



DIRECTOR-GENERAL'S CONSULTATIVE FRAMEWORK MECHANISM ON COTTON

"COTTON ROADMAP" PROJECT

Communication from the Republic of Benin

The following communication, dated 21 February 2018, is being circulated at the request of the delegation of the Republic of Benin, on behalf of the C4 countries.

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C4: COTTON ROADMAP PROMOTION

COTTON/TEXTILES SECTOR AND PRODUCTS THEREOF: FOR A COMPETITIVE, INCLUSIVE AND SUSTAINABLE VALUE CHAIN

Programme Document

1 BACKGROUND

1.1. The proposed programme has a four-pronged approach, which covers:

- a. The Sectoral Initiative in Favour of Cotton;
- b. The implementation of the C4 country Poverty Reduction Strategy Papers (PRSPs);
- c. The implementation of the mandate for trade facilitation negotiations;
- d. The implementation of the Aid for Trade initiative.

1.2. In the framework of the West African Economic and Monetary Union (WAEMU), a Cotton-Textile Agenda, together with an implementation strategy for the period 2011-2020, was finalized with the technical support of the International Trade Centre (ITC) and financing from the European Union. The Cotton-Textile Agenda, which was created on the basis of a participative approach including all stakeholders in the value chain, provides the subregion with an overview of the strategic objectives to be pursued to make the cotton-textile sector more competitive. It analyses the potential of cotton, textiles and clothing in the subregion and highlights strategic phases, with a view to improving the trade performance of such products.

1.3. The strategic objective of WAEMU's Cotton-Textile Agenda is to process a quarter (25%) of cotton fibre produced by 2020, with the desired direct and indirect effects of added value and job creation. Out of 46 spinning mills that were functional in 2003 in the WAEMU region, only ten are operational today, and around 2% of the cotton fibre produced is processed locally.

1.4. In the framework of the Economic Community of Central African States (ECCAS), a strategy to develop the cotton, textile and clothing sector in Central Africa was also developed in 2011, with the technical support of the ITC and financing by the European Union. The strategy aims to create the best conditions in which to develop a competitive and integrated sector, one which provides quality cotton and cotton by-products that are recognized and marketed on the regional and international market, and which makes a sustainable contribution to the fight against poverty through a fair redistribution of income.

1.5. It is therefore timely for the C4, and for all cotton-producing and exporting countries in West and Central Africa to implement a joint technical assistance programme aimed at significantly improving the competitiveness of the cotton sector, with an impact on the textile and clothing industry.

1.6. The programme will be inclusive and multidimensional, and will aim to respond in an effective and sustainable manner to the structural needs of the sector, and provide specific solutions that meet the expectations of beneficiaries.

1.7. Cotton is a strategic product in all of the regions of the world in which it is grown. Its interest to the private sector, policy-makers, and to a broader extent, civil society, can be explained by a number of factors.

1.8. Cotton is a strategic product for the following reasons:

- It is a major source of income for many small-scale family farms that depend on its cultivation, particularly in West and Central Africa. Cotton production areas are excellent grain production areas, which contribute to the food security of small-scale producers. Cotton production generates direct and indirect income for over 15 million households. Almost 70% of the active population in cotton-producing areas work in the cotton sector.

- When processed, cotton provides a large range of by-products for the agri-food industry, and also the cosmetics and health industry. It therefore encourages innovation and research.
- It generates income in foreign currency for countries, which is why it is necessary to have an organized and competitive sector that is oriented towards exports to dynamic markets and that offers attractive purchase prices.
- Its production raises environmental considerations for the sustainable management of the resource, which is why it is important to take into account specifications that respect the environment during production and processing. Today, organic and fair trade cotton are niche markets, but new economic challenges are on the horizon.
- The management of the sector involves public-private partnerships that require infrastructure not only to modernize production, but particularly to promote processing and open up production areas.
- The issue of subsidies granted to the cotton sector in certain countries remains a significant challenge in multilateral trade negotiations. The cotton agenda was once again a topical subject at the WTO Ministerial Conferences held in Bali and Nairobi.

1.9. In Sub-Saharan Africa and, more specifically, in French-speaking West and Central Africa, the four co-sponsors of the Sectoral Initiative in Favour of Cotton (Benin, Burkina Faso, Chad and Mali), known as the "C4", are leaders in the production of "white gold" in Africa, with a total output that is set to surpass 750,000 tonnes of cotton fibre for 2016/2017, i.e. more than half of the continent's production, 3.3% of global production and 9% of world exports.

1.10. The cotton sector provides a large share of the exports of the C4 countries, although this share has decreased over the last decade.

1.11. Cotton's share in exports for the period 2010-2014 was 32% in Burkina Faso (compared with 64% in 2000-2004), 27% in Mali (compared with 51% in 2000-2004), 19% in Benin (compared with 56% in 2000-2004) and only 3% in Chad (compared with 57% in 2000-2004), mainly due to the increasing share of gas and oil exports.

1.12. Furthermore, the C-4 countries invest significantly in cotton production, which generates over 10% of their respective GDPs and which remains the main source of livelihood for the majority of their rural populations.

1.13. During the 2014/2015 crop year, Burkina Faso produced over 280,000 tonnes of cotton fibre, which made it the top African cotton producer ahead of Mali, where production amounted to 230,000 tonnes. This was due to a 19% increase in the area of cultivated land, following a rise in cotton prices on the world market. Benin obtained a fibre yield of 408 kg/ha, which represented an increase of over 24%, following the innovative introduction of new seed varieties, which are better adapted to the specific characteristics of the climate in cotton-producing regions. Chad has also seen its yield grow, with a 25% increase in the area of cultivated land thanks to support from a new company, Cotontchad SN. For the crop year 2016/2017, Chad expects to produce 171,000 tonnes of seed cotton, which represents a 13% rise compared with the previous crop year (150,000 tonnes).

1.14. In spite of the above-mentioned performances and undisputed potential of Benin, Burkina Faso, Chad and Mali, these countries are unable to fully enjoy the economic privileges afforded by the cultivation of "white gold", unlike emerging powers such as Brazil and India. The C4 countries remain in the category of least developed countries (LDCs) and have very low human development indices (see Table 1 below).

Table 1 – Macroeconomic indicators for C-4 countries

Country	Population (2014)	GDP per inhabitant (US\$)	Human development index (2015)	Doing Business (2015)	FDI (millions US\$) (2013)	Logistics Fluidity Index (2014)
Benin	10,160,556	1,900	166 th /188	151 st /189	320.06	109 th /160
Burkina Faso	18,365,123	1,700	183 rd /188	167 th /189	374.32	98 th /160
Chad	11,631,456	2,800	185 th /188	185 th /189	538	113 th /160
Mali	16,455,903	1,600	179 th /188	146 th /189	410.29	119 th /160

Sources: The World Factbook, American Central Intelligence Agency; The World Bank Dataset; UNCTAD, World Investment Report; The Global Enabling Trade Report, World Economic Forum; Trade Logistics in the Global Economy 2014.

1.15. There are multiple barriers preventing the development of this sector for the C4 countries. Nevertheless, these barriers can be explained mainly in terms of a lack of competitiveness of the cotton/textile sector, low investment in processing (including non-industrial processing for the domestic markets of the C4 countries and the regional markets of the WAEMU, ECOWAS, CAEMC and ECCAS in particular) and a business environment that does little to promote the emergence of small and medium-sized enterprises carrying out non-industrial or even industrial processing, despite the recent progress made.

1.16. In general, mill use of cotton in French-speaking Africa has stagnated in recent years at 17,000 tonnes, which corresponds to 4.5% of mill use at the continental level and 0.1% at the global level.

Valorization of seed cotton by-products

1.17. The value of the fibre obtained from one tonne of seed cotton is three to four times the combined value of the cotton oil and cake obtained from the processing of the seed. For this reason, the cotton oil and cake markets are often overlooked in certain countries. However, in some countries, the revenue from seed sales amply covers ginning costs. In Cameroon, for instance, the Cotton Development Company (SODECOTON) managed to avoid, for a long time, the losses that have affected the other West and Central African countries, partly thanks to the cross-cutting subsidy system for its profitable and integrated trade in cotton oil.

1.18. Almost all of the cotton oil produced in the C4 countries is consumed locally. As all of the countries import edible oils (palm oil, in most cases), cotton seed oil is a substitute for imported products. The percentage of consumption of edible cotton seed oil is almost 50%, and even higher in Benin, Burkina Faso and Mali.

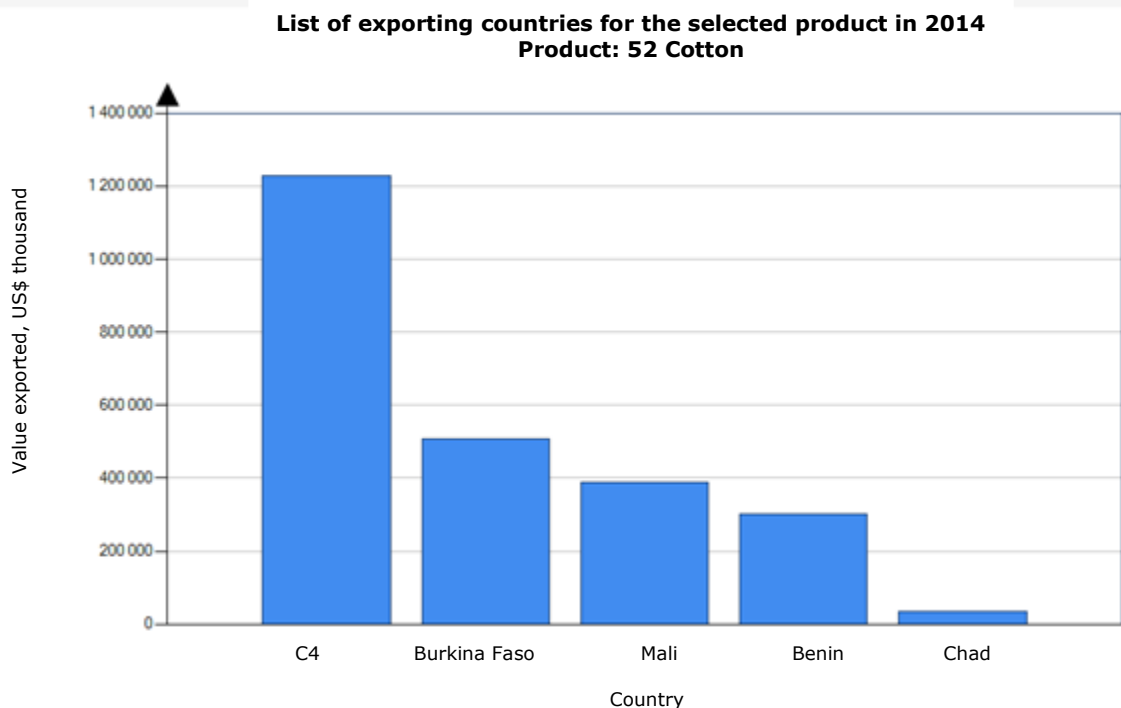
1.19. Due to the competition represented by palm oil in all of the C4 countries, being landlocked is a significant factor in the cost of land transportation, which is essential for importing palm oil. It should be noted that this factor partially compensates the ginning companies in landlocked countries for the high land transportation costs that they face when exporting their fibre. Burkina Faso, Chad and Mali are landlocked, have a shortage of edible oils and have a high demand for cotton oil cake from their livestock sectors. However, the prices paid to their cotton companies for cotton seed are lower than in other African countries, according to the World Bank.

Value added and the development of the handicrafts sector

1.20. The cotton handicrafts sector has the potential to contribute significantly to job creation and poverty reduction. Handicrafts can therefore add value to fibre and, in turn, successfully compete, in select market segments, with second-hand and cheap, relatively low quality Asian imports, which constitute the majority of the clothing worn in most African countries.

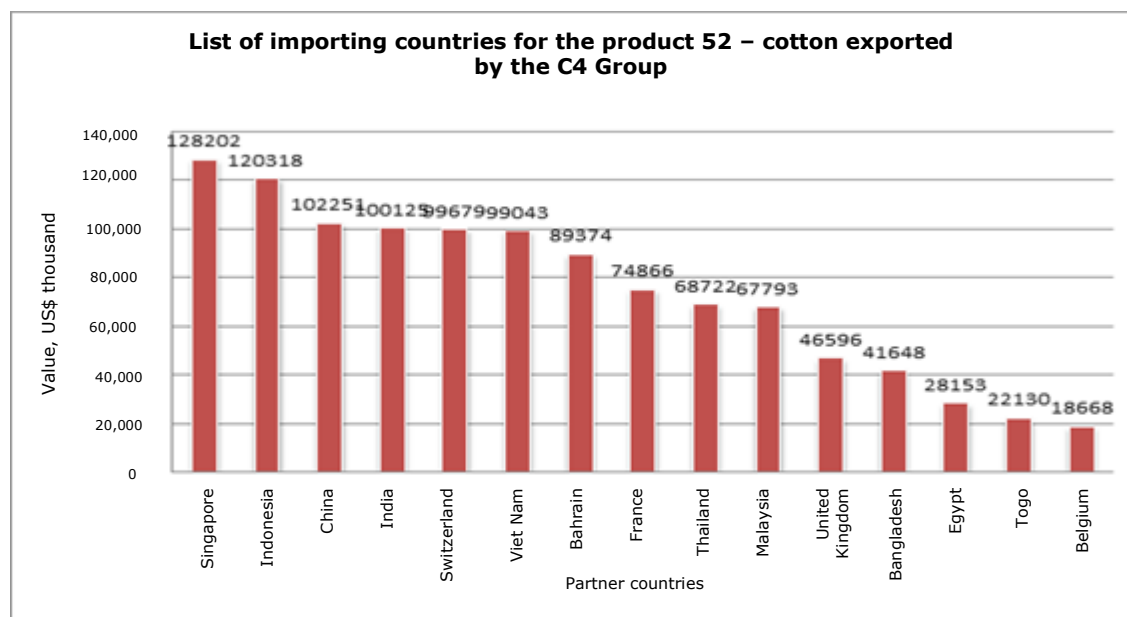
1.21. Furthermore, the "Cotton-Textile Agenda" adopted at WAEMU level underscores the potential of the handicrafts sector and proposes to support the development of a dynamic handicrafts sector in the countries selected and in regions that can serve the national and regional markets. Through the involvement of regional associations and Regional Economic Communities (RECs), it will be possible to widely circulate the results of the approach in the region in order to disseminate knowledge and duplicate successful approaches in other countries.

Graph 1 – C4 exports in 2014



Source: ITC TradeMap, 2014 data (based mainly on mirror data).

Graph 2 – Countries that import cotton from the C4 countries



Source: ITC TradeMap, 2015 data.

Duration of the programme

1.22. To allow for substantial interventions that create tangible results and impacts, the proposed programme shall take place over a period of seven years, with a four-year pilot implementation phase, followed by a three-year acceleration phase (see terms of reference for resource mobilization in the annex).

Ownership of the programme by beneficiaries

1.23. It is the responsibility of national stakeholders to take ownership of this concept note and to validate its relevance and appropriateness in terms of the needs identified, objectives to be pursued and results to be achieved.

1.24. For the development of the aforementioned programme, the ITC will combine international expertise with the skills of local experts to ensure the effective ownership of the programme by the beneficiaries, and to anticipate the sustainability of the technical interventions to be proposed.

1.25. The programme aims to identify and promote each C4 country's comparative advantage as regards its potential in terms of production, processing and exports in the last four years, while taking into consideration the existing capacity and infrastructure of other countries in the subregions of West Africa (in particular, Côte d'Ivoire, Nigeria and Senegal) and Central Africa (Cameroon and the Central African Republic). Considering the regional dimension of the sector in this way, while building on each country's existing achievements, particularly in terms of South-South cooperation, will favour the development of synergies and complementarities in terms of expertise, know-how, investments, financing, infrastructure, and trade, in a business environment that is more efficient (being more predictable) and more conducive to the development of economies of scale.

1.26. Regarding the improvement of production, for example, which is the initiative's key area of action, the programme will draw and expand on the achievements of recent or current projects, most notably the project for the strengthening of technology and the dissemination of good agricultural practices for cotton in the C4 countries and in Togo, or "Cotton-4+Togo", in collaboration with the Brazilian Association of Cotton Producers (ABRAPA), the Brazilian Agency for Cooperation and the Brazilian Agricultural Research Enterprise (EMBRAPA). This project's ultimate aim is to increase productivity by disseminating innovative technical strategies that are adapted to the climatic conditions of the five countries concerned through activities involving small-scale producers. It also aims to create genetic diversity and improve the quality of cotton, and has helped to revitalize laboratories in partner countries and establish a collective storage bank.

1.27. The economic prosperity of cotton producers is one of the main outcomes that the programme seeks to achieve, and food security is a priority area of action. Synergies with the C4 Cotton Partnership programme (C4CP) will also be pursued.

1.28. The table below shows several cotton sector initiatives in the C4 countries, with which this programme will pursue complementarities and seek to sustain and build on the achievements made.

Table 2 – Cotton sector initiatives in C-4 countries

PARTNERS	PROGRAMME/PROJECT/ACTIVITIES	BENEFICIARIES
Netherlands	Support for unions of communal cotton producers	Benin, Burkina Faso, Mali
Denmark, France, Germany, Netherlands, Sweden, United Kingdom	Support for the Cotton Initiative through negotiations at the WTO (implementation by IDEAS)	C4
United States	West African Cotton Improvement Programme (WACIP)	C4 + Senegal
United States	C4 Cotton Partnership Programme (C4CP)	C4
Brazil	Programme for the development of the cotton sector in the "Cotton-4" countries (Benin, Burkina Faso, Chad and Mali)	C4 countries

PARTNERS	PROGRAMME/PROJECT/ACTIVITIES	BENEFICIARIES
AfDB (in partnership with FAO and WAEMU)	Multinational cotton sector support project (PAFICOT)	C4 and WAEMU
India	Indian programme to provide technical support for the cotton sector in Africa	Benin, Burkina Faso, Mali, Chad, Malawi, Nigeria, Uganda, Ghana, Togo, Tanzania, Zambia

2 KEY TRENDS IN THE DEVELOPMENT OF THE COTTON SECTOR AND VALUE ADDED

Major trends on the cotton market

2.1. The share of cotton in the consumption of textile fibres at the end use level has fallen unrelentingly and the increased competition represented by polyester has served to accelerate the decline. It has halved in 20 years, falling to around 25% in 2016. The average yearly consumption of cotton fibre per person has not changed since 1960, while at the same time, the end consumption of other textile fibres has increased more than fivefold.

2.2. Synthetic fibres are uniform and clean, which make them better adapted to the requirements of the modern textile industry than natural fibres. The cotton market share has also suffered from highly volatile prices, while polyester prices fluctuate less and are lower. The image of the cotton industry has also been tarnished by accusations that it involves the "most polluting form of farming in the world", using 25% of the pesticides consumed in the world on only 2.5% of cultivated land, that it uses child labour, and is drying out the Aral Sea.

2.3. In this unpromising context, it is vital for cotton producers to adapt to the demand by industrialists in the textile sector, who are oriented towards sustainable development, with the aim of meeting the expectations of their clients by offering ethically responsible products that are processed sustainably, while respecting good social and environmental practices. With the increase in demand for "sustainable" cotton or cotton perceived as sustainable, there is a tendency to give greater importance to the traceability of cotton throughout the value chain, and the presence of a certificate or label.

2.4. Although organic and fair trade cotton remain niche products, two initiatives aiming to expand the market base for sustainable cotton were launched in 2005, in response to the requirements of the mass market covered by the major textile distribution enterprises: the Better Cotton Initiative (BCI) and Cotton made in Africa (CmiA). The BCI is undeniably a marketing success that proves the primacy of perception over reality. By playing cleverly on the ambiguous meaning of the word "better", which in this case actually means "improved", the BCI enables industrialists from the textile sector to "green" their brand image, while paying a relatively low fee and applying quite lenient standards and testing. In 2012, CmiA and the BCI signed a partnership agreement under which CmiA-certified cotton can be sold as Better Cotton to a BCI member. In other words, CmiA allowed itself to be engulfed by BCI in order to benefit from a premium, even though its criteria are more restrictive.

2.5. BCI cotton is imposing its standard to the detriment of conventional cotton, which therefore loses value (not better = bad). The production of BCI cotton from 1.6 million cotton producers in 21 countries totalled 2.6 Mt in 2015, or 12% of global production.

2.6. Today, organic cotton has gone beyond the phase of niche market for specialized products with high value added, such as sports clothing, baby products, underwear, and bathroom and household linen. Nevertheless, supply (110,000 tonnes in 2015) is struggling to keep up with demand, owing particularly to the loss of earnings during the conversion to organic cotton and the constraints of the organic production system. The fair trade cotton market seems to be losing momentum, undoubtedly because it has been replaced, in terms of demand by industrialists, by the BCI, which is less restrictive and which is often (and unfairly) perceived more or less as an equivalent to fair trade by the general public.

2.7. Organic cotton production may constitute an eco-responsible and profitable alternative to conventional production, and there is a clear conceptual complementarity between "organic" production, which respects the environment, and "fairtrade", which respects people.

A future for cotton from West and Central Africa

2.8. The C4 countries have a role to play in a challenging context for cotton. Of course, cotton faces a number of obstacles in West and Central Africa (geographical isolation, lack of infrastructure and logistics, weak integration of the cotton-textile value chain, political instability, poor brand image, etc.), but it also has undeniable comparative advantages. In West and Central Africa, cotton is in its preferred natural environment, with sun, heat and an alternation between a well-defined humid season and a dry season. African cotton is mainly rainfed and needs very little water, pesticides and chemical fertilizers, and probably has the best carbon footprint. The intrinsic properties of cotton fibre that is harvested manually are better preserved than those of cotton fibre that is harvested mechanically. Production costs on the African continent are lower than those in developed countries, as cultivation is labour intensive, generally family-based and unpaid, whereas in developing countries it involves a significant amount of equipment and inputs. With the current exchange rates, the cost prices of fibre from the C4 countries are very competitive. Cotton from the C4 countries has a great deal of potential in terms of both productivity and quality.

3 TARGET REQUIREMENTS

3.1. The programme proposes to overcome the main difficulties listed below, which hinder the development of the cotton and textile sector in the C4 countries and, more generally, in other cotton-producing countries in West and Central Africa:

Seed cotton production:

Increasing productivity is definitely a priority for improving the competitiveness and profitability of cotton production in West and Central Africa. With good farming practices, the yield potential of existing varieties is two tonnes of seed cotton per hectare, double the current amount. Based on an average yield of one and a half tonnes per hectare, the production of the C4 countries on 2 million hectares could reach 1.3 million tonnes of fibre in the medium term.

- Low yield (half of the global average);
- Need to improve quality in terms of seed cotton production (during harvesting, storage and transportation to ginning mills) to consolidate the progress made in this area in recent years;
- Need to improve storage infrastructure.

Cotton ginning:

- Need to continuously improve quality to consolidate the progress made in this area in recent years;
- Inadequate and costly transportation to ports of shipment;
- Lack of direct links with cotton spinning mills on the main import markets;
- Unfairly poor image of African cotton on the market. Africa needs to improve its image in terms of quality in order to gain a better foothold on the market;
- Need to modernize the cotton grading system;
- Volatility of cotton fibre prices exacerbated by the fluctuating exchange rate between the euro and the US dollar;
- The benchmark currency on the world market is the dollar. For countries in the franc zone, which have a fixed parity with the euro, the performance of the exchange rate between the US dollar and the euro has a strong influence on the competitiveness of their fibre on the world market. Revenue in US dollars must be converted into CFA franc for payments at sector level. When the euro is expensive, the exchange rate gives rise to lower cotton fibre prices in euros, and results in a decrease in the profit margin of countries in the CFA franc zone;
- Under-use of the potential of seed cotton for the production of oil and other cotton by-products to meet local and regional consumer demand.

Logistics:

- High logistics costs which lower the export revenue of C4 countries;
- Lack of support for local enterprises that are already active in the processing and exportation of cotton, to help them improve their productivity and optimize their logistics costs;
- Need to build the capacity of stakeholders in the cotton value chain with a view to improving their competitiveness in terms of the management of procurement and logistics (storage, freight optimization, etc.).

Valorization of seed cotton by-products:

- Low quality of oil produced: a good quality oil (deodorized, neutralized to remove gossypol, and bleached) can cost twice as much to produce than semi-refined oil;
- Low capacity of seed processing companies to register a cotton oil trademark in order to sell the product at a higher price than imported palm oil;
- Difficulty in obtaining recognition of cotton oil as a high quality product (which would justify a premium compared with imported palm oil). While it is the main source of edible oil on the domestic market, it only constitutes a small share. Burkina Faso and Cameroon are the only countries in West and Central Africa in which cotton oil is clearly distinguished and valorized.

Difficulties encountered at the intermediary (institutional) level:

- Difficulty for the Regional reference and training centre for cotton technology and processing (CERFITECH) to position itself as a regional reference centre for cotton grading;
- Weak capacity of the African Cotton Association (ACA) and the Association of African Cotton Producers (AProCA) to take a leading role in the promotion of African cotton on target markets and to develop links with the global textile industry.

Difficulties encountered throughout the cotton, textile and clothing value chain:

- Low rate of fibre processing: Less than 2% of the fibre produced is processed locally in the C4 countries in a handful of spinning and weaving mills, most of which are obsolete;
- Low competitiveness of spinning, dyeing and weaving companies. Furthermore, the great majority of clothing factories have closed down. Nevertheless, the handicrafts industry is growing, even though it is mainly dependent on local spinning and is also increasingly subject to competition from imports of industrial counterfeit goods that are imitations of local handicrafts;
- Lack of raw materials, training and modern equipment, which are needed to offer acceptable standardized and quality products on all markets.

Business environment:

- Insufficient investment in the sector;
- Environment not conducive to research;
- Weak performance of institutions that support production (information, training, agricultural advice) and marketing;
- Limited access to credit;
- Ineffective advocacy of stakeholders – weak public-private dialogue, which should be better structured in each country and at the C4 level, in order to better take into account the needs and expectations of the private sector.

Multilateral negotiations:

- Need to establish a proper pool of negotiators who will be responsible for cotton for a set period of five years;
- Lack of lobbyists to support negotiators in multilateral discussions;
- Need to take into account the interests of the private sector (all stakeholders in the chain, from production to distribution) in multilateral trade negotiations.

4 THE MANDATE OF THE ITC AND EXPERIENCE WITH THE C4 COUNTRIES AND THE COTTON SECTOR IN AFRICA

4.1 The ITC's mandate with the C4 countries

4.1. Thanks to the recent WTO Ministerial Conference in Nairobi, Kenya, in December 2015, at which the elimination of export subsidies for agricultural products was approved, the extension of the African Growth and Opportunity Act (AGOA) until 2025, and the development of corridors (road and rail) to facilitate intra- and inter-regional trade, new prospects for an economic breakthrough in the cotton sector have opened up for the C4 countries and for West and Central Africa in general.

4.2. In light of the above, the moment has come for the C4 and West and Central Africa in general to design and implement a true competitiveness programme for the cotton sector. This programme will consolidate the initiatives underway in the sector, while placing an emphasis on the significant strengthening of the productive and commercial capacities of sector stakeholders in respect of local products with high value added that can satisfy the domestic and regional markets, and meet the conditions required to access international markets.

4.3. The International Trade Centre (ITC) has been a partner of the C4 countries for many years. The mission of this technical cooperation agency associated with the United Nations and the WTO is to help micro, small and medium-sized enterprises in developing countries to improve their trade performance, particularly in terms of exports.

4.4. The ITC's mandate in Sub-Saharan Africa, and particularly in least developed countries such as those of the C4, is to help to upgrade the supply of products and services and the productive capacities of micro, small and medium-sized enterprises so as to enable them to take advantage of existing market opportunities and thus facilitate their participation in national, regional and international value chains. This increased participation in trade should create conditions favourable to greater turnover, employment and revenue for exporters and the communities of producers who supply them.

4.5. With this mandate and with proven expertise in the development of sectors with a high potential for exportation and trade facilitation (particularly in light of the implementation of the Bali Agreement), the ITC was officially requested by the C4, in December 2015, through the Permanent Mission of Mali to the International Organizations in Geneva, which is the coordinator of the C4 group, to assist in developing terms of reference for the creation of a programme to increase the competitiveness of cotton, textiles and their by-products.

4.6. The ITC responded favourably to the C4's request, given its previous interventions between 2005 and 2012 as part of the All ACP Commodities Programme - Cotton, which was financed by the European Union under the 9th and 10th European Development Fund (EDF). The evaluation results of the programme allowed for the recommendation of a number of actions to stimulate the sector and promote the local processing of cotton into textiles and other by-products for the clothing, agri-food, cosmetics and medicine industries.

4.7. The outline of a programme entitled "Cotton roadmap promotion: for a competitive, inclusive and sustainable value chain" was validated in the form of a technical concept note, prepared with the support of the ITC in Geneva following the 4th Ministerial Coordination Meeting of the Ministers of Trade of the C4 countries, which was held in Bamako, Mali, from 26 to 28 October 2016

4.8. Upon the request of the C4 Ministers, the ITC also prepared terms of reference aimed at providing policymakers from C4 countries with a policy framework on the "Cotton roadmap promotion" initiative, with a view to better:

- ✓ Understanding the structure of the initiative;
- ✓ Endorsing the various stages required for finalizing the development of the programme and;
- ✓ Determining the strategy for mobilizing the resources needed to implement the programme, which will benefit the people of the West and Central African subregions.

4.9. The present draft programme document is based on the observations and recommendations made following the review of the concept note and the terms of reference by authorized C4 stakeholders. It aims to provide the C4 countries with an outcome document, with a view to effectively implementing the initiative following its official launch during the Cotonou Ministerial on 20 and 21 April 2017.

4.2 The ITC's experience with the C4 countries

4.10. For many years, the ITC has had a working relationship with the C4 countries and, more generally, with a good number of cotton-producing countries in Africa. Its collaboration with the C4 began in 2004 with the launch of the Cotton Initiative. Since then, the technical assistance provided by the ITC to the C4 countries has evolved and now takes into account their needs, their economic environment and also world market trends.

4.11. More specifically, over the past decade, the ITC has helped the C4 and other African countries to implement the following initiatives:

- a. **The development of the Cotton Exporter's Guide**, which provides all stakeholders involved directly or indirectly in the production and exportation of cotton with a detailed and realistic overview of all aspects of international trade in cotton. The Cotton Exporter's Guide has been widely distributed in all African cotton-producing countries, and has been used on a number of training courses and in training workshops for associations of producers and ginners in Africa.
- b. **The ITC Initiative for the Development of African Cotton**: since 2006, the ITC has facilitated South-South cooperation by drawing on the expertise of the People's Republic of China, India, Turkey, and other African countries, with regard to the cotton, textile and clothing value chain. Furthermore, the creation of commercial ties has increased sales of African cotton to cotton consumers such as Bangladesh, the People's Republic of China, India, Indonesia, Thailand, Turkey and Viet Nam.
- c. **Promotion of African cotton on world markets**: under the All ACP Agricultural Commodities Programme financed by the EU, the ITC has worked with cotton companies in East and Southern Africa, and in West and Central Africa, to bring them closer to their domestic markets and to help them build strong relationships with the spinning mills that consume their cotton. Various training courses on market needs, and promotional visits to major consumer markets such as Bangladesh, Indonesia and Viet Nam were organized, in cooperation with the French Cotton Association (AFCOT). These different activities have helped to improve the image of African cotton, in particular that of cotton from West and Central Africa, and to increase market transparency. In countries such as Senegal, the price of cotton fibre increased after being sold to target spinning mills in Bangladesh.
- d. **Development of regional cotton-clothing strategies**: The ITC has facilitated the development of three cotton-clothing strategies, using a participatory and inclusive approach for Eastern, Southern and Central Africa, which have been approved by the political authorities of COMESA, WAEMU and ECCAS.
- e. **Value added and processing of African cotton fibre**: Through its Ethical Fashion Initiative (EFI), the ITC establishes a link between the world fashion industry (through renowned international designers such as Vivienne Westwood, Stella McCartney, Stella Jean, and United Arrows) and unknown West African artisans. In Burkina Faso, this collaboration enables weaving workshops to improve their technical skills in order to meet the orders placed by international designers with the social enterprise that they have created in an effort to work more efficiently and distribute revenue.
- f. **Comprehensive approach for the emancipation of cotton producers in Zambia**: The ITC is working on a pilot project with the Cotton Association of Zambia (CAZ), which aims to enable Zambian cotton producers to add value to the cotton that they produce. This project has allowed for the creation of the sole ginning mill owned and run by Zambians. Therefore, Zambian cotton producers, under the supervision of the CAZ, can

now sell their seed cotton at a higher price to their "own" ginning mill. Part of the fibre produced is sold and the other part is used to supply local spinners for the production of cotton yarn, which is used by women weavers who are also cotton producers. These women therefore increase their income, not only by selling their seed cotton but also by being shareholders in the ginning mills and by using the yarn from their own cotton to make handicrafts for the local and regional market.

4.12. Synergies will be sought with ongoing projects, for the processing and valorization of cotton and its by-products in the C4 countries and the subregion.

5 PARTNERS IN THE COUNTRIES

5.1. To implement the future programme, it is important to involve all of the stakeholders concerned in order to ensure the effective ownership of the interventions proposed by each actor.

5.2. Under the leadership of the Ministers responsible for trade (policymakers), consultations could be initiated and could include regulatory bodies from the cotton/textile sector, trade and investment promotion bodies, socio-professional associations and representatives of cotton companies (such as the National Agricultural Promotion Company (SONAPRA) and its successor in Benin, the Fibre and Textiles Company (SOFITEX), the Gourma Cotton Company (SOCOMA) and FasoCoton in Burkina Faso, Cotontchad SN in Chad and the Mali Textile Development Company (CMDT)). It is highly recommended that the ACA, which represents the ginning industry, and the Association of African Cotton Producers (AProCA) and its national cotton producer associations, be included in the consultations.

6 PROGRAMME APPROACH

6.1 Programme objective

General objective for the programme proposed by the C4:

6.1. Improve the productivity and competitiveness of the cotton/textile/clothing sector in order to promote the local processing and valorization of cotton and increase opportunities on both subregional and international markets, with a positive impact on the creation of direct and sustainable jobs for people of the C4 countries (particularly those living in cotton-producing regions, and women and young people participating in the value chain).

6.2. This increased competitiveness will benefit not only the C4, but also, more generally, other cotton-producing countries in West and Central Africa. The Cotton Roadmap programme will aim to pursue the drive for deeper regional integration by connecting the various links in the cotton, textiles and by-product value chain, in order to increase supply at the regional level so as to better meet local, regional and international demand.

6.3. Specific objectives of the programme:

- Develop the sector to meet regional and international purchaser needs thereby aligning supply and demand;
- Develop the non-industrial, semi-industrial and industrial processing of cotton with a view to increasing the value added of products, with the creation of immediate opportunities on subregional markets;
- Promote the transfer of know-how and technology, particularly but not exclusively, from emerging countries;
- Strengthen the structure of the sector, for example, through the establishment of coalitions of cotton industries capable of negotiating and advocating strongly for greater consideration of the interests of sector stakeholders with regard to trade policies and negotiations;
- Facilitate trade through existing logistical corridors in West and Central Africa.

6.4. Direct results expected:

- Improvement of the business environment with a view to increasing investment in the cotton sector, which is likely to have a positive impact on the industrialization of the sector;
- Improvement of the quality of, and increase in the price of, seed cotton, which will result in a higher income for producers and increased profits for cotton companies;
- Increased productivity of cotton, textile and clothing companies, which will boost the competitiveness of the cotton-textile sector;
- Diversification of cotton products and the promotion of the marketing of cotton and cotton by-products on the regional market;
- Increased intra- and inter-regional trade in cotton, textile and clothing products.

Impacts expected:

- The creation of jobs in the cotton/textiles sector and the economic benefits this will bring;
- An increase in the cash income of sector stakeholders;
- Improved living conditions for communities on cotton production and processing sites in C4 beneficiary countries;
- Higher cotton yields per hectare in C4 countries;
- A significant improvement in the processing rate for locally produced cotton in our countries;
- An increase in cotton's contribution to the GDP of beneficiary countries.

6.2 Key outcomes expected

Table 3 - Objectives, action and key outcomes expected

Thematic results	Objectives	Action and key outcomes expected	Contribution to UN Sustainable Development Goals (SDGs)
Result I: An improvement in the quality and promotion of cotton from West and Central Africa on regional and international markets	Improved fibre quality	<ul style="list-style-type: none"> Cleaner cotton products. Improved quality of cotton bales delivered and increased transparency along the value chain: reduction in unfair trading practices, increased transparency between buyers and suppliers. Promotion of fibre labelling. Increased cotton sales and premiums obtained for clean cotton (with an impact on producers). Enhanced capacities of ginning suppliers. Complete autonomy of the ACA's Grading and Metrology Commission enabling it to adopt the role of leader among its members in order to improve the quality of cotton and ensure the application of international standards. 	<p>The programme and the set of expected outcomes will contribute to the attainment of the SDGs adopted by the United Nations in 2015, in particular:</p> <ul style="list-style-type: none"> Goal 1: End poverty in all its forms everywhere; Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goal 3: Ensure healthy lives and promote well-being for all at all ages; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
	Improved productivity and cotton production	<ul style="list-style-type: none"> Expansion of varietal research to improve yields in the C4 countries. Application and dissemination of the results of the SOTUBA experimental project; other research. Launch of programme to improve and harmonize the different cotton varieties. 	
	Modernization of the grading system to meet market requirements	<ul style="list-style-type: none"> Operationalization of cotton fibre measuring instruments in collaboration with CERFITEX. Compliance with the quality requirements of the international market and elimination of concessions on African cotton prices. 	

Thematic results	Objectives	Action and key outcomes expected	Contribution to UN Sustainable Development Goals (SDGs)
	ISO certification of the main cotton companies in the subregion	<ul style="list-style-type: none"> • Certification of the main cotton companies. • Strengthening of the capacities of cotton companies to meet the requirements of buyers, including traceability and environmental requirements. • Increased productivity of factories and improved production quality. 	<ul style="list-style-type: none"> • Goal 10: Reduce inequality within and among countries; • Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
	Improvement of seed cotton and cotton fibre logistics in the region	<ul style="list-style-type: none"> • Increased competitiveness of cotton companies thanks to lower logistical costs and response and delivery times. • Provision of training on good logistical practices for stakeholders and dissemination of such practices in the field. • Formalization of partnerships among input suppliers, transporters and cotton companies. 	
	Promotion of African cotton on world markets	<ul style="list-style-type: none"> • Strengthening of the capacity of cotton societies to negotiate with trading companies and spinners. • Improved image of African cotton on target markets. • Strengthening of the capacity of institutions and enterprises to design and implement promotional programmes. • Full operationalization of the ACA's Technical Commission for Commercialization and Marketing. • Development of partnerships with favoured buyers who propose long-term purchase commitments. 	

Thematic results	Objectives	Action and key outcomes expected	Contribution to UN Sustainable Development Goals (SDGs)
	Institutional strengthening of CERFITEX, ACA and AProCa	<ul style="list-style-type: none"> Strengthening of the technical capacities of CERFITEX, ACA and AProCa and promotion of these associations as regional institutions for the cotton, textile and clothing sector. Preparation of the CERFITEX laboratory for ISO 17025 accreditation; and training of staff on the grading of cotton, testing of instruments, testing of yarn and fabric, supply of material, development of products and designs, and export marketing for textiles and clothing. Operationalization in the region of an efficient support network for the textile and clothing sector, including CERFITEX at the regional level, and complementary institutions. Formal establishment of cooperation links with similar institutions in Africa and at the international level. 	
<u>Result II</u> : Value added to cotton seed and fibre in the subregion	Support for the textile and clothing sector	<ul style="list-style-type: none"> Improved productivity of textile and clothing enterprises and increased efficiency of the cost management of their operations. Development of products/collections by textile and clothing enterprises, which satisfy the preferences of buyers on target markets. Provision of access to market knowledge for stakeholders and the building of their skills to effectively use this knowledge. Strengthening of the capacity of textile and clothing enterprises to successfully communicate with potential buyers and offer competitive products on growing markets. Use of a quality label to support an innovative image for textile and clothing products and promotion of this image on target markets. Promotion of centres of excellence for training on textiles and clothing. 	
	Creation of value added through the local processing of fibre and facilitation of market access to develop the handicrafts sector	<ul style="list-style-type: none"> Mapping of the handicrafts sector and identification of potential production clusters. Identification of potential markets for marketing at national, regional and international level. Strengthening the production and marketing capacities of selected groups of artisans (training of handicraft producers on the latest technical standards, development and implementation of a quality assurance programme for handicrafts, support for the creation of new designs and products (fabric and clothing) in accordance with the preferences of target markets). 	

Thematic results	Objectives	Action and key outcomes expected	Contribution to UN Sustainable Development Goals (SDGs)
		<ul style="list-style-type: none"> Forging of South-South cooperation partnerships for the transfer of technology relating to production. Promotion of the labelling of artisanal products. Greater commercialization of handicrafts on target national, regional and international markets. 	
	Feasibility study and comparative analysis for the establishment of a spinning mill and a clothing factory in the C4 countries.	<ul style="list-style-type: none"> Conduct and validation of a feasibility study for the establishment of spinning mills and other textile and clothing operations (including an analysis of the viability of the "competitiveness forums" of the Cotton-Textile Agenda). Identification of regional partners who could support factories throughout the value chain. Development of business plans for these new value-added-creating industries. 	
	Improvement/development of the quality of cotton by-products and their marketing in the subregion	<ul style="list-style-type: none"> Increased production of high quality cotton oil. Valorization of cotton oil on regional markets and ability of this product to compete with other edible oils consumed in the region. Identification and promotion of cotton by-products on regional markets. 	
<u>Result III</u> : Promotion of investment and the transfer of technology and know-how in the context of South-South partnerships	Promotion of investment in the cotton, textile and clothing sector	<ul style="list-style-type: none"> Strengthening of the business environment. Development of promotional material and investment initiatives (e.g. investment forums). 	
	Transfer of know-how and technology	<ul style="list-style-type: none"> Establishment and maintenance of partnerships between cotton companies in West and Central Africa and the target markets' preferred spinning mills. Facilitation of the transfer of know-how and technology with partners in the context of South-South cooperation, in addition to consideration of North-South cooperation. 	
<u>Result IV</u> : Fall in the costs and time involved in transport and clearance operations at ports and border posts on the main West and Central African corridors along the cotton value chain	Trade facilitation in the subregions	<ul style="list-style-type: none"> Strengthening and streamlining of distribution channels towards target markets. Implementation of trade facilitation reforms in a harmonized and coordinated manner along the main corridors, and increased competitiveness of enterprises thanks to compliance with regulatory and procedural requirements at borders. Strengthening of private sector stakeholders' capacity to meet border agency requirements. 	

6.3 Beneficiaries

Direct beneficiaries:

- Rural cotton-producing communities;
- Cotton-processing (non-industrial and industrial) stakeholders;
- Micro, small and medium-sized enterprises that market and export cotton, textiles and cotton by-products.

Indirect beneficiaries:

- Trade and investment support structures;
- Bodies in charge of quality and standards, analysis laboratories in the C4 countries and the West and Central African subregion;
- Ministries responsible for trade, industry, agriculture, the economy and finance (particularly the customs authorities).

Final beneficiary:

Civil society in the C4 countries and, more generally, in West and Central Africa, a region committed to greater regional integration (with the free movement of people, goods, services and capital, particularly for WAEMU).

6.4 Theory of change

6.5. The addition of value in the C4 countries will be increased through an integrated approach to the value chain. This approach includes solutions that improve the trading environment for small and medium-sized enterprises; increase the supply of services provided by Trade Support Institutions (TSIs), in collaboration with cotton stakeholders such as CERFITEX, AProCa and ACA; build platforms for a large-scale change; create competitive trade strategies; increase the quality and efficiency of supply and production; implement sustainable operation and management practices; introduce innovation; and provide new trade opportunities for cotton, textile and clothing companies.

6.6. All of the activities linked to programmes on cotton, textiles and clothing that are of benefit to the C4 countries begin with a thorough understanding of the value chain, based on figures and a clear knowledge of buyers' and producers' needs. The programme will highlight the importance of transparency throughout the value chain so that it benefits all stakeholders.

6.7. This programme takes into account a multidimensional view of value added along the value chain, which begins with cotton production and ends with clothing. The interventions focus on five types of value added, which are displayed in the table below. These types are adapted to the realities of the cotton, textile and clothing sector at international level.

Table 4 – Five types of value added

Type of value added	Approach to take for valorization
Value acquisition	Improve efficiency (and reduce waste) in cotton companies and textile and clothing enterprises in the C4 countries at all stages of the value chain, thereby increasing their competitiveness.
Value retention	Retain a greater value by taking on more functions at each stage of the value chain, for example, by proposing services to buyers throughout the chain (for example, offering cost and freight transportation of cotton and facilitating the grading of cotton using instruments, or the use of by-products, etc.).
Value addition	Increase and add value within enterprises and the sector at all stages of the value chain (for example, by offering a product that has been improved thanks to cotton quality control or, for textiles, by using new fabrics or by improving the perception of their value, thanks to the certification of the product or a branding strategy).

Type of value added	Approach to take for valorization
Value creation	Create value in enterprises by taking advantage of new value chains such as the value chain for by-products, and adding even more value to cotton fibre, particularly through the improved grading of cotton with the use of instruments.
Value distribution	Increase the impact of cotton, textile and clothing enterprises on development, by involving producers and poor communities in enterprises in the sector and the cotton value chain, while respecting parity and the environment.

6.5 Rational framework

6.8. The Cotton Roadmap programme aims to achieve four thematic results, which include the following specific results:

6.9. **Result I: Improvement in the quality and promotion of cotton from West and Central Africa on regional and international markets (focus on the entire production chain from seed quality to harvesting, and on better post-harvest techniques and quality)**

1. Improvement of fibre quality.
2. Improvement of productivity and cotton production.
3. Modernization of the cotton grading system in order to meet international market standards.
4. ISO certification of the main cotton companies in the subregion.
5. Improvement of seed cotton and cotton fibre logistics in the region.
6. Promotion of African cotton on world markets.
7. Institutional strengthening of CERFITECH, ACA and AProCa.

6.10. **Result II: Value added to cotton seed and fibre in the subregion**

1. Support for the textile and clothing sector.
2. Creation of value added through the local processing of fibre and the facilitation of market access to develop the handicrafts sector.
3. Feasibility study and comparative analysis for the establishment of a spinning mill and a clothing factory in the subregion.
4. Development/improvement of cotton by-products and their marketing in the subregion.

6.11. **Result III: Promotion of investment and the transfer of technology and know-how in the context of South-South partnerships**

1. Promotion of investment in the cotton, textile and clothing sector.
2. Transfer of know-how and technology.

6.12. **Result IV: Fall in the costs and time involved in transport and clearance operations at ports and border posts on the main West and Central African corridors along the cotton value chain**

1. Trade facilitation in the subregions.

6.13. These four results have been structured around a rational framework that meets the programme's needs at the political, institutional and enterprise level. At the enterprise level, the rational framework identifies capacity-building for cotton, textile and clothing companies and handicraft workers, on one hand, and the creation of sustainable links with the market, on the other.

Table 5

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Impact Improved living conditions for communities at cotton production and processing sites in C4 countries through job creation in the cotton/textiles sector; income-generation (producers, communities, SMEs); and higher cotton yields per hectare. Significant improvement in the local processing rate for cotton produced in C4 countries. An increase in cotton's contribution to the GDP of the C4 countries.	Impact indicators Number of jobs created and consolidated in the cotton/textiles sector in the C4 countries. Rise in the number of enterprises benefitting from the improvement in exports. Rise in the number of people (young people, women) benefitting from the improvement in exports. Rising income (producers, communities, SMEs). An increase in cotton's share of the GDP in the C4 countries. An increase in the local processing rate for cotton fibre in the C4 countries.		Baseline, medium-term and final studies. National reports and statistics. Reports by beneficiary enterprises. Final project assessment.	<u>Risks:</u> Lack of qualified staff in the sector/Barriers to the inclusion in the sector of young people and women. <u>Assumptions:</u> Improved competitiveness leads to business transactions that are reflected in additional income and investment opportunities. Business improvement leads to job creation and additional income in the sector, especially for young people and women.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Key result Greater competitiveness in the cotton, textiles and clothing sector in the C4 countries.	Impact indicators Number of sectoral strategies, roadmaps and action plans implemented. Number of institutions noting improvements in services and managerial and operational performance. Number of enterprises noting improvements in their international competitiveness. Number of enterprises conducting transactions (measurable against the following criteria: rise in export revenues, number of new clients, number of enquiries from foreign clients). Rise in exports of products from the cotton/textiles/clothing sector in the C4 countries.		Reports by beneficiary enterprises. Reports by Trade Support Institutions (TSIs). Baseline/performance assessment study.	<u>Risks:</u> Lack of commitment and monitoring by TSIs and beneficiary enterprises. <u>Assumptions:</u> The TSIs and enterprises have sufficient capacity to make use of technical assistance and to benefit from actions performed under the programme. The TSIs work closely together throughout the programme and have a multiplier effect on sector stakeholders. The enterprises work closely together throughout the programme to take part in activities and report the results achieved to partners.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Interim result 1 Adoption by public and private stakeholders of national and regional policies to improve logistics, enhance the business environment and facilitate varietal research.	Interim result 1 indicators Number of national and regional policies formulated and adopted. Number of action plans adopted and incorporated into national and regional policies.		National and regional policy documents/action plans. Baseline/performance assessment study.	<u>Assumptions:</u> Strong political commitment between public and private stakeholders that facilitates the joint formulation and implementation of national and regional policies. <u>Risks:</u> Political tensions and a lack of commitment and coordination between national and regional stakeholders impede policy formulation and implementation.
Result 1.1.: Identification and promotion of investment opportunities in the textiles and clothing sector, and facilitation of technology and know-how transfer.	Number of feasibility and benchmarking studies conducted with a view to constructing a spinning mill and a clothing factory in the subregion. Number of incentives developed and adopted (tax breaks or subsidies) in the textiles and clothing sector. Number of partnerships set up and established in the sector between cotton companies and the target markets' preferred spinning mills. Number of investment-promotion materials produced.		Reports by beneficiary enterprises. Reports by TSIs and regional institutions. Promotional materials. Feasibility and benchmarking studies.	<u>Risk:</u> Spinning mills do not have the capacity and/or interest in investing at subregional level. <u>Assumptions:</u> Public and private stakeholders are committed to promoting incentives for investment and partnership creation.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 1.2.: Enhanced regulatory framework and freedom of transit practices on the main corridors concerned.	Number of recommendations drawn up to simplify and streamline the procedures, formalities and the documents required at ports and borders on the main corridors concerned.		Recommendation and analytical reports.	<p><u>Risks:</u> Political tensions and a lack of commitment and coordination between national and regional stakeholders impede the drafting of recommendations.</p> <p><u>Assumptions:</u> Public and private stakeholders are committed to strengthening the regulatory framework.</p>
Result 1.3.: Implementation of trade facilitation mechanisms.	<p>Number of key measures identified as requiring implementation.</p> <p>Number of reforms implemented in a streamlined and coordinated fashion on the main corridors.</p> <p>Number of enterprises whose competitiveness has grown as a result of compliance with border requirements and procedures.</p>		<p>Reports by beneficiary enterprises.</p> <p>Reports by TSIs and regional institutions.</p>	<p><u>Risks:</u> Political tensions and a lack of commitment and coordination between national and regional stakeholders impede implementation of reform.</p> <p><u>Assumptions:</u> Public and private stakeholders comply with the new regulatory requirements.</p>

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 1.4: Expansion of varietal research to improve yields in C4 countries.	Number of recommendations implemented to harmonize varieties at national/regional level.		National and regional policy documents/action plans. Analytical and recommendation reports.	<u>Risks:</u> Lack of coordination between public and private stakeholders to draft and implement recommendations. <u>Assumptions:</u> The varieties are made available to national and regional research centres.
Interim result 2 Expansion and improvement by Trade Support Institutions (TSIs) of their services for the cotton, textiles and clothing sector at national and regional level.	Interim result 2 indicators Number of services developed and improved by CERFITECH, the ACA and the AProCa for stakeholders in the cotton, textiles and clothing sector. Number of TSIs whose operational and managerial performance has improved. Number of clients (SMEs, associations) that have noted improvements in the services provided by the selected TSIs.		Reports by Trade Support Institutions (TSIs). Reports by beneficiary enterprises. Baseline/performance assessment study.	<u>Risks:</u> The TSIs do not have the operational or managerial capacity to meet the sector's needs. <u>Assumptions:</u> The TSIs work closely together throughout the programme and have a multiplier effect on sector stakeholders.
Result 2.1: Enhanced capacity of TSIs to manage, monitor and assess performance.	Number of institutional benchmarking assessments conducted. Number of business plans drawn up. Number of formalized cooperative relationships with similar institutions in Africa and at international level.		Reports by Trade Support Institutions (TSIs). Benchmarking documents. Business plans.	<u>Risks:</u> Lack of commitment and monitoring by TSIs. <u>Assumptions:</u> The TSIs work closely together throughout the programme.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 2.2.: Enhancement of TSIs' technical capabilities.	CERFITEX cotton fibre analysis laboratory upgrade (ISO 17025 accreditation). Number of trained CERFITEX technical staff. Number of ACA technical committees in operation.		Accreditation document. CERFITEX and ACA reports. Training assessment form.	<u>Risks:</u> Lack of commitment and monitoring by TSIs and their staff. <u>Assumptions:</u> The TSIs work closely together throughout the programme. The TSI staff have the capacity to implement their enhanced technical skills.
Interim result 3	Interim result 3 indicators			
Operational changes made by cotton, textiles and clothing companies and improvements in their competitiveness.	Number of SMEs registering measurable changes in business management and improvements in international competitiveness. Number of enterprises certified as complying with quality, management and environmental standards. Number of new products launched on local/regional/international markets.		Reports by beneficiary enterprises. Accreditation documents for standards.	<u>Risks:</u> Staff do not have enough time available and/or the necessary skill. / Staff turnover rate too high. <u>Assumptions:</u> The beneficiary enterprises have the capacity and the commitment to develop their business management and marketing skills.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 3.1: Producers receive support to improve seed cotton output and quality.	Number of trained pilot producer groups in receipt of support to improve quality and boost yields.		Reports by beneficiary enterprises. Training assessment form. Baseline/performance assessment study.	<u>Risks:</u> Lack of investment by producers and cotton companies. <u>Assumptions:</u> Pilot groups are operational and keen to take part in training sessions. Cotton companies are committed to supporting the pilot groups.
Result 3.2: Improvement in the quality of the cotton fibre produced at the ginning stage.	Number of cotton companies implementing an improved seed cotton classification system in response to market recommendations. Number of cotton companies implementing initiatives to improve cotton fibre, cotton fibre packaging and bale coding. Percentage of instrument-tested cotton bales produced.		Reports by beneficiary enterprises. ACA assessment report (technical committees).	<u>Risks:</u> Enterprises' operational capacity is not enough for them to be able to respond to market recommendations. <u>Assumptions:</u> The beneficiary enterprises have the capacity and the commitment to invest in order to improve cotton fibre quality.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 3.3.: Development of/improvement in the quality and marketing of cotton by-products (cotton seed oil and cotton seed oil cake).	<p>Number of feasibility studies conducted into the development of value-added products.</p> <p>Number of promotional materials drawn up for cotton by-products.</p> <p>Increased production of superior quality cotton seed oil.</p> <p>Number of SMEs noting improved quality and marketing of cotton seed oil and cotton seed oil cake in the subregion.</p>		<p>Feasibility study drawn up into the development of value-added products.</p> <p>Promotional materials.</p> <p>National reports and statistics.</p> <p>Reports by beneficiary enterprises.</p>	<p><u>Risks:</u> The market for by-products falls short of its anticipated potential.</p> <p>The quantity and quality of the seed cotton does not meet market needs.</p> <p><u>Assumptions:</u> The cotton enterprises have the commitment and the capacity to improve the quality of by-products.</p>
Result 3.4: Rise in the output capacity of existing textiles and clothing enterprises.	<p>Number of enterprises noting a rise in output of textiles and clothing products.</p> <p>Number of enterprises noting productivity and efficiency gains in cost management.</p> <p>Number of South-South cooperative ties and partnerships for technology transfer.</p>		<p>Reports by beneficiary enterprises.</p>	<p><u>Risks:</u> Enterprises' operational capacity is not enough for them to be able to improve production.</p> <p><u>Assumptions:</u> Enterprises make operational changes that result in improved production capacity.</p> <p>Enterprises establish South-South partnerships.</p>

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 3.5.: Increase in weaving trades' capacity to add value when producing textiles.	Number of artisans whose production output has increased. Rise in the output of artisan products.		National reports and statistics. Reports by workshops/beneficiary enterprises.	<u>Risks:</u> Products do not meet market needs in terms of quality and quantity. <u>Assumptions:</u> Artisans have the technical skill to develop products with high value added.
Interim result 4	Interim result 4 indicators			
Cotton companies and textiles and clothing enterprises are connected to the market.	Number of companies that have established market links. Number of enterprises recording sales or purchasing plans from potential clients. Number of B2B meetings arranged and participation in trade events.		Reports by beneficiary enterprises.	<u>Risks:</u> Technical assistance does not result in specific action by enterprises. <u>Assumptions:</u> The beneficiary enterprises have the commitment and capacity to exploit new markets. The beneficiary enterprises respond to buyers' demands.

Operating strategy	Performance indicators	Target (to be determined in line with the final allocated budget)	Means of verification	Risks and assumptions
Result 4.1: Promotion and marketing on world markets of African cotton, by-products and textile products.	<p>Number of partnerships developed with key purchasers for long-term procurement.</p> <p>Number of cotton companies noting increased sales and selling prices (premiums earned).</p> <p>Number of enterprises noting more extensive marketing of their products nationally, regionally and/or internationally.</p> <p>Number of materials/promotional initiatives implemented in institutions and enterprises.</p> <p>Number of new products/collections marketed in target markets.</p>		<p>Reports by beneficiary enterprises.</p> <p>Promotional materials developed.</p>	<p><u>Risks:</u> Enterprises' products do not meet buyers' needs or requirements.</p> <p><u>Assumptions:</u> The beneficiary enterprises have the commitment and capacity to exploit new markets.</p> <p>The beneficiary enterprises respond to buyer demands.</p>
Result 4.2: Improvement in logistics for seed cotton and cotton fibre in the region.	<p>Number of cotton companies noting an improvement in their competitiveness following a fall in logistics costs and delivery times.</p> <p>Number of stakeholders trained in good practice in logistics on the ground.</p> <p>Number of partnerships formalized between input suppliers, transporters and cotton companies.</p>		<p>Reports by beneficiary enterprises.</p> <p>Baseline/performance assessment study.</p>	<p><u>Risks:</u> Staff are not sufficiently available and/or do not have the necessary skill. / High staff turnover.</p> <p><u>Assumptions:</u> The various stakeholders involved in seed cotton logistics cooperate closely.</p>

6.6 Implementation strategy (impact, results, activities)

6.14. The aim of the programme will be to promote diversification in the cotton/textiles sector, encourage processing in West and Central Africa, and thus achieve better integration and remuneration for stakeholders in the region's cotton industry, especially small producers.

6.15. The programme will also take account of the thrust of regional integration in process, primarily in West and Central Africa, and will seek out potential points of common interest and synergies with a view to establishing a genuine regional industrial policy specifically relating to cotton/textiles. The policy should encourage implementation of "The Cotton Roadmap" by providing for infrastructure to improve product quality, encourage product transportation and reduce transaction costs at each link in the chain.

6.16. Where the content of operations is concerned, the types of technical assistance envisaged consist of training to improve product supply; advice and B2B support in respect of market access and investment promotion; study missions and market research in respect of the transfer of know-how and technology; and trade facilitation in conjunction with West and Central African corridors.

6.17. The programme will be implemented along the entire length of the value chain from agricultural production to the marketing of finished cotton products.

6.18. Interim result 1: Adoption by public and private stakeholders of national and regional policies to improve logistics, enhance the business environment and promote investment.

6.19. Thematic result III: Promotion of investment and the transfer of technology and know-how as part of South-South partnerships.

Result 1.1.: Identification and promotion of investment opportunities in the textiles and clothing sector, and facilitation of technology and know-how transfer.

6.20. In 2011, UNIDO (United National Industrial Development Organization) published a feasibility study for a cotton spinning mill in 11 Sub-Saharan African countries. The study concluded that such a mill could be established in Côte d'Ivoire or Nigeria in West Africa. The data that were used to assess feasibility date back to 2007. Since then, the situation in the cotton, textiles and clothing market has changed and a fresh analysis is required in order to determine the viability of an investment of this nature.

6.21. Drawing on the results of that analysis, a feasibility study will be undertaken to identify and evaluate the viability of "competitiveness clusters" as referred to in the WAEMU "Cotton and Textiles Agenda".

6.22. A modern approach to promoting investment in the textiles and clothing sector will be drawn up and implemented in the region. It will involve not only incentives to invest in the sector but also a plan to develop long-term partnerships, starting in the cotton sector. Ultimately, the plan is for greater investment in the sector given that macroeconomic and regulatory systems offering good support are already in place.

6.23. While support for existing infrastructures is very important, a critical mass of viable enterprises all along the value chain is essential in order to ensure long-term viability. To that end, further investment is required and the region must attract more investors. In order to do so, two major requirements must first be met. The first is that there must be an environment in which new investors can establish an industry and make money. However, in and of itself this may prove inadequate unless the conditions offer a huge advantage over other locations for industry globally. Therefore in order to encourage investment in the region, governments must provide incentives in the form of tax breaks or subsidies that are better than those in other regions of the world. Alternatively, a partnership development approach could be drawn up, starting with cotton (sufficient condition). The partnership approach is a long-term effort that starts by establishing trust between the cotton suppliers and the textile mills that purchase cotton directly. Based on trust, relationships built over time and local knowledge gained in the process, these mills could

become future investors in the region if they spot business potential and the opportunity to develop close ties with partners they trust.

6.24. We therefore propose to support the C4 and its member countries in establishing a favourable environment, developing material to promote investment, and designing a partnership development programme that will make cotton consumers potential investors in the textiles and clothing sector in West and Central Africa.

6.25. One important aspect to append to technology transfer is know-how transfer. The latter is essential when promoting artisan and especially industrial processing, because it makes the purchase of processing units and their maintenance costs an affordable proposition for C4 stakeholders. There should be encouragement for technology and skills transfers from Mauritius; Asian countries such as India, Bangladesh, Turkey, Uzbekistan; and Brazil in order to promote South-South cooperation and trade partnerships.

Activities:

1. Conduct feasibility and benchmarking studies into constructing a spinning mill and a clothing factory in the subregion.
2. Promote investment opportunities to potential investors.
3. Hold an investment forum for the cotton, textiles and clothing sector.
4. Facilitate transfer of know-how and technology with partners as part of South-South cooperation.

6.26. Thematic result IV: Reduction in the costs and time involved in transport and clearance operations at ports and border posts on the main West and Central African corridors along the entire cotton value chain.

Result 1.2.: Enhanced regulatory framework for freedom of transit practices on the main corridors concerned.

Activities:

1. Conduct a detailed analysis of the regulatory framework, procedures and formalities, effective practices, and costs and time-frames involved on the corridors concerned that govern the movement of goods in transit in the countries concerned.
2. Support countries and regional economic communities (WAEMU/ECOWAS and CAEMC) in implementing recommendations, including the regulatory framework, the simplification of formalities at border posts, the implementation of the international customs transit system TIR and/or TRIE carnet, and compliance with the requirements of the Revised Kyoto Convention and the WTO Trade Facilitation Agreement.
3. Facilitate cooperation between countries that share a common border in order to correlate business hours, procedures and formalities, and the documents required, and to coordinate the associated inspections and controls.
4. Raise border officials' awareness of the international obligations entered into by their countries in relation to freedom of transit.

Result 1.3.: Implementation of trade facilitation mechanisms.

Activities:

1. Establish/strengthen an institutional mechanism (e.g. Performance Observatory) to monitor the time and cost of transport and customs clearance along the main corridors.
2. Support countries in implementing trade facilitation mechanisms, including training for border regulatory agency officials.
3. Raise the private sector's awareness of their freedom of transit rights to encourage them to advocate trade facilitation reforms.

Result 1.4.: Expansion of varietal research to improve yields in C4 countries.

Activities:

1. Launch a programme to improve and harmonize varieties.
2. Conduct trials of varieties in pilot producer groups.
3. Implement recommendations on harmonizing varieties at national/regional level.

6.27. Interim result 2: Expansion and improvement by Trade Support Institutions (TSIs) of their services for the cotton, textiles and clothing sector at national and regional level.

Result 2.1.: Enhanced capacity of TSIs to manage, monitor and assess performance.

Activities:

1. Conduct an institutional benchmarking assessment.
2. Draw up a performance improvement roadmap.
3. Draw up a business plan.
4. Strengthen monitoring and assessment capacity in order to oversee and expand the cotton promotion programme.

Result 2.2.: Enhancement of TSIs' technical capabilities.

6.28. Plans include providing the technical assistance required to upgrade the CERFITEK laboratory to bring it up to ISO 17025 accreditation standard.

Activities:

1. Facilitate participation by CERFITEK in ICAC/SITC meetings on classification by instrument in order to ensure that calibration and test results are in compliance with international standards.
2. Prepare CERFITEK for future accreditation for yarns and fabric testing.

6.29. Interim result 3: Operational changes made by cotton, textiles and clothing companies and improvements in their competitiveness.

6.30. Thematic result I: Improvement in the quality of cotton from West and Central Africa (emphasis on better post-harvest techniques).

6.31. The aim of these activities is to optimize the quality of African cotton fibre so that it meets the expectations of end consumers, i.e. the spinning mills. The ITC approach is to encourage partnerships with quality experts working for spinners in Asia, and to train cotton producers and ginning enterprises to improve the quality of their cotton. As a result of this training, quality experts and cotton users will be able to teach producers how to preserve cotton's quality and take remedial action to improve it. As a result, the price of African cotton will rise at world level. In line with purchaser recommendations, this activity also includes improvements to packaging and bale coding for traceability.

6.32. Result 3.1: Producers receive support to improve seed cotton output and quality

Improved cotton fibre quality begins at the production stage (seed cotton logistics, ginning and logistics to the loading port). The ITC proposes working with AProCa and a pilot group of 1,000 producers to produce quality cotton. Where ginning plants and logistics are concerned, the ITC will work with C4 cotton enterprises and the ACA. The spinning enterprises that consume cotton will be closely involved in each of the activities.

Activities:

1. Train producer pilot groups and build their capacity in agricultural production (inputs, harvesting equipment, etc.).
2. Encourage the spread of good agricultural practice in the target cotton areas by running awareness-raising campaigns and developing materials/initiatives.

6.33. Result 3.2: Improvement in the quality of the cotton fibre produced after ginning

6.34. Although Burkina Faso (SOFITEK), Mali (CMDT) and some regions of Côte d'Ivoire have already benefited under a programme financed by the European Union (EU) and the Common Fund for Commodities (CFC) to reduce cotton contaminants at the production and ginning stages, the programme had no close market links. Consequently, the main international cotton trading

enterprises and mills were not involved in the project and they therefore do not recognize the work it has done. This proposal seeks to draw on that work, consolidate it and introduce the link to the market that has been lacking. International buyers who are directly involved will be able to set out their points of view and will therefore be more likely to pay a better price for non-contaminated cotton.

6.35. The use of instruments to test cotton fibre has become the norm in the international cotton trade. All cotton producer and exporter countries, including the United States, Brazil, Australia, and the People's Republic of China, use precision instruments to test 100% of their cotton. As a result it has now become common practice in the cotton trade to discriminate against hand-tested cotton, negatively affecting the price. In order to counter this, the introduction of precision instruments to test cotton from West and Central Africa is absolutely essential.

6.36. Moreover, the use of instruments to test the quality of cotton in bales ensures that the information on the bales is correct and accurate, and that the cotton can be sold for its true value. The results of instrument-led analysis will provide the data required in order to set a price and select a marketing approach.

6.37. It will also help to eradicate the common practice among international cotton traders of purchasing West and Central African cotton at a given grade and re-selling it at a higher grade, often to the detriment of the exporting ginner's reputation.

6.38. In relation to technical assistance for ginning mills to improve quality and implement an ISO 9001/ISO 14001-compliant management system, the mills will be chosen in line with criteria that are validated by the Ginning Committee and the Quality and Marketing Committee of the ACA. Technical assistance includes training for local advisers who will be supervised by an international expert.

6.39. The only cotton company in the subregion with ISO 9001 certification is SODEFITEX in Senegal. Their certification gives them a competitive advantage over other cotton companies because their activities are well organized, they produce a better quality of cotton fibre and they have a stronger market reputation.

6.40. Ginning mills will be chosen in line with criteria that are validated by the Ginning Committee and the Quality and Marketing Committee of the ACA.

Activities:

1. Analyse the classification system for seed cotton and draw up recommendations for improvement for each country.
2. Upgrade classification centres to international standards in line with the recommended improvements.
3. Achieve ISO certification of the leading cotton companies in the subregion.
4. Build the capacity of technical staff working on ginning to improve cotton quality in conjunction with the target spinners.

6.41. Thematic result II: Added value for seed cotton and cotton fibre in the subregion.

Result 3.3.: Development/improvement in the quality of cotton by-products (cotton seed oil and cotton seed oil cake).

Activities:

1. Conduct a feasibility study into the development of value-added products using cotton stems to produce panels.
2. Implement recommendations to improve the quality of cotton by-products (see also interim result 1).

6.42. Result 3.4.: Rise in the output capacity of existing textiles and clothing enterprises.

6.43. International textile and clothing buyers are increasingly seeking out suppliers who can provide a comprehensive solution that absolves them from providing significant supervision and control, by delivering a product that meets market demand and satisfies consumers' changing requirements and tastes.

6.44. Support for the textiles and clothing sector will start with an assessment of its situation as it stands in the region in order to identify units that are competitive or that could be competitive with the support of the project, with a view to building them into suppliers who provide a range of complete products and services that meet target market requirements.

6.45. The enterprises identified will receive support in the following areas:

- Improvement in productive capacity and quality control;
- Development and enhancement of creative and design skills for products aimed at regional and international target markets;
- Marketing and promotion on regional and international target markets of clothing designed in West and Central Africa.

6.46. Cooperation with various regional stakeholders in the sector will also be promoted in order to construct a more vertically integrated regional value chain. In order to achieve this it will be necessary to establish and formalize partnerships between existing units, starting with local designers.

Activities:

1. Assess industrial plant in terms of yarns, fabrics and items of clothing and identify opportunities to improve productivity.
2. Advise enterprises on how to reduce waste and increase productivity.
3. Develop and strengthen creative and design skills for products aimed at international and regional target markets.

6.47. Result 3.5.: Increase in weaving trades' capacity to add value when producing textiles.

6.48. The world of high fashion is increasingly drawn to traditional know-how such as weaving in Burkina Faso and is willing to pay a premium for traditional textiles. Establishing a relationship with the fashion industry provides significant economic opportunities for local weaving communities by fostering sustainable job creation.

Activities:

1. Identify the stakeholders skilled in traditional weaving techniques in the subregion and assess their production and marketing capacities.
2. Facilitate technology transfer through South-South cooperation and partnerships especially with other African or Asian countries with a proven track record in the sector (c.f. Result III).
3. Provide assistance in developing products and designs that meet target market requirements.

6.49. Interim result 4: Cotton companies and textiles and clothing enterprises are connected to the market.

6.50. Thematic result I: Broader promotion of West and Central African cotton on regional and international markets.

6.51. Result 4.1: Promotion and marketing on world markets of African cotton, by-products and textile products.

6.52. Development of a publicity programme to promote African cotton (C4): digital media campaign, public relations and real-world events.

6.53. The aim of this activity is to counter the negative image that African cotton sometimes has in the target markets and create a closer relationship with purchasers who would like to buy more African cotton or begin to use it. The project will help to promote African cotton using marketing tools, trade missions and campaigns in the main cotton importer and consumer countries such as Bangladesh, Indonesia and Viet Nam, and in Singapore in its capacity as the leading trade platform in Asia. Arrangements will be made for spinners from those countries to visit the African cotton-producing countries.

6.54. The promotion will be conducted in partnership with the French Cotton Association (AFCOT), which includes the bulk of international cotton traders.

Activities:

1. Arrange visits by spinners to C4 countries to promote the quality of the cotton system in West and Central Africa.
2. Arrange promotional tours of the largest cotton consumer markets in Asia.
3. Promote and market textile products and clothing designed in West and Central Africa and by-products on international and regional target markets (trade fairs, buyer visits to Africa, meetings with buyers, etc.).

6.55. Result 4.2: Improvement in the logistics of seed cotton and cotton fibre in the region.

6.56. The approach includes training and publicity for good logistics practice on the ground with the stakeholders concerned, supply techniques, strategies for controlling logistics costs, and cargo optimization techniques for transport by road, sea or air (for samples).

6.57. The ITC will work with (coach) cotton companies implementing the practices referred to above in order to optimize transport and reduce both delivery times and costs.

Activities:

1. Analyse the logistics of transporting cotton fibre to the loading port and implement recommendations for improvement.
2. Analyse the logistics of transporting seed cotton between the place of production and ginning mill warehouses, and implement recommendations for improvement.
3. Draw up a feasibility study to construct a warehouse to store West and Central African cotton bales at a strategic hub in Asia in order to reduce delivery times to end clients (spinners).

6.7 Monitor programme implementation

6.58. The programme will be implemented under the guidance of a Steering Committee that will supervise the conduct of activities in line with the institutional approach set out at national and regional levels.

6.59. The Steering Committee will be composed of representatives from the public and private sectors of the countries concerned, as well as representatives from implementing agencies and donors.

6.60. The Steering Committee will meet every six months either during missions or by videoconference, in order to draw up and review working plans, resolve difficulties, consider overall progress, and recommend changes to project implementation. It will approve work plans and oversee compliance with them.

6.8 Addressing cross-cutting issues concerning gender, young people and the environment

6.61. The proposed programme will take into account gender issues and will highlight the economic role of women at each link in the chain. It is important that women are not restricted solely to production but that they are mainstreamed into processing and marketing, which generally provide higher incomes to cover their needs.

6.62. Similarly, involvement by young people is strongly recommended, especially young people setting out in the clothing sector who design their own products to meet regional and international demand.

6.63. In the light of Thematic Result I and the objective of improved productivity and cotton production, the programme will contribute to UN SDG 15 [to] "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss". The Programme will develop approaches and strategies to adapt to climate change, especially through varietal research to improve yields by reducing pressures on soil fertility caused by overuse of inputs. Account must be taken of the legal provisions governing these matters in the region.

7 PROGRAMME COST

7.1. In view of the needs that have been identified and the results chain proposed, the intention is to mobilize an envelope of approximately US\$20 million from technical and financial supporters who support trade and development of the C4 countries. The envelope will be revised upwards if the acquisition of equipment and materials used for artisan and/or industrial processing are to be accounted for directly under the programme (and off C4 country budgets).

7.1 Programme finance

7.2. A resource mobilization strategy should be implemented promptly in the C4 countries and with the technical and financial partners who support them. (See the terms of reference for resource mobilization in the Annex.)

8 RISK MATRIX

8.1. Successful completion of the programme will involve overcoming a wide variety of potential risks (commercial, environmental, financial, human, operational, organizational, socio-political and technical in nature) of varying degrees of severity, as set out in the table below.

Table 6 - Risk matrix

Nature of the risk	Description	Likelihood of occurrence	Potential impact	Preventive measures	Corrective measures
Commercial	Volume and quality of seed cotton do not meet market needs.	Unlikely	Serious	Implementation of measures to improve productivity and quality.	Enhanced improvement measures.
Commercial	Products produced by textiles sector enterprises do not meet market requirements in terms of volume or quality.	Not likely	Major	Implementation of measures to improve productivity and quality.	Enhanced improvement measures.
Commercial	Market in by-products does not fulfil its anticipated potential.	Not likely	Minor	Campaigns to promote by-products.	Diversification of outlets.
Commercial	Promotion campaigns not effective enough in reversing buyers' negative perceptions.	Likely	Major	Promotion highlighting the objective facts.	Escalation of promotion campaigns.
Environmental	Uncertainty over rainfall and climate-change that affect cotton volume and/or quality.	Likely	Serious	None (<i>force majeure</i>).	Communication about the cyclical nature of these uncertainties.
Financial	Delay in mobilizing resources.	Unlikely	Serious	Robust programming based on firm commitments.	Follow-up of donors and deferred implementation of activities.
Financial	Producers and cotton companies have insufficient investment capacity.	Likely	Major	Raise banks' awareness to encourage them to make long-term loans to the sector.	Further raise awareness among the banking sector.
Financial	Lack of capacity and/or interest on the part of stakeholders to invest in the textiles sector in the subregion.	Very Likely	Minor	Raise stakeholders' awareness and support for investment finance.	Further raise awareness among stakeholders.
Human	Lack of qualified staff available in the sector.	Likely	Major	Training tailored to the sector's needs.	Step up training.
Human	High staff turnover in the sector.	Very Likely	Major	Raise awareness among stakeholders and appoint replacements for key posts.	Training for permanent replacements.
Human	Lack of commitment and motivation on the part of stakeholders in the sector.	Likely	Major	Raise stakeholders' awareness of the beneficial effects expected from the programme.	Further raise awareness among stakeholders.
Operational	Lack of operational and managerial capacity in the TSIs to meet the sector's needs.	Likely	Minor	Build the TSIs' operational and managerial capacities.	Step up capacity-building measures.

Nature of the risk	Description	Likelihood of occurrence	Potential impact	Preventive measures	Corrective measures
Operational	Lack of operational and managerial capacity in enterprises to improve production and respond to market needs.	Likely	Major	Build enterprises' operational and managerial capacities.	Step up capacity-building measures.
Operational	Failure by enterprises to translate technical assistance into specific actions.	Unlikely	Minor	Raise awareness among stakeholders of the anticipated benefits of technical assistance.	Follow-up and assessment of technical assistance programmes.
Organizational	Lack of coordination between stakeholders nationally and regionally that impedes policy formulation and implementation.	Likely	Major	Ongoing monitoring of programme implementation by the members of a Steering Committee between the two six-monthly meetings.	Holding of consultations involving national and regional stakeholders.
Organizational	Lack of coordination between public and private stakeholders in making and implementing recommendations.	Likely	Major	Ongoing monitoring of programme implementation by members of the Steering Committee between the two six-monthly meetings.	Holding of consultations involving public and private stakeholders.
Organizational	Lack of commitment and monitoring by TSIs and beneficiary enterprises.	Very Likely	Minor	Raise awareness among TSIs and beneficiary enterprises.	Step up awareness-raising.
Socio-political	Political tensions and insecurity.	Likely	Serious	None (<i>force majeure</i>).	Reallocation of activities to other countries.
Socio-political	Barriers to the integration of young people and women into the sector.	Likely	Minor	Raise awareness among stakeholders (proactive policy).	Build young people's and women's skills.
Technical	Precision instrument technology is difficult to master.	Unlikely	Major	Train operators in advance.	Train staff, service equipment.

9 COMMUNICATION STRATEGY

9.1. Cotton Roadmap communications will focus on two objectives:

- a. To provide information and share experience across the region and continent: an ongoing exchange of information will enable the project partners to learn from each other and build on their own experience when adopting a comprehensive approach to development in the sector along the entire value chain.
- b. Programme visibility and promotion: the "Cotton Roadmap" Programme will receive regular publicity through effective promotion in the media in the partner countries and through other communication channels. Donor acknowledgement (visibility) will be highlighted.

COMMUNICATION PLAN

9.2. The communication plan for the Cotton Roadmap Programme will be tweaked in the light of the needs and circumstances of the C4 countries. It will be tailored to the various channels of communication to enable the project to reach a high number of sector stakeholders (including at grassroots level) and strengthen the intra-African business partnership. Communication in each partner country will ensure that other development stakeholders are kept abreast of the programme's activities and that synergies with other cotton-sector-related initiatives can be created.

COMMUNICATION STAKEHOLDERS

9.3. Communication stakeholders represent various bodies, groups, partners, institutions, units or any third party who has a role or function in the "Cotton Roadmap" programme. Synergies will be explored with the Pan-African Cotton Investment Programme (2 PIC) currently being drawn up by the African Union as part of NEPAD implementation.

9.4. The table below gives an overview of the communication stakeholders and describes their roles.

Table 7 – Communication stakeholders

Stakeholders	Communication channels
ITC and C4 staff and management teams involved in the Cotton Roadmap programme.	<i>Website, newsletters, press releases, promotional material, reports.</i>
Stakeholders on the ground: Small and Medium-Sized Enterprises, Trade Support Institutions, government representatives, decision-makers, donor-country embassies, development partners.	<i>Website, newsletters, press releases, promotional material, social networks.</i>
Stakeholders in Geneva and other development partners: Members of the WTO in Geneva, members of the ICAC and stakeholders working in the cotton sector, including development partners.	<i>Website, newsletters, promotional material, press releases if appropriate (newspapers).</i>
Representatives of target export markets: Associations in the cotton and the textiles and clothing sectors, and potential buyers.	<i>Website, newsletters, promotional material, press releases if appropriate. Social networks.</i>
Wider audience: All stakeholders other than those mentioned above.	<i>Press releases, ITC Forum magazine, ICAC publications, magazines published by other development aid partners, social networks, newspapers.</i>

TYPE OF COMMUNICATION

9.5. In line with the needs and results identified for the Cotton Roadmap programme, several types of communication will be used in order to achieve the objectives set. ITC and C4 logos as well as the donor's logo will appear on major communications. The name "Route du Coton" [Cotton Roadmap] will also appear on important communications. The ITC tagline "Trade Impact for Good" will be used judiciously.

INFORMATION SHARING

9.6. Communication focuses on an exchange of relevant information and the lessons learned as the programme develops. Information sharing will facilitate an exchange of best practice that can be referred to for other similar projects. An ongoing exchange of information will also enable stakeholders to adjust to hazards more quickly and more effectively. The target audience could be either an internal or external project stakeholder.

PROMOTIONAL ACTIVITIES

9.7. This type of communication is the responsibility of the programme's public relations and marketing team. It will enable the donor to be held publicly accountable to its members for its work and the financial resources committed. The targets for this type of promotional message are generally external, whether beneficiaries or a wider audience with an interest in these types of activities.

COMMUNICATION CHANNELS

Cotton Roadmap website

9.8. In order to ensure that the programme remains visible, the "Cotton Roadmap" website will relay information on project activities, results and production, as well as the findings of the monitoring reports. The website will be a subset of the ITC site and will be in line with the institutional requirements of the ITC. The graphic design of the "Cotton Roadmap" internet site will mirror the close partnership between ITC and the C4 and will make for streamlined presentation of the programme. The web design will be the work of the ITC Communications and Events section in consultation with the C4. The same graphic elements will be used and tweaked for newsletters, publications and press releases.

9.9. The site will be updated regularly and will include information on forthcoming activities and the results achieved once those activities have been completed. The events will be posted on a calendar of events, which in turn will draw on the ITC's own calendar of events. The ITC will focus in particular on updating the site with important information on the background work for each aspect of the programme, for example success stories. Newsletter content (see below) will also be closely linked to the website content. In addition to written information, the website will contain videos, photos and other footage of work in progress on the ground.

Newsletters

9.10. The programme will send out a regular newsletter (roughly every quarter) in order to encourage people to share and transfer their knowledge. The newsletter is a key tool in the Cotton Roadmap for informing the target audience of the activities conducted and how they contribute to achieving the programme's objectives.

Press articles in the ITC journal and magazines specializing in cotton

9.11. In order to promote the Cotton Roadmap and share information on the substantive content of the programme, the ITC will regularly publish articles in the its *Forum* magazine. The magazine has an extensive readership and will help to increase the programme's profile.

9.12. Newspapers, magazines on development cooperation, and publications specializing in textiles and clothing can also be used to inform the wider public.

Press releases

9.13. Press releases will be published for each major event (signature ceremonies, workshops, etc.) and for each individual major activity. The content will be coordinated by the ITC Communication and Events section and streamlined with the C4. Partners on the ground will also be consulted. Any press release published by a partner Trade Support Institution must have the prior approval of the ITC. Similarly the ITC will publish press releases in close cooperation with the partner institution on the ground.

Brochures and other promotional material

9.14. A leaflet or brochure will be devised to present the programme and its content. It will give the reader a brief overview of the programme and the results it expects to achieve. The leaflet will summarize the information available on the website.

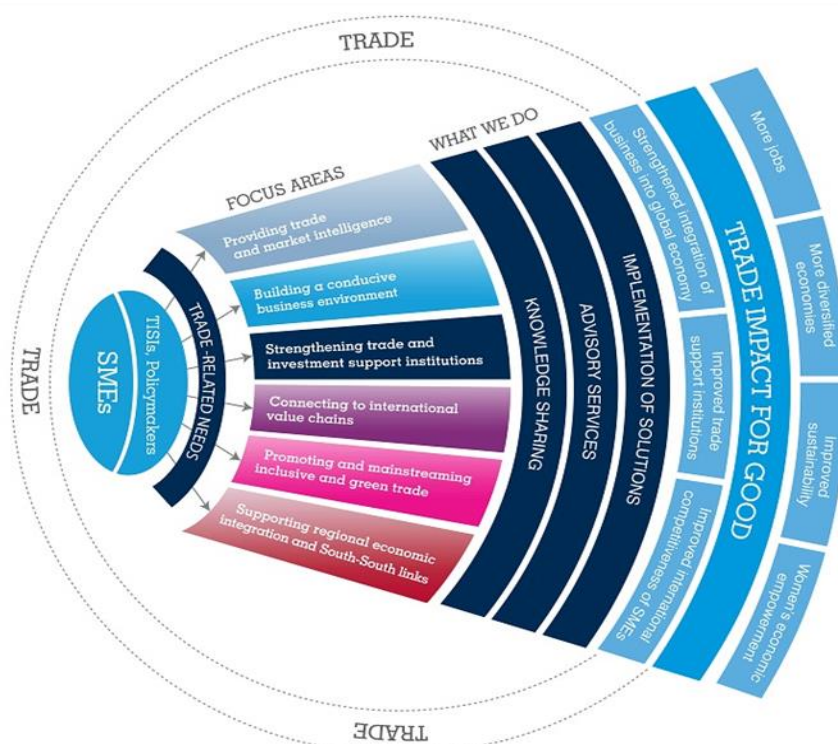
Social networks

9.15. Where social networks are relevant and able to add value to the project and the programme, the Cotton Roadmap will use social media to achieve a broader spread of information and encourage people to share their experience. ITC and C4 staff, partner institutions, consultants and everyone participating in the project activities will be involved in creating multimedia content (video, podcasts) through engaging on social networks.

10 ABOUT THE ITC

10.1. The ITC is the joint technical cooperation agency of the United Nations and the WTO, set up in 1964, with headquarters in Geneva. Its mission is to encourage sustainable economic development and to contribute towards achieving the sustainable development goals (SDGs) of developing countries and countries with economies in transition through international trade.

10.2. In fulfilling its terms of reference, the ITC lays special emphasis on implementing projects in least developed countries, landlocked developing countries, and small island developing States. The ITC provides integrated solutions around a hub consisting of six areas of intervention. These constitute a coherent series of interventions adapted and personalized in order to provide solutions relevant to the needs and expectations of beneficiaries.



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