



TRADE HUB AND AFRICAN PARTNERS NETWORK

QUARTERLY PROGRESS REPORT #1

APRIL-JUNE 2014

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.

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ACRONYMS

AAFEX	Association of African Agro-Exports
ACA	African Cashew Alliance
ACTE	Africa Competitiveness and Trade Expansion Initiative
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
AGRA	Alliance for a Green Revolution in Africa
AMASSA	<i>Association Malienne pour la Sécurité et la Souveraineté Alimentaires</i>
APEX-CI	<i>Association pour la Promotion des Exportations de Côte d'Ivoire</i>
APROSSA	<i>Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires</i>
ARC	AGOA Resource Center
ASEPEX	Agence Sénégalaise de Promotion des Exportations
ATP/E-ATP	Agribusiness and Trade Promotion/Expanded Agribusiness and Trade Promotion
BDS	Business Development Services
BIC	Border Information Center
CBC	Cross-Border Cooperation
CCI-BF	Chamber of Commerce and Industry, Burkina Faso
CDU	Capacity Development Unit
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
DCA	Development Credit Authorities
DCOP	Deputy Chief of Party
ECOWAS	ECOWAS Standards Harmonization Model
ECOWAS	Economic Community of West African States
EPA	E.U Economic Partnerships Agreement
ERC	Export-Ready Company
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
FDA	Food and Drug Administration
FinGAP	Financing Ghanaian Agriculture Project

FTF	Feed the Future
GAO	Government Accountability Office
GDA	Global Development Alliance
GIEPA	Gambia Investment and Export Promotion Agency
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GSA	Global Shea Alliance
HACCP	Hazard Analysis and Critical Control Points
IFC	International Finance Corporation
IITA	International Institute of Tropical Agriculture
ISRT	Interstate Road Transit
ITC	International Trade Center
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MIS	Market Information Systems
MOU	Memorandum of Understanding
OCAT	Organizational Capacity Assessment Tool
OPA	<i>Observatoire des pratiques anormales</i>
PMP	Performance Monitoring Plan
REC	Regional Economic Community
REGIS	Resilience and Economic Growth in the Sahel
RESIMAO	Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest
SAL	Single axle load limit
SPS	Sanitary and Phytosanitary Standards
SSATP	Sub-Saharan Africa Transport Policy Program
STTA	Short-term technical assistance
TFS	Trade Facilitation Specialist
TH-CBT	Trade Hub Capacity Building Team
TOR	Terms of Reference
TRC	Trade Resource Center
TTEE	Trade & Transport Enabling Environment
TTFO	Trade and Transport Facilitation Observatory
TTPP	Trade and Transport Policy Priorities
UEMOA	Economic and Monetary Union of West Africa
USAID	United States Agency for International Development

USTR	Office of the U.S. Trade Representative
VC	Value Chain
VCL	Value Chain Leader
WAGN	West African Grains Network
WASSDA	West Africa Sustainable Seafood Development Alliance
WATH	West African Trade Hub
WFP	World Food Programme
WS	Warehouse Receipt System
WTO	World Trade Organization

FOREWORD

This is the first quarterly report for the Trade Hub and African Partner's Network Project, reporting on activities for the 3rd quarter of the USG FY 2014 year. The first quarterly report is a seminal event in any USAID project, and this is particularly so for Trade Hub, which was first advertised as an RFP on August 16, 2012. The final contract was signed with Abt Associates March 17, 2014.

Since the RFP was written, some changes on the ground have occurred, as discussed in Section 2.3. Some regional organizations are in a different stage of development and now receiving direct funding from USAID and other donors are becoming more active in supporting trade. The project, however, still remains critically important to West African partners and stakeholders and the time is ripe for significant progress.

Thanks to the combined efforts of the newly formed team, the project has performed well this quarter. The technical and administrative personnel have come together as one Trade Hub team, especially after participating in our teambuilding workshop in June. Our vision of how to move forward together to capitalize on our strengths and expertise is becoming clearer as the project understand how major transport corridors affect our target value chains. As we say, everything rides in the back of a truck! The challenge is to figure out how to best focus, coordinate and leverage our resources so that we can make a significant difference. The project is well positioned to use the analytic studies, value chain assessments, partner analyses, and our monitoring and evaluation system to achieve our 5 year goals: a 50% growth in the value of global and regional commerce, at least 23,000 new jobs, and \$102.5 million in new investment in our targeted sectors.

This quarterly progress report summarizes progress of the major activities in process during the period, discusses any problems encountered, and proposes remedial actions as necessary. The report is organized to track with the first year Work Plan (5 months for remainder of FY 2014). Thus the Work Plan section labels form the backbone of the quarterly report so the reader may make a comparison of planned versus achieved directly.

The project welcomes feedback, comments, and suggestions on the substance presented herein as well as on the style and format of this report.

I. INTRODUCTION

I.1 BACKGROUND

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”) will contribute 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 will work through regional private sector associations and regional governmental entities to help channel all partners’ efforts in a way that will address 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 will build 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 will help 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

I.2 HIGHLIGHTS OF THE QUARTER

The new team rose to the challenge of the first quarter of the Trade Hub Project very well. The contract required a fast administrative start-up encompassing all the elements of a new project start up activity, logistics, administrative, and personnel. In addition, the Trade Hub contract included a demanding schedule of analytics on top of the usual expected work planning deliverables. Thus the

highlight of the quarter is that the start-up in Accra is complete, the schedule for deliverables was met, and we are fully engaged in tackling the substantive questions about value chain and enabling environment priorities that must be resolved in collaboration with USAID and our partners in order for us to complete our FY15 work plan due August 31. Highlights during the period covered by this first quarterly report include the following:

- Office space selection, rental negotiating, set up, staffing, equipment
- Personnel on-boarding, logistic support, housing for 13 technical staff. On boarding for 10 administrative staff
- Administrative and financial management systems established
- Set up of satellite offices, Ouagadougou, Dakar
- Completing initial contract deliverables: 90 day work plan, Year 1 work plan, Grants Manual, Performance Monitoring Plan, Indicators' Baseline Study, Value Chain Selection Report, Value Chain Assessments, Partners Selection Report (OCAT analysis), Trade and Transportation Policy Assessment; Market Information System Assessment
- Presentations to the GAO and the USTR on the renewal of the AGOA
- Reinvigoration of the AGOA Resource Center in Guinea Conakry
- Engaging with established partners: GSA, ACA, Borderless Alliance, CILSS, COFENABVI-AO, UEMOA, ECOWAS

I.3 PROGRAMMATIC TRENDS

According to section F.6 (a) (1) in the contract this is a section that is written 2 times per annual cycle, beginning with the second quarterly report, which will be the Annual Report for FY 14. However, at this time the project can report certain programmatic trends that are already apparent.

The Statement of Work for the Project, written in early 2012, envisioned a continuation of the former WATH project's support for three organizations established by that project, the Global Shea Alliance, the African Cashew Alliance, and the Borderless Alliance. However with the time to complete the contract procurement, each of these organizations has been highly successful in establishing their operations and financing with multiple donors, including USAID/WA, and other donors, such as the Japan International Cooperation Agency (JICA). Additionally, the alliances have been augmenting their paying membership, as well as carrying out successful programs for their members.

Thus, the relationship and support that the Trade Hub Project will provide needs to be tailored to the fact that these alliances are successful trade associations and advocacy groups. Trade Hub support recognizes that funding support will need to be highly targeted to the organization's specific needs, which are now well beyond basic capacity building or organizational support or operations support. Assistance will also have to be designed to avoid overlap with other donors' funding, in particular, taking into account USAID/WA assistance.

2. START-UP ACTIVITIES AND RESULTS

Initial Project Deliverables (in addition to quarterly, annual, final, and consultant reports)

Deliverable	Due (Days Post Award)	Due (Calendar)	Contract Reference
Start-up and preliminary work plan	30	April 15	p.31, 37
Annual work plan and PMP	30 (Aug 30 subsequent years)	April 15	Mod 1
Value chain selection report	60	May 16	p. 31
Grant formats and field grant guide	60	May 16	p. 51
Value chain assessments	75	May 31	p. 32
Baseline study and establishing report	90	June 15	p. 31
Final detailed PMP	tbd		p. 38
Partner selection report	90	June 15	p. 31
Transport and trade policy assessments	120	July 15	p. 32
MIS potential supply and demand analysis	180	Sept 13	p. 32

2.1 TECHNICAL FOUNDATIONS

Developing and refining project interventions and deliverables

Meets overall project goals Feed the Future (FTF), ACTE, Cross-cutting elements

Activity manager/other staff: Chief of Party (COP)

2.1.1 BASELINE STUDY AND PMP

Sub-activity I.a. Cross-Cutting	Activity Manager/Other Staff	Quarter Result	Action for Second Quarter
Baseline study and PMP	COP, Monitoring and Evaluation (M&E) Specialist, Trade & Transport Enabling Environment (TTEE) Specialist	Draft PMP submitted to USAID in April. Baseline surveys and studies completed by June.	Completed; observations from USAID to be integrated into the baseline. Finalization of the PMP.

A draft Performance Monitoring Plan (PMP) has been written and submitted to USAID. The PMP provides a brief description of the Trade Hub project details and an analysis of the development hypothesis on which it is based, a plan for performance management and reporting, data collection methods, a discussion of gender considerations in our project, the proposed monitoring plan (including proposed results framework and indicators), a discussion of the risks and assumptions about measuring the results, and a list of additional data that the project plans to collect.

A proposed streamlining of indicators was submitted on June 9 and the Baseline Report was submitted on June 15, 2014. Of the 23 project indicators, the project established a baseline for five indicators. The project established the baseline for dues paying members and amount of bribes and delays at checkpoints indicators. For the cost and the time to cross goods, the Trade Hub will establish a baseline in the next quarter, in collaboration with transporters and shippers involved in the trade of the Trade Hub's targeted value chains.

2.1.2 VALUE CHAIN SELECTION

Sub-activity I.b. <i>Individual VCs under ACTE</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Value chain selection	Value Chain Leader (VCL) and Value Chain Specialists	Nine Value Chain Selection Reports Submitted, seven Global VC's recommended for assessment.	See VC Assessment Follow Up.

An interdisciplinary team of subject matter experts developed nine VC Selection reports during April and early May 2014. Of the nine value chains that were reviewed, three (specialty foods, textiles and seafood) were found to have limited growth opportunities and relatively small "niche" markets. A fourth value chain (home décor) was recommended for opportunistic support as this becomes available. Another recommendation of the value chain selection analysis was the separation of from apparel (recommended for assessment). As a result six global export value chains were recommended for an assessment, as presented below.

FTF Regional value chains:

- Maize
- Millet-Sorghum
- Rice
- Cattle
- Small ruminants

Export-oriented (global, value-added) value chains:

- Apparel
- Cashew
- Honey
- Mango (and possibly other cut fruits/vegetables)
- Sesame
- Shea

2.1.3 PROJECT PARTNER SELECTION

Sub-activity I.c. <i>Cross-Cutting, FTF, or ACTE</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Review and revise association selection	VCL, CapD, TTEE, AGOA Advisor	10 OCAs completed and proposed partners commitment to work with Trade Hub confirmed. Preliminary identification of key areas for capacity building support.	Signing of MOUs and partner agreements.

Using USAID’s Organizational Capacity Assessment (OCA) tool, the Trade Hub Capacity Building Team (TH-CBT) evaluated 10 organizations in seven capacity areas: governance; operations/administration; human resources management; financial management; organizational management; program management; and project performance management. Based on analyses of the OCA findings, the Trade Hub proposes to work with the following partner organizations.

Private Sector Value Chain Associations

- West African Grains Network (WAGN)—Rice, Maize, Millet/Sorghum
- Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l’Afrique de l’Ouest (COFENABVI AO) —Livestock (Cattle, Sheep and Goats)
- African Cashew Alliance (ACA)—Cashew Nut
- Association of African Agro-Exports (AAFEX) —Value-added Value Chains
- Global Shea Alliance (GSA)

Regional Trade and Transport Facilitation, and Market Information Systems

- Borderless Alliance
- Réseau des Systèmes d’Information des Marchés en Afrique de l’Ouest (RESIMAO)

Export Trade Support: AGOA Resource Centers Host Institutions

A sample of AGOA Resource Centers was assessed to give us an idea of the type of assistance all 19 ARC would need. The four reviewed were:

- Gambia Investment and Export Promotion Agency (GIEPA);
- Agence Sénégalaise de Promotion des Exportations (ASEPEX) ;
- Chamber of Commerce and Industry, Burkina Faso (CCI-BF);
- Association pour la Promotion des Exportations de Côte d’Ivoire (APEX-CI).

2.1.4 VALUE CHAIN ASSESSMENT REPORTS

Sub-activity I.d. <i>Individually, FTF, or ACTE</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Perform targeted value chain assessments	VCL, VC leads, TTEE	11 Value Chain Assessment reports submitted. Varying levels of support recommended for each VC.	Follow up meetings to review and discuss VC-specific recommendations with regional partner associations.

The value chain assessment exercise was completed at the end of May, and it included specific recommendations to upgrade each value chain, for both regional and global exports. This analysis identified different levels and types of support to be provided by the Trade Hub, reflecting recent changes (both positive and negative, depending on the value chain) and other environmental factors that have been identified. Specific constraints to each value chain were reviewed and will form the basis for specific support to be provided.

Within the context of the Trade Hub's largest results, certain value chains present more opportunity to increase trade, investment and create jobs than others (examples include cashew, shea, and cattle). The strategic use of project resources suggests that those value chains with a larger "marginal return" to level of effort should receive more support. However, opportunities do exist within the 11 value chains that were studied. It is also recognized that all of these value chains are dynamic; over time new opportunities could emerge. Maintaining a flexible perspective to respond to opportunities as they arise is a cornerstone of the Trade Hub's overall strategy. This could include minimal Trade Hub activities to support an on-going initiative in the sesame value chain, for example. Finally, given the region's dependence on key grain value chain and the Trade Hub's mandate to support increased food security impacts from regional trade, effort will be spent on all the principal cereals, especially maize.

2.1.5 VALUE CHAIN ASSESSMENT FOLLOW UP

Sub-activity I.e. <i>Individually, FTF, or ACTE</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Roll out targeted value chain assessment strategy	VCL, VC leads, TTEE	Preliminary contacts with regional value chain organizations made.	Individual meetings to discuss VC assessments with regional partners in nine value chains.

During June 2014, after submission of the Value Chain assessment reports, preliminary meetings were held with several regional organizations to discuss future collaboration. Initial meetings were held with AAFEX (mango), COFENABVI (livestock) and WAGN (cereals). The subject of these meetings was to establish a basis for further collaboration in the future, ultimately resulting in an MOU from which structured Trade Hub support would be provided. This process will be accelerated during the next quarter.

2.1.6 ASSESSING TRADE AND TRANSPORT POLICY PRIORITIES AND DATA ANALYSIS

Sub-activity I.f. <i>Cross-Cutting</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Perform analysis of trade and transport policy	TTEE, TFS, STTA	TOR of Study on Trade and Transport Policy Priorities. Start of Study by Consultant.	Validation of Study. Development of a multi-year Action Plan based on recommendations of Study. Discussion of Action Plan with RECs (ECOWAS, UEMOA) and partners.

Based on the reports on road governance by WATH, ATP, and E-ATP, it is clear that the challenge is the lack of implementation of existing policies, mainly due to non-compliance by Member States. The TOR of a study to analyze the priority issues based on earlier reports, and make recommendations on the policies and issues, the specific problems to be addressed by the Trade Hub (based on its mandate and priority corridors and value chains), solutions proffered, implementation partners, and collaboration modalities was finalized. The Consultant has produced a draft list of 12 issues in trade and transport, along proposed project corridors and value chains. The Study Report draft is to be finalized and

validated during the next quarter. The consultant presented her draft recommendations on July 9, 2014 at the Trade Hub offices.

The TTEE Team will work closely with Regional Economic Communities (RECs) and other partners (including Borderless Alliance, CILSS, and others) to develop a multi-year action plan to implement the recommendations in the Study Report. The Action Plan is to be harmonized with the recommendations and suggested actions of the ECOWAS Citizens' Forum.

2.1.7 MIS—SUPPLY AND DEMAND ANALYSIS

Sub-activity I.g. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
MIS—potential supply and demand analysis	MIS, VCL, TTEE	Finalized the SoW, the mapping of potential MIS to be include in the study, the questionnaire and started the field work.	Finalize the study and submit the report to USAID. Organized a validation workshop.

The MIS supply and demand analysis will be the basis of MIS activities over the life of the project. The objective is to identify market information initiatives in the region that can help achieve the project objectives by making market information available to project selected value chain actors.

With the support of a consultant, the project developed and internally validated the scope of work of the study. The study started by gathering information on existing MIS initiatives in the region to be considered in the study and outside the region to learn from their experiences. The project then developed a questionnaire that was sent to all of them and planned field visits to have direct interviews with the identify MIS providers.

The demand side of the study started by gathering information on market information needs of the selected value chain through existing reports and interview with major stakeholders.

During the next quarter, the project will finalize the study and submit the report to USAID. The project will then organize a validation workshop with relevant stakeholders.

2.1.8 PROJECT PARTNERS TECHNICAL MEETINGS

Sub-activity I.h. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Finalize all assessments and studies	All staff	Assessments submitted for donor review. Limited followup with regional partners.	Follow up meetings with individual regional partners (value-chain specific).

The TH-CBT met and completed organizational capacity assessments for partner organizations listed in 2.1.3 above. Value Chain staff had preliminary meetings with some regional partners, as discussed in 2.1.5 above. A project partners technical meeting was proposed to take place during the quarter, but the project has held one-on-one meetings with partners and will continue to do so when the value chain assessments are finalized. The project launch is now scheduled for the first week of September 2014.

2.2 MEMORANDA OF UNDERSTANDING WITH BILATERAL PROJECTS AND OTHER DONORS

Developing MOUs with bilateral projects and other donors	
Meets collaboration goals:	Cross-cutting elements
Activity manager/other staff:	Chief of Party, All technical Staff

2.2.1 INITIAL CONTACT WITH CORS, AORS AND COPS

Activity 2.a. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Initial contact with Contracting Officer's Representatives (CORS, AORS) and COPS	Chief of Party, Other technical Staff as Required	Meeting with FinGAP. Meeting in Benin to review the draft document of the conference on the free movement of agricultural products in West Africa.	

In March 2014, the COP attended a workshop in Benin for the validation of the Program to support the monitoring of recommendations of the regional conference on free movement of agricultural products in West Africa.

In April 2014, the COP gave a presentation at the USAID/West Africa Regional Partners Meeting in Accra. The purpose of the meeting was to deepen collaboration among West African organizations, Regional and Bilateral Missions, and to identify opportunities to increase coordination among USAID/West Africa implementing partners.

This meeting was an opportunity for the Trade Hub COP and other staff members in attendance to meet with other projects and partners.

The Investment and Finance specialist attended a workshop organized by the new Financing Ghanaian Agriculture Project (FinGAP). Meetings with other projects and bilateral missions' staff will continue in the next quarter. Meetings are scheduled with the bilateral missions in Senegal and Mali for July.

2.2.2 COOPERATION WITH BILATERAL FEED THE FUTURE VALUE PROJECTS AND OTHER DONORS' PROJECTS

Activity 2.b. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Technical exchange meetings to discuss and monitor Value Chains	Chief of Party, VC, FSA	Contact with USAID and US Embassy in the Republic of Guinea.	Meeting with bilateral missions to discuss collaboration with their country program.

Following the finalization of the project's selection of value chains, trade corridors, and assistance strategies with Trade Hub partners, official visits will be scheduled with bilateral missions and non-

presence and limited presence countries to discuss collaboration with their country programs. During this quarter, the project engaged in discussion with the US Embassy in Guinea regarding support to the Guinea AGOA Resource Center. The project started a dialogue with the US Embassy in Cape Verde concerning the 18th edition of the Cape Verdean International Trade Fair, scheduled for November 17-21, in Praia.

Meeting with bi-lateral and Limited Presence Country missions (Senegal, Mali, Burkina Faso) have begun in the first week of July.

3. SUPPORT TO REGIONAL (FEED THE FUTURE) VALUE CHAINS

3.1 UPGRADING THE CEREALS AND GRAINS SECTOR

No.	Indicator(s) for Regional Value Chains	Target 14	Results
1	Value of regional transactions along project-assisted corridors	\$0	\$0
2	Number of jobs in regional value chains (disaggregated)	0	0
3	Facilitation of investment in regional value chains	0	0
4	Number of food security private enterprises (for-profit), producer organizations, trade and business associations, in regional value chains receiving USG assistance	0	0

3.1.1 ESTABLISHING PARTNER RELATIONSHIPS IN CEREALS AND GRAINS

Sub-activity 3.a FTF	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Sign MOUs & workplans with WAGN, others, for organization upgrading	VC Lead, VCL, TTEE	<p>Work plan FY14.</p> <p>Work plan April-June 2014.</p> <p>WAGN and Partners meeting in Accra.</p> <p>Rice value chain assessment.</p> <p>Maize value chain assessment.</p> <p>Millet and sorghum value chain assessments.</p> <p>Contribution to WAGN OCAT assessment.</p> <p>Review position description for WAGN Executive Secretary.</p>	<p>Review WAGN's one year work plan as part of the negotiation of MOU.</p> <p>Contribute to the recruitment of a technical Assistant/Executive Secretary.</p> <p>Finalize the list of key actors especially exporters and large processors.</p> <p>Contribute to organize WAGN partners round table for fundraising.</p> <p>Follow up to WAGN participation to CV Financing workshop organized by CTA.</p>

A meeting was hosted by the Trade Hub on May 14, 2014 with the key leaders of WAGN, and included other donors who have supported WAGN in the past (CTA and Farm Foundation). USAID/WA staff also attended. During the meeting the following took place: Brief presentation of WAGN, presentation

of WAGN's history and partners, presentation of WAGN's strategic plan and key programs, presentation of estimated overall budget, perspectives from the Trade Hub, round table with CTA, and FARM Foundation, recommendations and action plan for the next 6 months. The meeting ended with the donors agreeing to continue discussion about the best way to improve coordination in their support to WAGN.

Three value chain assessments were completed for Maize, Rice and Millet/Sorghum. The assessments focused in part to better understand the involvement and impact at the household level by improvements in the value chain. In addition, the involvement, impact and opportunities for women were discussed specific to each report. The assessments made recommendations for upgrading strategies and for the Trade Hub's contribution to value chain development, and to increase regional trade.

3.1.2 BUILDING CAPACITY OF GRAINS AND CEREALS ASSOCIATIONS

Sub-activity 3.b <i>FTF</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Begin capacity building and upgrading activities for associations Provide STTA to refine strategic plan and create operational center for WAGN	CapD, VC Lead, VCL, TTEE. STTA	OCAT Completed. Coordinated donor support identified for WAGN Executive Secretary.	Develop capacity development work plan and targeted support to create WAGN Executive Secretary.

WAGN is establishing its institutional presence to carry out its mandate of leading cereal value chains actors to address policy, production, post-harvest handling, value-addition, and commercialization constraints that impede competitiveness in this important sector. The Trade Hub will scale up on previous support to WAGN by providing tailored and targeted technical and financial assistance in critical areas of organizational capacity.

This capacity building support was initiated during the quarter of project startup through a rapid assessment using the USAID OCA tool. The TH-CBT held meetings with the WAGN Chairman, Mr. Sanou Soumaila, in Ouagadougou on May 27, 2014 to discuss the current state of WAGN, the network's aspirations, and priority areas on which to focus support in the short and long-term. The network has prepared a clearly articulated three-year Strategic Development Plan, which they shared with the Trade Hub assessment team. The Trade Hub will base its capacity building support interventions on WAGN's strategic plan.

During the quarter, the Trade Hub team started discussions with WAGN and AGRA on options to support the network a key capacity building area: establish a fully equipped physical Secretariat based in Lomé, Togo, including the recruitment of an Executive Secretary. AGRA has pledged a grant to WAGN that would contribute to the salary for the Executive Secretary, rent, and administrative expenses of the Secretariat, and technical activities related to the promotion of the Warehouse Receipt System (WRS) program WAGN wants to implement. A job description for the Executive Secretary has been drafted and will be finalized for advertisement in newspapers across the WAGN member countries in early July. The Trade Hub reviewed the request from AGRA and WAGN for technical assistance to mentor and support the Executive Secretary to put in place the administrative and financial systems.

In the next quarter, the Trade Hub will define its technical assistance to the WAGN Secretariat, possibly recruiting someone to be placed at the Lomé office for up to six months or a year who will work with the Executive Secretary. Additionally, during the next quarter, the Trade Hub will provide the following specific capacity building support:

- Host a multi-donor roundtable discussion to review WAGN’s strategic development plan, identify specific areas that each technical and financial partner will support, and define areas of synergy. This activity is proposed for July.
- Support WAGN and AGRA in completing recruitment of the Executive Secretary and establishment of the office. Trade Hub will also provide the technical assistance that will mentor and support the Executive Secretary. This activity will be completed by mid-August.
- Work with WAGN to develop strategies for a membership drive campaign and training programs on the value chain approach. The strategy will be completed by September 2014 in preparation for implementation at the beginning of FY15.

3.2 UPGRADING THE LIVESTOCK SECTOR

Upgrading the livestock sector in West Africa	
Meets the goals of:	FTF, Feed the Future
Activity manager/other staff:	Value Chain Leader, Value Chain Livestock Specialist

3.2.1 PROGRESSIVELY PROMOTING REGIONAL TRADE IN LIVESTOCK AND FRESH MEAT AS CAPACITY TO DO SO PROPERLY BECOMES ESTABLISHED

Sub-activity 4.a <i>FTF</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Progressively promoting regional trade in livestock and fresh meat as capacity to do so properly becomes established.	VCL, Value Chain Livestock Specialist	Livestock VC assessments completed (cattle and small ruminants) and MOU development with COFENABVI is in progress. Identification of key livestock actors engaged to upgrade their business and to invest and improve infrastructures completed (in collaboration with TTEE).	Analysis of key market performance (in collaboration with MIS Specialist). Assessment of <i>Africaine de Viande</i> (a private meat company implemented by COFENABVI). Technical support to AGRIVET, a private company of Cote d’Ivoire, GARBAL SA, and MALI VIANDE in Mali, to promote the marketing of cattle and small ruminants and the processing of meat.

Most of the recommended actions to improve the marketing of livestock animals focus on improving the quality of meat, such as improving traceability systems, moving toward specialization of cattle-raising and improving feed, breeding and vaccination practices, and upgrading the transparency of livestock trading systems. During the quarter, Trade Hub completed value chain assessments for cattle and small ruminants. These documents were the basis for preliminary discussions with COFENABVI to identify

constraints and initial areas of intervention. Key actors engaged to invest and improve infrastructure have begun to be identified, focusing on their potential to increase cross-border exports.

During the next quarter, Trade Hub will assess *Africaine de viande*, a private meat company and COFENABVI member. Trade Hub will provide technical support to AGRIVET, a private company in Côte d'Ivoire, and to GARBAL SA and MALI VIANDE in Mali. These organizations will also be evaluated to determine their potential to increase their regional trade in exports of live cattle and small ruminants and to process the meat and to create new jobs.

The work plan with COFENABVI will also be completed, after a thorough discussion of the two livestock value chain assessments, to make informed recommendations for West Africa export development in selected export markets for live animals and meat.

3.2.2 PROGRESS TOWARDS THE HARMONIZATION AND SIMPLIFICATION OF SPS EXPORT STANDARDS FOR CATTLE AND MEAT

Sub-activity 4.b FTF	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Progress towards the harmonization and simplification of SPS export standards for cattle and meat.	TTEE, VCL, Value Chain Livestock Specialist	Livestock transport issues were discussed and analyzed within the context of the Trade and Transport Policy Assessment.	Identification and list of infrastructure to be developed or improved. Identification of key activities to be implemented. Preliminary meeting with UEMOA and ECOWAS on SPS issues.

Working with COFENABVI on a trade policy analysis Short Term Technical Assistance (STTA) activity, some constraints that constitute obstacles to the promotion of sub-regional trade were identified. Examples include (i) road harassment, (ii) lack of common recognition of sanitary certificates between countries, (iii) the mixed transport, (iv) the ambiguous authority of ECOWAS legislation over national laws and regulations, (v) value-added tax (VAT), and (v) other various “nuisance” taxes.

In the next quarter and ongoing, the Trade Hub will work with COFENABVI to conduct advocacy on (i) road harassment, (ii) adaptation, simplification and harmonization of SPS exports standards for cattle and small ruminants through discussion with ECOWAS and UEMOA, (iii) clarification of the regulation on raw products, (iv) removal of VAT and other taxes, and (v) improving transport by cattle trucks adapted in order to resolve the mixed transport issue.

3.2.3 EXAMINING POTENTIAL FOR TRADERS TO EXPORT AT A LARGE ENOUGH VOLUME IN THE LIVESTOCK VALUE CHAIN ACROSS BORDERS

Sub-activity 4.d FTF	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Identify traders capable of regularly exporting significant levels of livestock on	Financial Services Specialist, Livestock Value Chain Specialist, TFS, FSA	Internal meetings between Livestock VC and Finance components.	Meeting with some initial targeted companies along the Dakar-Bamako and Burkina Faso-Benin-Nigeria corridor.

a regular basis			
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Following internal meetings between the livestock VC and Finance components, some companies and traders were identified, including AGRIVET in Côte d'Ivoire, GARBAL SA and Mali Viande in Mali. The action for the next quarter will be to evaluate their potential capacity and willingness to export at increased volumes across borders.

The Trade Hub goal is to work with traders that would like to formalize, to structure their exportation in a way that:

- Volume of exports, such as number of cattle per shipment, is known in advance
- Period, such as number of trucks per week or month, is known in advance
- Buyers are identified and agree to formalize their transactions within the local market
- All aspects of these transactions are documented in “buyer-seller” contracts.

4. SUPPORT TO GLOBAL VALUE CHAINS

4.1 IMPROVING CAPACITY OF GLOBAL VALUE CHAINS FIRMS

No.	Indicator(s): Global Value Chains Only	Target 14	Results
1	Value of global transactions by project-assisted firms (ACTE products)	\$0	\$0
2	Number of jobs in global value chains (disaggregated)	0	0
3	Facilitation of investment in global value chains	\$0	\$0
4	Number private enterprises, producer organizations, women's groups, trade/business associations in global value chains receiving USG assistance	0	0

Improving the capacity of export-oriented firms

Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader

4.1.1 DEVELOPING MARKET AND TRADE LINKAGES FOR GLOBAL VALUE CHAINS

Sub-activity 5.a ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Develop market and trade linkages for export value chains	Inv/VCL, VC Specialist	Initial meetings during VC Assessment process clarified seller priorities. Ad hoc meetings with potential buyers interested in the apparel sector.	Establish formalized relationships to promote new trade linkages.

During this quarter, preliminary meetings with local finance and producer organizations provided background about ongoing financial transactions within some of the global value chains, such as cashew and apparel. Many of these transactions were begun during the period prior to the start of the Trade Hub program and reflect the strength of some of the lead firms in these global value chains to promote their business models without outside support. Meetings with other firms in other value chains, such as those in the mango value chain, identified previously unknown constraints to successful exports of their products; one such example is airport security prior to shipment. There is wide variability between the capacity of regional value chain organizations to provide the platform required to assist their member companies in successfully increasing trade and exports and access investment. This reality is being incorporated into the Trade Hub's targeting strategy.

4.1.2 CONDUCTING INITIAL ASSESSMENT OF FIRMS WITHIN EACH TARGETED VALUE CHAIN, PART OF VC ASSESSMENTS

Sub-activity 5.b. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Conduct an initial assessment of firms within each of the targeted value chains	CapD/VCL, VC Specialist, FSA, M&E Specialist	Meetings held with selected firms in the mango and apparel sector, and with regional cashew and shea organizations.	Target an opportunity for increased mango exports by working with key firms in two countries. Continue individual firm meetings.

During the quarter, the project reached out to value chain partner associations to identify member firms, including women-owned enterprises of the ACA, GSA, COFENABVI, and WAGN. Lead firms in selected value chains were interviewed as part of the value chain assessments. In the next quarter, the project will select and assess firms in each of the value chains to determine their institutional capacity.

4.1.3 SUPPORT TO AGOA RESOURCE CENTERS

Sub-activity 5.d. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Support to AGOA Resource Centers	AGOA Coordinator, VCL	Support to the AGOA Resource Center (ARC) in Guinea, by picking up the salary of the Trade Advisor for three months. Meetings with four ARCs (Burkina Faso, Côte d'Ivoire, Senegal, and The Gambia). Meeting with the Government Accountability Office (GAO). Meeting with the United States Trade Representative (USTR).	Assess potential services and activities for the Resource Center network. Review the Trade Resource Center (TRC) proposal. Engage possible partners such as ECOWAS, the African Development Bank (AfDB) and the International Trade Center (ITC).

The Trade Hub inherited a network of AGOA Resource Centers (ARCs) that provides information and technical assistance to Export-Ready Companies (ERCs) in the region to help boost global trade. The Trade Hub reviewed that status of the ARC network present in 19 countries. Out of the 19 ARCs, 14 are operationally ready, meaning they have a person responsible for its management, and are providing basic information and some level of technical assistance to companies that visit the ARC (See Annex B – Contacts for the ARC).

The Trade Hub, after discussions with USAID/WA and USAID/Guinea, renewed support to the ARC in Guinea, by picking up the salary of the Trade Advisor for three months (June-August). The support of the Guinea ARC will focus on building sectorial databases, working with the GSA and the ACA to build the capacity of the local shea and cashew associations, developing an export documentation guide, and working on the textile visa arrangement for Guinea. The lessons learned from the support provided to the Guinea ARC will enable the Trade Hub to work with the ARC network to develop service offerings,

enhance the capacity of the ARCs to do outreach activities, as well as manage services to selected companies.

The Trade Hub conducted meetings with four ARCs (Burkina Faso, Côte d'Ivoire, Senegal, and The Gambia) as part of the OCA and partner selection. The findings will help determine the current state of organizational development among the ARC network, and offer recommendations on potential areas for practical and responsive short-and long-term capacity strengthening support. The findings will also help identify possible services that the ARCs can deliver, as well as define clear actionable work plans for the ARC for the next fiscal year.

The Trade Hub held a meeting with U.S. Government Accountability Office (GAO) representatives (Farhanaz Kermalli, Senior Analyst, and Benjamin Sclafani, Analyst, International Affairs and Trade) to discuss the successes of trade between SSA and the U.S. in the framework of AGOA, as well as recommendations to be taken into account in the AGOA legislation that is set to be renewed in September 2015. The Trade Hub also facilitated meetings between the GAO team and cashew, shea, and apparel companies to learn about constraints and opportunities for growth in these sectors, and how U.S. government trade capacity building programs have helped increased trade in these sectors.

The Trade Hub also held a meeting with Senior Policy Advisor, Karl Wycoff from the United States Trade Representative (USTR) to discuss the strategic orientation of the new Trade Hub, policy issues related to the newly agreed WTO Trade Facilitation Agreement framework, the AGOA legislation that is up for renewal by Congress in September 2015, and the potential impact of the E.U Economic Partnerships Agreement (EPA) in SSA.

For the next quarter (July-September), the Trade Hub will assess potential services and activities for the Resource Center network, will review the Trade Resource Center (TRC) proposal, and will engage possible partners such as ECOWAS, the African Development Bank (AfDB) and the International Trade Center (ITC). The TRC proposal will provide the framework for the next generation Trade Support Institution engagement with the private sector to provide regional and global trade assistance.

4.2 CASHEW ACTIVITIES

Carrying out cashew-specific activities	
Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader, Cashew Industry Specialist

4.2.1 ENVIRONMENTAL IMPACT MANAGEMENT SUPPORT TO THE ACA

Sub-activity 6.c. ACTE	Activity Manager/ Other Staff	Quarter Result	Actions for Next Quarter
Environmental impact study and recommended solutions.	CapD, FSA, Cashew Industry Specialist, TFS	Funding request from ACA received.	Decision to provide funding and/or technical assistance will be made in July 2014.

The 2014 strategic plan for ACA identifies the need for an environmental impact analysis related to cashew production and marketing. The concept note submitted to the Trade Hub by the ACA at the beginning of the project included a request for this environmental study, to be completed during the second half of 2014. The results from this analysis will contribute to ACA's goal to increase the quality

of its product and (ultimately) its level of competitiveness on the global market. A dissemination plan for this study has been developed by ACA for its members. This request was discussed with the ACA director during an introductory meeting with the Value Chain leader, held in June 2014. It is being reviewed as part of the requested series of interventions to be supported by the Trade Hub, including activities 4.2.2 and 4.2.3 discussed below.

4.2.2 CAPACITY BUILDING SUPPORT FOR CASHEW FACTORY MANAGEMENT

Sub-activity 6.d. ACTE	Activity Manager/ Other Staff	Quarter Results	Actions for Next Quarter
Management course for cashew processing facilities	VC, CapD, ACA	Funding request for ACA-sponsored training received.	Decision to include in CapD work plan will be made.

Another part of the ACA's Strategic Plan includes a series of training opportunities for factory managers, as there has been a large increase in locally-processed facilities in the region, with a limited number of qualified managers who are available. The concept note submitted to the Trade Hub included a request to support this training exercise. This request is being reviewed by the TH-CBT for possible inclusion in their upcoming activities.

4.2.3 ACCESS TO FINANCE FOR CASHEW SECTOR

Sub-activity 6.d. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
More financial facilitators and investors working with cashew sector	FSA, ACA, CapD	Initial discussion with ACA on their financial needs.	Draft a TOR with ACA and other project components as the core document for the grant to ACA.

At the beginning of the project, the COP met with ACA Director. Following this initial meeting, ACA sent a concept note of the requested financial and technical assistances. The project also met with the ACA Director afterward to discuss further the concept note and the overall access to finance strategy. The previous WATH project strategy put in place a high-quality level of financial facilitators, which drove good results for the cashew sector. ACA would like to pursue this access to finance strategy, or do it internally, if possible.

In June, the TH-CBT finalized the ACA's OCA. With this deliverable completed, the Investment and Finance component will discuss with ACA to develop a thorough Term of Reference out of the concept note. They will be assisted to receive support from the Trade Hub's new grant mechanism, while the different technical components provide specific technical and financial assistances.

4.3 SHEA ACTIVITIES

Carrying out shea-specific activities	
Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader

4.3.1 SUPPORT SERVICES FOR GSA SUSTAINABILITY INITIATIVE

Sub-activity 7.a. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Support services for training related to post-harvest and warehouse management	VCL, FSA, CapD	Initial discussions with GSA.	Identification of Trade Hub support to be provided.

The GSA has begun a program to establish a large number of warehouses in the region to improve the sector's storage and supply chain capacity. Preliminary discussions have included how to access the required financing for this construction. These discussions will continue during the review of the value chain assessment report with the GSA, and after completion of the OCAT, scheduled for early next quarter, in July. The GSA warehouse program appears to be well supported by particular GSA member companies.

4.3.2 ASSESS REGIONAL AND INTERNATIONAL POLICY PRIORITIES RELEVANT TO SHEA

Sub-activity 7.c. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Action plan for advocating priority policy changes	VCL	Revised in VC Assessment Report.	Potential STTA to support GSA campaign for potential US policy changes related to shea imports in the US.

The GSA has begun a campaign in support of requested policy changes submitted to the U.S. Food and Drug Administration (FDA) to allow shea butter and its byproduct to be approved as an ingredient for chocolate production in the US. Further discussions with the GSA during the review of the VC Assessment Report will determine the type and level of support that the Trade Hub can provide for this policy/advocacy initiative, which is by definition based in the US. For example, the Abt home office Trade Hub Specialist has very good contacts with the Mars confectionary company and after discussions with the GSA; he will work with them to advance the FDA petition.

4.3.3 ADVANCE SHEA ECOLOGY IN FACE OF CLIMATE CHANGE

Sub-activity 7.c. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Action plan for improving the shea species	VCL, STTA Shea expert	N/A	Determine GSA support and develop TOR as required.

The GSA, in collaboration with the World Agroforestry Center, is funding a study to understand the state of available knowledge of shea ecology, in order to identify gaps and opportunities for the industry. The results of the study will be deliberated by the GSA's Sustainability Working Group members who will propose specific practical work streams that address issues identified by the study. The Trade Hub will discuss with the GSA specific work streams where it can add value. The project will also propose an operational research activity to better understand the impact of climate change on shea production, storage and transport in West Africa. This potential STTA will be discussed with the GSA during the VC Assessment report review and a final decision to develop the TOR and recruitment of a subject matter expert will be made.

4.4 MANGO ACTIVITIES

Carrying out mango activities	
Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader

4.4.1 EXPERT ASSISTANCE TO INCREASE EXPORT CAPACITY

Sub-activity 8.b. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Work with AAFEX To Identify Potential Areas for Export Increase	VCL STTA	Identification of opportunity with AAFEX.	Develop pilot program in three countries for increased exports.

As a result of the Value Chain Assessment Reports and the OCAT completed with AAFEX (regional organization that supports value-addition in several value chains including mangoes), an opportunity to develop a pilot program for increased exports has been identified. Working with STTA and the Trade Hub Mango Specialist (to be recruited early next quarter), a pilot program with national associations in three countries and AAFEX (which has developed a concept note for the Mango Value Chain) will be designed.

4.5 APPAREL ACTIVITIES

Carrying out apparel-specific activities	
Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader, FSA

4.5.1 MARKET TO NEW CLIENTS BASED ON SPECIFIC OPPORTUNITIES KNOWN TO PROJECT'S APPAREL/TEXTILE EXPERT

Sub-activity 9.a. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Market to new clients based on specific opportunities known to project's Apparel Expert	FSA, VC, VCL	VC Assessment Report updated recent changes in the industry.	Identify new opportunities in countries besides Ghana.

The apparel value chain has a large number of companies, mostly in Ghana. The value chain Assessment report identified positive trends for new companies in Côte d'Ivoire and Benin. The Project is assisting Guinea to obtain their textile visa under AGOA. During the quarter, a team from GAO met with representatives of the Ghana apparel industry to discuss their operations during the past two years and how these have been and will be impacted by AGOA and its proposed extension in 2015. The Trade Hub will continue to support AGOA's continuation as this will have the most impact of the industry's ability to identify new opportunities.

5. TRADE FACILITATION ACTIVITIES

(SUPPORT TO SUB-INTERMEDIATE RESULTS)

5.1 IMPROVING BUYER-SELLER INTERMEDIATION

No.	Sub-IR 1.1	Target 14	Results
6	Number of buyer-seller linkages established as a result of implementation	0	0
8	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	0

Develop new types of buyer-seller relationships for value chains

Meets goals of:	ACTE
Activity manager/other staff:	Value Chain Leader

5.1.1 PURSUE KNOWN PARTNERSHIP OPPORTUNITIES

Sub-activity 1.1.a. ACTE	Activity Manager/ Other Staff	Quarter Results	Action for Second Quarter
Pursue partnership opportunities	VCL, STTA	VC Assessment Report provides base for partnerships.	Explore two to three private sector partnerships with key actors willing to work with Trade Hub in medium term.

Several of the key partnership opportunities to be established were known at the beginning of the project (e.g. ACA and GSA). As a result of the VC Assessment Report process and initial outreach with different stakeholder organizations, other partnerships are being pursued (e.g. AAFEX for mangoes). Mirroring the Trade Hub's commitment to flexibility, new opportunities will be pursued, including additional value chains that may have significant potential for quick impact and growth. The focus of these partnerships will be with regional organizations, but selected lead firms could receive Trade Hub assistance to support the upgrading of the value chain itself.

5.1.2 ESTABLISHING PROCESS FOR PRIVATE SECTOR ENGAGEMENT THROUGH ASSOCIATIONS

Sub-activity I I.b. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Evaluate associations' current matchmaking between buyers and sellers and propose platform for doing so more efficiently.	VCL, STTA	Review previous experience with regional associations' abilities to increase private sector engagement.	MOU with key regional associations will include a sector on specific Trade Hub support to increase private sector engagement with the regional organization.

Trade Hub support for attendance at regional and/or international trade fairs is a low priority activity. However, as in the past, however, building on the contacts developed by key regional partners, the Value Chain staff will provide technical assistance to expand on contacts with the private sector in global export countries. This breadth of this support will be included in the MOUs to be negotiated during the next quarter.

5.1.3 DEVELOPING SHORT-LIST OF BROKERS AND DISTRIBUTORS WITH INTEREST IN AFRICAN-SOURCED PRODUCTION

Sub-activity I I.c. ACTE	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Development of short-list of brokers and distributors with interest in African-sourced production	VCL, FSA, VC Specialists	Preliminary identification in the VC Assessment Report.	Contacts to be identified and in coordination with the investment support to be provided through financial facilitators.

The subject matter experts who completed the VC assessment reports identified some brokers and/or distributors that have worked with the studied value chains in the past and have the capacity and willingness to continue to do so in the future. Based on this information and working with the Trade Hub's Financial Services component, this list will be updated and compared to the support to be provided by the financial access facilitators. These financial access facilitators will then work with different value chains to leverage increased investments at the regional level.

5.2 EXPANDING USE OF GRADES AND STANDARDS

#	Sub-IR 1.2	Target I4	Results
10	Number of assisted firms meeting grades and standards requirements	0	0
11	Number of sectors and countries that advanced the harmonization of regional grades and standards	0	0

Carrying out grades and standards activities

Meets goals of:	Cross-Cutting
Activity manager/other staff:	Value Chain Leader, Trade & Transport Enabling Environment Specialist

5.2.1 VALUE CHAIN-SPECIFIC GRADES AND STANDARDS ANALYSES

Sub-activity 12.a. Cross-Cutting	Activity Manager/ Other Staff	Quarter Results	Action for Second Quarter
Value chain-specific grades and standards analyses	VCL, TTEE, VC Specialists	Analyzed in VC Assessment Reports.	Technical Assistance plan developed.

A common tenet in the Value Chain assessment reports for the global export value chains is the difficulty each has to successfully use established grades and standards. Further research is required to develop a technical assistance program that can address this challenge. The TTEE Policy Analysis to be submitted in July will be reviewed within the context of compliance with grades and standards in the key value chains.

The project will support ECOWAS in the development and implementation of the ECOWAS Standards Harmonization Model (ECOSHAM) initiative aimed at harmonizing grades and standards activities at regional and national levels. Focus will be on the Trade Hub selected value chains.

5.2.2 GRADES AND STANDARDS ACTIVITIES BASED ON VALUE CHAIN STUDIES

Sub-activity 12.b. Cross-Cutting	Activity Manager/ Other Staff	Quarter Results	Action for Second Quarter
Grades and standards activities based on value chain studies	VCL, CDU, AGOA Coordinator, CapD, grant manager	Analyzed in VC Assessment Reports	Begin Challenge Grant program to address adherence to grades and standards.

One subject discussed at length with the GAO team that visited the Trade Hub at the end of the quarter was the difficulty that key value chains have adhering to international grades and standards, especially for the US market. This was also a key finding in the assessment studies. The Trade Hub grant facility will be launched during the next quarter and interactions with key regional partners will focus on improving their ability to better adhere to grades and standards within each value chain, including the use of a Trade Hub grant for this purpose.

5.3 MARKET INFORMATION SYSTEMS (MIS)

#	Sub IR 1.3 (FTF)	Target 14	Results
12	Total number of users of new MIS services (cumulative)	0	0

Carrying out market information systems activities

Meets goals of:	FTF
Activity manager/other staff:	Value Chain Leader, Senior MIS Specialist

5.3.1 STUDY OF MIS POTENTIAL AND ACTION PLAN

Sub-activity 13.a. FTF	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Study of MIS potential and action plan	VCL, Senior MIS Specialist, TTEE	Finalized the SOW, the mapping of potential MIS to be include in the study, the questionnaire and started the field work.	Finalize the study and submit the report to USAID. Organize a validation workshop.

The MIS supply and demand analysis will be the basis of MIS activities over the life of the project. The objective is to identify market information initiatives in the region that can help achieve the project objectives by making market information available to project selected value chain actors.

With the support of a consultant, the project developed and internally validated the scope of work of the study. The study started by gathering information on existing MIS initiatives in the region to be considered in the study and outside the region to learn from their experiences. The project then developed a questionnaire that was sent to all of them and started planning field visits to have direct interviews with the identified MIS producers.

The demand side of the study started by gathering information on market information needs of the selected value chain through existing reports and interviews with major stakeholders.

During the next quarter, the project will finalize the study and submit the report to USAID. The project will then organize a validation workshop with relevant stakeholders.

5.4 INCREASING ACCESS TO FINANCIAL SERVICES

#	Sub IR 1.4	Target 14	Results
3	Facilitation of investment in targeted sectors	0	0
13	Value of new loans made to clients in targeted sectors	0	0
14	Number of MSMEs receiving business development services from USG assistance	0	0
15	Number of firms in targeted sectors receiving loans from partner banks	0	0

	(disaggregate women-owned firms)		
16	Number of public-private partnerships formed as a result of USG assistance	0	0

Increasing financial services in West Africa

Meets goal of:	Cross-Cutting
Activity manager/other staff:	Investment and Finance Specialist

5.4.1 DEVELOPING FINANCIAL VALUE CHAIN ANALYSIS TOOL

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Select and contract with financial facilitators	Financial Services Specialist	Draft Term of Reference (TOR), background info through literature review.	Finalize the TOR, contract with JE Austin and do the study.

The first activity of the Access to Finance component is to develop a financial value chain analysis tool. It is critical to obtain a benchmark for the financial sector through key stakeholders (input suppliers, producers, traders, processors) of the identified value chains. Developing a grounded understanding of the financial operations (profitability, operating margins) is key to a strategic intervention in the value chains.

During this quarter, the project met with the VC consultant and discussed the Financial Benchmarking Value Chain Analysis. In addition, to ensure added value in West Africa, the Investment and Finance Specialist did a literature review of all recent finance value chain analysis in Africa, with an emphasis in West Africa. With these studies as background information, the Access to finance team will finalize the TOR and then move forward with the consultant. It is expected that the study will be carried out in July-August.

5.4.2 DEVELOPING FINANCE TRAINING TOOLS

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Develop a Business Plan Development training and a Loan Application modules for Financial Facilitators	Investment and Finance Specialist, VCL, CapD support and done by Banyan Global	Term of Reference done and in review.	The training is to be delivered in September. The development of the training tool is in July and August.

These tools will assist our partner financial facilitators in working with Trade Hub Network partner companies. The project will build financial facilitators' capacity and understanding of the Trade Hub's targeted agricultural sectors. The Finance and Investment Specialist worked with Banyan Global to finalize the TOR. Other components provided their inputs and improved the overall TOR. It is expected that the contract with Banyan Global will be done in July and August. The initial training will be done in September.

5.4.3 MAPPING OF FINANCIAL INTERMEDIARIES

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Financial Intermediaries identification for selected value chains in West Africa	Financial Services Specialist and FS Team	Term of Reference done and in review. Initial meetings in July.	The mission started in July and will be continued in September.

The purpose of mapping Financial Intermediaries is to identify and begin discussing potential partnerships with the major financial intermediaries in West Africa. Sub-contractor Banyan Global will start the mission in July and will continue in September. To date, the TOR is done and in review. In order to elaborate a good TOR, the Investment and Finance Specialist did these specific activities this quarter:

- Based on discussions with financial facilitators, the Finance Team will select a pool of banks to specifically develop an MOU. These are regional banks (with regional presence in ECOWAS): BOA, Ecobank, Banque Atlantique, Cauris, and UBA. Discussions will determine their interest in agriculture, in SMEs, their preferred sectors, and corporate strategy. MOUs will be draft in August and will serve as the basis for negotiation.
- In addition to the regional banks, for this specific study (and to start the project with the broader base of financial intermediaries), Trade Hub will focus on patient capital firms and venture capital firms with regional exposure. To prepare for the mapping, the Financial Services Specialist has already met with Root Capital, Acumen, and Injaro.

5.4.4 PARTNERING WITH FINANCIAL INTERMEDIARIES

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Develop partnerships with financial intermediaries and international venture companies.	Finance and Investment Specialist, with coordination with subcontractor SSG Advisors	Draft and finalized the TOR of SSG Advisors.	SSG mission to draft MOU with specialized financial intermediaries, including international new players.

Once the activity 5.4.4 on mapping/identification of financial intermediaries is completed, the next step will be to elaborate a MOU. While some regional banks will sign a general agreement, others will require more work, such as a more specific and tailored MOU. By bringing SSG Advisors on board, Trade Hub will match their prior project's fast pipeline of ERCs or nearly investment ready companies to partner with financial intermediaries on specific domain of interests. In addition, if Banyan Global focused on the local banks and regional entities, it is expected that SSG Advisors will put emphasis on sector-specific strategies and on bringing new entrants into the West African realm of investment.

To date, Trade Hub negotiated and signed the subcontract with SSG Advisors in June. Discussions went on in June and resulted in the first TOR for SSG Advisors. Early August is the planned month of execution for this activity. It will take a couple of months to complete sector-based MOUs and to bring in new entrants. This activity will structure investment deals over the project's life. Initial activities for this important piece for the Access to Finance component will start next quarter.

5.4.5 TRAINING OF TRAINERS IN BUSINESS AND FINANCE

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Training of trainers for financial facilitators in developed modules	Finance and Investment Specialist, COP, VCL and Banyan Global	Starts next quarter	Deliver the first training in September.

This activity requires the completion of the training modules (5.4.3), expected to be completed in early September, and the selection and signing of at least five financial facilitators (5.4.2), expected to be done by August and September.

5.4.6 TRAINING IN SECTORAL FINANCIAL VALUE CHAINS

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Training in sectorial value chain	Finance and Investment Specialist and VCL support, done by JE Austin.	None.	Train the financial facilitators and some targeted financial intermediaries.

The training in sectorial financial value chains has a prerequisite: the completion of the Finance Value Chain Study (5.4.1), in July-August.

5.4.7 PARTNERING WITH FINANCIAL FACILITATORS

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Select and contract with financial facilitators	Investment and Finance Specialist	In progress.	Catek and Performance contracts signed. At least 3 others to be signed, in coastal countries. FF Training, engage 3 FF's Access to Finance Workshop

This quarter, the Access to Finance component started the partnering process with financial facilitators. The Investment and Finance Specialist reviewed the close out reports of the previous WATH (in addition to the Finance Lessons Learnt documents), the previous ATP, analyzed the performance-based contract of the previous Trade Hub, met with FinGAP, the bilateral Ghana project, and held discussions with some financial facilitators in Ghana. With this background information, the project drafted the TOR for training the financial facilitators.

A new Access to Finance component activity has been added to the work plan: A finance partner's workshop to be held at either the end of July or early August. This workshop would be the event that will get the partners' inputs on the Access to Finance strategy, permitting Trade Hub to finalize the contracts with Catek and Performance in August.

In June, the Trade Hub project sent an advertisement to journals and papers in the following countries: Nigeria, Ghana, Benin, Togo, Côte d'Ivoire, and Liberia. The project will receive financial facilitators' files in July, and start selection in August and September. The project expects to have a minimum of three new contracts with financial facilitators by the end of September, in addition to the ones with Catek and Performance.

5.5 IMPROVING THE TRADE AND TRANSPORT SECTOR'S COMPETITIVENESS

#	Sub IR 2.1	Target I4	Results
17	Percent reduction in time delays at check points along priority West African trucking corridors	0%	Improvement 0%
18	Percent reduction in the average rate of bribes paid per 100 km	0%	Improvement 0%
19	Reduction in cost to trade across borders	0%	Improvement 0%
21	Reduction in the number of days/time required to trade goods across borders as a result of US assistance.	0%	Improvement 0%

Improving the trade and transport sector's competitiveness

Meets goals of:	Cross-Cutting
Activity manager/other staff:	Trade & Transport Enabling Environment Specialist

5.5.1 CAPACITY BUILDING FOR BORDERLESS ALLIANCE AND TTFO

Sub-activity 15.a. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Capacity building for Borderless Alliance and TTFO	TTEE, VCL, CapD, TFS	Prepared a joint activity plan with BA. TOR of Study on Harmonization of Road Governance Data Collection Indicators and Methodologies approved. Preliminary discussions with Online crowd-sourcing system for road governance data collection (Cheetah).	Implementation of Activity Plan. Prepare joint work plans for year 2 for Borderless Alliance and ECOWAS. Study on Harmonization of Data collection indicators and methodologies (UEMOA, CILSS, ALCO). Collaboration with developers to prepare for a pilot deployment of Cheetah along the Tema-Ouagadougou corridor.

The Borderless Alliance is a legacy of the previous WATH, which closed in June 2013. Borderless has been carrying out trade facilitation activities and actively participating in the inclusion of preparatory arrangements for the setting up of the regional Trade and Transport Facilitation Observatory (TTFO),

and for the support of BICs. During this quarter, the project prepared a joint TTEE-Borderless activity plan covering capacity and institutional building for Borderless, support for BICs, bilateral and regional trade and transport facilitation advocacy, and road governance management.

The Trade Hub is supporting the road governance activities carried out by the former WATH and ATP-EATP projects to monitor bribes, delays, and checkpoints along the projects corridors. To this end, the Trade Hub developed the TOR for a study on the analysis of the current status and initiatives of road governance data collection activities in West Africa. The study aim is to recommend a task allocation strategy between UEMOA, who is currently managing the Observatoire des pratiques anormales (OPA)/WATH activities, and CILSS (managing the ATP/E-ATP activities), as well as harmonize the data collection methodology. The TOR has been approved, and the study is expected to be carried out starting mid-July 2014.

The Trade Hub team met in Accra with representatives from Ujuizi Labs to discuss their Cheetah Project, a pilot platform for crowdsourcing data using smart phone technology on agricultural information and trade and transport facilitation. The Ujuizi Labs team visited the Trade Hub to demonstrate the platform’s potential for the Trade Hub’s data collection needs. The Trade Hub team considered the innovation and relevance of Cheetah Food to the road governance and MIS data collection activities of the project as well as some key areas where the system could experience implementation issues. These include: drivers’ low levels of smart phone ownership, literacy levels and reliability in data collection, access to internet coverage along the trade corridors, and sustaining the interest and uptake of the drivers whose priority is to transport goods. The project will continue discussions towards possible participation in the pilot roll-out on the Tema-Ouagadougou corridor in the next quarter.

The TTFO initiative is the outcome of USAID, ECOWAS and UEMOA collaboration to leverage the gains of OPA to a regional level. It is supported by AfDB, European Union, and JICA. The Trade Hub will continue technical support to the TTFO effort. Specifically, in the next quarter, the project will convene a meeting of ECOWAS, UEMOA and Development Partners, to bring TTFO activities back on track, with the RECs and Development Partners assuming their roles and responsibilities in a collaborative manner.

5.5.2 SUPPORT TO BORDER INFORMATION CENTERS

Sub-activity 15.d. <i>Cross-Cutting</i>	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Support existing Border Information Centers	TTEE, COP, TFS	Identification of BICs to be supported by Trade Hub.	Upgrade and re-launch of Seme and Krake BICs. Support to operations of existing BICs.

The establishment of BICs was a major recommendation of the ECOWAS Trade Liberalization Scheme (ETLS) Roadmap, which was developed at a meeting between ECOWAS, Member States, and Civil Society in June 2011. This meeting was also used to discuss the Reports of the Gap Analysis Study, carried out by WATH on the compliance of the Member States with the provisions of the ETLS. To date, BICs have been established with USAID support at the following borders: Aflao-Kodjoviakope (Ghana/Togo), Paga-Dakola (Ghana/Burkina Faso), Seme-Krake (Nigeria/Benin), Elubo-Noe (Ghana/Côte d’Ivoire), and Dakar (Port of Dakar). The BIC operations were transferred to the Borderless Alliance at the end of the WATH Project.

The Trade Hub will focus its activities on the BICs on the Project corridors, while supporting the BICs established and operated with USAID funding and work with the Borderless Alliance to establish and operate new BICs along the project corridors. In the next quarter, the Trade Hub will support the BICs in Seme (Nigeria) and Krake (Benin), primarily to relocate them to more conducive sites for the traders and other users.

Also, discussions will be held with the Borderless Alliance and the Value Chain team on collaborating in establishing Trade Information Centers to offer import-export information and assistance to traders at the major value chain markets, well before arrival at the borders.

5.5.3 RATIONALIZATION OF BILATERAL AGREEMENTS ON TRANSPORT

Sub-activity 15.f. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Rationalization of bilateral agreements on transport	TTEE, COP, TFS, VCL	Participation in Review of Dakar-Bamako ISRT bilateral agreement.	Abidjan-Bamako ISRT meeting between Mali and Côte d'Ivoire. National Facilitation Committees meetings between Ghana and Burkina Faso.

The ECOWAS Interstate Road Transit Convention was established to simplify the management of transit trade between the Member States, but its implementation has been hampered by several factors. Principal among these are the issue of the location and performance of the National Guarantors (usually the Chambers of Commerce), transit fees, manual customs clearance process, customs escorts, and transit logbook. Although ECOWAS has recently commenced the review of the Convention to address these issues, the review process has been slow, and it is still far from completion.

For example, in May 2014, trucks carrying non-ECOWAS originating transit goods from Tema and Takoradi ports were denied entry into Côte d'Ivoire in line with an old law that restricting all third – country imports into the country to the port of Abidjan as the only entry point. This rule is contrary to the ECOWAS ISRT convention and WTO agreements. Although this rule has been suspended by a 3-month moratorium, it highlights the need for discussions at bilateral levels on transit operations.

In order to resolve some of these issues, Senegal and Mali have signed a bilateral convention in 2011 to ease transit operations between the two countries. In April 2014 the Trade Hub participated in a meeting in Dakar, organized by the Borderless Alliance, to review the status of implementation of the bilateral agreement. A major achievement was the introduction of a single transit declaration document and logbook, which has resulted in faster clearing times for transit good. The Trade Hub will continue to monitor progress on this arrangement, in collaboration with the Borderless Alliance, pending the implementation of a revised region-wide transit procedure.

The Trade Hub will be participating and supporting a similar bilateral meeting between Côte d'Ivoire and Mali, to share experiences of the Senegal-Mali agreement and implementation. Also, The Trade Hub will support a meeting between of the National Facilitation Committees of Ghana and Burkina Faso to discuss the issues and challenges along the Tema-Ouagadougou corridor, particularly the recommendations of the BIC) at the Paga-Dakola border.

5.6 REDUCING LEGAL AND REGULATORY BARRIERS TO TRADE

#	Sub IR 2.2	Target I4	Results
22	Number of actions (audits, reports, presentations, tools developed, etc.) taken to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	0

Reducing legal and regulatory barriers to trade

Meets goals of: Cross-Cutting

Activity manager/other staff: Trade & Transport Enabling Environment Specialist

5.6.1 SUPPORT IMPLEMENTATION OF REGIONAL TRADE AGREEMENTS

Sub-activity 15.f. Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Rationalization of bilateral agreements on transport	TTEE, COP, TFS, VCL	Task Force. Citizen's Forum. Trade and Transport Policy Priorities (TTPP) study.	Participation in Task Force, Citizens' Forum. Development of joint work plan with ECOWAS (and other institutions) based on the TTPP study report.

The project collaborated with the Borderless Alliance and ECOWAS to organize the meeting on the establishments of the Task Force aimed at monitoring Member States' compliance with the ETLs. The project also engaged with ECOWAS and Borderless Alliance to organize the Citizens' Forum to present recommendations of the ATP/E-ATP Food Across Borders Workshop and the High Level ETLs Meeting (on the WATH Gap Analysis) to non-state actors. A draft activity schedule was prepared as a minimum agenda to serve as a working document for the Forum.

6. GRANTS UNDER CONTRACT

Cross-Cutting	Activity Manager/ Other Staff	Quarter Result	Action for Second Quarter
Support associations and regional partners.	Grants Manager and Trade Hub Team	Developed the grants Manual.	Begin the grants program.

As of this writing, the grants manual is under review by the USAID/WA contracts office. The grants program is expected to begin shortly thereafter. Initial grants applications will come from Trade Hub Partners Borderless Alliance and ACA.

7. CROSS-CUTTING ACTIVITIES

7.1 CAPACITY BUILDING

Capacity building of private sector actors and regional intergovernmental bodies rests at the heart of the Trade Hub. The Trade Hub will partner with and strengthen capacities of select regional value chain associations and global alliances, trade and transport facilitation organizations, and regional economic communities across West Africa.

The Trade Hub's strategic approach to capacity building of its network of partners is shaped by demand-driven and needs-based responsive programming. To establish the framework for capacity building support to its partners, the Trade Hub team completed a series of assessments. The Value Chain team completed assessments of 11 value chains that identified technical and technological needs within each supply chain. To complement the value chain assessments, the Capacity Building team focused assessments on the substantive organizational capacities that value chain actors require to optimize technical and technological upgrading of value chains. Other assessments were conducted by the Investment and Finance and TTEE teams that set the stage for component-specific capacity building activities.

7.2 GENDER

In this first quarter, the project met with partners to discuss collaboration pathways for the gender-forward programming activities related to the Trade Hub's gender objectives. These meetings allowed for good documentation and a general overview of the different partners and their organization.

The Gender Specialist also participated in the Team Building Workshop to identify gender activities for the next five months and to gain a strong understanding of the project and to improve the team's internal collaboration. For its purpose, he worked internally with:

- Capacity Building Specialist, to integrate gender issues into the OCAT questionnaires and participated actively into the different partners' assessment and contributed to the partners selection reporting. The partners' evaluations allowed the Gender Specialist to assess the gender issues within the different organization.
- Value Chain Team, to discuss how to integrate gender issues into the different value chains.

Globally, women will require access to information, credit, and other business development services in order to capitalize on the new market opportunities along changing or emerging value chains, so the Gender Specialist worked with the following team members:

- Finance and Investment Specialist, to discuss how to mainstream gender and women's empowerment throughout the financial sector
- MIS Specialist, to discuss women and market information issues
- TTEE Team, to discuss women in trade, women traders and their business across the borders. This included devising suggestions on collaboration with the ECOWAS Gender Centre, its

resource staff and associations working to help women traders, so as to identify gendered constraints and opportunities to increase the value and volume of trade related to the project's objectives.

- Monitoring and Evaluation Specialist, to review the PMP and the different indicators related to gender issues for data disaggregation and indicators related to impact on women's groups.
- Value chain consultants, to insert criteria to ensure gender issues were taken into account as part of the value chain selection process.
- The Gender Specialist participated in the finalization of the Grants Manual by giving input on gender considerations, including evaluating for impact on women's participation and involvement, impacts on other vulnerable group like youth (job creation for women and youth, etc.), and a general focus on women's issues, such as women's empowerment, promotion, and other opportunities for women.

The perspectives for the gender component

The Gender Specialist is currently elaborating a list of women enterprises by value chain in collaboration with AAFEX. He will meet with the enterprise owners to obtain additional information relative to the project's objectives, and to identify eligible enterprises for project support.

In the next quarter, the Gender Specialist will continue to work with the technical teams, especially with the Capacity Building Specialist, on the different evaluations and elaboration of capacity building plans. He will work with the Finance and Investment Specialist to finalize the list of enterprises and to identify strategies to support women-owned enterprises' access to finance to improve their businesses.

7.3 COMMUNICATIONS

To help achieve the project objectives of communicating the role of USAID/West Africa in supporting project efforts to boost regional and global trade with West Africa, the Communications Specialist managed the Trade Hub's project identity, through the creation of templates, controlling for the adherence to USAID branding and marking guidelines, and dissemination of project materials.

Documents produced and in production:

- **Project one-pager:** A one-page document brief on the project was produced, in both English and French. The document provides an overview picture of the project, its goals, components and cross-cutting areas.
- **Project brochure:** The project brochure provides an overview of the project, including its component areas, long-term goals, office locations and key project partners. Replete with photos demonstrating the project's orientation to boosting regional and global trade with West Africa, the brochure provides a fundamental introduction to the project's main areas and intervention approaches.
- **Weekly report:** The Communications Specialist piloted a successful weekly report format that is shared each week with USAID/WA. The report provides updates on the project's ongoing activities and key highlights. It also provides advanced notice on Trade Hub team members' upcoming activities and travel around the West Africa region.
- **Templates:** The Trade Hub project has an official letterhead, PowerPoint template that it uses for presentations, and template for technical reports to provide a standardized look and feel to all project documents.

In the upcoming quarter, the Trade Hub looks forward to taking advantage of new opportunities to promote the project's activities, impacts, and further engage with a wider audience:

- **Quarterly Newsletter:** The Project plans to disseminate its first quarterly newsletter in July 2014, highlighting major activities from each component and cross-cutting area. The newsletter will be made available in both French and English.
- **Trade Hub Project Launch:** The project launch has been scheduled for September 2014 and will be organized and planned with the USAID WA Mission, United States Embassy, and appropriate Government of Ghana and ECOWAS authorities.

7.4 MONITORING AND EVALUATION

For M & E, this quarter was marked by the development of a draft PMP and the baseline study.

Performance Monitoring Plan – A draft Performance Monitoring Plan (PMP) was developed to monitor the performance of the Trade Hub and its progress in meeting its objectives. Analysis of the data the project collects in accordance with the PMP will serve as the basis for reporting to USAID, provide inputs for knowledge-sharing, and support decision-making about the course of project implementation. The process of data collection, analysis, and feedback will serve as the critical management information system that will enable the project COP, our team, USAID, and other stakeholders to measure the project's efforts in achieving its objectives. The draft PMP was submitted to USAID in April 2014.

Initially, the project identified 25 indicators in the PMP. The list was revised to take into account all the indicators included in the "Expected Results" and Annex 6 of the contract, bringing the total to 26 indicators. The team met with USAID on May 28 to discuss a synthesis of these indicators. After this meeting, the mission stated that it would consider the project's suggestions as to possibly streamlining of the other indicators. On June 9, the team proposed the following 23 indicators, which are a synthesis of the indicators in both parts of the contract (See Annex E: Project Indicators). USAID is considering this list, as well as possible additional changes to assure consistency with other Trade Hubs.

Baseline study - To satisfy the terms of the contract with USAID, a baseline study was conducted for a certain number of indicators. The objective is to provide the Trade Hub with a starting point for monitoring and reporting on progress for some indicators identified in the draft PMP.

The methodology for establishing the baseline (or starting point) for each indicator depends on the nature of the indicator. There are four possible scenarios: 1) The baseline is zero; 2) the baseline will be established on a rolling basis, as the project and specific clients make a commitment to work together; 3) the baseline can be established using data already available from partners or previous projects; or 4) the baseline can be established by collecting data at the beginning of the project.

The project has 23 total indicators for progress measurements. For three indicators, the project established the following baselines:

- **Dues paying members in associations (Project Indicator #9):** In 2013, the Trade Hub determined that the total number of paying members was 584. The Trade Hub collected this key information as part of initial work with the assisting associations COFENABVI-AO, WAGN, GSA, ACA, and Borderless Alliance.
- **Time delays at check points (Project Indicator #17):** Since the project is still finalizing selection of targeted trade corridors, data was presented for three major corridors: Abidjan-Bamako, Bamako-Dakar, and Tema-Ouagadougou. Examining both time delays and the number

of check points along each corridor, the Trade Hub found that transporters were delayed on average 8.76 minutes per checkpoint. This information was sourced from publically available Observatoire des pratiques anormales (OPA) reports.

- **Average rate of bribes per 100 km (Project Indicator #18):** Using the same corridors listed above, the Trade Hub found that bribes amounted to, on average, \$46 per 100 kilometers. This information was sourced from publically available OPA reports.

The project will retain the indicators monitoring cost and time to trade across borders depending on USAID's consultation with the East Africa Trade Hubs and Southern Africa Trade Hubs. If retained, the project could then carry out a survey along the targeted corridors, once these are selected. In addition to discussing selected baselines, the baseline report also presents draft Performance Indicator Reference Sheets, which are important building blocks of the Trade Hub's monitoring system.

Partnership Trade Hub-CILSS: Trade Hub will collaborate with CILSS to consolidate the system that CILSS has put in place to receive data on the following priority indicators:

- Value of transactions in assisted corridors
- Number of days required to trade goods across borders
- Amount of bribes paid per 100 km on selected corridors
- Delays at check points

To start off this collaboration, the project conducted a mission to CILSS from 15-16 May 2014. During the mission to CILSS, the project worked with the CILSS team of PRA/Marché to obtain the necessary data to establish the baseline after the analyses of the database of indicators. The two parties also agreed to sign a MOU to continue the collaboration.

8. CONSTRAINTS AND SOLUTIONS

8.1 VALUE CHAIN DEVELOPMENT

While the required value chain selection report and value chain assessments were time-consuming they have proved to be very useful. Further refining of our approach for the value chains needs to be done in the coming month to develop a focused strategy for each value chain.

8.2 TRADE AND TRANSPORT ENABLING ENVIRONMENT

Inadequate communication and collaboration between and within UEMOA and ECOWAS institutions seems to be hampering the establishment of the Regional Trade and Transport Facilitation Observatory (TTFO). The Trade Hub is to organize a workshop next quarter to harmonize views among the RECs on corridor development, management, and monitoring activities.

8.3 FINANCIAL SECTOR

While the overall approach to the Finance component is clear, the more detailed approach must be carefully designed to make sure project activities achieves the ambitious lending/investment targets and reinforces the work of the value chain component. The Finance component team leader is still working with the Value Chain team to understand the main interventions they expect to target in each value chain. This work should be completed in the next month. Further, before finalizing the detailed design of the finance activities, the project has decided that to have a work shop with its key international subcontractor SSG and two regional subcontractors, Performance and CATEK, to be sure to capture their insights and suggestions. This workshop is scheduled for the end of July.

The Finance Specialist is still recruiting a banker with at least five years of banking experience to be a good addition to the Finance Access component of the project. Two main issues: it has been difficult to find candidates that spoke French, and their requested salaries were significantly above the USAID FSN scale. In addition, bankers already under a permanent job in a bank were unwilling to accept a three-year contract without a significant salary increase (to justify the risk of letting go of their permanent job). Alternative candidates without the criteria of five years of banking experience will have to be explored.

8.4 CAPACITY BUILDING

The major constraint for capacity building was the limited time available to start practical capacity support interventions, following the completion of the value chain and partner capacity assessments. As soon as the value chain team completes its strategies for each value chain, we will more closely examine the associated technical and organizational capacity needs and be able to plan our interventions.

9. HIGHLIGHTED ACTIVITIES FOR THE NEXT QUARTER

9.1 VALUE CHAIN DEVELOPMENT

The main activities in value chain development for the next quarter are the following:

- Complete technical review of Value Chain assessment reports with regional partners, where available.
- Develop a strategy for each value chain, identifying how to best leverage project resources to achieve increases in trade, investment, and employment.
- Assistance to WAGN to start activities: Completion of WAGN Executive Secretary job description, update of one year actions with its budget
- Cooperate with AGRA and CTA to co-finance WAGN for its start-up activities
- Collaborate with WAGN to organize WAGN's partners round table in perspective of fundraising
- Review WAGN's one year work plan and signature of MOU (the MOU will be the basic agreement document between Trade Hub and WAGN)
- Contribute to the recruitment of Technical Assistant/Executive Secretary of WAGN
- Finalize the list of key actors, especially exporters and big processors
- Continue exploring the potential WAGN partnership in order to identify potential donor to support some WAGN
- Do the situation of norms and standards in countries
- Draft the TOR for Grains norms and standards and start negotiation the funding of the study with UEMOA and ECOWAS
- Analysis of key livestock market to explore market opportunities, competitiveness, and recommendations for West Africa export development in selected export markets for live animals and meat
- Technical support to AGRIVET, a private company of Côte d'Ivoire, GARBAL SA and MALI VIANDE in Mali, to promote the marketing of cattle and small ruminant and the processing of meat
- Identification and list of infrastructures to be developed or improved
- Preliminary meeting with UEMOA and ECOWAS on SPS issues
- Meeting with some initial targeted companies along the Dakar-Bamako and Burkina Faso-Benin-Nigeria corridor
- Finalization of the MIS supply and demand analysis and organize a validation workshop
- Develop pilot program in three countries for increased mango exports

- Monitor evolution of new companies in the apparel sector and their ability to start and/or increase operations focused on exports
- Contribute to the Trade Hub response to ACA's request for support, with regard to factory management training and an environmental impact analysis
- Discuss specific support for GSA that support their policy goals to increase exports to the US and a potential study to better understand climate change impacts on regional production, marketing and transportation.

9.2 TRADE AND TRANSPORT ENABLING ENVIRONMENT

- Work on Cheetah Pilot Roll-out
- Reviving TTFO activities
- Upgrade and support to BICs
- Follow-up on implementation of Citizens' Forum recommendations
- Work Plan for Implementation of the Trade and Transport Policy Assessment Report.

9.3 FINANCIAL SECTOR

The Finance Access component will have lot of activities for the next quarter:

- Initially meet in early July with the two regional subcontractors, Catek and Performance, on their role with Trade Hub and their participation in the Finance and Partners workshop
- Organize and manage a Finance and Partners workshop, tentatively planned for the 23-24th of July
- Finalize the TOR and get approval for the mission on the Training of Trade Hub Finance Access Facilitators: this mission will start in July, the training will occur in September
- Following the input of the Finance and Partners workshop, finalize the TOR for the Finance Access Facilitators, with the performance-based contract
- Select Finance Access Facilitators in Nigeria, Ghana, Benin, Togo, Côte d'Ivoire, Liberia and Sierra Leone and start negotiating the performance-based contract
- Finalize the TOR and get approval for the mission on the Training of Trade Hub Finance Access Facilitators: this mission will start in July, the training will occur in September
- Recruitment of the Finance Specialist
- Participate in the Revolutionizing Finance for agri-value chains conference in Nairobi, the 15-17 of July.

9.4 CAPACITY BUILDING

The Trade Hub will focus capacity building support for its partner organizations in both technical upgrading and institutional strengthening. From the analyses of the OCA findings, institutional strengthening activities will emphasize the following areas of commonality across the partner organizations.

- Membership expansion: WAGN, COFENABVI, and ACA expressed that expanding and

strengthening their respective membership bases is a priority need. Likewise, the Borderless Alliance and RESIMAO are interested in expanding their presence in all countries in ECOWAS and attracting new members capable of meeting their financial obligations to the organization. An expanded membership base is seen as a way to promote the financial sustainability of the organization. A membership organizing strategy and action plan will be developed with each partner organization, with a budget, financing plan, and timeline for implementation.

- Strengthening Management Systems, including human resources and financial management systems: Activities may include trainings and technical assistance. Trade Hub will work jointly with the partner associations to identify specific needs and solutions.
- Trainings and Behavior Change Communication: For improved business practices (for member private sector enterprises/companies), increased efficiency in management (for staff members at the head office level), and in specific technical and productive domains relative the individual organization's mandate.

10. ADMINISTRATION AND MANAGEMENT

Within one week of the signing the award on March 17, 2014, Jan Kies, Abt Associates' project startup specialist, and Jeffrey Povolny, Chief of Party, flew to Accra to proceed with the initial stages of mobilization: the identification of an office space, the opening of a bank account, recruitment process, and the transfer of the office furniture and IT equipment Trade Hub inherited from three former USAID projects: ATP, E-ATP, and WATH. On April 20, Lotfi Kourdali, the Acting DCOP, arrived to Accra to complete the mobilization phase.

10.1 TRADE HUB ACCRA, GHANA OFFICE OPERATIONS

- **Office Space:**

Trade Hub considered three office space locations within a period of three weeks. Two of them were standalone villas, and the third is an office space located at the Marvel House, a professionally managed office building located on 148 A Giffard Road, Cantonments, Accra. Marvel House presented the best option in terms of security, rent, location, facilities, internal office dimensions and floor plan. Lease negotiations were completed during the last week of April, and office renovation and set-up was completed within the month of May. The office is now fully operational.

- **Inherited Office Furniture**

Between April and May, Trade Hub retrieved from the warehouse the office furniture stored from the APT/EATP and former WATH project. The furniture was refurbished and some of it resized by a professional carpenter to fit the interior dimensions of our office space. Nearly all of the office furniture inherited was recycled and is now being used by Trade Hub. In the next three months, Trade Hub will procure office furniture for four additional technical staff that are being recruited.

- **Office IT Infrastructure**

After the initial Trade Hub team moved to the office in late April, Abt Associates' West Africa IT regional team supported the proper technical installation and configuration of the office IT infrastructure. They requested proposals from wiring firms for the necessary phone and internet cabling of the office. They also requested and reviewed proposals from internet service providers. The office is now equipped with a fiber-optic internet connection from Vodafone that provides reliable voice and high speed internet capacity. As well, the regional IT team reviewed and interviewed candidates for the local IT specialist position. Rex Ampofo, the local IT specialist was hired in early May. He will be responsible for the maintenance of all IT equipment and networks.

- **Inherited IT Equipment**

Abt Associates' regional IT team and Trade Hub's IT analyst completed in June the reconciliation and the testing of the all the IT equipment the project inherited from ATP, E-ATP, and WATH. Below is the status of the inherited main office equipment. A comprehensive reconciliation of all equipment will be submitted to USAID in July, along with a proposed disposition plan for the equipment deemed obsolete or unneeded

Equipment	Desktop	Laptop	Projector	Scanner	Copier	Camera	Printers/Copier
Total Tested	10	31	4	3	2	4	15
Total Salvaged	6	16	3	3	2	4	8
Total Deemed obsolete/irreparable	4	15	1	0	0	0	7

- **Project vehicles**

Trade Hub selected four of the seven project vehicles inherited. Three vehicles will be used in Accra, and the fourth will be transferred to the Ouagadougou satellite office. The three vehicles remaining at the warehouse are too old and will be too expensive to maintain and operate. In July, Trade Hub will work with USAID to develop a disposition plan for the three vehicles.

- **Personnel**

Technical Team

Most of the Trade Hub technical staff arrived by mid-April within 30 days when the modification of the contract was signed. Technical staff includes the following:

Team Member	Team Role	Office Location
Monisoye Afolabi	Senior Liaison for Intergovernmental Affairs	Ghana
Kossi Dahoui	Transport Specialist	Ghana
Abou Fall	Trade/AGOA and Partnerships Specialist	Senegal
Sadio Fall Savané	Sr. Monitoring & Evaluation Specialist	Ghana
Jean Francois Guay	Finance & Investment Specialist	Ghana
Isatou Jack	Sr. Capacity Building and Training Specialist	Ghana
Malick Lompo	Sr. MIS Specialist	Ghana
Chongo Mukupa	Trade and Transport Enabling Environment Specialist	Ghana
Jean-Didier Nacoulma	Gender Specialist	Ghana
Bill Noble	Value Chain Development Specialist	Ghana
Victoria Okoye	Sr. Communications Specialist	Ghana
Jeffrey Povolny	Chief of Party	Ghana
Seydou Sidibe	Livestock Industry Specialist	Burkina Faso

Kokou Zotoglo	Staple Crops Specialist	Burkina Faso
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- **Administrative Team**

Nearly all of the hiring process for field office operations personnel— administrative, financial, and logistical support—was finalized by June. Our recruiting efforts attracted capable and qualified candidates, many with previous experience with prior USAID projects from ATP, E-ATP, and WATH. In total the project hired ten administrative staff. Over the next few weeks, the project will complete the hiring process for a local communication specialist, an M&E assistant, and an additional driver.

Team Member	Team Role	Office Location
Akwasi Aklishie	Driver	Ghana
Rex Ohene Ampofo	IT Specialist	Ghana
Margaret Dzapkasu	Finance Manager	Ghana
Araba Eghan	Administrative and Office Manager	Ghana
Rebecca Gamadeku	Senior Accountant	Ghana
Charles Gliku	Office Assistant	Ghana
Lotfi Kourdali	Acting DCOP/Startup Specialist	Ghana
Adelaide Lartey	Travel Coordinator	Ghana
Aminata Mbaye	Deputy Chief of Party	Ghana
Clifford Odoi	Driver	Ghana
Linda Tetteh	Assistant Accountant	Ghana

- **Team Building Workshop**

The entire Trade Hub team met for a teambuilding workshop Thursday, May 22 to Saturday, May 24 in Accra. In addition to building staff morale and shared understandings of the project on all sides, the workshop enabled the participatory creation of two key documents to inform project deliverables: a four-month activities plan for the project’s key components (to inform the project’s revised work plan) and a 50-day milestones plan (delineating responsibilities and actions leading up to the Trade Hub Kickoff Workshop). Through these dialogues and activities, the team was able to see and appreciate each individual component’s expected deliverables and outline opportunities for the different components and teams to work together. These documents are also being compiled and will be shared

in soft copy form with staff to continue to inform planning for the remainder of the first year of the project.

10.2 TRADE HUB OUAGADOUGOU SATELLITE OFFICE

On May 24, Lotfi Kourdali traveled to Ouagadougou for two weeks to identify and establish an office space for Kokou Zotoglo, Staple Crops Specialist and Seydou Sidibe, Livestock Industry Specialist, and to recruit the local administrative support team and a driver. An office space was selected in downtown Ouagadougou, located in a central location across from the airport. The lease negotiations were finalized on June 23. Lotfi Kourdali went back to Ouagadougou on June 29 to equip the office with furniture, air-conditioning, water, electricity, internet, and telephone. It is anticipated that the Ouagadougou office will be fully functional by July 11. The project will transfer to Ouagadougou in July a project vehicle, an electric generator, three ACs, and a multifunction printer/copier machine, all of which were inherited from the aforementioned USAID programs.

During this period, Lotfi Kourdali and Kokou Zotoglo interviewed seven candidates for the office assistant and the program assistant positions that were envisioned in the budget for Burkina Faso. After interviewing the candidates for the two positions, it was decided to combine the two positions for one mid-level Operations and Finance Manager role that covers the skills and experience required to effectively and efficiently manage the financial operations of the office. Mr. Lucien Ouoba was selected for the position. He brings seven years of work experience, including four years with Abt Associates contributing to the financial operations of USAID's ATP & E-ATP; which will enable him to provide solid administrative and financial management for the Trade Hub Ouagadougou office. Mr. Ouoba was submitted for USAID's approval on June 29. A driver was also selected and submitted for USAID's approval on July 3.

10.3 TRADE HUB DAKAR SATELLITE OFFICE

Abou Fall, Trade Hub's Trade/AGOA & Partnerships Advisor who is based in Dakar, is co-locating within Abt Associates USAID HSS project. HSS provides Abou Fall with a work space and financial and administrative support for a fee of \$500/month.

10.4 ADMINISTRATIVE / BUREAUCRATIC CONSTRAINTS

During the course of Trade Hub's rollout a number of challenges were encountered.

- The high and ramping inflation rate in Ghana hindered the hiring process of the local team, especially for the candidates who previously worked with organizations and projects that indexed their salary payments to the USD. The project estimates that the project lost four to six weeks in hiring local staff because of long salary negotiations, and a high interviewee dropout rate.
- At present, Trade Hub is becoming registered in Burkina Faso. To register a project with local authorities, a project office lease agreement is required. The project can hire local staff only after the project completes the registration process. In April, Abt Associates engaged the services of a local legal counsel to support the registration process, and now that the project finalized the office lease agreement, the project is expecting to complete the registration of Trade Hub by July 30.

ANNEX A: SIGNIFICANT MEETINGS

Livestock Meetings:

- Preliminary meeting with General Secretary of COFENABVI: Introductory presentation of Trade Hub.

Grains Meetings

- WAGN and Partners meeting in Accra hosted by Trade Hub (USAID, Trade Hub, CTA, and Farm Foundation)
- Trade Hub and AGRA meeting (Cf. Jeff and Bill meeting with Abdou of AGRA)
- Two main meetings of Staple Crops Specialist with the WAGN Chairman
- Meeting with GRB Executive Secretary
- Meeting with the Investment Officer of Injaro (Agricultural Capital Holdings)
- Meeting with USAID/Burkina Faso
- Meeting with REGIS-ER in Ouagadougou
- Meeting with Millennium Challenge Corporation Benin

Finance Access Meetings:

- Participated in the bilateral USAID project FinGAP, met later the COP, Rick Dvorin;
- Met with Karl Wicoff, Senior Trade Policy Advisor with Abou Fall, AGOA Specialist;
- Met with USAID Hans Bogaard of Rabo Development;
- Met with IFC Trade Logistics Specialist, Mikiko Imai Ollison and Alain T. Traoré, Senior Operations Officer;
- Met with West African Monetary Institute General Manager to get information on Financial sector;
- Met with private companies:
 - Premium Foods to export grits in Abidjan;
 - Visited apparel Dignity-DTRT factory. Met the 2 shareholders and discuss their finance issues;
 - Winfield Farms Ltd, in the mango sector;
- Met with Bureau Advisory Services in Ghana: AIMS, VA Conseils and Growth Mosaic;
- Met with patient capital firms: Barbara Ghansah of Root Capital, Injaro and Acumen;

AGOA Meetings

- Meeting with Mr. El Hadji Abdoulaye Diack, Executive Director, and Mrs. Hawa Sy Berete, in charge of Information and Communications at Association Afrique AgroExport (AAFEX)
- Meeting with Mr. Serigne Alioune Diop, ARC Coordinator Agence Senegalaise de Promotion des Exportations (ASEPEX)
- Meeting with Government Accountability Office (GAO)
- Meeting with United States Trade Representative (USTR)

Capacity Building Meetings

- Team Building Workshop for Project staff, with some USAID WA participation
- Meeting with African Cashew Alliance (ACA)
- Meeting with Amethyst Technologies LLC

M&E Meetings

- Meeting with CILSS (Moussa Cisse, Regional Coordinator of Market Access, Brahim Cisse, Analyst of cross-border trade flows, and Christian Amedo, Monitoring & Evaluation specialist of cross-border trade flows)

ANNEX B: CONTACTS FOR THE AGOA RESOURCE CENTERS

Benin

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Burkina Faso

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Cameroon

Mr. Olivier Dimala Dimala
Chambre de Commerce d'Industrie
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Cape Verde

N/A

Chad*

Mr. Bero Ahmed DESIRE
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*The Chamber of Commerce is unresponsive and early discussions with the export promotion agency (ANIEX) suggest it is a better host institution.

Côte d'Ivoire

Mr. Euloge Camara
Association pour la Promotion des
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Gabon**

Mr. Nina Abouna
Agence pour la Promotion des
Exportations du Gabon (APEX)
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ninaabouna2@yahoo.fr

**The ARC was opened at the Chamber of Commerce, but the Ministry of Commerce designated APEX to be a better host institution. The move of the Resource Center to APEX needs to be formal.

Guinea-Bissau***

N/A

*** Guinea Bissau is no longer AGOA-eligible.

Liberia

Mrs. Massa R. Lansanah
Liberia Chamber of Commerce
Tel: 00231 886-800-473 / 777-857-805
liberiachamber2006@yahoo.com
<http://www.llclr.org>

Mali****

N/A

****Mali is no longer AGOA-eligible and the Trade Hub's involvement in Mali is restricted by USAID. A Resource Center was opened at API-Mali. The TRC may be housed at the export promotion agency when it is operational.

Mauritanie

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Sao Tomé and Principe

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The Gambia

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ANNEX C: BUSINESS & AGOA-RELATED ACTIVITIES FOLLOW UP AND STATUS

#	Date	Project / Task	Contact	Priority	Due Date	Owner	Status/Notes
1	5/22/14	Follow up with U.S. Customs on Baobab duty payment	David B. Goldman Founder and President Atacora Essential, Inc (360) 918-8193 dave@atacoraessential.com www.atacoraessential.com	Medium	N/A	AF	Explanations and recommendations to Dave. Email sent to CBP June 18, 2014. Awaiting feedback from CBP.
2	5/29/14	Technical Assistance on Export Documentation	Magatte Wade Tiossan CEO & Founder magatte@tiossan.com M: (650) 823-7654 www.tiossan.com	Medium	N/A	AF	Explanation on Export Documentation. Linkage with a local Senegalese freight forwarder (STTM). Follow up as needed.
3	6/9/14	Looking for Buyer	Ziama Coffee - - Received request from Melody R. McNeil, Agriculture and Environment Team Leader USAID/Guinea and Sierra Leone mmcneil@usaid.gov +224 657104353	Medium	N/A	AF, IJ	Sent an initial link - Caranda Fine Foods www.carandafoods.com. Will follow up with RC to get more information on Ziama Coffee.

4	6/10/14	Looking for W.A. processed Ag. Products and transportation questions	Phil Hughes, Founder Mavuno Harvest phil@mavunoharvest.com t. (267) 615-8251 - f. (267) 437-3868	Medium	N/A	AF	Linkage with AAFEX on potential W.A. partners and Borderless Alliance on transport questions.
5	6/11/14	Looking for funding for initial feasibility study for a shoe manufacturing venture in Ghana	Keith Basik Pace Africa, LLC O: (239) 272-4643 keith.basik@gmail.com '87 West Point	Medium	N/A	AF and THN	Initial discussions. Shared project summary with Trade Hub team. Awaiting team feedback.
6	6/17/14	Apparel Investment Opportunity in Ghana	Skip Richmond, Co-CEO/Founding Director of DTRT Apparel	High	N/A	AF and THN	Meeting with GAO team. Follow up visit by JF.
7	6/30/14					JFG	Referred to Injaro and Acumen. Need to meet COTVET COE in end of July. Will follow up the 29th of July.
8	7/1/14	Fertilizer Investment Opportunity in Mali	Great Quest Fertilizer - Thomas Guillot, VP Corporate Development	Low	N/A	JFG	Referred to Injaro and Acumen. Potential regional trade; Tracked by the USAID/WA fertilizer project.
9	7/1/14	Looking for Buyer for grits in Abidjan	Premium Foods	Medium	N/A	VC	Market research to do; Need to meet Premium Foods before. Initial request while WAGN meeting. Met with Kokou and JF.

ANNEX D: CONTACTS FOR ASSOCIATIONS PARTNERS

Organization	Name and title	Contact
The Gambian Investment and Export Promotion Agency (GIEPA)	Mariama T. Fatajo, Director Business and Export Development	mtfatajo@giepa.com +2209962903/2163709
	Carlos Gomez, Business and Export Development Office	cgomez@giepa.com +2209808687/6708687
	Basainey E. Jammeh, Manager Business Development	bejammeh@giepa.com +2203724517/9825417
African Cashew Alliance	Roger BROU, Managing Director	rbrou@africancashewalliance.com +233 544 316 510/ 244 319 478
	Olivier KABRE, Monitoring & Evaluation/Market Information System	
	Ernest DANKWA, Finance Manager	+233 544335282 edanka@africancashewalliance.com
	Miriam GYAMFI, Project Coordinator	+233544315446 mgyamfi@africancashewalliance.com
	Marian Lamptey, Office Coordinator	
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Chambre de Commerce et d'Industrie du Burkina (CCIBF)	Felix Sanon, Director of Business Services and Cooperation	+22670255684 Felix.sanon@ccibf
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	Mrs Rita Nonguierma, Admin Assistant	+226 70 75 45 35 cicb@yahoo.fr
Confédération des Fédérations Nationales de la filière Bétail-Viande-Afrique de l'Ouest COFENABVI-AO, Ouagadougou	Timbila Thomas Sawadogo, Permanent Secretary	+226 70 20 52 37/79429110 cofenabvi_ao@yahoo.fr
	Mrs Sophie Sawadogo, Country Representative	+226 50 37 53 02/70 08 22 28 sawadogo_sophie@yahoo.fr
Réseau des Systèmes d'Information de Marché d'Afrique de l'Ouest (RESIMAO), Abidjan	Noël Kouable, Vice Coordinator	+225 07 85 22 93/ 04 8148 50 noelkouable@yahoo.fr
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ANNEX E: PROJECT INDICATORS

Trade Hub Indicators and Targets Synthesis of Indicators in Contract Expected Results and Annex 6 Proposed June 9, 2014				
#	FTF #	Trade Hub Indicator	3-Year	5-Year
Highest-level Outcomes				
1		Value of global and regional transactions	Up 30%	Up 50%
	-4.5.2-36	1a. Value of global transactions by project-assisted firms 1b. Value of regional transactions along project-assisted corridors		
2		Creation of new jobs in project-assisted firms	15,000	23,000
	4.5-2	2a. GVCs 2b. RVCs: Number of jobs attributed to FTF implementation.		
3		Facilitation of investment in targeted sectors	\$62.5 m	\$102.5 m
	4.5.3-38	3a. Global VCs 3b. Regional VCs		
IRI: Improved private sector capacity				
4	4.5.2-11	Number of private enterprises, ... trade and business associations receiving USG assistance	300 (125)	500 (200)
5	4.5.2-27	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	60%	80%
IR I.1: Improved buyer-seller intermediation				
6		Number of buyer-seller linkages established as a result of implementation	60 (25)	100 (40)
7		Value of transactions facilitated in targeted sectors	\$100 m	\$180 m
		8a. Value of global transactions by project-assisted firms. 8b. Value of regional transactions along project-assisted corridors		
8		Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	1000 (400)	1500 (600)
9		Number of new dues paying members in private business associations as a results of USG assistance	600 (200)	1000 (400)
		12a. GVCs 12b. RVCs		
IR I.2 Expanded use of grades and standards				
10		Number of assisted firms meeting grades and standards requirements	300 (150)	500 (250)
		13a. GVCs 13b. RVCs		
11		Number of sectors and countries that advanced the harmonization of regional grades and standards	24	44
		14a. GVCs 14b. RVCs 14c. Countries		
IR I.3 Increased access to and use of market information systems				
12		Number of users of new MIS services	50,000	115,000
IR I.4 Increased access to and use of financial services				
13		Value of new loans made to clients in targeted sectors	\$25 m	\$58 m
	4.5.2-29	16a. GVCs 16b. RVCs: Value of agricultural and rural loans		
14	4.5.2 -37	Number of MSMEs receiving business development services from USG assistance	125	250

			(25)	(50)
15	4.5.2-29	Number of firms in targeted sectors receiving loans from partner banks 18a. GVCs 18b. RVCs	102 (62)	202 (123)
16	4.5.2-12	Number of public-private partnerships formed as a result of USG assistance	1	2
		IR 2.1 Improved transport sector competitiveness		
17		Percent reduction in time delays at checkpoints along priority West African trucking corridors	10%	20%
18		Percent reduction in the average rate of bribes paid per 100 km	10%	20%
19		Reduction in cost to trade across borders	10%	20%
		IR 2.2 Reduced legal and regulatory barriers		
20		Advocacy success at the regional level from a set of priority issues (including transportation sector liberalization) developed by the Borderless Alliance and other producer and private sector associations.	3	5
21		Reduction in the number of days/time required to trade goods across borders as a result of US assistance.	10%	15%
22		Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	15	25
23	4.5.1-24	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	36 in either stage 3, 4, or 5	49 in either stage 3, 4, or 5

ANNEX F: DOCUMENTS AND PRESENTATIONS

- Year One (5-Month, Remainder FY14) Work Plan, April 2014
- Start Up and Preliminary 90 Day Work Plan, April 2014
- Draft Performance Monitoring Plan, April 2014
- Value Chain Assessment Report: Small Ruminants, May 2014
- Value Chain Assessment Report: Cattle, May 2014
- Value Chain Assessment Report: Maize, May 2014
- Value Chain Assessment Report: Rice, May 2014
- Value Chain Assessment Report: Millet and Sorghum, May 2014
- Value Chain Assessment Report: Apparel, May 2014
- Value Chain Assessment Report: Cashew, May 2014
- Value Chain Assessment Report: Shea, May 2014
- Value Chain Assessment Report: Mango, May 2014
- Value Chain Assessment Report: Sesame, May 2014
- Value Chain Assessment Report: Honey, May 2014
- Value Chain Assessment Report: Overview, May 2014
- Value Chain Selection Report, May 2014
- Grants Manual, May 2014
- Partner Selection Report, June 2014
- Baseline Study, June 2014
- Weekly Reports for USAID (6 to date)
- Meeting Reports (16 to date)
- PowerPoint Presentation - Regional Partners Meeting of USAID, April 2014
- PowerPoint Presentation - COP Presentation to USAID/Washington, June 2014
- PowerPoint Presentation - Maximizing AGOA's Impact Through the Trade Hub, June 2014