Foreign Direct Investment 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, operationalise 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; supporting ECOWAS/UEMOA to operationalise the regional industrial/private sector strategy through elaboration of regional directives on key value chains of regional and national interest, and implementation of regional investment and competition policies and regulations;
- Supporting the Implementation of the ECOWAS MSME Strategy and MSME Charter;
- Establishment of a regional PPP network and online platform;
- Identifying and setting up in the areas of trade promotion and market access, of management tools, supervision, coordination, networking, sharing of expertise/experiences and evaluation mechanisms, etc;
- Identifying and setting up, in the areas of quality promotion, of management tools, supervision, coordination, networking, sharing of expertise/experiences and evaluation mechanisms, etc;
- Operationalising the programme's management, coordination and monitoring mechanism within ECOWAS/UEMOA.

Output 2.3. Regional level: The capacity of ECOWAS Commission, UEMOA Commission and Member States to successfully manage, coordinate and monitor the programme is strengthened

- Setting up, within ECOWAS/UEMOA Commissions, tailored tools of management, coordination, monitoring, networking and knowledge-sharing, in the areas of trade promotion, market access and quality promotion;
- Operationalising the programme's management, coordination and monitoring mechanism within ECOWAS/UEMOA.

4.3 Intervention logic

The West Africa's industrial strategy identifies strategic interventions that must be implemented in order to facilitate industrialisation in the region. The proposed actions intend to cover interventions pertaining to the development of sustainable value chains, MSMEs and facilitating a platform for dialogue on industrialisation between governments and private

sector, including enhancing the capacity of Member States to develop and implement industrial development policies along value chains. The programme is structured to directly support these value chains at national and regional levels, and promote regional linkages between private sector operators and organisations as well as improve the regional business environment. The action will ensure that proper attention is paid to environmental and occupational health and safety standards, through the promotion of smart agriculture techniques, the use of sustainable and renewable energies in the manufacturing and conservation phases, the reduction of wastes or their reuse, together with improvement of working conditions, especially for women in particular through the capacity building activities.

The programme is built in a multifaceted manner. The intervention logic is built around an approach incorporating both a transversal regional level (e.g. reinforcing quality infrastructure system, harmonised the regional policy and framework to improve industrial competitiveness) and more targeted national interventions (direct support to MSMEs in areas such as quality, market access, packaging and mainstreaming of regional policies in favour of industrial competitiveness). This approach is reflected in the way outputs are defined incorporating both a regional and national perspective. The national and regional level outputs simultaneously contribute to the specific objectives. At regional level, the interventions are aimed at exploiting synergies between the country level interventions and exploiting linkages among selected value chains. Section 4.2 "main activities" presents how the proposed activities are grouped to target different types of stakeholders ranging from private sector, business support organisations and public sector entities to improve West Africa competitiveness.

These interventions will thus positively contribute to the regional industrial strategy specific goals of increasing by 2030 (i) the rate of local raw material processing from current average of 15-20% to 30%; (ii) the contribution of manufacturing industries to GDP from the present average of 6-7% to over 20%; (iii) the intra-community trade in West Africa from less than 12% to 40%, with a 50% share of the region's trade in manufactured products; (iv) the volume of manufactured exports in West Africa to the world market from 0.1% to 1%.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude 9 (nine) financing agreements with the ECOWAS Commission and with the partner countries: Cape Verde, Côte d'Ivoire, Ghana, Niger, Nigeria, Senegal, Sierra Leone, and Togo, as referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreements.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation of the budget support component

N/A.

5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with restrictive measures affecting the respective countries of operation.

5.4.1 Indirect management with a Member State agency and international organisations

A part of this action may be implemented in indirect management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in Nigeria and Togo, with the International Trade Centre (ITC) at ECOWAS level and in Senegal, with the United Nations Industrial Development Organisation (UNIDO) at ECOWAS level and in Ghana and Sierra Leone, and with the United Nations Development Programme (UNDP) in Cape Verde in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323.

This implementation entails the following actions:

ECOWAS Commissions

- With ITC, this implementation entails the realisation of Output 1.4, Output 2.2 and Output 2.3.
- With UNIDO, this implementation entails the realisation of activities in Output 1.4 (all activities); Output 2.2 and Output 2.3.

This implementation is justified because UNIDO and ITC have capabilities and comparative advantage in the areas of support required.

UNIDO has the relevant human, technical and administrative capacity to help countries to develop competitive manufacturing capabilities, improve conformity with market requirements and connect to international markets. UNIDO's global network of experts, strategic partners and in-country offices offers valuable support in Investment and Technology Promotion Offices (ITPOs) and the Subcontracting and Partnership Exchanges (SPXs). UNIDO has Country Representatives (UCR) for Ghana and Sierra Leone and strong local teams that support its technical assistance interventions and ensures political commitment and follow up. UNIDO has extensive experience in implementation EU funded projects such as the West Africa Quality Programme (WAQP) and Regional Programmes for Trade Capacity Building in West Africa.

ITC has provided trade-related enterprise competitiveness and value chain development technical assistance both, at national and regional, levels in West Africa. ITC has expertise in Trade Facilitation, product/sector development, trade intelligence, export strategies, institutional strengthening and enterprise (MSMEs) competitiveness (e.g. designing a business plan, access to finance, access markets, transacting business, optimising the production cycle, packaging, branding, quality compliance and standards). ITC has also close relationships with regional and national stakeholders, as well as in the development of regional and national strategies and support to regional integration.

The entrusted entities would carry out the following budget-implementation tasks: procurement of goods and services; contracting of partners for the implementation of the activities; grant award procedures, awarding, signing and executing the resulting procurement contracts and grant contracts, notably accepting deliverables, carrying out payments and recovering the funds unduly spent.

Cape Verde

With UNDP this implementation entails the realisation all activities specific to Cape Verde under Outputs 1.1, 1.2 and 2.1.

This implementation modality is justified because UNDP has a long experience in competitiveness and value chains building actions and a mandate to support countries in their improvement of the private sector environment. UNDP has a strong relation with Cape Verde in this area as the principal international organisation in the country.

The entrusted entity would carry out the following budget-implementation tasks: procurement and grant award procedures; awarding, signing and executing the resulting procurement contracts and grant contracts, notably accepting deliverables, carrying out payments and recovering the funds unduly paid, contracting of partners for the implementation of the activities in Cape Verde.

Ghana

With UNIDO this implementation entails the realisation all activities specific to Ghana under Output 1.1.

This implementation is justified because UNIDO, with its presence in Ghana since 1969, has a longstanding track record in the country and a direct experience with the development of the priority value chains that have been targeted. The intervention particularly reinforces UNIDO's current support to "improving sustainable value chains for exports based on Standards & Quality in Value Chain approach, for 4 value chains". UNIDO also has a strong comparative advantage based on their mandate, expertise, and approach to interventions with maximum local ownership, and proven experience and track record in the area of industrial development for poverty reduction, inclusive globalisation and environmental sustainability.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services, contracting of partners for the implementation and the execution of the activities in Ghana.

Nigeria

With GIZ, this implementation entails the realisation of all activities specific to Nigeria towards Output 1.1, Output 1.2, Output 2.1.

This implementation is justified because GIZ is a leading member state agency with a large experience in promoting competitiveness of value chains (e.g. rice); in providing training and in managing job creation schemes and in providing technical support to the Ministry of Industry Trade and Investment and to the Nigerian private sector.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services, contracting of partners for the implementation of the activities in Nigeria.

Senegal

With ITC, this implementation entails the realisation of all activities towards all output areas. This implementation is justified because ITC's capabilities, as referred in 5.4.1, match with the country specific needs for the promotion of the selected value chains. ITC has capabilities and comparative advantage in the areas of support required.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services, contracting of partners (for example, Agence pour le Développement et l'Encadrement des Petites et Moyennes Entreprises du Sénégal (ADEPME), and other business support organisations or professional associations (ICT Business Association (OPTIC), Organisation of ICT professionals (CTIC), Jokkolabs)) for the implementation and the execution of the activities in Senegal.

Sierra Leone

With UNIDO, this implementation entails the realisation all activities specific to Sierra Leone under Outputs 1.1, 1.2 and 2.1.

This implementation is justified because UNIDO has a longstanding track record and direct experience with the development of the priority value chains that have been targeted. The intervention particularly reinforces UNIDO's current support activities in the country. UNIDO also has a strong comparative advantage based on their mandate, expertise, and approach to interventions with maximum local ownership, and proven experience and track record in the area of industrial development for poverty reduction, inclusive globalisation and environmental sustainability.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services, contracting of partners (for example ITC) for the implementation of the activities in Sierra Leone.

Togo

With GIZ, this implementation entails the realisation of all activities.

This implementation is justified because GIZ is currently providing support to the agricultural side of the supported value chain and the programme enables to strengthen the upstream part (transformation and commercialisation) of the value chain.

The entrusted entity would carry out the following budget-implementation tasks: procurement of goods and services, contracting of partners for the implementation of the activities in Togo.

5.4.2 Indirect management with the regional organisation and partner countries

A part of this action with the specific objective of *"improving the performance and growth of selected priority sectors and value chains and related services by stimulating their contribution to industry, regional trade and exports"* may be implemented in indirect management with ECOWAS Commission, Côte d'Ivoire, Ghana, Niger, and Nigeria, in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323 according to the following modalities:

The partner countries and the regional organisation will act as the contracting authority for the procurement and grant procedures.

For Ghana and Niger, the Commission will control ex ante all the procurement procedures. Payments are executed by the Commission.

For ECOWAS Commission, Cote d'Ivoire and Nigeria, the Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 100 000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the grant procedures for all grant contracts.

For ECOWAS Commission, Cote d'Ivoire and Nigeria, payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner countries or the regional organisation for ordinary operating costs, direct labour and contracts below EUR 300 000 for procurement and up to EUR 300 000 for grants.

The financial contribution covers the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012, applicable in accordance with Article 36

of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the partner countries and the regional organisation shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the partner countries and the regional organisation.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

	EU contribution (in EUR)	Indicative third party contribution (in EUR)
ECOWAS/UEMOA Commissions *	15 000 000	472 544
5.4.1 Indirect management with international organisations		
- <i>ITC</i>	5 885 000	372 544*
- <i>UNIDO</i>	5 564 000	100 000
5.4.2 Indirect management with the regional organisation (Programme estimate)	2 751 000	
5.9 Evaluation, 5.10 Audit	300 000	
5.11 Communication and visibility	100 000	
Contingencies	400 000	
Cape Verde	5 000 000	50 000
5.4.1 Indirect management with an international organisation		
- <i>UNDP</i>	4 880 000	50 000
5.9 Evaluation, 5.10 Audit	120 000	
5.11 Communication and visibility	Included in the indirect management component	
Cote d'Ivoire	9 000 000	0
5.4.2 Indirect management with the partner country	8 400 000	
- <i>Service Contract</i>	2 700 000	
- <i>Programme Estimate</i>	300 000	
- <i>Grant with ADCI</i>	2 000 000	
- <i>Grant with CNE</i>	400 000	
- <i>Grant to intermediary organisations</i>	3 000 000	
5.9 Evaluation, 5.10 Audit	200 000	
5.11 Communication and visibility	Included in the	

	EU contribution (in EUR) programme estimate	Indicative third party contribution (in EUR)
Contingencies	400 000	
Ghana	9 000 000	191 000
5.4.1 Indirect management with an international organisation		
- <i>UNIDO</i>	6 200 000	150 000
5.4.2 Indirect management with the partner country	2 449 000	
- <i>Service contract</i>	2 080 000	
- <i>Grant with GEPA and GIPC</i>	369 000	41 000
5.9 Evaluation, 5.10 Audit	150 000	
5.11 Communication & Visibility	Included in indirect management components	
Contingencies	201 000	
Niger	5 000 000	0
5.4.2 Indirect management with the partner country	4 600 000	
- <i>TA Service Contract</i>	2 600 000	
- <i>Supply Contract</i>	1 000 000	
- <i>Grants - Call for proposals</i>	1 000 000	
5.9 Evaluation, 5.10 Audit	120 000	
5.11 Communication and visibility	80 000	
Contingencies	200 000	
Nigeria	10 000 000	2 000 000
5.4.1 Indirect management with a Member State agency		
- <i>GIZ</i>	9 000 000	2 000 000
5.4.2 Indirect management with the partner country (Programme estimate)	750 000	
5.9 Evaluation, 5.10 Audit	200 000	
5.11 Communication and visibility	50 000	
Senegal	9 000 000	0
5.4.1 Indirect management with an international organisation		
- <i>ITC</i>	8 300 000	
5.9 Evaluation, 5.10 Audit	200 000	
5.11 Communication and visibility	Included in the indirect management component	
Contingencies	500 000	
Sierra Leone	5 000 000	980 000
5.4.1 Indirect management with an international organisation		
- <i>UNIDO</i>	4 500 000	980 000
5.9 Evaluation, 5.10 Audit	150 000	

	EU contribution (in EUR)	Indicative third party contribution (in EUR)
5.11 Communication and visibility	150 000	
Contingencies	200 000	
Togo	5 000 000	500 000
5.4.1 Indirect management with a Member State agency		
- GIZ	4 700 000	500 000
5.9 Evaluation, 5.10 Audit	100 000	
5.11 Communication and visibility	Included in the indirect management component	
Contingencies	200 000	
TOTALS	72 000 000	4 193 544

* using the exchange rate of the Inforeuro for April 2017: 1 EUR = 1.0737 USD

5.7 Organisational set-up and responsibilities

In order to increase inclusive ownership by countries and improve the performance and growth of national and regional priority value chains and related services clean, the principle of subsidiarity applies as far as it can in this program, with emphasis on inclusion. The national authorising officers of Cape Verde, Côte d'Ivoire, Ghana, Niger, Nigeria, Senegal, Sierra Leone, and Togo will be in charge of the implementation of the actions in their respective countries.

The envelope assigned to the regional authorising officers (ECOWAS) will cover activities with regional dimension in the areas of linkages, quality and policy, as well as coordination and monitoring.

ECOWAS commission and each country are individually responsible for the implementation of their actions as well as monitoring of results and the production of such reports as described in section 5.8. Regional and National authorising officers are responsible for the overall monitoring of the activities and their results.

Through their central position in the regional framework, ECOWAS and UEMOA Commissions will ensure inter-country cooperation, and the full buy-in of national Governments and private sectors. Wider programme coordination will be safeguarded through a Programme Overall Steering Committee chaired by ECOWAS Commission and indicatively comprising of ECOWAS and UEMOA Commissions, the EU Delegation, representatives of the National Authorizing Organizations (NAO), the implementing agencies at regional and national level, Member States and other national and international stakeholders. It will also include, as observers, other donors active in the sector (competitiveness and the development of regional value chains). ECOWAS commission will set the member list of the Steering committee. It will meet at least once a year to discuss programme achievements, coherence and set strategic orientations. It is envisaged that overall programme performance and impact will also be monitored through the upcoming ‘Regional Observatoire de la Compétitivité’.

On policy and quality issues of value chains, the review, formulation and monitoring of the regional policy and framework to improve competitiveness will be facilitated by UNIDO within the framework of this programme. Similarly, on linkage trade and value chain promotion issues, a Value Chain Review Mechanism will be facilitated by ITC within the framework of this programme.

These approaches will meet at the appropriate senior management level to discuss the regional policy and framework to improve competitiveness, new development in the value chains and the contribution the programme on on-going reforms, on regional and global value chains development and on regional trade of added valued products and services. The terms of references will be gender sensitive, and defined and agreed at the during the inception phase.

Systematic and action orientated private sector engagement shall be embedded from the beginning as one of the key ingredients for success; in this context EU Delegations in partner countries are expected also to assume an active role, especially regarding synergies with Regional and National Indicative Programmes and coordination with public and private sector stakeholders.

In addition to the global governance, regional and national gender balanced steering and technical committees will be established. Each country will designate a national programme coordinator who will serve as a focal point and will assist in the implementation of regional activities at national level. At national level the organisational set-up will be defined according to the specificities of each country and implementing modality and will be described in detail in Annexes to the TAPs of each individual financing agreement.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial gender-sensitive monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, its gender responsiveness, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, which are sex-disaggregated where possible, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation, and specify budget allocations specifically focused on promoting gender equality.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the importance and nature of the action, a mid-term and final evaluations will be carried out for this action or its components via independent consultants, including one or more gender experts, contracted by the Commission or via an implementing partner.

The mid-term evaluation will be gender-sensitive and carried out for problem solving, and learning purposes, in particular with respect to the implementation modalities and to the new governance structure established for this programme.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the implementing partners, national authorising officers and beneficiaries shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The Commission shall inform the implementing partner at least 30 days in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all

necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, 9 (nine) contracts for evaluation services shall be concluded under a framework contract in July 2020 (mid-term-evaluation) and another 9 (nine) contracts for the final evaluation shall be concluded in March 2023.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, 9 (nine) contracts for audit services shall be concluded under a framework contract in March 2020.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Gender-sensitive Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations. The communication and visibility activities will be implemented by each country according to the modalities listed in section 5.6 above.

APPENDIX - INDICATIVE LOGFRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Competitiveness of West Africa is strengthened and the countries' integration into the regional and international trading system is enhanced	1. Share of volume of exports of goods manufactured in West Africa to the global market	1. 0.1% in 2015	1. 1% in 2030	1. WTO, ITC	
		2. Global Competitiveness Index (**EU RF 29 L1) *	2. CV: 3.7/7 in 2015-2016 CI: 3.9/7 in 2015-2016 GH: 3.6/7 in 2015-2016 NI: N/A NG: 3.5/7 in 2015-2016 SN: 3.7/7 in 2015-2016 SL: 3.1/7 in 2015-2016 TG: N/A	2. CV: 4.7/7 in 2020-2021 CI: 4.9/7 in 2020-2021 GH: 4.6/7 in 2020-2021 NI: 4.1/7 in 2020-2021 NG: 4.5/7 in 2020-2021 SN: 4.7/7 in 2020-2021 SL: 4.1/7 in 2020-2021 TG: 4.1/7 in 2020-2021	2 Global Competitiveness Report / World Economic Indicators	
Specific objective(s): Outcome(s)	SO1 The performance, growth and contribution to industry, regional trade and exports of selected value chains is improved	1.1 Regional Integration Index “Dimension 3: Productive Integration”	CV : 0.11/1 in 2016 CI: 0.28/1 in 2016 GH : 0.47/1 in 2016 NI : 0.18/1 in 2016 NG: 0.16/1 in 2016 SN: 0.38/1 in 2016 SL: 0.35/1 in 2016 TG: 0.49/1 in 2016	1.1 CV : 0.31/1 in 2021 CI: 0.48/1 in 2021 GH : 0.67/1 in 2021 NI : 0.38/1 in 2021 NG: 0.36/1 in 2021 SN: 0.58/1 in 2021 SL: 0.55/1 in 2021 TG: 0.69/1 in 2021	1.1 AfDB/EA Regional Integration Index	<p>■ Political and economic stability conducive to economic growth</p> <p>■ Countries continuous commitment to reforms and structural transformation</p>
		1.2 Value chain breadth	1.2 CV 3.7/7 in 2015-2016 CI 3.8/7 in 2015-2016 GH 3.9/7 in 2015-2016 NI N/A NG 3.5/7 in 2015-2016	1.2 CV 4.2/7 in 2020-2021 CI 4.3/7 in 2020-2021 GH 4.4/7 in 2020-2021 NI 3.4/7 in 2020-2021 NG 4.0/7 in 2020-2021	1.2 Global Competitiveness Report / World Economic Indicators	

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
			SN 4.0/7 in 2015-2016 SL 2.9/7 in 2015-2016 TG N/A	SN 4.5/7 in 2020-2021 SL 3.4/7 in 2020-2021 TG 3.4/7 in 2020-2021		
		1.3 Share of West Africa intra- trade value	1.3 12% in 2015	1.3 40% in 2030	1.3 ECOWAS Stats	
		1.4 Number of people supported in the selected value chains, disaggregated by sex (linked to objective 14 of Gender Equality and Women's Empowerment: transforming the lives of Girls and Women through EU external relations 2016-2020)	1.4 Baselines to be determined at inception Baselines per value chain and country and disaggregated by sex	<ul style="list-style-type: none"> 1.4 15% increase by 2020 Reduced gender gaps – each value chain with 50% by 2020 	Surveys via Programme M+E	
		1.5. Reported turnover of enterprises of selected value chains.	Baselines to be determined at inception Baseline for % of female entrepreneurs	25% increase by 2020 50% of female entrepreneurs- add in the value chain increased turnover at inception	Surveys via Programme M+E	
	SO2 The climate for business at national and regional levels is improved	2.1 Number of supported countries whose capacity to trade across borders has improved (EURF , L2 # 29) 2.2 Number of regulatory initiatives approved on the selected value chains.	2.1 Baselines to be determined at inception 2.2- Baselines to be determined at inception	2.1 50% increase by 2020 2.2- 50% improvement of level of satisfaction.	WB Logistics Performance Index Global Competitiveness Report WB Doing Business Survey on satisfaction of Business	<ul style="list-style-type: none"> ■ Sustained commitment to establish and strengthened cluster initiatives and value chain development ■ Increase in investment (domestic and foreign) and access to finances leads business to enhance
	<i>Output 1.1. Country level: Competitiveness at firms' level is improved</i>	1.1.1 Improvement of productivity of companies taking part of Value chain initiatives	1.1.1 Baseline to be determined	1.1.1 25% increase of productivity		
		1.1.2 Number of enterprise with quality certification	This is country specific. See Country log frames	This is country specific. See Country log frames	This is country specific. See Country log frames	

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<i>Output 1.2.</i> Country level: Intermediate organisations of the selected value chains are strengthened and service delivery to MSME is improved and expanded (quality, norms/standards, new green solutions, market access, etc.)	<p>1.2.1 Number of partnerships among BSOs for service delivery to SMEs</p> <p>1.2.2 Number of people (men and women) trained in export value chains who are able to demonstrate increased knowledge in relevant areas (** EU RF L2, #28)</p> <p>1.2.3 Number of people trained in competitiveness enhancing functions (quality, logistics, production, labelling, market access, energy efficiency...) (disaggregated by sex)</p> <p>1.2.4 Number of export promotion missions</p> <p>1.2.5 Increase in turnover and profitability of companies supported by the BSO.</p> <p>1.2.6 Number of people employed by BSO (disaggregated by sex).</p>	This is country specific. See Country log frames	This is country specific. See Country log frames	This is country specific. See Country log frames	
	<i>Output 1.3. Regional level:</i> Better regional linkages among selected value chain actors are promoted and key regional intermediary organisations are supported	<p>1.3.1 Number of enterprises transacting regional and international business.</p> <p>1.3.2 % increase in regional trade along the value chains (sourcing & finished good)</p> <p>1.3.4 Number of organisations/networks of female entrepreneurs which have benefitted from the programme</p>	<p>1.3.1 baseline to defined/</p> <p>1.3.2 0% (2016)</p> <p>1.3.4- baseline to be determined</p>	<p>1.3.1 10000 by 2020</p> <p>1.3.2 25% by 2020</p> <p>1.3.4- 50% increase by 2020</p>		?
	<i>Output 1.4. Regional level:</i> Regional quality infrastructure system is strengthened, with a view	1.4.1 Number of regional quality standard and technical regulations related to key values chains are adopted	1.4.1 0 in 2016	1.4.1 50 by 2020	1.4.1 Progress report	<p>■ Political will to Legislate</p> <p>■ Commitment to policy reforms and</p>

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	to promote environmental issues	1.4.2 Number of laboratories of the region realizing tests relating to value chains are newly accredited. 1.4.3 Number of Certification bodies mandated to deliver the ECOWAS Certification Mark	1.4.2 0 in 2016 1.4.3 0 in 2016	1.4.2 25 by 2020 1.4.3 20 by 2020	1.4.2 Progress report 1.4.3 Progress report	subsequent implementation
	<i>Output 2.1. Country level:</i> Regional policies in favour of industrial competitiveness are mainstreamed in the country and help enable a business friendly environment.	2.1.1 Number of policies and regulations implemented	This is country specific. See Country log frames	This is country specific. See Country log frames	This is country specific. See Country log frames	
	<i>Output 2.2. Regional level:</i> Regional policy and framework to improve industrial competitiveness are harmonised, formulated and monitored	2.2.1 Number of regional directives on selected key regional value chains Adopted. 2.2.2 Level of implementation rate of regional industrial/private sector strategies 2.2.3 Level of implementation rate of regional MSME Strategy and MSME Charter	2.2.1 0 in 2016 2.2.2 0 in 2016 2.2.3 0 in 2016	2.2.1 5 by 2020 2.2.2 35% by 2020 2.2.3 35% by 2020	2.2.1 Progress report 2.2.2 Progress report 2.2.3 Progress report	

* Indicators aligned with the relevant programming document

** Indicators aligned to the EU Results Framework



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This action is funded by the European Union

ANNEX 3

of the Commission Decision on the Annual Action Programme 2017 part 4 in favour of West Africa to be financed from the 11th European Development Fund

Action document for Support to the Regional Centre for Disease Surveillance and Control in the ECOWAS (ECOWAS-RCDSC) Zone

1. Title/basic act/ CRIS number	Support to the Regional Centre for Disease Surveillance and Control in the ECOWAS Zone (ECOWAS-RCDSC) CRIS No: ROC/FED/040-214 financed under the 11 th European Development Fund			
2. Zone benefiting from the action/ location	ECOWAS Member States The action shall be carried out at the following location: In ECOWAS Member States, in selected National Institutions for Coordination (NICs) of West African Health Organisation (WAHO), through coordinated actions with two EU member States projects, aligning with WAHO and AU/ACDC priorities for the implementation of International health regulations in the region.			
3. Programming document	11 th EDF Regional Indicative Programme for West Africa 2014-2020			
4. Sector of concentration/ thematic area	Peace, Security and Regional Stability		DEV Aid: YES	
5. Amounts concerned	Total estimated total cost: EUR 5 000 000 Total amount of EDF contribution: EUR 5 000 000			
6. Aid modality and implementation modalities	Project Modality: Direct Management – procurement of services Indirect Management with 2 EU Member State Agencies (AFD and GIZ)			
7 a) DAC codes	Health sector 120 sub-sector 12110 - Health policy and administrative management 80%: sub-sector 12250 - Fight against diseases 20%			
b) Main Delivery Channel	12004 - Other government entity in the beneficiary country			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance			
	Aid to environment	<input type="checkbox"/>	<input type="checkbox"/>	X
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	<input type="checkbox"/>	X	<input type="checkbox"/>

	Reproductive, Maternal, New born and child health	<input type="checkbox"/>	X	<input type="checkbox"/>
	RIO Convention markers	<input type="checkbox"/>	X	<input type="checkbox"/>
	Biological diversity	Not targeted	Significant objective	Main objective
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	X	<input type="checkbox"/>
	General policy objective	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	<p>Economic, social and human development:</p> <p>Health/fight against infectious diseases/medical knowledge and policies to increase access to basic medical products</p> <p>Policy Coherence for Development – Security</p>			
10. Sustainable Development Goals (SDGs)	<p>3- HEALTH AND WELFARE</p> <p>3.d Reinforce the resources of countries, particularly developing countries, in rapid response, risk reduction and management of national and global health risks</p> <p>3.3 By 2030, stamp out the AIDS pandemic, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, diseases transmitted through water and other transmissible diseases</p> <p>3.8 Achieve Universal Health Coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.</p> <p>17- PARTNERSHIPS FOR THE ACHIEVEMENT OF THE OBJECTIVES</p> <p>A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.</p> <p>Urgent action is needed to mobilise, redirect and unlock the transformative power of trillions of dollars of private resources to deliver on sustainable development objectives. Long-term investments, including foreign direct investment, are needed in critical sectors, especially in developing countries. These include sustainable energy, infrastructure and transport, as well as information and communications technologies. The public sector will need to set a clear direction. Review and monitoring frameworks, regulations and incentive structures that enable such investments must be retooled to attract investments and reinforce sustainable development. National oversight mechanisms such as supreme audit institutions and oversight functions by legislatures should be strengthened.</p>			

SUMMARY

In response to the Ebola crisis, countries of the ECOWAS zone decided to acquire a new regional coordination body, the Regional Centre for Disease Surveillance and Control (RCDS), relying on a network of satellite centres in the countries National Institutions for Coordination (NIC) and a regional Centre for Disease Control (CDC) in Abuja. **In June 2017, EU upon invitation from the West African Health Organisation/ Organisation Ouest Africaine de la Santé (WAHO), attended the Assembly of health ministers of the Economic Community of West African States (ECOWAS) region and WAHO partner's forum in Abuja and found that:**

- The physical infrastructure of the RCDS was to have been inaugurated in May 2017 in Abuja, but could not be visited. The recruitment process for key human resources already launched was to be finalised in the coming weeks/months.

- Health security is a relatively new and rapidly evolving area for health policies and systems, evolving from an emergency Ebola frame of action, towards national and regional institutions building. The mobilisation of States, regional entities and donors in the past years still prevented from identifying in advance precisely the areas in need of support, therefore calling for a flexible yearly programming with regular exchanges and/or field presence close to WAHO offices in Bobo Dioulasso. The EU however does not have the possibility to intervene through two EU Member States are already presently partnering with WAHO.

- With the recent launch of the pan African CDC (ACDC) in Addis Ababa and increasing African Union (AU) growing activity on health security, WAHO indicated that its focus was on first supporting individual member State National Institutions for Coordination (NIC) and network, rather than working of the specifics of regional action (e.g.: subsidiarity based on technical analysis such as for the ECDC missions in Europe, cross border activities, regulations such as EU 2013 Decision on serious cross-border threats to health), when supporting member States in meeting their responsibility with respect to the International Health Regulation (IHR).

- As EU MS, France and Germany, are already active partners of WAHO in the field and are well placed to identify and support ECOWAS Member countries' needs, while the Abuja CDC may be in demand for support in early 2018, also based on the needs of NIC.

The project will thus be implemented by two EU Member State Agencies supporting IHR implementation in the region in partnership with ECOWAS / WAHO: Agence Française de Développement (AFD) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Technical assistance and other activities shall be included in the delegation agreement with both Member States receiving an equal share of the budget thus ensuring greater visibility and solidarity, as well as complementarities and synergies in EU MS external actions through this support.

Lacking federal authority while not deconcentrated administrations of global entities, the EU has a unique experience with respect to helping Member States in meeting their core responsibilities stated in IHR. This project offers further opportunities to share it.

Activities and technical assistance will be targeted on the needs defined by partner agencies through their own project steering and consultative instances, as well as through a steering committee bringing the four organisations together at the beginning and end of the negotiation of the delegation agreement contract(s) and once a year afterwards. **The Overall Objective is to**

improve the functioning of country specific surveillance and response networks by supporting National Coordination Institutions, through coordinated actions with two EU member States projects, aligning with WAHO and AU/ACDC priorities for the implementation of International Health Regulations in the region.

1. CONTEXT

1.1 Sector/country/regional context/thematic area

The recent Ebola virus crisis highlighted the fragility of healthcare systems in the West Africa region. The Economic Community of West African States (ECOWAS) has since 2009 undertaken to build the capacity of Member States in the prevention and fight against transmissible diseases. It commissioned the West African Health Organisation (WAHO) to speed up the creation of a Regional Centre for Disease Surveillance and Control (RCDS) to be located in Nigeria.

In accordance, WAHO was mandated by ECOWAS¹ and has the responsibility to mobilise resources to ensure better disease control, regional coordination of health policies, capacity building, research and health information management. This mandate covers the recommendations contained in the IHR (2005) with a view to ensure the free movement of people and goods and economic integration unless advised otherwise by WHO decision on Public Health Emergencies of International Concern.

WAHO undertook to implement several contributions to build the capacity of regional institutions, in order to improve human capital, and to create a regional network for disease monitoring and response.

1.1.1 Public policy assessment and EU policy framework

The Council Conclusions (2010), on the role of the European Union in global health in its Article 1, highlight the need for measures to improve health in order to reinforce protection against global health threats and in its Article 6 underscores the special attention which should be given to transmissible diseases.

In its correspondence to the Council, the European Commission referred to the International Health Regulations (IHR) adopted by the World Health Assembly (2005) which provides a framework for the coordinated management of public health emergencies of international concern. It is also proposed in section "Coherence between global health-related EU policies", that in terms of security the EU is "expected to contribute to global and developing countries capacities in early prediction, detection and response to global health threats, by virtue of the International Health Regulation".

Sustainable Development Goal 3 (Enable everyone to live in good health) and more particularly SDGs 3.3, 3.d and 3.8 provide the political framework.

In the ECOWAS zone, the implementation of the regulations and recommendations of the IHR by each ECOWAS Member State constitutes the political framework for setting up national institutions for coordination and response to health threats.

During the 47th Ordinary Session held on 19 May 2015 in Accra, the Conference of Heads of State and Government of the ECOWAS zone ratified the creation of the Regional Centre for Disease Control Surveillance, to be located in Nigeria.

¹ WAHO is a Specialised Agency of ECOWAS and enjoys administrative and financial autonomy. In March of 2000, WAHO began active operations as a leading health authority in the sub-region, serving ECOWAS Member States : <http://www.ecowas.int/life-in-the-community/325-2/>

At the 75th Ordinary Session of the Council of Ministers of the ECOWAS zone held in Abuja on 13 and 14 December 2015, two community regulations were adopted by the Council of Ministers, relating on the one hand, to "the creation and functioning of the Regional Centre for Disease Surveillance and Control (RCDSC/ECOWAS)" ² and, on the other hand, to "the establishment of a network for the monitoring of epidemics and transmissible diseases": article 3.3 states that "ECOWAS — RCDSC shall operate under the supervision of the West African Health Organisation (WAHO) [...]"³. It is at the level of this network and with chosen National Institutions for Coordination that the project seeks to provide support.

There is a need for cross-border coordination and regional continuity in the control of health threats to be developed. As examples in Europe, the EU Member States joined forces to develop a regional health security infrastructure (ECDC, including Decision 1082/2013/EU on serious cross-border health threats); and in the Caribbean region, the creation of the Caribbean Public Health Agency (CARPHA) was approved by the Caribbean Heads of Government in March 2010.

Peer exchange with these institutions and other established CDCs can help to inform the decision making in the capacity development process of the RCDSC. As an example, US CDC and China CDC support the newly created Africa CDC based in Addis Ababa, Ethiopia and its collaboration with CDCs in Egypt, Nigeria (i.e. ECOWAS RCDSC), Gabon, Zambia and Kenya representing the five sub regional communities of the African Union.

1.1.2 Stakeholder analysis

The main institutional stakeholders of the implementation of the ECOWAS RCDSC are a) the ECOWAS Commission and the ECOWAS Council of Ministers as decision making bodies and main funders, b) the West African Health Organisation (WAHO) mandated to supervise implementation and operations of the RCDSC⁴, c) the Governments of ECOWAS member states and their respective Ministries of Health, of Higher Education and of Finance that establish and fund the National Institutions for Coordination (NIC) in order to respond to the national health security obligations highlighted in the IHR for their respective countries, and d) the many actors that engage in supporting health security in the region and its Member States, from within and outside the health sectors, in particular: WHO, Germany/GIZ project, France/RIPOST (Réseau d'Instituts de Santé Publique en Afrique de l'Ouest) project, EU health security sources of expertise from various European Commission Directorates General (Health and Food Safety (SANTE), ECDC, European Health Civil Protection and Humanitarian Aid Operations (ECHO) and International Cooperation and Development (DEVCO), Research and innovation (RTD), EU Delegation Abuja).

The main beneficiaries are a) the National Institutions for Coordination improving their capacities as core players fostering preparedness, b) the health systems in ECOWAS member states and eventually neighbouring countries strengthened on IHR implementation with greater synergies of EU and its MS external actions, and c) the populations in participating countries under improved protection against health threats.

1.1.3 Priority areas for support/problem analysis

The Ebola crisis in West Africa has highlighted a number of key weaknesses related to preparedness of countries in case of epidemics:

- ✓ The low level of preparedness in the countries to react to outbreaks of epidemics

² Regulations C/REG. 11/12/15 establishing procedures of the ECOWAS regional centre for surveillance and disease control (ECOWAS - RCDSC) - http://www.wahooas.org/IMG/pdf/crscm/REG_ESTABLISHING_DISEASE_CONTROL.pdf.

³ Regulations C/REG. 11/12/15 establishing procedures of the ECOWAS regional centre for surveillance and disease control (ECOWAS - RCDSC) - http://www.wahooas.org/IMG/pdf/crscm/REG_ESTABLISHING_DISEASE_CONTROL.pdf.

⁴ Art3, §3 of the ECOWAS REGULATIONS C/REG. 11/12/15 adopted at the Seventy-Fifth Ordinary Session of the Council of Ministers Abuja, 13-14 December 2015

- ✓ Lack of coordination and communication at the national level and communication of information among the countries and with the WHO under the IHR
- ✓ The lack of surveillance capacities and the lack of technical know-how and related laboratory capacities.

Risks related to economic "quarantine" of affected countries or events such as ongoing democratic election processes also constitute an important factor of non-communication. Hence the emphasis in IHR on the health evidence needed for health surveillance and crisis decision-making.

For each member country, data production, analysis and response at national levels, inclusive of laboratory systems, resilient and prepared health systems are the corner stone and first step of sustainable collective actions in health security. This is a priority well taken from WAHO analysis that this action shall support.

Interactions with regional and global health security networks and partners help preserve geographical continuity and coherence in the pace of IHR implementation by countries. These need to be fostered simultaneously as part of support to NICs and RCDSC.

Jointly with France and Germany, this action proposes to complement the capacity building of institutions responsible for the national coordination of surveillance and response to disease in the countries of the ECOWAS region, to increase their efficiency and provide the necessary competence and means to obtain results.

Awareness at the country level, generated by the recent Ebola crisis and the initiatives undertaken by countries and the ECOWAS / WAHO Community (NIC, RCDSC, NIC Network) constitute a set of opportunities for priority actions. These actions need be identified with close interaction from beneficiary countries, WAHO and partners EU MS agencies, as well as regular updates since the situation is still rapidly evolving.

2. Risks and assumptions

Risks	Risk Level (H/M/L)	Mitigation measures
Lack of government adhesion to the project	M	Support acquired from WAHO, WHO, RCDSC and partner agencies (AFD/RIPOST, BMZ, GIZ) <ul style="list-style-type: none"> ▪ Support from EU delegations with health as a focal sector and/or EU health security related projects (CBRN, ECHO, animal health)
Low interest of NICs and countries for regional collaboration	M	<ul style="list-style-type: none"> ▪ ECOWAS is strongly committed to it within the framework in development at the pan African level; this project arises out of ECOWAS request for EU health support to the RCDSC in 2016 ▪ The partners projects already combines WAHO and WHO, this project shall further ensure it is happening at all levels (country, AFRO and Geneva HQ as well as the new WHO sub-regional hub in Dakar) ▪ It shall support discrete elements of knowledge sharing and development, such as professional translations and bi/trilingual exchange fora in the countries.

Low interest of countries to operationalise IHR recommendations	L	<ul style="list-style-type: none"> ▪ Strong commitment of WHA and new WHO Health Emergencies programme ▪ ECOWAS is strongly committed to it
Interest of NICs in this project could decline due to low financial volume	L	<ul style="list-style-type: none"> ▪ Wide range of partners ▪ Adding to ongoing EU MS projects volume
The NIC and regional institutions are struggling to absorb all the actions proposed by the Technical and Financial Partners (TFP)	H	<ul style="list-style-type: none"> ▪ Delegation to EU member State project with own evaluation and dialogue capacities in the field ▪ Coordination with TFPs is sought ▪ The support of EU Delegations with a health as a focal sector is raised
Project formatting failure due to inadequate evaluation of actions and costs (inter-country evaluations, training)	M	<ul style="list-style-type: none"> ▪ The project relies on joint planning, timely adaptation and coordination because partner EU MS projects are already in place, interacting at country and regional levels, so that the most pressing needs are covered
Failure to agree on delegation to AFD/RIPOST and GIZ projects	???	<ul style="list-style-type: none"> ▪ Informal exchanges indicate numerous areas for synergies and coherence in the technical actions proposed ▪ Delegation agreement is the sole option for the project financing to support health security through the RCDSC, as requested by ECOWAS in 2016, given the time frame ▪ Ideally each EU MS project would receive half of the EU funding so as to avoid unproductive competition. In case one of the delegation agreements fails, the other project partner may receive the whole funding.
Poor project visibility	L	<ul style="list-style-type: none"> ▪ To be agreed with partner projects/agencies ▪ Specificity of the unique EU experience as an economic region with a regional CDC, regulations (national, shared, cross-border), services and agencies. ▪ Supporting first the RCDSC may open prospects for and inform potential further technical support that would be requested at the AU/ACDC levels.

Assumptions

- There is a shared will to exemplify the benefits of collective action and develop coherent synergistic actions and delegation agreements with MS agencies in partnership with WAHO and relevant/beneficiary ECOWAS countries;
- Support of ECOWAS Commission to the RCDSC and WAHO is strong;
- Support of and by WHO is trustful and operational;
- Support and participation of EUDs managing a health component is ensured;
- Selected NICs are motivated to participate in the project.

3. LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons Learnt

The integration and implementation of IHR by countries to better take into account the risks and appropriate responses to epidemic diseases are low. Studies (including the Ebola outbreak) have shown that the actions of screening, monitoring, information management, adequate response and management of migration at borders are the weak links of the chain of decision.

The action is the result of an assessment and later visits of the European Commission's Directorate General for International Cooperation and Development to Addis Ababa for the launch of the pan-African CDC (April 2017) and Abuja (XVIII^e assembly of ECOWAS health ministers and WAHO's partners forum, June 14-15 2017).

The Assessment conducted in mid-2016 involves bibliographic review, interviews in countries of the region, (Burkina Faso, Nigeria, Senegal and Liberia) as well as with regional institutions such as ECOWAS, WAHO and WHO and other stakeholders such as representatives of World Bank, France, Germany and US CDC.

Field visits in 2017 informed on WAHO priorities, AFD and GIZ actions, as well as implementation modalities, for partners support to RCDSC, for the erection of the Abuja regional CDC office, and foremost for this project design, where the need to closely update and adapt capacity building support, stems from new policies and systems development, within a changing environment and require a strong, coordinated and health specialised field presence. Of particular interest are the recent developments of the pan African CDC, its positioning with respect to sub-regional CDCs and also, prospects for strengthened WHO presence in the region (Dakar).

3.2 Complementarity, synergy and donor coordination

3.2.1. Within EU actions and capacity building resources for health security

Burkina Faso, Guinea, Guinea Bissau, Niger, Nigeria, Sierra Leone, and Mauritania receive support from the 11th EDF in the field of health, with a focus on health system strengthening.

EU/LUX-WHO Universal Health Coverage Partnership Programme⁵, funded by the European Commission and the Luxembourg Cooperation, offers expertise through the WHO country teams to support policy dialogue and coordination among health sector partners. The ECOWAS region countries which benefit from this partnership are Burkina Faso, Cape Verde, Guinea, Guinea Bissau, Liberia, Mali, Niger, Sierra Leone, Senegal, and Togo. At the TICAD conference, in "Universal health coverage in Africa: a framework for action"⁶, WHO strategy for UHC fully endorses health security as part of UHC, hence underlying the coherence between European Commission (DEVCO) support to health systems strengthening towards UHC and integrated approaches to health security, within an institution building frame (developmental rather than reactive crisis response mode).

The EU project "Improved regional management of outbreaks in the CBRN Centres of Excellence Partner Countries of the African Atlantic Facade"⁷ proposes to improve preparedness and response to epidemics in countries belonging to the excellence Centre of the Atlantic coast. The geographical coverage from Morocco to Gabon includes up to nine ECOWAS member states (Benin, Côte d'Ivoire, Gabon, Guinea, Liberia, Senegal, Sierra Leone, Togo and most recently Nigeria). The focal points of this project are situated in Ministry of Foreign Affairs. Synergy with IHR focal points and NICs should be promoted and communication as well as training material should be harmonised. The project plans Ebola-centred exercises for 2018,

⁵ <http://uhcpartnership.net/> managed by DEVCO.

⁶ "Health coverage in Africa: a framework for action, Joint 2016 TICAD conference working paper Universal", World Bank/JICA/The Global Fund/African Development Bank/WHO, http://www.who.int/health_financing/documents/uhc-africa-action-framework/en/

⁷ <http://www.unicri.it/topics/cbrn/coe/> managed by DEVCO.

along an Atlantic façade approach. This project may support further sharing of lessons among the ECOWAS countries covered by RIPOST and GIZ.

The European capacity to fight against epidemics internally and internationally shall be considered when selecting interventions in complement to that of EU MS projects. It involves health expertise and networks among DEVCO, ECHO, SANTE, ECDC and RTD projects and actors. With the support of the inter service group, an organized presentation of this health security architecture should be produced in the coming months.

The ECHO-based European Medical Corps, established since February 2016, is part of the European Emergency Response Capacity, otherwise known as the voluntary pool of resources from the European Civil Protection Mechanism. ECHO organises emergency teams jointly with member states and contributes to developing standards for specialised teams together with WHO (public health, medical or logistic emergency teams). ECDC has often, although informally, advised or participated in health security initiatives in Africa such as the launch of the pan African CDC.

The World Organisation for Animal Health (OIE) and its consortial partners (Centre de coopération International en Recherche Agronomique pour le Développement (CIRAD); Institut de Recherche pour le Développement (IRD); Institut Pasteur and its International Network (IPIN) are implementing since 2016 the project "Capacity building and surveillance for Ebola Virus Disease (EVD) in Africa" funded by EU DEVCO. The main thrust of the project is to support local partners and communities in their efforts to control the disease and prevent transmission and devastating consequences. Via the implementation of capacity building activities and engagement with local communities and Veterinary Services, this project has a highly operational approach and aims to improve local capacities to effectively detect, control and respond to Ebola Virus Disease. Focussing on a ONE health approach on animal health, OIE has been selected to sit in the ECOWAS RCDSC Governing Board.

3.2.2. In relation to the delegation of action to two agencies of EU member States and their respective projects and priorities

France is starting the project RIPOST (Réseau d'Instituts de Santé Publique en Afrique de l'Ouest) in 2017 based with WAHO in Bobo Dioulasso, Burkina Faso, to work mainly in a bottom-up approach with NICs and Ministries of Health in six French speaking ECOWAS member states (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Niger, Togo).

Germany has started in October 2016 the GIZ/KfW (KfW *Bankengruppe*) (managed project "Support to Pandemic Preparedness in the ECOWAS Region"⁸). The project aims at improving the protection of the Population of ECOWAS member states against epidemics. Financial support (KfW) will be provided through a regional fund located with WAHO for financing of laboratory capacities including reference labs (starting with Burkina Faso, Niger and Côte d'Ivoire). Technical Assistance by GIZ (based in Abuja, Nigeria) will be provided to the ECOWAS commission, its institutions and agencies – including WAHO - in charge of outbreak control in line with IHR.

Other partners in the ECOWAS region are mainly represented by the World Bank and US agencies (CDC and USAID). World Bank has started the REDISSE project (Regional Disease Surveillance Systems Enhancement) for the 2016 – 2023 period in Guinea, Senegal and Sierra Leone. US CDC with World Bank and Fondation Mérieux are involved in the West Africa Regional Disease Surveillance (WARDS) Project based at WAHO that seeks to expand support from 7 to all 15 ECOWAS member states.

⁸ "Unterstützung der Pandemieprävention in der ECOWAS Region

3.3 Cross-cutting issues

The project is directly involved in the convergence and good coordination of policies, strategies and regulations in ECOWAS Member States in the prevention and fight against epidemic diseases.

The project also supports indirectly the economic development of the countries and the sub-region to the extent that improved protection against epidemic outbreaks secures the exchange of goods and people across borders.

The region health security and resilience is particularly worse off in relation to its geography and climate change (food security, access to safe water, control of vectors/mosquitoes/birds migrations) are all climate change related areas that affect health security in that region.

The action is in line with the EU Gender Equality and Women's Empowerment : Transforming the Lives of Girls and Women through EU External Relation 2016-2020⁹ and will contribute to the achievement of thematic Priority: Physical and Psychological Integrity, through actions agreed between WAHO (its gender and health centre), EU two Member States projects and beneficiary countries (NIC).

In addition, implementing partners are from two EU MS where the GAP II applies: each of their current projects already carries a gender component, for AFD, the role of women in community rumours and for GIZ, gendered exposure to infectious agents related to women's caregiver role.

4. DESCRIPTION OF THE ACTION

4.1 Objectives / results and options

This programme is relevant for the United Nations Agenda 2030 for Sustainable Development. It contributes primarily to the progressive achievement of SDGs 3 and 17. This does not imply a commitment by the countries benefitting from this programme.

The Overall Objective is to improve the functioning of country specific surveillance and response networks by supporting National Coordination Institutions, through coordinated actions with two EU member States projects, aligning with WAHO and AU/ACDC priorities for the implementation of International health regulations in the region.

The action shall provide technical assistance and support the costs of materials and meeting related to training, information sharing activities.

The Specific Objectives shall be determined in agreement with the implementing partners.

➔ These shall focus on WAHO identified priorities, which are also met by the EU MS agencies projects whose attainment and scope shall increase given the **additional TA provided by this project**. As of June 2016, these priorities are:

- ✓ **Strengthening of laboratories**
- ✓ **Health information and surveillance systems**
- ✓ **Training and research**
- ✓ **Human resources (and regional rapid response teams)**

➔ The selection of objectives shall be guided by updated information on:

- The coming WAHO strategic plan for the RCDSC/CEDEAO (Communauté Economique des Etats de l'Afrique de l'Ouest) expected to be validated in November 2017, and related needs for implementation support, inclusive of potential needs for the regional CDC in Abuja and *one health* approach.

⁹ SWD(2015)182 final of 21.9.2015

- The evaluation of NIC capacities, requested by the RCDSC/CEDEAO administrative board and approved by ECOWAS council of health ministers, expected to be released in September 2017, covering regulatory aspects as well as technical and operational capacities.
 - New regional interfaces with: WHO in Dakar, research, training, laboratory institutions and networks, as part of knowledge resources for capacity building.
- ➔ specific objectives shall meet those of implementing partners and a number of areas for complementarity and synergy are foreseen.

4.2 Main activities

The choice of activities described below shall follow different legitimate project rationales, in addition to regional and NIC priorities:

- to meet unforeseen needs for complementary actions, on threats or opportunities faced by the EU MS partners projects in support of the NIC and RCDSC, given a rapidly changing context.
- to enhance the capacities of NIC to share their experiences and practices, and benefit from that of neighbours, by supporting NIC productions in the two other languages of the ECOWAS region.
- to enhance networking activities and the capacities of NIC to work with other sectors, along the *one health* approach adopted in each country. In that regard, EU may help in coordinating inputs and exchanges, as needed, with European resources on health security (institutions such as SANTE, ECDC, ECHO, RTD), especially those projects active in the MS of the ECOWAS region (DEVCO projects on CBRN and animal health, EDCPT (European & Developing Countries Clinical Trials Partnership) ...)
- as agreed with, first the interested country, then with WAHO and EU MS partner projects, to consider support to the NIC most in need, within or beyond current the regional coverage of the project, to ensure regional continuity and coherence in the control of infection diseases (e.g.: no missing link in the needed collective and individual countries action to control health threats spread).

Activities shall include:

- 1) Expanding/adapting surveillance models and systems that integrate a focus on community levels to inform Ministry of Health and NICs.

The SORMAS-open (Surveillance and Outbreak Response Management System) 2016 is currently piloted in one region of Nigeria by GIZ. It aims are to: ensure availability of validated real-time surveillance data (detect, validate, control data); manage the response mechanisms for outbreaks (including contact tracing, laboratories); support Health Information Systems (interoperability with DHIS2); improve infectious disease control and management (including bidirectional communication); improve data exchange between all stakeholders and enhance communication between stakeholders/ users via feedback mechanisms. Developed in Nigeria during the Ebola epidemic, revised by GIZ, this open access system integrates community level epidemiological data as well as rumours that are collected and checked.

On the side of the AFD/RIPOST projects, research is piloted as well at community levels (health barometer), to better health surveillance. Exchanges may further improve the benefits for each country NIC in implementing and using such tools.

- 2) Supporting training and capacity building activities:

- Improving the development, visibility (mapping of resources) and access to relevant training opportunities and material, when deemed necessary by NICs, WAHO and EU partners projects.

- Especially for:
 - NICs and community level surveillance training
 - Rapid response teams
 - Laboratories and sample transportation
 - Partner sectors in the *one health* approach, with a focus on health
 - Risk communication
 - Health regulations

This aspect also entails supporting the production of training material, possibilities to develop virtual supports/mapping of resources and documentation.

As appropriate, given new developments by the end of 2017, actions shall include capacity building to support the implementation of the strategic plan of the RCDSC at the level of the regional CDC in Abuja.

Results include improved skills, communications, protocols, network integration and access to learning resources and peer support for NICs and their related national laboratories and surveillance systems.

The project component implemented by AFD will:

a) Extend its current activities to uncovered geographical or thematic areas, or intensify them if one of its target countries appears late:

1. Strengthen the capacity of NICs in 6 French-speaking ECOWAS states (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Niger, Togo), drawing on the results of the evaluation of NICs and publication of the strategic action plan of the RCDSC in 2017 led by WAHO. Activities may include support to (i) regulatory aspects that secure the implementation of evidence based decision in surveillance and control of health threats and (ii) preparedness planning within national health systems
2. Strengthen the capacity of the WAHO in the field of health surveillance and public health. AFD shall support the development of regional emergency teams, especially on the side of French speaking countries, harmonising tools and approaches with those of GIZ, in line with WAHO and WHO recommendations and drawing as needed on the EU medical corps experience.
3. Support the sharing of gender sensitive research actions and discussions with WAHO gender and health security actors, to develop and implement options for further gender mainstreaming for regional as well as national levels health security.
4. Support the development of a network of African States and technical partners under the aegis of WAHO, seeking complementarities and coherence with the activities of GIZ in institutional one health related communication and considering potential support drawn from the EU experience.

b) Exchange and incorporate tools and material issued from anglophone countries through collaboration with GIZ projects, in search for harmonisation and synergies:

5. As AFD shall recruit and post a TA, either in Abuja (preferred option for cross fertilisation amongst projects), or in Dakar (WHO new hub), AFD shall support information sharing among partners (eg EU, GIZ, WAHO) and in the RCDSC network of NICs. As far as AFD recruits the TA based in Abuja, it shall strengthen the strategic planning and capacities (training tools, jointly with GIZ) of the regional CDC.
6. AFD shall ensure that its tools and productions are available in English and to some extent in Portuguese, in a culturally adapted format, and shared across countries of the region (training material, research findings and actions, meetings, internet platform,

potential cross border exercises or post-mortem reviews across interested countries in its project, that share borders but not languages with neighboring ones, etc).

7. As agreed with partners on the basis of evidence, AFD shall harmonise and or complete its approach with relevant component of interest in the GIZ project. The area of community health surveillance; communication and mobilisation of the GIZ project offers numerous avenues to share operational research findings and anchor these in surveillance and response systems of the AFD project (and conversely) This entails sharing findings on women's gendered exposure to infectious agents (GIZ) as well as considering findings in women's' role on rumors (AFD) or gendered health assessment through the barometer (AFD).

The project component implemented by GIZ will:

a) Extend its current activities to uncovered geographical or thematic areas, or intensify them if one of its target countries appears late:

1. Strengthen the capacity of National Institutes of Coordination:
 - by Supporting Surveillance, Outbreak Response Management and Analysis System (SORMAS-open). This tool has been developed in Nigeria during the Ebola epidemic. GIZ sees an opportunity for extension of this pilot phase to other regions in Nigeria - or for support of implementation in other countries of the ECOWAS region like in Ghana (together with the private sector with a *one health* approach) and/or in Burkina Faso as a French speaking country. In collaboration with AFD, information on the approach will be shared and it may be adapted to French speaking countries. Since SORMAS-open can be used as a tool to link the regional with the national levels, a pilot in up to three countries can be the first step to an upscaling of a harmonized system in ECOWAS.
 - by drawing on the results of the evaluation of NICs and publication of the strategic action plan of the RCDSC in 2017 led by WAHO and considering needs for (i) support to regulatory aspects that secure the implementation of evidence based decision in surveillance and control of health threats and/or (ii) support to preparedness planning within national health systems.
2. Strengthen the capacity of the WAHO in the field of health surveillance and public health. GIZ shall support the development of regional emergency teams, especially on the side of English speaking countries, harmonising tools and approaches with those of AFD, in line with WAHO and WHO recommendations and drawing as needed on the EU medical corps experience.
3. Support the sharing of gender sensitive research actions and discussions with WAHO gender and health security actors, to develop and implement options for further gender mainstreaming for regional as well as national levels health security.
4. Support and harmonise training for community health workers in community based surveillance, in communication of health risks and inter institutional communication in English speaking countries (Sierra Leone and Liberia) seeking complementarities and coherence with activities of the RIPOST (AFD) project in French speaking countries. The curricula of trainings will include aspects of the *one health* approach for community health workers.
5. As agreed with WAHO and AFD, consider extension of harmonised trainings in risk communication and pandemic prevention to a larger *one health* group (with animal and environmental health institutions) and consider potential support drawn from the EU experience.

b) Exchange and incorporate tools and material issued from francophone countries through collaboration with AFD projects, in search for harmonisation and synergies

6. As GIZ shall recruit a TA, either based in WHO new hub in Dakar (preferred option for the sake of cross fertilization) or based in Abuja, GIZ shall support information sharing among partners (eg EU, GIZ, WAHO) and in the RCDSC network of NICs.
7. GIZ shall ensure that its tools and productions are available in French and to some extent in Portuguese, in a culturally adapted format, and shared across countries of the region (training material, research findings and actions, meetings, internet platform, potential cross border exercises or post-mortem reviews across interested countries in its project, that share borders but not languages with neighbouring ones, etc).
8. As agreed with partners on the basis of evidence, GIZ shall harmonise and or complete its approach with relevant component of interest in the AFD project. The area of community health surveillance and research of the AFD project offers numerous avenues to share operational research findings and anchor these in surveillance and response systems of the GIZ project (and conversely) This entails sharing findings on women's gendered exposure to infectious agents (GIZ) as well as considering findings in women's' role on rumors (AFD) or gendered health assessment through the barometer (AFD).

There shall be at least one technical assistant selected by each partner. Attention shall be paid to coordinating with WHO at different levels, from Geneva/Lyon to Dakar and WHO and the pan-African CDC.

4.3 Intervention logic

Support to the RCDSC currently entails a priority in supporting the institutions constituting the network, the NICs:

- In their capacities to produce and analyse surveillance data, through laboratories and epidemiological surveillance systems, and develop sustainable approaches backed by scientific evidence and relevant regulations.
- In their capacities to interact nationally (with health systems and across sectors) and internationally, with the CRSCDC (Regional Centre for Disease Surveillance and Control) network (including the Abuja regional CDC and NIC contribution to regional rapid response teams), and with partner networks and resources (e.g.: research, training institutions of the region, WHO, AU and the ACDC).

The rapidly changing environment for health security and systems in the region calls for flexible planning approaches with continued dialogue with WAHO and NIC.

EU Members States currently supporting the NIC and CRSCDC are already present in many countries of the region, offering complementarity in the countries covered from the linguistic standpoint, as well as from the perspective of targeting Ebola countries. Yet, needs for support in Portuguese-speaking countries might be considered as there is a EU health system support project.

In working together, Member States agencies' projects, and that of EU DEVCO, increase opportunities:

- Of reaching the countries developing regional level approaches/supports/knowledge/research hubs (Senegal, Nigeria...);
- Of expanding qualitatively or quantitatively their range and scope of support to the RSCDC and NIC, in their capacity to fully meet their roles in the RSCDC, through national actions as well as networking.

This approach fully endorses aid effectiveness principles and avoids duplication among EU and MS external actions, while developing synergies and joint visibility.

Further, the project settings of France and Germany provide for regular interactions with WAHO, along their different governance arrangements.

5. IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the ECOWAS Commission, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3. Implementation of the budget support component

N/A

5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with restrictive measures affecting the respective countries of operation.

5.4.1. Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Organisation of the project board meeting in Bruxelles or West Africa (with participation of a gender focal person from WAHO) Technical support for the finalisation of the delegation agreement, negotiations and analysis follow up of complementarities and synergies achieved across MS projects and linguistic divides Presentation and participation of the EU project to regional meetings (intersectoral partners, WAHO partner forum, etc)	Services	1	2nd trimester 2018

5.4.2 Indirect management with GIZ

This action may be implemented in indirect management with the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323.

This implementation entails the implementation of selected result areas, quantified and agreed upon with each Member State Agency and WAHO, sharing the budget equally. This implementation is justified because GIZ is already an active partner of WAHO in the field and is well placed to identify and support ECOWAS Member countries' needs. The entrusted entity would carry out the following budget-implementation tasks: contracting, making payments, recovering money due.

5.4.3 Indirect management with AFD

This action may be implemented in indirect management with the Agence Française de Développement (AFD), in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 17 of Regulation (EU) 2015/323.

This implementation entails the implementation of selected result areas, quantified and agreed upon with each Member State Agency and WAHO, sharing the budget equally. This implementation is justified because AFD is already an active partner of WAHO in the field and is well placed to identify and support ECOWAS Member countries' needs in diverse and complementary manners (linguistic divides, pilot experiences to share).

The Abuja CDC may be in demand for support in early 2018, also based on the needs of NICs. NICs and regional actors may also benefit from close exchanges with the new WHO hub, currently in the making, based in Dakar. Working with two member States is also a manner to display the synergies and complementarities sought through regional EU collective action.

The entrusted entities would carry out the following budget-implementation tasks: contracting, making payments, recovering money due.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

	EU contribution (in EUR)
Objective: Support to the recommendations and to the implementation of the IHR in the Member States of the ECOWAS region	
5.4.1. Procurement of services (direct management)	400 000
5.4.2. Indirect management with the GIZ (Overall objective)	2 025 000
5.4.3. Indirect management with AFD (Overall objective)	2 025 000
5.9 Evaluation, 5.10 Audit	150 000
5.11 Communication and visibility	50 000
Contingency provisions	350 000
Totals	5 000 000

5.7 Organisational set-up and responsibilities

Partner's projects are based in Abuja (GIZ) and Bobo Dioulasso (AFD) and will provide relevant technical assistance (TA) as agreed for the delegation.

The creation of an advisory and coordinating committee comprised of representatives of WAHO, GIZ, AFD/RIPOST project and EU HQ and delegation shall be set up for the development and discussion of the final versions of the delegation agreements. It shall then meet once a year to oversee project developments.

It is understood that EU member's states projects may develop and implement their relevant share of actions using their own governance, advisory, coordination and reporting mechanism.

5.8 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the agreed logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, a mid-term evaluation will be carried out for this action or its components via independent consultants.

It will be carried out for learning purposes, in particular with respect to the possibility of improving and adapting the approach to the project.

The Commission shall inform the implementing partner at least 2 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country and WAHO, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively one contract for evaluation services shall be concluded under a framework contract in early 2020

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. Indicatively, one contract for audit services shall be concluded by the end of 2022.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations. Communication and visibility activities will be implemented in direct management and included in delegation agreements.

APPENDIX – INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The management of epidemic outbreaks in the ECOWAS region is improved					

Specific objective(s): outcome(s)	<p>The abilities of NIC staff in the ECOWAS region are improved</p> <p>The NICs are better integrated into the health system of their country</p> <p>Communication between NICs and RSCDC is strengthened</p> <p>Regional coordination is improved</p>	<p>Development of an evaluation grid Measure progress</p> <p>Organisational chart and Terms of Reference are established</p> <p>Focal points are integrated into the NICs</p> <p>Reporting deadlines are shortened</p> <p>IHR recommendations (2005) about PHEIC are followed</p> <p>Regional ECOWAS recommendations are followed</p>			<p>Follow-up of evaluation grid (peer reviews)</p> <p>Relevant report number shared among the NICs and with the RSCDC</p> <p>Retrospective study</p>	
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Outputs	1) Joint evaluation of training needs legal and regulatory framework and possible synergies between all parties engaged in ECOWAS RSCDC	Workshop to identify training needs		1	Attendance sheet	1) Enrolment/ participation
	2) Development of training products	2) Curricula developed 2) ToR for updating legal framework agreed		2) curricula 2) ToR	2) Final products received	
	3) Training and exercises	3) Number of training workshops 3) Number of participants	3) 1 3) 15	3) 1 3) 15		3) in year 1 obtaining a suitable curriculum depends on the time frame
	4) Joint development of a performance evaluation tool	4) Tool developed	0	1	4) Final product received	4) Enrolment/ participation
	5) Joint operation evaluation	5) Number of operation evaluations 5) Number of participants	5) 0 1st year	5) 3 5) 15	5) report 5) Attendance sheet	5) Enrolment of countries and NCIs (after training/simulation activities)
	6) Evaluation reports have been produced	6) Report produced		6) 3	6) received	Degree of confidence of NIC staff in carrying out peer evaluations (evaluation/initial advancement);
	7) Development and implementation of corrective measures among the NICs of participating countries	7) Proposal of measures 7) Implementation of measures			7) report 7) Next joint evaluation	Busy schedule of NIC managerial staff; Degree of involvement of WAHO; Logistical difficulties of moving between countries
	8) Fora for sharing results have taken place					