

PRESIDENCY OF THE REPUBLIC

AGOA FORUM 2017 NATIONAL ORGANIZING COMMITTEE

AGOA FORUM STRATEGIC COORDINATION UNIT

Togolese Republic
Labor – Liberty - Homeland

MINISTRY OF TRADE AND PRIVATE SECTOR PROMOTION



16th AGOA FORUM

Lomé – Togo, August 8 – 10, 2017

Theme : « The United States and Africa :
Partnering for Prosperity Through
Trade »

16th AGOA FORUM COMPLEMENTARY
REPORT OF TOGO

Table des matières

I.	JUSTIFICATION OF THE SPECIFIC AND COMPLEMENTARY OBJECTIVES OF TOGO	14
II.	ACTIVITIES IN LINE WITH THE 16th AGOA FORUM	16
2.1.	Pre-Forum activities specific to Togo.....	16
2.1.1.	The AGOA Utilization Action Plan Development Workshop.....	16
2.1.2.	The AGOA Utilization Operational Action Plan Validation Workshop.....	17
2.2.	Post-Forum activities specific to Togo	17
2.2.2.	The National Organizing Committee Restitution Workshop	18
2.2.3.	The Forum's Final Restitution Workshop 19	
III.	SUMMARY REPORT OF THE 16 th AGOA FORUM FOR TOGO.....	20
3.1.	Promoting the visibility of Togo as a destination for investors	20
3.2.	Building Capacities of Togolese economic operators on AGOA Utilization.....	21
3.3.	Promoting the visibility of Togo as a country par excellence for the hosting of international conferences	22
IV.	SUCCESS FACTORS OF THE 16th AGOA FORUM AT THE LEVEL OF TOGO	25
4.1.	Togolese State's Commitment.....	25
4.2.	Quality of Togo – US cooperation	25
4.3.	Quality of the collaboration with US technical partners	26
4.4.	Proactive leadership of the Togolese Private sector and Civil Society.....	26
4.4.1.	Setting up the Private Sector Technical Committee.....	27
4.4.2.	Setting up the Civil Society Forum Technical Committee.....	27
4.5.	Clarity of vision and appropriation by all stakeholders	28
4.6.	Effective Collaboration between the Forum Strategic Coordination Unit and the Ministry of Trade and Private Sector Promotion	28
4.7.	Effectiveness of the Strategic Coordination Unit team	28
4.8.	Active contribution of the National Organizing Committee and Commissions members and their respective focal points	28
4.10.	Work methodology of the National Organizing Committee	29

IV. PROSPECTS FOR THE CAPITALIZATION OF THE 16th AGOA FORUM AT THE LEVEL OF TOGO	30
APPENDIX 1: PRESENTATION OF THE TOGOLESE DIASPORA IN THE US.....	36
APPENDIX 2: SHORT AND MID-TERMS OPERATIONAL ACTION PLAN MATRIX FOR AGOA UTILIZATION	41
APPENDIX 4: SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: ALAFFIA MODEL	55
SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE : ALAFFIA MODEL.....	56
APPENDIX 5: SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: LESSONS FROM ALAFFIA MODEL, AGOA FORUM, LOME, AUGUST 2017	65
APPENDIX 6: PRESENTATION PAPER OF THE AUTONOMOUS PORT OF LOME :	73

Executive summary

The 16th AGOA Forum activities complementary report complements the forum's general report drafted by the strategic coordination unit in collaboration with the Ministry of Trade and Private Sector Promotion. It highlights the achievement of the complementary goals specific to Togo. This report makes it possible to draw up a national report of the above-mentioned forum for a timely capitalization at the level of Togo.

Togo, through the organization of the 16th AGOA forum, has set as complementary goals: (1) to promote the visibility of the country as destination for investors, (2) to build the capacities of economic actors in an inclusive approach by mobilizing the private sector, and the civil society alongside the State, (3) to promote the visibility of the country as a country par excellence for the hosting of international conferences, and (4) to promote the cultural and tourist visibility of the country.

Pre-forum activities specific to Togo

Numerous Togo-specific activities were carried in parallel to preparations for the 16th AGOA forum. Some of these activities are aimed at enabling our country to take better advantage of the AGOA opportunities. These are, among others: the AGOA utilization action plan development workshop and the AGOA utilization operational action plan validation workshop. It should also be noted that, as a prelude to the forum, the Ministry of Trade worked in collaboration with the Strategic Coordination Unit of the AGOA forum in finalizing the textile visa application.

Post-forum activities specific to Togo

The post forum activities include: the workshop on the role of the Diaspora in supporting the Private sector under AGOA, the National Organizing Committee Restitution workshop and the forum's final restitution workshop.

Summary report of the 16th AGOA forum for Togo

The 16th forum co-hosted by Togo also made it possible to achieve important results in line with Togo's specific and complementary goals. It successfully promoted the visibility of Togo as destination for investors, built the capacities of Togolese economic operators and other national actors on AGOA utilization, promoted the visibility of Togo as a country par excellence for the hosting of international conferences and gave visibility to the socio-cultural wealth of our country.

Beyond these goals, the forum strengthened the US – Togo relationship given the quality of the partnership demonstrated in preparing and organizing the forum.

Success factors of the 16th AGOA Forum

Several factors contributed to the perfect success of this forum. These include, namely: the commitment of the Togolese State, the quality of the cooperation between the Government of Togo and the US, the proactive leadership of the Togolese private sector and civil society, the setting up of technical committees for the Private Sector Forum and Civil Society Forum, the effective collaboration of the Forum's Strategic Coordination Unit with the Ministry of Trade and Private Sector Promotion, the active contribution of the National Committee and Commissions members and their focal points, the quality of the collaboration with private sector and civil society organizations, and the quality of the service providers' and other partners' contribution.

Prospects for the 16th AGOA forum capitalization at the level of Togo

In order for Togo to take better advantage of the 16th AGOA Forum organization and its Textile Visa, the following actions are to be taken.

Here are some possibilities. These include:

1. Continuing to raise awareness and train on AGOA, its benefits and mechanisms in all regions of Togo;
2. Working to identify partners for the establishment of industrial parks in priority sectors for export in general and exports to the US in particular;

3. Establishing at the Ministry of Trade and Private Sector Promotion, a project team with a coordinator and a budget to coordinate and monitor the implementation of the operational action plan for AGOA utilization.
4. Building urgently the capacities of the AGOA resource center housed at the Chamber of Commerce and Industry of Togo (CCIT) in terms of human resources and logistics;
5. Seeking support from the US Embassy and USAID for a plan to assist with implementing the AGOA utilization operational plan and the textile visa;
6. Seeking ECOWAS support for the implementation of the AGOA utilization Operational Plan and for the capacity building of export actors by capitalizing additionally on the agreement signed between the ECA and ECOWAS on June 16, 2017;
7. Conducting a diagnostic and strategy research on the textile and clothing sector in Togo in order to determine how Togo can maximize the AGOA utilization;
8. Accelerating the development of a global export promotion strategy;
9. Strengthening the capacity of the Togolese Embassy in the US by assigning Commercial attachés to promote exports to the US;
10. Designating the Diaspora representatives as AGOA Togo focal point in the different states of the US;
11. Supporting the appropriation and mobilization dynamics of the private sector and civil society for exports promotion under AGOA, initiated by the National Organizing Committee through the Private Sector Forum and Civil Society Forum Technical Committees by their involvement in the forum monitoring and capacity-building activities on AGOA utilization.

In addition, the actors also recommended:

12. Establishing a National Agency for the Organization of International Conferences by capitalizing on the investments already made, the skills and tools developed as well as the strengths of reliable and efficient service providers whose capabilities were tested;
13. Promoting the capacity building on the use of English language at all levels.

ACKNOWLEDGMENTS OF THE AGOA FORUM'S NATIONAL ORGANIZING COMMITTEE

Following the successful organization of the 16th AGOA Forum, the National Organizing Committee through its Chair, takes this opportunity to express its deep appreciation to His Excellency Mr. Faure Essozimna Gnassingbé, President of the Togolese Republic, for the trust placed in the committee for the coordination of the 16th AGOA forum's organization process and for the substantial support allocated to the organization of the forum. This success is primarily the result of a full commitment of the Togolese Head of State to make this forum a perfect success.

The committee expresses its appreciation to the Prime Minister, H.E. Mr. Komi Selom Klassou, for his support throughout the process.

Our thanks to the US Government, to H.E. Mr. Robert Lighthizer, Ambassador, US Trade Representative for his presence at the Lomé Forum and his commitment to facilitate US – Africa trade, to all the US delegation who accompanied him, and to H.E. Mr. David Gilmour, US Ambassador to Togo. I would like to warmly thank all the US inter-agency teams that supported us throughout the process. I especially welcome Mrs. Connie Hamilton, Acting US Trade Representative for Africa, Mr. Peter Barlerin, Deputy Assistant Secretary, State Department's Bureau of African Affairs, Mr. Harry Sullivan, Acting Director, State Department's Africa / Office of Economic and Regional Affairs and Mr. Frédérique Stewart, Africa Bureau Director, Department of Commerce. Special thanks to Mrs. Tawanna Davidson, State Department, Africa / Office of Economic and Regional Affairs, AGOA Logistics Lead, who worked closely with the National Organizing Committee and all stakeholders for a successful logistics preparation. The National Organizing Committee of the 16th AGOA Forum also thanks the US technical partners, the Corporate Council on Africa (CCA), the AGOA Civil Society Network, the African Women's Entrepreneurship Program, the West Africa Trade Hub and the Trade AGOA.info Law Center who worked closely with the National Organizing Committee in the preparation of the forum.

My heartfelt congratulations and gratitude to all the eligible countries governmental delegations that took part in the Lomé forum, to the Private sector, Civil Society and Diaspora actors, as well as to all stakeholders who marked the event.

The gratitude of the National Committee also goes to the eligible countries and the African Union Ambassadors for their technical leadership which fostered the excellent preparation of the eligible countries. Particularly, my thanks go as well to H.E. Mr. Frédéric Edem Hegbe, Togo Ambassador to the US and to H.E. Mr Soorooj Phokeer, Mauritius Ambassador to the US.

The National Committee thanks Mr. Ade Ayeyemi, Chief Executive Officer (CEO) of the ECOBANK Transnational Incorporated group for the outstanding contribution of this pan-African institution to the success of the forum. The National Organizing Committee expresses its deep gratitude to Mr. Olowon'djo Tchala from the Togolese Diaspora in the US, Founder and Manager of ALAFFIA Company for all the commitment and all the efforts made for the success of the 16th AGOA forum.

I welcome the Diaspora members who made the move to take part in and contribute to the forum and thank Mr. Victor Adoukonou, President of the "Togolese Diaspora in the US" association. I would like to offer my warmest congratulations to Mr. Fall Toure, Designer and founder of Fashion Academy of Lomé Togo (FALT) for the successful organization of "Lomé AGOA Fashion Week".

May Mrs. Rachel Ebaneth, Focal point of the 14th AGOA forum in Gabon, Deputy Secretary General of the Ministry of Trade, SMEs, Crafts and Service Development of Gabon, be heartily thanked for his availability to exchange with the Togolese party on good practices of the 14th AGOA forum.

The National Organizing Committee of the AGOA Forum thanks and congratulates H.E. Mrs. Essosimna Legzim-Balouki, Minister of Trade and Private Sector Promotion for her leadership and all the members of her team for the effective collaboration in the successful organization of the forum. The AGOA Forum National Organizing Committee thanks all the African Ministers

and their delegations, the African Union, all the regional and sub-regional organizations, the Committee of Ambassadors of the African countries and the African Union in Washington, as well as the international institutions and more specifically the United Nations Economic Commission for Africa (ECA).

The Chair of the AGOA Forum National Organizing Committee hereby thanks all the members of the specialized committees, the Private Sector Forum and Civil Society Forum technical committees as well as the members of the Strategic Coordination Unit of the AGOA Forum. Indeed, the success achieved is also the fruit of teamwork, collaboration and synergy between all these actors.

Thanks are also due to:

H.E. Mr. Robert Dussey, Minister of Foreign Affairs and African Integration,
 H.E. Mr. Yawovi Attigbé Ihou, Minister of Industry and Tourism,
 H.E. Mr. Guy Madjé Lorenzo, Minister of Communication, Culture, Sports and Civic Training,
 H.E. Mr. Ninsao Gnofam, Minister of Infrastructure and Transport,
 Col. Damehane Yark, Minister of Security and Civil Protection,
 General of Air Brigade (2S), Essofa Ayeva, from the Presidency of the Republic
 H.E. Mr. Mawussi Djossou Semodji, Minister Counselor to the Head of State,
 Mrs. Sylvie Dédé Benissan-Messan, Chair of AWEP TOGO, Chair of the Civil Society Forum Technical Committee,
 Mrs. Mareme Mbane Ndiaye, President of the Private Sector Forum Technical Committee, Ecobank Transnational Incorporated Director of Cabinet
 Mr. Laurent Coami Tamegnon, President of the National Employers Council of Togo,
 Mr. Germain Essohouna Meba, Chair of the Chamber of Commerce and Industry of Togo,
 Mrs. Candide Leguede, President of FEFA TOGO / ECOWAS,
 Mr. Olowo-n'djo Tchala, CEO of Alaffia,
 Mr. Fall Touré, Managing director of Lomé Fashion Week.

For their strategic support in organizing the 16th AGOA Forum and their constant availability to support the Togolese private sector in order to

maximize AGOA utilization, the AGOA Forum National Organizing Committee thanks H.E. Mr. Frederic Edem Hegbe, Ambassador of Togo to the US and Mr. Victor Adoukonou, President of the Togolese Diaspora in the US Association (*DTUSA*),

The committee's thanks are extended to all leaders in the private sector, civil society and resource persons.

The gratitude of the National Organizing Committee is also addressed to all the service providers who have provided quality work for the success of the Forum.

H.E. Mrs. Dédé Ahoéfa Ekoué,
Minister, Counselor of the Togolese Republic President,
Chair of the 16th AGOA Forum National Organizing Committee.

INTRODUCTION

The 16th AGOA Forum hosted by Togo on August 8 – 10, 2017 aimed, at the level of sub-Saharan Africa eligible states and the United States, to mainly identify strategies for maximizing the AGOA Act utilization as lever for exports to the US in order to promote the prosperity of their populations. Under the theme: "The United States and Africa: Partnering for Prosperity through Trade", it is especially about making relevant recommendations, building the capacity of different actors and fostering networking.

In addition to the strategic goals for the US and Africa set for the 16th AGOA Forum, Togo as host country of the forum set the following specific and complementary goals: to promote the visibility of the country as a destination for investors, to build the export capacity of operators under AGOA, to promote the visibility of the country as a country par excellence for the hosting of international conferences, to promote the cultural and tourist visibility of the country, in an inclusive approach by mobilizing the private sector , and civil society alongside the Togolese Government.

The Forum's general report highlights activities and stocktaking in relation to the strategic goals of the US – Africa trade and economic cooperation. In addition to this, the complementary report draws up for Togo the table of activities and results of the 16th AGOA Forum organization.

This report aims at reporting to Togolese stakeholders, the specific activities carried out by Togo and also highlights the opportunities that Togo can exploit to sustain and amplify the impact of the 16th AGOA Forum, particularly, the benefits in terms of export to the US under AGOA. These opportunities are intended to support the effective and efficient implementation of the AGOA utilization Operational Action Plan. Further, the report stresses the main success factors of the forum for a better capitalization of achievements in the organization of future international conferences or in other activities related to AGOA in Togo.

Finally, the present complementary report of the 16th AGOA Forum for Togo highlights the key activities organized by Togo before and after the forum, the forum's review in relation to the four strategic, complementary and specific goals of Togo, the success factors and the capitalization opportunities.

I. JUSTIFICATION OF THE SPECIFIC AND COMPLEMENTARY OBJECTIVES OF TOGO

For five years, Togo has been in the process of accelerating its economic growth. This economic growth has reduced the incidence of poverty from 58.7% in 2011 to 55.1% in 2015. The unemployment rate has also dropped from 6.5% in 2011 to 3.4% in 2015. Despite this positive step, Togo must work to intensify its economic growth and create more jobs by using all its potentialities and all the opportunities that are available. One of the opportunities to better exploit is the AGOA (African Growth Opportunity Act).

Despite the opportunities offered by the AGOA, it is clear that its impact on US – Togo trade is very limited. Since April 2008, Togo has been declared an AGOA eligible country, but the AGOA opportunities have not been optimally exploited to date. Togo is committed to address this issue and aims to accelerate economic growth based on increased exports through a dynamic private sector.

This 16th AGOA Forum is therefore a great opportunity to boost the AGOA utilization in order to lift national production and increase exports to the US. Moreover, organizing this forum is also an opportunity to make Togo regain its former position as the key capital for the hosting of international conferences in connection with the new tourism policy that encourages business and congress tourism and as well as cultural tourism.

It is in this context that, in addition to the US-Africa strategic goals set for the 16th AGOA Forum, Togo as host country of the forum has set the following specific and complementary goals:

- To promote the visibility of the country as a destination for investors,
- To build operators' export capacities under AGOA,

- To promote the visibility of Togo as a country par excellence for the hosting of international conferences,
- To promote the cultural and tourist visibility of the country.

These goals are in line with the Strategy for Accelerated Growth and Employment Promotion (*SCAPE*) and the Sustainable Development Goals to which Togo adhered. Actually, one of the priorities of the *SCAPE* is to promote the development of the private sector by attracting foreign direct investment.

Furthermore, through *SCAPE*, Togo set the goal of accelerated, inclusive and job-creating growth, driven by factors productivity and sectors competitiveness. To reach this goal, it is important to build the capacity of the private sector. The 16th AGOA Forum was a great opportunity to build the capacity of Togolese economic operators on the AGOA utilization and on the competitiveness and promotion of exports in general.

With regard to the conference tourism promotion and cultural wealth visibility promotion goals, they fit into the priority set in the Strategy for Accelerated Growth and Employment Promotion (*SCAPE*), in line with the new tourism policy. This tourism policy emphasizes, among others, on business tourism and cultural tourism, in order to improve the performance of the tourism sector to make it a real support for economic growth.

The 16th AGOA Forum organization strategy is part of this dynamic of promoting business and congress tourism and cultural tourism by highlighting the capacity of Togo to host international conferences and by giving visibility to the socio-cultural wealth of Togo.

The general report of the forum has already highlighted the results in relation to the US-Africa strategic goals. This report highlights the forum's review with regard to Togo's four specific and complementary strategic goals as shown below.

II. ACTIVITIES IN LINE WITH THE 16th AGOA FORUM

2.1. Pre-Forum activities specific to Togo

The activities carried out in parallel to the preparations for the 16th AGOA Forum are numerous. Some of these activities are aimed at enabling our country to take better advantage of the AGOA opportunities. These include the AGOA Utilization Action Plan Development Workshop and the AGOA Utilization Operational Action Plan Validation Workshop.

2.1.1. The AGOA Utilization Action Plan Development Workshop

The Ministry of Trade and Private Sector Promotion, in collaboration with the AGOA Forum National Organizing Committee, organized on July 20, 2017 a workshop to diagnosis issues related to the export of products to the US under AGOA. The meeting brought together stakeholders from the private sector, the civil society and the public administration of Togo.

It was an opportunity for economic operators to share their experiences in exporting products to the US.

The different stakeholders of the export chain intervened on the possible solutions to the various constraints. An international consultant, Mr. Lotfi Kourdali, Program Manager of West Africa Trade & Investment Hub has been made available by the West Africa Trade Hub to facilitate the discussions, the sharing of other countries successful experiences in exporting to the US under AGOA and to propose the best approach to develop an operational action plan on the AGOA utilization.

At the end of the workshop, the participants identified priority sectors to be strengthened and developed as part of the promotion of exports to the US. These mainly include products from:

- Agribusiness (coffee-cocoa, shea-butter, cashew nuts, soy, cassava, pineapple, mangoes, maize,... etc.),
- Textile and clothing,

- Handicrafts,
- Mines (Phosphates, Clinker, Iron) sectors.

A series of recommendations were formulated to boost Togo's exports to the US under AGOA and beyond.

2.1.2. The AGOA Utilization Operational Action Plan Validation Workshop

The results of the diagnostic workshop enabled the private sector and civil society stakeholders to develop an operational action plan for AGOA utilization. Experts from the Ministry of Trade and Private Sector Promotion and those from the AGOA Forum Strategic Coordination Unit coordinated the development of the action plan with the support of the West African Trade Hub International Consultant.

This action plan was validated during the August 4, 2017 workshop at the Ministry of Trade and Private Sector Promotion. The workshop was attended by private sector and civil society leaders. There were also representatives of young people and women businesses. The operational action plan on the AGOA utilization constitutes the roadmap for boosting the AGOA utilization in Togo.

2.2. Post-Forum activities specific to Togo

Post-forum activities include, among others: the workshop on the role of Diaspora in supporting the private sector under AGOA, the National Organizing Committee restitution workshop and the forum's final restitution workshop.

2.2.1. The Workshop on the Role of Diaspora in supporting the Private sector under AGOA

The workshop on the role of Diaspora in supporting the private sector under the AGOA was organized by the Ministry of Trade and Private Sector Promotion in collaboration with the AGOA Forum National Organizing Committee, the Chamber of Commerce and Industry of Togo and the Association of the Togolese Diaspora in the United States.

It enabled the Togolese Diaspora stakeholders in the US to share the added value they represent in terms of contributing to the achievement of optimal results under AGOA. For its implementation, levers were identified.

This meeting made it possible to discuss the following key points:

- The role of the Diaspora in supporting micro, small and medium-sized enterprises for a better implementation of the AGOA utilization plan;
- The role of the Diaspora in supporting large companies to better implement the AGOA utilization plan;
- Enhancing the implementation of the AGOA Utilization Plan.

Several recommendations were made by the participants at the end of this workshop. For the implementation of these recommendations, it was proposed to set up a monitoring committee. The workshop laid the groundwork for a partnership between Togolese economic operators and the Togolese Diaspora in the United States.

2.2.2. The National Organizing Committee Restitution Workshop

The AGOA Forum National Organizing Committee met on Tuesday August 29, 2017 at Concorde Hall of the 2 Février - Radisson Blu Hotel. This meeting was chaired by the Minister, Counselor to the President of the Republic and President of the National Organizing Committee of the AGOA Forum, Mrs. Dédé Ahoefa Ekoué in the presence of Mrs. Essozimna Legzim-Balouki, Minister of Trade and Private Sector Promotion. It was attended by representatives of the AGOA commissions and sub-commissions as well as a US delegation led by Mr. Micheal Detar, Chargé d'Affaires of the US Embassy in Togo.

As this workshop aims to review the technical organization of the forum, each technical commission and sub-commission presented its activities' report in terms of activities carried out, difficulties encountered, solutions proposed and recommendations or lessons learnt. The report and recommendations of this workshop are appended to this document.

2.2.3. The Forum's Final Restitution Workshop

In order to share with a greater number of actors from all sectors, the AGOA forum results and recommendations for a better use of this Act and the Textile Visa awarded to Togo during this forum and to finalize the forum organization process, a final restitution workshop was organized by the AGOA Forum National Organizing Committee in collaboration with the Ministry of Trade and Private Sector Promotion on September 5, 2017 at the Concorde Hall of the 2 Février - Radisson Blu Hotel.

The meeting brought together more than 200 people from all activity sectors, relevant ministries, banking institutions, development partners, civil society, unions and the private sector. Recall that this workshop was chaired by the President of the AGOA Forum National Organizing Committee assisted by the Vice-President H.E. Mr. Djossou Semodji, Minister, Counselor to the Head of State. The presence of the Secretary General of the Ministry of Trade representing the Minister of Trade and Private Sector Promotion and that of the Chargé d'Affaires of the US Embassy in Togo was also noted.

During this meeting, the results of the various activities that made up the forum, the recommendations and the perspectives for the AGOA utilization and Textile Visa were presented. The audience through a debate rich in questions and proposals, expressed its satisfaction and was committed to not only make a wide dissemination on AGOA, but also support the optimal implementation of the AGOA utilization operational action plan. The report of the forum's final restitution workshop containing these recommendations is available on the 16th AGOA Forum capitalization site: www.agoatogo2017.info.

III. SUMMARY REPORT OF THE 16th AGOA FORUM FOR TOGO

The current report highlights the results obtained in line with the four complementary specific goals of Togo.

- To promote the visibility of the country as a destination for investors,
- To build operators' export capacities under AGOA,
- To promote the visibility of Togo as a country par excellence for the hosting of international conferences,
- To promote the cultural and tourist visibility of the country.

3.1. Promoting the visibility of Togo as a destination for investors

The government seized the opportunity of this forum to inform a large number of actors and potential investors about Togo's strong commitment to facilitate the AGOA utilization as evidenced by the adoption of the short-term and mid-term operational plan for AGOA utilization and the efforts that brought about the approval of the Textile Visa. These awareness raisings constitute an important step in encouraging investors to invest in Togo in order to benefit from the AGOA and Textile Visa of Togo.

The workshops enabled delegates to be sensitized on the major progress made by Togo in terms of business climate and transport and logistics solutions in support of international trade. The Forum also highlighted how Togo is well positioned to be a sub-regional and regional HUB for trade and a bridge between the US and Africa thanks to the major investments made in the logistics and transport sector, its strategic positioning, the continuing improvement of its business climate, and its historic role as a trading platform. The forum was also an opportunity to inform nearly a thousand government leaders, the private sector and the civil society about the new projects that will foster new advances, particularly through the MCC (MILLENNIUM CHALLENGE CORPORATION) which should help strengthen land management and, information and communication technology capabilities.

The forum facilitated networking between Togolese actors from all sectors on the one hand and US companies and institutions on the other hand, with a view to increase trade to the US later. The forum also enabled Togolese to build relationships with other African economic and institutional actors.

Actually, by offering B2B meeting spaces through workshops, fairs and company visits, the forum was an opportunity for delegates to discover the economic potential that Togo has got. The civil society and the private sector meetings were opportunities for women, young people and SMEs to build relationships with foreign operators and delegates taking part in the forum. In order to sustain this dynamic, the civil society technical committee decided to make its activities permanent.

Through this forum, Togo has given international visibility to its human potential including national expertise in several key areas for the private sector development, the entrepreneurial dynamism of its women and youth and small producers.

3.2. Building Capacities of Togolese economic operators on AGOA Utilization

The forum enhanced the visibility of AGOA and its appropriation by Togolese economic actors. The setting up of private sector and civil society technical committee enabled the different actors to take advantage of the AGOA opportunities. The various sensitizations and trainings on AGOA before, during and after the forum enabled Togolese economic operators to be equipped on AGOA. The experience sharing of the Togolese Diaspora in terms of exports to the US and their willingness to support Togolese economic operators in the process of exporting to the US under AGOA has been decisive in the capacity building of the various actors.

The experiences sharing with ALAFFIA company on export under AGOA has been beneficial to Togolese economic operators. In addition to the experience sharing of ALAFFIA company, the forum was an opportunity for Togolese economic operators to be inspired by Whole Foods company. The different trainings on Textile Visa enabled Togolese economic operators to get more advanced knowledge on exports relating to textiles and clothing.

It should be noted that before the forum was held, the process for developing the Operational Action Plan, that constitutes the roadmap for AGOA utilization, enabled the Togolese economic actors to better understand the requirements for exporting to the US and for benefiting from AGOA.

3.3. Promoting the visibility of Togo as a country par excellence for the hosting of international conferences

Through this forum, Togo demonstrated its strong capacities in hosting international conferences. The elements that contributed to the success of this forum were as follows:

- ✚ An effective operationalization of the committee and the commissions;
- ✚ A dynamic and competent strategic coordination unit that played a role in coordinating the actions of all the commissions and served as an interface between the US side and the Togolese government;
- ✚ The forum financing: The Togolese government made arrangements to finance the forum. These provisions allowed the commissions to convert the main ambitions of the strategic objectives into a work plan for actual achievements;
- ✚ The hosting and accommodation protocol was carried out by hospitality, protocol and hosting specialists who demonstrated their effectiveness;
- ✚ As for security, a special AGOA security force was set up and appropriate measures taken to reinforce security. The professionalism of this force which combines discretion with protection helped establish the winning pair: security and friendly atmosphere;
- ✚ A fairly broad communication and media system, mobilizing all modern means of communication, was set up, as well as a website run by experts;

- ✚ Arrangements were made to provide participants with quality reception and catering. A list of the best hotels was made for the accommodation of the participants;
- ✚ A good partnership with the 2 Février-Radisson Blu Hotel which also hosted the event, for a good visibility in order to offer the best services to the participants;
- ✚ With regard to conference logistics and accreditation, it was a master stroke that made the 16th AGOA Forum participants' list available on time. It also provided appropriate premises for the work efficiency. The professionalism of each and every one made it possible to reach great results;
- ✚ The mechanism for local transportation made it possible to have easy access on time to the different sites of the conference;
- ✚ Mobilization: The Togolese government is proud of the active participation of the private sector and of the civil society organizations leaders at its side for the preparation of the forum. It is honored by the participation of Diaspora companies such as ALAFFIA. It welcomes ASKY's commitment with its partner Ethiopian Airlines, which was evidenced by a 15% discount on its flight rates. It thanks ECOBANK Transnational Incorporated for its technical, material and financial support. It thanks EBID for hosting the civil society forum.

3.4. Promoting the cultural visibility of Togo

The 16th AGOA Forum highlighted the socio-cultural wealth of the country through:

- ✚ Tourist films that were offered to the participants;
- ✚ A tourist guide and maps and the Lomé city map that were offered to the participants;
- ✚ Information on the tourist circuits that were communicated to the participants;

- ✚ Cultural activities offered, traditional groups and modern arts groups who performed at events;
- ✚ A fashion show that was presented, traditional fabrics were displayed.

IV. SUCESS FACTORS OF THE 16th AGOA FORUM AT THE LEVEL OF TOGO

4.1. Togolese State's Commitment

The highest Togolese authorities gave a special importance to this forum by setting up a National Organizing Committee of the AGOA Forum instituted by a presidential decree and placed under the authority of the Presidency of the Togolese Republic. The functioning of this mechanism and the other success elements related to the commitment of the Togolese State were detailed in the technical report of the forum.

4.2. Quality of Togo – US cooperation

The success of this organization is also largely due to the acting cooperation between Togo and the US. An effective and close cooperation was established between the AGOA Forum National Organizing Committee and the US Embassy in Togo, and the support of the US Department of State, the US Department of Commerce, the US Trade Representative Office, and of US agencies such as USAID, OPIC, USTDA and the MCC as well as USAID East and West Africa Trade Hub projects.

The Togolese side benefited from:

- The wise leadership of Mrs. Connie Hamilton – US Trade Representative, Acting AUSTR for Africa,
- The unwavering support of the US Ambassador to Togo, H.E. Mr. David Gilmour,
- The close and professional technical assistance from Mrs. Tawanna Davidson – Department of State, Africa / Office of Economic and Regional Affairs, AGOA Forum Logistics Lead,
- The quality support of Mr. Harry Sullivan – State Department, Africa / Office of Economic Affairs and Regional Affairs Acting Director and Mr. Frédérique Stewart – Department of Commerce, Africa Office Director

as well as the support of Mr. Alexander Gazis – Senior Trade and Investment Officer, State Department,

- The technical assistance from Mrs. Carol Adoum, Chief of Party of West Africa USAID Trade Hub and her team including Mr. Kara Diallo and Mr. Lofti Kourdali,
- The multi-faceted support of the US Embassy Togo team and the volunteer support of the Ambassador's wife, Mrs. Gilmour,
- The contribution of two Yali Mandela Washington Fellows: Mrs. Emefa Ameyo Kpegba, Tech Entrepreneur, at the level of the Technical Coordination Unit and the civil society forum Technical Committee and Mr. Ismaël Mamadou Tanko, Managing Director of TOGO TIMATI (Agri Food) at level of the private sector forum technical committee.

This frank and rich collaboration between the American side and the Togolese side was one of the most decisive factors for the success of this forum.

4.3. Quality of the collaboration with US technical partners

The Private Sector Forum was organized under the technical leadership of the Corporate Council on Africa (CCA), and the Civil Society Forum was organized with the technical support of the AGOA Civil Society Network. The expertise of these two US structures made it possible to get very appreciable results at these forums. The success of these two forums also testifies to the excellence of the cooperation between these two institutions and the Togolese side through the two private sector and civil society technical committees and with the AFNOC (AGOA Forum National Organizing Committee).

4.4. Proactive leadership of the Togolese Private sector and Civil Society

Led by Ecobank Transnational Incorporated and the Chamber of Commerce with the support of the Employers' Council for the private sector and AWEP respectively supported by *FONGTO* and *UONGTO*, these committees were very efficient in organizing the two forums assigned to them. They also actively contributed to the development of the operational action plan.

The implementation of a participatory work methodology, focused on result monitoring, and based on the valorization of previous experiences in the hosting of forums and international conferences in Togo, the autonomy and accountability of the commissions and the technical committees as well as the permanent communication enabled the commissions to be effective in the realization of the work plan which they developed together with the AFNOC.

Formal and informal meetings were held to harmonize and regularly adjust the strategies.

A permanent communication in the actions coordination made it possible to provide rapid solutions to any problems encountered.

4.4.1. Setting up of the Private Sector Technical Committee

The Private Sector Forum Technical Committee led by an office comprising the National Employers' Council (*CNP*) and the Chamber of Commerce and Industry of Togo and chaired by Ecobank Transnational Incorporated, carried out the preparatory work of the Private Sector Forum in close collaboration with Corporate Council on Africa - CCA. This partnership strongly mobilized Togolese and African private sector. Ecobank Transnational Incorporated, the pan-African bank has strongly contributed to the mobilization of the private sector and the African Small and Medium-sized Enterprises (SMEs). Several other private sector actors were members of the private sector technical committee, including *ASOZOF* - Association of Free Zone Societies, the Association of Large Enterprises of Togo (*AGET*) and the Togolese Industrials' Grouping.

4.4.2. Setting up of the Civil Society Forum Technical Committee

The Civil Society Technical Committee led by an office composed of the Union of NGOs of Togo (*UONGTO*) and the Federation of NGOs of Togo (*FONGTO*) and chaired by the African Women Entrepreneurship Program (*AWEP*) carried out the preparatory work for the civil society forum in close collaboration with the AGOA Civil Society Network. Several representatives of Micros, Small and Medium Enterprises are members of the Civil Society Technical Committee.

4.5. Clarity of vision and appropriation by all stakeholders

From the beginning of the process, the rules of partnership with the US side were clarified, the goal and the vision of the forum were formulated and communicated to all the actors involved. The numerous discussions on the partnership framework, the strategic importance of the forum for Africa, Togo and the US fostered an appropriation by all the actors involved. Thus, the appropriation of the vision by all made it possible to converge towards the same goal of the outstanding success in the organization of the forum to boost the AGOA utilization 8 years before the end of the Act.

4.6. Effective Collaboration between the Forum Strategic Coordination Unit and the Ministry of Trade and Private Sector Promotion

A frank and sincere collaboration between the two entities helped to address any issues and to mobilize members of the private sector and civil society committees. This collaboration enabled significant progress in finalizing the Textile Visa and in developing the operational plan for the AGOA benefits utilization.

4.7. Effectiveness of the Strategic Coordination Unit team

The AGOA Forum Strategic Coordination Unit was provided with human resources from various sectors: public sector, private sector and civil society. These resources persons demonstrated an unwavering commitment to the success of the forum. They devoted themselves on full-time basis, day and night, to achieve the necessary work while demonstrating a high level of skills and attitudes. Their contribution alongside the committees and commissions members was decisive. It realized within four (04) months after the establishment of the mechanism, a very high-quality forum with decisive results for AGOA utilization. It made participants, from the 38 African eligible countries and the US, have an unforgettable experience.

4.8. Active contribution of the National Organizing Committee and Commissions members and their respective focal points

In general, the chairs and members of the National Organizing Committee were available personally and through their focal points. They constructively

and vigorously supported the key processes for preparing the forum for a timely and up-to-standards implementation of activities.

4.9. Quality of service providers

One of the keys to the success of the forum was the quality services of providers for all the services and especially the quality of the services of the 2 Février - Radisson Blu Hotel, the Attias Company and the other companies that accompanied the logistics and other services. Most providers had already had a positive experience in the organization of international conferences with the Government or donors in Togo. Given the very limited time and given the importance of the issue, it was necessary to have providers who demonstrated their ability to work under pressure and meet high demands.

4.10. Work methodology of the National Organizing Committee

The implementation of a participatory work methodology, focused on results monitoring, and based on the valorization of previous experiences in hosting forums and international conferences in Togo.

The autonomy and accountability of the commissions and the Technical Committees, and the permanent communication allowed the commissions to be effective in the realization of the work plan which they develop together with the CNOFA.

Formal and informal meetings were held to harmonize and regularly adjust the strategies.

A permanent communication in the coordination of actions helped to provide quick solutions to the problems encountered.

4.11. Participation of the Togolese Diaspora in the US

The contribution of the Diaspora during the forum activities was very remarkable. Several members of the Diaspora were resource persons for the forum. At the end of the forum, the present Diaspora committed itself to work alongside the Togolese government to support the private sector in order to make better utilization of the AGOA Act.

IV. PROSPECTS FOR THE CAPITALIZATION OF THE 16th AGOA FORUM AT THE LEVEL OF TOGO

One of the keys to the success of the forum and its long-term impact is the development of a short and mid-term operational action plan for AGOA utilization by the team of the Ministry of Trade and the team of the 16th AGOA Forum Strategic Coordination Unit with the very active contribution of the private sector and the participation of civil society.

The general restitution of the 16th AGOA Forum of Togo jointly organized by the Ministry of Trade and the National Organizing Committee of the AGOA Forum on Tuesday, September 5, highlighted the great interest of the stakeholders, mainly, the private sector, civil society, women and youth associations representatives, micro and small producers, trade unions, and journalists, in seeing the recommendations and the operational plan of action translated into concrete accompaniment for the companies and the small producers including those who are in the hinterland to increase their business thanks to Togolese exports to the US.

In order for Togo to take better advantage of the 16th AGOA Forum organization and its Textile Visa, the following capitalization possibilities were proposed at the end of the restitution workshop:

1. Organize national awareness raising on AGOA, its benefits and mechanisms;
2. Work to identify partners for the establishment of industrial parks in priority sectors for export in general and for exports to the US in particular;
3. Establish at the Ministry of Trade and Private Sector Promotion, a project team with a coordinator and a budget for the coordination and monitoring of the implementation of the operational action plan of AGOA utilization. The establishment of this structure will enable rapid progress in the use of AGOA and a positive assessment of the implementation of the recommendations in Washington at the 17th AGOA Forum in July - August 2018;

4. Urgently strengthen the capacity of the AGOA resource center housed at the Chamber of Commerce and Industry of Togo (CCIT) in human and logistical resources;
5. Seek support from the US Embassy and USAID for a plan to assist with the implementation of the operational plan for the AGOA utilization and the Textile Visa;
6. Seek ECOWAS support for the implementation of the AGOA Operational Plan and capacity building for export actors by capitalizing on the agreement signed between the CCA and ECOWAS of June 16, 2017;
7. Boost the development of a global export promotion strategy;
8. Strengthen the capacity of the Togolese Embassy to the US by assigning commercial attachés to promote exports to the US;
9. Support the dynamics of appropriation and mobilization of the private sector and civil society for the promotion of exports under AGOA, initiated by the National Organizing Committee through the Technical Committees of the Private Sector Forum and the Civil Society Forum by their involvement in forum monitoring and capacity-building activities on the utilization of AGOA;
10. Create the conditions for strengthening value chains in the AGOA priority sectors at the level of Togo;
11. Establish a real economic aggregation platform where large companies train the smaller ones and can also rent out their equipment to facilitate the production and packaging of the products of these small and medium-sized enterprises;
12. Promote the visibility of products made by Togolese at all levels including at international conferences. For example, for the AGOA Forum, Togolese textiles were used for bags of participants, and agri-food products made by young Togolese served during receptions and

lunches at the 2 Février – Radisson Blu Hotel, official site of the 16th AGOA Forum;

13. Designate Diaspora representatives as AGOA Togo focal point in the different states of the USA;
14. Involve the Diaspora in the implementation of the AGOA Operational Action Plan;
15. Build the capacities of stakeholders through training for greater success in the export of textiles and clothing under the Textile Visa;
16. Conduct a diagnostic and strategy analysis on the textile and clothing sector in Togo to determine how Togo can maximize the utilization of AGOA;
17. In administrations and different departments, consider a day of the week when the public administration and the authorities will be encouraged to wear clothes made of traditional fabrics in order to promote local manufacturing;
18. Reflect on finding solutions to the difficulties faced by traditional fabric producers;
19. Multiply the meetings for information sharing and exchange with the grassroots population. It should be noted that as part of this workshop designers, tailors, stylists, pattern makers, and weavers were invited. This is to be strengthened in the future by implementing effective strategies to reach the largest number of stakeholders within these target groups;
20. Establish a traditional fabric protection mechanism;

Moreover, in connection with the objective related to the promotion of congress tourism, it was recommended to establish a National Agency for the organization of international conferences by capitalizing on the investments already made, the skills and tools developed as well as the strengths of reliable and efficient providers whose capabilities were tested.

CONCLUSION

The 16th Forum was an outstanding success from the participants' opinion because it made it possible to reach the strategic goals of Africa and the US. It helped achieve significant results in line with Togo's specific and complementary goals. It successfully promoted the visibility of Togo as a destination for investors, built the capacities of Togolese economic operators and other national actors on the utilization of AGOA, promoted the visibility of Togo as a country par excellence in hosting international conferences and gave visibility to the socio-cultural wealth of our country. Beyond these goals, the forum strengthened the US – Togo relationship thanks to the quality of the partnership in preparing and organizing the forum.

The challenge now is to capitalize on all these positive results for Togo to intensify the implementation of the AGOA utilization Operational Action Plan, as well as the various recommendations of the Ministerial Forum, the Private Sector Forum and the Civil society Forum. It is also important to monitor the relations that were built between the Togolese stakeholders (private sector, public sector, civil society, Diaspora) and the other high-ranking African and US delegates. This follow-up will enable the contacts made during the forum to be translated into more concrete spin-offs in terms of knowledge and technical assistance, strategic partnerships for better pooling of resources, market negotiations, access to financing and investments.

It is also important that those who took part in the forum invest in putting into practice and relaying the information and knowledge acquired to a larger number of stakeholders.

To capitalize on the success of this forum and enable other Togolese and other countries actors to take the most advantage of it, the capitalization website of the 16th forum AGOA experience www.agoatogo2017.info was set up, in addition to the official website of the forum www.agoa-togo.tg

APPENDIXES

APPENDIX 1: PRESENTATION OF THE TOGOLESE DIASPORA IN THE US

By Victor Adoukonou, MBA Hon. /PhD Student

President of the Association of the Togolese Diaspora in the US
(*DTUSA*)

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AGOA Success: Which contribution of the Togolese Diaspora in the US?

REMINDER: AGOA GOALS

- AGOA Vision (Africa & US)
- Systemic Impact of AGOA in Africa
- Effects of a Successful AGOA in Africa : Economic Growth

PROFIL AND CHARACTERISTICS OF THE *TDUSA*

- Demography and Main demographic trends
- Skills and Expertises
- Potentialities of the *DTUSA*

AGOA: CONSTRAINTS AND REALITIES

1. LOCAL CONSTRAINTS AND REALITIES

- ✓ Infrastructural: Standards, Labs, Packaging, Labeling, Communication, Transport, etc.
- ✓ Structural: Private sector Organization, Private-Public sector relationship, Business Climate, Political priorities, Finance sector, capacities of SMEs and SMLs, Accompanying measures, etc.

- ✓ Human: Language, Management & Leadership within SMEs and SMIs, Understanding and complying with standards and customer requirements

2. CONSTRAINTS AND REALITIES IN THE US

- ✓ Human: Language, Cost of Living,
- ✓ Structural: Federal and local laws, Indirect costs, Compulsory standards (FDA, bar codes, etc.), Label, Packaging and Food Security, etc.
- ✓ Trade Exchanges : Customer power

TOGOLESE DIASPORA IN THE US: POSSIBLE SOLUTION

❖ POTENTIAL OF THE *DTUSA*

- Diaspora, First consumer of African products
- Market knowledge and mastery
- Easy access to buyers
- Managerial capacity and rigor

TOGOLESE DIASPORA IN THE US: POSSIBLE SOLUTION

❖ OPPORTUNITIES OF THE *DTUSA*

- Constraints = Investment opportunities for the Diaspora
- Trade representation
- Potential business partnership
- Financing: Individual, Crowd-funding, Joint-venture, Investor brokerage
- Access to Financing and Credibility: Financial Institutions : OPIC, ExIm Bank, etc.

POTENTIAL OBSTACLES TO THE INVOLVEMENT OF THE TOGOLESE DIASPORA IN THE US

❖ DIASPORA SIDE:

- Lack of awareness on AGOA
- Mistrust of the government
- Confusion of Politics and Economics
- Lack or insufficient entrepreneurial sense to perceive opportunities
- Fear of investment in a time-limited program
- Inability to raise foreign investment funds
- Deconnection of Togolese market
- Excessive conditionality before participation

❖ TOGO SIDE:

- Mistrust of the Diaspora
- Insufficient Political Willingness
- Tax and Customs Barriers
- Lack or insufficiency of public subsidy
- Private Sector / Public Sector unproductive Amalgams and Interferences (blokages)
- Inability of SMEs and SMIs to gather into cooperatives
- Disguised foreign infiltration.

RECOMMENDATIONS

❖ TO THE TOGOLESE DIASPORA IN THE US

- Better enquiry
- Willingness to participate
- Patriotism: Benchmarking with Ethiopians, Senegalese, Indians, Rwandans, etc.
- Participate before appreciate: Development of Togo, a concern for all of us

❖ TO THE GOVERNMENT

- ✓ Investment (Subsidies),
- ✓ Investment (Training and Awareness Raising),
- ✓ Investment (Strong Political Will)
- ✓ Investment (Better involvement of the Diaspora)
- ✓ Benchmarking: School cases

❖ TO ECONOMIC OPERATORS

- ✓ Together You Stand, Individually You Fail (Unity is Strength)
- ✓ Avoid greediness : accept sharing profit with partners
- ✓ Build your capacities in trade to the US

AGOA SUCCESS, A GOLDEN PATH FOR TOGO

❖ SUM-UP OF OPPORTUNITIES THROUGH AGOA :

- Togo = Potential Industrial and Trade Hub : Port, Airport Competitiveness, Agricultural and Industrial Revolution
- SUCCESSFUL AGOA : a MCC step
- Involvement of the Diaspora: Bridges, Enhancing Technology and Financial transfer and Availability of Human resources to be capitalized to better utilize AGOA and to better access US market.

MINISTRY OF TRADE AND PRIVATE SECTOR PROMOTION



APPENDIX 2: SHORT AND MID-TERMS OPERATIONAL ACTION PLAN MATRIX FOR AGOA UTILIZATION

August 16, 2017-CCIT

Presented by: Mr. Rachid Darago
Economist specialized in International Development
Ministry of Trade and Private Sector Promotion

PRESENTATION PLAN

Introduction

Operational Action Plan Matrix for AGOA utilization

Conclusion

INTRODUCTION

The short and mid-term operational action plan will be implemented through five (5) strategic axes:

Axe 1: AGOA Promotion

Axe 2: Development of facilitation tools for access to the US market

Axe 3: Promotion of certification compliance

Axe 4: Capacity building

Axe 5: Promotion of investments

ACTION PLAN MATRIX

AXE 1: AGOA PROMOTION

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe1 : AGOA Promotion			
Specific goal: Facilitate AGOA utilization by companies ready to export or which already export abroad			
1	Effectively meet products labeling and packaging challenges with tax exemptions on the import of packaging raw materials (paper, machinery ... etc.) with a special regime	<ol style="list-style-type: none"> 1. Make Togolese products competitive 2. Make Togolese products more attractive 	<ol style="list-style-type: none"> 1. Togolese products are competitive; 2. Togolese products are well packaged
2	Facilitate and encourage market prospecting with commercial agents / counters / digital platforms in the US and have a perfect knowledge of the dynamics and requirements of the US market;	Enable Togolese businesses to have representatives (agents) in the US	Togolese businesses have representatives (agents) in the US
3	Declare Togo as « Equitable Trade Promoting Country »	<ol style="list-style-type: none"> 1. Enable producers to contribute to participatory, balanced and sustainable development of their local communities; 2. Enable Togolese to participate under equitable conditions to global markets; 3. Boost economic growth at national, regional and international level 	Togo is declared as « Equitable Trade Promoting country »

AXE 2: DEVELOPING FACILITATION TOOLS FOR ACCESS TO THE US MARKET

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe 2 : Developing facilitation tools for access to the US market			
Specific goal: Enhance knowledge of lines and markets in the US			
4	Draft fact sheet on US market demand in relation to priority products identified by Togo	1. Enable economic operators to have more visibility on the US market 2. Know the frequency and the volume of Togolese products demand on the US market	1. Economic operators have more visibility on the US market 2. The frequency and volume of demands on the US market are known
5	Strengthen support mechanisms to the marketing and placing on market	Target regional and global markets where socially responsible products are demanded and sold at better prices	Regional and global markets are targeted
6	Conduct a demand survey	Have at disposal the profile of US importers by available products type	An available database of US importers

AXE 3: PROMOTION OF CERTIFICATION COMPLIANCE

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe 3 : Promotion of certification compliance			
Specific goal: Facilitate the acquiring of procedures and requirements to export to the US			
7	Organize and encourage B2B meetings / technical meetings / workshop between the stakeholders	Share experiences and best practices	Experiences and best practices on export are shared by the actors
8	Work on standards and quality issues and encourage businesses to certification and coordinate all interventions in this vein (one-stop shop)	Enable Togolese businesses to get certified to facilitate the exportation of their products	Togolese businesses got the certification to facilitate the exportation of their products
9	Help local businesses to qualify and get an appropriate certification	Enhance equitable trade and socially responsible trade practices	Equitable trade and socially responsible practices are strengthened

AXE 4: CAPACITY BUILDING

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe 4: Capacity building			
Specific goal: Provide technical assistance and capacity building of export promotion institutions, producers, manufacturers and exporting companies to improve export skills.			
10	Build capacities of AGOA resource center in HR and in logistics	Ensure the functioning of AGOA resource center	The AGOA resource center is operating
11	Build capacities of AGOA resource center on AGOA act and the procedures for export to the US	Strengthen services to foreign investors and of economic operators willing to export to the US and to other countries	<ol style="list-style-type: none"> 1. Foreign investors have necessary information on the Togolese market 2. Economic operators have necessary information on the US market and other countries' markets
12	Complete and update the profile of businesses that are likely to export under AGOA and beyond	Make the sector of Togolese products export to the US and other countries dynamic	The profile of businesses that are likely to export under AGOA and beyond is completed and updated
13	Foster access of SMEs and SMIs to financing and sensitize local banks to the economic potential of target sectors for AGOA	Facilitate SMEs and SMIs financing	SMEs and SMIs get financing

AXE 4: CAPACITY BUILDING (CONTINUED)

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe 4: Capacity Building			
Specific goal: Provide technical assistance and capacity building of export promotion institutions, producers, manufacturers and exporting companies to improve export skills.			
14	Organize a workshop dedicated to ALAFFIA experience and other success models	Share on ALAFFIA experience and other success models	ALAFFIA experience and other success models are shared
15	Establish in the mid-term an appropriate institution to promote investments and exportations	Enable Togo to possess an appropriate institution for the promotion of investments and exportations	Togo has an appropriate institution for the promotion of investments and exportations
16	Support jobs creation and enterprises that abide by equitable trade principles	Provide disadvantaged producers with economic opportunities, by ensure gender equality	Businesses creation conditions are supported
17	Support producers in creating cooperatives	Increase production offer to meet quantity needs and to enable each small producer to take advantage of AGOA through his / her cooperative	Productions are of quality and available in large quantities

AXE 5: INVESTMENTS PROMOTION

N°	ACTIONS	GOALS	EXPECTED RESULTS
Axe 5: Investments promotion			
Specific goal: Contribute in promoting Togolese trade in order to mobilize investments and partnerships and select lines			
18	Draft technical fact sheets of priority products and lines to disseminate to economic operators and investors and on online platforms, including information related to MGIS (Minimum Guaranteed Inter-professional Salary), to facilitate business, etc.	Enable investors to better know Togolese potentials	Togolese potentials are known to investors
18	Make a map of Togo priority sectors having a real potential to export	Have a national directory of Togo priority sectors having a real export potential	A map of Togo priority sectors having a real export potential available

19	Abide by and put into practice equitable trade and social responsibility principles	<ol style="list-style-type: none"> 1. Promote responsible trade practices such as respecting workers' rights 2. Create added value to products 	Togo adheres to and applies equitable trade and social responsibility principles
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CONCLUSION

- This operational action plan is developed with the active contribution of the private sector and civil society to improve Togo's current level of exports to the US
- This action plan is the foundation of a new economic partnership between Togo and the US for a sustained, shared and inclusive growth
- Its implementation should be supported by all stakeholders including the Diaspora.

The short and mid-term operational action plan matrix for AGOA utilization is available at: <http://www.commerce.gouv.tg/fr/liste>

THANK YOU FOR YOUR KIND ATTENTION

APPENDIX 3: APPLICATION OF AGRICULTURAL BIOTECHNOLOGY TOOLS FOR THE CONSOLIDATION OF FOOD SECURITY IN AFRICA: THE CASE OF TOGO

Presented by: B. Bonfoh, Managing Director of *ITRA* (Togolese Institute for Agricultural Research, in French *Institut Togolais de Recherche Agronomique*)

Togolese agriculture has been growing and being a country that has an agricultural vocation and according to the vision of the Head of State, the priority development, not only of the agricultural world but also of the rural world, is the required choice. The Government attaches great importance to agriculture because, on the one hand, it supports the majority of the population, and on the other hand, it provides products that are destined to become a strategic weapon in the near future.

The mission of *ITRA*, a public scientific and agricultural institution is to conduct research activities that promote agricultural development and rural world professionalization particularly in the fields of vegetal, animal, fishery, forest productions, environment as well as agricultural and food technologies and their transfer.

According to *Larousse*, biotechnology is the technique that produces by genetic manipulation of biological molecules or transgenic organisms, for industrial applications (agribusiness, pharmacy, etc.).

More simply, biotechnology means: the technique allowing the transformation of an organic subsistence into several others.

Togo, in accordance with the recommendations of ECOWAS, resumed the review of the law n ° 2009/001 of January 6, 2009 on the bio-safety in order to harmonize it with community provisions.

Thus, for the meantime, there is no introduction of GMOs (Genetically Modified Organism) in Togo and ITRA only works on plant and animal genetic engineering.

1- Achievements of *ITRA*

The main achievements of *ITRA* in the field of efficient plant and animal material production to support agricultural sectors are:

1-1 Case of plant productions:

- Creation of cotton varieties *STAM* (*Station Anié Mono*) diffused throughout the West African basin of the cotton culture. Improvements in their agronomic characteristics with isogenic varieties by backcross are underway;
- Creation of cocoa hybrids resistant to Swollen shoot (swelling virus and cocoa branches mortality) and resistant to brown pod rot;
- Creation of a timber park consisting of elite cashew trees by the grafting technique;
- Creation of synthetic sorghum variety *SORVATO* by inter-specific crosses;
- Rapid multiplication of clones / yam varieties by the mini-fragmentation technique.

1-2 Case of animal productions

- Intra-racial genetic improvement of Djallonke sheep using artificial insemination, creation of elite lines and selection of breeding spawners;

- Molecular characterization of the bovine SOMBA root and qualification of its dairy value;
- Molecular characterization of local hens in Togo and identification of the best strains.

2- Collaboration area to explore

ITRA's infrastructure is currently unable to meet the national demand for new hybrid cultivars (seeds or seedlings) or to expand exports of this elite material to other countries.

It is necessary to build a framework for the development of industrial propagation methods of plants *in vitro* by somatic embryogenesis, which is the first step in the industrial proliferation of cocoa.

The aim of this collaboration is to enable *ITRA* to take advantage of elite plant material, using the methods developed by major laboratories, and to commercialize a very efficient and homogeneous plant material.

To do this, *ITRA*, in collaboration with laboratories, will control the technologies of production and sale of *in vitro*-plants using plant material that is compliant, productive, resistant or tolerant to swollen shoot diseases and brown rot.

The application of manipulations using trans-genesis on the elite material (cotton, cocoa and others) produced by *ITRA* requires the negotiation of written agreements between the Government and the partner laboratories.

Methods and techniques for the production of transgenic and acclimation materials developed by the laboratory will be shared with *ITRA* as part of the technology transfer.

3- Significant benefits for Togo

- 1) The valorization and international recognition of the work of *ITRA* and that of Togo on cocoa and cotton.
- 2) The training of Togolese researchers on *in vitro* culture and technology transfer to Togo.
- 3) The varieties of *ITRA* only valued in Togo would yield little while cooperation with partners opens a much larger market.
- 4) Research centers are more and more using this method of valuing their results to finance part of their activities.

4- Discussion / Conclusion

Increasing agricultural productivity is a key factor in the economic and social development of a country. Having access to efficient plant and animal materials adapted to the agro-climatic conditions of Togo, having production factors and using them appropriately and seeking efficiency per produced unit, in the agricultural sector, allows both to increase the income of producers and lower the cost of food for consumers. It can also reduce the ecological or environmental tax of agriculture. Biotechnology can play a big role therein.

To maintain agricultural growth, proven technical innovations need to be more widely disseminated and adopted by the majority of farmers (improved seeds, integrated plant nutrition system) and water and irrigation technologies, good animal production practices need to be applied.



APPENDIX 4: SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: ALAFFIA MODEL

ALAFFIA MODEL

SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: ALAFFIA MODEL

ALAFFIA MODEL

The importance of Social Entrepreneurship for Economic and Social growth in Togo

The Togolese Government's *2013-2017 Strategy for Accelerated Growth and Job Promotion (SCAPE)* aims to achieve an accelerated growth rate that meets the twin objectives of improving income and creating jobs on the one hand, and consolidating the export potential on the other hand. In addition, it includes an inclusion policy, to enable all social groups, and particularly the most disadvantaged, to take full advantage of the fruits of growth and be integrated into the dynamic of raising the living standard.

Moreover, the Togolese Government's strategy aims to reduce regional disparities, promote grassroots development and achieve economic decentralization by bringing out real territorial economies from local resources in order to reduce inequalities and curb the rural exodus by creating job opportunities and generating income locally.¹

Social entrepreneurship has a key role to play in reaching these goals, as the approach is designed to provide wider benefits to local producers and communities that miss in conventional business models. It thus offers the Togolese Government an important tool for achieving its commitments to inclusive growth outlined in the *SCAPE*.

Social entrepreneurship involves businesses that adopt responsible trade practices that respect workers' rights, protect the environment, and ensure that a

significant portion of the benefits go to local communities to support sustainable economic development. Social businesses recognize that responsible trade practices create an added value to products which enable them to be sold at higher prices in lucrative export markets targeting consumers who increasingly demand that products must not only meet quality standards but also contribute to a positive social impact in the countries where they are manufactured. In this way, by combining ethical trade practices and community empowerment, social entrepreneurship enables poor and marginalized producers in Africa to build on their traditional skills and knowledge in order to create decent jobs and enhance the well-being of their families and their communities. At the same time it enables them to participate equally in global trading markets that boost economic growth at the national, regional and international levels.

AGOA Opportunity

The African Growth and Opportunity Act (AGOA) supports the development of free trade between the US and 39 African countries by lifting customs duties for importation and quotas on a wide range of products to promote trade and investment as a tool for economic development. Eligible countries must prove that they are working to improve the rule of law, human rights and respect for core labor standards². While trade flows between the US and Africa have increased, 80 to 90 percent of trade under AGOA consists of oil and gas imports. African countries are still largely confined to supplying raw materials and primary inputs to global supply chains, with limited involvement in manufacturing and added-value processes that would ensure higher returns for producing countries. For this reason, few African countries have been able to take significant advantage of the AGOA provisions and these facilities have not led to substantial economic growth or the creation of a significant number of decent jobs³. However, several countries are implementing economic development strategies based on regional integration, export diversification, and added-value of products to increase export opportunities under AGOA⁴. The current development of Togo's AGOA Export Strategy therefore offers an important opportunity to support new approaches based on social businesses that will increase the

commercialization opportunities on US markets and contribute to the goals of the Togolese Government for participatory, balanced and sustainable economic and social development.

Social Entrepreneurship for Economic and Trade Growth - Alaffia Model

The US-Togolese company Alaffia provides a practical model of the contribution of social entrepreneurship to local economic growth as well as to Togo's foreign trade. Alaffia was founded by Olowo N'djo Tchala in 2003 to reduce poverty and strengthen communities in West Africa through the fair trade of shea butter and other indigenous resources of Togo. Alaffia has developed a profitable and efficient business model based on the traditional processing of shea butter and coconut oil by women's cooperatives in Togo to produce high quality soaps, shampoos and lotions for young ethics-sensitive consumers in the US. With this model Alaffia has now become a leading supplier of body care products in the natural products market throughout the US. Alaffia therefore offers a model to expand social entrepreneurship to other sectors and regions in Togo.

The key elements of this approach of Alaffia model are shown in a diagram below.

Empowerment

The starting point for the social entrepreneurship model is to enable communities to create economic opportunities based on readily available local resources.

The empowerment approach goes beyond the identification of locally produced raw materials and focuses on processing and manufacturing activities that use traditional skills and knowledge to add value to products and increase their selling price.

Empowerment also means adopting an inclusive approach by recognizing the productive contribution of all people and offering women and men from all

ethnies, religions or other distinctions without discrimination. In this way, empowerment is the key to enable African producers to participate in global markets as equal partners alongside manufacturers, retailers and consumers in the US, Europe and other developed countries.

For example, Alaffia employs more than 700 women organized in traditional skills-based cooperatives, including shea butter processing at Sokodé and coconut at Klouvi-Donnou and weaving straw baskets at Blitta and Sokodé. In addition, Alaffia indirectly employs more than 11,000 women through commodity collector cooperatives such as shea nuts in the Savanes, Kara and Centrale regions, and straw for baskets at Blitta as well as baskets weaving cooperatives in Ghana with a view to regional integration of their supply chain. In addition, the Alaffia "Centre Artisan Reine" in Sokode offers job opportunities for women victims of prostitution in the production of batik and hand-printed fabrics using traditional production techniques and sewing skills.

Product Differentiation on the Market - Competitive Advantage and Access to Targeted Markets

The key to the success of a profitable social business is to target consumers who value natural qualities and ethical principles that guide the production of these products, and who are willing to pay a higher price. In the US and Europe, a new consumer group born between 1982 and 2004 (known as the "millennial generation") is driving demand for socially responsible and equitable commercial products, particularly for production-based products such as foodstuffs, body care products and clothing.

For instance, the price of shea butter and coconut oil processed at the Alaffia cooperative rises to twice the price of similar butters in West African ports. However, Alaffia remains a profitable business by targeting quality body care products to natural product retailers such as the Whole Foods Market chain, as well as by integrating mass retail outlets in the US such as Target and Kroger

Company, which increases the range of fair products they sell in response to growing consumer demand in this sector.

Ethical Trading (Moral Capitalism)

A social business also ensures that all its business activities comply with ethical standards, including the payment of fair prices and wages to local workers and producers, guaranteeing safe and healthy working conditions and the protection of workers' rights, and protecting the environment through sustainable management of natural resources. Respecting ethical business principles adds value to products as consumers in developed countries increasingly demand that products be produced in a socially and environmentally responsible manner. Respecting these ethical business principles is necessary to obtain certification "Fair trade" which provides buyers with the highest level of assurance that products have been produced responsibly and sustainably and that producers and communities in economically disadvantaged countries receive a greater percentage of the price paid by consumers.

In the case of Alaffia the shea nuts are paid 15-25% above the local market price, and the hand-woven grass baskets yield to the manufacturers between 87-130% more than the market price local. This commitment to fair prices means that members of Alaffia cooperatives are paid more than 4 times the average family income in Togo. Cooperative members have individual job contracts that guarantee job security and receive full paid medical care and one month of paid vacation each year. Alaffia also ensures that natural resources are managed sustainably by training communities to discourage them from cutting of shea trees for heating and charcoal in order to preserve this important indigenous resource for future generations. The company has also invested in an alternative energy project to reduce the demand for wood and charcoal, and has financed the planting of 57,575 trees by Togolese farmers to mitigate erosion and improve food security. The application of these ethical principles has allowed Alaffia to obtain fair trade certification from the Institute for Marketecology (IMO), an

international inspection and certification agency for social responsibility and fair trade.

Capital Equilibrium (Social Investment in Local Communities)

What distinguishes social entrepreneurship from traditional or even ethical business models is that part of the profits from the sale of products are returned to local communities to build their empowerment capacity in order to lift out of poverty. In this way, social businesses create a positive dynamic of sustainable social and economic progress at the local level. Social investments in local communities are particularly effective when they target women and young people. Investments in women's health and prosperity have a demonstrable positive impact on the nutrition, health and education of their children. In the same way, ensuring education and empowering young people is essential to maximize their contribution to the Togolese economy and society and the development of their own communities.

In accordance with this principle Alaffia devotes 20-30% of the profits from sale of fair trade products to projects for women's empowerment and the development of communities where they work. To date, Alaffia has funded pre-natal and postnatal care for 4,463 births to rural women through the network of Togolese health clinics. It also supports clinics in disseminating information on women's health issues, including nutrition and the prevention of female genital mutilation. Product sales also supported educational projects for the construction of 10 schools and 2,261 school benches as well as school supplies for 32,842 students. Alaffia even gave 7,482 bicycles to girls to allow them to go to school, reducing dropout rates. In addition, Alaffia distributed 24,927 pairs of eyeglasses to help children with poor vision succeed in school and adults to increase the economic and social activities in which they can engage.

The Advantages of Social Entrepreneurship for Economic Growth and Trade

Social business is designed to create value more broadly than conventional business models, by ensuring that businesses are not only economically profitable but that their activities are socially and environmentally sustainable and that a large proportion of the profits go back to the producers and the disadvantaged communities. By making the necessary investment to adhere to responsible business practices, social businesses are able to produce goods that meet the expectations of a growing number of consumers demanding ethical products. The higher price that these consumers are willing to pay for fair trade products guarantees higher returns that make it possible to invest in the empowerment of local communities. In this way, companies can enable small African producers to access and participate in global markets on their own terms. Through respect for responsible business practices, social enterprises foster the creation of decent jobs and increased participation in the formal economy within local communities. They also contribute to environmental resilience through sustainable natural resource management practices. Above all, social businesses contribute to more resilient communities through empowering women and increasing investments in human capital and community development. Thus the reduced vulnerability of communities and individuals, in turn, contributes to the improvement of social cohesion and increased stability and security.

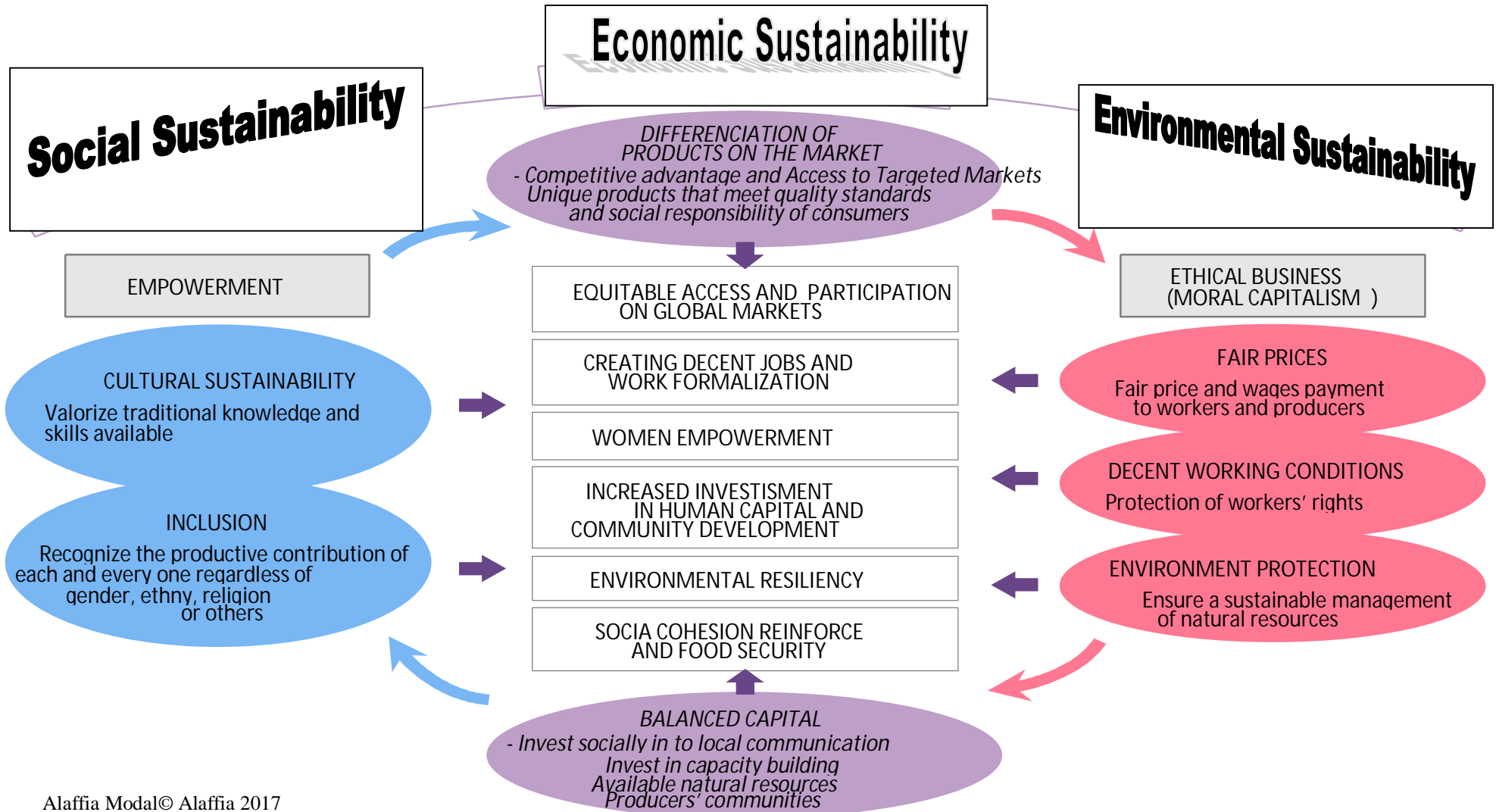
¹ République Togolaise, *Stratégie de Croissance Accélérée et de Promotion de l'Emploi (SCAPE) 2013-2017*

² Trade and Development Act of 2000, PUBLIC LAW 106–200—MAY 18, 2000 114 STAT. 251, <https://agoa.info/about-agoa.html>

³ Building a Strategy for Workers' Rights and Inclusive Growth— A New Vision for the African Growth and Opportunity Act (AGOA) July 2014, AFL-CIO, Solidarity Center.

⁴ 4 AGOA: Trade and Investment Performance Overview, United States International Trade Commission, April 2014 Publication Number: 4461 Investigation Number: 332-542

SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: ALAFFIA MODEL



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APPENDIX 5: SOCIAL ENTREPRENEURSHIP FOR ECONOMIC GROWTH AND TRADE: LESSONS FROM ALAFFIA MODEL, AGOA FORUM, LOME, AUGUST 2017

AGOA Opportunity

Opportunities created by AGOA for African producers and entrepreneurs to access US markets dominated discussions at the AGOA Forum. Challenges that prevent many businesses, especially micro, small and medium-sized enterprises (MSMEs), from taking advantage of these opportunities were also highlighted. It concluded that there is need to support African entrepreneurs, especially women, to integrate value chains for export markets. AGOA's legislation specifically emphasizes the importance of women's advancement in the social and economic development of sub-Saharan Africa. In addition, it mandates specific support for "businesses and sectors that engage women farmers and women entrepreneurs" in recognition of the key role of agriculture in African economies.

AGOA enables large US retailers to source directly from small producers who are able to meet required quality standards. Indeed, the majority of products purchased by the Whole Foods Market in Africa are provided by small women-producing businesses. The AGOA standards also ensure the traceability of products to specific producers to ensure that quality standards are met.

Lessons from Alaffia model

The success of the Alaffia model provides useful lessons for African producers and MSMEs (Micro, Small and Medium-sized Entreprises) that would like to access the US market:

1. Understand the market. That means:
 - Find out about opportunities in the US market. Take a close look at the products, quality standards and presentation that US customers want. Conduct your own research (internet research etc) and create links with people who can inform you about US market trends (contacts among Diaspora, partner organizations, etc.)
 - Identify the needs of different segments of the US market. Target buyers and consumers whose requirements match the quality and scale of your production capacity. For example, there is a large market for broken cashews that is relatively easy for African producers to supply without having to compete with Indian producers who already dominate the high quality cashew market.
 - Target buyers who operate on an appropriate scale. For example, target local stores in a US area where you have contacts, or look for retailers, such as the Whole Foods Market, which makes it possible to sell products in a single store. It is realistic for small producers to continuously supply a small number of outlets. However, targeting large retailers that supply stores across the US requires large quantities of products that most African MSMEs cannot provide.
 - Speak with buyers to understand market requirements and trends. For large retailers such as the Whole Foods Market, purchasing trends are identified beforehand so that buyers can inform producers and producers to tailor their products to market demand.
 - Get ready to innovate continuously to improve products and create new products, even if you have popular products that sell well. Market tastes and trends are changing rapidly and US markets are always looking for something new.

- Consider the increasing demands of US customers in relation to the social (working conditions, human rights etc.) and environmental impact of the products they buy. The ability to demonstrate social responsibility and adherence to fair trade standards opens access to a growing market segment in the US.

2. Identify and exploit your competitive advantage.

That means:

- Identify products that can be produced more easily in Africa than in the US as this is the key to the competitive advantage of African businesses. For example, shea trees grow in Africa but not in the US, yet shea butter is in high demand in the US to produce cosmetics and food products.
- Identify the resources you have locally, and especially the resources available to women. It also means recognizing and valuing the knowledge of women who can add value to products. These elements differentiate your products in the US market and allow African women to participate in international markets. For example, the traditional transformation of shea butter without chemicals can be done in Africa much better than in the US because the raw material and the knowledge are already on the spot. Yet, it will be difficult to compete with manufactured products that can be produced more efficiently or cheaply in the US.
- Develop a business model that minimizes costs and increases competitiveness. For example, cooperatives give producers more collective power to negotiate prices. Reducing the number of transactions and eliminating middlemen can save money that help pay higher prices to producers, provide fair wages and benefits to workers and invest in communities.
- Mobilize producers and workers to serve a common goal. Even small groups should be organized to work together to achieve a shared vision

of the quality of their products and the impact their work can have for their families and communities.

- Prove that the company meets fair trade standards and ethical principles in the business. This makes it possible to target US consumers who are willing to pay higher prices for socially responsible products and use this premium to redistribute more of the profits to producers and invest in communities.
 - Make sure your business model and business management take into account the local culture, for example by adjusting working hours to allow women to assume their domestic responsibilities.
3. Invest in adherence to fair trade standards and awareness raising on the ethical principles that constitute a business imperative.
- It means:
- Establish clear processes to measure and report on your adherence to Fair Trade standards, the social and environmental impact of the business and the results of community investments. This is vital as US customers will judge the credibility of your company and its products based on this information.
 - Invest to get fair trade certification that builds consumer confidence and expands your potential market.
 - Develop efficient management systems with a high level of transparency. Above all, be sure to maintain detailed and accurate documentation and a clear filing system to account for your activities and results. This documentation must also be used to quickly identify and correct deviations from Fair Trade standards.
 - Train managers, producers and workers on fair trade rules and their application. Above all, we must make everyone understand that the success of the business, and the sustainability of their jobs, depends on compliance with these rules and standards.

- Maintain a clear distinction between business enterprise management and finances and nonprofit community empowerment activities.
 - Discuss with local and national leaders to explain the importance of community development support at the heart of your business model. This commitment strengthens the dissemination of the principles of fair trade and the value of social entrepreneurship and corporate social responsibility.
4. Create partnerships and networks to ensure the scale and delivery speed of products required by export markets.

That means:

- Understand that each producer should not aim to export directly. Gathering and consolidating products from different producers makes it possible to deliver larger quantities and meet more easily the delivery times required by buyers.
- Focus first on the closest potential partners. Build relationships with local and regional buyers to sell raw material products, and look for local and regional suppliers to supply finished product processing. This reduces the cost and difficulty of transportation and communication and enables you to build a network of relationships for future expansion of your business.
- Identify companies that have the scale and ability to efficiently group products, negotiate export contracts, ensure quality standards, and provide logistics for export.
- Ensure partnerships that guarantee equitable benefits are shared with producers.
- Ensure that partners at all levels share responsibility for maintaining accurate and detailed documentation to ensure product traceability. Buyers and larger companies often have better systems and should use

them to help small producers maintain and keep adequate business documentation.

- Develop partnerships with producers, cooperatives, or organizations with specific skills to address the lack of capacity in your own business (for example, for training, market information, marketing, research and development of new products).
5. Build the company's capacity to meet quality standards, regularity and delivery times.

That means:

- Make sure when you engage with buyers that you are able to provide the required quantity and consistent quality of the requested products and that you will be able to deliver on time.
- Start by selling locally and regionally to improve the quality of your products and strengthen the company's ability to meet higher standards. The process of exporting to US markets can be very long as the standards and quality standards required are very high.
- Enquire to well understand buyer requirements and the quality control processes they employ. Large retailers, like Whole Foods Market, have many steps in their process to ensure that products meet the required quality standards. Local buyers play a key role in informing producers of requirements and verifying that their products meet the high standards required.
- Invest in training producers, workers and managers so that everyone understands the required standards and that failure to meet the standards puts the company at risk.

6. Respect contractual agreements and legal obligations first and foremost.

It means:

- Above all, commit to meeting quality standards and agreed delivery times, even if at times there are additional costs involved. This commitment is essential because a breach of contractual agreements can lead to loss of customers and market access - which could lead to job loss and bankruptcy.
- Make sure you are always in good standing with the payment of taxes and duties in accordance with national law. It is essential to comply with all administrative procedures required by the authorities of the exporting and importing country, to ensure that all fees are paid and to maintain complete documentation. It must be recognized that any failure to comply with the administrative requirements can lead to delays in the delivery of products and even put the functioning of the company at risk.

Implementation Challenges: Lessons for Trade and Economic Development Policies

1. Infrastructures

- Good quality roads are essential for producers to deliver their products in a timely and efficient manner.
- Access to a reliable and affordable electricity supply is essential for many processing activities and to ensure the administrative management of businesses.
- Accessible and affordable telecommunications (including Internet access) are very important for connecting producers to buyers, especially in export markets.
- Quality control laboratories, product certification and inspection, especially food and agricultural products, are essential to enable producers to meet export standards and access international markets. Decentralized facilities are particularly needed to make controls accessible to small producers.

2. Regional integration - Simplification of border crossings and customs procedures

- Fast and efficient border crossing procedures are essential for producers to aggregate products for processing and export.
- National governments and regional bodies such as ECOWAS and the African Union have a crucial role to play in facilitating cross-border trade and regional integration

3. Market Information

- Producers regularly need updated information on US market opportunities and trends, quality standards, and export procedures.
- US-funded regional Trade Hubs in Africa provide this service. At the national level, professional organizations such as chambers of commerce and industry have a key role to play in the collection and dissemination of this information to producers and entrepreneurs.



AUTONOMOUS PORT OF LOME

SECTION II

APPENDIX 6: PRESENTATION PAPER OF THE AUTONOMOUS PORT OF LOME:

« MAKE THE PORT OF LOME A MARINE TRANSPORT HUB IN THE SUB-REGION: FUTURE CHALLENGES »

Presented by:

Rear Admiral Kodjo Fogan Adegnon
Managing Director

I. INTRODUCTION

The Autonomous Port of Lomé (*PAL*) has experienced for the last ten years, a gradual change of its port infrastructure that is now displayed as the most modern in the entire West African sub-region and is among the best on the continental level. This performance is the result of a strong political will that has combined discretion and efficiency in its strategy of attracting capital through Public / Private Partnerships.

The other reforms driven by the highest authorities of the State have led to a strong organizational change at the level of the public actors intervening in the

port sphere, with the creation of *ONAE*M (National Organism for Government Action at Sea, in French *Organisme National pour l'Action de l'Etat en Mer*) and the various structures that animate it, in the view of a greater control of the sea problem.

Introduction (Continued)

To support the stated ambition of being both a hub of trans-shipment and transport, it remains appropriate to meet the various challenges that continue to arise. We are going to, purposely, focus our presentation on the following points:

- The current context of the *PAL*;
- Performance achieved;
- Future challenges

I. CURRENT CONTEXT OF THE *PAL*

In this section, the following points will be presented:

- brief history of the evolution of the *PAL*,
- the state of the infrastructure
- and the service offered nowadays.

1.1. Brief history of the evolution of the *PAL*

Main trade channel of the country with abroad, the *PAL* has served the national economy and the one of West African sub-region since 1967, year of its commissioning.

Created by Ordinance No. 12 of April 7, 1967 in the form of a industrial public establishment, the *PAL* assured besides the sovereign functions, industrial and commercial functions. In 1980, it is erected in a general directorate, placed under the supervision of the State. In October 1991, by decree reforming the institutional and legal framework of public enterprises, the *PAL* was transformed into a state-owned company.

From 252 000 tonnes of goods at its commissioning, the *PAL* achieves nearly 14 million tonnes in 2016 after having reached 15 million in 2015. The transit traffic is now close to 2.5 million tonnes, representing nearly 20% of the general traffic.

The containerization of trade from the 70s-80s has completely changed the organization of maritime transport by affecting both the design of ships and that of port infrastructure.

The *PAL* quickly adapted to this dynamic and now benefits from the service of several direct shipping lines and feeding services for the distribution of containers in the other ports of the sub-region.

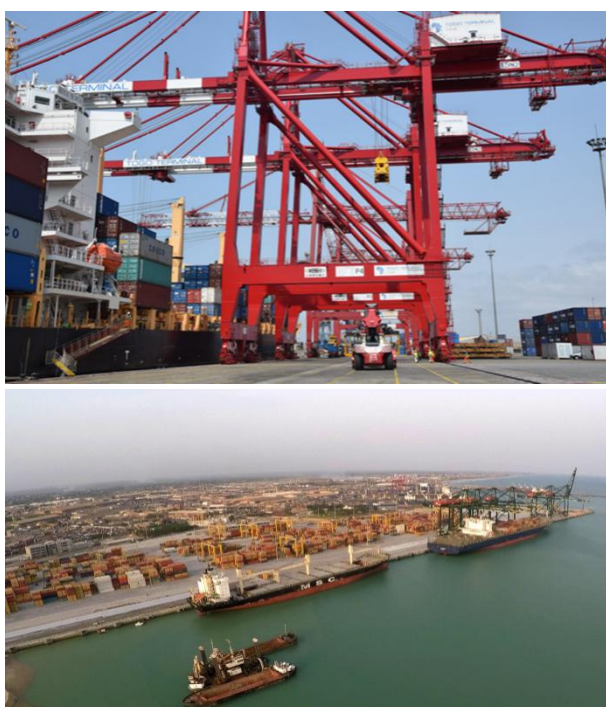
Considering these results, it is undeniable that the *PAL* carries out the mission entrusted by the State to its creation, namely to be a driving force for the development of the national economy and a tool for sub-regional integration.

1.2. The state of Port infrastructure

The Port infrastructure includes:

- Two dikes (West-Against Jetty - East Jetty) that stabilized an 81-hectare waterbody;
- A pass of more than 18 meters deep;
- Pier 1 providing four (4) berths for conventional vessels;
- Pier 2, which is the first structure to receive container ships (it has two berths);
- The oil wharf providing a berth for tankers;
- The ore wharf also providing a berth for the ore vessels;
- The third wharf offering two berths for container ships;

- The dock with three berths for container ships;
- A tugboat dock that serves as a shelter for pilot boats and towing boats;
- A fishing harbor primer adjacent to the ore pier serves as shelter for the countless fishing gear;



- the new modern fishing harbor, which is about to be completed, will complete the port architecture for structures.
- To this should be added the navigational aids and lighthouses of *Bè* and *Baguida* that allow easy identification of the port of Lomé on the high seas.

The superstructures include, on their part, storage areas consisting of open and covered warehouses for the goods as well as an area dedicated to the sale of second-hand vehicles.

1.3. Services offered nowadays

A multitude of services are offered in the port perimeter, either through the *PAL* or by the concessionaires or by the other actors operating in the port of Lomé. In general, there are:

- The monitoring and control service of the *PAL*;
- Vessel registration (activity carried out by local representatives of shipping lines);
- Towing and mooring vessels (by Boluda Lomé);
- Pilotage (carried out by the PAL);
- Handling by the Bolloré and LCT groups;
- The transit of goods (exercised by authorized customs agents);
- The transportation of goods by carriers;
- The security and safety of the entire port area exercised by the State;
- etc.



Services offered (continued)

In collaboration with the Togolese Office of Income (*OTR: Office Togolais des Recettes*), the PAL decided to operate 24 hours a day; 7days / 7 to the great satisfaction of the economic operators.

In recent years, the PAL has made the satisfaction of its customers, a pillar of development and traffic promotion. To this end, annual satisfaction surveys are conducted with the owners to assess their expectations and take necessary improvement measures. On this basis, the services related to the reception of ships have been recognized as complying with international standards following the international audits of the German certifying body TÜVR Heinland.

The System set up in 2014, matured in 2017 with the integration of standards related to the environment and Health / Safety at Work. This integration makes it possible to follow the problems related to our services, to the environment and to the health of the personnel.

The challenge today is to bring all providers of the Lomé port platform to meet the same requirements in their services and to make the satisfaction of our common customers, a leitmotiv.

II. PERFORMANCES ACHIEVED

Performance is the measure of the results of the port works operation and is summarized in qualitative (positioning) and quantitative (maritime services and freight).

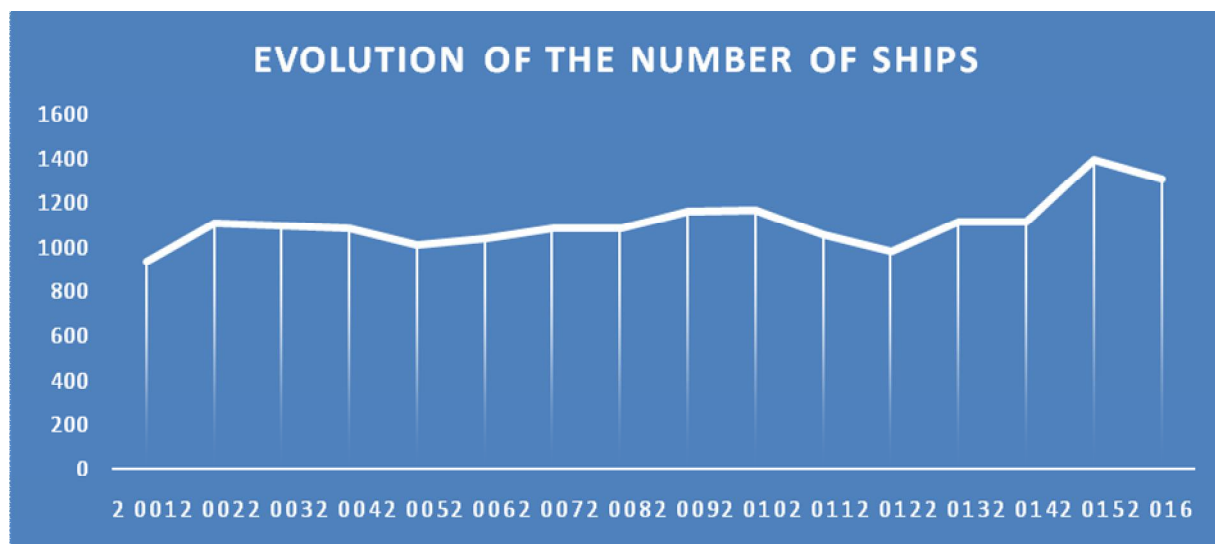
2.1 Positioning

The *PAL* is classified on the scale of the West African coast, as the first port in deep water with 16.60 meters, first port in transshipment, first port having more quay portals (13), first port realizing the operational rates, first transit port to Burkina Faso, etc.

In addition, the *PAL* is the only free port, offering good administrative facilities and having a corridor without police harassment. It also offers the best nautical, safety and security conditions to ships.

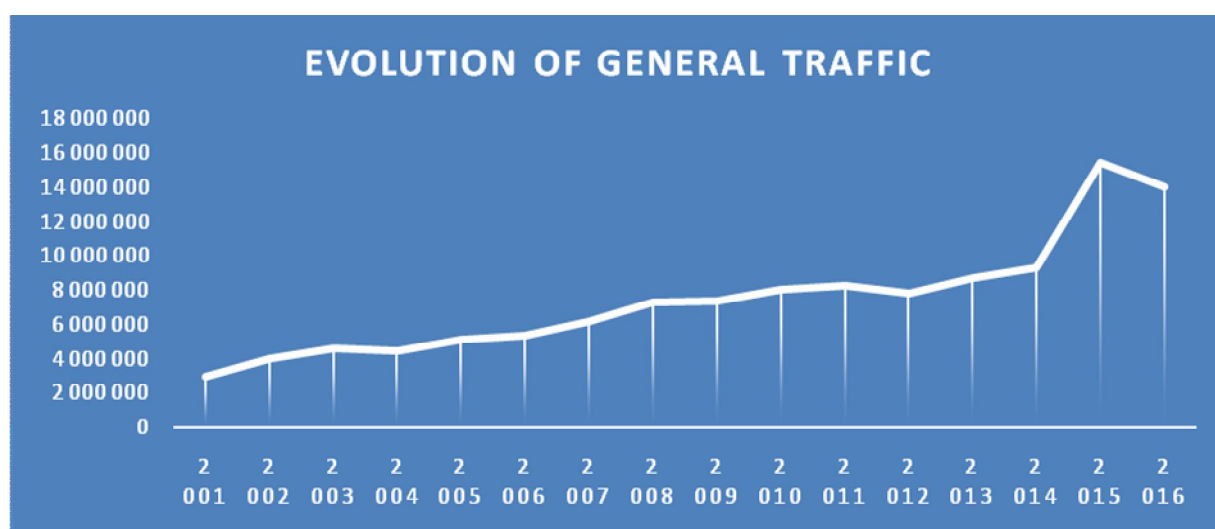
2.2. The traffic

2.2.1. Maritime services

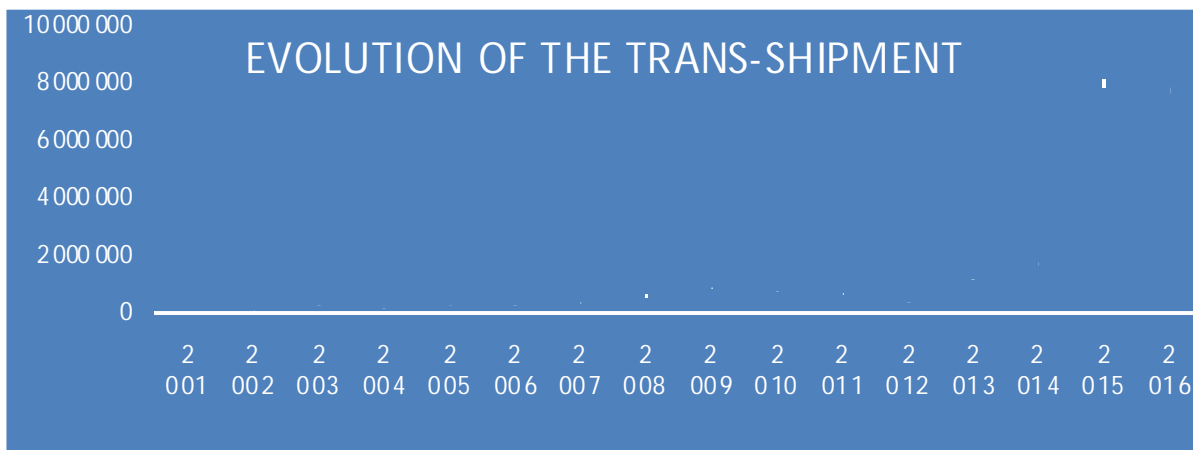


2.2.2. Freight

- Overall tonnage



– The trans-shipment



– The transit



III. FUTURE CHALLENGES

The future challenges would be to continue i) the development of specialized logistics services, ii) the adaptation of the legal environment to this area of port activity iii) the training for trades and port skills, iv) transport connectivity with other modes of transport and (v) control of the costs of port passage.

3.1. The development of specialized logistics services

Specialized logistics services are related activities that are essential for the realization of maritime freight transport. These related activities include the packing of goods, the facilitation granted to them, the various guarantees on transport tickets in terms of insurance and reinsurance of goods, etc.

Indeed, the services of grouping and unbundling of the containerized goods, proceed from the acquisition of the necessary technical means and the control of the standards relating to these trades. This necessitates the development of adapted infrastructures, specialized areas by zone adapted according to the products treated in order to realize the reception, the storage, the treatment and the transfer towards the favorable areas for the export or the centers of distribution. In these dedicated areas, all state services such as customs, health, environmental services need to be represented.

The services offered to the containers must be refined and supplemented by the repair activities of damaged empty boxes, the phytosanitary treatment before stuffing, especially for food products, etc.

From a completely different angle, the fluidity of trade must be ensured at the land borders, maritime and especially on the corridors, because the quality of the distribution activities always results from the factors of costs and routing delays.

At the regional level, Togo is to be proud of being a model for reducing checkpoints on all corridors. The opening of the Togo / Ghana border 24 hours a day will continue to boost trade in goods that use the Lomé-Abidjan corridor.

Another national asset that represents a significant step towards the dematerialization of clearance procedures at the *PAL* and land borders is the implementation of a one-stop shop for foreign trade. Making the formalities more transparent through common procedures, the one-stop shop is an asset in the development of specialized logistics services.

3.2. Maritime skills development

The recent modernization of the Lomé port facilities, which led to the use of new equipment for container handling, highlighted the lack of skills in certain

specialized areas. While the *PAL* has overcome the challenges of piloting, towing and mooring due to a training program for Togolese young people trained outside the country, handling did not have the same attention because of the concession process that had already been going on since 2001.

What about ship refit, lashing / unlashng and container repair, deep seabed inspections, etc.?

It is therefore necessary in the context of the expected increase in traffic (more than 300 million tonnes of goods for the West Africa zone by 2030, according to Séfacil Fondation, 2015), to define diversification and training strategies for skills on new professions related to the blue economy.

3.3. The adaptation of regulatory frameworks for procedures, transport, trade related to transport sector (country and region)

To support the expected growth of traffic in the coming years, it will now be necessary to focus energies towards the simplification of procedures and the dematerialization of procedures. Competitiveness at sea is already established with the hegemony of the four largest shipowners in the world (MAERSK-MSC-CMA / CGM and COSCO Container Lines), the choice of destination ports will now be played on the levers of fluidity, simplification and standardization of procedures.

3.3. The adaptation of regulatory frameworks for procedures, transport, trade related to transport sector (country and region) (End)

In the same vein, land transport is the part that mobilizes a lot of resources but is still handicapped by the survival of the informal sector with a fleet of dilapidated trucks, requiring a renewal of more than 90% by 2020 according to the World Bank (2015). The import conditions for these trucks will become a major issue. In this regard, the country that will propose the most appropriate regulations to realities will give a significant comparative advantage to its economy.

3.4. Transport inter-modality (Maritime connectivity with other modes of transport)

The function of a transport means is to allow the transportation of consumer goods and equipment at lower costs. Shipping would not satisfy our people if the roads to bring the goods to the port and remove them from the port were undeveloped and in good working order.

To create the dynamics of exchanges between the modes of transport, bridges between the Lomé maritime hub and the Lomé air hub must be created in order to mobilize more freight and serve new markets.

In this section, the rail remains a challenge of competitiveness not only for the PAL, but also for the whole of the sub-region because, it will allow to connect in record time from the port of Lomé, the airport or transit countries of our goods. Competitiveness on the traffic of heavy (example of minerals in the Sahel) is at this price.

3.5. Controlling the cost of port passage

The establishment of new port infrastructures would not produce any convincing effects if the costs of passage are high. Indeed, the choice of a port of unloading or loading of goods by an economic operator is a function of the costs he pays using this port. These costs include both the fees paid to the dealers, the various administrations involved in the port and other related costs (consignees, freight forwarders, carriers).

3.6. Controlling the cost of port passage

It remains important that each cost is framed and justified by a national legal provision in order to avoid an uncontrolled price increase which will have the reverse, the desertion of the port by the economic operators to the benefit of other ports that would have managed to master port passage costs.

In general, the importer needs to know what he pays when passing through a particular port. Fluctuations are uncertainties for shippers and a risk of loss of traffic.

IV. CONCLUSION

Togo, because of its strategic position, offers easy access services to other countries in West and Central Africa, from its port and airport. Country of services par excellence, Togo has opted for the modernization of its port, airport, road, rail and energy infrastructure to serve its population and that of landlocked countries.

Regarding the reflection related to the issue of the maritime transport hub, the Port of Lome has already benefited from heavy investments made by logisticians in the container and towing vessels, which investments place it today in a situation of favorite.

However, no less important challenges remain in terms of the development of transport-related services, the implementation of regulatory frameworks for the management of activities, the development of skills, the control of costs of port passage costs, etc.

In addition, promotional, strategic and commercial monitoring activities will help maintain this position as a transport hub by attracting new investors, but also by capturing new market shares on a global scale.

THANK YOU !!!!!!!