

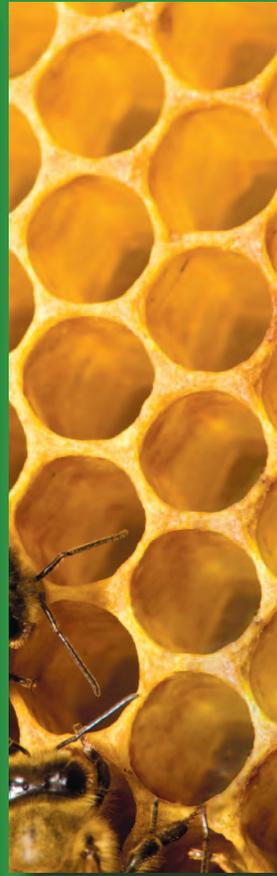


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**TCBoost**  
Supporting Trade Capacity Building Worldwide

# Nigeria Expanded Exports Program Final Report

Including Fiscal 2012 Q1 Report



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# Nigeria Expanded Exports Program Final Report

Including Fiscal 2012 Q1 Quarterly Report

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# Introduction

Nigeria, the largest national economy in West Africa, is buzzing with an entrepreneurial spirit that, if properly harnessed, can help improve the livelihoods of many of its people. Increasing the productivity and diversification of the non-oil sector to serve both domestic and export markets can play a role in this process. On the export side, preferential trade schemes such as the African Growth and Opportunity Act (AGOA) and the ECOWAS Trade Liberalization Scheme (ETLS) offer significant opportunities for small- and medium-sized enterprises (SMEs) to access markets in the United States and West Africa, respectively. However, these SMEs need assistance in marketing and refining their products for export markets, complying with regulatory requirements in both Nigeria and destination countries, and obtaining the required financing to expand their businesses. The regionally-focused USAID West Africa Trade Hub (WA Trade Hub) has assisted Nigerian SMEs since the Hub's inception; however, there had not been a USAID funded bilateral export support program specifically tailored to Nigerian needs.

In 2009, USAID/Nigeria and the USAID Worldwide Support for Trade Capacity Building (TCBoost) project teamed to design and implement the Nigeria Expanded Exports Program (NEEP), an ambitious two-year, two million dollar (USD) pilot program to help increase non-oil sector exports. NEEP addressed a wide range of topics, striking the appropriate balance between one-on-one firm level assistance and group trainings; between U.S. and regional export market assistance, and between expatriate and Nigerian expertise. NEEP also leveraged relationships with the WA Trade Hub, the Nigerian Export Promotion Council (NEPC) and Nigerian business service providers (BSPs) to efficiently maximize resources and position the program for success. By the end of the program, NEEP:

- Facilitated international exports valued at \$151,743; pending transactions at project close have been valued at \$1,112,000;
- Helped client firms access \$415,000 in export-related financing with pending finance requests valued at over \$849,078;
- Contributed to reported export increase of 87% by client firms – from \$39.3 million in 2009 to \$75.9 million in 2010.
- Helped four client firms present goods at two major U.S.-based trade shows and helped 20 client firms present their goods at one major regional trade show;
- Sponsored and conducted 24 training events on key export-related issues such as access to finance, regulatory compliance and preferential trade agreements;
- Fostered establishment of the Exporter Cooperative Network (ECN) to take advantage of sales opportunities in the U.S. through the pooling of resources;

- Maintained momentum on key trade facilitation initiatives begun under the USAID MARKETS program, including support for the passage of the Nigeria Customs Service Act.

The following report summarizes NEEP activities, accomplishments and lessons learned. We begin by revisiting NEEP's design and launch, including the recruitment and selection of NEEP client firms. Next we summarize NEEP assistance devoted to specific export markets, as well as export-related assistance of a cross-cutting or universal nature (e.g., access to finance, export documentation requirements, trade facilitation, etc). Lastly, we present recommendations for future USAID-funded export promotion programs. NEEP's final quarterly report is provided in Appendix A. The final NEEP Monitoring and Evaluation (M&E) matrix is presented along with supplemental information in Appendixes B and C, providing an overview of program results according to key project indicators.

# 1. Program Design and Launch

NEEP was initiated by USAID/Nigeria and the Government of Nigeria (GON) to help increase value-added non-oil exports and expand trade with the United States and within the ECOWAS region. At the time of NEEP launch, Nigerian exporters were assisted by regional and sector-specific activities operated by the WA Trade Hub, though USAID/Nigeria wanted to give Nigerian exporters an extra push through a bilateral pilot program. In July 2009, TCBoost began designing NEEP, guided by the principles of being demand-driven, flexible, and collaborative with other USAID projects (e.g., WA Trade Hub; MARKETS) and other donors. On the TCBoost side, project design was led by Program Director Michael Blakeley, an enterprise development expert with extensive experience leading USAID-funded export promotion activities throughout the world.

Previous to initiating NEEP, USAID/Nigeria had been speaking with another firm, Vertical Optimization (VO), about assisting Nigerian exporters targeting the U.S. market. VO had facilitated the importation and marketing of Nigerian and other West African goods in the United States, and USAID's interest was piqued. USAID/Nigeria encouraged TCBoost to integrate VO into NEEP design and implementation and Program Director Blakeley worked closely with VO CEO Dr. Emeka Nwankwo to define respective roles and responsibilities. It was important that a firewall be maintained between VO's other export promotion-related activities and those of NEEP, and the team took extra care to avoid conflict of interest.

NEEP implementation began in January 2010. The program was formally launched on March 3, 2010 by U.S. Ambassador to Nigeria Robin Renee Sanders. Technical and managerial leadership was provided remotely by U.S.-based Project Director Michael Blakeley, with periodic travel to Nigeria. The project's tight budget and timeline precluded TCBoost from fielding a long-term resident expatriate to run the program. Mr. Blakeley was complemented by a full-time Project Coordinator, Opeyemi Abebe, based in Lagos. Mrs. Abebe had previously worked with the NEPC on export promotion and with other GON institutions on trade issues. Throughout Year One, Mrs. Abebe was the primary liaison between NEEP and its client firms, linking firms with technical experts and BSPs as well as providing direct technical assistance herself. As project activities ramped up, a second long-term Nigerian professional, David Aderibigbe, was hired to share the workload, and Mrs. Abebe was promoted to Project Manager. Around the same time, Project Director Blakeley left NEEP to pursue a long-term field-based opportunity, and was replaced by Leon Skarshinski, the former team leader of the trade work under MARKETS.

NEEP was based in Lagos, a clear choice given the city's importance in Nigerian and regional business. However, throughout implementation, NEEP made concerted efforts to attract client firms from throughout the country. Trainings were held in Lagos, Abuja and Kano, and in Year

Two specific efforts were made to assist potential exporters in the USAID priority states of Sokoto and Bauchi. NEEP also made concerted efforts to reach out to female exporters in Nigeria, cosponsoring events with NEPC and others that emphasized specific opportunities for women entrepreneurs, and ensuring that trainings and other NEEP-related events were attended by an appropriate balance of men and women.

## 2. Technical Approach, Firm Selection, and Baseline Research

NEEP's technical approach was driven largely by its timeframe and budget. The program was originally budgeted at USD \$1 million for a one-year pilot. This program scope called for a rapid, demand-driven and opportunistic approach, ready to provide relatively savvy "export-ready" firms the extra push they needed to access new export markets. Given the program's short period of performance, NEEP did not have the time to conduct in-depth sector competitiveness analyses or to help fledgling firms make the necessary leaps and bounds to go from start-up to export. The program was driven by firms, rather than sectors or value chains. However, given USAID/Nigeria's emphasis on agriculture and food security, NEEP prioritized exporters specializing in value added agricultural products, such as specialty foods and shea butter products. Though USAID/Nigeria was interested in identifying a priority sector or value chain, a more in-depth sector study was ultimately eliminated from the work plan to allow for broader trade facilitation efforts begun under the USAID MARKETS program (see "Trade Facilitation" below).

In the late stages of program design, an additional \$1 million was added to the program budget. Given the average length of time required to facilitate and execute a successful export, the NEEP team opted to use the additional funds to double the program period from one year to two, instead of altering the demand-driven, firm-based technical approach. NEEP's approach struck the appropriate balance between targeted one-on-one firm level assistance to a cadre of export-ready firms and broad trainings for a wider cross-section of the export community.

In January 2010, NEEP began soliciting the participation of interested exporters. NEEP staff worked with WA Trade Hub, VO and NEPC to develop a database of 300 potential client firms in Nigeria. The project then reached out to these firms via email and telephone, encouraging them to apply for NEEP technical assistance by completing a short form posted on NEEP's website ([www.nigeriaexport.org](http://www.nigeriaexport.org)). The form asked potential client firms to briefly describe their business, and to explain their greatest needs in terms of export. Out of 170 applications for assistance, NEEP staff identified 40 client firms as "export ready" and formalized their participation through Memoranda of Understanding. These firms are presented in Appendix D. Other firms were added to NEEP mailing lists and were invited to participate in broad, group trainings. A complete list of NEEP beneficiaries (client firms and participating firms), along with the activities each participated in can be found in Appendix E.

With the information obtained from the application forms, NEEP began formulating plans to program technical assistance and training per client firm demand. Business-to-business (B2B) linkages and marketing (including one-on-one firm-level assistance and trade show support) occupied a prominent place in this effort. Keeping with the vision of NEEP as “pilot” or “laboratory”, several B2B approaches were tested to gauge the best results: (1) using NEEP technical staff as personal “facilitators” for potential Nigerian suppliers and (2) helping NEEP client firms more effectively market their goods at trade shows.

# 3. NEEP Implementation

NEEP was not established to serve particular target export markets. However, client firm demand trended toward the U.S. and regional (ECOWAS) markets. For the sake of organization and presentation, in the following sections we summarize NEEP assistance targeting the U.S. market, regional and other markets, and areas of cross-cutting export-related assistance such as access to finance, export documentation and supply chain management.

## **SUPPORT FOR ACCESSING THE U.S. MARKET**

Opportunities for Nigerian non-oil exports to the U.S. have been strengthened at the policy level by the continuation of AGOA, and by interest generated from the U.S.-Nigeria Trade and Investment Framework Agreement (TIFA). NEEP client firms expressed strong interest in exporting to the United States; however, this can sometimes pose challenges. Throughout NEEP implementation, the VO team contacted more than 800 potential U.S. buyers for Nigerian specialty food and health & beauty (specifically, shea butter) products. The VO team identified two important U.S. market trends in the course of this research: (1) a tough economy has caused a large percentage of U.S. ethnic grocery stores and retailers (e.g., potential buyers) to go out of business; and (2) there is increased competition to Nigerian goods from other West African countries whose suppliers have established more solid relations with U.S. buyers and where the costs of production (e.g., labor) is cheaper.

In sum, there are fewer buyers and there is greater competition for Nigerian products. Nigerian products must therefore be highly differentiated from other West African products (the more unique, “niche” and desirable the product, the greater likelihood of its uptake), be priced to sell, and readily conform to U.S. standards and regulatory requirements. These market conditions set the foundation for NEEP assistance in market support services (business-to-business (B2B) linkages, pricing and marketing assistance, trade show support) and regulatory compliance. Activities in these technical areas are described below:

### **Business-to-Business Linkages**

Business-to-business (B2B) activities for the U.S. market were led primarily by Vertical Optimization. VO had strong experience linking Nigerian SME suppliers with U.S. buyers and they knew that the specialty food and health & beauty (specifically shea butter-based products) held the best prospects for NEEP client firms. VO’s approach was to identify the strongest, most “export-ready” NEEP client firms in these sectors, get a stronger sense of their capacity through in-country site visits to their production facilities, and then to screen and qualify distributors and stores throughout the United States to determine these potential buyers’ specific needs and demands. This screening was done by telephone and email, as well as through in-person visits

where VO staff could present NEEP client firms' product samples (1-2 products per firm) to specific buyers.

For the specialty (ethnic) foods sector, VO screened and qualified a total of 136 potential distributors and 59 stores/large retailers in the Mid-Atlantic & Northeast region of the United States, later expanding the geographic scope to into the Midwest (Michigan, Illinois & Minnesota primarily, the Southwest (primarily Texas), the South (Oklahoma primarily) and the West Coast (Los Angeles and the Oakland/Bay Areas). Larger retailers targeted included Whole Foods, Shoppers Warehouse, and EMD Sales. This effort was conducted through phone and email communication, as well as in-store, in-person visits.

For the shea butter products in the health & beauty sector, the approach was slightly different. Many of the prospective shea product buyers prefer to test the product before having a face-to-face meeting. VO initial focus was on small product formulators, spas, health & beauty open to dealing with fledgling exporters from an emerging market. The obvious attraction for these buyers is the prospect of low price offerings, enhanced product purity by virtue of sourcing directly from grower-exporters, and the conscientious desire to identify and affiliate with exporters from emerging markets. For these products, VO focused efforts on telemarketing, since many of the buyers were not local. We also focused our effort on small manufacturing and cosmetics processors. Please see Appendix F for a list containing the first tranche of potential buyers that were contacted in the health and beauty sector.

**Buyer Alerts:** Once potential U.S. buyers were identified, VO sought more detailed information on desired product specifications. VO designed a simple form requesting interested distributors/stores to articulate their exact product. The form made it abundantly clear that NEEP/VO was not soliciting orders (only evaluating their interest in products) and that they (the prospective buyers) were under no obligation to buy or procure products from NEEP clients. A sample of this form is shown in Figure 1.

The outcome of this effort was a set of "Buyer Alerts" providing detailed specifications for desired products. The Buyer Alerts represented real sales opportunities for NEEP clients and were distributed to client firms through NEEP management in Nigeria, and posted on the NEEP website ([www.nigeriaexport.org](http://www.nigeriaexport.org)). With a critical mass of Buyer Alerts generated, the VO team returned to Nigeria to gauge the interest and build the capacity of NEEP client firms to respond. By the end of NEEP, eighteen Buyer Alerts had been developed and distributed to NEEP client firms and orders were eventually placed for five of the Buyer Alert products. Please see Appendix G for the complete list of NEEP Buyer Alerts.

Figure 1

*Sample Form for Export Product Information*

**Products from USAID/NEEP Clients Seeking Buyers in the US**

**Products available in different sizes and quantities. Private label option available.**

Product	Available Sizes	Products Desired	Comments
Amala			
Brown Beans			
Elubo			
Ground Egusi			
Smoke fish			
Unground Egusi			
White Garri			
Yam			
Yellow Garri			

Vertical Optimization is doing a NEEDS assessment of your Company on Behalf of USAID/NEEP. This form only indicates your interest in contacting the intending exporter of the product(s) to negotiate terms and pricing. Your signature on this document does not indicate a commitment to procure or buy a product.

Client firm responses to Buyer Alerts highlighted several challenges, captured in the spreadsheet VO maintained to track activities (see Table 1). These challenges include value addition, packaging, pricing, and the suitability/prompt delivery of product samples.

Table 1

*Buyer Alert Tracker*

Product	No. of Responses	Suitable Samples? (Y/N)	Buyer Response To Samples	Comment
Melon (egusi), ground and unground	1 (late)	N	Packaging “unacceptable”.	Buyer has bought products from another source.
Yellow garri	1	Y	Products were slightly overpriced.	Price of garri in the United States is comparable to prices in Nigeria due to the use of garri as a “filler” in container shipments.
Elubo	1 (late)	Y	Product price at the time of initial offer was competitive and acceptable to buyer.	Supplier withdrew offer because of price increases in product inputs in Nigeria between the time of release of alert and response/offer to the client
Fresh yam tubers	1 (late)	N	Never received samples.	Alert was for five weeks. By the end of February, buyer has sourced yam directly from Nigeria.
Honey beans (oloyin)	1	Y	Liked the product. Well priced but packaging was an issue. Buyer requested ‘clean’ packaging in order to accept product.	Initial samples had weevils. Subsequent samples of beans were fine. Almost 10 months after the initial alert, new packaging was still pending.

Product	No. of Responses	Suitable Samples? (Y/N)	Buyer Response To Samples	Comment
Smoked fish	1	N	Samples received were moldy and had to be destroyed.	No new samples were received. This could be a core product for since it is a unique offering amongst NEEP clients.
Ground melon (Egusi)	1	N	Packaging did not meet buyer expectations and pricing was not competitive	
Plantain flour	0	-		
Beans flour	0	-		
Shelf-stable vegetables	1	Y	Buyers liked the samples. Pricing was ambiguous for a while but was finally resolved. Test order has been placed.	Client has responded to this alert and has secured orders for his products.
Roasted nuts (Cashew)	0	-		
Hulled sesame seed	1 (late)	Y	Buyer liked the sample but had purchased from another source due to delay in receiving samples. Willing to give NEEP products another look with the next order.	Samples were received 5 weeks after the URGENT alert was released.
Private label shea butter	3 (late)	N	Buyer wanted product in custom packaging. No client was willing to repackage for the potential order of 10,000 jars.	
Red hot chili powder	1	Y	Packaging and pricing were immediately acceptable to buyer	Order made.
Moringa powder	1	Y	Buyer liked the product, the [new] packaging and the price	A test order has been placed for this product by the buyer
Powdered crayfish	1	Y	Buyer liked the product, the packaging and the price offered	A test order has been placed for this product by the buyer
Suya spice	1	Y	Buyer liked the product, the packaging and the price	A test order has been placed for this product by the buyer
Pepper soup spice	1	Y	Buyer liked the product, the packaging and the price	A test order has been placed for this product by the buyer

VO's and the NEEP team's efforts to help client firms address these challenges are summarized below:

**Value addition.** NEEP client firms—being primarily “export ready”—had already established production practices; however, many clients lacked the knowledge on how to increase the “niche” quality of their product for the U.S. market, and/or how to add value to their product. VO and NEEP technical staff worked closely with client firms to improve production and processing and to introduce added value (e.g., rather than exporting bulk nuts, understanding the steps necessary to expand activities to salting and packaging).

***Advising on competitive pricing.*** Several client firms provided VO with introductory pricing sheets to convey to the prospective buyers. Initially, NEEP did not provide pricing advice to client firms, strongly preferring that prices be negotiated directly between buyer and seller. However, once VO began speaking with prospective buyers in earnest, it became clear that client firms had strong and potentially “deal-killing” opinions about how their products should be priced for the U.S. market. The client firms assumed that U.S. prices would be considerably higher than domestic prices; however, that is often not the case. NEEP advised client firms by compiling comparative pricing information for their products, viewed against the introductory pricing sheets they submitted. This provided a basis for the exporters to compare their pricing to prevailing market prices and helped them identify which products were most competitive.

***Improving quality of product samples.*** NEEP client firms often underestimated the importance of sending viable samples on time, in the proper volume, and in the proper packaging. For example, many client firms sent relatively small quantities of product that needed to be repackaged in the United States (by VO) to make them presentable. Product quality and food safety were also issues with samples. On one occasion, specialty food samples arrived infested with weevils; on another occasion shea butter samples were placed in improperly sealed containers that leaked product into VO’s luggage. NEEP staff impressed on clients the importance of investing in samples that demonstrate the best product attributes to prospective buyers.

***Increasing the appeal of client firm labels and packaging.*** NEEP engaged the services of a labeling expert and graphic designer. The graphic designer’s efforts created a more attractive overall product. Demand in these areas was extensive; approximately 15 companies were assisted in (re)designing nearly 80 product labels and/or marketing materials through NEEP sponsored assistance.

***Encouraging collaboration to reduce costs of business in the United States.*** Many potential buyers wanted ready access to a given product – requesting a timely initial shipment before moving ahead with a larger order. This requires that a quantity of product be located in a U.S. warehouse, which incurs additional (and substantial) costs for the exporter. Though some NEEP clients were willing to ‘go it alone’ and rent a warehouse in the United States to store their products, for other clients the costs and administration required was prohibitive. VO determined that NEEP clients were willing to pay reasonable storage fees for their products, especially if the storage location were easily accessible to the buyers and sellers. This led to the formation of the Exporters Cooperative Network (ECN)—a group of more than 25 NEEP client firms that will work together to share storage, transport and other export associated costs for the U.S. market. The ECN features three subgroups (shea butter, specialty food/food processing and fish processing) and has been formally inaugurated as a Multipurpose Export Cooperative by the director in charge of cooperatives at the Lagos State Ministry of Agriculture and Cooperatives.

## **Trade Show Support**

Trade show participation is another way to connect Nigerian producers with U.S. buyers. Nigerian exporters, via NEPC or the WA Trade Hub, have received opportunities to participate in U.S. and international trade shows but must typically manage preparation and show performance on their own, and cover a significant portion of costs. Given the time and financial investment and the importance of performing well in front of U.S. buyers, it came as little surprise that trade

show assistance was frequently requested by NEEP client firms. NEEP provided broad-based trainings on trade show best practices and developed promotional materials for Nigerian products, as well as technical and financial support for NEEP client firms on an individual basis.

***Sharing best practices on trade show selection and participation.*** Early in Year One, NEEP short-term expert Jim Krigbaum delivered two sets of trainings on trade show participation. The first training was designed for the NEPC, focusing on institutional best practices for selecting and organizing trade shows. The second training was geared for NEEP client firms and presented an overview of best practices for preparation and participation in international trade shows. NEEP also developed an attractive Nigeria Products Brochure featuring client firm products and contact information to use at trade shows and for general promotion. The guide can be viewed and downloaded from the NEEP website. Furthermore, NEEP provided technical and financial support at two U.S.-based trade shows: the Fancy Food Show and the Natural Products Expo-East.

***Linking client firms and U.S. buyers at the Fancy Food Show.*** The Fancy Food Show presents considerable buying opportunities, as it attracts a multitude of international buyers and local merchants (which coincides with the key demographic for NEEP clients). NEEP advised participating client firm A&Shine International Ltd. on trade show best practices and set up a number of meetings between A&Shine and potential buyers. Though no direct sales were made at the event, it was a valuable experience for A&Shine, who returned to Nigeria with a number of potential sales leads.

***Supporting participation at Natural Product Expo-East.*** The Natural Product Expo-East represents an excellent opportunity for NEEP clients, covering specialty foods as well as health & beauty products. In September 2011, NEEP clients Frijay Consult, VOC Royal and Nelsag Enterprises presented their products at the Expo, held in Baltimore, Maryland. NEEP provided a booth space to accommodate the participants, who were also provided ample copies of the Nigeria Products Brochure to distribute to prospective buyers. There was considerable interest in the variety of distinctive products presented, which included honey, spices, flour, seeds, beans, dried vegetables, smoked seafood, and shea butter. NEEP also assisted in preparing the booth, setting up post-show buyer meetings and following up on leads generated over the course of the event.

## **Regulatory Compliance**

The U.S. market has the potential to be exciting and lucrative for Nigerian exporters; however, exporters must be aware of the regulatory requirements. For example, the U.S. Food and Drug Administration (FDA), in accordance with the Bioterrorism Act, requires all foreign food and drug facilities exporting to the U.S. to be registered with the administration. FDA and the U.S. Department of Agriculture (USDA) also require specific labeling for foreign products entering the country. NEEP worked with client firms and the broader Nigerian business community (leveraging its partnership with NEPC) to provide labeling assistance and help client firms register with the FDA. NEEP also developed a guidebook providing an overview of the technicalities involved in exporting food and manufactured goods from Nigeria to the United States.

***Nigeria Export Guide for U.S. Market:*** The process of exporting is complex. It requires attention to detail, accurate recordkeeping, and constant communication with the parties involved. Nigerian exports must follow two sets of procedures: Nigerian export laws and regulations and the import laws and regulations of the destination country. Food, animal, and pharmaceutical items have extra health, safety, and quality requirements. NEEP, in collaboration with the WA Trade Hub, produced a Nigeria-specific guidebook providing an overview of the technicalities involved in exporting food and manufactured goods to the U.S. Export related requirements from both countries were covered with additional information provided on shipping and transportation. The guidebook is available on the NEEP website ([www.nigeriaexport.org](http://www.nigeriaexport.org)).

***Labeling and Packaging Requirements:*** In June 2010, Ms. Anup Engquist, a food products labeling expert, designed and led two, practical and hands-on two-day capacity building workshops on food safety and labeling for processed foods and dietary supplements as per USDA and FDA norms. The workshops, held in Kaduna and Lagos, were cost-shared with the NEPC due to the high demand for this expertise beyond NEEP client firms. On Day 1, Ms. Engquist informed participants of USDA and FDA requirements and helped participants design their own labels. On Day 2, Ms. Engquist critiqued each of the labels and verified their conformance with approved FDA and USDA norms. Over 300 participants attended, between the two locations. Ms. Engquist also provided one-on-one labeling assistance to NEEP client firms. By the end of the project, over 20 client firms were assisted and over 70 labels reviewed and designed as a result of the training and one-on-one assistance.

***FDA Registration:*** Many NEEP clients claimed to “have FDA registration”; however, upon further investigation they could not be found in the corresponding Food Facility Registration Module (FFRM) entry system. NEEP developed a “Guide to Registering Foreign Food Facilities with the U.S. Food and Drug Administration” to help client firms navigate the online registration process and identify U.S. companies to assist with the process as appropriate. NEEP partner VO also offered NEEP clients FDA registration services free of charge, if it seemed likely they would complete a transaction. VO has registered and/or updated three NEEP client profiles (Basuma, FriJay and JonTudy) in the FDA system. NEEP technical staff distributed hard copies of the FDA registration guide on request and the guide has been posted on the NEEP website.

## **SUPPORT FOR ACCESSING REGIONAL AND OTHER MARKETS**

Regional trade integration is assuming an increasing importance in sub-Saharan Africa, seen as an excellent opportunity for countries like Nigeria to expand markets and increase sales. NEEP helped Nigerian client firms access new markets in the region by providing firm-level technical assistance, employing a marketing “facilitator” to present Nigerian products to potential buyers, supporting participation at NEPC-sponsored trade shows in Ghana and Senegal, and increasing knowledge and awareness of the ECOWAS Trade Liberalization Scheme (ETLS). NEEP also conducted market research for Nigerian sesame producers and processors hoping to increase or attain market share in Japan, Korea and China.

### **Business to Business Linkages**

Regional business to business (B2B) activities were led by short-term Regional Trade Expert Kola Awe. Mr. Awe advised six companies on specific markets and worked with some of the

companies to prepare them for NEPC-sponsored trade fairs in Ghana and Senegal. One client, Basuma Industry Company Ltd, made orders of curry, thyme, turmeric, coriander and ginger powder valued at over 3 million Naira (approximately \$20,000) during the Senegal fair as a result of NEEP assistance. Mr. Awe also worked to link Nigerian firm Bio-Organics Systems Nutrient Ltd (BNSL) with a major flour mill in Ghana (Irani Brothers). BNSL was aiming to capitalize upon a mandate by the Government of Ghana specifying that milled flour be fortified with vitamins. As a result, Mr. Awe facilitated discussions between BNSL and Irani Brothers and a preliminary agreement was reached for BNSL to send 1,000 kg of its vitamin pre-mixes for a trial product run. Several other deals were still pending at the time of NEEP closeout.

NEEP activities in regional B2B also served as a platform to identify and support the export of products from the USAID priority states of Bauchi and Sokoto to regional markets. Mr. Awe, accompanied by long-term NEEP Trade Advisor David Aderibigbe, traveled to Bauchi State several times in 2011 to assess and evaluate companies in export readiness, product/commodity certification, and export knowledge. Notably, the NEEP experts learned that the local chapter of the Gum Arabic Association was very interested in exploring export opportunities. NEEP linked the Association with a Chinese buyer (Zheng Wan Long Int. Ltd), leading to the signing of an MOU for the intended sale of 500MT of Grade 2 and Grade 3 gum Arabic. The Bauchi State Deputy Governor was on hand to receive the buyers and witnessed the signing of the MOU. The future goal is to establish a continuous supply link with the company leading to eventual investment and establishment of a gum arabic processing facility.

## **ECOWAS Trade Liberalization Scheme**

The ECOWAS Trade Liberalization Scheme (ETLS) aims to establish a Customs Union among all member states aimed at the total elimination of Customs duties and taxes of equivalent effect, to remove non-tariff barriers and to establish of a Common Customs External Tariff to protect goods produced in Member States. The ETLS covers unprocessed goods (i.e., livestock, fish, plant or mineral products that have not under gone any industrial transformation), traditional handicraft products and industrial products of ECOWAS community origin. To increase awareness of (and registration with) the ETLS, NEEP trained more than 120 exporters/entrepreneurs in Abuja, Sokoto and Lagos. The trainings featured presentations from representatives of the Nigerian Custom Service, the ECOWAS division at the Federal Ministry of Foreign Affairs, and NEPC and included practical sessions on completing the ETLS form and calculating the relevant percentage on cost of production. Following the ETLS training, NEEP client firm Basuma Industries Ltd submitted 19 ETLS applications for its products.

## **Sesame Market Study (Asian and Other Markets)**

Nigeria is the one of the largest exporters of sesame in the world, exporting an annual average of more than 129,000 tons. However, Nigerian sesame exporters could still benefit from pursuing alternative markets, especially China and South Korea, which are not currently supplied by Nigeria in any significant volume. Understanding these markets can improve the prospects of increasing exports of Nigerian sesame seed overall. NEEP clients include several sesame exporters who—along with NEEP management—decided that a market intelligence report on sesame import markets, with an emphasis on Asian markets, would be valuable in identifying prospects for Nigerian sesame exporters and expanding exports.

The resulting report, *Alternative Markets for Nigerian Sesame Exports*, described the Chinese, Japanese, South Korean and Turkish markets and provides information and data on Nigeria's regional competition for the sesame export market (e.g., Burkina Faso). The report also described regulatory requirements for entering the three Northeast Asian markets. The report was widely shared with Nigerian sesame traders, and is available for download on the NEEP website.

## **ACCESS TO FINANCE AND OTHER FOCUSED TECHNICAL SUPPORT**

In addition to technical assistance and training tailored to specific export markets (e.g., United States, other ECOWAS countries), NEEP also built capacity to address critical challenges incumbent to any type of exporting. First and foremost among these challenges was access to finance. NEEP also designed and implemented group trainings on Nigerian export documentation, food safety and quality standards, and supply chain management. These trainings were largely driven by the expertise of Nigerian and regional experts, partners and BSPs and were excellently attended (more than 1,000 attendees in all) and highly rated by participants. By the end of the program, NEEP had sponsored and/or designed more 24 training events. We elaborate upon these, and other, capacity building activities below.

### **Access to Finance**

Working capital/export financing is a well documented challenge in Nigeria. Both domestic and international banks remain reluctant to lend, especially in support of export activities or those companies attempting to break into the export market. Banks generally perceive such potential borrowers as high risk and without the relevant guarantees that would otherwise add a level of security. Borrowers, on the other hand, are typically confronted with a confusing loan application process, high interest rates and lofty collateral requirements. The lack of communication between these two entities only adds to the cycle of misunderstanding. NEEP provided one-on-one technical assistance and sponsored group training to help small exporters gain better access to finance and to increase understanding between borrowers and lenders. By the end of the program, NEEP had helped client firms access finance valued at \$415,150 with pending finance requests valued at over \$849,078.

***One-on-one finance assistance.*** Individual firm-level technical assistance on finance was led by NEEP short-term Finance Experts Obiara Madu and Eddie Okhiria, with contributions from VO and the long-term NEEP technical team. Accomplishments include:

- Helped Pally Global Nigeria LTD, a cashew nut processor, obtain a significant loan disbursement for cashew purchasing;
- Developed a new business plan with Jon Tudy Ltd, a processor of yam powder, plantain flour and bean flour amongst other items and collaborated with the firm to apply for a Bank of Industry loan for working capital funds for a new factory;
- Advised Daralkuchi on a loan application to the Nigeria Export Import Bank;
- Facilitated meetings between Fidelity Bank PLC and two NEEP client firms (Bio Organics Systems Ltd and Agro Traders Ltd) to discuss the feasibility of obtaining financing guaranteed by the USAID Development Credit Authority (DCA);

- Helped FriJay Consult Inc. secure approximately \$15,000 of funding to pay transportation-related costs that were not covered prior to export shipment;
- Encouraged NEEP client firms to explore alternative financing arrangements (such as pooling of funds from other small businesses and the use of micro-cooperatives) to finance their initial transactions.

NEEP also worked with buyers and business service providers to revise their practices to ease the finance burden on small- and medium-sized exporters. Throughout the course of its U.S. business linkage work, VO worked with prospective buyers in the United States to reduce the payment cycle time so as to reduce the aggregate cost of money for the exporters in these transactions. VO also explored a deal with Ethiopian Airlines to reduce air cargo pricing for Nigerian exports destined to the U.S. in return for advertising on said products.

***Trainings and workshops.*** Early in the project, NEEP partnered with Multimix Academy, a Nigerian trade, supply chain and logistics BSP, to design and implement four introductory trainings on trade finance. The workshops were held in Abuja, Lagos and Sokoto, and were very well-attended. NEEP partnered with Ghanaian African Investors Management Services (AIMS) Ltd. to design and implement its Banker Exporter Initiative (BEI) program in Abuja and Lagos. BEI consisted of two workshops where trainers assisted exporters in generating bankable business plans and requests for financing for submission to partner banks. This was followed by a series of interactive exercises between Nigeria’s exporters and bankers in order to build trust and understanding. The workshops were financially supported by the NEPC and the Central Bank of Nigeria. Other key government agencies such as NEXIM Bank, Bank of Industry, Abuja Securities and Exchange Commission and the Niger State Government also endorsed the initiative and provided resource persons for the event.

## **Export Documentation**

Completing Nigerian export documentation can be complicated for small- and medium-sized exporters, and errors on the required forms can result in high penalties and fines. NEEP reteamed with Multimix Academy to conduct workshops on export documentation in Lagos, Abuja, Port Harcourt, Sokoto and Bauchi. The training covered both pre- and post-shipment documents and included practical sessions on completing the Nigerian Export Proceeds (NXP) form, the Commercial Invoice, Bills of Lading as well as preparing insurance certificates. It also covered the process of obtaining Letters of Credit, certificates of origin and phytosanitary certificates where needed. After the training, participants were presented with an export transaction case study and had to spot the documentary errors. Nearly 200 participants—drawn from both the public and private sectors—attended the trainings in all.

## **Quality Control, Food Safety and Supply Chain Management**

Food safety concerns have increased among consumers worldwide and Nigerian agricultural exporters must be able to guarantee product quality and conformity with international standards. NEEP organized a series of trainings on food safety, quality control and supply chain management. The trainings, held in Abuja and Lagos, covered various topics including compliance with CODEX Alimentarius; managing the supply and production of fresh fruits and vegetables; HACCP systems; the Nigeria Export Supervision Scheme (NESS); developments in

post harvest handling, transportation and storage; and how to get necessary product certifications. The presentations were delivered by various stakeholders in the Nigerian food safety industry, including NAFDAC, SGS and the Federal Ministry of Agriculture through the National Food Reserve Agency. At the end of the training, participants were able to identify value chain facilitators to enhance product marketability, understand quality parameters of relevant commodities, apply quality assurance procedures and realize the importance of meeting applicable health and safety standards for Nigerian products. A total of 133 participants attended.

## **Trade Facilitation**

Customs modernization and transport efficiency benefit Nigerian traders by reducing the time and costs associated with shipping goods in and out of the country. Under the USAID MARKETS program, Nathan Associates worked with the Nigerian Customs Service and private sector stakeholders to develop a new customs code (Nigeria Customs Service Act) based on international best practices. Nathan Associates also supported the formation of a Corridor Management Group (CMG) to encourage public-private cooperation identifying, discussing and resolving transport challenges along the Lagos-Kano-Jibiya (LAKAJI) transport corridor, an important trade route for moving agricultural goods. NEEP trade facilitation activities maintained momentum on reforms begun under MARKETS pending the procurement of a new USAID-funded trade capacity building program.

***Supporting public-private dialogue on customs legislation.*** NEEP fielded Stephen Creskoff and Walter Hekala—two customs experts who worked on the draft law under MARKETS—to participate in three stakeholder workshops (in Kano, Lagos and Port Harcourt) sponsored by the Federal Ministry of Finance. NEEP Project Director Leon Skarshinski oversaw and coordinated the overall effort. NEEP assisted GON counterparts in preparing background materials and clarified international best practices for the approximately 120 public and private sector representatives who attended. NEEP worked closely with the Working Group members to review more than 200 comments and recommendations, discuss positions, accept or reject changes and modify legal text as appropriate. NEEP prepared a matrix of stakeholder comments that presented proposed actions and the rationale behind them. NEEP also helped the Reconstituted Presidential Task Force for Customs Reform prepare a second draft incorporating the accepted stakeholder comments. A 2nd draft of the Nigeria Customs Service Act was expected to be submitted to the Ministry of Finance following conclusions of national elections.

***Facilitating registration of the LAKAJI CMG.*** The LAKAJI transport corridor is an important route for moving agricultural commodities essential to food security. NEEP worked with the interim LAKAJI CMG Secretariat, the Council for the Regulation of Freight Forwarding in Nigeria, to conduct further outreach to potential CMG members. As a result, seven organizations will sign the Articles of Association and become founding members of the LAKAJI CMG. The law firm retained by NEEP has now submitted the Articles to the Corporate Affairs Commission. Following a period of public notification and comment, it was expected that the CMG would ultimately become a legal entity, officially known as the LAKAJI Corridor Management (LTD/GTE).

## Women Entrepreneurship

In Nigeria, women are found at almost every stage of the production and distribution chain of many specialty food and health & beauty products. Drying of agricultural products, as well as other forms of rudimentary small-scale processing, is traditionally done by women, and they are the ones that know the recipes and prepare the food for their families. Many women are involved in the processing of staple food such as garri and fufu from cassava, as well as snacks and beverages such as plantain chips, coconut confectionery, sesame seed and groundnut paste and candies, tapioca, kunu, ginger drinks, honey and zobo. NEEP had the pleasure of working with several female entrepreneurs working with, or leading, our client firms. We also ensured that an appropriate balance of men and women attended NEEP-sponsored trainings.

***Highlighting the role of women in Nigerian export promotion.*** NEEP recruited and sponsored Ms. Shade Bembatoum-Young, a gender and trade expert, to support NEPC’s “Women in Export Development Program in Nigeria”. Ms. Bembatoum-Young prepared a paper on women exporters in key value chains (e.g.; value-added agriculture and specialty foods, health and beauty products, textiles, indigenous handicrafts) and how those value chains could be further developed to maximize women’s participation and profit. The paper was presented at events in Abuja and Lagos and included recommendations such as adapting products to add value, and establishing/supporting a network of women exporters.

***Supporting female entrepreneurship in Nigeria.*** In December 2010, NEEP technical staff participated in a panel discussion for the African Women’s Entrepreneurship Program (AWEP) AGOA Follow-on Training. NEEP also supported an event on Shea Nut/Shea Butter Tool for Poverty

Alleviation, organized by the Nigerian Association of Women Entrepreneurs. NEEP Project Director Opeyemi Abebe addressed 23 women entrepreneurs at the Women in Management and Business (WimBiz) Training for Entrepreneurs in Leather and Handcrafts; a five day event held in August 2010. Mrs. Abebe provided general export-related guidance and raised awareness of NEEP services. Following the training, seven companies registered with NEEP.

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*Through the series of trainings we have attended through the NEEP program, many now realize that there is a better life outside of buying and selling petty items, we can naturally develop commodities in Nigeria good enough for export.*

—Mrs. Mfon Udo Imeh, Director,  
NAWE

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## 4. Monitoring and Evaluation

Since NEEP's launch in January 2010, the NEEP management team has maintained a regular and dialogue with USAID/Nigeria on the most appropriate and meaningful ways to capture NEEP impact on increasing exports to the U.S. and other markets. Due to NEEP's accelerated timeframe (two years), the program's initial approach to M&E emphasized milestone indicators and a loose definition of increased exports and increased access to finance. This approach was mutually agreed upon by NEEP management and USAID/Nigeria, as both parties recognized the limitations of the program scope.

The indicator "value of facilitated exports" provides a key example. NEEP operated with a relatively small staff and budget. To obtain baseline data for every firm helped by NEEP would prove overly burdensome and time-consuming for the project's size. Consequently, USAID/Nigeria and NEEP agreed to collect this data only for the 40 export-ready client firms that signed an MOU with the program. Even collecting data from these 40 firms was challenging. NEEP had only two full-time technical staff, both of whom juggled a host of competing responsibilities besides M&E. In addition, assessing the increase in exports by NEEP-facilitated firms relied on collecting year over year export performance data. Given the time lag between the execution of exports and the logging/recording of those exports, the 2011 data for client firms would not be available until after the program had closed its doors. Due to these challenges—and concerns over the validity of data coming from client firms-- USAID and NEEP agreed that "value of exports" would be collected, but considered a background, rather than a primary indicator.

However, throughout the course of NEEP, several policy directions at the Agency and Mission levels led USAID/Nigeria to request revisions to NEEP M&E. These requests included:

- Incorporate African Growth and Competitiveness Initiative (AGCI) indicators into M&E plan (June 2010);
- Include "value of exports from project facilitated firms" as a primary, rather than a background indicator and report against new gender-based indicators (April 2011);
- Report against (slightly different) indicators for export promotion as presented in new, automated MEMS II M&E system (May 2011);
- Seek additional data on NEEP client firm export values from external sources such as NEPC, NCS and COBALT to attempt to make NEEP interventions more attributable to program interventions (July 2011);

In each case, NEEP management responded in the best and most appropriate way possible, complying within the parameters of the project scope and available resources. The project submitted several revisions to the M&E plan throughout implementation and worked closely with USAID/Nigeria and MEMS II to give them what they wanted. In the end, NEEP management and USAID/Nigeria agreed that as part of the NEEP quarterly and final reports, the project would submit a spreadsheet tracking training participation by client firm and topic. This spreadsheet has been attached as Appendix C. NEEP management also agreed to submit a matrix on NEEP facilitated transactions with the Final Report. This matrix includes data on completed and pending exports and on completed and pending financing for NEEP client firms. The company, product and value (in USD) are presented for each export and financing transaction. Please find the final spreadsheet attached under the M&E Annex as Indicator 2. Appendix D provides a list of all Nigerian companies receiving NEEP assistance as well as the number of events in which each firm participated.

# 5. Recommendations and Observations

NEEP was a pilot program, consistent with USAID and TCBoost’s goal of capturing best practices and lessons learned in trade capacity building. The technical team tried a variety of approaches (e.g., one-on-one assistance and group training) and targeted several different markets (United States, ECOWAS, Asia) simultaneously to help Nigerian firms increase exports and access finance. We are proud of the work done on NEEP and were pleased to be a part of a program that achieved real results while given the freedom to experiment. Below we present our observations from implementing NEEP, and recommend actions for future USAID-funded export promotion programs in Nigeria.

***Period of performance for export programs should be three years minimum.*** NEEP’s two-year timeframe dictated technical approach to a great extent. Implementing any two-year technical assistance program comes with inherent challenges. The program must mobilize quickly, achieve results in an accelerated timeframe “in the middle” and allow enough time for proper technical and administrative closeout at the end. This timeframe is all the more ambitious when the focus is export promotion. Under the most favorable of circumstances, export deals require a great deal of time. Introductions must be made, product samples reviewed, terms negotiated, financing obtained, bureaucratic hurdles navigated and overcome, and goods shipped and purchased. Perhaps most crucially, trust must also be established between the buyer and seller, and this does not always come immediately—particularly when the exporter is “green” and comes from a developing country. Several promising export transactions were left pending at the time of NEEP closeout; a future USAID-funded export promotion program would benefit from a period of performance of at least three years.

***Carefully weigh demand-driven, firm-based vs. sector-based assistance.*** NEEP’s accelerated timeframe favored a quick, opportunistic, demand-driven assistance to export-ready client firms needing a slight nudge to access new markets and financing. Firms selected for assistance need not have belonged to a specific sector or subsector (though the majority of firms fell under the broad “categories” of specialty food or health & beauty), the prospect of executing a transaction was most important. Throughout implementation, USAID periodically revisited approaching assistance from a sector (e.g., agriculture) and subsector (e.g., cashew)-based approach. Future programs with longer periods of performance may wish to adopt this approach, which has significant potential benefits (some of which are elaborated upon below). However, given NEEP’s time and resources, the demand-driven approach was the appropriate one.

***Examine the benefits of “facilitator” versus direct contact between buyer and seller.*** NEEP used two different methods for business-to-business linkages: (1) using technical staff as facilitators identifying tangible sales opportunities and (in the U.S. case) issuing Buyer Alerts; and (2) supporting NEEP clients at U.S. and regional trade shows. While both had merits, the second method (at least in the U.S. case) proved more straightforward. NEEP client firms sometimes interpreted Buyer Alerts as outright purchase orders and were disappointed when no ‘actual’ transactions were recorded. They were also confused about “who the buyer was” because they were never in a direct dialogue with the (potential) purchaser; issues such as pricing and quality feedback were filtered through VO. VO’s position on this was understandable. It had established relationships with many of these potential buyers and sought to shield those buyers from a barrage of inquiries from potentially unqualified or inexperienced sellers. However, this practice caused some confusion and future programs might more heavily favor trade show participation, where Nigerian sellers can establish direct contact/relationships with potential buyers, supported by program technical staff.

***Recognize that facilitation entails risk.*** The lesson above demonstrates that matchmaking can be a tricky business. When the right partnership is brokered, the matchmaker’s efforts are applauded; when something goes wrong, sometimes the matchmaker can be blamed, regardless of the accountability of either party (buyer or seller). As providers of export assistance, we must vouch for the soundness and integrity of both parties—whether we are linking a buyer and a seller or linking a client firm with a BSP. In the capacity building arena this can prove especially tricky. NEEP experienced this firsthand when an export shipment from a client firm arrived damaged at the U.S. port. A NEEP-sanctioned service provider stepped in to help; however, relations between the client and the BSP became acrimonious as the administrative procedures dragged on. Both parties had valid perspectives, and NEEP—once the matchmaker—found itself in the unwelcome role of arbitrator. Could this situation have been avoided? It is difficult to say. Both the parties involved had reasonably strong track records as exporter and importing agent of record. Perhaps the takeaway is that facilitating linkages, even under the best of circumstances, entails risk—and due diligence is extremely important.

***Diversify service delivery to manage resources and promote sustainability.*** By the end of Year One, NEEP had signed MOUs with approximately 40 client firms to provide one-on-one assistance. NEEP staff provided this assistance directly to the majority of these firms, and this personalized approach served the program well. Client firms were overall pleased with the results, export transactions were facilitated and financing obtained.. However, the ratio of NEEP staff to client firm could sometimes prove challenging. A second long-term Nigerian expert was added in Year Two to address this issue, but NEEP client firm expectations remained high, and the budget and timeframe did not allow for adding more staff. For group trainings, NEEP effectively used Nigerian and regional business service providers (BSPs); e.g., Multimix Academy and AIMS; to design and implement assistance in access to finance, trade finance and export documentation requirements.

Although not practical given the scope of NEEP, future export promotion programming should rely more strongly on Nigerian and regional BSPs to provide one-on-one technical assistance, as well as group trainings. If BSPs lack the required capacity, strategic assistance to BSPs and a “train the trainers” approach should be employed to improve the quality of service delivery.

Doing so will have multiple benefits: the Nigerian business service market will be stimulated, interventions will become more “Nigeria-owned” and therefore more sustainable, and long-term program staff can allocate their time more efficiently—facilitating linkages between client firms and BSPs (whether general or sector-specific) rather than being the sole source of technical assistance themselves. Providing clients with a list of potential BSPs also gives the firms some choice in the matter, and their sense of ownership will benefit the program overall. Similarly, future programming should also consider enhancing the NEPC’s role as a provider of technical assistance and training. NEPC proved an able and willing partner on NEEP and has strong potential to assume many of the functions previously undertaken by NEEP and other donor assistance programs.

***Financial “skin in the game” is a strong indicator of commitment.*** That said, a strong indicator of a firm’s seriousness, “export readiness” and commitment to results is the willingness to have “skin in the game”. These firms have assessed the risks, done their research, absorbed the lessons of assistance, and are more likely to engage in making their investment bear fruit. On NEEP this was demonstrated to us by several firms who mainly paid their own way to attend U.S.- and regionally-based trade shows, with minimal NEEP assistance (e.g., cost of registration, booth, etc) and those willing to foot the costs of sending product samples to the United States. Far too often, donor assistance programs seek to fully fund client firms’ costs for production and processing upgrades, market development, etc. Partial subsidization can prove a powerful incentive for firms to take risks; however full subsidization of client firm costs should be wholly avoided on future programs.

***Lender-borrower dialogue can be a powerful tool.*** The NEEP-sponsored Banker Export Initiative demonstrated the utility of increasing dialogue between bank lenders and potential SME non-oil sector borrowers. The workshops provided a neutral setting—devoid of the pressures and power dynamics inherent to applying for a loan—where both sides could provide their perspectives, seek clarification on certain processes and learn more about the motivations and incentives of both sides. This type of dialogue should continue in future programming, as well as more awareness building of programs such as the USAID Development Credit Authority.

***There is power (and leverage) in numbers.*** Individual exporters may ultimately be served better by pooling resources in the form of sector-specific associations, whether large and pre-existing (e.g., Global Shea Alliance) or newly founded. Grouping into associations can help client firms process and market particular goods in larger volumes, reduce costs and greatly enhance the competitiveness in U.S., regional and other markets. Future efforts may also focus on the development of micro-cooperatives (e.g., the Export Cooperative Network) to finance their initial transactions. That would provide a basis for added confidence with the banks when they eventually approach them for added lines of credit. The ECN should also continue to be supported, to possible extend its mandate to order fulfillment and product distribution in the United States.

***Group training should emphasize the practical over the theoretical.*** NEEP had well over 1,000 cumulative attendees at its training sessions that were broadly open to those at various levels of export readiness. In evaluations, participants praised trainings that emphasized the practical over the theoretical. The NEEP labeling training, for example, combined a small dose of lecture with a

predominant focus on the hands-on design and critique of new labels. Export documentation trainings led participants through completing the actual forms, based on a hypothetical shipment. These types of hands-on training resonated well with NEEP client firms, and should be continued on future programs.

***Monitoring and evaluation should be appropriate to a program's size and scope.*** Monitoring and evaluation (M&E) is a critical piece of program implementation, providing a framework to guide overall implementation, to keep program interventions on track and to suggest corrective actions as appropriate. For two-year programs, milestone- and deliverable-based M&E can be the preferred method, since implementation unrolls at an accelerated pace (see also above). Aware of the potential challenges, NEEP aimed to set realistic and attainable M&E goals upon program launch—namely that the value of NEEP-facilitated exports would be a background, not a primary indicator. Export transactions and export data have long time delays between the actual export and when it is recorded; this created a situation where only one year of data could be collected on NEEP within its period of performance. USAID/Nigeria concurred at the time; however subsequent changes in policy direction at the Agency and Mission level led to several amended requests on M&E data collection. These requests did not always correspond to NEEP's scope (two-year timeframe) or staffing (extensive, labor-intensive data collection and analysis for 40 + firms undertaken a long-term staff of two), though the program was ultimately responsive. While M&E is unquestionably important, program parameters should be considered at all stages of implementation. Alternative indicators such as capturing values of export attempts, steps taken or business changes made, strategies developed, production processes modified, etc should be considered for programs with limited timeframes. Such indicators would still have real context and value.

## 6. Conclusion

The challenges faced by Nigeria's exporters are significant; running the gambit of cumbersome export procedures to accessing finance. Over the course of two short years, the pilot NEEP project ambitiously aimed to assist these companies in overcoming such obstacles through technical assistance designed to build the export capacity of Nigeria's non-oil producers – allowing them to capitalize on AGOA (for the U.S. market) and in accessing other markets, both regional and international. This assistance was demand driven in nature, meaning that activities and interventions were designed in response to the expressed needs of Nigeria's export community.

Nigeria was deemed an important country in which to develop such an experimental pilot program given its vast natural resources and regional economic stature. The number of activities conducted and reach to Nigeria's business community greatly exceeded expectations, leaving little doubt as to the program's success. This is especially true for those whom the program was designed—the Nigerian small and medium sized producers, over 300 of which benefited from NEEP services.

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*My honey products are well known in Nigeria! NEEP has provided me the ability to take those first steps in reaching my goal – making A&Shine a household name in America!*  
Madame Adeshina, Co-Owner,  
A&Shine

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# Appendix A. Q1 FY 2012 Accomplishments

The first quarter of fiscal 2012 was the final quarter of the two-year NEEP project, which ended December 31, 2011. All project activities therefore closed and the administrative steps required for project close down, including a field visit by the Project Director, were taken.

***Final NEEP Close-out Event:*** A NEEP close-out event was held at the Chelsea Hotel in Abuja on December 13, 2011 providing an overview of the programs activities, successes and lessons learned. In attendance were participants from the public and private sector, including the Executive Director/CEO of the Nigerian Export Promotion Council (NEPC), the Director of Trade from the Federal Ministry of Trade and Investment, the USAID/Nigeria Economic Growth and Environment Office Director and NEEP's Project Director. NEEP stakeholders and beneficiaries also attended the Forum.

***Ongoing Development of the Exporters Network:*** During this quarter, NEEP facilitated three meetings of the Exporters Network. On the 3rd of November 2011, the Exporters Corporative Network was formally inaugurated as a Multipurpose Export Cooperative by the Director in charge of Cooperatives at the Lagos State Ministry of Agriculture and Cooperatives. The cooperative has three main sub groups (shea butter, specialty food/food processing and fish processing) and members will work together to take advantage of export opportunities in the U.S.

***Continuation of Regional B2B Support:*** NEEP continued its regional B2B market linkage efforts for companies operating in the two USAID priority States of Bauchi and Sokoto. Building on a NEEP team visit last quarter, a Chinese company (Zheng Wan Long Int. Ltd) signed an MOU with the Gum Arabic Association Bauchi, to supply 500MT of Grade 2 and Grade 3 Gum Arabic at a potential value of USD \$650,000. The Bauchi State Deputy Governor was on hand to receive the buyers and witnessed the signing of the MOU. The future goal is to establish a continuous supply link with the company leading to eventual investment and establishment of a gum arabic processing facility.

***Continuation of U.S. Market B2B Efforts:*** In continuation of the NEEP effort under the U.S. market linkage program, NEEP Client Basuma Industries Ltd successfully exported its first trial order of 200KG of Moringa to the United States valued at approximately \$2500 USD (including shipment costs. Another Client, VOC Royal industries, secured a trial order for the supply of dried vegetables and assorted spices from a Baltimore-based distributor at an approximate value of \$31,000. Both of these export values are inclusive of shipping cost and resulted from the

companies participation at the U.S. Natural Product Expo-East. The distributorship contract allows for future container-based shipments.

***One-on-One Finance Consulting Work:*** One-on-one finance consulting work also continued during the quarter. Our finance consultant, Mr. Obiora Madu, guided development of a business plan for Jon Tudy Intl. Ltd – a processor of yam powder, plantain flour and bean flour amongst other items. The Company has recently acquired a farm in east Nigeria where it is presently cultivating some food crops to be processed for export. The consultant also worked with the company to draw up a finance request proposal for working capital funds for the new factory. This request has been submitted to the Bank of Industry.

***Bank meets Business:*** NEEP facilitated meetings between Fidelity Bank PLC and two companies: Bio Organics Systems Ltd. and Agro Traders Ltd. The meetings were aimed at introducing NEEP clients to the USAID Development Credit Authority (DCA), which offering credit guarantees, thus encouraging lending activities. Both Companies are in the final stages of setting up new processing facilities and need to raise funds to facilitate completion. Following the meetings involving the CEOs of these companies, Fidelity Bank committed to favorably consider the loan applications to be submitted by the companies.

***“Exporting from Nigeria to the United States” Guide Produced:*** NEEP has produced a guidebook providing an overview of the technicalities involved in exporting food and manufactured goods from Nigeria to the U.S. Export related requirements from both countries are covered with additional information provided on shipping and transportation.

***Graphic and Marketing Assistance:*** NEEP’s graphic artist continued to work with clients to create product labels that have international appeal. During the quarter, 33 labels from four companies were redesigned. Some of the new labels are already been used by the companies for their new exports.

***Corridor Management Group (CMG) Incorporation moves forward:*** Required *letters of consent* and *board resolutions* were received from five core CMG members. These are to be submitted to the Nigerian Corporate Affairs Commission before Monday, 9th January, 2012 to officially incorporate the entity as the “LAKAJI Corridor Management (LTD/GTE).”

# Appendix B. Monitoring and Evaluation (PMP) Results

Following discussions with MEMS it was determined that the values associated with sub-indicator 1.2 “Number of participants in trade and investment environment trainings” and sub-indicator 1.4 “Number of participants in USG supported trade and investment capacity building trainings” should be combined strictly under sub-indicator 1.4. The rationale is that all events reported under 1.2 benefitted from NEEP assistance, either in the form of a NEEP sponsored speaker/trainer or cost share arrangement.

Indicator 1: Increase in Exports by Project Facilitated Firms by Indicator

Subindicator	FY 2010						FY 2011						FY 2012
	Q1	Q2	Q3	Q4	Total	Target	Q1	Q2	Q3	Q4	Total	Target	Q1
1.1 Value of exports from project facilitated firms (2009 baseline = US\$39.3 million)					US\$75.9 million	N/A					TBD	N/A	
1.2 No. of participants in trade and investment environment trainings	N/A	0	400	0	400	150	39	36	0	23	88	180	
1.3 No. of firms receiving capacity building assistance to export	N/A	54	1	35	90	30	22	55	99	73	249	40	
1.4 No. of participants in USG-supported trade and investment capacity building trainings	N/A	76	283	72	431	200	102	184	274	247	807	250	60
1.5 No. of financial sector professionals trained or international standards this year with USG assistance	0	0	0	0	0	N/A	0	0	0	30	30	N/A	

*Note: See separate table for Indicator 2.*

## Indicator 2: Specific NEEP Assisted Transactions

Company	Product	Value (USD) <sup>a</sup>
<b>EXPORTS</b>		
<b>COMPLETED</b>		
Frijay	Yam (1st Export)	\$11,980
Frijay	Yam (2nd Export)	\$32,570 <sup>b</sup>
Pally Global	Cashew Nuts	\$55,000
Basuma Industry Coy Ltd	Moringa	\$1,201
Voc Royal Resources Nigeria Ltd	African Spices/Food products	\$30,992 <sup>b</sup>
Basuma Industry Coy Ltd	Moringa	\$20,000
<b>PENDING</b>		
Nigeria Gum Arabic Association Bauchi State Chapter	Gum arabic	\$650,000
Pally Global	Cashew nuts	\$440,000
BNSL	Vitamin Premix	\$22,875
Company	Source	Value (USD)
<b>FINANCE</b>		
<b>ACCESSED</b>		
Frijay Consult	Export Angel (VO)	\$15,000
Pally Global	Vietnam ExIm Commercial Stock Bank /GT Bank	\$400,000
<b>PENDING</b>		
Daralkuchi		\$653,594
Jon Tudy		\$196,078
BNSL		TBD
Agro Traders		TBD

<sup>a</sup>USD values based on 153 naira to the dollar

<sup>b</sup>includes shipping

# Appendix C. Workshop and Training Attendance

	Workshop/Training	Date	No. of Participants	Male	Female	City, State
<b>Q 2 FY 2010</b>						
1	Market Intelligence workshop	March, 2010	76	57	19	Lagos
	Total		76	57	19	
<b>Q 3 FY 2010</b>						
1	Labeling workshop	May 2010	103	N/A	N/A	Kaduna
2	Labeling workshop	May 2010	180	N/A	N/A	Lagos
	Total		283			
<b>NEEP SUPPORTED PROGRAM</b>						
3	Women in export	April 2010	150	N/A	N/A	Abuja
4	Women in export	April 2010	250	N/A	N/A	Lagos
	Total		400			
<b>Q 4 FY 2010</b>						
1	Access to finance	September 201	19	N/A	N/A	Lagos 1
2	Access to finance	September 201	34	N/A	N/A	Lagos 2
3	Access to finance	September 201	19	N/A	N/A	Abuja
	Total		72			
<b>Q 1 FY 2011</b>						
1	Trade fair workshop	October 2010	22	16	6	Lagos
2	Trade fair workshop	October 2010	36	21	15	Kano
3	Access to finance	October 2010	44	30	14	Sokoto
	Total		102	67	35	
<b>NEEP SUPPORTED PROGRAM</b>						
1	Nawe training on sea butter production	December 2010	39	4	35	Abuja
	Total		39	4	35	

	Workshop/Training	Date	No. of Participants	Male	Female	City, State
<b>Q2 FY 2011</b>						
1	Export documentation	February 10–11, 2011	19	10	9	Abuja
2	Export documentation	February 15–16, 2011	25	15	10	Lagos
3	ECOWAS trade liberalization scheme [ETLS]	February 23–24, 2011	24	12	12	Abuja
4	Export documentation	March 2–3, 2011	33	31	2	Sokoto
5	Export documentation	March 21–22, 2011	38	31	7	Port-Harcourt
6	ECOWAS trade liberalization scheme	March 29–30, 2011	45	41	4	Sokoto
	Total		184	140	44	
<b>NEEP SUPPORTED PROGRAM</b>						
1	Pre-Global shea meeting	March 2011	36	29	7	Abuja
	Total		36	29	7	
<b>Q3 FY 2011</b>						
1	Ecowas Trade liberalization scheme [ETLS]	May 17–18, 2011	52	42	10	Lagos
2	Quality control, food safety and supply chain mgt	June 7–8, 2011	60	43	17	Lagos
3	Export documentation	June 14–15, 2011	89	74	15	Bauchi
4	Quality control, food safety and supply chain mgt	June 21–22, 2011	73	54	19	Abuja
	Total		274	213	61	
<b>Q4 FY 2011</b>						
1	Quality control, food safety and supply chain management	July 5–6, 2011	50	37	13	Enugu
2	Banker exporters initiative	September 12–13, 2011	81	60	21	Abuja
3	banker exporters initiative	September 15–16, 2011	83	60	23	Lagos
4	FDA Launching	September 14, 2011	33	20	13	Abuja
	Total		247	177	70	
<b>NEEP SUPPORTED PROGRAM</b>						
1	Women entrepreneurs in handicrafts business development [WINBIZ]	August 5, 2011	23	--	23	Lagos
	Total		23	--	23	
<b>Q1 FY 2012</b>						
1	NEEP close-out workshop/lessons learned	December 13, 2011	60	43	17	Abuja
	Total		60	43	17	

# Appendix D. Companies with Established MOUs

	Company	Product/Activity	No. of Employees	No. of Women Employees	Women Owned ?
1	Global Integrated Team Ltd	Sasame seed, Cassava, Gum Arabic Honey	15	8	.
2	ELZELMultilink Service &Invest Ltd	Sasame seed, Ginger	4	1	.
3	Homeland Natural food	Dry Ginger, Local Spices (Iru)	8	3	
4	Jigov&TB Int'l Nig Ltd	Dry Ginger, Soya beans, Sesame seed	15	14	.
5	Jollybross Nig ltd	Shea Butter, Yam Flour, Beans, Garri, Melon, Palm Oil and Ogbono	30	18	.
6	Uthaldev Limited	Shea Butter	12	2	.
7	Neslag Enterprises	Shea Butter	6	45	✓
8	BJ Export&Chemical Processing co nig	Shea Butter (Bulk and cosmetics)	7	1	
9	Meena Agro Oil Ltd	Shea Butter, Spices, Cassava	18		
10	Jon Tudy Interbiz Nig.Ltd	Yam and Beans Flour, Spices	12	10	
11	Frijay Consults Ltd	Dry Fish, Yam and Beans Flour, Shrimps	15	9	✓
12	Mona Mattews	Leather shoes and clutch Bags	43	3	✓
13	Grace Food	Agricultural	10	5	✓
14	Shea Radiance Agrobotanicals	Agricultural	5		✓
15	AGC Ltd	Sheabutter based cosmetics	24	2	✓
16	Koladex Nig Ltd	Sheabutter,sesame seed&dry pepper	16		
17	Agro Traders Ltd	cocoa beans,cashewnut	260		
18	Nexpotrade house ltd	Manufactural product	3		
19	Pecuniary development Ltd	Agricultural	5		
20	Valid Capital Ltd	Ginger,cassava chips&pellet	5		
21	Poli-G nig ltd	Cashew nut	5	2	✓
22	Patience Please Nig Ltd	Lingerie,swimwear	11		✓
23	Franmoni farms and foods ltd	Agricultural	5		✓
24	Bio-Organic Nutrient sys ltd	Vitamins, mineral, human and animal nutrition	45	13	

	Company	Product/Activity	No. of Employees	No. of Women Employees	Women Owned ?
25	Cosmopolitan ser,sys ltd	Food items and Africa textile	8	5	✓
26	Daralkuchi Int'l ltd	Shea Butter	37	9	✓
27	A&Shine Int'l ltd	Honey	17		✓
28	Virgin Enterprise ltd	Cosmetics	60	40	
29	World Export Import ltd	Agricultural		5	
30	Fortified Export Resources Ltd	Agricultural			
31	Voc Royal resources nig ltd	Spices crayfish, chile paper	6		
32	Ress Nig ltd	Ground ginger	6		
33	Basuma industry coy ltd	Spices	50		
34	Paddy venture ltd	Agricultural	4	4	
35	Zagano nig ltd	Dried Fish	18	12	
36	Unique A food venture	Plantain chips	20		
37	Simcop nig ltd	Shea butter	10		
38	Muri food beverages	Agricultural	20		
39	Equality Int'l ltd	Agricultural	10	4	
40	Whaun Ltd	Footwear			

# Appendix E. Beneficiary Companies and Participation









No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11						Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch	
53	Baba Danjuma&Company ltd			✓																	
54	Voc Royal resources nig ltd			✓		✓						✓		✓	✓						
55	Zagano nig ltd			✓		✓								✓	✓				✓		
56	Unique A food venture			✓		✓		✓	✓	✓				✓	✓						
57	Simcop nig ltd			✓							✓										
58	Annuri Int'l Ltd										✓	✓						✓			
59	Ress nig ltd			✓																	
60	Basuma industry coy ltd			✓	✓					✓	✓	✓		✓							
61	O'mmm Owerri	✓																			
62	Blue Meridian Ltd	✓																			
63	Bimlad Global Services Ltd	✓																			
64	Whanu Ltd			✓								✓	✓								
65	De -Lace Int'l nig ltd			✓								✓	✓		✓			✓			
66	GMG Limited	✓																			
67	ESAP CMS Ltd	✓																			
68	Bio-Organics Nutrient Sys ltd			✓		✓			✓		✓				✓						
69	Cosmopolitan Service Sys Ltd		✓	✓	✓	✓	✓			✓	✓			✓	✓						



No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11			
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch
89	Sabaru Tanners co -op soc ltd							✓			✓	✓							
90	Skypath ltd							✓											
91	Hafaisham Nig Ltd							✓			✓	✓				✓			
92	Multiple fortune Impact ltd							✓			✓	✓							
93	Equity Refined Water							✓				✓							
94	Kiu-Premier Company Nig ltd							✓			✓	✓							
95	Makzulo Nig Ltd							✓			✓	✓				✓			
96	Kebbi Invest, company Ltd							✓			✓	✓							
97	Bahilata Partner ltd							✓			✓	✓				✓			
98	A.A.Danbaba Farms Nig							✓				✓							
99	Kogijo Construction Coy Ltd							✓											
100	Obie Royal Nig Ltd							✓											
101	Earthlink Consultant							✓											
102	Goldhill Global Venture ltd							✓											
103	Fresh look			✓															
104	Jumarite Venture			✓															
105	Yusrah Multipurpose Ltd			✓							✓	✓							

No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch	
106	IBAD Intr. Ser. Ltd	✓																		
107	Spring view Integrated Textiles Ind. Akure	✓																		
108	Obasanjo Farms Ltd	✓																		
109	Jasa Asoco Trading Co.	✓																		
110	Bisiad & Concept	✓																		
111	Divine favour Agribiz &foods ltd										✓									
112	Real Adventure Services Ltd	✓																		
113	Saleton Int'l Ltd	✓																		
114	LSO Communication	✓																		
115	Rabboni Tech Ltd	✓																		
116	Viscera Energy Ltd	✓																		
117	Mc Deen Farms			✓																
118	Danyaro Ventures Nig Ltd										✓	✓								
119	Equity Poultry Farm & Allied Products Ltd										✓									
120	Maigwanjo Commodity Trading Coy										✓	✓			✓					
121	Awkassh Invest Ltd										✓	✓								
122	Gigane Global Entp										✓	✓			✓					





No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCI Launch	
157	Steady-Arm Nig. Ltd										✓									
158	Ass. Of Leather & Allld Indu. Of Nig.										✓									
159	Trio-Maritime Global Ltd Uyo										✓									
160	Evinx Makers Ltd										✓									
161	Firm Integrated Services Ltd										✓									
162	Einbur Ethnic Foods										✓									
163	Ngoma Global										✓									
164	GCE Company Ltd										✓									
165	Ikpe Ikot Akpan Youths Skill Dev. MPCS Ltd										✓									
166	Jezreel Nig. Ltd										✓									
167	Krisoral Group O Coys										✓									
168	Global Hygin Intrgds Ltd										✓									
169	Chieme Motors Nig. Ltd										✓									
170	Tilex Pet. Nig. Ltd										✓									
171	PAOL House Assest Ltd													✓						
172	Con. Edge Consulting.													✓						
173	Ess-Tee Synergy													✓					✓	

No.	Company	Q2 FY10	Q3 FY10	Q4 FY10		Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance	Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance	Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDC Launch
174	Agroscope Nigeria Ltd														✓						
175	OuterEdge Solution.														✓						
176	MeakeOther Enterprises														✓						
177	Danyks Innovative Services Ltd														✓						
178	Quarry Group Holding Ltd														✓						
179	St. Moses global Resources Ltd														✓						
180	Private Sector Dev. Initiative														✓						
181	Molaril Global Concept														✓						
182	Luxury Edge Business Concept														✓						
183	Fabulous Fortune ut Ltd														✓						
184	Megaspice Integrated Services Ltd														✓					✓	
185	Inspiration Food Ventures Ltd														✓					✓	
186	Buy Nigeria Products Ltd														✓					✓	
187	African Foods														✓						

No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch	
188	Coolat More & Associate												✓							
189	Bisacod Logistics Solutions Ltd.												✓	✓						
190	New Dawn Africa												✓							
191	Outsource Logistics												✓							
192	Firm Source Marketing Nig. Ltd												✓							
193	Sylvaq Network & Digital Services												✓							
194	Yemi Adefowaju Enterprises												✓				✓			
195	Dekaizam/Newdawn Africa												✓				✓			
196	WANDY FOODS												✓							
197	Eco-Tourism Africana Nig. Ltd												✓							
198	Comdit Int'l Trade												✓							
199	Lead Auto Ltd Abuja												✓			✓				
200	Omako Commodities Ltd												✓							
201	Golan Overseas Nig. Ltd												✓							
202	Critsufac Project Ltd												✓							
203	TRAPPCO Ranch & Resort												✓			✓				

No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch	
204	Women Entrepreneur Multipurpose Cooperative Society												✓			✓				
205	Jakolgate Int'l Ltd												✓							
206	Edginton Limited												✓							
207	JM Global Associate Ltd												✓			✓				
208	Scobro Int'l Ltd												✓							
209	Acha Ventures Ltd												✓							
210	Avuco Nutritional Products Ltd												✓							
211	Mima Global Resources Ltd												✓							
212	I.B.T. Farms Limited												✓							
213	Edowu Farms Ltd												✓							
214	Akataco Int'l Ltd												✓							
215	JD Associates Ltd												✓			✓				
216	Royal Life Savings Society of Nig.												✓							
217	APPI Integrated Nig. Ltd												✓							
218	COMDEV Integrated Nig. Ltd												✓							
219	AD Foods Ltd												✓							
220	Big Sam Tasty Foods												✓							

No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDCA Launch	
221	Scepter Investments Ltd												✓							
222	Clean Resources Ltd												✓							
223	Jimuk Ltd												✓							
224	Oyo State Finance & Invest. Co. Ltd												✓			✓				
225	Cathrona Maryam Foundations												✓							
226	Great Grace of God Ind.												✓							
227	Scobaro Int'l Limited												✓							
228	Abuja Enterprises Agency												✓							
229	The Guardians												✓							
230	Seegnal Nig. Ltd												✓							
231	Shea Producers Association of Nigeria												✓			✓				
232	COWRIE Flour Mills Ltd Azare											✓								
233	Chenkwo Palm Farm											✓								
234	National Association of Women Entrep.											✓								
235	Poonga Leather Enterprises											✓								
236	Balbaya Knitting & Sewing Ltd											✓								



No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDA Launch	
253	BAFCO										✓									
254	NASME Bauchi Chapter										✓									
255	Bauchi Fertilizer Company Ltd BAFCO										✓									
256	Paddy Global			✓		✓			✓							✓				
257	xpt logistics											✓					✓			
258	Outsourcing Services											✓								
259	MAN Export Group											✓								
260	Erstegrace Lnad Ltd											✓								
261	Rida National Plastics Ltd											✓								
262	PZ Cussons											✓								
263	Pachouse Assets Ltd											✓								
264	Skepp Ventures											✓								
265	Chi Ugo Biz											✓								
266	Tri-Gold Nigeria Ltd											✓								
267	Umuahia Chamber of Commerce, Abia State													✓						
268	Mericon Link Nigeria, Enugu													✓						
269	Juson Enterprises, Enugu													✓						
270	Mai-Alfarma Foods Nig. Ltd													✓						



No.	Company	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11					Q2 FY11			Q3 FY11			Q4 FY11				
		Market Intel	Intl B2B	Access to Finance Regional B2B	Labeling	Trade Show	Sesame Mkt	Access to Finance Regional B2B	FDA Reg.	Export Doc	ETLS	Export Doc.	ETLS	Quality Control	Quality Control	Regional B2B	BEI Abuja	BEI Lagos	FDA Launch	
284	Nnewi Chamber of Commerce Mines & Agriculture, Enugu													✓						
285	Sunchy Integrated Farms Enugu, Enugu													✓						
286	Onitsha Chamber of Commerce, Onitsha													✓						
287	Juhel Nig.Ltd. Emene													✓						
288	Phinoriar Nig. Ltd Enugu Nguwo													✓						
289	Ansafil Ltd Enugu													✓						
290	Easylink International Nig. Enugu													✓						
291	MAN, Enugu													✓						
292	Crunchies Fried Chicken Ltd. Enugu													✓						
293	Otn Mac Nig. Ltd, Enugu													✓						
294	Divine Peace Enterprises, Awka													✓						
295	Setion Ltd. Abakaliki Ebonyi State.													✓						
296	Boncarry Master Maintainace Ltd Enugu													✓						
297	Star & Chai Enterprises, Enugu													✓						









# Appendix F.VO Buyer Outreach: Health and Beauty First Tranche

Company Name	Mailing Address	City	State	Zip Code	Response
JVL Laboratories Inc	3784 Opelika Rd	Phenix City	AL	36870-2311	Call in the New Year. Send samples
Parfums De Coeur Inc	237 Laracy Dr SW	Huntsville	AL	35824-1536	Not interested
Alberto-Culver	5306 Village Pkwy # 1	Rogers	AR	72758-8102	Facility closing
Aromatique Inc	PO Box 6000	Heber Springs	AR	72543-6000	Discontinuing bath line. Not interested in shea butter
Bionet Esthetics	1515 S Bowman Rd # D	Little Rock	AR	72211-4227	Call in the New Year
Elizabeth Arden Inc	2307 SE B St # 11	Bentonville	AR	72712-5314	Call in the New Year
Naturscent Inc	PO Box 417	Heber Springs	AR	72543-0417	Makes home fragrances. Not interested in shea
Arizona Natural Resources Inc	2525 E Beardsley Rd	Phoenix	AZ	85050-1322	Call back in the New Year
CITA Intl	5331 W Montebello Ave	Glendale	AZ	85301-6027	Not interested
Desert Whale Jojoba Co	PO Box 41594	Tucson	AZ	85717-1594	Call Karen in the New Year
Dial Corp	15101 N Scottsdale Rd	Scottsdale	AZ	85254-2101	Interested. Call in New Year. Send samples
Kuumba Made Inc	410 E Fort Lowell Rd	Tucson	AZ	85705-3927	Call back in New Year.
Peter Hantz Co Inc	1840 E University Dr # 2	Tempe	AZ	85281-7760	Interested. Call back after holidays
Pro Linc Cosmetics Inc	755 N Country Club Dr # 7	Mesa	AZ	85201-4977	Out of the business. Not interested.
To Your Health Inc	12005 N Saguaro Blvd # 102	Fountain Hills	AZ	85268-4625	Not interested. Does not use shea butter as an ingredient
V B Cosmetics Inc	318 S Bracken Ln	Chandler	AZ	85224-4700	Call back early January
ABCO Laboratories Inc	PO Box 2519	Fairfield	CA	94533-0251	Email product information. Interested.
Aesthetics International	2488 Townsgate Rd # A	Westlake Village	CA	91361-6116	Call back in the New Year. Interested.
Agilex Flavors & Fragrances	30322 Esperanza # 400	Rancho Sta Marg	CA	92688-2138	Only does fragrances. May be interested in aromatics herbs
Ailin Cosmetics Inc	256 Winston St # 6	Los Angeles	CA	90013-1462	Doesn't manufacture. Not interested.

Company Name	Mailing Address	City	State	Zip Code	Response
Aroma Cosmetics Inc	3366 Fruitland Ave	Vernon	CA	90058-3714	Requested information by email. Sent.
Artiba Cosmetics	719 S Los Angeles St # 308	Los Angeles	CA	90014-2124	No longer has any use for shea
Allure Day Spa & Hair Design	142 W 5th Ave	Anchorage	AK	99501-2522	Requested information by email
Beach Club Gulf Shores	925 Beach Club Trl	Gulf Shores	AL	36542-8142	Not interested
Renaissance-Ross Bridge	4000 Grand Ave	Birmingham	AL	35226-6201	Appropriate contact out. Left message. Call back Jan
Terrame	2115 Cecil Ashburn Dr SE	Huntsville	AL	35802-2558	Appropriate contact out. Left message. Call back Jan
B Barnett	8201 Cantrell Rd # 280	Little Rock	AR	72227-2347	Requested sample by mail. Sent
Suchness Spa	63 Spring St	Eureka Springs	AR	72632-3147	Not interested
Aji Spa	5594 W Wildhorse Pass Blvd	Chandler	AZ	85226-5400	Requested information by email. Sent.
Arizona Grand Spa	8000 S Arizona Grand Pkwy	Phoenix	AZ	85044-5409	Appropriate contact out. Left message. Call back Jan
Canyon Falls Spa & Salon	14891 N Northsight Blvd # 121	Scottsdale	AZ	85260-2635	Appropriate contact out. Left message. Call back Jan
Dolce Salon & Spa	3325 W Chandler Blvd # 1	Chandler	AZ	85226-5279	Appropriate contact out. Left message. Call back Jan
Golden Door Spa At The Boulder	PO Box 2090	Carefree	AZ	85377-2090	Requested information by email. Sent.
Miraval	5000 E Via Estancia Miraval	Tucson	AZ	85739-8601	Left message. Call back Jan
Revive	5350 E Marriott Dr	Phoenix	AZ	85054-6147	Left message. Call back Jan
Royal Palms Resort & Spa	5200 E Camelback Rd	Phoenix	AZ	85018-3020	Requested call back in January.
Sanctuary On Camelback Mtn	5700 E Mcdonald Dr	Scottsdale	AZ	85253-5218	Requested samples. Sent.
Sedona Rouge Hotel & Spa	2250 W State Route 89a	Sedona	AZ	86336-5426	Requested information by email. Sent.
Spa At Camelback Inn	5402 E Lincoln Dr	Scottsdale	AZ	85253-4190	Left message. Call back Jan
Village Health Club & Spa	7477 E Doubletree Ranch Rd	Scottsdale	AZ	85258-2048	Left message. Call back Jan
Village Racquet & Health Club	4444 E Camelback Rd	Phoenix	AZ	85018-2856	Requested sample by mail. Sent.
Wigwam Golf Resort & Spa	PO Box 278	Litchfield Park	AZ	85340-0278	Requested call back in January
Willow Stream-Fairmont Scettsdl	7575 E Princess Dr	Scottsdale	AZ	85255-5802	Requested information by email. Sent.
Aquaterra	1555 S Coast Hwy	Laguna Beach	CA	92651-3226	Requested call back early iin January
Arden Hills Resort Club & Spa	1220 Arden Hills Ln	Sacramento	CA	95864-5378	Left message. Call back Jan

Company Name	Mailing Address	City	State	Zip Code	Response
Bella Tosca Spa	500 Hotel Cir N	San Diego	CA	92108-3005	Open wed-sun. Call second week of January
Calistoga Ranch	580 Lommel Rd	Calistoga	CA	94515-9607	Left message. Call back Jan
Cambria Pines Lodge	2905 Burton Dr	Cambria	CA	93428-4001	Not interested
Cinta Salon	23 Grant Ave # 3	San Francisco	CA	94108-5845	Wants samples in New Year.
Claremont Resort & Spa	41 Tunnel Rd	Berkeley	CA	94705-2429	Not interested.
Cliffs Resort	2757 Shell Beach Rd	Pismo Beach	CA	93449-1602	Wants call back to speak directly with buyer
Club Sport Of Pleasanton	7090 Johnson Dr	Pleasanton	CA	94588-3328	Left Message. Wendy to call back January.
Coldwater Creek	720 Farmers Ln	Santa Rosa	CA	95405-6702	Sent sample to Allison Abbit
Desert Hot Springs Spa Hotel	10805 Palm Dr	Desert Hot Spgs	CA	92240-2598	Wants call back first week of January
Double Eagle Resort & Spa	PO Box 736	June Lake	CA	93529-0736	Call Chris in January
Equinox Fitness & Spa	10220 Constellation Blvd	Los Angeles	CA	90067-6202	Call Spa Director in January
Estancia LA Jolla Hotel & Spa	9700 N Torrey Pines Rd	La Jolla	CA	92037-1102	Call back in January
Esthetics By Jeanette Salon	PO Box 60988	Sacramento	CA	95860-0988	Call to speak with Jeanette iin January
Fairmont	950 Mason St	San Francisco	CA	94108-2098	Not interested
Fairmont	170 S Market St	San Jose	CA	95113-2395	Call back in January
Fairmont	101 Wilshire Blvd	Santa Monica	CA	90401-1158	Call back in January
Glen Ivy Day Spa	25000 Glen Ivy Road	Corona	CA	92883	Requested & Sent Sample Attn: Lorie
Health Spa Napa Valley	1030 Main St	St Helena	CA	94574-2056	Call for Derrick in January
Hyatt-Vineyard Creek Spa	170 Railroad St	Santa Rosa	CA	95401-6266	Not Interested
J Michaels Salon & Day Spa	12740 Hesperia Rd # A	Victorville	CA	92395-8306	Requested & Sent Sample Attn: Angela Mota
Joelle's Salon Day Spa	11740 Carmel Mountain Rd # 198	San Diego	CA	92128-4638	Call back in January
Keating Hotel	432 F St	San Diego	CA	92101-6118	Send details by email (beyondtranquilityspa@yahoo.com)
Kinara Spa	656 N Robertson Blvd	Los Angeles	CA	90069-5022	Send details by email (olga@kinaraspacom)
LA Belle Day Spas & Salons	855 El Camino Real # 95	Palo Alto	CA	94301-2341	Number change: 6503268522. Call back January
LA Costa Resort & Spa	2100 Costa Del Mar Rd	Carlsbad	CA	92009-6823	Call back in January
LA Jolla Spa	7630 Fay Ave	La Jolla	CA	92037-4841	Call back in January
LA Quinta Resort & Club	49499 Eisenhower Dr	La Quinta	CA	92253-2722	Interested. Call Spa Director in January

Company Name	Mailing Address	City	State	Zip Code	Response
Mac Arthur Place	29 E Macarthur St	Sonoma	CA	95476-7615	Not Interested
Mac Callum House Inn	PO Box 206	Mendocino	CA	95460-0206	Out until January 17th
Medispa	3837 J St	Sacramento	CA	95816-5520	Interested. Send details (Medispa@skinlazers.com)
Michael Paul Salon	2970 E Workman Ave	West Covina	CA	91791-1610	Interested. Send details (johnmichaelpaul@aol.com)
Miramonte Resort & Spa	45000 Indian Wells Ln	Indian Wells	CA	92210-8790	Call back in January
Oaks At Ojai	122 E Ojai Ave	Ojai	CA	93023-3296	Interested. Send details (cassie@oaksspa.com)
Pacific Coast Smiles	426 Barcellus Ave # 101	Santa Maria	CA	93454-6926	Not interested. Dental office
Palm Mountain Resort & Spa	155 S Belardo Rd	Palm Springs	CA	92262-6327	Call back January.
Preston Wynne Spa	14567 Big Basin Way	Saratoga	CA	95070-6039	Call back January. Send samples prior (Attn:Mary Bachelor)
Resort At Squaw Creek	PO Box 3333	Olympic Valley	CA	96146-3333	Call back January
Riviera Oaks Resorts & Racquet	25382 Pappas Rd	Ramona	CA	92065-4925	Call back January
Sandra Caron European Spa	105 E 3rd Ave	San Mateo	CA	94401-4012	Call back January
Shade Hotel	1221 N Valley Dr	Manhattan Beach	CA	90266-4778	No Spa. Not interested.
South Coast Winery Resort-Spa	34843 Rancho California Rd	Temecula	CA	92591-4006	Not Interested
Spa Chakra	333 Ofarrell St	San Francisco	CA	94102-2116	Spa Closed
Spa Los Gatos	100 S Santa Cruz Ave	Los Gatos	CA	95030-6702	Interested. Send samples (Attn: Patti Rice)
Spa Resort	401 E Amado Rd	Palm Springs	CA	92262-6403	Call back Monica in January.
Spectrum Salon & Day Spa	7020 N West Ave	Fresno	CA	93711-0462	Not Interested
Tea Garden Springs	38 Miller Ave # 16	Mill Valley	CA	94941-1948	Out of the business
Trilogy Spa & Boutique	451 Manhattan Beach Blvd #B108	Manhattan Beach	CA	90266-5355	Interested. Send details (damo@trilogyspa.com)
Viceroy Palm Springs	415 S Belardo Rd	Palm Springs	CA	92262-7307	Call back in January for Melissa
W H Renaissance	17980 Castleton St	City Of Industry	CA	91748-1841	Not Interested
Well Within Spa	417 Cedar St	Santa Cruz	CA	95060-4304	Call back in January
Wine & Roses Country Inn	2505 W Turner Rd	Lodi	CA	95242-4643	Call back in January
Allegria Spa	PO Box 8437	Avon	CO	81620-8401	Not Interested
Aria Club & Spa	1300 Westhaven Dr	Vail	CO	81657-3890	Not Interested
Aspen Alps Gas Lines	PO Box 1228	Aspen	CO	81612-1228	Not Interested
Aspen Club & Spa	1450 Crystal Lake Rd	Aspen	CO	81611-2255	Not Interested

Company Name	Mailing Address	City	State	Zip Code	Response
Beau Visage Skin Care & Spa	5988 S Holly St	Greenwood Vlg	CO	80111-4221	LM for Christine
Body & Sole Salon	9140 Wadsworth Pkwy	Broomfield	CO	80021-4544	Call after 3p.m. 2nd Monday in January.
Brown Palace Hotel	321 17th St	Denver	CO	80202-4099	Call back New Year. Speak to Erin
Capella Hotel	568 Mountain Village Blvd	Mountain Village	CO	81435-9519	Call back New Year.
Charter At Beaver Creek	PO Box 5310	Avon	CO	81620-5310	Not Interested
Destination Resorts-Vail	610 W Lionshead Cir	Vail	CO	81657-5231	No Spa. Not interested.
Fort Collins Country Club	PO Box 877	Fort Collins	CO	80522-0877	Call back New Year.
Garden Of The Gods Club Spa	3320 Mesa Rd	Colorado Springs	CO	80904-1098	Call back New Year.
Inverness Hotel & Conference	200 Inverness Dr W	Englewood	CO	80112-5200	Interested. Wants sample (attn: Katy) but not looking til summer 2011
Keyah Grande	13211 W Highway 160	Pagosa Springs	CO	81147-9611	Call back New Year.
Longmont Athletic Club	10 Mountain View Ave	Longmont	CO	80501-3419	Individual practitioners. Call back New Year.
Massage Envy	9471 S University Blvd	Highlands Ranch	CO	80126-4976	Not Interested
Oxford Club	1616 17th St # 100	Denver	CO	80202-1276	Call back New Year.
Remede Spa	315 E Dean St	Aspen	CO	81611-1807	Call back New Year.
Snowmass Club	PO Box G2	Snowmass Village	CO	81615-5028	Call 1st week in January
Spa At Vail Mountain Lodge	352 E Meadow Dr	Vail	CO	81657-4507	Not interested
Headliners Salon & Spa	PO Box 834	Tolland	CT	06084-0834	Call 1st week in January
Mayflower Inn & Spa	PO Box 1288	Washington Depot	CT	06793-0288	Call back New Year.
Noelle Spa-Beauty & Wellness	1100 High Ridge Rd	Stamford	CT	06905-1222	Call back New Year.
Parisian Day Spa	9 Berlin Rd	Cromwell	CT	06416-1744	Call 2nd Tuesday in January
Ricci's Salons & Spas	99 S Main St	Newtown	CT	06470-2379	Call back New Year.
Spa At Norwich Inn	607 W Thames St	Norwich	CT	06360-7140	Call back New Year.
Water's Edge Resort & Spa	PO Box 688	Westbrook	CT	06498-0688	Call back New Year
Tranquil Space	1632 17th St NW	Washington	DC	20009-2434	Not interested
Zaki Sherif Salon & Day Spa	4001 Kennett Pike # 232	Greenville	DE	19807-2029	Interested. Wants samples. Sent.
Amici Salon & Spa	1468 Tuskawilla Rd	Winter Springs	FL	32708-5201	Interested. Call back first Monday in New Year.
Cheeca Lodge & Spa	PO Box 527	Islamorada	FL	33036-0527	Interested. Requested info by

Company Name	Mailing Address	City	State	Zip Code	Response
					email.
Chelsea An Aveda Lifestyle Sln	1629 Mahan Center Blvd	Tallahassee	FL	32308-5454	Call back New Year.
Club At The Strand	5840 Strand Blvd	Naples	FL	34110-1397	Not interested
Coldwater Creek	322 SW 145th Ter	Pembroke Pines	FL	33027-1444	Interested. Call corporate in Idaho
Diplomat Country Club & Spa	501 Diplomat Pkwy	Hallandale Beach	FL	33009-3710	Call back New Year.
Divine Designs Salon & Spa	1606 Oakfield Dr # 103	Brandon	FL	33511-0828	Call back New Year.
Elemis Spa	1601 Collins Ave	Miami Beach	FL	33139-3112	Call back New Year.
Eleven Spa	1440 N Federal Hwy	Delray Beach	FL	33483-5922	Call back New Year.
Fairmont	19999 W Country Club Dr	Aventura	FL	33180-2401	Call back New Year.
Four Points-Chateau Elan	150 Midway Dr	Sebring	FL	33870-7552	Call back in New Year. By appointment only
Genesis Women's Ctr	800 Medical Ct E	Inverness	FL	34452-4612	Hospital. Wants samples sent.
Grove Isle Hotel & Spa	4 Grove Isle Dr	Miami	FL	33133-4125	Interested. Wants call back in New Year.
Guided Spa & Salon	5540 Pga Blvd # 200	Palm Beach Gdns	FL	33418-3987	Interested. Wants call back in New Year.
Hilton-Marco Island Beach Rsr	560 S Collier Blvd	Marco Island	FL	34145-5503	Interested. Requested info by email.
Hotel Gansevoort South	2377 Collins Ave	Miami Beach	FL	33139-1609	Interested. Call back in New Year
Hyatt Regency-Coconut Point	5001 Coconut Rd	Bonita Springs	FL	34134-7234	Wants New Year call back.
Imperial Salon & Spa	3 Suntree Pl	Melbourne	FL	32940-7606	Wants New Year call back.
J Con Salon & Spa	5811 4th St N	St Petersburg	FL	33703-1401	Wants New Year call back.
Living Waters Day Spa LLC	301 NW 179th Ave # M	Pembroke Pines	FL	33029-2817	Wants New Year call back.
Loews Hotels-Don Cesar	3400 Gulf Blvd	St Pete Beach	FL	33706-4015	Interested. Requested info by email.
Mahalo Salon & Spa	27160 Bay Landing Dr	Bonita Springs	FL	34135-4333	Out of the business
Marco Island Marriott Beach	400 S Collier Blvd	Marco Island	FL	34145-5304	Wants New Year call back.

# Appendix G. Buyer Alerts Issued

## NEEP BUYER ALERT

(Alert #: VO-FP-10-100)

### Product Requested: Melon (Egusi) – Ground & Unground

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying ground and unground egusi.

Their requirements are as follows:

- 1) Description: Shelled melon seeds both in the ground and unground form
- 2) Product purity: 100% dust, particle and free of any residual shell matter.
- 3) Packaging: 5, 10 and 20lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4) Labeling: Private labeled for individual sale (details to be provided)
- 5) Volume: Buyer is interested in up to half a container if product specifications are met
- 6) Timing: Buyer intends to purchase products in January.

#### NEXT STEPS:

- 1) Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
- 2) Buyer wants to receive tentative pricing AND terms for product indicated above.
- 3) Once buyer receives samples and (initial) pricing and they are acceptable, a DIRECT linkage between the buyer and seller shall be established.
- 4) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.



## NEEP BUYER ALERT

(Alert #: VO-FP-10-101)

### Product Requested: Yellow Garri

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying ground and unground egusi.

Their requirements are as follows:

- 1 Description: Dry, shelf-stable, yellow garri, made from good quality cassava, and well fermented to ensure freshness.
- 2 Product purity: 100% dust, particle and free of any extraneous matter.
- 3 Packaging: 20lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4 Labeling: Private labeled for individual sale (details to be provided)
- 5 Volume: Buyer is interested in up to half a container if product specifications are met
- 6 Timing: Buyer intends to purchase products in January.

#### NEXT STEPS:

- 1) Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
- 2) Buyer wants to receive tentative pricing AND terms for product indicated above
- 3) Once buyer receives samples and (initial) pricing and they are acceptable, a DIRECT linkage between the buyer and seller shall be established.
- 4) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

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Silver Spring, MD 20910

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## **NEEP BUYER ALERT**

**(Alert #: VO-FP-10-102)**

### **Product Requested: Elubo**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying ground and unground egusi.

Their requirements are as follows:

- 1) **Description:** Pure Elubo with NO corn starch, or any other additives
- 2) **Product purity:** 100% dust, particle and free of any extraneous matter.
- 3) **Packaging:** 20lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4) **Labeling:** Private labeled for individual sale (details to be provided)
- 5) **Volume:** Buyer is interested in up to a third of a container if product specifications are met
- 6) **Timing:** Buyer intends to purchase products in January.

#### **NEXT STEPS:**

- 1) Buyer wants to see the product **IN THE INTENDED PACKAGING** in final form (except for printed details)
- 2) Buyer wants to receive tentative pricing **AND** terms for product indicated above.
- 3) Once buyer receives samples and (initial) pricing and they are acceptable, a **DIRECT** linkage between the buyer and seller shall be established.
- 4) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

**Vertical Optimization, LLC**

**817 Silver Spring Avenue, Suite 200**

**Silver Spring, MD 20910**

**Please quote NEEP client number and Alert Number above when sending samples.**

## NEEP BUYER ALERT

(Alert #: VO-FP-11-100)

### Product Requested: Fresh Yam Tubers

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying yam tubers.

Their requirements are as follows:

1. **Description:** Fresh yam, packed in ventilated cartons of sufficient strength to protect the yam from dings, dents and breakage that would detract from the overall quality.
2. **Product purity:** Well cleaned yam tubers, free of most sand and other farm debris. Product should be free of pests, weevils and other extraneous matter. The batch should be appropriately fumigated per USDA specifications to ensure that all pests are eliminated.
3. **Packaging:** Nominally 50lb cartons with appropriate ventilation to ensure freshness and shelf life of the yam.
4. **Labeling:** No significant labeling requirements
5. **Volume:** Buyer is interested in up to quarter of a container if product & pricing specifications are met
6. **Timing:** Buyer intends to purchase products in March, and indicates that yam is purchased year-round, if available.

#### NEXT STEPS:

7. Buyer wants to see the product **IN THE INTENDED PACKAGING** in final form. Where this is not feasible or practicable, interested exporters may opt for a 'spot market' sale by bringing the products into the US and enabling the buyer to examine and price the products on inspection.
8. Buyer wants to receive tentative pricing **AND** terms for product indicated above.
9. Once buyer receives samples and (initial) pricing and they are acceptable, a **DIRECT** linkage between the buyer and seller shall be established. Exporters who opt for a spot market sale should clearly indicate that to Vertical Optimization, LLC so as to convey this to the buyer.
10. To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-101)

### Product Requested: Honey Beans (Oloyin)

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying good quality honey beans.

Their requirements are as follows:

1. Description: Bright, fresh, high quality honey beans.
2. Product purity: 100% free of weevils, pests or any kind of animal life, COMPLETELY free of stones and debris, and hand-sorted to remove broken or defective bean seeds. Properly and thoroughly irradiated and fumigated to eliminate ANY residual weevils, embedded pests, and invisible critters.
3. Packaging: 20lb bags in durable WELL sealed plastic packaging that is impenetrable to weevils and other pests.
4. Labeling: Private labeled for individual sale (details to be provided)
5. Volume: Buyer is interested in up to one container if product specifications are met
6. Timing: Buyer intends to purchase products in March and potentially on a continuing basis.

#### NEXT STEPS:

1. Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
2. Buyer wants to receive tentative pricing AND terms for product indicated above before proceeding.
3. Given the high potential for pest infestation in these products, the buyer is only interested in a 'spot sale', and would only purchase products AFTER they have entered the US.
4. To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-102)

### Product Requested: Smoked Fish

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying smoked fish.

Their requirements are as follows:

- 1) Description: Thoroughly smoked, shelf-stable fish in a variety of sizes, from little fish cutlets (smoked fish bits) to whole smoked fish.
- 2) Product purity: Pure smoked fish with no additives of any sort, with minimal moisture and oil content.
- 3) Packaging: Depending on the size of smoked fish samples available. Preferably, whole smoked fish (variable weight but with a preferred minimum of 3-5lb) and small cutlets of smoked fish (skinned and deboned) in 1lb packs in transparent plastic pouches, vacuum and heat-sealed to maintain product integrity. Package MUST be clearly labeled with the weight and contents of the product to comply with APHIS regulations.
- 4) Labeling: Private labeled for individual sale (details to be provided)
- 5) Volume: Buyer is interested in shipments of 200kg at a time, delivered by air freight on an ongoing basis.
- 6) Timing: Buyer intends to purchase products immediately.

**NEXT STEPS:**

- 7) Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
- 8) Buyer wants to receive tentative pricing AND terms for product indicated above.
- 9) Given the concerns about regulatory compliance and FDA regulations, buyer is interested only in a 'spot sale' on inspection of the products on arrival in the US.
- 10) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## **NEEP BUYER ALERT**

**(Alert #: VO-FP-11-103)**

### **Product Requested: Ground Melon (Egusi)**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying ground egusi.

Their requirements are as follows:

- 1) **Description:** Shelled melon seeds both in the ground form
- 2) **Product purity:** 100% dust, particle and free of any residual shell matter.
- 3) **Packaging:** bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4) **Labeling:** Private labeled for individual sale (details to be provided)
- 5) **Volume:** Buyer is interested in up to one container if product specifications are met
- 6) **Timing:** Buyer intends to purchase products immediately.

#### **NEXT STEPS:**

- 1) Buyer wants to see the product **IN THE INTENDED PACKAGING** in final form (except for printed details)
- 2) Buyer is interested only in a 'spot sale' on inspection of the products on arrival in the US. (This is partly due to competitive pressure given that there are warehouses that sell these products in bulk in the area. Supply, however, is inconsistent.)
- 3) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

**Vertical Optimization, LLC**

**817 Silver Spring Avenue, Suite 200**

**Silver Spring, MD 20910**

**Please quote NEEP client number and Alert Number above when sending samples.**

## NEEP BUYER ALERT

(Alert #: VO-FP-11-104)

### Product Requested: Plantain Flour

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying plantain flour.

Their requirements are as follows:

- 1) **Description:** Well dried, well packaged unripe plantains milled to a fine flour. Product must have a consistent and uniform yellow/golden appearance with no additives or fillers included
- 2) **Product purity:** 100% dust, particle and free of any extraneous matter.
- 3) **Packaging:** 2lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4) **Labeling:** Private labeled for individual sale (details to be provided)
- 5) **Volume:** Buyer is interested in purchasing about 200kg of plantain/month at a time to test the quality and reliability of the new supplier over a 3-month period, with large orders to follow. Shipments shall be via air freight. Given the limited volumes, intending exporters are advised to ascertain the additional cost of air freight prior to responding to the alert.
- 6) **Timing:** Buyer intends to purchase products in March.

#### NEXT STEPS:

- 1) Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
- 2) Buyer wants to receive tentative pricing AND terms for product indicated above
- 3) Once buyer receives samples and (initial) pricing and they are acceptable, a DIRECT linkage between the buyer and seller shall be established.
- 4) To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-105)

### Product Requested: Beans Flour

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying beans flour.

Their requirements are as follows:

- 1) Description: Handpicked, properly sorted brown beans milled to a fine consistent (yellow) flour
- 2) Product purity: 100% dust, particle and free of any extraneous matter (including 'the eye of the beans').
- 3) Packaging: 5lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
- 4) Labeling: Private labeled for individual sale (details to be provided)
- 5) Volume: Buyer is interested in purchasing about 500kg of beans/month at a time to test the quality and reliability of the new supplier over a 3-month period, with large orders to follow. Shipments shall be via air freight. Given the limited volumes, intending exporters are advised to ascertain the additional cost of air freight prior to responding to the alert.
- 6) Timing: Buyer intends to purchase products in March.

#### NEXT STEPS:

1. Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
2. Buyer wants to receive tentative pricing AND terms for product indicated above
3. Once buyer receives samples and (initial) pricing and they are acceptable, a DIRECT linkage between the buyer and seller shall be established.
4. To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-106)

### Product Requested: Shelf-Stable Vegetables

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are located in the Mid-Atlantic/Eastern states and are interested in buying packaged vegetables.

Their requirements are as follows:

1. **Description:** Green, leafy vegetables (ugu, ukazi, bitter leaf, etc.), thoroughly washed and dried (in the shade) to preserve nutritional value, taste and appearance.
2. **Product purity:** 100% dust, particle and free of any extraneous matter (including stems). The product should contain the vegetables only and any stems, shafts or veins from the plants should be removed.
3. **Packaging:** 5lb bags in durable WELL sealed plastic packaging. Resealable packaging would be preferable but not required.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing about 500kg of packaged vegetables/month at a time to test the quality and reliability of the new supplier over a 3-month period, with large orders to follow. Shipments shall be via air freight. Given the limited volumes, intending exporters are advised to ascertain the additional cost of air freight prior to responding to the alert.
6. **Timing:** Buyer intends to purchase products immediately.

#### NEXT STEPS:

1. Buyer wants to see the product IN THE INTENDED PACKAGING in final form (except for printed details)
2. Buyer wants to receive tentative pricing AND terms for product indicated above
3. Given the potential for quality inconsistency and the need for USDA/FDA regulatory compliance, buyer is interested only in a 'spot sale' on inspection of the products on arrival in the US.
4. To comply with FDA Prior Notice requirements and to facilitate product entry, the processing facility must be registered with the FDA FFRM.

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## **NEEP BUYER ALERT**

**(Alert #: VO-FP-11-107)**

### **Product Requested: Roasted Nuts (Cashew)**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are interested in buying roasted nuts (cashews).

Their requirements are as follows:

1. **Description:** Golden brown roasted cashews of medium to large size, sorted for commercial packaging, in vacuum seal packs.
2. **Product purity:** 100% free of any burnt nuts, 100% whole nuts completely free of split nuts.
3. **Packaging:** Vacuum packed in durable WELL sealed plastic packaging.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing about 1 ton of product by the end of June if pricing is right. Anticipated annual demand is 50 tons..
6. **Timing:** Buyer intends to purchase products immediately – end of June.

#### **NEXT STEPS:**

1. Buyer wants to see the product **IN THE INTENDED PACKAGING** in final form (except for printed details)
2. Buyer wants to receive tentative pricing **AND** terms for product indicated above **IMMEDIATELY**.
3. Samples are required immediately. This alert automatically expires at the end of June, 2011.

Send samples & information to:

Vertical Optimization, LLC

817 Silver Spring Avenue, Suite 200

Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-108)

### Product Requested: Hulled Sesame Seed

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are interested in buying hulled sesame seeds.

Their requirements are as follows:

1. Description: This buyer is quite familiar with sesame seed from Nigeria. The buyer specifically wants the Maidugiri type and **NOT the Kano** type of sesame seed.
2. Product purity: 99.997% sortexed, free of hulls, shells and any dust. 100% hulled. Free of insects and pests.
3. Packaging: 50lb bags (or comparable) durable WELL sealed plastic packaging.
4. Labeling: Private labeled for individual sale (details to be provided)
5. Volume: Buyer is interested in purchasing one container per month.
6. Timing: Buyer intends to purchase products immediately.

#### NEXT STEPS:

1. Buyer requires samples IMMEDIATELY to proceed with transaction.
2. Buyer wants to receive tentative pricing AND terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## **NEEP BUYER ALERT**

**(Alert #: VO-HB-11-109)**

### **Product Requested: Private Label Shea Butter**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are interested in buying private label shea butter.

Their requirements are as follows:

1. **Description:** 100% pure shea butter (unscented) packaged in a custom container for direct sale to the public (via a pharmaceutical outlet).
2. **Product purity:** Pure shea butter, with a white appearance (not yellow), free of particles, specks and extraneous matter. The appearance of the shea butter must be uniform across its entire surface area. It should be filtered thoroughly to ensure product uniformity.
3. **Packaging:** Rigid plastic containers, with a breakable seal.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing a half container of products for an initial trial. Higher volumes are anticipated.
6. **Timing:** Buyer intends to purchase products immediately.

#### **NEXT STEPS:**

1. Buyer wants to see the product **IN THE INTENDED PACKAGING** in final form (except for printed details)
2. Buyer wants to receive tentative pricing **AND** terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-110)

### Product Requested: Red Hot Chili Powder

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are interested in buying red hot chili powder.

Their requirements are as follows:

1. **Description:** This buyer is quite familiar with chili powder from Nigeria. The buyer is in urgent need of high quality, MEDIUM hot red chili powder.
2. **Product purity:** 100% red hot chili powder, dry and shelf-stable with less than 5% moisture content, well ground to a uniform consistency..
3. **Packaging:** 25 or 50kg bags (or comparable) durable WELL sealed plastic packaging.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing 50MT (2 containers) with the prospect of repeat monthly purchases.
6. **Timing:** Buyer intends to purchase products immediately.

#### NEXT STEPS:

1. Buyer requires samples IMMEDIATELY to proceed with transaction.
2. Buyer wants to receive tentative pricing AND terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-111)

### Product Requested: Moringa Powder

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP. These buyers are interested in buying moringa powder.

Their requirements are as follows:

1. Description: *Moringa Oleifera* dried and reduced to a fine powder with minimal loss of nutrient
2. Product purity: 100% moringa powder, dry and shelf-stable with less than 5% moisture content, well ground to a uniform consistency..
3. Packaging: 10lb bags of durable WELL sealed (see through) plastic packaging.
4. Labeling: Private labeled for individual sale (details to be provided)
5. Volume: Buyer is interested in purchasing 200kg on a trial basis pursuant to larger orders, with the prospect of repeat monthly purchases.
6. Timing: Buyer intends to purchase products immediately.

NEXT STEPS:

3. Buyer requires samples IMMEDIATELY to proceed with transaction.
4. Buyer wants to receive tentative pricing AND terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## **NEEP BUYER ALERT**

**(Alert #: VO-FP-11-112)**

### **Product Requested: Powdered Crayfish**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP.

Their requirements are as follows:

1. **Description:** Shelled crayfish, with no additives or fillers, ground to a fine powder
2. **Product purity:** 100% crayfish with no additives or fillers of any sort, dry and shelf-stable with less than 5% moisture content, well ground to a uniform consistency..
3. **Packaging:** 10lb bags (or comparable) durable WELL sealed plastic packaging.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing 300kg on a trial basis with the prospect of repeat monthly purchases.
6. **Timing:** Buyer intends to purchase products immediately.

#### **NEXT STEPS:**

5. Buyer requires samples **IMMEDIATELY** to proceed with transaction.
6. Buyer wants to receive tentative pricing **AND** terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## NEEP BUYER ALERT

(Alert #: VO-FP-11-113)

### Product Requested: Suya Spice

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP.

Their requirements are as follows:

1. Description: This buyer is quite familiar with suya and is in need of high quality, HOT suya spice.
2. Product purity: "Grill-ready" suya spice, with little salt (<200mg/serving), dry and shelf-stable with less than 5% moisture content, well ground to a uniform consistency..
3. Packaging: 10lb bags (or comparable) durable WELL sealed plastic packaging.
4. Labeling: Private labeled for individual sale (details to be provided)
5. Volume: Buyer is interested in purchasing 200kg with the prospect of repeat monthly purchases.
6. Timing: Buyer intends to purchase products immediately.

#### NEXT STEPS:

7. Buyer requires samples IMMEDIATELY to proceed with transaction.
8. Buyer wants to receive tentative pricing AND terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.

## **NEEP BUYER ALERT**

### **(Alert #: VO-FP-11-114)**

### **Product Requested: Pepper Soup Spice**

This is a notice to NEEP clients that the above listed product has been requested by buyers identified by NEEP.

Their requirements are as follows:

1. **Description:** This buyer is quite familiar with pepper soup and uses it for a chain of restaurants. The buyer is in urgent need of high quality, MEDIUM pepper soup spice.
2. **Product purity:** Well mixed pepper soup spice, dry and shelf-stable with less than 5% moisture content, well ground to a uniform consistency..
3. **Packaging:** 10lb bags (or comparable) durable WELL sealed plastic packaging.
4. **Labeling:** Private labeled for individual sale (details to be provided)
5. **Volume:** Buyer is interested in purchasing 250kg with the prospect of repeat monthly purchases.
6. **Timing:** Buyer intends to purchase products immediately.

#### **NEXT STEPS:**

9. Buyer requires samples IMMEDIATELY to proceed with transaction.
10. Buyer wants to receive tentative pricing AND terms for product indicated above

Send samples & information to:

Vertical Optimization, LLC  
817 Silver Spring Avenue, Suite 200  
Silver Spring, MD 20910

Please quote NEEP client number and Alert Number above when sending samples.