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TRADE HUB AND AFRICAN PARTNERS NETWORK

ANNUAL WORK PLAN OCTOBER 2014 - SEPTEMBER 2015

Contract No.: AID-624-C-13-00002-00

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ACRONYMS

AAFEX	<i>Association Africa AgroExport</i>
ACA	African Cashew Alliance
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
AGRA	Alliance for a Green Revolution in Africa
ALCO	Abidjan-Lagos- Corridor
ALISA	ECOWAS Regional Customs Connectivity project
AOR	Agreement Officer's Representative
APEX	<i>Agence de Promotion des Exportations</i>
ASIWA	Alliance for the Seed Industry in West Africa
ATRC	AGOA/Trade Resource Center
AWEP	African Women's Entrepreneurship Program
B2B	Business-to-Business
BA	Borderless Alliance
BAMA	Burkina Apparel Manufacturers Association
BIC	Border Information Center
BOAD	<i>Banque Ouest Africaine de Developpement</i>
CBC	<i>Conseil Burkinabé des Chargeurs</i>
CBSI	Capacity Building Support Intervention
CEDEXA	Centre pour le Développement des Exportations Africaines
CET	Common External Tariff
CI-AMA	Côte d'Ivoire Apparel Manufacturers Association
CILSS	<i>Comité Inter-Etats de Lutte contre la Sécheresse au Sahel</i>
COFENABVI AO	<i>Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest</i>
COP	Chief of Party
COR	Contracting Officer's Representative
CORAF	<i>Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles</i>
CVCS	Cereal Value Chain Specialist
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DFID	Department for International Development

ECOWAS	Economic Community of West African States
EBID	ECOWAS Bank for Investment and Development
ERC	Export-Ready Company
EU	European Union
FAF	Financial Access Facilitator
FIS	Finance and Investment Specialist
FTF	Feed the Future
FY	Fiscal Year
GAIN	Ghana Angel Investors Network
GAMA	Ghana Apparel Manufacturing Association
GEPA	Ghana Export Promotion Authority
GIZ	German International Aid Agency
GSA	Global Shea Alliance
IFC	International Finance Corporation
IFDC	International Fertilizer Development Center
ITC	International Trade Center
JBP	Joint Border Post
JICA	Japan International Cooperation Agency
LOA	Level of Activity
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MFI	Microfinance Institution
MIS	Market Information Systems
MOU	Memorandum of Understanding
MSME	Micro, Small, Medium Enterprise
NFC	Transport Facilitation Committees
NGO	Non-Governmental Organization
OCAT	Organizational Capacity Assessment Tool
OPA	<i>Observatoire des Pratiques anormales</i>
PCE	<i>Projet de Croissance Economique</i>
PMP	Performance Monitoring Plan
REGIS	Resilience and Economic Growth in the Sahel
RESIMAO	<i>Réseau des Systèmes d'Information de Marché de l'Afrique de l'Ouest</i>
ROPFA	<i>Réseau des Organisations Paysannes et des Producteurs Agricoles</i>
SNV	Netherlands Development Organization

SPS	Sanitary and Phytosanitary
STTA	Short-term technical assistance
TFA	Trade Facilitation Agreement
THN	Trade Hub Network
TOT	Training of Trainers
TSI	Trade Support Institutions
TTEE	Trade and Transport Enabling Environment
UCOVISA	<i>Union des Coopératives du Vivrier des Savanes</i>
UEMOA	Economic and Monetary Union of West Africa
US	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
VC	Value Chain
VCL	Value Chain Leader
WAFA	West African Fertilizer Alliance
WAGN	West African Grains Network
WATH	West African Trade Hub
WRAP	Worldwide Responsible Accredited Production
WRS	Warehouse Receipt System
WTO	World Trade Organization

I. INTRODUCTION

I.1 OVERALL PROJECT OBJECTIVES

USAID/West Africa’s Mission-wide goal is the West African led advancement of social and economic well-being. This goal is supported by several development objectives, including “broad-based economic growth and resilience advanced through West African partners.” The Trade Hub and African Partners’ Network project (the “Trade Hub”) contributes to this development objective by achieving two critical intermediate results:

- 1) Improving the capacity of West Africa’s farmers and firms in targeted regional and global value chains.
- 2) Improving the business enabling environment by addressing transport constraints and trade barriers affecting the efficiency of the region’s corridors and borders.

The Trade Hub works through regional private sector associations and regional governmental entities to help channel all partners’ efforts in a way that addresses critical constraints to trade competitiveness, capture opportunities to expand trade, demonstrate West Africa’s productive potential to investors, and facilitate greater investment in the region. Its results will include both an increase in 1) regional trade in key agricultural commodities, a critical Feed the Future (FTF) indicator, and in 2) value-added global exports, a targeted indicator for the Africa Competitiveness and Trade Expansion (ACTE) Initiative, which ultimately aims to increase Africa’s share of world trade.

The project is building the capacity of several key groups of African partners—regional private sector associations and alliances, the Economic Community of West African States (ECOWAS), the Economic and Monetary Union of West Africa (UEMOA), a multi-donor funded Transport and Facilitation Observatory, and Global Development Alliances with private sector companies. As the Trade Hub works with associations and regional alliances, it is helping them serve as leaders in promoting reforms, attracting buyers and investors, and adopting improved practices. Eventually, the Trade Hub’s partners will act independently and take on even greater leadership roles.

The Trade Hub’s major components are:

- Regional staple foods development (livestock and grains)
- Global value chain development (targeted agro-processing and manufactured consumer goods)
- Finance and investment
- Transport and the trade enabling environment
- Capacity building
- Communications
- Administration and management, including grants administration.

1.2 FY 2015 WORK PLAN

This document incorporates revisions to the Trade Hub work plan that was submitted August 30, 2014. It takes into account the comments received from USAID/West Africa and USAID/Washington received on November 3, which were also addressed in a separate document called “Work Plan Comments and Responses,” submitted November 18. As with the original submission, this document also capitalizes on the initial studies, assessments, and partner consultations completed to date, including:

- The Partner Selection and Assessment Report
- II Value Chain Assessments and Value Chain Strategy document
- The Market Information Systems Supply and Demand Analysis
- The Transport and Trade Enabling Environment Assessment
- Environmental Mitigation and Monitoring Plan Consultancy

The team has held consultations with USAID/Washington, bilateral USAID missions, other bilateral and regional donor organizations, regional consultative/governing bodies, trade associations, individual companies, and other collaborating USG agencies such as the Foreign Agriculture Service and US Trade Representative.

As a result of these extensive contacts, meetings, and analyses, the Trade Hub is well positioned to improve the capacity of West Africa’s farmers and firms in targeted regional and global value chains and to improve the business enabling environment by addressing transport constraints and trade barriers affecting the efficiency of the region’s corridors and borders.

This work plan is designed to achieve visible and scalable results. Although the planned work has a regional lens, reducing trade constraints – such as translating regional protocols into national regulations/procedures and ensuring their implementation – needs to be accomplished by individual countries responding to the needs of their own private sector actors seeking to expand their trade along specific corridors. We say, “Trade rides in the back of a truck and trucks run along the corridors.” Therefore, we plan a combination of corridor-focused as well as broader regional efforts.

We will focus our efforts along five key trade corridors to provide targeted capacity building and engage with a core group of public and private stakeholders to tackle specific enabling environment constraints. Our focus corridors, which will support both regional staple food trade and global value chains development, are:

- Tema (Ghana) -Ouagadougou (Burkina Faso)
- Abidjan (Côte d’Ivoire)-Bamako (Mali)
- Dakar (Senegal)-Bamako (Mali)
- Cotonou (Benin)-Parakou (Benin)-Fada N’Gourma (Burkina Faso)-Ouagadougou (Burkina Faso)
- Bama (Burkina Faso)-Koury (Mali).

The corridors should be understood to operate in both directions, because important trade items flow in both directions. However, they have been chosen to assure support for the high priority FTF cereals and livestock, agriculture inputs, and global value chains. As we gain experience along each corridor, we will identify explicit, integrated, corridor strategies, which will address specific bottlenecks and result in expanding trade. The strategies will also show how we are working with the key partners and other projects along the corridor.

The corridor-focused approach will create intra-project synergies and make the most efficient use of our management and financial resources. This corridor focus also includes broader regional efforts and ad hoc assistance in other areas where our efforts can bring significant returns. Likewise, we will

concentrate most of our work in six value chains, but will look for opportunities in other value chains, such as specialty foods, to pursue particularly promising targets of opportunity. Our guiding principle will be to maximize the impact of our efforts, where impact is measured in terms of increased trade, investment, and jobs for project-assisted firms and associations over the life of our project. To make best use of all donor resources, we will coordinate our work with other USAID/West Africa initiatives (such as Food Across Borders and direct support to regional organizations such as UEMOA and CILSS), USAID bilateral initiatives, other USG initiatives, and other donors.

This work plan is organized to show the relation between the contract objectives, the indicators to measure progress and the activities to be accomplished. Thus each section is organized according to sub-sections such as:

- Indicators for the Component
- Component Life-of-Project and FY 15 Objectives
- FY 15 Strategies
- Gender Considerations
- Capacity Building Plans
- Environmental Considerations
- Activities for each strategy, showing what is to be done, period targeted, partners involved, country, responsible party, deliverable or indicator addressed.

2. IMPROVING THE TRADE AND TRANSPORT SECTOR'S COMPETITIVENESS

2.1 TRADE AND TRANSPORT INDICATORS

#	Indicators	Baseline	FY15 Targets
12	Time required to trade goods across borders and along corridors as a result of Trade Hub assistance (F 4.2.1-1)	TBD	5%
13	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	TBD	5%
14	Number of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation Stage 3: Presented for legislation/decreed Stage 4: Passed/approved Stage 5: Passed and for which implementation has begun	0	12
25	Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	5
26	Number of individuals who have received USG trainings on trade and transportation enabling environment	0	40 (16) ¹

2.2 OBJECTIVES

Life of Project:

Improve transport efficiency and trade enabling environment especially for targeted value chains by supporting the implementation of reforms that promote transport market liberalization and free trade in the region.

¹ Numbers in parentheses are a disaggregation showing the number of women.

FY15:

- Support effective monitoring and reporting of road governance activities related to delays, costs, and bribes for transporting selected value chains along project corridors.
- Help governments to harmonize selected trade and transport policies, regulations, and procedures along selected corridors to support realization of a simplified single Free Trade Area Scheme for ECOWAS and UEMOA.
- Work with partner organizations to implement regional commitments aimed at achieving substantial reduction in costs, harassment, and documentation for trading in and transportation of targeted value chains along project corridors.
- Strengthen Borderless Alliance's capacity to carry out effective evidence-based advocacy to improve trade and transport enabling environment in West Africa.

These objectives will be met by pursuing five strategies.

2.3 TRADE AND TRANSPORT STRATEGIES

The Strategies for the TTEE FY15 work were derived from recommended actions/strategies from the Trade Hub Value Chain Assessment Reports, the Communiqué and Report of the ECOWAS Citizens' Forum, and the Trade and Transport Enabling Environment Assessment Report.

More specifically, the Trade and Transport Study Report (Tables 6-9 on pages 43-51) identified the major issues along each of the project corridors, and indicated the proposed actions and partners. Concerning agricultural and food products, the issues relate primarily to the 5 Pillars of the Food Across Borders Initiative, namely:

- Road harassment
- Export restrictions
- Certificate of origin
- Veterinary and phyto-sanitary certificates (SPS), and
- Value added tax (VA)

The FY15 TTEE Strategies are:

- Strategy #1: Professionalization of the transport sector and promoting of market liberalization, by eliminating cargo quotas and promoting fleet upgrades, (including livestock trucks).
- Strategy #2: Improvement in road governance by partnering with Borderless Alliance, Hub Rural, UEMOA and CILSS to carry out effective road governance monitoring and reporting through credible data collection, analysis, and dissemination.
- Strategy #3: National and regional policy implementation by collaborating with regional organizations, Member States and donor partners (including DfID, JICA, SNV, AfDB, and the World Bank) to develop and implement targeted activities to improve the trade and transport environment on project corridors, include implementing the WTO Trade Facilitation Agreement provisions (WTO/TFA), and effective operation of Joint Border Posts.
- Strategy #4: Provide institutional capacity building for partner organizations through technical assistance, organizational support and development.

- Strategy #5: Trade environment improvement by; identifying and addressing constraints affecting trade and transportation of seeds and fertilizers, conducting advocacy to cereal bans, imposition of VAT on livestock and by installation and upgrading Border and Market Information Centers on project corridors.

Much of the on-going customs and trade facilitation work being supported by the Project covers the WTO Trade Facilitation Agreement. The TTEE Work Plan includes:

- Collaborating with the World Bank national trade facilitation efforts to assist Project Countries to prepare the National Commitments. Efforts in FY15 will be focused on Ghana and Burkina Faso
- Working with national customs and NFCs to implement trade facilitation work on specific provisions of the TFA, including transit (ISRT/ALISA), fees and charges (transit and VAT fees), documentation requirements (BICs), tariffs (ETLS/CET), etc). as indicated in TTEE Strategy 3 of the WP. These activities can be mapped to the national FTA Category C, as appropriate.

The Road Governance activities indicated in Strategy #2 will be more fully outlined based on the recommendations of the Data Harmonization Study, which is currently in progress. Also, specific actions will be determined after consultations with ECOWAS on policy and implementation issues relating to CET, Axle Load, and the Regional Customs Connectivity System (ALISA) to carry out activities towards improving the trade and transport enabling environment as outlined in Strategy #3).

The TTEE component will contribute to the Trade Hub's main objectives of supporting and facilitating the development of focus value chains, by addressing key transport constraints and trade barriers that affect the business environment in the region. TTEE activities will be closely coordinated with other components of the project to ensure cohesion in work and sustainability of project outputs. In this regard, TTEE will work closely with the:

- Capacity Building Team to ensure institutional development of Partner Organizations to guarantee continuity of key activities and sustainability of project outputs. Further, TTEE will coordinate with the Gender Specialist in the Capacity Building Team to ensure TTEE activities take into consideration specific gender concerns especially with regard to activities dominated by women
- Financial and Investment Services Team to leverage investment in the transport sector, to create efficiency and growth in the sector so that it can contribute positively to the growth of identified value chains and over all development of regional trade.
- The Market Information Systems (MIS) Specialist to ensure implementation of or support to the development of information systems that promote liberalization and efficiency in the transport sector.
- The Communications Team to disseminate information between the Trade Hub and Partners on project and partners' activities.
- The Monitoring and Evaluation Team to ensure adherence to project framework and meeting required deliverables.

The TTEE Team will also work with the Borderless Alliance and CILSS to carry out advocacy activities relating to:

- Dissemination and sensitization mainly of reports and findings, carried out at Workshops, caravans, or road shows. This is a major activity of CILSS, using the periodic reports on trade flows and road harassments. Borderless Alliance (BA) may, to some extent be involved in these

type of activities, using data and reports from OPA, CILSS, ALCO, and other sources.

- Public and private sector engagement involving national and bilateral meetings private sector and government agencies, to discuss specific issues deriving from the reports and workshops,. This is a major activity of Borderless Alliance, working through the BA National Committees and National Facilitation Committees (NFCs) to convene meetings at border, national, bilateral or regional levels to review/develop procedures and processes towards compliance with regional or national trade facilitation texts.

The TTEE Team will work with and through identified partner organizations to ensure regional capacity is developed to sustain important project activities that will require continuity after the end of the project. The TTEE team will also coordinate with other donor organizations (International Cooperating Partners) working on similar programs to ensure optimal resource utilization and complementarity in the execution of activities. Further, TTEE will support identified regional programs that are in line with project objectives and will in this regard collaborate with ECOWAS and UEMOA in the implementation of identified activities.

2.4 GENDER CONSIDERATIONS

While almost all inter-state transport is carried out by men, more than 80% of informal cross-border trade is carried out by women. The TTEE Component will collaborate with the Value Chain and Capacity-building Teams to develop and implement specific gender-oriented activities to address the unique needs of women in cross-border trade.

The TTEE team and Gender Specialist will together, in collaboration with the ECOWAS Commission, the ECOWAS Gender Development Centre and a STTA work to increase women's participation in trade and cross border trade activities in West Africa. Activities will include:

- Capacity building for women's business associations, including associations and cooperatives representing female informal traders, to articulate interests and needs;
- Capacity building for women engaged in informal cross-border trade on trade rules, tariff regimes and standards, and other border agency requirements , and information and communication technologies (MIS);
- Promoting access to finance for women in cross-border trade.

2.5 CAPACITY BUILDING PLANS

In addition to gender-focused capacity building, capacity development interventions to achieve TTEE results will focus on institutional strengthening for support for BA. This assistance will combine three categories of capacity building support interventions (CBSI) namely: 1) technical assistance, 2) organizational support, and, 3) organizational development to strengthen delivery of services to members. Specific activities associated with each category will be defined in collaboration with BA, but based on the initial Organizational Capacity Assessment Tool (OCAT) findings; the following types of interventions have been identified.

- Technical Assistance:
 - Trainings in trade and transportation related activities, such as: professionalization of truck drivers; advocacy and fundraising; project management, including on monitoring and evaluation (M&E); data collection and dissemination (for Border Information Center trade advisors).

- Learning events such as study or exchange visits, multi-stakeholder consultations. Examples include meetings of the national committees, workshops, seminars, and conferences, trade and investment promotion forums. BA meetings with ECOWAS, UEMOA, and other regional economic bodies.
- Systems development, for example, to establish an effective information system for collecting and disseminating trade related information, and for linking the BA Secretariat with the BICs.
- Organizational Support:
 - Financial assistance: examples include direct grant funding to Borderless Alliance for expenses that support activities that complement Trade Hub work, or provide value added for trade facilitation where they have particular experience and recognition, and strengthening the BICs. The grant for the Borderless Alliance will be a cost-reimbursement type grant which is different from Fixed Obligation grant funding they previously received. Also known as a standard grant, it will require them to 1) make an initial request for an advance, based on their approved work plan, 2) further funding requires them to provide a funds request with a financial report that is properly presented and backed-up. It will reinforce their financial responsibility capabilities and help them to become truly capable of managing direct funding from any donor by the end of the contract base period.
- Organizational Development:
 - Organizational assessments, capacity development planning and implementation. Examples include: training on the use of OCAT to measure progress in performance for BA and national committees; development of gender strategy; development of roadmap for formalization/professionalization of national committees; surveys.
 - Mentoring and coaching support for BA to increase effectiveness.
 - Networking and institutional linkages for effective advocacy and forging strategic partnerships.
 - Membership drives to expand presence in ECOWAS region and strengthen national committees as a means to promote financial sustainability of BA.

These capacity building support interventions are inherent in the different strategies outline above and for which related activities are include in the table of Activities and Expected Results.

2.6 ENVIRONMENTAL CONSIDERATIONS

There are no direct or indirect environmental impacts from activities of this component. However due to the condition of the sector, such as degraded roads and vehicle due to overloading, and environmental pollution due to degraded and rickety vehicles used for national and inter-state trade, to the extent the project's interventions promote better enforcement of axel load regulations, and access to finance results in new and improved vehicles, it will provide visible environmental benefits.

The likely impacts relate to border closures and ban on regional meetings and activities, as outlined below:

Ebola results in border closures of affected countries. Though most of the countries are not among the project focus countries, border closures are leading to reduced economic activities that are affecting trade in general terms especially trade in staples, resulting in higher prices. Now that cases of Ebola have

occurred in Mali, some project activities will be affected as controls are put on travel. In addition, the discussion on implementation modalities of the Axle Load Supplementary Act that was to be held in Liberia has been suspended thereby affecting project plans in supporting some of the accompanying activities on project corridors. Similarly, Ebola outbreak has affected the holding meetings between ECOWAS and UEMOA to discuss and agree on a uniform Free Trade Area in West Africa.

2.7 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country/Corridor	Responsible	Deliverable or indicator
Strategy #1: Transport Professionalization and Market Liberalization					
1.1 Organize National Transport Workshops on trucking professionalization	December '14 February '15	BA, COFENABVI, National Trade and Transport Facilitation Committees (NFCs), Conseil Burkinabe des Chargeurs (CBC), Ghana Shippers Council(GSA), Conseil Malien des Chargeurs (CMC),ECOWAS, UEMOA	Mali, Burkina Faso, Ghana,	TTEE, VC and Capacity Building	Meeting Reports, Summary of Reports of National Workshops Indicators:#,20,21,23
1.2 Assess the feasibility of implementing the Freight Exchange Platform of the Burkina Faso Shippers' Council (CBC) on the Tema-Ouagadougou corridor	November '14- January '15	BA, Ghana Shippers Council(GSA),National Facilitation Committees(NFCs), Conseil Burkinabe des Chargeurs (CBC) ECOWAS, UEMOA	Burkina Faso, Ghana	TTEE,STTA	Assessment Report, Indicators:#,20,21,22,23
1.3 Carry out a challenge grant on the design and prototyping of specialized multi-use trailer for transporting; cattle, small ruminants and general goods	October – December '14	SNV, COFENABVI, ECOWAS, UEMOA	Trade Hub Network-Corridors and Countries(THN-CC)	TTEE, VC,STTA	Model and Prototype, Study Report, Indicators #23
1.4 Conduct a study on effect of reforms on profitability of the haulage sector (Transport profitability Study)	June – August '15	BA, CILSS, SNV, COFENABVI, NFC, SNV, ECOWAS, UEMOA	Tema- Ouagadougou, Abidjan- Bamako, Dakar – Bamako	TTEE, VC, FIS, and STTA	Study report Indicators:#23
Strategy #2: Improvement in Road Governance					
2.1 Organize a Validation of Workshop on harmonization of road governance data	December '14	Working Group on TTFO (BA, UEMOA,	THN Countries	TTEE (STTA)	Meeting Report, Indicators #20, 21

Activities	Period	Partners	Country/Corridor	Responsible	Deliverable or indicator
harmonization study, during Meeting on regional Observatory		CILSS, ALCO, JICA, ECOWAS, EU, USAID)			
2.2 Coordinate and support effective road governance based on recommendations of OPA Data Harmonization study (specific activities will be determined after the harmonization meeting)	December'14 – September '15	CILSS, UEMOA, BA, Focal points, Hub Rural	THN-CC	TTEE,M&E	OPA Reports Indicators:# 20,21
2.3 Provide support to ECOWAS and UEMOA for the organization of meetings and activities related to the Regional Trade and Transport Facilitation Observatory (TTFO)	December '14	BA,UEMOA,ECOWAS,CILSS,WB-SSATP	THN-CC	TTEE	Meeting reports
2.4 Participate in Road Governance and sensitization activities organized by partners: i) CILSS Food across borders regional meeting ii) Translog	January'15, August'15	BA,CILSS,UEMOA, CBC	THN-CC	TTEE	Activity reports, Indicator #20,21
2.5 Carry out targeted advocacy and trade assistance for women in cross-border trade on Bama - Koury corridor(rice)	December'14-June'15	BA,WAGN	Burkina Faso, Mali, Côte d'Ivoire	TTEE, VC, STTA	STTA report, Indicators #20,21,22,23
2.6 Conduct Ministerial Meetings, advocacy and media activities in Ghana aimed at improving the the trade and transport environment on the Tema-Ouagadougou corridor (including axle load enforcement)	November'14 - May'15	BA,NFCs(Ghana and Burkina Faso)	Ghana, Burkina Faso	TTEE, Comm	Grant deliverables report Indicator #20,21,22,23,24

Strategy # 3:National and Regional Policy Implementation

3.1 Provide support to ECOWAS to establish a Monitoring and Evaluation ,reward or	January-March'15	ECOWAS,CILSS	Regional	TTEE, STTA	Reports,Indicator#22,23
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Activities	Period	Partners	Country/Corridor	Responsible	Deliverable or indicator
recognition mechanisms for Member States for ETLs implementation including recording of informal trade in non- dutiable goods					
3.2 Train Customs Officers and Economic Operators on ETLs with emphasis on trade in agricultural products and non-dutiable goods Origin, Free of duty, VAT and Transit fees	January- June'15	ECOWAS, National Customs Services	THN Countries	TTEE, STTA	Training Reports Training Manuals Indicators#21,22,23
3.3 Provide support to ECOWAS for the study on evolution(volume, flows and issues) of intra- regional trade	February – April'15	ECOWAS, National Customs Services	Côte d'Ivoire, Ghana, Nigeria, Senegal	TTEE, STTA	Report Indicators#22
3.4 Conduct a study on Corridor Management in West Africa with focus on Tema- Ougadougou Corridor	February- April'15	ECOWAS, NFCs, National Customs Services	Ghana, Burkina Faso	TTEE, STTA	Study and Workshop reports, Indicator #23
3.5 Prepare an implementation plan for a regional transit and customs connectivity project ALISA with a pilot on the Tema- Ouagadougou Corridor	April-May'15	ECOWAS, NFCs, National Customs Services	Ghana, Burkina Faso	TTEE, STTA	Reports, Indicator #23
3.6 Collaborate with project countries to prepare WTO/TFA commitments from project corridor countries, and mapping on-going and planned trade and transport facilitation activities to national Category C provisions	December '14 – September' 15	ECOWAS, NFCs, National Customs Services	THN corridor countries	TTEE, VC	Commitment Agreements, Meeting Reports Indicator #20,21,23
3.7 Promote mutual recognition of SPS certificates in Côte d'Ivoire, Mali, and Senegal	December'14- July'15	ECOWAS, UEMOA, COFENABVI, WAGN	Côte d'Ivoire, Mali, Ghana, Burkina Faso	TTEE,VC	Indicator #22,23
3.8 Facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali, and Ghana/BF/Mali	October'14 – July'15	BA , NFCs	Abidjan- Bamako	TTEE, VC	Indicator #22,23
3.9 Provide low-literate information to women involved in cross-border trade	January'15- March'15	BA	THN-CC	TTEE,CB, STTA	STTAReport,Indicator# 19,20
3.10 Sensitize border agencies on Women in Trade	October'14- September'15	BA	THN-CC	TTEE,CB	Reports, Indicators #19,20

Activities	Period	Partners	Country/Corridor	Responsible	Deliverable or indicator
3.11 Participate in Joint Border Posts (JBP) implementation at Noépé (Ghana/Togo) and Cinkansé (Burkina Faso/Togo)	November '14- April 15	JICA, UEMOA, ECOWAS,	Ghana, Togo, Burkina Faso	TTEE,STTA	Meeting Reports Indicator #20,21,22,23
3.12 Participate in consultations between ECOWAS and UEMOA on the adoption of and implementation of texts on single Free Trade Area Scheme for West Africa	May – September' 15	CILSS, ECOWAS, BA, UEMOA	Region	TTEE	Meeting reports, Indicator #21,23

Strategy # 4: Institutional capacity Building

4.1. Facilitate participatory self-assessment using OCAT for National Committees	January-February' 15	BA and National Committees	TBD by TTEE Lead and BA	Capacity Building team and TTEE	Indicator #6; detailed profiles of BA and national committees on specific areas of organizational capacity
4.2 Provide training and mentoring to improve performance in specific areas of organizational capacity identified in OCAT	November–December 14	BA and national committees	Selected national committees/countries	Capacity Building and TTEE	Training materials, progress performance reports; Indicator #6, 7, 10
4.3 Organize capacity development planning retreat for BA and national committees	TBD	BA and national committees	TBD with BA; Burkina Faso	Capacity Building & TTEE	Meeting report; capacity development plans; Indicator #6, 7
Support BA to organize: 4.4 Borderless 2015 Conference 4.5 Consultative Meetings of National Committees	December '14-March' 15	BA	Regional	TTEE, Capacity Building	Reports Indicator #6, 10, 11

Strategy # 5: Trade Environment Improvement

1.1 Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLs Products at Paga/Dakola(Ghana/Burkina Faso)border	March-September' 15	CBC, GSA, NFCs,	Ghana, Burkina Faso	TTEE	Indicators #20,21,22
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Activities	Period	Partners	Country/Corridor	Responsible	Deliverable or indicator
1.2 Carry out advocacy for removal of VAT on cattle and small ruminants in UEMOA Countries	May-September' 15	UEMOA, CILSS, ECOWAS	Regional	TTEE, VC	Reports, Indicators #20,21,23,24
1.3 Support the financing and management of existing BICs at Semé- Kraké, Aflao-Kodjoviakope, Paga-Dakola, Noe-Elubo and Dakar Port	December' 14-September' 15	BA	Ghana, Burkina Faso, Nigeria, Togo, Senegal, Côte d'Ivoire	TTEE	Reports, Indicators #5,9,10
1.4 Organize a Regional Border Information Centre(BIC) forum	June' 15	BA	Ghana, Burkina Faso, Nigeria, Togo, Senegal, Côte d'Ivoire	TTEE, CB	Reports, Indicators #20,21
1.5 Conduct surveys on border crossing times	March' 15 Oct' 14, Apr' 15	BA	THN-CC	TTEE	Reports, Indicators #20,21
1.6 Implement the E-platform for reporting Non-Tariff Barriers(NTBs) on the Tema-Ouagadougou corridor	January' 15- June' 15	BA, NFCs	Tema-Ouagadougou	TTEE	Reports, Indicators #21,22,24
1.7 Participate in activities with IFDC/WAFP and CORAF/WASP on Seed and Fertilizer Trade Facilitation	October' 14 September' 15	IFDC, CORAF, CILSS, UEMOA, ECOWAS	THN corridor countries	THN corridor countries	Meeting Reports Indicator #20,21,23

3. SUPPORT TO REGIONAL VALUE CHAINS

3.1 REGIONAL VALUE CHAIN INDICATORS

#	Indicators	Baseline	FY15 Targets
1	% change in value of trade in targeted non-agricultural and ag commodities	\$194,481,257	Up 15% (\$223,653,446)
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38)	0	\$8,000,000 (\$1,200,000)
4	Value of new sales of assisted firms/associations due to USG assistance	0	\$30,000,000 ²
5	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	0	30 ² (6)
6	# of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance (FTF 4.5.2-5)	0	32 (16)
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	0	8 (3)
8	# of assisted ag-sector firms/farmers meeting international grades and standards to export	0	32 (16)
15	Creation of new jobs	0	2,400 (360)
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	48 (20)
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	30.56	Will not be measured in FY15.
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	16 (6)
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80)
20	Number of new dues paying members in private business associations as a results of USG assistance	22	80 (25)
21	Number of users of new MIS services	0	15,000

² For all value chains

3.2 OBJECTIVES

3.2.1 LIVESTOCK VALUE CHAIN OBJECTIVES

Life of Project:

The livestock value chain (including cattle and small ruminants), represented by its private sector regional alliance will professionally supply quality livestock products for West African markets in sufficient quantity and acceptable quality/conditions to meet the region's demand at competitive prices. The Trade Hub's base-period goal of a 30% increase in trade will be achieved by working through its regional partner during Life of Project and will directly contribute to this objective.

FY 15:

The Trade Hub will assist the private sector regional alliance become more proactive and expand its membership.

3.2.2 CEREALS VALUE CHAIN OBJECTIVES

Life of Project:

The cereals value chain (rice, maize, and millet/sorghum), represented by its private sector regional alliance and lead firms, is characterized by an orderly, efficient supply, distribution, and marketing system that increasingly meets regional demand for cereals, while stimulating and facilitating investment in enhanced productivity and value addition throughout the value chain.

FY 15:

The Trade Hub will provide a coordinated assistance program to the regional private sector alliance to have minimal operational standards to support its member companies in their commercial operations.

The objectives for both regional value chains and the strategies and activities will be achieved primarily by direct collaboration with key regional partners: COFENABVI for the livestock value chain and WAGN for the cereals value chain. The Trade Hub's effort to improve the performance and quality of services provided to the members of these two regional organizations will have a direct impact on the achievement of overall results.

3.3 REGIONAL VALUE CHAIN STRATEGIES

The strategies presented below have been developed from several documents completed during the startup of the Trade Hub program. These include:

- The Value Chain Selection and Assessment reports (April and May 2014)
- The Partner Selection (June 2014)
- The Value Chain Finance and Investment Pipeline (July and August 2014)
- The Trade and Transport Enabling Environment Policy Analysis (July 2014)
- The Market Information Systems (MIS) Supply and Demand Analysis (August 2014).

Specific strategies within the TTEE and Finance and Investment Components of the project are not included in this section. However, regular coordination with both components does take place. This includes joint planning and implementation of activities and studies. Value chain activities will also

directly reinforce the Finance component's work to establish viable commercial relationships between value chain stakeholder organizations and the financial and investment sector. This is especially applicable to the Financial Access Facilitation mechanism to be established throughout the region. Value Chain staff will meet and work with the FAF's in each country to support their efforts to identify new clients in the value chain, to secure new financing to increase trade. Capacity building activities for the regional partners will promote the Trade Hub's access to finance objectives. Potential clients for the FAF mechanism will be referred by the value chain component as these are identified. More detail on the strategies and objectives of the Finance component are presented in Chapter 5.

Another important source of information and technical resources are the outcomes of the "Food Across Border" conference in January 2013. These have been used by the Trade Hub in several key instances during its startup phase. The Value Chain assessments for regional value chains reviewed updated information from the FAB working group that convened during 2013 – 2014. One concrete example of using FAB for Trade Hub activities is the current study underway to assess the 2014 harvest and the potential for an export cereal ban. The findings and recommendations from the FAB conference about this trade constraint were used to better inform the design of this activity.

Moving forward, we will continue to coordinate with the Food Across Borders working group. The VC team leader will take the lead in this ongoing communication

3.3.1 LIVESTOCK VALUE CHAIN STRATEGIES

- Strategy #1: Increase the amount of quality fattened animals that arrive in coastal market countries, such as Ghana, Senegal, Cote d'Ivoire, Benin, Togo, and Nigeria.
- Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.
- Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.
- Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.
- Strategy #5: Support operationalization of a Livestock MIS.

3.3.2 CEREALS VALUE CHAIN STRATEGIES

- Strategy #1: Identify key constraints to increased cross-border marketing of cereals during periods of food insecurity and develop action plans to alleviate such constraints.
- Strategy #2: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members while making it more sustainable as a member-driven organization. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.
- Strategy #3: Increase access to "real time" MIS data for major cereals, increase market information transparency.

3.4 GENDER CONSIDERATIONS

The strategies and activities for the regional value chains take into account the gendered nature of functions within both the livestock and the cereals sectors. Women, and youth, play significant roles in the production of small ruminants and cattle. Fattening of these livestock is generally the responsibility

of women. The Gender Specialist will work with the value chain specialist to increase capacities of women and youth for enhanced management of fattening units. Targeted trainings on livestock production and marketing will be organized for women.

Likewise in the cereals value chains, the Gender Specialist will collaborate with the cereals value chain specialist to professionalize women's traditional roles in cereals processing and value –addition. The strategies and activities for cereals will support women's domination in cereal processing, both for household consumption and trade. Targeted trainings will increase women's entrepreneurship (new enterprises as well as upgrading existing enterprises) in the cereals value chain.

Within the regional platforms, COFENABVI and WAGN, the Gender Specialist will work with their leadership to elaborate gender strategies and action plans.

3.5 CAPACITY BUILDING PLANS

Tailored capacity building support interventions (CBSI) will reflect the technical programming and organizational capacity needs of WAGN and COFENABVI, the Trade Hub's partners in the cereals and livestock value chains, respectively. Focus will be on three categories of complementary CBSI, namely: 1) technical assistance, 2) organizational support, and 3) organizational development to strengthen partners to improve delivery of services to members. Specific activities associated with each category will be defined in collaboration with WAGN and COFENABVI, but would consist of the following types of interventions.

- **Technical Assistance:**
 - Trainings for members in specific value chain functions to enhance productivity of livestock and cereals, for example, on best practices for livestock fattening and animal health maintenance; on improved postharvest and storage practices for cereals.
 - Learning events such as study or exchange visits for Trade Hub partner organizations to relevant entities (companies, producer organizations, firms, etc.)
 - Marketing (input and output), for example: to increase access to quality inputs and linkage to strategic markets.
 - Systems development, for example, establishment and increased access to a MIS for value chain actors.
- **Organizational Support:**
 - Financial assistance: Examples include grants to WAGN and COFENABVI for such expenses like equipment purchase, limited recurring costs, programming and learning-by-doing opportunity to build partner capacity.
- **Organizational Development:**
 - Organizational assessments, capacity development planning and implementation. Examples include training on the use of OCAT, development of gender strategy, and development of roadmap for formalization/professionalization of the associations;
 - Mentoring and coaching support, for example, to WAGN to establish a functional secretariat that can provide services to the members of the association.
 - Networking and institutional linkages for effective advocacy and forging strategic partnerships.

- Membership drives to expand presence in the region and strengthen national affiliates as a means to promote financial sustainability of WAGN and COFENABVI.

These CBSI categories and associated activities are embedded in the outlined strategies for livestock and cereals, and further elaborated in the activity table.

3.6 MARKET INFORMATION SYSTEMS

The objective of MIS activities of the Trade Hub project is to ensure sustainable, reliable and timely access to market information (including volumes, prices, and values over time) to actors in the livestock and cereals value chains, broadly defined. For FY15, the objective will be to establish partnerships with MIS providers and start working toward making market information available to the project-selected value chain actors through partners.

3.7 ENVIRONMENTAL CONSIDERATIONS

Livestock Value Chain

As regional trade in live animals and fresh meat increases, there will need to be increased emphasis on mitigating the value chain's waste stream. This perspective also has a direct food safety and public health impact. The project will provide technical assistance and environmental management guidelines to COFENABVI-AO to ensure proper construction, operation and maintenance of live animal and fresh meat shipping facilities including: feeding and watering facilities, holding pens, veterinary facilities, loading ramps, and solid fences as well as facilities for butchering and chilling/freezing and proper handling of meat products.

Cereals Value Chain

Provide technical assistance to partner organizations to promote best agricultural practices to increase marketable yields and quality, while also promulgating better post-harvest practices that will preserve food quality and mitigate aflatoxin contamination of grain crops, thereby increasing net returns to producers and enhancing food security.

3.8 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Livestock Value Chain					
Strategy #1: Increase the amount of quality fattened animals that arrive in coastal markets, such as Ghana, Cote d'Ivoire, Benin, Togo and Nigeria.					
Training of Trainers (TOT) for COFENABVI to create improved cattle fattening feed lots and develop the technical, financial and managerial capacities of cattle producers so that they are able to efficiently carry out fattening activities	November 14	COFENABVI Livestock Ministry	Burkina Faso and Mali	Livestock specialist, Gender Specialist, Capacity building Specialist	Indicator #1,2,6, 8 Increase in fattened livestock for market
Complete situational analysis of other support in place for Bamako - Dakar corridor to monitor improvements in transport constraints.	October 2014	COFENABVI; SNV	Mali	VC Lead and Livestock specialist; TTEE	Indicator 21, 23 Reduced constraints on Bamako-Dakar corridor.
Complete livestock mapping exercise along Bamako-Abidjan corridor to identify site specific constraints and opportunities	December 14	COFENABVI; Mali and CDI Federations	Mali; CDI	STTA and Livestock Specialist	Indicator #1,2,6, 8 Increase trade along corridor
Provide technical innovation grant to improve functioning of the value chain and overcome existing constraints (scale up model)	April – September 15	Value Chain stakeholder organizations	TBD	VCL; Livestock Specialist; Grant Manager	Indicator #1 1 and 2 Increase in fattened livestock for market
Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.					
Technical assistance to complete a “gap analysis” of the relationship between ministry technical services and the cadre of COFENABVI Para-vets posted at out-shipping & arrival points.	March 15	COFENABVI. UEMOA	Region	Livestock Specialist; STTA	Indicator# 6, 8, 12 Action plan to improve para-vet service delivery.
Organize two workshops to review SPS export regulations and constraints on the Mali – CDI and Mali - Senegal border, making available to COFENABVI and national federations for dissemination and ownership by its members	February 15	COFENABVI, ECOWAS, UEMOA	Mali ; Côte d'Ivoire	Livestock Specialist, team. TTEE	Increased understanding of SPS regulations within COFENABVI Indicator # 1,2,6
Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.					

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Workshop for a gender plan action for COFENABVI	February 15	COFENABVI	Burkina Faso, Mali, Niger, Senegal, Ghana	Gender Specialist, Livestock Specialist	50 Women trained Indicator # 1,2,6,8

Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.

Provide capacity building grant for COFENABVI to organize information and sensitization sessions in new countries to establish inter-professional federations and to consolidate those that exist. Also to increase quality of services provided.	January – September 15	COFENABVI	Burkina Faso	Capacity Building Specialist and Livestock Specialist	Increased membership based for transactions increase Indicator # 1,2,6,8 and 9,10
Provide technical assistance to consolidate national cooperative basis for a national federation to join COFENABVI	February 15	COFENABVI, Ghana Associations	Ghana	Capacity Building Specialist, Livestock Specialist, Gender Specialist	An additional member for COFENABVI Indicator # 1,2

Strategy #5: Support operationalization of a Livestock MIS.

Organize a regional meeting for national livestock MIS to share methodologies, best practices and experiences and develop a road map for creation of a regional MIS.	January 15	National Livestock MIS	Regional	MIS and Livestock Specialists	Meeting report, initiation of a regional network of national livestock MIS to be created via the road map Indicator #6,15
Provide technical innovation grant to improve MIS functioning of the value chain and overcome existing constraints (scale up model)	April – September 15	Value Chain stakeholder organizations	TBD	VCL; Livestock Specialist; MIS Specialist; Grant Manager	Indicator #1 and 2 Increase in livestock traded regionally

Cereals Value Chain

Strategy #1: Identify key constraints to increased cross-border marketing of cereals to address during periods of food insecurity and develop action plans to address these.

Identify a cereals seasonal ban and develop an advocacy program	October – December 14	WAGN, ROPPA	Mali, Burkina, Togo, Ghana	CVCS	1 Regional advocacy report, 3 National advocacy reports, f countries touched
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Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
					by Advocacy Indicator #1,2
Complete cereals mapping exercise along one target corridor to identify site specific constraints and opportunities (corridor TBD)	February 15	WAGN; ROPPA	TBD	VCL; CVCS; STTA	Indicator #1,2,6,8 Increase trade along corridor
Contract a study to identify challenges and potential management, technical and regulatory responses that will mitigate the aflatoxin problem in intra-regional trade and transport	March 15	WAGN; ROPPA	Region	STTA, CVCS, TTEE	Study to improve aflatoxin identification and control in regional commerce.
Provide technical innovation grant to improve functioning of the value chain and overcome existing constraints (scale up model)	April – September 15	Value Chain stakeholder organizations	TBD	VCL; Cereals Specialist; Grant Manager	Indicator #1 and 2 Increase in cereals traded regionally
Strategy #2: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.					
Provide organizational support and TA for improved capacity development and strategic planning of WAGN	January – September 15	WAGN	Togo	CVCS, Capacity Building Specialist	Improved regional partner planning capacity. Indicator #6,7,8
Study tour for WAGN leadership to visit other regional cereals marketing platforms	March 15	WAGN	TBD	CVCS, Capacity Building Specialist	Increased capacity to market cereals Indicator #7,12
Provide expert mentoring support to WAGN Executive Secretariat on advocacy	March 15	WAGN	Togo	CVCS, STTA	Advocacy plan developed Indicator #6,7,8
Strategy #3: Increase access to “real time” data with regard to market information systems.					
Organize a regional technical meeting to identify all problem that countries face on the usage of the platform	October-14	RESIMAO	Regional	MIS Specialist	Technical report on the issue encounter in the usage of the platform and ways to improve it Indicator # 15
Provide technical support to RESIMAO by applying MIS study recommendations	November 14	RESIMAO	Regional	STTA, MIS Specialist	Improved RESIMAO platform Indicator #6,15
Organize a regional training of national	January 15	RESIMAO	Regional	MIS Specialist	Training report

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
administrators (2 per country) of the RESIMAO platform					Indicator #6,15
Provide TA to collect WAGN member contacts in 4 member countries	April 15	WAGN	Benin; Burkina; CDI; Ghana	STTA; MIS Specialist; CVCS	Increase WAGN membership; indicator 15
Provide a performance-based grant with RESIMAO to support the countries that are regularly updating their national data on the regional platform (for the cereals value chain)	February – September 15	RESIMAO	Regional	MIS Specialist; Grant Manager	Regular update of market information on the RESIMAO platform Indicator #15

4. SUPPORT TO GLOBAL VALUE CHAINS

4.1 GLOBAL VALUE CHAIN INDICATORS

#	Indicators	Baseline	FY15 Targets
1	% change in value of trade in targeted non-agricultural and ag commodities	TBD, a rolling baseline	Up 15% for global value chains
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38)	0	\$10,500,000 (\$1,575,000)
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	0	\$1,500,000 (\$225,000)
4	Value of new sales of assisted firms/associations due to USG assistance	0	\$30,000,000 ³
5	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	0	30 ³ (6)
6	# of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance (FTF 4.5.2-5)	0	40 (20)
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	0	10 (4)
8	# of assisted ag-sector firms/farmers meeting international grades and standards to export	0	40 (20)
9	# of non-ag firms who have applied new technologies or management practices as a result of USG assistance	0	8 (4)
10	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	0	2 (1)
11	# of assisted non-ag firms meeting international grades and standards to export	0	8 (4)
15	Creation of new jobs	0	3,600 (540)
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	72 (28)
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing	24.43	0%

³ For all value chains

	partners		
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	24 (10)
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80)
20	Number of new dues paying members in private business associations as a results of USG assistance	562	120 (35)
21	Number of users of new MIS services	0	5,000

4.2 OBJECTIVES

4.2.1 CASHEW VALUE CHAIN OBJECTIVES

Life of Project:

The West African cashew value chain as represented by its regional alliance is a leading supplier to the global edible nut market, providing rising volumes of quality cashew nuts, increasingly branded by source.

FY 15:

The Trade Hub will assist the regional private sector alliance to increase local processing of cashew nuts and an overall increase in raw and semi-processed nut exports.

4.2.2 SHEA VALUE CHAIN OBJECTIVES

Life of Project:

Increased quality-based price premiums between producer groups and buyers and global importers of shea kernels and unrefined shea butter for industrial processing are successfully promoted by the regional alliance.

FY 15:

The Trade Hub will assist the regional alliance to more effectively support the harvesting, storage, and transport of improved quality shea kernels for export from West Africa.

4.2.3 APPAREL VALUE CHAIN OBJECTIVES

Life of Project:

A growing apparel export manufacturing sector exists in three key countries (Ghana, Benin, and Côte d'Ivoire) that utilize existing capacity to increase production and create additional sustainable employment that is predominantly female, taking advantage of AGOA benefits for increased exports to the US.

FY 15:

The Trade Hub will assist lead firms in three countries in the region to increase apparel production within the value chain for export to the US and other markets.

4.2.4 MANGO VALUE CHAIN OBJECTIVES

Life of Project:

West Africa is a leading region in the global mango market, providing substantial and growing volumes of high quality, certified fresh whole mangoes, fresh cuts and processed mango products for global and regional export. Increasing the visibility of mango exports to take advantage of AGOA benefits will also be pursued.

FY 15:

The Trade Hub will assist the regional export platform, national private sector associations and lead firms in four countries to increased mango exports.

An underlying principle in these objectives for all export value chains and the strategies and activities that follow is explicit collaboration with key regional partners: ACA for the cashew value chain, GSA for the Shea value chain and AAFEX for the mango value chain (working with national partners for the apparel value chain will be explored in the absence of a regional platform). Trade Hub level of effort to improve the performance and quality of services provided to the members of these regional organizations will have a direct impact on the achievement of overall results

4.3 GLOBAL VALUE CHAINS STRATEGIES

The strategies presented below have been developed from several documents completed during the startup of the Trade Hub program. These include the Value Chain Selection and Assessment reports (April and May 2014), the Partner Selection (June 2014), the Value Chain Finance and Investment Pipeline (July and August 2014), the Trade and Transport Enabling Environment Policy Analysis (July 2014) and the MIS Supply and Demand Analysis (July and August 2014).

Specific strategies within the TTEE and Finance and Investment Components of the project are not included in this section. However, regular coordination with both components does take place. This includes joint planning and implementation of activities and studies. Value chain activities will also directly reinforce the Finance component's work to establish viable commercial relationships between value chain stakeholder organizations and the financial and investment sector. This is most relevant to the Financial Access Facilitation mechanism to be established throughout the region. Value Chain staff will meet and work with the FAF's in each country to support their efforts to identify new clients in the value chain who can secure new financing to increase trade. Capacity building activities for the regional partners will be designed to reflect and promote the Trade Hub's access to finance objectives. Potential clients for the FAF mechanism will be referred by the value chain component as these are identified. More detail on the strategies and objectives of the Finance component are presented in Chapter 5.

4.3.1 CASHEW VALUE CHAIN STRATEGIES

- Strategy #1: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.
- Strategy #2: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.
- Strategy #3: Strengthening capacities of member-based organizations, including their ability to deliver support services to producers.

- Strategy #4: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.
- Strategy #5: Support improvements in ACA's MIS with regard to increased access by member companies to cashew product data (prices and key production costs).

4.3.2 SHEA VALUE CHAIN STRATEGIES

- Strategy #1: Support on-going advocacy efforts to have shea butter accepted in the US as a Chocolate-Based Equivalent.
- Strategy #2: Support GSA efforts to improve its member's capacity to identify and collect improved quality shea nuts.
- Strategy #3: Strengthening capacities of national associations, including their ability to deliver support services to producers.

4.3.3 APPAREL VALUE CHAIN STRATEGIES

- Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.
- Strategy #2: Promote adoption of "Fair Trade" policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.

4.3.4 MANGO VALUE CHAIN STRATEGIES

- Strategy #1: Support ECOWAS program to standardize and improve mango quality and post-harvest practices throughout the West Africa region.
- Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US (longer term), and within the West African region, including supplies to the processing industry.
- Strategy #3: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.

4.4 GENDER CONSIDERATIONS

The activities discussed in this document with regard to gender are directly linked to capacity building of the regional partners. This support is focused on improved implementation of existing gender strategies and/or making specific partner programs more "gender driven." The research completed for the Value Chain Assessments earlier this year confirms that women's role in these value chains, both as individuals and organizations/companies, are limited as compared to men. The program will target level of effort to increase female participation across each of these value chains

4.5 CAPACITY BUILDING PLANS

Tailored capacity building support interventions (CBSI) will reflect the technical programming and organizational capacity needs of ACA, GSA and AAFEX, the Trade Hub's partners in the export value chains. Focus will be on three categories of complementary CBSI, namely: 1) technical assistance, 2) organizational support, and 3) organizational development to strengthen partners to improve delivery of services to members. Specific activities associated with each category will be defined in collaboration with the regional partners but would consist of the following types of interventions.

- Technical Assistance:
 - Trainings for members in specific value chain functions
 - Learning events such as study or exchange visits for Trade Hub partner organizations to relevant entities (companies, producer organizations, firms, etc.)
 - Marketing (input and output), for example, to increase access to quality inputs and linkage to strategic markets.
 - Systems development, for example, establishment and increased access to a MIS for value chain actors.
- Organizational Support:
 - Financial assistance: Examples include direct funding or Grants to regional partners in support of Strategic Plans or other specific initiatives.
- Organizational Development:
 - Organizational assessments, capacity development planning and implementation. Examples include training on the use of OCAT, development of gender strategy, and development of roadmap for formalization/professionalization
 - Mentoring and coaching support
 - Networking and institutional linkages for effective advocacy and forging strategic partnerships
 - Membership drives to expand presence in the region and strengthen national affiliates as a means to promote financial sustainability.

These CBSI categories and associated activities are embedded in the outlined strategies and further elaborated in the activity table.

4.6 MARKET INFORMATION SYSTEMS

Cashew Value Chain

- Strategy #5: Support improvements to ACA's MIS, especially with regard to increased access by member companies to cashew product data (prices and key production costs).

4.7 ENVIRONMENTAL CONSIDERATIONS

Cashew Value Chain

Support an environmental examination of cashew production to further develop best management practices related to increased productivity and also for the management of the waste stream (nut shells)

and possibly unused cashew fruit) to avoid adverse impacts.

Shea Value Chain

Support services for training related to post-harvest and warehouse management. Provide technical assistance and capacity building to optimize the design, construction and operation of village level warehouses for shea nut storage. Advance shea ecology in the face of climate change. Provide technical assistance to develop an action plan to counter the impacts of global climate change on the shea nut agro-ecosystems across West Africa.

Apparel Value Chain

Environmental considerations for the Trade Hub's work with the apparel value chain will be focused on going beyond compliance in the management of lead firms working in the three target countries, especially with regard to worker safety and an improved work place. Supporting increased adherence to national and regional policies in these two key areas will be reinforced by the Trade Hub's level of effort, which will contribute to increased competitiveness and sustainability.

Mango Value Chain

Identify potential areas and facilitate activities and appropriate promotional mechanisms to support an increase of exports of fresh and processed mangos via technical assistance. Provide technical assistance to improve supply base and institutional capacity building to local mango producer associations in the countries selected initially.

Facilitate the associations to operationalize an existing packing house (MCC contribution) in Ghana and other similar mango producing clusters/exporters and processors to install and manage bulking and pack sheds to ensure high export quality mango production and to access bulk supplies for local processors.

Facilitate farmer organizations to maintain well managed demonstration farms through training in best farm management practices including farm sanitation and fruit fly control to produce high quality mangos. Facilitate contacts for mango processors to access supplies within the region during off seasons.

4.8 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Cashew Value Chain					
Strategy #1: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.					
Provide TA to ACA environmental examination study, with explicit emphasis of management of the waste stream.	January 15	ACA	Ghana	VCL, STTA	Study for dissemination among membership. Indicator #1,2,6
Strategy #2: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.					
Develop gender strategy for ACA	November – December 14	ACA	Ghana	Gender Spec.	Increased gender-focused operations. Indicator #6,8
Strategy #3: Strengthen capacities of member-based organizations, including their ability to deliver support services to producers.					
Provide direct capacity building support grant to ACA	January – September 15	ACA	Ghana	VCL; CB	Improved regional partner capacity 1; 2
TOT to facilitate ACA in conducting participatory self-assessments using OCAT for select national associations	November-December 14	ACA and national associations	TBD with ACA	Capacity Building Specialist & Gender Specialist	Detailed organizational profiles on specific capacity areas for progress measurement over LOP; Indicator #7
Provide training and mentoring on organizational capacity areas identified in OCAT	February – April 15	ACA and national associations	TBD with ACA	Capacity Building Specialist, Gender and M&E Specialists	Indicator #7,12
Strategy #4: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.					
Develop curriculum for cashew factory management certification program, based on a needs diagnostic of cashew processing companies	January – February 15	ACA, tertiary technical institutions, cashew processing factories/companies	Ghana, Côte d'Ivoire	Capacity Building Specialist, Value Chain Lead	Indicator #5, needs diagnostic study course modules; training programs; MOU with training

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
					institutions
Provide expert technical assistance for in-service/factory professional development of cashew factory workers	July 15	ACA and cashew processing companies	Region	Capacity Building Specialist, VC Specialist	Indicator #4, 6, 8, 13. TA reports
Provide technical innovation grant to improve functioning of the value chain and overcome existing constraints (scale up model)	April - September 15	Value Chain stakeholder organizations	TBD	VCL; Grant Manager	Indicator #1 2 Increase in local processing of cashew nut
Strategy #5: Support improvements to ACA's MIS especially with regard to increased access by member companies to cashew product data (prices and key production costs).					
Conduct a study to identify cashew stakeholders' market information needs and propose a strategy for an MIS to respond to these needs	April – May 15	ACA	Region	MIS Specialist	Cashew stakeholders' market information needs identified. Indicator #15
Organize a validation workshop for the cashew stakeholders' market information needs study	June 15	ACA	Region	MIS Specialist	Validated by stakeholders. Indicator #15
Provide TA to identify new cashew associations and actors to be incorporate into ACA data base for them to start receiving cashew market information	July 15	ACA	Region	MIS Specialist STTA	New Cashew association and actors receiving market information. Indicator #5,15
Shea Value Chain					
Strategy #1: Support ongoing advocacy efforts to have shea butter accepted in the US as a chocolate-based equivalent.					
Provide advocacy support to key stakeholders in the value chain with regard to Shea suitability as a CBE	October 14 – September 15	GSA	US	STTA	Indicator #1
Strategy #2: Support GSA to improve its member's capacity to identify and collect improved quality shea nuts.					
Provide capacity building grant in support of GSA's improved warehouse initiative	January – September 15	GSA	Ghana	VCL	Improved capacity of regional partner. Indicator #1, 2
Strategy #3: Strengthening capacities of national associations, including their ability to deliver support services to producers.					
Provide training on formalization and professionalization of national associations in order to expand membership	July 15	GSA and national associations	Benin, Ghana, Togo, Burkina, Côte d'Ivoire, Nigeria	Capacity Building Specialist	Indicator #7,12,13 Training materials

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Apparel Value Chain					
Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.					
Identify linkages between spinners and garment companies in the region	November 14 – June 15	Lead Firms	Ghana, Burkina Faso	Apparel Specialist; STTA	Increased value-added within the region prior to exporting. Indicator #1,2
Strategy #2: Promote adoption of “Fair Trade” policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.					
Conduct a feasibility study to establish a Fair Trade and WRAP program	January-September 15	Lead Firms	Ghana, Benin, Côte d'Ivoire	Apparel Specialist; Gender Specialist	Improved conditions for production prior to export. Indicator #1,2,6
Mango Value Chain					
Strategy #1: Support ECOWAS program to standardize Fruit Fly control programs as part of a regional effort to improve mango quality and post-harvest practices.					
Disseminate information about improved quality seedlings (technical documents)	October 14 – September 15	AAFEX, lead firms, national associations	Region	Mango Specialist and STTA	Technical documents to graft improved varieties Indicator #1,2
Organize workshop about current best practices for fruit fly control and management	January 15	AAFEX; Grower's Associations, ECOWAS	Region	Mango Specialist; STTA	Increased application of best practices for fruit fly control Indicator #1,2
Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa, the US, and within the West African region, including supplies to the processing industry. Part of this effort will be improved understanding of the different varieties being produced in the region, some of which are targeted on export and other for local markets.					
Establish working groups in three pilot countries to develop export opportunities	October 14 – April 15	AAFEX; Grower's Associations	Burkina Faso, Senegal, Ghana	Mango Specialist; STTA	Enhanced platform for exports Indicator #1,2
Study to identify key transportation constraints for mango exports	December 14	AAFEX; Grower's Associations	Burkina Faso, Senegal, Ghana and the Gambia	Mango Specialist; STTA	Reduced transport time prior to export

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
					Indicator #1,2
Strategy #3: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.					
Negotiate MOU with AAFEX and negotiate capacity building grant.	October 14	AAFEX	Senegal	VCL; Capacity Building Specialist	Framework established to strengthen regional platform.
Organize consultative workshop on the potentials to create a regional platform for the mango value chain	December 14	AAFEX, lead firms, national associations	Senegal	Mango Specialist; Capacity Building Specialist	Workshop report, roadmap to guide creation of the new regional alliance.
Organize national mango value chain inter-professional associations and provide training on formalization	March 15	AAFEX, national mango value chain actors	Target four countries	Capacity Building Specialist; Mango Specialist	Indicator #6,7,8, 13
Provide technical innovation grant to improve functioning of the value chain and overcome existing constraints (scale up model)	April – September 15	Value Chain stakeholder organizations	TBD	VCL; Mango Specialist; Grant Manager	Indicator #11, 2 Increase in fattened livestock mangos traded
Facilitate OCAT exercise and provide training on organizational capacity development	January 15	AAFEX, Mango value chain inter-professional associations	Target four countries	Capacity Building Specialist	Indicator #7,8

5. FINANCIAL AND INVESTMENT SERVICES

5.1 INVESTMENT AND FINANCE INDICATORS

#	Indicators	Baseline	FY15 Targets
2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38)	0	\$18.5 million (\$2.75m) FTF VC : \$8m (\$1.2m) Rice: \$2.5m (\$0.500m) Maize: \$4.5m (\$0.700m) Millet & Sorghum: 0 Livestock : \$1m (\$0m) Non-FTF VC : \$10.5m (\$1.575m)
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation	0	\$1,500,000 (\$225,000)
22	Value of new loans made to clients in targeted sectors	0	\$10 m (\$5m) Regional VC : \$4m (\$2m) Rice: \$2m (\$2m) Maize: \$1m (\$0m) Millet & Sorghum: 0 Livestock : \$1m (\$0m) Global VC : \$6m (\$3m)
23	Number of MSMEs receiving business development services from USG assistance	0	70 (19) Regional VC : 42 (12) Rice: 16 (12) Maize: 16 (0) Millet & Sorghum: 0 Livestock : 10 (0) Global VC : 28 (7)
24	Number of firms in targeted sectors receiving loans from partner banks	0	40 (12) Regional VC : 24 (8) Rice: 9 (8) Maize: 9 (0) Millet & Sorghum: 0 Livestock : 6 (0) Global VC : 16 (4)

5.2 OBJECTIVES

The Investment and Finance Component will directly support the Trade Hub's overall objectives of increased regional trade, investment and jobs. The investment and finance component will leverage \$62.5 million of investment in targeted regional and global value chains, which will include \$25 million in loans with approximately 102 firms in Trade Hub's first 3 years. Additionally, 125 MSMEs will receive technical assistance and training support, with particular emphasis on increasing access to finance.

In FY 2015, this component is projected to facilitate \$20 million in investment and \$10 million in loans. To achieve these results, 70 MSMEs will receive technical assistance and training support. Among these 70 MSMEs, it is expected that 40 MSMEs will receive investment or loans from financial intermediaries.

5.3 INVESTMENT AND FINANCE STRATEGIES

The Investment and Finance Component will work with and through the Trade Hub's key partners to build their financial acumen, expand their membership base and increase their sustainability. This is the long-term strategy that will start with initial capacity building activity in the first year. As the Trade Hub's partner network varies in term of capacity, it will adapt the activities based on each partner's readiness.

To achieve its overall objectives, the Investment and Finance Component will deploy a multi-tiered approach. At the business level, the Trade Hub will identify an investment pipeline, by country and value chain; this will enable the project to target assistance to the most strategic systemic constraints and opportunities. These firms' financing needs will be mapped in correlation with potential financing sources. At the financial level, the Trade Hub will develop long-term partnerships with regional banks, country-level financial institutions and investors. These financial partners will be the project's 'go to' players for accessing finance. At the intermediary level, the Trade Hub will work with a group of Finance Access Facilitators (FAFs) to undertake consulting services for our targeted businesses and assist these firms in accessing finance.

Our finance and investment efforts will work with and through the Trade Hub's key partners to build their financial acumen, expand their membership base, and increase their sustainability. Much of our work will center on building the capacity of our strategic partners and playing a facilitative role among these four key players: Trade Hub partners, businesses (partner members), financial institutions, and FAFs. Details of this investment and finance strategy are described below.

5.3.1 STRATEGY # 1: INVESTMENT PIPELINE IDENTIFICATION

The following selection criteria will be used to identify partner private sector actors in fiscal Year 2015:

- Working in project selected value chains
- Creating jobs (direct and indirect, including use of female labor)
- Women owners (highly desired)
- Financially viable proposals, ideally with a potential to increase trade
- Strong demand (regionally, internationally)
- Strong growth probability
- Trade corridor-focused

These general criteria will be used to initially screen firms (traders, processors, producer associations) interested in accessing finance or investment. More specific criteria will be developed according to firm interest in short- or long-term loans or equity financing. The process includes these steps:

- **Value Chain Sequencing:** The Investment and Finance Component will sequentially prioritize its work to create investment pipelines in each value chain. These sectors have been prioritized based on the: (1) greatest financial demand, (2) limited financial support, and (3) how interventions best support the Trade Hub's overall targets and objectives. The first group of finance assessment requirements and pipeline identification will be done for global value chains: mango, apparel, cashew, and shea. This will be followed by a second assessment on regional value chains, including maize, livestock, and cereals. Transport finance opportunities will be explored in both studies as a cross-cutting issue.
- In doing so, the Investment and Finance Component will coordinate closely with the Value Chains Specialists to get maximum of good leads and referrals, based on their sector expertise. In addition, the FAFs, when under contracts, will work hand in hand with the Value Chains Specialists of Trade Hub to benefits from these potential business relationships.
- **Pipeline Identification:** An investment pipeline will be created for each prioritized value chain. This process will "identify" companies in need of finance across West Africa, focusing on the Trade Hub trade corridors, when possible. The pipeline development will draw on the networks and membership base of the Trade Hub's partners. It will also build on the extensive contacts already established by donor organizations, including the IFC and others to identify investment ready opportunities.

As a priority, Trade Hub will link with bilateral FTF projects, like the Ghana Advance, ATT and FinGap, Senegal PCE and Mali CVC to get their inputs and potential investment pipelines. In addition, following the specific engagement with the New Alliance initiative, and in particular to the companies listed under their Cooperation frameworks, the Investment and Finance Component will review the lists and provide them to our FAFs network in these countries.

5.3.2 STRATEGY # 2: DEVELOPMENT OF PARTNERSHIP AGREEMENTS WITH FINANCIAL PARTNERS

Starting in countries that are highlighted through the pipeline investment identification process, partnership agreements will be signed with banks (Ecobank, Bank of Africa, Cauris Group, United Bank of Africa, Atlantic Bank, etc.), microfinance institutions (MFIs), and investment intermediaries (GrowFin, Acumen Fund, Root Capital, Grassroots Capital Management). This component will also work closely with all banks receiving agriculture-focused DCAs across the region, as well as regional development banks (EDIB and BOAD). These financial partners will serve as a network that will be drawn upon to secure financing and investment for firms in our investment pipeline. The Trade Hub will also consider how to creatively support MFIs' outreach to women and vulnerable populations within targeted value chains.

5.3.3 STRATEGY # 3: FINANCE ACCESS FACILITATORS (FAFS)

A select group of FAFs will be hired to undertake consulting services with pre-identified firms. In year one, the project will work with only a few highly skilled FAFs to ensure initial targets are met. More junior FAFs will be contracted and trained through a project-guided TOT to build their capacity later in the project. The three-step FAF model is as follows:

- **Select** – The Trade Hub will collaborate with our FAFs to identify businesses (within targeted value chains) that need capital and/or financing to start, expand, or diversify. Priority will be

given to firms whose activities address systemic constraints (e.g., transport, input providers, etc.).

- Build – FAFs will work directly with businesses to build skills and systems that will prepare them to accept debt and/or equity financing. This may include support for an accounting system or preparing a business plan.
- Finance – Working through our network of financial partners, including DCA banks, FAFs will link businesses to sources of investment and be responsible for bringing deals to closure.
- At the date of this report, FAFs were selected in Benin, Burkina Faso (covering Niger), Cote d'Ivoire, Ghana and Mali. FAFs are identified and contracts documentations underway for Cote d'Ivoire, Nigeria, Senegal and Togo. Other countries will be added later, as the 3 Ebola countries, when the virus will be eliminated.

5.3.4 STRATEGY # 4: INVESTMENT PROMOTION

The Investment and Finance Component will carry out the following activities that bolster the above, three-pronged strategy:

- Advise transport companies in financial acumen and benchmark to prepare trucks float upgrade;
- Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors;
- Become members/participate in investor forums, such as the Ghana Angel Investors Network (GAIN) and Enablis (Ghana, Mali and Senegal) to expand the project's outreach with the regional investment community; and
- Participate in regional finance conference with Trade Hub partners.

5.3.5 STRATEGY # 5: CAPACITY BUILDING

The Trade Hub team will undertake capacity building activities to support the business level, the financial level and the intermediary level of its strategy:

- Build the capacity of project private partners on how to support their members in accessing finance
- Provide capacity building and technical assistance to FAFs to support their ability to identify strategic investment opportunities and bring deals to closure
- Deliver targeted technical assistance to firms in cases that are considered strategic
- Design and deliver technical trainings to groups of firms in areas identified as a systemic constraint (e.g., business planning or negotiations). These trainings will likely be done through groups – such as associations or groups of DCA borrowers
- Develop a targeted technical assistance intervention plans for groups of women-owned businesses in a region.

The section in 5.5 Capacity Building Plans specifically develops more some of these capacity building strategies.

5.4 GENDER CONSIDERATIONS

The Gender Specialist will work with the Investment and Finance Component to develop strategies and activities that will prepare women business owners in the selected value chains to access finance. These include increasing women's literacy and numeracy and their capacity, skills and understanding of business management and trade policy and procedures. In addition, there is the coverage, relevance and quality of financial and insurance services.

For the first year, the Gender Specialist will complement the effort of the Investment and Finance team to develop a gender investment pipeline across West Africa. This will be undertaken in close coordination with Trade Hub's partners. It is expected that the Gender Specialist will meet the leaders of these businesses to discuss financing needs and modalities. If possible, he will link them up with the FAFs. There will be a need to develop synergies with other partners in order to capitalize on other existing guarantee mechanisms (existing guarantee funds, DCA, etc.) and other forms of partnerships that could facilitate access to credit for the gender partners of the project. Finally, if there is a critical mass of women-owned businesses doing trade and processing in a particular region or country, the Trade Hub will develop a specific gender technical assistance program to support them.

5.5 CAPACITY BUILDING PLANS

Finance and investment results will be achieved through capacity building/development support focusing on four core areas:

- Institutional capacity strengthening of WAGN, COFENABVI, AAFEX and BA to improve service delivery to their members, so they can increase creditworthiness. This will include membership drives to increase due paying members and developing their absorptive capacity for services, training and technical assistance on forward contracts negotiations, advocacy, support for improved governance, financial, human and project performance management. Capacity building technical assistance will be demand-driven based on the maturity and requirements of the partner organization.
- Management capacity building of select firms to optimize their ability for uptake and utilization of finance and investment opportunities. This will include trainings on business plan formulation, preparation of loan applications, cash flow and income analysis, supply chain management, new business opportunities research and analysis, negotiation skills, and building strategic partnerships.
- Technical capacity development through acquisition of expert knowledge and innovative technologies to build new competences for firm upgrading. This would be in the form coaching of experts to enterprises that have received or have potential to receive bank loans or attract investment.
- Project management capacity building, specifically for bankers and financial facilitators to facilitate lending to (perceived) high-risk value chain ventures. The complement of capacity building activities will include: training/sensitization on feasibility assessment of loan applications, including environmental impacts; orientation to the warehouse receipts systems as a form of collateral; development of informational packets and brochures on value chain investment pipelines; invited/sponsored visits to viable and high performing firms/enterprise involved in the focus value chain activities.

These long-term capacity building plans will be adapted for each partner, with some quick-result oriented activities for this fiscal year.

5.6 ENVIRONMENTAL CONSIDERATIONS

Beyond the need to be in compliance with USAID environmental procedures, the Trade Hub's Investment and Finance Component believes that there are other reasons for ensuring that its activities are being implemented in an environmentally sustainable manner. The most important ones include:

- Mitigating anticipated adverse socio-environmental impacts and monitoring the activities for unforeseen consequences would be fundamental to the long-term sustainability of our development efforts and investments; and
- Over the longer term, the sound environmental management approach will lead to the introduction of more clean technology options which can also be a cost containment measure (energy, water, raw material, less solid waste, less effluent) essential to the economics of the sector.

Environmental impact considerations are becoming standard in most important agriculture-related investments. As the Trade Hub is not investing or funding directly agriculture firms, the Investment and Finance Component do not have direct control over the strategies and environmental mitigation measures that the investors are selected. The Investment and Finance Component will thus act more as an advisor, pinpointing the importance and asking the FAFs to be alert of the sound environmental management for each investment.

In order to insure proper understanding of the USAID environmental procedures and concepts related to agriculture investment, an initial training will be done in 2015, for the FAFs, and for the Trade Hub partners. The training's goal will be to insure a solid understanding of the environmental mitigation concepts, allowing good advice to partners' firms when investing.

5.7 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Pipeline investment identification.					
Global Value Chains Investment Pipeline Finalization	1 st to 10 th of October 14	ACA, GSA, BA, AGOA Centers and AAFEX	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	Investment pipeline developed for \$20 million: Indicators # 5, 16, 17 and 18
Regional Value Chains Investment Pipeline Identification	15 th of January to 28 th of February 15	COFENABVI and WAGN and BA, Bilateral FTF projects, New Alliances: companies list under the framework cooperation	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Niger, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	Investment pipeline developed for \$ 10 million: Indicator # 5, 16, 17 and 18
Strategy #2: Development of partnership agreements with financial partners.					
Financial Partner snapshot report, including a mapping of demand of financial needs and Supply of financial services available	1 st to 10 th of October 2014 for Global VC, 15 th of January to 28 th of February 2015 for Regional VC	Major banks in West Africa and most of the Investment firms	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	2 Financial Partners Reports: Ind. 5, 16, 17 and 18
Formalize relationships with commercial banks	5 th of October to 15 th of December 14	Ecobank, UBA, Bank of Africa, Cauris, and Atlantic Bank, ORA Bank	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Investment and Finance Specialist	At least 3 partnership agreements completed with regional banks: Indicator #5, 16, 17 and 18
Develop Partnership Agreements with the 2 regional development banks and/or multilateral financial institution	May to September 15	EBID, BOAD and IFC ACA and GSA	Togo, Senegal	Investment and Finance Specialist	Initiate discussions for specific credit lines for the cashew and Shea sectors. Indicator #5, 16, 17 and 18

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #3: Develop a network of finance access facilitators.					
Identify senior FAFs in key countries and develop contract agreements	October- November 14	ACA, GSA, BA, AAFEX, COFENABVI and WAGN	Ghana, Mali, Senegal, Togo, Ivory Coast and Nigeria	Investment and Finance Specialist	At least 8 FAF agreements completed: Indicator #5, 16, 17 and 18
Identify FAFs in each non-covered country or add some FAFs targeting more MSMEs and develop contract agreements	January- May 15	ACA, GSA, BA, AAFEX, COFENABVI and WAGN	Burkina Faso, Mali Senegal, Niger, Benin, Nigeria, Liberia, Sierra Leone, Gambia, Guinea and Guinea Bissau	Banyan Global and Investment and Finance Specialist	At least 10 FAFs over 5 countries: Indicator #5, 16, 17 and 18
Deliver 2 FAF trainings, one in an Anglophone country, the other in a Francophone country	1 st of December 14 and then 1 st of June 15	ACA, GSA, BA, AAFEX, COFENABVI and WAGN	Ghana and Burkina Faso	Banyan Global and Investment and Finance Specialist	2 FAF Agriculture related trainings delivered: Indicator #5, 16, 17 and 18
Deliver 1 FAF training on environmental impact assessment and mitigation measures	1 st of December 14 and then 1 st of June 15	ACA, GSA, BA, AAFEX, COFENABVI and WAGN	Ghana	Investment and Finance Specialist with STTA	1 FAF Environmental impact training delivered: Indicator #5,6
Strategy #4: Investment promotion.					
Train and prepare the transport companies across the region on financial acumen to prepare for the B2B. Classify the readiness of the companies to match with proper financial intermediaries.	15 th of November to 15 th of December 14	BA, Major Transport national associations	Nigeria, Benin, Togo, Ghana, Côte d'Ivoire, Burkina Faso, Mali and Senegal	Investment and Finance Specialist with STTA	Indicators #5, 16, 17 and 18
Carry out B2B meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	May and July 15	BA, ACA, GSA, AAFEX	Ghana, TBD	Investment and Finance team	4 B2B sessions held on transport, global and regional VC Indicators #5, 6, 16, 17 and 18

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Participate in investor forums, such as GAIN (Ghana Angel Investors Network) and Enablis (Ghana, Mali and Senegal)	Ongoing	ACA, BA	Ghana	Investment and Finance team	Expand project's network with regionally-based investors: Indicators #5, 6, 16, 17 and 18
Participate in international and regional conferences on trade, investment, finance, value chains and enabling environment. Increase exposure of Trade Hub partners.	Ongoing	BA, ACA, GSA, AAFEX, WAGN, COFENABVI and	TBD	Investment and Finance team	3 participations in conference. Network development on the investment side. Indicator #5, 16
Strategy #5: Facilitate and build financial capacity.					
Global Value Chains Finance Constraints report, including a needs analysis of potential investment opportunities	1 st of October to 15 th of November 14	ACA, GSA, BA, AGOA Centers and AAFEX	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Ivory Coast	SSG, Banyan, Investment & Finance team	Investment pipeline developed for \$20 million: Indicator #5, 16, 17, 18
Regional Value Chains Finance Constraints report, including a needs analysis of potential investment opportunities	15 th of January to 28 th of February 15	COFENABVI and WAGN	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Ivory Coast	SSG, Banyan, Investment & Finance team	Investment pipeline developed for \$ 10 million: Indicator #5, 16, 17, 18
Provide institutional capacity strengthening to Trade Hub Partners. Examples: - GSA with the Warehouse initiative; - AAFEX with their CEDEXA subsidiary; - BA with Truck fleet leasing;	Ongoing	WAGN, COFENABVI, AAFEX, GSA and BA	Ghana	Investment & Finance team	3 Partners institutions have strengthened institutional capacity: Indicator #5, 6,7
Address systemic constraints for strategic investment opportunities through training and technical assistance	Ongoing	Business Associations, DCA Banks, Trade Hub Partners	TBD. Based on demand and growth potential	Investment & Finance team, STTA	10 firms gain access to new investment: Indicator#5, 16, 17, 18

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Develop a targeted technical assistance intervention plans for groups of women-owned businesses in a region (training for group of companies)	1 st of March to 15 th of May 15	Gender Specialist, Capacity Building Specialist, Trade Hub Partners	Burkina Faso, potentially Niger, Senegal, Côte d'Ivoire	Gender Specialist, STTA	50 women-owned businesses gain access to financing: Indicator #5, 12, 16, 17, 18
Train Ecobank Burkina Faso on agriculture finance and value chain	Identification of companies in January, Training in March	Ecobank, USAID DCA	Burkina Faso	Investment and Finance Specialist, Gender Specialist	Indicators #5, 16, 17, 18 Gender driven
Study tour on the warehouse receipt system (WRS) development across West Africa, with WAGN to build this important finance capacity. No financial participation of Trade Hub, only insure WAGN knowledge development and members involvement when possible.	January to September 15, as needed	WAGN support, with PCE in Senegal, IFC and AGRA as leader	Senegal undergoing, Mali with initial studies, Burkina Faso later	Investment and Finance Specialist	WAGN gains WRS capacity on West African experiences Indicators #5, 6, 13, 16, 17, 18

6. PROMOTING AGOA EXPORTS

6.1 AGOA INDICATORS

#	Indicators	Baseline	FY15 Targets
16	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	35 (5)
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80) ⁴

6.2 OBJECTIVES

Life of Project

The overall objective of African Growth and Opportunity Act (AGOA) support activities is to create a framework that supports the Trade Support Institutions (TSIs) that are hosting the AGOA/Trade Resource Centers (ATRCs) to effectively engage the private sector in regional and global trade assistance. This will contribute to the overall Trade Hub's objective of building independent partners that can take on a greater leadership role in promoting regional and export trade.

FY 15

For FY 15, the Trade Hub's objective under AGOA is to promote transformation of the AGOA Resource Centers into AGOA/Trade Resource Centers (ATRCs) in order to effectively deliver business advisory services to the business communities in West Africa. The ATRCs will champion relationships with export-ready companies, and provide business advisory and market linkages services that will enhance the competitiveness of regional trade and exports. The ATRCs will coordinate with Border Information Centers (BICs) to provide information on regional export requirements, particularly regional trade documentation, and business linkage assistance to exporters in order to facilitate regional trade.

6.3 STRATEGIES

In order to achieve the stated objective, the Trade Hub will issue a challenge grant to fund three ATRCs, and will seek financial and technical partners to support the ATRC concept in order to build a longer-term sustainability framework for business advisory services delivery in West Africa. The Trade Hub will then provide capacity building to the ATRC coordinators and host institution staff in the form of training on trade and export that includes issues such as packaging, product certification, financing,

⁴ Target for all Global Value Chains.

trade show preparation, export documentation and facilitation, etc., which will enhance the competitiveness of targeted companies and value chains.

The Trade Hub will also build relationships between the ATRC network and associations/alliances (AAFEX, ACA, GSA, BICs, etc.) in the various value chains in order to identify export-ready companies and foster business linkages leading to greater benefits from regional trade and the AGOA trade preferences.

6.4 GENDER CONSIDERATIONS

The ATRCs will identify women-led ERCs and will provide technical assistance as well as training, and will accordingly provide business linkages to boost trade regionally, and under AGOA.

6.5 CAPACITY BUILDING PLANS

The Trade Hub will deliver capacity building training to the ATRC network in order to achieve the objective of fostering effective trade support institutions that can support the private sector in regional and global trade. The Trade Hub will train the ATRC coordinators in trade-related business advisory services that include, but not limited to:

- Assess company export-readiness, and training on issues related to packaging, product certification, financing, logistics and export documentation, trade show/fair preparation, market research, export regulations (Lacey Act, HACCP...), business linkages, etc.
- Build capacity of sectorial associations to enhance the competitiveness of selected value chains.
- Liaise with trade promotions, alliances, etc. to support an effective enabling environment that supports regional and global trade.

6.6 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Transform the AGOA Resource Centers into AGOA/Trade Resource Centers.					
Issue a challenge grant to fund three ATRCs	October-December 14	THN		Capacity Building Team	Proposal
Present the ATRC concept and discuss with potential technical and financial partners for buy-in	October-December 14	AfDB, ITC		Capacity Building Team	One partner is committed to support the ATRC concept
Open two ATRCs in Ghana and Mali	January-March 15	GEPA, APEX	Ghana, Mali	Capacity Building Team	2 new ATRCs are created
Strategy #2: Build capacity and train the ATRC coordinators and create business linkages.					
Select up to 7 ATRC coordinators and provide training on trade and export, and business advisory services delivery	November 14	Selected ATRCs	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	Up to 7 ATRCs are provided training Indicator #6,12
Train ATRC Coordinators and Customs Services on Export Documentation under AGOA	January to September 15	ATRC Coordinators and Customs Services in selected countries	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	28 Customs Services are trained and develop an Export Documentation Guide Indicator 12
Identify ERCs and link them with buyers or sellers	October 14 to September 15	Export-ready Companies	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team, VC, Finance	28 companies find buyers or sellers regionally or internationally; Indicator #9
Strategy #3: Collaborative framework between the ATRCs and associations/alliances/institutional partners.					
Organize a forum that brings together the ATRCs, partners/associations/alliances to catalyze a collaborative network	November 14	ACA, GSA, BAs, WAGN, COFENABVI, RESIMAO, AAFEX, U.S. Embassies and USAID bilateral missions	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	Collaborative framework between the selected ATRCs and partners
Respond to U.S. Embassies/USAID requests for support on AGOA trade capacity building	October 14 to September 15	U.S. Embassies and USAID bilateral	TBD	Capacity Building Team	100 people trained on AGOA and

as required		missions			trade Indicator #12
Provide capacity-building trainings on small business management for women's groups DCA recipients in Burkina Faso	October-December 14	USAID/Burkina and ECOBANK, ATRC	Burkina Faso	Capacity Building Team, Burkina ATRC	5 people trained on AGOA and trade Indicator #9
Provide training sessions to AWEPP Chapters in West Africa on AGOA requirements	October 14 to September 15	AWEPP Chapters, ATRCs	Ghana, other countries	Capacity Building Team, country ATRCs	50 women trained on AGOA and trade Indicator #12
Participate in the AGOA Forum	July-September 15		TBD	Capacity Building Team	

7. ACTIVITIES THAT SUPPORT VALUE CHAIN RESULTS

7.1 INDICATORS

#	Indicators	Baseline	FY15 Targets
7	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	0	FTF VC 8 (3) Non FTF VC 10 (4)
8	# of assisted ag-sector firms/farmers meeting international grades and standards to export	0	FTF Value chains 32 (16) Non FTF VC 40 (20)
10	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	0	2 (1)
11	# of assisted non-ag firms meeting international grades and standards to export	0	8 (4)

7.2 IMPROVING BUYER-SELLER INTERMEDIATION

7.2.1 OBJECTIVES

Life of Project:

Promote increased roles of market-focused lead firms and value chain champions within regional partner organizations to generate new sales and as market leaders, to link producers to markets.

FY 15:

Regional partner alliances have established at least 4 new buyer-seller linkages in both regional value chains (8 linkages) and 3 new buyer linkages each of the 4 global value chains (12 linkages).

7.2.2 BUYER-SELLER INTERMEDIATION STRATEGIES

- Strategy #1: Support value chain-specific B2B Forums organized by regional partners
- Strategy #2: Organize value chain-specific trade show participation
- Strategy #3: Support value chain-specific visits to West Africa
- Strategy #4: Promote adoption of formal contracting procedures within all value chains

7.2.3 GENDER CONSIDERATIONS

The activities discussed in this document with regard to gender are directly linked to capacity building of the regional partners. This support is focused on improved implementation of existing gender strategies and/or making specific partner programs more “gender driven.” The research completed for the Value

Chain Assessments earlier this year confirms that women's role in these value chains, both as individuals and organizations/companies, are limited, as compared to men. The program will target level of effort to increase female participation across each of these value chains.

7.2.4 CAPACITY BUILDING PLANS

Tailored capacity building support interventions (CBSI) will reflect the technical programming and organizational capacity needs of the Trade Hub's partners. Focus will be on three categories of complementary CBSI, namely: 1) technical assistance, 2) organizational support, and 3) organizational development to strengthen partners to improve delivery of services to members. Specific activities associated with each category will be defined in collaboration with the regional partners but would consist of the following types of interventions.

- **Technical Assistance:**
 - Trainings for members in specific value chain functions
 - Learning events such as study or exchange visits for Trade Hub's partner organizations to relevant entities (companies, producer organizations, firms, etc.)
 - Marketing (input and output), for example, to increase access to quality inputs and linkage to strategic markets
 - Systems development, for example, establishment and increased access to a MIS for value chain actors.
- **Organizational Support:**
 - Financial assistance: Examples include direct funding or grants to regional partners in support of strategic plans or other specific initiatives.
- **Organizational Development:**
 - Organizational assessments, capacity development planning and implementation. Examples include training on the use of OCAT, development of gender strategy, and development of roadmap for formalization/professionalization
 - Mentoring and coaching support
 - Networking and institutional linkages for effective advocacy and forging strategic partnerships
 - Membership drives to expand presence in the region and strengthen national affiliates as a means to promote financial sustainability.

7.2.5 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Support value chain-specific B2B Forums organized by regional partners.					
Provide technical assistance and grant support to B2B activities organized by regional partners in each value chain	January – September 15	ACA; GSA; AAFEX; WAGN; COFENABVI; ROPPA	Region	Value Chain Team and STTA	Increased linkages and relations Indicator #1,2,6,9
Support the 2014 regional “Bourse des Céréales” by sponsoring participation of WAGN members from the 8 member countries	December 14 and January 15	Afrique Verte, WAGN; ROPPA	Burkina; Mali	MIS Specialist, CVCS	WAGN members signing contracts with other market actors Indicator #1, 2, 6, 12, 15
Strategy #2: Organize value chain-specific trade show participation.					
Identify and track relevant trade shows and exhibitions and sponsor booth space for value chain-specific delegations (regional partners and lead firms) to selected trade	January – September 15	ACA; GSA; AAFEX;; WAGN; COFENABVI; ROPPA; lead firms	Regional, International	Capacity Building Team	Database of relevant trade shows; New relations established Indicator #1,2,6,9
Strategy #3: Support value chain-specific visits to West Africa.					
Sponsor internal and external study tours and exchange visits	January-March 15	BAMA, CI-AMA; others TBD	Ghana, Benin, Côte d'Ivoire	VCL, AGOA Advisor, CB Specialist	Indicator #1,2,6,12
Strategy #4: Promote adoption of formal contracting procedures within all value chains.					
Conduct training workshops through regional partners on contracting process, including development of a model contract for regional sales. An initial focus on lead firms and value chain champions to generate new sales	October 14 – September 15	ACA; GSA; AAFEX; WAGN; COFENABVI; ROPPA	Region	Value Chain Team, Capacity Building Specialist and Finance/Investment Team	Increase in formal contracting procedures for transactions Indicator #1,2,6,17
Develop environmental management module to be adopted by regional partner for transfer to member companies	March 15	All regional partners across value chains	Region	VCL, Capacity Building specialist	Improved environmental management-companies Indicator # 6,8

7.3 EXPANDING USE OF GRADES AND STANDARDS

7.3.1 OBJECTIVES

Life of Project:

Throughout the region, regional grades and standards exist to expedite more effective intra-state transportation of value chain products and inputs (with ECOWAS focus on required documentation and load requirements and regional partner support for acceptable quality standards).

FY 15:

Regional partners will have provided assistance to 80 firms to meet grades and standard requirements for all value chain products. In addition, 10 sectors and countries will have harmonized regional grades and standards with regard to intra-regional transportation of value chain goods.

7.3.2 EXPANDING USE OF GRADES AND STANDARDS STRATEGIES

- Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation.
- Strategy #2: Support regional partners to promote adoption of quality grades and standards, including international certification, by their member organizations/companies within each value chain.

7.3.3 GENDER CONSIDERATIONS

The activities discussed in this document with regard to gender are directly linked to capacity building of the regional partners. This support is focused on improved implementation of existing gender strategies and/or making specific partner programs more “gender driven.” The research completed for the Value Chain Assessments earlier this year confirms women’s roles in these value chains, both as individuals and organizations/companies are limited as compared to men. The program will target level of effort to increase female participation across each of these value chains.

7.3.4 CAPACITY BUILDING PLANS

Tailored capacity building support interventions (CBSI) will reflect the technical programming and organizational capacity needs of the Trade Hub’s partners. Focus will be on three categories of complementary CBSI, namely: 1) technical assistance, 2) organizational support, and 3) organizational development to strengthen partners to improve delivery of services to members. Specific activities associated with each category will be defined in collaboration with the regional partners but would consist of the following types of interventions.

- Technical Assistance:
 - Trainings for members in specific value chain functions
 - Learning events such as study or exchange visits for Trade Hub partner organizations to relevant entities (companies, producer organizations, firms, etc.)

- Marketing (input and output), for example, to increase access to quality inputs and linkage to strategic markets
- Systems development, for example, establishment and increased access to a MIS for value chain actors.
- Organizational Support:
 - Financial assistance: Examples include direct funding or grants to regional partners in support of strategic Pplans or other specific initiatives.
- Organizational Development:
 - Organizational assessments, capacity development planning and implementation. Examples include training on the use of OCAT, development of gender strategy, and development of roadmap for formalization/professionalization
 - Mentoring and coaching support
 - Networking and institutional linkages for effective advocacy and forging strategic partnerships
 - Membership drives to expand presence in the region and strengthen national affiliates as a means to promote financial sustainability.

7.3.5 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation.					
Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation	March 15	BA	Region	TTEE; VC team; STTA	Increased use and acceptance of standard documentation Indicator #14
Strategy #2: Support regional partners to promote adoption of quality grades and standards, including international certification, by their member organizations/companies within each value chain.					
Conduct a study on the Ouaga – Tema corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers	February 15	BA USDA SPS Advisor	Ghana, Burkina Faso	TTEE, VC team; STTA	Improved understanding of trade barriers on key corridor. 14
Promote and disseminate value chain-specific quality standards for key products to be promoted within the region.	May 15	BA; Regional VC Partners, USDA SPS advisor	Region	TTEE; VC Team; STTA	Increased use of value chain-specific grades and standards in terms of product quality Indicator #14

8. COMMUNICATIONS

8.1 COMMUNICATIONS OBJECTIVES

Life of Project:

Project communications will support the Trade Hub's overall objectives of increasing regional and global trade, investment and jobs, and promote USAID's role in working with West Africans to advance their social and economic well-being. Communications, a cross-cutting area that supports the project's key components and partners, will establish awareness and recognition of the Trade Hub, help project staff provide high quality written reports and oral presentations, fill crucial information gaps between buyers and sellers on regional trade, and bolster communication-related capacity building of the Trade Hub's regional partners.

FY 15:

The Communications Team will build the foundation for meeting the Trade Hub's communication needs and provide visibility for the project's activities, results, and successes.

Sub-Objective #1: Establish awareness and recognition of the Trade Hub's catalytic role in boosting regional and global trade

Key Message

Through the Trade Hub, USAID is expanding intra-regional and global trade in six selected value chains. The project works to ease trade barriers and improve West Africa's business environment, increase firms' access to finance, strengthen value chains, and build the capacity of regional associations and organizations. Together with its partner organizations, the Trade Hub will increase trade, stimulate investments, and create jobs.

Sub-messages

- 1. To Producers, Transporters, and Traders (of Selected Value Chains):** The Trade Hub provides assistance to upgrade and professionalize skills among industry stakeholders, while creating a positive business and investment environment to produce, transport, and sell products in the six selected value chains.
- 2. To National and Regional Partners:** The Trade Hub facilitates collaboration among all partners to achieve shared objectives in West Africa, including growing trade inside and outside the region. The project will help partners develop skills to professionalize and modernize target value chains and industries. It will also help them harmonize standards and improve transport efficiency.
- 3. To the Media:** The Trade Hub is partnering with the media to share information that supports expanded intra-regional and global trade.
- 4. To Champions of Change** (including innovative firms in value chains, NGO leaders, and trade commodity organizations): The Trade Hub is allying with drivers of change to accelerate value chain improvement and the transformation of intra-regional and export trade in West Africa.

Sub-Objective #2: Fill the information gap on regional and global trade

The Trade Hub's communications will increase access to reliable, up-to-date and credible data, information, research and contacts between buyers and sellers to increase regional and global trade opportunities and market connections in West Africa.

Sub-Objective #3: Support capacity building of regional partners

Through communications technical support and training, the Trade Hub will help its partners, including regional associations, to acquire skills in effective communications and social marketing, enabling them to improve knowledge sharing with their memberships.

8.2 COMMUNICATIONS STRATEGIES

- **Strategy #1:** Produce and share project information and evidence-based performance monitoring and highlights: The Trade Hub's communications team will work with the technical team to produce and share information that documents the project's performance, including weekly, quarterly and annual reports to USAID and quarterly newsletters to project stakeholders and global audiences, as well as success stories, case studies and lessons learned reports to improve sector knowledge about regional and global trade. This long-term strategy will continue throughout the life of the project.
- **Strategy #2:** Build robust database of contacts for information sharing: The Trade Hub will improve accessible information on regional trade by capturing and maintaining a contact relationship database, spanning USAID and other donors, partners, stakeholders, and potential buyers and investors. The Trade Hub already has a Salesforce database of more than 6,000 contacts, compiled through the previous USAID West Africa Trade Hub (WATH) project, but this resource is only as good as its most current information. The Trade Hub will update this database and expand it in line with the new direction of the current project. This database will allow the Trade Hub to share project and sector updates and leverage its network to promote regional partners' activities and products.
- **Strategy #3:** Exchange Information with partners and target audiences through online and web presence: A significant challenge to improving trade in West Africa is easy access to reliable trade information, business opportunities, and best practices. Engaging the online space is essential for filling the information gap on regional and international trade. The Trade Hub aims to engage a global audience, including regional associations and organizations, political bodies supporting and working on regional trade, West African firms and financial companies, regional and overseas investors, trade organizations, USAID and the American people. The Trade Hub will engage its audience online in two ways: its own website (pending USAID approval) and through the AGOA.info website, in collaboration with the company managing it.

The Trade Hub has submitted and is awaiting approval for a **project website**, which would offer an online space for West African firms, local financial facilitators, regional organizations, local and international investors to share and learn about sector and industry trends, trade leads and news from the project and USAID. This engaging and interactive web space will clarify the project's approach and reach across geographic and language barriers to foster a cohesive, international community interested in improving trade and food security in West Africa. The website will also help generate enthusiasm and knowledge about West African opportunities by featuring industry organizations (like the West African Grains Network and COFENABVI, the regional association for livestock production), that lack a robust online presence. The website will give them visibility and credibility and provide a model as they receive assistance to build their own online presence.

The Trade Hub will continue the collaboration with TRALAC on the **AGOA.info site**, which is

a compilation of AGOA resources, curated from materials produced by the previous WATH project, as well as the Southern Africa Trade Hub and the East Africa Trade Hub. This site offers a platform for AGOA Resource Centers to share opportunities and news and boost their international exposure.

- **Strategy #4: Build the communications capacity of regional organizations and associations:** The Trade Hub project is a collaborative initiative that will build the capacity and recognition of regional associations and organizations. Communications will enable this through training and workshop support to the Capacity Building, Gender and other teams. Already the Capacity Building Team's OCAT assessments have revealed requests and opportunities for improving the communications capacities of the Trade Hub's partners, including developing communications campaigns, identifying target audiences to market products, and improving interaction with members to increase the value and level of membership. In implementing this strategy, the Communications Team will work directly with all of the component teams, as well as cross-cutting areas leads (Capacity Building and Training Specialist, Gender Specialist) to target support to regional partners.

8.3 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Produce and share project information and evidence-based performance monitoring and highlights with USAID missions and other donors, USG, project stakeholders, and target audiences.					
Weekly reporting to USAID on project activities	October 14 – September 15 (ongoing)	Trade Hub, All Partners	Ghana	Communications; all components and cross-cutting area leads	Weekly Reports
Quarterly newsletter on trade issues linked to project activities	October 14 – September 15 (ongoing)	Trade Hub, All Partners	Ghana	Communications; all components and cross-cutting area leads	4 Quarterly newsletters (budget costs)
Produce component-specific materials, including fact sheets and other supporting and informational documents targeting the public and stakeholders; to be updated on quarterly basis	October 14 – September 15 (updated quarterly)	Trade Hub	Ghana	Communications; all components and cross-cutting area leads	Informational fact sheets and other documents
Produce success stories as dissemination of best practices	October 14 – September 15 (as arise)	Trade Hub, All Partners	Regional	Communications; all components and cross-cutting area leads	Success stories
Produce case studies as demonstrative learning tools	October 14 – September 15 (as arise)	Trade Hub, All Partners	Regional	Communications; all components and cross-cutting area leads	Case studies
Media events (ex: project launch)	October 14 – September 15 (as arise)	Trade Hub, ECOWAS	Regional	Communications, Senior Liaison for Intergovernmental Affairs	Media write-ups and coverage on the event and on USAID and the Trade Hub's activities
Media outreach to promote project and partners (ex: media interviews, etc.)	October 14 – September 15 (ongoing)	Trade Hub, Regional media	Regional	Communications, in collaboration with All Components	Media write-ups, footage and other coverage, as produced

Strategy #2: Build robust directory of contacts for information sharing that encompasses key stakeholders across regional and global trade.					
Update Trade Hub contact directory (Salesforce) with appropriate information for project stakeholders and target audiences (investors, firms, regional partners, government ministries, banks, etc.)	October 14 (major update) October 14 – September 15 (ongoing)	Trade Hub	Ghana	Communications; Communications Manager (Abt Home Office)	Up-to-date Trade Hub contact database
Strategy #3: Information exchange through online and web presence, software and database, including knowledge management.					
AGOA.info website: Collaborate with TRALAC to update AGOA Exporter Toolkit materials available online	October 14	Trade Hub, AGOA Resource Centers	Ghana	Communications; AGOA/Trade Specialist	Indicator #8; updated content on AGOA.info
AGOA.info website: Set up and manage information sharing process through which AGOA/Trade Resource Center leads share trade news and leads via AGOA.info site.	October 14 – September 15 (ongoing)	Trade Hub, AGOA Resource Centers	Ghana	Communications; AGOA/Trade Specialist	Indicator #8; updated content on AGOA.info
Trade Hub website (awaiting approval): Compile updated content on project	January 15	Trade Hub and All Partners	Ghana	Communications; all components and cross-cutting area leads	Indicator #8; Trade Hub website
Trade Hub website (awaiting approval): Plan and execute redesign for website, with mobile and low-band with accessibility (website design consultant), including design of interactive features	February 15	Trade Hub	Ghana	Communications; Website Designer (STTA)	Indicator #8; Trade Hub website
Collaborate with Trade Hub implementing agency (Abt Associates), partners and project stakeholders to engage audiences through social media	January 15-September 15 (ongoing)	Trade Hub	Ghana	Communications; Website Designer (STTA)	Indicator #8; documented social media coverage
Assist partners in building a vibrant online presence through which they can share news on their activities and member: Upgrade, add content and regularly update on their own websites, and explore opportunities for partners to link their sites with regional and global sites to expand audiences and increase their exposure	January 15-March 15 (additional assistance on ongoing basis)	Trade Hub, All Partners	Regional	Communications; Value Chains Specialist; Staple Crops Specialist, Livestock Specialist; MIS Specialist; Capacity Building Specialist	Indicator #9; partner websites
Strategy #4: Build the communications capacity of regional organizations and associations.					
Support AAFEX (and other bodies, as needed) in developing communications	February 15	AAFEX	Senegal	Communications; Capacity Building	Indicator #9; AAFEX strategic

campaign to promote local consumption of their value-added goods				Specialist	communications plan
Support to Capacity Building team to organize and lead trainings on various development communications issues (fair trade, global gap, improving service delivery and membership communications)	May -September 15	All Partners	Regional	Communications; Capacity Building Specialist	Indicator #5,9; trainings and training reports
MIS: Support communications to targeted audiences, to increase users and assist MIS producers to better market themselves	May –September 15	RESIMAO and other MIS providers	Regional	Communications; MIS Specialist	Indicator #9,13

9. MONITORING AND EVALUATION

9.1 MONITORING AND EVALUATION OBJECTIVES

The purpose of monitoring and evaluation (M&E) is to 1) provide an evidenced-based monitoring of project results and 2) to assist in decision-making required to attain the objectives of the program in real time.

The M&E system is intended to be a conveyor of information transmission and meet the needs of internal management and supervision of all stakeholders of the program.

9.2 MONITORING AND EVALUATION STRATEGIES

9.2.1 BUILD A DATA COLLECTION PROCESS AND REPORTING SYSTEM

Data collection must be done on a timely basis at the end of each quarter of the fiscal year 2015. It will be realized in different program countries by the following actors:

- Cereals and livestock value chains: The Trade Hub will contract with CILSS for the collection of data on intra-regional trade along selected corridors. This data will be collected by professional organizations in each country through a private partner organization. Data collected will include: cattle, small ruminants, maize, millet, sorghum, and parboiled rice.
- Cashew and shea: The Trade Hub will support ACA and GSA to assist cashew and shea enterprises to increase their investments and transactions around the world. The Trade Hub will work directly with these alliances to assist them in collecting data from assisted firms.
- Mango and apparel: The Trade Hub will work directly with the project-assisted firms to collect data.
- Trade and transport: To the extent that none of the Trade Hub's partners will collect data on the cost and time to trade goods, the Trade Hub will contract with CILSS, who will be responsible for collecting the data. The collection methodology will be discussed and established between CILSS and Trade Hub.

These different actors will collect information under the supervision of the M&E team. Other staff members will also periodically check the accuracy of the information collected prior to data entry or updates on the database.

9.2.2 ENSURE THE QUALITY OF DATA COLLECTED

The objective of data quality control is to ensure that data collected are up to a relatively reasonable level of quality. In other words, errors due to incorrect calculations or poor understanding of the indicators should be kept at a minimum so that measurements of project performance do not suffer any ambiguity.

In general, five criteria are used to assess the quality of data:

1. Validity of data collected (data measures the information demanded by the project indicators)
2. Reliability (collection methodology is relevant)

3. Timeliness (timely data collection)
4. Correct data (no errors in counting data)
5. Integrity of the data collected (independent verification)

On an annual basis, three data verification trips are expected from program partners to assure high data quality. Reports of these missions will be provided to USAID/West Africa for information and review.

9.2.3 DATA ARCHIVING

At the beginning of FY15, the Trade Hub will design a system for the collection, verification and archiving of data collected. Tools for data collection will be completed and tested in the field to see their adaptability. For this purpose, a database will be developed using Access or Excel and will be updated periodically.

The M&E program will address two major concerns: (i) Reporting the results of the implementation of the various components and activities of the program, and (ii) measuring/assessing key changes induced by the achievements of the program.

To do this, 24 indicators were identified to determine trends and to measure and/or evaluate the project results.

A physical and electronic archiving system will be set up to collect supporting documentation.

9.2.4 SUPPORT TO PLANNING AND EVALUATION

Currently, the Performance Monitoring Plan (PMP) has 24 indicators. This document will be submitted to USAID after the final MSTAS indicators are received from USAID/Washington.

To monitor the work plan, quarterly planning meetings will be organized. After six months of implementation of activities, the work plan and the level of execution will be evaluated.

Assessments of such activities as training will be also conducted periodically to see the impact of these activities.

9.3 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Build a data collection process and reporting system.					
Review the data collection systems of CILSS, GSA, ACA	October 14-Mars 15	CILSS, ACA, GSA, Components	Burkina, Ghana	M&E	Report Indicator #6
Train partners firms in data collection	Rolling basis	Firms, Components	All	M&E	Report Indicator #6,7,12
Complete the baseline study for Time and Cost to trade goods along selected corridors	January-March 14	STTA, CILSS, TTEE	Burkina, CI, Ghana, Mali,	TTEE	Report Indicator #20,21
Conduct a survey to determine the approximate number of freight forwarders, logistics service providers and trucking associations in West Africa	January-March 14	STTA, CILSS, TTEE	Burkina, Ghana, Mali, Senegal	TTEE	Report Indicator #20,21
Supervise the data collection and analyze data for Quarterly Report 1	December 14	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for Quarterly Report 2	March 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for Quarterly Report 3	June 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for the Annual Report	September 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Collect data for time and cost indicators	August-September 15	STTA, TTEE	Burkina, Ghana, Mali, Senegal	M&E	Data available Indicator #20,21
Strengthen the capacity of partners on M&E and analyze software	January-March 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components, STTA	All	M&E, STTA	Report Indicator # 6, 7, 12
Conduct a reconnaissance mission to Tamale, Bolgatanga and Bagre to evaluate the quantity of cereals on these markets	January 15	CILSS	Burkina, Ghana	M&E	Report
Strengthen the capacity of UCOVISA members to collect flows and road harassment data on Abidjan-Bamako corridor	November 14	CILSS	Cote d'Ivoire, Mali	M&E	Report
Strategy #2: Verification of data.					

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Verify data collected by CILSS (trip to the field)	January, April, August 15	CILSS	Burkina, CI, Benin, Ghana, Mali, Senegal	M&E	Report
Verify data collected by ACA and GSA (trip to the field)	January, April, August 15	ACA, GSA	All	M&E	Report
Verify data collected by firms	January, April, August 15	Firms	All	M&E	Report
Strategy #3: Data archiving.					
Complete the design and implementation of the project M&E systems	October 14	Abt HO	Ghana	M&E	Database available
Update the database	December 14, March, June, September 15	CILSS, ACA, GSA, Firms	Ghana	M&E	Database updated
Archive supporting documents	December 14, March, June, September 15	CILSS, ACA, GSA, Firms	Ghana	M&E	Archiving updated
Strategy #4: Planning and evaluation.					
Follow up and update the PMP	Continue	Components	Ghana	M&E	PMP updated
Design appropriate M&E instruments for planning and tools for program activities	Continue	Components	Ghana	M&E	M&E instruments
Follow up on the annual work plan	Continue	Components	Ghana	M&E	
Organize quarterly planning	December 14, March, June 15	Components	Ghana	M&E	Quarter planning
Assess the annual work plan	March 15	Components	Ghana	M&E	AWP updated
Assess activities (speak with the partners and participants to evaluate the impacts of activities)	Continue	Components	Ghana	M&E, Communications	report

10. SYNERGIES WITH OTHER PARTNERS

10.1 STRATEGIES

10.1.1 INITIAL CONTACT WITH CORs, AORs AND COPs

In concert with USAID, the Project has developed extensive contacts with the bilateral USAID Missions to introduce the project, obtain their input and to collaborate with bilateral COPs. The Project has begun follow up with the COPs to discuss coordination, such as to invite them to the value chain workshops. This is an on-going strategy to remain up-to-date on any development that may affect either the Trade Hub's program or bi-lateral programs.

10.1.2 COOPERATION WITH BILATERAL FEED THE FUTURE VALUE CHAIN PROJECTS

As FY 15 activities are implemented the Trade Hub will ensure that bilateral missions are fully informed so we may plan collaborative efforts that will maximize both projects' impacts. The Trade Hub has developed a series of documents that identify synergies between the Trade Hub program and the bilateral mission programs, including Burkina Faso, Benin, Ghana, Mali and Senegal. Trade Hub staff have attended regional and bilateral mission partner meetings in Ghana and Mali to share approaches and areas for complementarity. We will develop MOUs between the Trade Hub and the bilateral projects, as required; at the planning session, we will specify mechanisms for periodic meetings and for ensuring continued assessment of future activities.

During the project start up, the Trade Hub has inter-acted with the NEXXT project in Nigeria, including participation in a work shop for improved storage and warehousing of shea being promoted by NEXXT in Nigeria in collaboration with GSA. The finance component has identified and started working with several Financial Access Facilitators based in Nigeria. There have also been consultations with mango growers' associations based in Nigeria to support their efforts to increase regional trade for improved varieties of seedlings sourced within West Africa. Trade Hub staff have also met with the REGIS ER program in Burkina Faso. This project's main office is Niger and includes an implementation zone in Niger that borders northern Nigeria. This would offer a potential platform for collaboration in the future if suitable trade opportunities in the Niger/Nigeria border are identified.

Another area of significant exchange with the Trade Hub has focused on the New Alliance program in Benin. This includes a meeting with Benin mission director when he was in Accra and the participation of the Trade Hub's Investment Specialist in a round table about the New Alliance program in Benin. The project is contracting a Financial Access Facilitator in Benin to work with companies in the Trade Hub's value chains.

New Alliance Cooperation Framework documents are being reviewed by the Trade Hub in the other West African countries: Burkina Faso, Ghana, Senegal and Nigeria. The Trade Hub has FAF's working in all of these countries and is one immediate source of collaboration. Other potential collaboration will be pursued as opportunities are identified.

The MCC program in Burkina Faso has just been completed. USAID is providing support to an irrigated rice perimeter to complete field work. This activity is being explored by the Burkina FAF for the potential to secure financing for increased rice marketing. New MCC compacts are starting in Benin and Ghana and the Trade Hub will explore areas of collaboration as these are begun.

10.1.3 SIGNATURE OF MEMORANDUM OF UNDERSTANDING

As a regional project, the Trade Hub must coordinate with current bilateral projects. We will develop MOUs and actions plans that leverage synergies between the Trade Hub and existing projects such as the Senegal *Projet de Croissance Economique* (PCE) project, the Liberia Millennium Challenge Corporation (MCC) Trade Policy and Customs Improvement project, the Mali Cereals Value Chain and Livestock for Growth projects, the Nigeria NEXXT project, the Resilience and Economic Growth in the Sahel (REGIS) projects, and Development Credit Authorities (DCAs) in the region and the ADVANCE, FINGAP and AT&T projects in Ghana.. The signing of MOUs and development of congruent activities will be ongoing as old projects finish and new ones begin.

10.2 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Strategy #1: Continuing contact with CORS, AORS and COPS.					
Initial contact with Contracting Officer's Representatives (CORs, AORs) and COPS	October-December 14	Bilateral missions, projects	All	COP	Report
Strategy #2: Cooperation with bilateral FTF value chain projects.					
Organize strategic planning session with FTF projects	October 14-September 15	projects	All	COP	Strategic planning
Strategy #3: Signature of Memorandum of Understanding.					
Sign MOUs with projects	October 14-September 15	projects	All	COP	5 MOU signed

II. MANAGEMENT

II.1 GENERAL AND PERSONNEL MANAGEMENT

During the first quarter of this coming year, the project plans to finalize the hiring of remaining required staff:

Technical staff: M&E Specialist, Specialist, Export Value Chain Assistant, Financial Services Specialists.

Administrative and Finance staff: Grants Assistant, Administrative Assistant.

After initial review of the project staff and their competencies, the project has decided to revise its organizational structure, modify the job description of some positions and put some positions on hold. The Trade Hub revised organizational structure is shown in Annex B.

II.2 SUBCONTRACT/GRANTS MANAGEMENT

Grants: The grant funds will be used to support the development of the global and regional value chains (including separate grant funding for MIS support within the regional value chains) and other key sectors including transportation and the AGOA resource centers. The uses of grant funds will be divided into two broad categories: 1) capacity building and 2) technical innovation or challenge grants.

One difference between these two categories of grants is the process by which funding will be awarded and the underlying purpose of the funding. Capacity building grants will be awarded to previously-identified regional partners such as Borderless, ACA, COFENABVI, GSA, WAGN, AAFEX, and RESIMAO. The focus of these grants will be institutional strengthening and capacity development. In some cases, these grantees will be supported to implement key activities that are critical to the Trade Hub's program, in addition to other mentoring and management technical assistance that may be provided.

Technical innovation grants will be awarded on a competitive basis. This type of grant will be used to expand understanding and application of best practices to address trade and marketing constraints within the value chain or take advantage of opportunities that have been identified by other Trade Hub activities. A successful technical innovation grant should lay the ground work for scaling up similar activities or processes within the value chain. Technical innovation grants will usually be focused on specific corridors and value chain products.

For all grants, the project will follow the following process to issue grants to these organizations:

- Request a concept paper from prospective grantees and evaluate the concept paper
- Send a Request for Application to prospective grantees
- Evaluate the grantee application, including the technical approach and proposed cost of deliverables
- Conduct a pre-award responsibility determination and negotiation survey of each grantee
- Request USAID approval
- Issue the grants
- Monitor the timely performance of the grantees planned activities and delivery of products.

USAID WA has an active USAID-Forward effort underway, and has awarded grants to the Global Shea Alliance, The African Cashew Alliance, as well as direct funding with regional organizations such as CILSS, CORAF, etc. and is planning to make awards for the Food Across Borders multi-lateral effort. Thus careful coordination and consultation is needed in the Trade Hub Grants program, which, due to USAID procurement confidentiality requirements and subsequent sparse information received, has been challenging.

Over the next 2 years, the project's preliminary allocation of grant funds is shown below. Note that \$250,000 remains unallocated.

Projected Grants Distribution						
Grant Category	Year 1 (2015)		Year 2 (2016)		Totals	
	THN Grant Amount	% Breakdown	THN Grant Amount	% Breakdown	THN Grant Amount	% Breakdown
TTEE						
Capacity Building	\$600,000	33%	\$300,000	26%	\$900,000	33%
Technical Innovation	\$75,000	4%	\$75,000	6%	\$150,000	5%
Livestock VC						
Capacity Building	\$90,000	5%	\$90,000	8%	\$180,000	7%
Technical Innovation	\$50,000	3%	\$75,000	6%	\$125,000	5%
Cereals VC						
Capacity Building	\$0	0%	\$100,000	9%	\$100,000	4%
Technical Innovation	\$50,000	3%	\$75,000	6%	\$125,000	5%
MIS VC						
Capacity Building	\$75,000	4%	\$75,000	6%	\$150,000	5%
Technical Innovation	\$50,000	3%	\$75,000	6%	\$125,000	5%
Cashew VC (ACA)						
Capacity Building	\$290,000	16%	\$0	0%	\$290,000	11%
Technical Innovation	\$25,000	1%	\$0	0%	\$25,000	1%
Shea VC (GSA)						
Capacity Building	\$200,000	11%	\$0	0%	\$200,000	7%
Mango VC						
Capacity Building	\$100,000	5%	\$75,000	6%	\$175,000	6%
Technical Innovation	\$25,000	1%	\$25,000	2%	\$50,000	2%
AGOA						
Capacity Building	\$75,000	4%	\$80,000	7%	\$155,000	6%
Unallocated	\$125,000		\$125,000			
TOTAL	\$1,830,000		\$1,170,000		\$2,750,000	
LOA % breakdown by Grant Category			Breakdown by USAID funding sources			
TTEE	38%		Feed the Future	\$1,330,000	48.36%	
Livestock	11%		ACTE	\$1,420,000	51.64%	
Cereals	8%		Total	\$2,750,000		
MIS	10%					
Cashew	11%		THN Grant Funds only			
Shea	7%		Feed the Future = Cereals, Livestock, MIS and 50% TTEE			
Mango	8%		ACTE = Cashew, Shea, Mango, AGOA, and 50% TTEE			
AGOA	6%					

Local and regional subcontracts: As the Financial & Investment Services Component will be working with FAFs, the project plans to issue at least 18 fixed price, deliverables based subcontracts to the FAFs during FY15.

ANNEX A: CURRENT INDICATORS AND FY15 TARGETS

Indicators Common to all Trade Hubs			Targets		
#	ACTE Framework Reference	Development Objective: Expanded Trade and Investment	FY 2015	Year 3	Year 5
1	DO 1.1	% change in value of trade in targeted non-agricultural and ag commodities	Up 15% \$223,653,446 (Regional VC) Cattle: \$161,656,198 Small ruminants: \$47,719,513 Maize: \$11,432,557 Millet: \$576,192 Sorghum: \$674,757 Rice: \$1,594,230	Up 30% \$252,825,634 (Regional VC) (Cumulative) Cattle: \$182,741,789 Small ruminants: \$53,943,797 Maize: \$12,923,760 Millet: \$651,347 Sorghum: \$762,769 Rice: \$1,802,173	Up 50% \$291,721,886 (Regional VC) (Cumulative) Cattle: \$210,855,910 Small ruminants: \$62,242,843 Maize: \$14,912,030 Millet: \$751,554 Sorghum: \$880,118 Rice: \$2,079,430
2	DO 1.2	Value of new private sector investment in the agriculture sector or food chain leveraged by USAID implementation (FTF 4.5.5-38) 2.a. FTF value chains ⁵ 2.b. Non-FTF value chains ⁶	\$18,500,000 (\$2,775,000) \$8,000,000 (\$1,200,000) \$10,500,000 (\$1,575,000)	\$60,000,000 (\$9,000,000) (Cumulative) \$24,500,000 (\$3,675,000) \$35,500,000 (\$5,325,000)	(\$98,200,000) (\$14,730,000) (Cumulative) \$41,000,000 (\$6,150,000) \$57,200,000 (\$8,580,000)

⁵ Livestock and cereals

⁶ Cashew, Shea and Mango

3	DO 1.3	Value of new private sector investment in non-agricultural targeted sectors leveraged by USAID implementation ⁷	\$1,500,000 (\$225,000)	\$2,500,000 (\$375,000) (Cumulative)	\$4,300,000 (\$645,000) (Cumulative)
Intermediate Objective 1: Increased Competitiveness of Targeted Entities and Value Chains					
4	IO 1.1	Value of new sales of assisted firms/associations due to USG assistance	\$30,000,000	\$100,000,000 (Cumulative)	\$180,000,000 (Cumulative)
5	IO 1.2	# of firms/associations that are more profitable due to USG assistance (FTF 4.5.2-43)	30 (6)	100 (20) (Cumulative)	150 (30) (Cumulative)
IR1: Increased capacity of targeted ag sector entities to trade					
6	IR 1.1	# of farmers and other ag-sector entities who have applied new technologies or management practices as a result of USG assistance (FTF 4.5.2-5)	62 (36)	290 (145) (Cumulative)	484 (242) (Cumulative)
		FTF value chains	32 (16)	120 (60)	200 (100)
		Non-FTF value chains	40 (20)	170 (85)	284 (142)
7	IR 1.2	# of buyer/seller linkages established in targeted ag sectors, as a result of Trade Hub assistance	18 (7)	54 (22) (Cumulative)	90 (36) (Cumulative)
		FTF value chains	8 (3)	24 (10)	40 (16)
		Non-FTF value chains	10 (4)	30 (12)	50 (20)
8	IR 1.3	# of assisted ag-sector firms/farmers meeting international grades and standards to export	62 (36)	290 (145) (Cumulative)	484 (242) (Cumulative)
		FTF value chains	32 (16)	120 (60)	200 (100)
		Non-FTF value chains	40 (20)	170 (85)	284 (142)
IR2: Increased capacity of targeted non ag firms and associations to trade					
9	IR 2.1	# of non-ag firms who have applied new technologies or management	8 (4)	10 (5)	16 (8)

⁷ Apparel only

		practices as a result of USG assistance		(Cumulative)	(Cumulative)
10	IR 2.2	# of buyer/seller linkages established in targeted non-ag sectors, as a result of Trade Hub assistance	2 (1)	6 (2) (Cumulative)	10 (4) (Cumulative)
11	IR 2.3	# of assisted non-ag firms meeting international grades and standards to export	8 (4)	10 (5) (Cumulative)	16 (8) (Cumulative)
Intermediate Objective 2: Improved regional trade and investment enabling environment					
IR3: More efficient/cost effective movement of traded goods across borders					
12	IR 3.1	Time required to trade goods across borders and along corridors as a result of Trade Hub assistance (F 4.2.1-1)	5%	10%	15%
13	IR 3.2	Cost to trade goods across borders and/or along corridors as a result of Trade Hub assistance	5%	10%	20%
IR 4: Regional trade and investment agreements and their support institutions advanced					
14	IR 4.1	IR4.1 Number of reforms/policies/regulations/administrative procedures in each of the five stages of development (FTF 4.5.1-24) Stage 1: Analyzed; ⁸ Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decreed; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun ⁹	12	36 (Cumulative)	49 (Cumulative)
Indicators Specific to the West Africa Trade Hub					
15		Creation of jobs in project-assisted firms	6,000 (900)	15,000 (2,250) (Cumulative)	23,000 (3,450) (Cumulative)
16		Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	120 (48)	300 (125) (Cumulative)	500 (200) (Cumulative)
17		Score in percent of combined key	NA ¹⁰	60%	80%

⁸ All stages reached will be counted, like in the FTFMS

⁹ In the FTFMS, this indicator has been changed to "Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance (S)"

¹⁰ The OCAT score will only be measured in years 3 and 5.

		areas of organization capacity amongst USG direct and indirect local implementing partners			
18		Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	40 (16)	100 (40) (Cumulative)	200 (80) (Cumulative)
19		Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	400 (160)	1000 (400) (Cumulative)	1500 (600) (Cumulative)
20		Number of new dues paying members in private business associations as a results of USG assistance	200 (60)	600 (200) (Cumulative)	1000 (400) (Cumulative)
21		Number of new users of MIS services (cumulative)	20,000	50,000	115,000
22		Value of new loans made to clients in targeted sectors	\$10,000,000 (\$2,000,000)	\$25,000,000 (\$5,000,000) (Cumulative)	\$58,000,000 (\$12,000,000) (Cumulative)
23		Number of MSMEs receiving business development services from USG assistance	70 (14)	125 (25) (Cumulative)	250 (50) (Cumulative)
24		Number of firms in targeted sectors receiving loans from partner banks	70 (14)	125 (25) (Cumulative)	250 (50) (Cumulative)
25		Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	5	15 (Cumulative)	25 (Cumulative)
26		Number of individuals who have received USG trainings on trade and transportation enabling environment	40 (16)	100 (40) (Cumulative)	200 (80) (Cumulative)

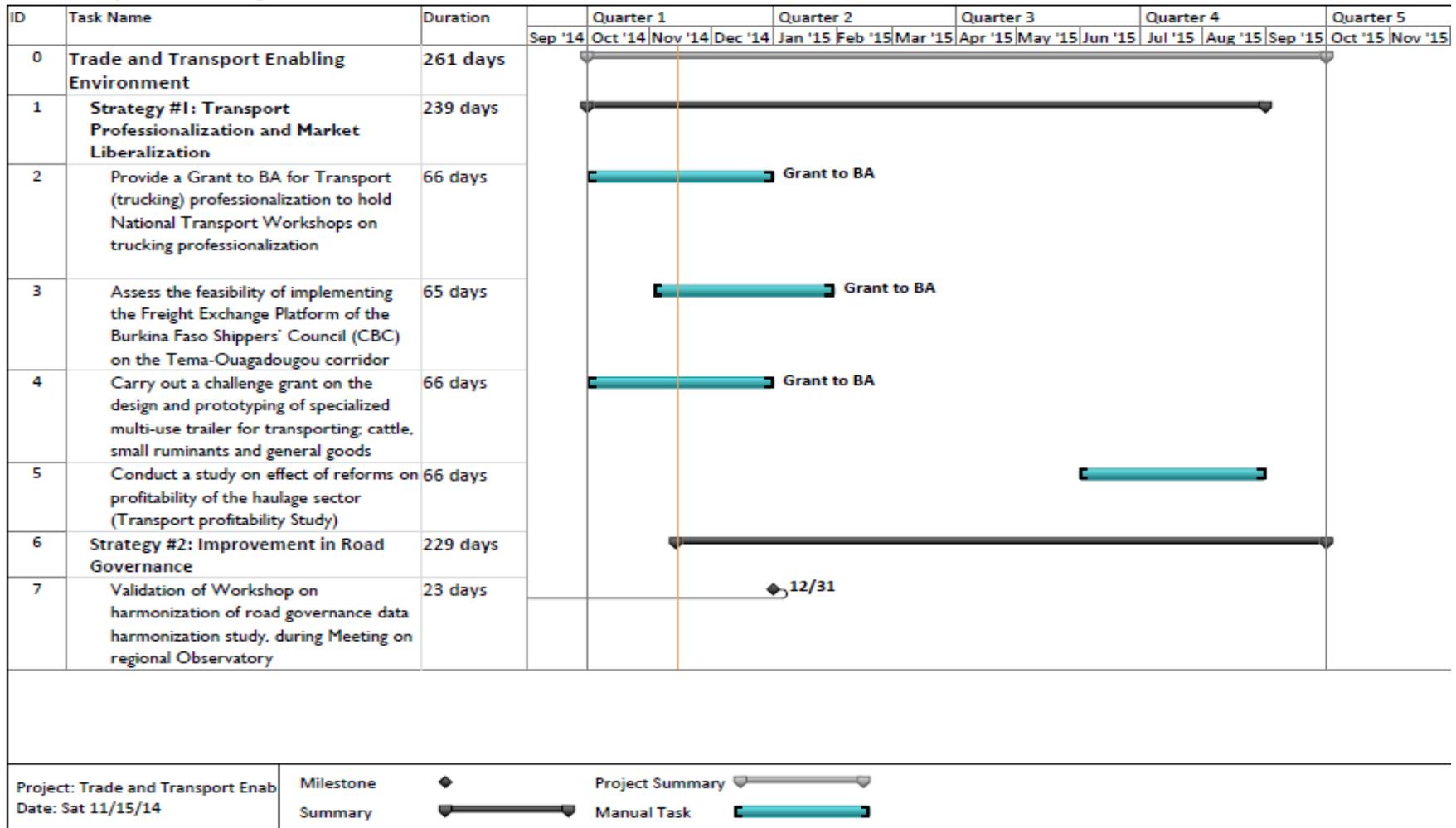
ANNEX B: FTF VALUE CHAINS BASELINE AND TARGETS

CILSS provides baseline data for trade in Regional VCs (livestock and cereals) by project-assisted associations along targeted trade corridors.

Value Chains	Baseline	Up 15%	Up 30%	Up 50%
Maize	\$9,941,354	\$11,432,557	\$12,923,760	\$14,912,030
Millet	\$501,036	\$576,192	\$651,347	\$751,554
Sorghum	\$586,745	\$674,757	\$762,769	\$880,118
Rice	\$1,386,287	\$1,594,230	\$1,802,173	\$2,079,430
Cattle	\$140,570,607	\$161,656,198	\$182,741,789	\$210,855,910
Small ruminants	\$41,495,229	\$47,719,513	\$53,943,797	\$62,242,843

ANNEX C. GANTT CHART

Trade and Transport Enabling Environment



ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter 5	
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
8	Coordinating and supporting effective road governance based on recommendations of OPA Data Harmonization study (specific activities will be determined after the harmonization meeting)	218 days														
9	Provide support to ECOWAS and UEMOA for the organization of meetings and activities related to the Regional Trade and Transport Facilitation Observatory (TTFO)	23 days														
10	Participate in Road Governance and sensitization activities organized by partners	11 days														
11	Carry out targeted advocacy and trade assistance for women in cross-border trade on Bama - Koury corridor(rice)	163 days														
12	Provide grant and technical support to BA to conduct Ministerial Meetings, advocacy and media activities in Ghana aimed at improving the Tema-Ouagadougou corridor	141 days														
13	Strategy #3: National and Regional Policy Implementation	261 days														
14	Provide support to ECOWAS to establish a monitoring ,reward mechanism for ETLs implementation including recording of informal trade in non- dutiable goods	22 days														
Project: Trade and Transport Enab Date: Sat 11/15/14			Milestone		Project Summary		Summary		Manual Task							

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter 5	
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
15	Training of Customs Officer and Economic operators on ETLs with emphasis on trade in agricultural products and non-dutiable goods Origin, Free of duty, VAT and Transit fees	128 days														
16	Provide support to ECOWAS for the study on evolution(volume, flows and issues) of intra- regional trade	64 days														
17	Provide support and work with ECOWAS in the implementation of identified activities in the Regional Axle Load Roadmap	195 days														
18	Provide support to ECOWAS on the study on Corridor Management in West Africa with focus on Tema-Ougadougou Corridor	64 days														
19	Provide support to ECOWAS for the revision of ISRT texts by preparing new text for an ECOWAS Supplementary Act to be adopted by Heads of State in June-July,2015 replacing the 1982 Convention	42 days														
20	Provide support to ECOWAS in the preparation of an implementation plan for a regional transit and customs connectivity project ALISA with a pilot on the Tema- Ouagadougou Corridor	43 days														

Project: Trade and Transport Enab Date: Sat 11/15/14	Milestone	◆	Project Summary	▬
	Summary	▬	Manual Task	▬

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ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter 5			
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15	
21	Collaborating with project countries to prepare WTO/TFA commitments from project corridor countries, and mapping on-going and planned trade and transport facilitation activities to the national Category C provisions	261 days																Grant to BA
22	Promote mutual recognition of SPS certificates in Côte d'Ivoire, Mali, and Senegal	175 days																
23	Provide a grant to BA to facilitate bilateral ISRT meetings for Côte d'Ivoire/Mali	217 days																
24	Work with BA and World Bank to facilitate meetings for the Ghana/Burkina Faso/Mali SRT activities	196 days																
25	Provide low-literate information to women involved in cross-border trade	261 days																
26	Sensitize border agencies on women in trade	261 days																
27	Participate in Joint Border Posts (JBP) implementation at Noepé and Cinkansé	120 days																
28	Participate in consultations between ECOWAS and UEMOA on the adoption of and implementation of texts on single Free Trade Area Scheme for West Africa	108 days																
Project: Trade and Transport Enab Date: Sat 11/15/14		Milestone														Project Summary		
		Summary														Manual Task		
Page 4																		

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter 5			
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15	
29	Strategy #4: Institutional Capacity Building for Partners	130 days																
30	Facilitate participatory self-assessment using OCAT for National Committees	41 days																
31	Provide training and mentoring to improve performance in specific areas of organizational capacity identified in OCAT	34 days																
32	Organize capacity development planning retreat for BA and national committees	66 days					Grant to BA											
33	Organize Borderless 2015 Conference	130 days														Grant to BA		
34	Organize Consultative Meetings of National Committees	130 days														Grant to BA		
35	Strategy #5: Trade Environment Improvement	261 days																
36	Carry out a study on establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLs Products at Paga/Dakola (Ghana/Burkina Faso) border	153 days															Grant to BA	
37	Participate in Advocacy for removal of cereals export ban in Mali	107 days										Grant to BA						
38	Carry out advocacy for removal of VAT on cattle and small ruminants in UEMOA Countries	109 days															Grant to BA	
Project: Trade and Transport Enab Date: Sat 11/15/14		Milestone			Project Summary				Summary				Manual Task					

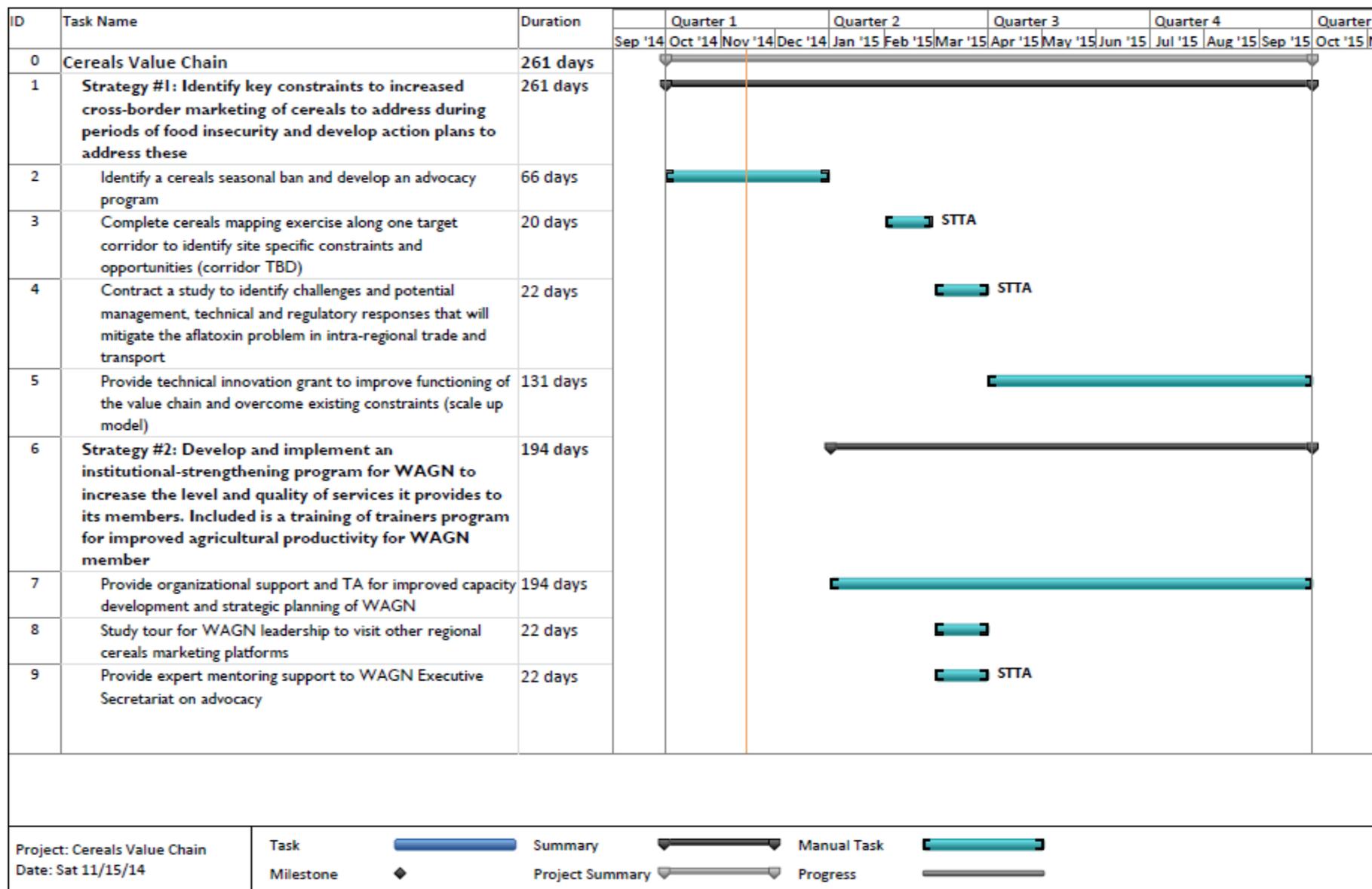
ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter 5		
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15	
39	Financing operations for existing BIC at Semé-Kraké, Aflao-Kodjoviakope, Paga-Dakola, Noe-Elubo, and Dakar Port	261 days																Grant to BA
40	Organize Regional BIC forum	22 days																Grant to BA
41	Conducting surveys on border crossing times	98 days																Grant to BA
42	Operation of the E-platform for reporting Non-Tariff Barriers(NTBs) on the Tema-Ougadougou corridor	43 days																Grant to BA
43	Participate in activities with IFDC/WAFP and CORAF/WASP on Seed and Fertilizer Trade Facilitation	261 days																

Project: Trade and Transport Enab Date: Sat 11/15/14	Milestone		Project Summary	
	Summary		Manual Task	
Page 6				

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter	
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	
11	Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations	194 days															
12	Provide capacity building grant for COFENABVI to organize information and sensitization sessions in new countries to establish inter-professional federations and to consolidate those that exist. Also to increase quality of services provided.	194 days															
13	Provide technical assistance to consolidate national cooperative basis for a national federation to join COFENABVI	20 days															
14	Strategy #5: Support operationalization of a Livestock MIS	194 days															
15	Organize a regional meeting for national livestock MIS to share methodologies, best practices and experiences and develop a road map for creation of a regional MIS.	21 days															
16	Provide technical innovation grant to improve MIS functioning of the value chain and overcome existing constraints (scale up model)	131 days															

Project: Livestock Value Chain Date: Sat 11/15/14	Milestone	Summary	Project Summary	Manual Task
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Cereals Value Chain



ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter 5
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
10	Strategy #3: Within the WAGN institutional support program, develop a formal gender strategy that will be used to explicitly support women's participation in key cereal's value chains, especially millet and sorghum and rice	194 days														
11	Develop and disseminate gender strategy within WAGN membership	194 days														
12	Training workshops for WAGN Executive Secretariat and national associations on use of OCAT	22 days														
13	Provide expert mentoring support to WAGN Executive Secretariat on advocacy	22 days														
14	Strategy #5: Increased access to "real time" data with regard to market information systems	238 days														
15	Organize a regional technical meeting to identify all problem that countries face on the usage of the platform	5 days														
16	Provide technical support to RESIMAO by applying MIS study recommendations	20 days														
17	Organize a regional training of national administrators (2 per country) of the RESIMAO platform	21 days														
18	Provide TA to collect WAGN member contacts in 4 member countries	22 days														
19	Provide a performance-based grant with RESIMAO to support the countries that are regularly updating their national data on the regional platform (for the cereals value	173 days														

Project: Cereals Value Chain
Date: Sat 11/15/14

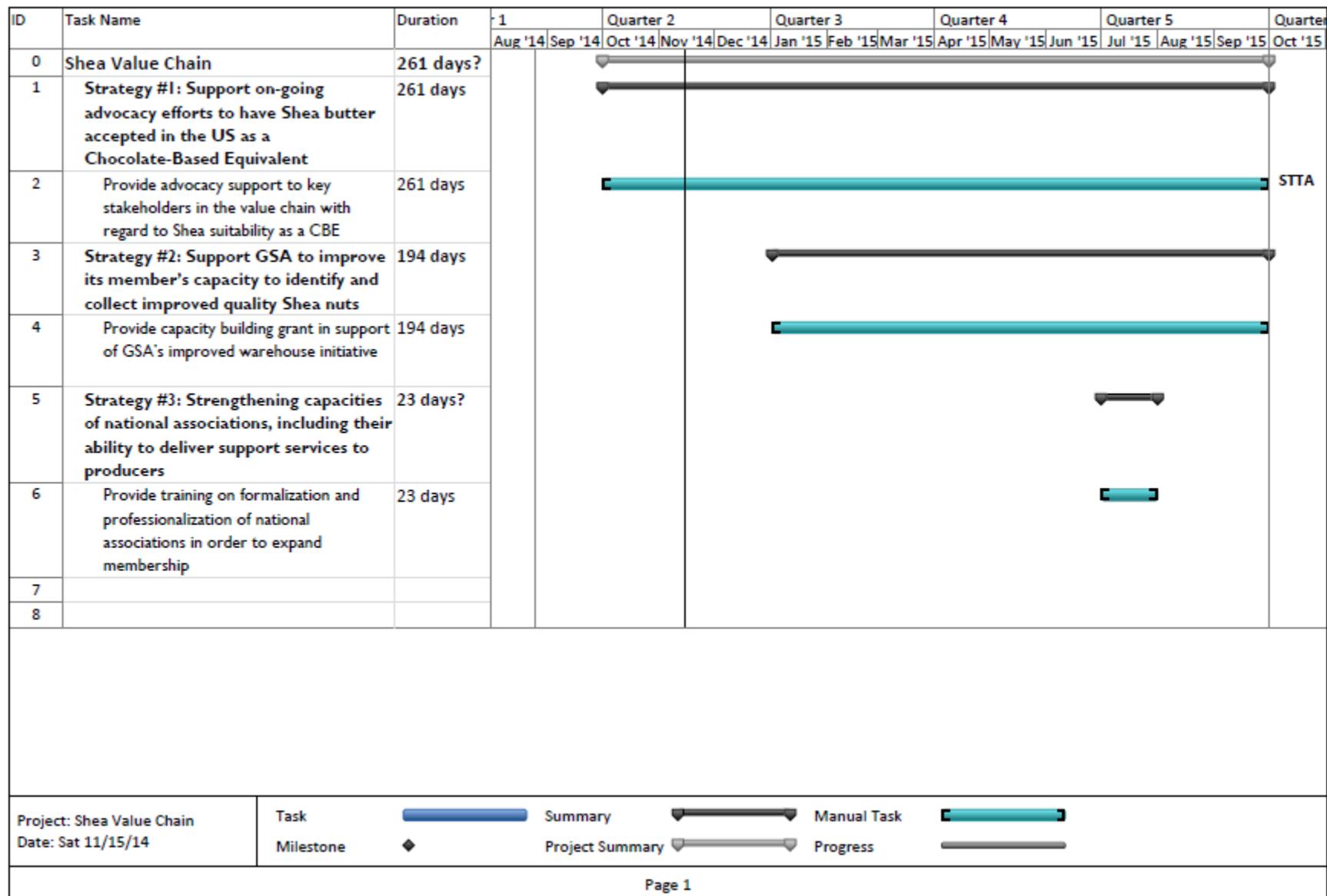
Task  Summary  Manual Task 
Milestone  Project Summary  Progress 

Cashew Value Chain

ID	Task Name	Duration	Quarter 1		Quarter 2			Quarter 3			Quarter 4		Quarter 5	
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15
0	Cashew Value Chain	238 days	[Project Summary Bar]											
1	Strategy #1: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system	21 days	[Task Bar]											
2	Provide TA to ACA environmental examination study, with explicit emphasis of management of the waste stream	21 days	[Manual Task Bar]											
3	Strategy #2: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts	43 days	[Task Bar]											
4	Develop gender strategy for ACA	43 days	[Manual Task Bar]											
5	Strategy #3: Strengthen capacities of member-based organizations, including their ability to deliver support services to producers	238 days	[Project Summary Bar]											
6	Provide direct capacity building support grant to ACA	194 days	[Manual Task Bar]											
7	TOT to facilitate ACA in conducting participatory self-assessments using OCAT for select national associations	43 days	[Manual Task Bar]											
8	Provide training and mentoring on organizational capacity areas identified in OCAT	64 days	[Manual Task Bar]											
9	Strategy #4: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and	194 days	[Task Bar]											
10	Develop curriculum for cashew factory management certification program, based on a needs diagnostic of cashew processing companies	41 days	[Manual Task Bar]											
11	Provide expert technical assistance for in-service/factory professional development of cashew factory workers	23 days	[Manual Task Bar]											
12	Provide technical innovation grant to improve functioning of the value chain and overcome existing constraints (scale up model)	130 days	[Manual Task Bar]											
13	Strategy #5: Support improvements to ACA's MIS especially with regard to increased access by member companies to cashew product data (prices and key production costs).	88 days	[Task Bar]											
14	Conduct a study to identify cashew stakeholders' market information needs and propose a strategy for an MIS to respond to these needs	43 days	[Manual Task Bar]											
15	Organize a validation workshop for the cashew stakeholders' market information needs study	22 days	[Manual Task Bar]											
16	Provide TA identify new Cashew association and actors to be incorporate into ACA data base for them to start receiving cashew market information	23 days	[Manual Task Bar]											

Project: Cashew Value Chain Date: Sat 11/15/14	Task [Blue Bar]	Summary [Grey Arrow]	Manual Task [Green Bar]
	Milestone [Diamond]	Project Summary [Grey Arrow]	

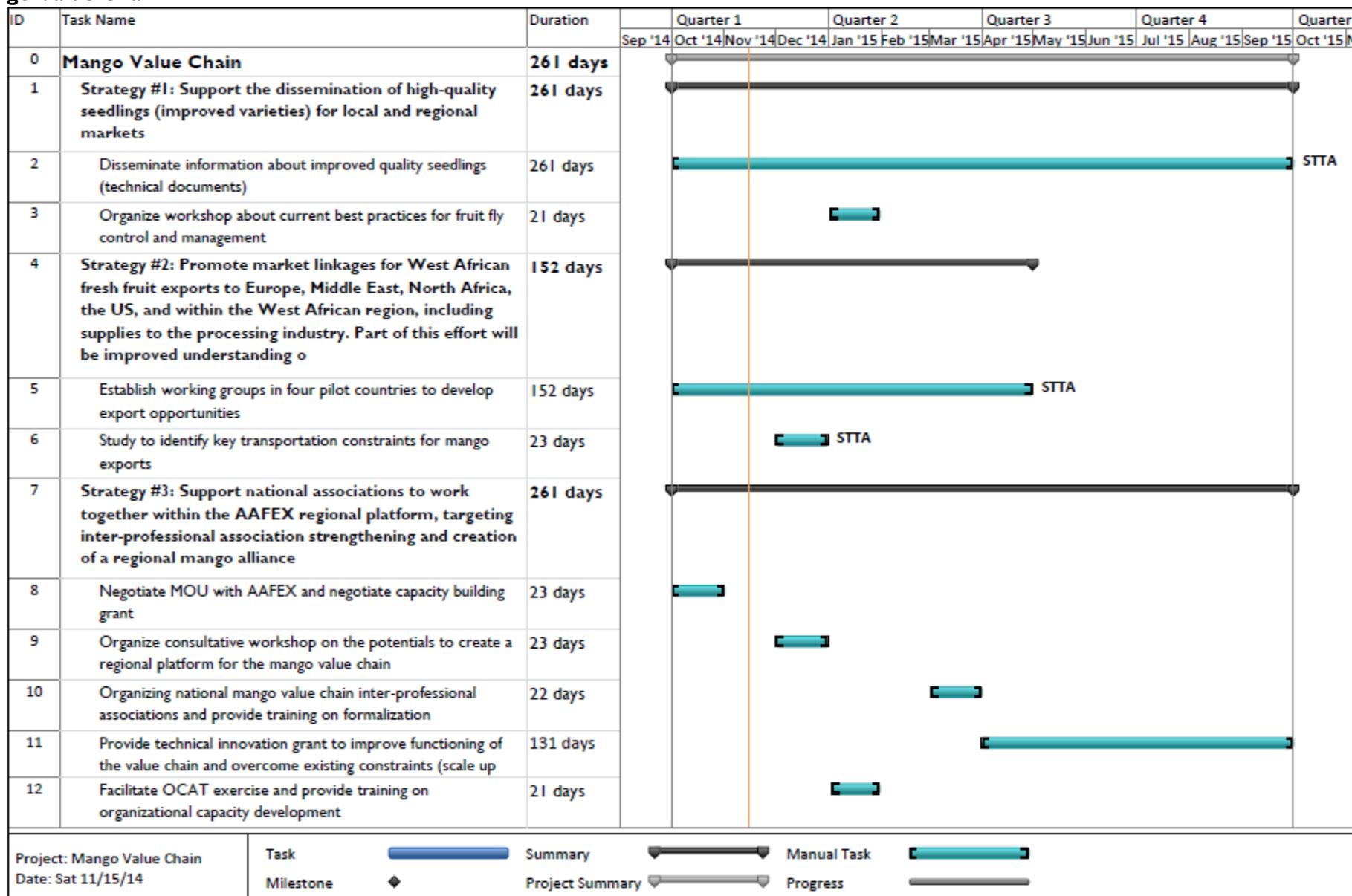
Shea Value Chain



Apparel Value Chain

ID	Task Name	Duration	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
0	Apparel Value Chain	238 days													
1	Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking Designer/African Fashion Manufacturers to international buyer enquiries and exporters/expor	172 days													
2	Identify linkages between spinners and garment companies in the region	172 days													STTA
3	Strategy #2: Promote adoption of "Fair Trade" policies and work to institute a WRAP (Worldwide Responsible Accredited Production) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all	194 days													
4	Conduct a feasibility study to establish a Fair Trade and WRAP program	194 days													
Project: Apparel Value Chain Date: Sat 11/15/14			Milestone			Summary			Project Summary			Manual Task			

Mango Value Chain



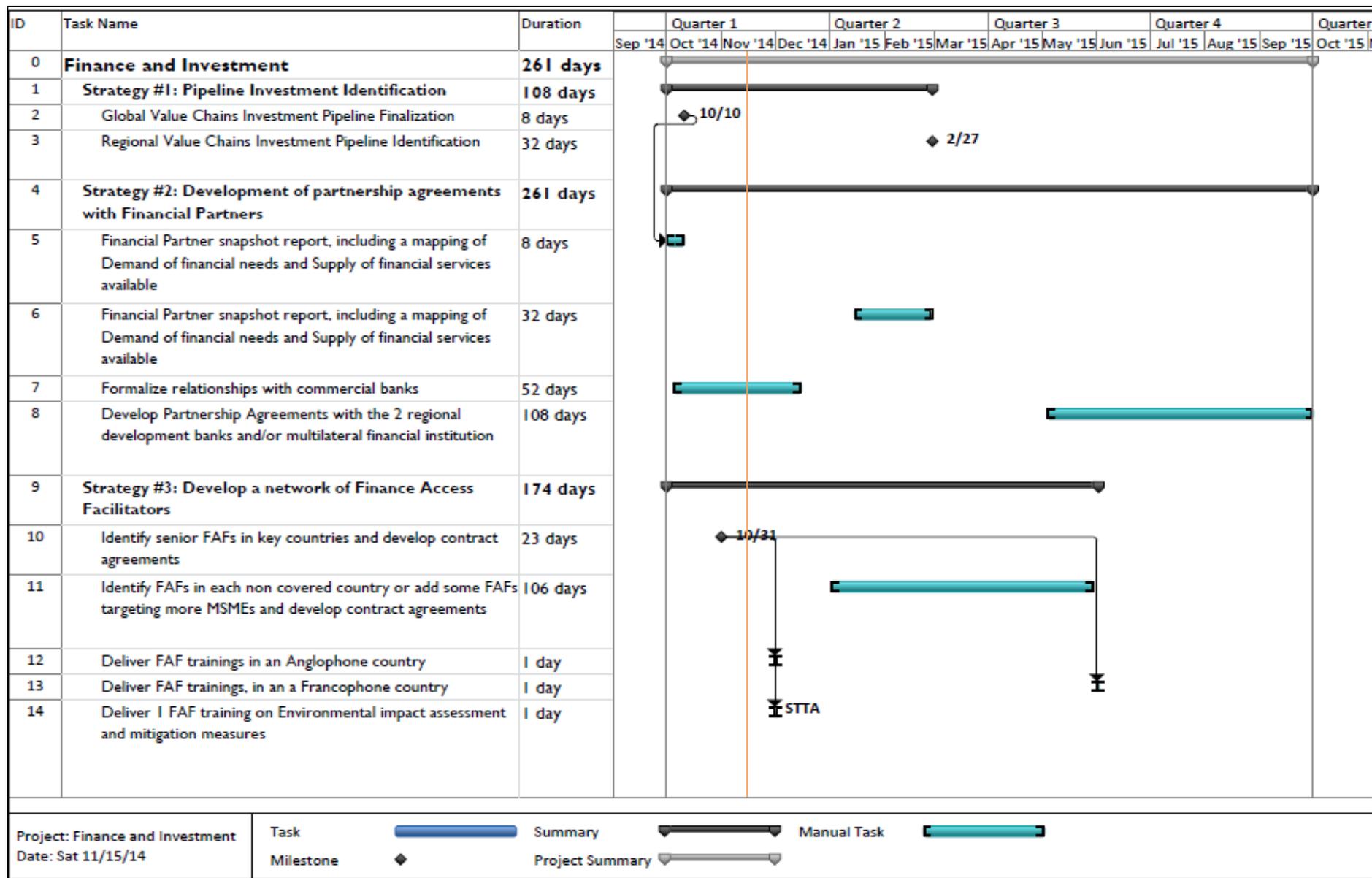
Buyer/Seller linkages

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter		
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	
0	Buyers/sellers linkages	261 days															
1	Strategy #1: Support Value Chain Specific Business to Business Forums organized by regional partners	218 days															
2	Provide technical assistance and grant support to B2B activities organized by regional partners in each value chain	194 days															
3	Support the 2014 regional "Bourse des Céréales" by sponsoring participation of WAGN members from the 8 member	40 days															
4	Strategy #2: Organize Value Chain specific trade show participation	194 days															
5	Identify and track relevant trade shows and exhibitions and sponsor booth space for value chain specific delegations (regional partners and lead firms) to selected trade	194 days															
6	Strategy #3: Support value chain specific buyer visits to West Africa	63 days															
7	Sponsor internal and external study tours and exchange visits	63 days															
8	Strategy #4: Promote adoption of formal contracting procedures within all value chains	261 days															
9	Conduct Training Workshops through regional partners on contracting process, including development of a model contract for regional sales. The initial focus on lead firms and value chain champions to generate new sales	261 days															
10	Develop environmental management module to be adopted by regional partner for transfer to member companies	23 days															
Project: Buyers/sellers linkages Date: Sat 11/15/14																	

Grades and Standards

ID	Task Name	Duration	Quarter 1			Quarter 2			Quarter 3		
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15
0	Standards and Grades	85 days									
1	Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation	22 days									
2	Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation	22 days									
3	Strategy #2: Support regional partners to promote adoption of quality grades and standards by their member organizations/companies within each value chain	85 days									
4	Conduct a study on Ouaga – Tema transport corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers	20 days									
5	Promote and disseminate value chain specific quality standards for key products to be promoted within the region.	21 days									
Project: Standards and Grades Date: Sat 11/15/14			Summary  Project Summary  Manual Task 								

Finance and Investment



ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		Quarter 5	
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
15	Deliver I FAF training on Environmental impact assessment and mitigation measures	1 day														
16	Strategy #4: Investment Promotion	261 days														
17	Train and prepare the transport companies across the region on financial acumen to prepare for the Business-to-Business (B2B). Classify the readiness of the companies to match with proper financial intermediaries.	21 days														
18	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	20 days														
19	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	23 days														
20	Participate in investor forums, such as GAIN (Ghana Angel Investors Network) and Enablis (Ghana, Mali and Senegal)	261 days														
21	Participate in international and regional conferences on trade, investment, finance, value chains and enabling environment. Increase exposure of Trade Hub partners.	261 days														
22	Strategy #5: Facilitate and Build Financial Capacity	261 days														
23	Global Value Chains finance constraints report, including a needs analysis of potential investment opportunities	11 days														
24	Regional Value Chains finance constraints report, including a needs analysis of potential investment opportunities	33 days														
25	Provide institutional capacity strengthening to Trade Hub Partners. Examples: - GSA with the Warehouse initiative; - AAFEX with their CEDEXA subsidiary; - BA with Truck fleet leasing;	261 days														

Project: Finance and Investment Date: Sat 11/15/14	Task  Summary  Manual Task  Milestone  Project Summary 
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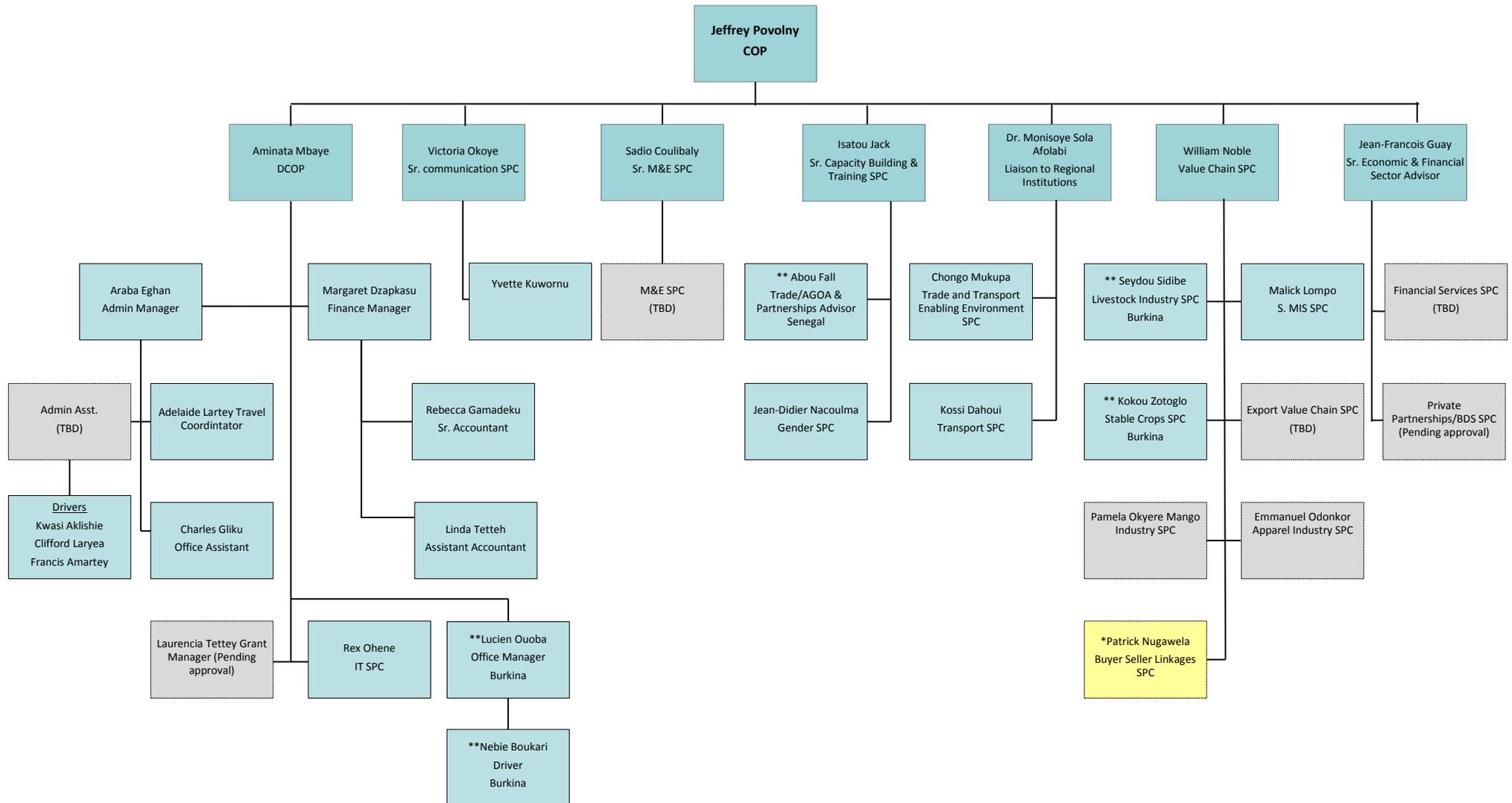
AGOA Export

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	
0	AGOA Export	[Summary bar]													
1	Strategy #1: Transform the AGOA Resource Centers into AGOA/Trade Resource Centers	[Summary bar]													
2	Issue a challenge grant to fund three AGOA/Trade Resource Centers				◆ 12/31										
3	Present the ATRC concept and discuss with potential technical and financial partners for buy-in														
4	Open two ATRCs in Ghana and Mali														
5	Strategy #2: Capacity building and training to the ATRC coordinators and Business Linkages	[Summary bar]													
6	Select up to 7 ATRC coordinators and provide training on trade and export, and business advisory services delivery														
7	Training of ATRC Coordinators and Customs Services on Export Documentation under AGOA														
8	Identify ERCs and link them with buyers or sellers														
9	Strategy #3: Collaborative framework between the ATRCs and associations/alliances/institutional partners	[Summary bar]													
10	Organize a forum that brings together the ATRCs, partners/associations/alliances to catalyze a collaborative														
11	Respond to U.S. Embassies/USAID requests for support on AGOA trade capacity building as required														
12	Provide capacity-building trainings on small business management for women's groups DCA recipients in Burkina Faso														
13	Provide training sessions to AWEPP Chapters in West Africa on AGOA requirements														
14	Participate at the AGOA Forum														

Project: AGOA Export
Date: Wed 8/27/14

Summary [Summary bar] Project Summary [Summary bar] Manual Task [Manual Task bar]

ANNEX D: PROJECT ORGANIZATIONAL CHART



ANNEX E: INVESTMENT PIPELINE LEADS

Value Chain	Firm/Investor	Opportunity / Financing need	Financing source	FaF Appropriate?	Priority
Cashew BURKINA FASO	Anatrans sa	Biggest processing cashew factory in BF. Employs 2000 women in season. They have a \$2.2 million credit line for working capital. They would like to double it, to \$4 million. Will be possible if they don't already working with GARI. FAF to explore.	ST from 3 banks: Atlantique, BOA and BCB. Adding Coris Bank through a syndicate loan and GARI would increase the OPEX.	Yes. A test for this FAF considering the level of finance looked for. Experienced investor	P
Cashew COTE D'IVOIRE	Anastasis Group	3 cashew centers in CI: Korhogo, Ferké , Tafiré, capable of processing 1,500 tons each. The investment is to increase the working capital to \$2.6 million and develop a semi-automated processing center in Ferké of \$1.3 million.	ST of \$2.6 million. CAPEX of \$1.3 million.	FAF cashew expert already met with the CEO. Good first meeting.	P
Shea MALI	Lawal International sarl	A seasoned shea, mango, sesame and cashew trader. A \$5 million sales business per year. She wants to develop a shea processing factory. Investment of about \$500,000.	She is not borrowing ST in banks, all on her internal resources. Will see for the CAPEX.	FAF to develop a business plan.	P
Cashew & Shea MALI	ACOGEDI sarl	A medium sized trader of cashew, shea and sesame. About 1,000 tons, looking to move to 1,500 tons. In a need to increase its working capital base to buy more. ST of about \$100,000 to be increased to \$200,000.	ST of 150 or \$200,000. Ecobank and BMS. Worth to visit the newcomer, Coris Bank...	FAF to develop a good business plan. Mostly a trader in the informal sector.	M
Cashew MALI	AID sa	A diversified group investing in agribusiness. Investment required to putting in place a cashew factory.	CAPEX of about \$500,000 to \$1 million.	FAF to develop a good business plan, with equipment specification.	M

Note: Leads from the first trip to identify leads, which focused mainly on global value chains. Work in January 2015 will concentrate on leads in the Feed the Future value chains. This sequence corresponds to the seasonal nature of the different value chains.

TP = Top Priority, strong project, advanced discussions with FAF/THN, high likelihood to be concluded within 6 months (“hot deal”).

P = Priority, promising project, FAF relationship and discussions in process, good likelihood but timeframe over 6 months (“good prospect”).

M = Medium, in screening stage, initial discussions with FAF have begun or to begin shortly (“encouraging prospect”).

L = Lower priority, still at concept stage, more distant, will take time (over a year) and effort to assess and develop (“worth studying”).

Value Chain	Firm/Investor	Opportunity / Financing need	Financing source	FaF Appropriate?	Priority
Mango MALI	Kene Yiriden sarl	This company is already drying 20 tons per year. He has a South African partner who would buy all the production. CAPEX need for about \$500,000.	Local banks, South African partner.	Business plan in hand. Need to accompany him to banks.	P
Shea MALI	Sokarima sa	This woman owned company is already processing shea in Mali, the only one as a company. She is now ready to invest to develop an industrial plant, at a cost of \$1.3 million. \$750,000 in CAPEX for the plant and \$650,000 for the OPEX.	Local banks, Atlantique bank and BICIM for now.	FAF cashew expert already met with the CEO. Good first meeting.	P
Cashew BURKINA FASO	Tensya Guampri	This company operates 3 mango drying units, where 500 women work in the mango season. One of the 3 major drying unit in BF. The investment is to diversify into the cashew sector, to create more jobs in her region. Total investment in the range of \$500,000 to \$750,000.	Local banks.	FAF to develop a business plan.	P
Mango MALI	Elmarax Mali sarl	This is a new exporter in EU of fresh mango, by container. He did 25 containers, around 550 tons last year. He plans to double this level next year. He is pre financed by the buyer. He is looking to a credit line to buy mango and boxes. He needs \$50,000 in OPEX as a minimum.	Local bank.	FAF to develop a good business plan. Mostly a trader in the informal sector.	M
Mango MALI	Sud Agro Industrie sarl	Develop a mango drying unit. Cost of about \$500,000.	Private partners. The company tries to avoid as much local finance sources, too expensive.	FAF to develop a good business plan, with equipment specification.	M

TP = Top Priority, strong project, advanced discussions with FAF/THN, high likelihood to be concluded within 6 months (“hot deal”).

P = Priority, promising project, FAF relationship and discussions in process, good likelihood but timeframe over 6 months (“good prospect”).

M = Medium, in screening stage, initial discussions with FAF have begun or to begin shortly (“encouraging prospect”).

L = Lower priority, still at concept stage, more distant, will take time (over a year) and effort to assess and develop (“worth studying”).

Value Chain	Firm/Investor	Opportunity / Financing need	Financing source	FaF Appropriate?	Priority
Mango COTE D'IVOIRE	Nembel Invest	320 ha mango production and processing operation. To complement Aug '14 Oikocredit loan of F 327 M (\$650,000) to upgrade conditioning line, improve production site including irrigation and support new out grower scheme. Estimated \$500 – 750,000.	ST and MT loans most likely from local banks or Social Impact fund.	Yes, especially if includes TA. Experienced investor	P
Apparel COTE D'IVOIRE	Ciss St Moise	10 person tailoring and retail shop. Assist co to rationalize import of own branded apparel and consolidate and expand its operations. Amount TBD but estimate in \$250-500,000 range.	ST for imports of brands and fabric; MD for equipment and consolidation.	FAF and VC expert to play critical role to assess viability and prepare BP	M
Apparel COTE D'IVOIRE	O'sey Creation	Workshop and retail outlets for high end shirting and worker uniforms. Help finance new workshop in construction and provide TA, Rationalize purchase of fabrics and accessories. Amount TBD, but guesstimate under \$500,000.	ST for supplies and MD for new workshop. Investor using own funds so far.	FAF to play key role	P
Shea COTE D'IVOIRE	Mr. Sanogo Sidiky	President of FIKA-CI. Develop processing unit, would be first in Ivory Coast and alternative to Tema, GH's factories		FAFs and VC experts critical to developing BP	L
Cashew SENEGAL	Mr. Lamine Sene	President of COFEC. Is waiting on response from PADEC (?) to his request to finance small processing.	PADEC has donor support. Possible bridge or more permanent loans.	FAF to access need and status	M
Cashew SENEGAL	Cajou Cassamance	Start-up (2 nd yr) processing unit, employing 200 mainly female workers and seeking supply chain (ST) and upgrading (MT) financing.	Under discussion, ST for purchase of raw nuts and MT for upgrades.	FAF to assist loan negotiations	P
Packaging SENEGAL	Mr. Babacar Cissé	Assist this candidate FAF's operating co obtain financing to install improved packaging equipment.	ST for working capital and MT for equipment.	TA,	M

Value Chain	Firm/Investor	Opportunity / Financing need	Financing source	FaF Appropriate?	Priority
Maize, Millet & Sorghum MALI	Sud Agro Industrie sarl	Developing a mill to process locally and sell on the consumer market, industrial (gritz) and animal feed. Local and regional markets. 750 tons of maize, 280 tons of millet and 120 tons of sorghum in 2014. Will double in 2015.	Mostly on internal resources. Investment of around \$500,000.	Yes, to develop a strong business plan.	P
Rice BURKINA FASO	U.N.E. Riz, parboiled rice	The union (put in place with support of ATP) and its 8 cooperatives include 2700 women. Process of about 270 tons of parboiled rice. 50 % sold locally, 50% goes to Mali then Guinea. Need to develop formal link with regional buyers. VC support. Needs for working capital and eventually a major Parboiled/Conditioning Center for the Union.	Banks. Already well financed for the working capital. Probably \$200,000 in CAPEX.	Yes, to support the development and investment.	M
Livestock BURKINA FASO	WASSA Industry sa	This is a new animal feed unit, joining 10 previous oil processing (40%) and animal feed (60%). There is a rapid need for 2 trucks, and developing the regional export market. \$4 million of sales in 2014-2015, to \$6 million in 2015-2016.	Need for Working capital from \$500k to \$1 million. Investment of \$200,000 for trucks and other items.	Yes, in a 9 month horizon.	M
Livestock NIGERIA	Intuitive Farms Woman owned Slaughter Slab	She needs \$75,000 10 to launch an automated Halal Slaughter Slab which will sell a range of different meats to cater to individuals, hotels, schools, restaurants, fast food chains and institutions.	Banks, with Bank of Nigeria supported agriculture program. CAPEX of \$75,000.	Yes. Lower amount, but woman owned.	M
Livestock COTE D'IVOIRE	Agrivet sa	The company operates a cereal and livestock complex, on a 104 hectares. The project would be to have a small slaughter house, to insure better added value to the planned 100 fattened animals.	Investment of CAPEX \$250,000. He already invested \$200,000 mostly on internal resources.	Yes.	L

Value Chain	Firm/Investor	Opportunity / Financing need	Financing source	FaF Appropriate?	Priority
Livestock NIGERIA	Intuitive Farms	\$1.7 million to launch automated halal slaughter slab	Long-term construction financing and equipment loan; short-term working capital	Yes	M
Logistics NIGERIA	Harvest, Ltd	\$1 million+ Have a developed business plan	Investment and debt financing	Yes	P
Shea NIGERIA	Meena Agro Oil, Ltd	\$250,000 loan to support purchase of nuts in bulk	Working capital loan from a commercial bank	Yes	M
Shea NIGERIA	SALID Agriculture of Nigeria	\$9 million for construction of new factory and purchase equipment	Debt financing	Yes	P
Apparel GHANA	KAD Manufacturing	Expanded manufacturing and training facility; \$500-700K needed	Debt, via Social Impact fund	Yes	M
Apparel GHANA	Nallem Apparel	Restructuring of business, growth capital for both retail and manufacturing divisions; up to \$2M	Wide potential; debt and equity; range from large loan via commercial bank to major equity stake by PE fund or joint venture w US firm	Yes, though additional support may be required for higher-end, int'l transactions	M
Mango GHANA	FMSL Gh Ltd	Working capital and CAPEX for expanded mango pack house; initial ~\$500K, though company has wide variety of ventures which could also lend themselves to larger equity transactions.	Debt, from commercial bank for initial packhouse work; \$1-3M for larger equity stake in overall agro firm	Not clear; Davies may not see value in it.	M
Mango GHANA	SriGha	Warehouse/sorting facility for export, \$600-700K CAPEX	Debt, from Social Impact Fund (likely, AgDevCo, as talks already underway)	Maybe; would need to act quickly	H
Transport GHANA	Safety Transport & Logistics	\$250,000 to purchase new trucks from China	Letter of credit	Yes	M

ANNEX F: TRADE HUB FINANCE ACCESS FACILITATORS

BENIN – IN CONTRACTING PROCESS

AMILCO sarl: Christian Aila Adeogou, amilcobenin@gmail.com, +2296566 9085

BURKINA FASO (AND COVERING NIGER)

ICDE; Félicité Traoré, icde@fasonet.bf, +226 7029 1998

COTE D'IVOIRE

CFS : Jean Guy Biley, cana_cfs@powernet.ci +225 0701 8814

SIGMA : Guillaume Liby, libyguillaume@gmail.com, +225 0719 7419

OTHER FAF TO BE ADDED LATER

GHANA

AIMS : Charles Polet, cpolet@gmail.com, +233 266 308 678

GROWTH MOSAIC: Wayne Miranda, wayne.miranda@growthmosaic.com, +233 302 902 270

IESO AGRIBUSINESS: Francis Osei, iesoagribusinessconsult@gmail.com, +233 208 508 800

IFSL: Geraldo MacJohn, mgygeraldo@yahoo.com, +233 241 903 256

SOLUTIONS CONSULTING: Solomon B. Quaye, sobquaye@solutionsgroupgh.com, +233 208 141 985

VA INVESTMENT SOLUTIONS: Vincent Akue, vaconseils@gmail.com, +233 271 032 688

MALI

ADG CONSULTING; Moctar Traoré, adgmali@gmail.com, +223 7645 4084

7 CONSULT: Garibou Yalcouyé, gjyalcouye@7c-mali.com, +223 6659 3182

NIGERIA - STILL IN CONTRACTUAL PROCESS

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