



Guidelines on Developing a National AGOA Strategy

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Acronyms

AGOA – African Growth and Opportunity Act
ATPC- African Trade Policy Centre
CEO – Chief Executive Officer
CIDA- Canadian International Development Agency
EXIM – Export Import
GAAP – Generally Accepted Accounting Principles
GNP – Gross National Product
GSP – General Service Program
HTS – Harmonized Tariff Schedule
LDCs – Less Developed Countries
MDAs- Ministries, Departments and Agencies
PMF – Performance Measurement Framework
PR – Public Relations
RBM – Results Based Management
SMEs – Small and Medium Enterprises
SSA – Sub-Saharan Africa
TWG – Technical Working Group
UNECA – United Nations Economic Commission for Africa
U.S. – United States
USAID – United States Agency for International Development
USDA – United States Department of Agriculture
USG – United States Government
USITC – United States International Trade Center

Section I. Introduction and Background of AGOA

Introduction

This report provides guidelines for developing a National AGOA Response Strategy for African countries that are designated as eligible under the African Growth and Opportunity Act (AGOA). AGOA is a U.S. development effort that was promulgated into law in May 2000 and provides eligible countries in sub-Saharan Africa with more liberal access to the U.S. market. Initially set to expire in 2008, AGOA was extended to 2015 in 2006, and efforts are currently under way to extend AGOA beyond 2015.

After 11 years of implementation of AGOA, there is evidence that AGOA has resulted in a substantial increase in exports from sub-Saharan Africa to the U.S., with an increasing share of exports utilizing the AGOA preference. In addition, AGOA has resulted in a significant increase in U.S. direct investments in Africa.

In spite of these impressive statistics, it is acknowledged that only a few countries have taken advantage of AGOA and their product line coverage under AGOA has been limited.

Although a number of reasons can be identified as having contributed to the lack of an effective country response to AGOA, one of the very important considerations has been the lack of a structured framework at the national level in responding to AGOA. It is against this background that the African Trade Policy Centre of UNECA commissioned this report to develop guidelines for the development of a National AGOA Response Strategy to improve the implementation of AGOA at the national level.

This report is structured by first performing a gap analysis to identify shortfalls between AGOA's expectations and performance. Thereafter, the report recommends guidelines for the development of a National AGOA Response Strategy.

The guidelines developed in this report are also supported by a monitoring and evaluation (M&E) framework which would allow for continuous monitoring of the implementation of the National AGOA Response Strategy. This M&E framework is

outlined in the report titled *Monitoring and Evaluation Framework for the African Growth and Opportunity Act (AGOA)*.¹

Background of AGOA

With AGOA's introduction, eligible countries were provided duty-free coverage to an additional 1,835 product lines over the 4,650 product lines under the General Service Program (GSP).² These additional product lines include a number of articles that were ineligible under GSP because they were deemed to be "import sensitive".³ These articles are presented in Table 1 below.

Table 1. Eligible Products under Duty-Free under AGOA

Textile and Apparel - Subject to Specific Guidelines
Apparel assembled in an AGOA-beneficiary country (ies) from U.S. fabric and U.S. yarn cut in the U.S. (no limits)
Apparel assembled and cut in an AGOA-beneficiary country (ies) from U.S. fabric and U.S. yarn and assembled using U.S. thread (no limits)
Apparel assembled in an AGOA-beneficiary country (ies) from fabric and yarn, irrespective of origin.
Limits: Imports limited under AGOA to 1.5% of all U.S. imports in agg. sq. m. equiv. in FY 2001, increasing to 3.5% over 8 years.
Apparel assembled in an AGOA-beneficiary country (ies) from fabric made in one or more AGOA beneficiary countries from yarn made in the U.S. or an AGOA beneficiary country/ies.
Limits: Square meter equivalent cap on products under this category is 3.5% of all U.S. imports.
Footwear, handbags, luggage and flat goods, work gloves, and leather wearing apparel which were not eligible articles for purposes of this subchapter (i.e. GSP) was in effect on 1 January 1995.
Import sensitive semi-manufactured and manufactured glass products.
Import sensitive electronic products.
Watches
Any other articles which the President determines to be import sensitive in the context of GSP

Source: Langton, Danielle. 2008. *U.S. Trade and Investment Relationship with Sub-Saharan Africa: The African Growth and Opportunity Act and Beyond*, Congressional Research Service, page 11.

¹ Shiferaw, David. 2012. *Monitoring and Evaluation Framework for the African Growth and Opportunity Act (AGOA)*, AUC and ATPC, May 2012.

² See *New GSP Products Added under AGOA* on the International Trade Administration's website, www.agoa.gov, at http://www.agoa.info/index.php?view=about&story=product_lines 21 March 2012.

³ Langton, Danielle. 2008. *U.S. Trade and Investment Relationship with Sub-Saharan Africa: The African Growth and Opportunity Act and Beyond*, Congressional Research Service.

Country eligibility under AGOA is based on a set of criteria that evaluates a country's progress toward establishing a market-based economy, the rule of law and political pluralism, as well as its efforts to protect intellectual property rights, combat corruption, reduce poverty, increase the availability of health care and educational opportunities, protect human and workers' rights and eliminate certain child labor practices.⁴

Subsequent to its promulgation, AGOA has been amended on several occasions with the objectives of ensuring that the legislation clarified with the intent of Congress and expanding eligibility to selected countries whose GNP per capita exceeded \$1,500 in 1997. In addition, the subsequent amendments have extended AGOA's benefits and incorporated presidential directives that encourage U.S. support for African agricultural exporters to meet U.S. technical standards, and promote investment in agriculture, agricultural processing and infrastructure projects.⁵

Section II: Gap Analysis and Documentation

This section captures the gaps between the expectations of AGOA and its actual impact on beneficiary countries. The section's findings are based on a review of AGOA's legislation, decisions made at AGOA forums, and country export and investment performance under AGOA. Table 2 summarizes the findings and provides the basis for the development of guidelines for a National AGOA Response Strategy, which is outlined in Section III.

On AGOA's promulgation, the following were the broad expectations of the Act:

- Exports from sub-Saharan Africa (SSA) to the U.S. would increase substantially in response to AGOA;
- U.S. investments in Africa would increase and there would be a strong engagement by U.S. small and medium-size enterprises (SMEs) in sub-Saharan Africa;

⁴ See *Summary of AGOA I* on the International Trade Administration's website, www.agoa.gov, at <http://www.agoa.gov/agoalegislation> 21 March 2012.

⁵ See *Summary of AGOA I* on the International Trade Administration's website, www.agoa.gov, at <http://www.agoa.gov/agoalegislation> 21 March 2012.

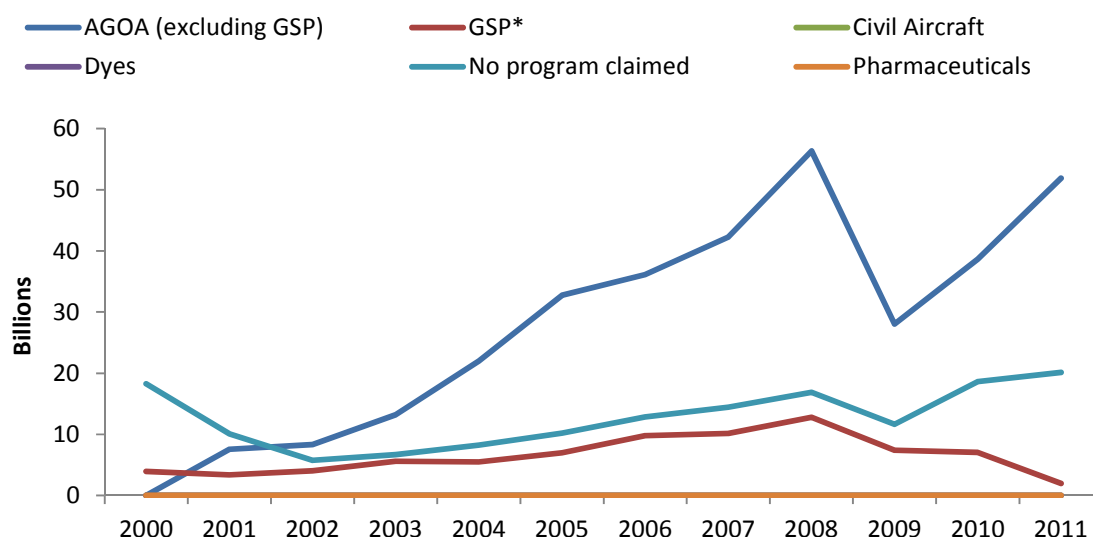
- AGOA's benefits would extend across countries throughout sub-Saharan Africa;⁶
- AGOA would stimulate the development of sub-Saharan Africa's light manufactures (e.g., textiles and apparel, leather products, shoes and sporting equipment), and it would reinforce the development of Africa's economies, which are principally agriculture-based; and
- AGOA's temporary nature would result in the development of the productive capacities of exporting firms and allow them to sustain a growth trajectory as the trade preference erodes.

After 11 years of AGOA's enactment, its impact has been as follows:

- Exports from sub-Saharan Africa to the U.S. have increased substantially since 2000, with an increasing share of these exports utilizing AGOA preferences (see Figure 1). From 2000 to 2011, U.S. imports from sub-Saharan Africa increased from US\$22.2 billion to US\$74.1 billion. Moreover, U.S. imports under the import program *duty-free under AGOA* were approximately \$51.9 billion in 2011 or 70% of all U.S. imports from sub-Saharan Africa.

⁶ This is particularly important given that AGOA was designed to be the central platform in U.S./Africa trade and investment relations.

Figure 1. U.S. Imports from sub-Saharan Africa by Import Program, 2000–2011



Source: USITC database, sourced on 5th April 2012

- U.S. direct investment in Africa⁷ increased significantly from \$11.891 billion in 2000 to \$53.522 billion in 2010, a rise of 350%.⁸ However, this increase of \$41.6 billion represented about 1.6% of the increase in U.S. direct investment position worldwide over the same period.⁹ Moreover, it was concentrated in a few countries, i.e., Egypt, Nigeria, South Africa and Angola, and in a few sectors, i.e., mining and financial services.¹⁰ In addition, these investments are attributed to large firms and underscore the limited investment activity of U.S. small and medium enterprises in Africa.

⁷ Africa here includes all countries – not just sub-Saharan Africa – as disaggregated data was not available.

⁸ This data was sourced from the U.S. Bureau of Economic Analysis on 15 April 2012

<http://www.bea.gov/international/ai1.htm#usdia>

⁹ This data was sourced from the U.S. Bureau of Economic Analysis on 15 April 2012

<http://www.bea.gov/international/ai1.htm#usdia>

¹⁰ This conclusion was reached after an examination of the various documents in the Bureau of Economic Analysis' U.S. Balance of Payments and International Investment Position.

- AGOA-related trade and investments have been heavily dominated by the oil and gas sector, with only a moderate impact in light manufactures¹¹ and very limited impact on agriculture and food processing.¹² In 2011, oil and gas imports from sub-Saharan Africa under the duty-free under AGOA import program amounted to \$48.5 billion or 93.5% of the total duty-free under AGOA imports from sub-Saharan Africa.¹³ Moreover, light manufactures (i.e., not including South Africa's automobile exports under AGOA)¹⁴ represented less than 2.5% of the total duty-free imports under AGOA in 2011.¹⁵
- AGOA's impact across countries has been very disparate, and this disparity in country performance is problematic given that AGOA was designed to be the central platform in U.S. Africa trade and investment relations. In 2011, for example, just five countries accounted for 96% of the value of exports under the duty-free under AGOA program (see Figure 2). Moreover, 15 countries did not register any exports under the duty-free under AGOA program.¹⁶

Figure 2. U.S. Imports, Duty-Free under AGOA, by Top 10 Country Exporters, 2011

¹¹ This impact in light manufactures is limited to the apparel sector – with very limited responses in leather production, shoe manufacture, sporting equipment, ceramics and glass products.

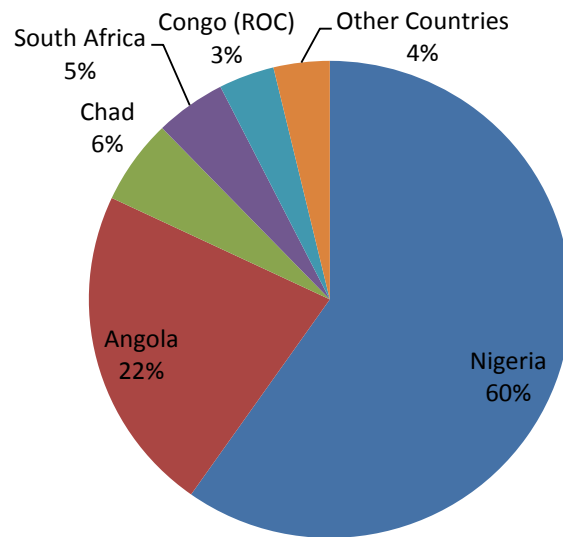
¹² Policy briefs by organizations such as the Partnership to Cut Hunger and Poverty in Africa have highlighted the disappointing impact of AGOA on trade and investment in Africa's agriculture sector.

¹³ According to the USITC dataweb, the U.S. imported a total of \$48.5 billion worth of oil and gas from sub-Saharan Africa under the duty-free under AGOA program in 2011. This compares with the total U.S. imports under the duty-free under AGOA program from sub-Saharan Africa of \$51.9 billion for the same year.

¹⁴ South Africa's exports of automobiles falls under HTS category 87 and amounted to \$2.04 billion in 2011 or 3.9% of all duty-free imports under AGOA program in 2011.

¹⁵ This amount was computed by summing the total imports under the HTS categories 41, 42, 46, 61, 62, 63, 64, 65, 69, 70, 72, 82, 94, 95 and 96.

¹⁶ These countries were Benin, Burundi, Comoros, Congo DR, Cote d'Ivoire, Djibouti, Guinea, Guinea-Bissau, Liberia, Mauritania, Niger, Sao Tome & Principe, Seychelles, Sierra Leone and Togo.



Source: USITC database sourced on 5th April 2012

- The disparity in country performance highlights the significant supply-side bottlenecks many countries face in effectively responding to AGOA. Benin, for example, has not exported anything under AGOA despite being eligible for textile and apparel exports since January 2004, instituting a National AGOA Commission with a broad public-private mandate in the same year, and setting up an AGOA contact liaison officer at the Chamber of Commerce.¹⁷
- AGOA-eligible countries have also experienced difficulty developing the productive capacities of exporting firms that would enable them to continue exporting to the U.S. after the erosion and/or expiration of the trade preference program. Apparel exports from AGOA-eligible countries, for example, were strongly affected by the phase-out of the Multi-Fiber Arrangement in 2005 and have been very sensitive to the expiration of the third-country fabric provision.

Table 2 on the following page summarizes the results of the gap analysis on AGOA.

¹⁷ Chambre de Commerce et d'Industrie du Benin. 2006. *La Loi AGOA au Benin*, Chambre de Commerce et d'Industrie du Benin, 2006.

http://www.ccibenin.org/index.php?option=com_content&view=article&id=106&Itemid=147&showall=1 16 May 2012

Table 2. Summary of Gap Analysis on AGOA

Expectations	Actuality	GAP Exists	GAP Description
Exports from Sub-Saharan Africa to the U.S. would increase substantially since 2000, with an increasing share of these exports utilizing AGOA preferences.	Exports from Sub-Saharan Africa to the U.S. have increased substantially since 2000, with an increasing share of these exports utilizing AGOA preferences.	No	N/A
U.S. investments in Africa would increase commensurately with a strong involvement of U.S. Small and Medium Size Firms engaging in Africa.	US investments in Africa have increased in only a handful of countries and these investments are dominated in the mining and financial services sectors.	Yes	Concentration of U.S. investments in very few countries. Limited investments by U.S. SMEs in Africa Limited U.S. investments in sectors such as agriculture and food processing; and labor-intensive manufactures.
AGOA's reach would be broad across AGOA-eligible beneficiary countries	AGOA's impact across countries has been very disparate. A few countries have enjoyed a relatively robust response. However, most countries have experienced a weak response. With some not experiencing any response at all.	Yes	Country response to AGOA has been stymied by supply-side constraints that have affected some countries and sectors more than others. These supply-side factors include deficiencies in (i) export firm productive capacity, (ii) technical skill sets, business service availability, and entrepreneurship, (iii) international market sophistication, (iv) trade facilitation, (v) physical infrastructure, and (vi) effective policy support.
AGOA's impact on development would stimulate light manufactures (e.g. textiles, apparel, leather), as well as agriculture and food processing.	AGOA's impact on development in agriculture and food processing has been very limited, while impact on development in light manufactures has been limited (except for apparel).	Yes	Sector response to AGOA has been stymied by a lack of a robust and focused sectoral strategy response to supply-side constraints by all relevant stakeholders, i.e., public, private and donors, to the supply-side constraints.
Benefits would be temporary - and the productive capacities of exporting firms would be emerge so that they are able to take advantage of US market as trade preferences erode.	Exporting firms have been very sensitive to the erosion and expiration of tariff preference coverage and have had some difficulty building productive capacity.	Yes	Gap in the development of the productive capacities in exporting firms.

Section III: Guidelines on Developing a National AGOA Response Strategy

The guidelines on developing a National AGOA Response Strategy are designed to provide a structured framework to assist AGOA eligible countries to respond more effectively to AGOA. These guidelines are based on the gap analysis elaborated in section II of this report, which identified the following gaps between the expectations of AGOA and AGOA's actual impact in beneficiary countries:

- General weak response to AGOA at the country level as a result of supply-side constraints;
- Weak response to AGOA in agriculture and agro-processing, as well as light manufactures;
- Difficulty faced by exporting firms in building the productive capacity needed to move beyond dependency on tariff-preference coverage; and
- Limited U.S. investments across countries – with emphasis on U.S. SME investments and U.S. investments in agriculture and food processing.

To remedy these deficiencies, it is recommended that countries develop a dynamic National AGOA Response Strategy that is results-based and focuses on identified priority sectors. Moreover, it is recommended that the response strategy attracts U.S. investments, with emphasis on SME investments and investments in agriculture and food processing.

This section outlines the elements of a National AGOA Response Strategy. It advocates a strategy that includes a results-based monitoring and evaluation framework¹⁸, and recommends the following:

- Establishment of a national AGOA institutional infrastructure that includes a *Ministerial Task Force on AGOA* and a *National AGOA Secretariat*;
- Identification of priority sectors for support;

¹⁸ See report titled *Monitoring and Evaluation Framework for the African Growth and Opportunity Act (AGOA)*

- Development of support programs for priority sectors; and
- Development of a comprehensive strategy for increasing U.S. investment, with emphasis on investments by SMEs, as well as in agriculture and agro-processing.

A discussion of each of these broad elements ensues. Thereafter, a strategy plan matrix summarizes the actions required and the actors that should be responsible for executing these actions.

Establishment of a National AGOA Institutional Structure

To provide the institutional framework for the development and implementation of a country's national AGOA strategy, a *Ministerial Task Force on AGOA* and a *National AGOA Secretariat* should be established. The *Ministerial Task Force on AGOA* should have overall responsibility for AGOA and provide strategic guidance on its implementation. Meanwhile, the *National AGOA Secretariat* should report to the *Ministerial Task Force* and have the responsibility for developing and implementing the National AGOA Response Strategy.

Ministerial Task Force on AGOA

The *Ministerial Task Force on AGOA* is the overarching national body or committee responsible for AGOA. It is recommended that this Task Force be chaired by the Minister of Trade and Industry, with membership composed of ministers from other ministries that support AGOA either directly or indirectly. These include the ministries of finance, planning, agriculture, livestock and fisheries development, energy, and foreign affairs. Table 3 illustrates the activity required, responsibility, and expected outcome in establishing the *Ministerial Task Force on AGOA*.

Table 3. Element 1A: Establishing the Ministerial Task Force on AGOA

Element 1	Responsibility	Expected Outcome
A Establish Ministerial Task Force on AGOA		
	Ministers of Trade & Industry, Energy, Finance, Agriculture/Livestock/Fisheries, Foreign Affairs, and Planning.	Establishment of an overarching national institution responsible for AGOA, which provides overall responsibility for AGOA and strategic guidance on AGOA.

National AGOA Secretariat

The *National AGOA Secretariat* should work under the oversight of the *Ministerial Task Force on AGOA* and maintain responsibility for developing and implementing the National AGOA Response Strategy. This Secretariat should be marked by a robust mandate, strong leadership, appropriate membership and sufficient capacity.

The Secretariat should have a **robust mandate** that authorizes the *National AGOA Secretariat* to ensure that the country, particularly the private sector, takes stronger advantage of AGOA. This mandate should be authorized by the *Ministerial Task Force on AGOA* and provide a broad description of the duties of the *National AGOA Secretariat*.

This Secretariat should have **strong leadership** to ensure the achievement of its mandate. Its coordinator or chief executive officer (CEO) should have the necessary vision to articulate the Secretariat's strategy coherently; the leadership to ensure that the Secretariat is nimble enough¹⁹ to achieve its objectives with limited resources; and the credibility to fast-track implementation of recommendations and necessary legislation that will help a country better respond to AGOA across the relevant government departments and agencies. Annex I provides an inventory of skills of the AGOA Coordinator/CEO.

Suggestion: An AGOA Secretariat's CEO should be selected on the basis of identified skill requisites (see Annex I) and the professional exposure needed for the job.

The Secretariat should have the **appropriate structure and technical capacity** to carry out its mandate of developing and implementing the National AGOA Response Strategy. Consequently, it is recommended that the CEO of the *National AGOA Secretariat* head a team of technical experts and administrative support staff. The technical experts should have the following expertise:

- Industrial expertise;
- Agribusiness expertise;
- Financial expertise;

¹⁹ It is suggested that the Committee should not be bloated as that would only stymie institutional effectiveness.

- Investment expertise;
- Logistics management expertise; and
- Marketing and communication expertise.

Moreover, the Secretariat should include *Technical Working Groups* (TWGs) structured around the following areas:

- TWG Industry/manufacturing;
- TWG Agriculture/agro-processing;
- TWG Finance;
- TWG Investment;
- TWG Logistics management; and
- TWG Marketing and communication.

These TWGs should have responsibility for developing the National AGOA Response Strategy in their key area of focus. In addition, TWGs should coordinate the implementation of the National AGOA Response Strategy and provide a platform for public-private partnerships.

Membership²⁰ for the TWGs should include:

- Representatives of ministries, departments and agencies (MDAs) aligned to the work assigned for a particular TWG;
- Representatives of the private sector (e.g., chamber of commerce, industry/trade associations); and
- Representatives of bilateral and multilateral development partners (e.g. U.S. Embassy/U.S. Commercial Office).

Moreover, each TWG should have two co-chairs – one from the public sector and the other from the private sector. It is envisaged that the technical experts working at the

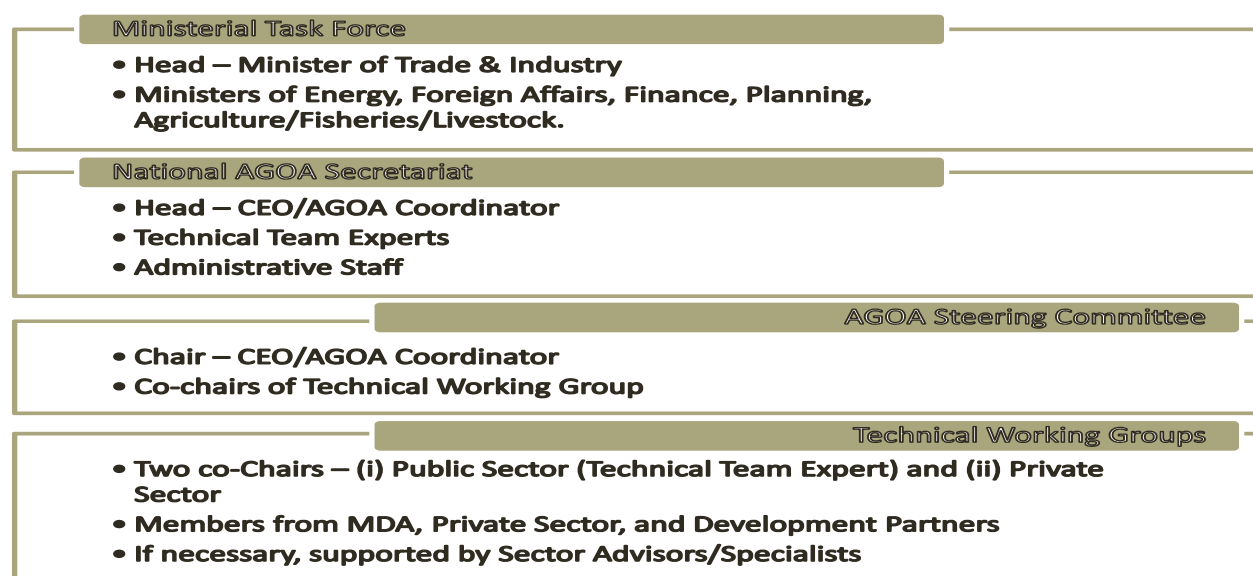
²⁰ If required, TWGs can elicit specific technical support from sector advisors (sector specialists) working as paid consultants.

Secretariat convene and coordinate responsibility for the specific TWG associated with their area of expertise. Consequently, for example, the technical expert with expertise in industry/manufacturing will coordinate the work of the TWG on industry.

Suggestion: On the government side, it is suggested that the TWGs include high-level staff from MDAs whose activities are closely related to the work of the specific TWG. It should also include representatives of quasi-independent public-sector institutions whose activities could impact the work of each TWG. On the private sector side, it is suggested that the TWGs include membership from the Chamber of Commerce, industry/trade associations or professional groups associated with the work of the TWG. Overall, however, it is recommended that each TWG be nimble and not bloated so as to ensure institutional effectiveness.

A *Steering Committee* of the *National AGOA Secretariat* should be established to provide executive oversight and overall coordination and consolidation of the work of the TWGs. This *Steering Committee* should meet at least once a month and should be chaired by the CEO of the *National AGOA Secretariat*, with the co-chairs of the various technical working groups as members. The formulated AGOA strategies should then be submitted to the *Ministerial Task Force on AGOA* by the *Steering Committee* for review and endorsement. Figure 3 below depicts the National AGOA Institutional Infrastructure

Figure 3. National AGOA Institutional Infrastructure



The National AGOA Secretariat should have the **needed budgetary resources** and would need to exist for at least five years to ensure the achievement of its mandate. It is therefore recommended that budget for the Secretariat be part financed by national government and U.S. sources, as this arrangement will increase funding and allow for the institution of a budgetary mechanism that can be monitored and evaluated.

Suggestion: The Secretariat should prepare annual budgets. It is suggested that the annual budget be derived from a dedicated national budgetary allocation for AGOA, and supplemented on a case-by-case basis with funding from the budget of representative MDAs as well as from U.S. government sources. To ensure effective program delivery, it is advised that the TWGs have members with supervisory authority of departments/agencies or other institutions to enable them be in a position to commit either technical or financial resources to support a national response strategy on AGOA.

Table 4 below outlines actions, assigned responsibility, and expected outcomes for element 1B of the outlined AGOA National Strategy Document, i.e. establishing and operationalizing the National AGOA Secretariat.

Table 4. Element 1B, Establishing and Operationalizing National AGOA Secretariat

Element 1	Responsibility	Expected Outcome
B Establish and Operationalize National AGOA Secretariat		
B.1 Engage in high-level consultations at the Ministerial level to: A. Identify AGOA Secretariat's CEO B. Outline mandate of AGOA Secretariat C. Agree on budgetary arrangements for Secretariat	Ministerial Task Force on AGOA - with early consultations with the U.S. Embassy and USAID.	Establishment of National AGOA Secretariat with robust mandate, strong leadership, adequate structure/technical capacity, and sufficient budgetary resources.
B.2 Staff Secretariat with needed Technical Experts and Administrative Staff	AGOA CEO	Secretariat staffed with the following: * Industrial/Manufacturing Expert; * Agribusiness Expert; * Finance Expert; * Investment Expert; * Logistics Management Expert; * Marketing & Communication Expert * Administrative Staff
B.3 Set-up Technical Working Groups that aim to recommend and implement approved strategies in their key areas of focus.	AGOA CEO & Technical Experts	The following Technical Working Groups are established: * Industry/Manufacturing TWG * Agr./Food Processing TWG * Finance TWG * Investment TWG * Logistics Management TWG * Marketing & Communications TWG
B.4 Set-up AGOA Steering Committee that aims to coordinate the various TWGs activities.	AGOA CEO	AGOA Steering Committee established.
B.5 Articulate 1st Year Strategy of AGOA Secretariat	AGOA Secretariat	1st Year Strategy of AGOA Secretariat outlined and submitted to Ministerial Committee for approval.

Identification of Potential Core Sectors for Support

To ensure early focus on sectors with the best chance of responding to AGOA, core sectors that have the potential to produce products that are competitive as exports under AGOA should be identified for active support. These core sectors should also include products that are competitive as intermediate exports to another AGOA-eligible country for further processing and thereafter to the U.S.²¹

Suggestion: Core sectors should be articulated broadly to allow for a sector strategy that focuses on sector specific interventions. Table 5 below provides a sample listing of core sectors and their related sub-sectors under the Duty-Free under AGOA Program.

Table 5. Sample Listing of Core Sectors

Potential Core Sectors for Support
1. Agriculture & Food Processing
1.1. Agriculture - Cereals, Honey, Tubers, Cotton, Fruits, Nuts, etc.
1.2 Cut Flowers - Red Roses etc.
1.3. Fish and Fish Processing - Canned Tuna, etc.
1.4. Meat and Meat Products - Beef, etc.
1.5. Agro-Processing - Canned Fruits, Juices, Wines, Spirits
2. Light Manufactures
2.1 Apparel
2.2 Headgear
2.3 Footwear
2.4 Leather Products - Hand Bags, etc.
2.5 Statues, Traditional Artifacts, etc.
2.6 Straw, Basketware
2.7 Toys, Sporting Goods - Fishing Tackle, etc.
2.8. Glass, Ceramic Products

When identifying potential core sectors for support, it is recommended that an analysis of the country's historic exports is conducted to identify the most prolific product

²¹ The examples of this are cotton and/or fibers exported from an AGOA-eligible country to another AGOA-eligible country for processing and export as apparel to the U.S. under AGOA, and macadamia transferred to South Africa from Mozambique (by a South African macadamia producer) for processing and re-export to the U.S.

categories that enter the U.S. under the Special Import Programs, i.e., AGOA-Duty Free and GSP. This information is available at U.S. International Trade Commission's website (<http://dataweb.usitc.gov/>). Thereafter, these product categories should be aligned with an articulated core sector as presented in Table 3. This task is best delegated to a capable trade analyst in the Ministry of Trade, with support from the U.S. Regional Trade Hub.²²

Suggestion: It is best to start the analysis by identifying HTS 4 imports by the U.S. under AGOA-Duty Free. This level of analysis will provide the analyst with a good sense of the product that the U.S. is importing from the country. If more details about the product type are required, the analyst can retrieve the import details to the level of HTS 10.

In addition, there should be deliberation on possible new products that the country will export to the U.S.²³ and raw/intermediate products that the country might export to other AGOA-eligible countries for further processing and export to the U.S.

Table 6 outlines actions, assigned responsibility, and expected outcomes for Element 2 of the outlined National AGOA Response Strategy, i.e., identifying potential core sectors for support.

²² This site is extremely useful as it allows the analyst to compare a country's export performance under a particular HTS with that of other countries, including other AGOA-eligible countries and to determine the actual trade preference benefit of AGOA by HTS-10 category.

²³ Possible game-changing events, e.g., the establishment of direct flights, may make some products competitive that were not previously competitive,

Table 6. Element 2: Identifying Potential Core Sectors for Support

Element 2	Responsibility	Expected Outcome
Identify Potential Core Sectors for Support		
2A Identify historic exports to the U.S. under the Special Import Program by the Harmonized Tariff Program (HTS) categories, GSP and Duty-Free under AGOA	Technical Working Group I - Ministry of Trade/Planning/Finance/Industry/Agriculture USAID Hub Services)	Recommendations of potential core/sub-sectors for support compiled and submitted to AGOA Secretariat. Sectors for support should be broadly articulated to allow for sector-specific interventions.
2B Identify historic exports of raw/intermediate products to other AGOA eligible countries that are re-exported to U.S.		
2C Identify possible exports to the U.S. that the country has not yet exported.		
2D Align these identified products to well articulated potential core sectors for support		
2E Determine export competitiveness of potential core sectors for support		
2F Draft Recommendations of Potential Core/Sub Sectors for Support to AGOA Secretariat		
2G Decide on Priority Core Sectors to Prioritize based on recommendations submitted.	AGOA Steering Committee	Decide (adjust if necessary) on Priority Sectors to Support

Table 7 provides a cursory listing of potential core sectors for support in the countries sampled.²⁴

²⁴ This cursory listing was derived from an analysis of the export performance of the countries under AGOA.

Table 7. cursory Listing of Potential Core Sectors for Support for Select Countries

Country	Region		
		Agriculture & Food Processing	Light Manufacturing
Angola	South Africa	Fish & Fish Processing	Apparel
		Agro-Processing	
Benin*	West Africa	Cotton (Intermediate Export)	Traditional Artifacts
			Apparel
Botswana	South Africa	Meat and Meat Products (Beef)	Articles of Leather
			Apparel
Cape Verde	West Africa	Fish & Fish Processing (Canned Tuna)	Apparel
Ethiopia	East Africa	Floriculture - Red Roses, etc	Apparel
		Cereals - Broomcorn	Footwear
		Agro-Processing (Tomato Paste)	Leather Products
Ghana	West Africa	Honey, Cassava, Millet, etc.	Apparel, Headgear
		Fish & Fish Processing (Canned Tuna)	Traditional Artifacts
		Agro-Processing (Cocoa Prep., Dried Fruits, etc.)	Leather Products
Kenya	East Africa	Floriculture - Red Roses, etc	Apparel
		Fruits, Macadamia	Leather Products
		Agro-Processing (Conc. Fruits Preps, Juices, etc.)	Sporting Equipment, e.g., Fishing Tackle
Lesotho	South Africa		Apparel, Headgear
Mauritius	South Africa	Fish & Fish Processing (Canned Tuna)	Apparel
		Spirits (Rum)	Leather Products
Nigeria	West Africa	Cotton (Intermediate Export)	Articles of Leather
		Fruits, Macadamia	Footwear
Tanzania	East Africa	Floriculture - Red Roses, etc	Apparel
		Fruits, Tobacco	
Uganda	East Africa	Fruits, Tobacco	Apparel
		Floriculture - Red Roses, etc	Other (Footwear and Ceramics)

Development of the Support Programs for Priority Sectors

Once the National AGOA Secretariat has decided on the priority sectors to support, it is recommended that support programs for priority sectors be developed. These support programs should have a short-term and long-term orientation. The short-term orientation should emphasize an accelerated export support strategy that focuses on targeted export firms, while the medium to long-term orientation should emphasize the development of overall sector and national competitiveness.

The short-term accelerated export program should include the following actions:

- Identification of sector association heads and selected export firms in the prioritized sector to determine their readiness to engage in a stakeholder-driven effort at improving the performance and competitiveness of the sector's exporters under AGOA.

Suggestion: “Targeted export firms” should be selected based on criteria that measure their readiness to export to the U.S. market. Criteria that can be used include: (i) export experience to the U.S. or to Europe; (ii) export commitment as displayed by budgets and export plans; (iii) business acumen and professionalism of the management/owners; (iv) production capacity and ability to fulfill orders in a timely manner while still meeting quality objectives; (v) consistency of quality in terms of production; and (vi) profitability.

- Undertaking of surveys of targeted export firms to take stock of their export performance, export objectives, export readiness, productive capacities, productive efficiencies, requisites for achieving export objectives, financial attractiveness, etc. Table 8 provides the information needed in the stock-taking requisite, which should be collected in the beginning of the program period and at the fiscal year end for monitoring and evaluation purposes.

Suggestion: The consultative meetings should be followed by a questionnaire that is distributed to the export firms for completion.

Table 8. Stock Taking Requisite – Information Needed

STOCK TAKING REQUISITE - INFORMATION NEEDED	
TAKING STOCK OF FIRM'S EXPORT PERFORMANCE (U.S.) <i>Firm's Export to U.S. in past three years (\$, Value)</i> <i>Firm's Export to U.S. in past three years (Volume)</i>	REQUISITES FOR ACHIEVING EXPORT OBJECTIVES TO U.S. <i>Machinery and equipment:</i> <i>Machinery and equipment needs (Description & Amount)</i> <i>Financing:</i> <i>Development Financing (Working Capital)</i> <i>Development Financing (Machinery & Equipment)</i> <i>Trade Financing (i.e., L/C for purchase of imported inputs, export credit lines/guarantees, bill of exchange & Export Credit Insurance.</i>
TAKING STOCK OF FIRM'S EXPORT OBJECTIVES <i>Firm's Expected Export to U.S. in FY_1 (\$, Value)</i> <i>Firm's Expected Export to U.S. in FY_1 (Volume)</i>	<i>Entrepreneurship/Business Skills & Technical Skills Needs</i> <i>Cost estimate for any support needed for Business Plan Preparation, Export Plan Preparation, Enhancing and Expanding Networks, Technical Skills for improved practices, e.g., Good Agricultural Practices) and process certifications, e.g. HAACP.</i>
TAKING STOCK OF FIRM'S EXPORT READINESS <i>Firm has an export plan (Yes/No)</i> <i>Firm has exported to either U.S. or Europe before (Yes/No)</i>	<i>Total Investment Costs to Meet U.S. Exports (Per Export Plan)</i> <i>Financial Attractiveness of Investment/Financing, i.e., Internal Rate of Return on Investment Needs</i>
TAKING STOCK OF FIRM'S PRODUCTIVE CAPACITIES <i>Firm's Productive Capacity, i.e., production volume @ 1 standard shift</i> <i>Firm's Current Production Volume & # of Standard Shifts Utilized</i> <i>Evaluation of Plant Equipment & Machinery Utilized</i> a <i>Above par, no need for any upgrade</i> b <i>Suitable, no upgrade required</i> c <i>Suitable, but some upgrade required</i> d <i>Not suitable, total overhaul required</i>	<i>Financial Attractiveness, i.e., Creditworthiness of Business</i> <i>Borrowers Ability to Pay (Low, Medium, or High)</i> <i>Borrowers Willingness to Pay (Low, Medium or High)</i>
TAKING STOCK OF FIRM'S PRODUCTIVE EFFICIENCIES <i>Current Inventory Rates, i.e. levels of working capital tied up in inventory OR Value of Inventory/Total Sales</i> <i>Current Cycle Time, i.e., length of time from input to finished good</i>	<i>Trade Indicator</i> <i>Average time & cost to export to U.S. incl. inland transport, customs clearance, and port clearance</i> <i>Average time and cost to import primary input</i>

Note: These indicators must be collected at the beginning of the program's implementation and after the first fiscal year.

- Agreement upon short-term support that would boost exports under AGOA. The levels of support can take the form of the following:
 - Establishment of an AGOA-fund²⁵, which offers matching grants to target firms that are exporting or intent on exporting under AGOA;
 - Establishment of a special AGOA customs window by the National Customs Bureau in support of the reduction where possible of cost and time to import primary inputs as well as cost and time to export to the U.S. for firms exporting under AGOA;
 - Provision of sector-wide tax incentives for importation of capital goods and spare parts;

²⁵ AGOA Fund is described here as a joint-U.S. and beneficiary country fund that constitutes matching of U.S. funding to beneficiary country funding.

- Facilitation of linkages between sector firms and U.S. suppliers that have access to EXIM bank financing;²⁶
 - Improvement of target firms' efficiencies with a focus on inventory turnover, lead and cycle times;
 - Improvement of selected target firms' ability to access finance.²⁷ Selection of target firms for access to finance should be based on financial attractiveness, i.e., firms that are creditworthy and have a good internal rate of return on investment needs for the export plan;
 - Improvement of the target firms' ability to reduce cost and time to export to U.S. and import primary products;²⁸
 - Improvement of target firms' ability to prepare export plans, business plans and network;²⁹
 - Provision of diagnostic services by National Export Agency to improve export readiness of firms within sector;
 - Improvement of the target firms' knowledge of the U.S. market and ability to brand products appropriately;³⁰ and
 - Improvement of the target firms' ability to meet U.S. product standards.³¹
- Agreement upon medium to long-term support that would improve both sector and national competitiveness. The levels of support can take the form of the following:
 - Provision of business support services by Ministry of Industry that allow for industry-wide benchmarking of financial and inventory data;
 - Extension of export support services by the National Export Agency sector-wide;
 - Public-private partnerships that support an increase of business support services, as well as technical and human resource development;

²⁶ This support can be provided by U.S. Commercial Office.

²⁷ This finance can be sourced from an AGOA fund or development/concessional financing sources.

²⁸ This support can be derived from an instituted Special AGOA Customs Window, which is described more under sector support.

²⁹ This support can be provided by national export agencies, the Ministry of Industry, as well as development partners.

³⁰ This support can be provided by USAID and other development partners.

³¹ This support can be provided by USAID and USDA.

- Improvement of national logistics performance; and
- Improvement of overall investment and business environment.

Suggestion: When assisting firms or sectors, it is imperative to keep in mind that AGOA is a temporary program that is subject to tariff preference erosion and removal. As a result, any instituted assistance should be transparent, benchmarked, and understood to be temporary.

Table 9 below outlines actions, assigned responsibility, and expected outcomes for Element 3 of the outlined AGOA National AGOA Strategy Document, i.e., the development of support programs for priority sectors.

Table 9. Element 3: Developing of Support Programs for Priority Sectors

Element 3	Responsibility	Expected Outcome
Development of the Support Programs for Priority Sectors		
A Short Term Accelerated Export Support Program		
A.1 Identify sector association heads and targeted export firms in the priority sectors.	TWGs Agriculture/Food Processing & Industry/Manufacturing	Sector Association Head Identified and Targeted Export Firms Selected
A.2 Determine the identified individuals/firms readiness to engage in a stakeholder-driven effort at improving the performance and competitiveness of the sectors exporters under AGOA.		
A.3 Take stock of selected firms export position vis-à-vis a questionnaire	Targeted firms	Completed questionnaire
A.4 Agree-upon firm and sector-level intervention options and outline a Monitoring and Evaluation Framework that would monitor and evaluate progress.	All TWGs and AGOA Steering Committee	An outline of firm and sector level interventions as well as an M&E framework for evaluation
A.5 Submit draft of Short-Term Accelerated Export Strategy to AGOA Steering Committee for Review		Draft of Short-Term Accelerated Export Support Program
B Medium/Long-Term Sector Development Program		
B.1 Identify institutional improvements to logistics performance and the business environment that would support the sector's competitiveness.	All TWGs and AGOA Steering Committee	
B.2 Develop a Medium/Long-Term Sector Development Program		
B.3 Submit draft of Medium/Long Term Sector Development Program to AGOA Steering Committee for Review		Draft of Medium/Long Term Sector Development Program
C Decide on Support Programs		
C.1 Submit Support Programs to Ministerial Task Force for	AGOA Steering Committee	
C.2 Review Support Programs - adopt/adjust if necessary	Ministerial Task Force	Support Programs ready for Implementation

Development of a Comprehensive Strategy for Increasing U.S. Investments

To attract U.S. investors, including both large corporations and SMEs, it is recommended that the AGOA Secretariat adopt a comprehensive investment strategy that targets U.S. investors and promotes an attractive investment and business environment. This strategy should emphasize U.S. SME investments and U.S. investments in agriculture and food processing.

Suggestion: It is suggested that this comprehensive strategy be developed with insights from the U.S. Embassy's Commercial Officer.

In addition, it is recommended that the government appoint a specific individual as an AGOA focal point in the National Investment Promotion Agency. This individual should be promoting U.S. investments in the country by supporting U.S. investors in finding local partners, setting up offices and overcoming bureaucratic hurdles.

Moreover, the government should establish strategic alliances with U.S.-based business promotion organizations, e.g., the U.S. Chamber of Commerce and Corporate Council on Africa, as well as advocate for incentives for U.S. AGOA investments in Africa within the U.S. government (both legislative and executive branches).

Table 10 outlines actions, assigned responsibility and expected outcomes for Element 4, the AGOA National AGOA Strategy Document, i.e., developing a comprehensive strategy for increasing U.S. investments.

Table 10. Element 4: Developing a Comprehensive Strategy for Increasing U.S. Investment

Element 4	Responsibility	Expected Outcome
Develop Comprehensive Strategy for Increasing U.S. Investments		
4A Identify key constraints inhibiting U.S. investments in the country with emphasis on U.S. SMEs and U.S. investments in agriculture and food processing.	TWG -Investment & U.S. Embassy/Commercial Office	Recommendations of potential core/sub-sectors for support compiled and submitted to AGOA Steering Committee. Sectors for support should be broadly articulated to allow for sector-specific interventions.
4B Develop a comprehensive investment strategy that targets U.S. investors.		
4C Establish strategic alliances with U.S. based business promotion organizations, e.g., U.S. Chamber of Commerce and Corporate Council on Africa.		
4D Identify competitiveness/business environment indicators that can be used to benchmark country progress in creating an attractive investment/business environment.		
4E Draft Recommendations of Strategies of increasing SME investments & increasing U.S. investments in agriculture and food processing to AGOA Steering Committee	TWG - Investment	
4F Decide on Strategies for increasing U.S. Investments based on recommendations from 4E	AGOA Steering Committee	
4G Submit Strategy to Ministerial Task Force for Review	AGOA Steering Committee	
4I Review Support Programs - adopt/adjust if necessary	Ministerial Task Force	Investment Strategy ready for implementation

Strategy Plan Matrix of All Elements in Developing a National AGOA Response Strategy

A depiction of all the components required in developing a National AGOA Response Strategy is provided over the next few pages (Table 11).

Table 11. All Elements in Developing a National AGOA Response Strategy

Element 1	Responsibility	Expected Outcome
A Establish Ministerial Task Force on AGOA		
	Ministers of Trade & Industry, Energy, Finance, Agriculture/Livestock/Fisheries, Foreign Affairs, and Planning.	Establishment of an overarching national institution responsible for AGOA, which provides: overall responsibility for AGOA and strategic guidance on AGOA.
B Establish and Operationalize National AGOA Secretariat		
B.1 Engage in high-level consultations at the Ministerial level to: A. Identify AGOA Secretariat's CEO B. Outline mandate of AGOA Secretariat C. Agree on budgetary arrangements for Secretariat	Ministerial Task Force on AGOA - with early consultations with the U.S. Embassy and USAID.	Establishment of National AGOA Secretariat with robust mandate, strong leadership, adequate structure/technical capacity, and sufficient budgetary resources.
B.2 Staff Secretariat with needed Technical Experts and Administrative Staff	AGOA CEO	Secretariat staffed with the following: * Industrial/Manufacturing Expert; * Agribusiness Expert; * Finance Expert; * Investment Expert; * Logistics Management Expert; * Marketing & Communication Expert * Administrative Staff
B.3 Set-up Technical Working Groups that aim to recommend and implement approved strategies in their key areas of focus.	AGOA CEO & Technical Experts	The following Technical Working Groups are established: * Industry/Manufacturing TWG * Agr./Food Processing TWG * Finance TWG * Investment TWG * Logistics Management TWG * Marketing & Communications TWG
B.4 Set-up AGOA Steering Committee that aims to coordinate the various TWGs activities.	AGOA CEO	AGOA Steering Committee established.
B.5 Articulate 1st Year Strategy of AGOA Secretariat	AGOA Secretariat	1st Year Strategy of AGOA Secretariat outlined and submitted to Ministerial Committee for

Element 2	Responsibility	Expected Outcome
Identify Potential Core Sectors for Support		
2A Identify historic exports to the U.S. under the Special Import Program by the Harmonized Tariff Program (HTS) categories, GSP and Duty-Free under AGOA	Technical Working Group I - Ministry of Trade/Planning/Finance/Industry/Agriculture USAID Hub Services)	Recommendations of potential core/sub-sectors for support compiled and submitted to AGOA Secretariat. Sectors for support should be broadly articulated to allow for sector-specific interventions.
2B Identify historic exports of raw/intermediate products to other AGOA eligible countries that are re-exported to U.S.		
2C Identify possible exports to the U.S. that the country has not yet exported.		
2D Align these identified products to well articulated potential core sectors for support		
2E Determine export competitiveness of potential core sectors for support		
2F Draft Recommendations of Potential Core/Sub Sectors for Support to AGOA Secretariat		
2G Decide on Priority Core Sectors to Prioritize based on recommendations submitted.	AGOA Steering Committee	Decide (adjust if necessary) on Priority Sectors to Support

Element 3	Responsibility	Expected Outcome
Development of the Support Programs for Priority Sectors		
A Short Term Accelerated Export Support Program		
A.1 Identify sector association heads and targeted export firms in the priority sectors.	TWGs Agriculture/Food Processing & Industry/Manufacturing	Sector Association Head Identified and Targeted Export Firms Selected
A.2 Determine the identified individuals/firms readiness to engage in a stakeholder-driven effort at improving the performance and competitiveness of the sectors exporters under AGOA.		
A.3 Take stock of selected firms export position vis-à-vis a questionnaire	Targeted firms	Completed questionnaire
A.4 Agree-upon firm and sector-level intervention options and outline a Monitoring and Evaluation Framework that would monitor and evaluate progress.	All TWGs and AGOA Steering Committee	An outline of firm and sector level interventions as well as an M&E framework for evaluation
A.5 Submit draft of Short-Term Accelerated Export Strategy to AGOA Steering Committee for Review		Draft of Short-Term Accelerated Export Support Program
B Medium/Long-Term Sector Development Program		
B.1 Identify institutional improvements to logistics performance and the business environment that would support the sector's competitiveness.	All TWGs and AGOA Steering Committee	
B.2 Develop a Medium/Long-Term Sector Development Program		
B.3 Submit draft of Medium/Long Term Sector Development Program to AGOA Steering Committee for Review		Draft of Medium/Long Term Sector Development Program
C Decide on Support Programs		
C.1 Submit Support Programs to Ministerial Task Force for	AGOA Steering Committee	
C.2 Review Support Programs - adopt/adjust if necessary	Ministerial Task Force	Support Programs ready for Implementation

Element 4	Responsibility	Expected Outcome
Develop Comprehensive Strategy for Increasing U.S. Investments		
4A Identify key constraints inhibiting U.S. investments in the country with emphasis on U.S. SMEs and U.S. investments in agriculture and food processing.	TWG -Investment & U.S. Embassy/Commercial Office	Recommendations of potential core/sub-sectors for support compiled and submitted to AGOA Steering Committee. Sectors for support should be broadly articulated to allow for sector-specific interventions.
4B Develop a comprehensive investment strategy that targets U.S. investors.		
4C Establish strategic alliances with U.S. based business promotion organizations, e.g., U.S. Chamber of Commerce and Corporate Council on Africa.		
4D Identify competitiveness/business environment indicators that can be used to benchmark country progress in creating an attractive investment/business environment.		
4E Draft Recommendations of Strategies of increasing SME investments & increasing U.S. investments in agriculture and food processing to AGOA Steering Committee	TWG - Investment	
4F Decide on Strategies for increasing U.S. Investments based on recommendations from 4E	AGOA Steering Committee	
4G Submit Strategy to Ministerial Task Force for Review	AGOA Steering Committee	
4I Review Support Programs - adopt/adjust if necessary	Ministerial Task Force	Investment Strategy ready for implementation

Section IV: Conclusion

As AGOA celebrates its 12th year, it is important to take stock of the lessons that Africa and the U.S. have learned from it, so as to ensure that AGOA fulfills its development mandate and strengthens U.S. trade and investment relations.

Toward this end, the gap analysis of AGOA in Section II identifies gaps in AGOA's performance vis-à-vis expectations. These gaps are related to the following: general weak response to AGOA at the country level as a result of supply-side constraints; weak response to AGOA in agriculture and agro-processing, as well as light manufacturing; difficulty faced by exporting firms in building the productive capacity needed to move beyond dependency on tariff-preference coverage; and limited U.S. investments across countries, particularly from U.S. SMEs and U.S. investments in agriculture and food processing.

To ensure a structured and results-based country response to the opportunities afforded under AGOA, the development of a dynamic National AGOA Response Strategy is recommended, which includes the following four elements:

- Establishment of a national AGOA institutional infrastructure that includes a *Ministerial Task Force on AGOA* and a *National AGOA Secretariat*;
- Identification of priority sectors for support;
- Development of the support programs for priority sectors; and
- Development of a comprehensive strategy for increasing U.S. investments, with emphasis on investments by SMEs, as well as investments in agriculture and agro-processing.

It is strongly believed that adopting the recommendations under the guidelines for a National AGOA Response Strategy and the related Monitoring and Evaluation

Framework³² will result in AGOA meeting its development mandate, while at the same time maximizing U.S.-Africa trade and investment relations.

³² Shiferaw, David. 2012. *Monitoring and Evaluation Framework for the African Growth and Opportunity Act (AGOA), AUC and ATPC*, May 2012.

Annex I: AGOA Coordinator/CEO Skills Inventory³³

The AGOA Coordinator/CEO articulates the vision for the *National AGOA Secretariat* provides the Secretariat with needed leadership and pursues its vision with a sense of urgency. The CEO should have years of experience in both industry and government and should use this experience to successfully lead the *National AGOA Secretariat*.

A roster of the CEO's required attributes and skills is listed below:

- Integrity and ethics;
- Analytic intelligence and results orientation (with a sense of urgency);
- Communication, team-building, and interpersonal skills;
- Leadership and mentorship skills;
- Problem solving, decision-making, and critical thinking skills; and
- Political impartiality.

In terms of job description, the CEO should have functional responsibility for strategic planning, management, financial management, human resource management, marketing and public relations, community relationships, programmatic effectiveness and fundraising. The specific responsibilities under these individual functions are listed below:

- Strategic planning - the CEO:
 - Collaborates with the *Ministerial Task Force on AGOA* to define and articulate the *National AGOA Secretariat's* vision and to develop strategies for achieving that vision;

³³ The information for the above skills listing was heavily sourced from a document shared on docstoc by Doan Thuan titled CEO Job Description and accessed on 9th May 2012 <http://www.inc.com/tools/ceo-job-description.html> In addition, a document titled *CEO Skills Inventory* by Fred Gibbons was utilized to identify the necessary personal attributes <http://www.stanford.edu/class/ee353/ceo.htm> accessed 8th May 2012.

- Creates annual operating plans that support the strategic direction set by the *Ministerial Task Force on AGOA*, and which correlate with annual operating budgets. These annual plans are submitted to the *Ministerial Task Force on AGOA* for approval; and
- Develops and monitors strategies for ensuring the long-term financial viability of the *National AGOA Secretariat*.
- Management - the CEO:
 - Promotes a culture that reflects the Secretariat's values, encourages good performance and rewards productivity;
 - Hires, manages and fires the human resources of the Secretariat according to authorized personnel policies and procedures that fully conform to current laws and regulations;
 - Oversees the operations of the Secretariat and manages its compliance with legal and regulatory requirements;
 - Creates and maintains procedures for implementing plans approved by the *Ministerial Task Force on AGOA*;
 - Ensures that staff and the *Ministerial Task Force on AGOA* have sufficient and up-to-date information; and
 - Evaluates the Secretariat and staff performance on a regular basis.
- Financial management - the CEO:
 - Oversees staff in developing annual budgets that support operating plans and submit these budgets for *Ministerial Task Force on AGOA* approval;
 - Manages the Secretariat's resources within budget guidelines;
 - Ensures that staff practice all appropriate accounting procedures in compliance with Generally Accepted Accounting Principles (GAAP); and

- Provides prompt, thorough and accurate information to the *Ministerial Task Force on AGOA* to keep them apprised of the Secretariat's financial position.
- Human resource management - the CEO:
 - Recruits and contracts the Secretariat's staff;
 - Supports staff development and training;
 - Develops human resource policy and documentation;
 - Engages in employee relations;
 - Institutes a performance management and improvement system;
 - Ensures employment compliance to regulatory concerns; and
 - Facilitates company-wide meetings/committees, including arranging meetings, attending meetings, setting agendas, and taking down the minutes of the meetings.
- Marketing and public relations - the CEO:
 - Manages press development, advertising opportunities and organizes the availability of the Secretariat members for media/PR events as necessary;
 - Oversees content, production and distribution of all marketing and publicity materials; and
 - Coordinates invitation of potential future promoters and supporters of the Secretariat.
- Community relationships - the CEO:
 - Serves as the primary spokesperson and representative for the Secretariat;
 - Assures that the Secretariat and its mission, programs and services are consistently presented in a strong, positive image to relevant stakeholders;
 - Actively advocates for the organization, its beliefs, and its programmatic efforts; and

- Acts as a liaison between the Secretariat and the community, building relationships with peer organizations when appropriate.
- Programmatic effectiveness- the CEO:
 - Oversees design, delivery and quality of programs and services;
 - Stays abreast of current trends related to the Secretariat's deliverables and anticipates future trends likely to have an impact on the Secretariat's work; and
 - Collects and analyzes evaluation information that measures the success of the Secretariat's program efforts; refines or changes programs in response to that information.
- Fundraising - the CEO:
 - Serves as a primary person in donor relationships and the person to make one-on-one fundraising solicitations;
 - Develops fundraising strategies with the *Ministerial Task Force on AGOA* and supports the Task Force in fundraising activities;
 - Oversees staff in the development and implementation of fundraising plans that support strategies adopted by the Task Force;
 - Oversees staff in the timely submission of grant applications and progress reports for funders; and
 - Develops fundraising strategies with the Task Force and support the board in fundraising activities.

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http://www.brookings.edu/research/reports/2011/06/~media/research/files/reports/2011/6/01%20improving%20agoa/0601_improving_agoa_onyango_ikiara.pdf 15 May 2012.

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