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NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)

YEAR 3 WORK PLAN

OCTOBER 2014 – OCTOBER 2015

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PROGRAM DESCRIPTION

The Nigeria Expanded Trade and Transport (NEXTT) Program was initiated in October, 2012. NEXTT aims to support the Nigerian government's efforts to expand trade domestically, within the ECOWAS sub-region and beyond, and improve its efficiency so that trade, particularly in agricultural products, can provide inclusive economic growth and development of Nigeria. Using an integrated approach to trade and transport competitiveness, NEXTT builds upon Government of Nigeria (GoN) and prior USAID efforts, including the Maximizing Agriculture Revenue in Key Enterprise and Target Sites (MARKETS) Project, and the Nigeria Expanded Exports Program (NEEP), in order to stimulate investment in trade-related infrastructure and services, reform trade policies and procedures, and improve the position of Nigerian firms in global and regional market.

Over the 4-year project lifespan, NEXTT is expected to leverage past and current efforts toward realizing the following outcomes:

- \$25 million in new investments in projects along the LAKAJI Corridor;
- A 30% reduction in transport costs along the LAKAJI corridor;
- Dynamic trade policy coordination mechanisms that integrate public and private sector priorities into a strategic framework for engagement with trading partners;
- Modernization of customs procedures and systems for meeting international standards for agricultural goods; and
- \$30 million in additional exports as a result of more strategic positioning of Nigerian exporters by export promotion institutions and industry groups.

These outcomes are expected to lead to further and lasting impacts in the form of reduced costs and higher quality of food available in the domestic market, as well as jobs and income generation opportunities for people linked to firms exporting goods abroad.

Realizing this vision involves strategic deployment of NEXTT resources and capacity, leveraging and building strengthening existing platforms such as the LAKAJI Corridor Management Group (CMG), the Trade Facilitation Task Force (TFTF), and the National Food Safety Management Committee (NFSMC). NEXTT is sponsoring new initiatives, including the growth of a business development services (BDS) provider network targeting firms in non-oil export industries, and a LAKAJI Agricultural Growth Corridor Initiative.

NEXTT provides technical assistance in the form of analyses (investment/export opportunities, corridor constraints) and direct support (training, expert consulting) to Nigerian partners.

COMPONENT 1: LAKAJI CORRIDOR IMPROVEMENT

Context

The LAKAJI corridor is Nigeria's busiest, facilitating the movement of 30 million tons of goods per year valued at more than US \$6 billion, and accounting for 36% of the country's total throughput. More than 90 million Nigerians live along the corridor, making it the most important transport route in the country from both a food security and export perspective. The corridor connects West Africa's largest agricultural market in Dawanau, Kano, with the region's largest consumer market in Lagos, and links key production and processing zones for strategic exports to the Lagos ports. Investment in agribusiness activity along the corridor continues to be constrained, however, by high transport and logistics costs and delays in moving agricultural products, which reduce the competitiveness of producers and processors. Similarly, investment in transport and logistics services is severely constrained by administrative barriers to efficient operations and poorly maintained infrastructure.

In Year 2, there was been strong buy-in, convergence, integration and widespread support for the corridor as a tool for economic renewal and trade facilitation along the corridor. It is increasingly accepted as an alternative platform to oil for inclusive economic growth and is bringing together disparate players to work together to this end e.g. public, private, corridor states, and Special Crop Processing Zones.

NEXTT has provided support to the LAKAJI Corridor Management Group (CMG), which was envisioned to lead corridor improvement, monitoring and dialogue activities (Task 1). Meanwhile, under the LAKAJI Agricultural Corridor Growth Initiative, the LAKAJI Development Alliance (LDA) emerged with significant private sector energy in partnership with the public sector to promote agricultural and infrastructure investment (Task 2). More than 200 actors have participated in LDA activities to date, and its steering committee includes high level private and public sector actors.

NEXTT has committed to intensify its efforts to strengthen the CMG through new membership in Year 3. Key to this effort will be the recruitment of high-level private sector actors currently participating in the LDA. To promote new CMG membership, NEXTT is facilitating a merger between the LAKAJI CMG and the LDA to form one unified group, under the LAKAJI CMG umbrella. This merger will ensure that one strong group – the CMG - takes the lead on both corridor improvement and investment.

Approach

In Year 3, NEXTT will continue to strengthen regional corridor governance and development planning, through the LAKAJI Corridor Management Group. The shared vision of LAKAJI corridor stakeholders is to transform the corridor from a congested single strand of roadway to a multi-strand combination of road, rail, air, power and ICT - a multimodal trade expressway with junctions for off-corridor states and other key agro-processing clusters. Promoted in combination with Nigeria's other investment features, appropriate pro-business policies and improved trade facilitation, the corridor can attract significant investment and become a model for the rest of the country in implementing the government's Agricultural Transformation Agenda (ATA). NEXTT Year 2 activities were focused on solidifying stakeholder alignment and commitments to the corridor initiative. In Year 3, NEXTT will work with committed stakeholders to advance concrete actions that facilitate investments and process improvements which will serve as models for scaling and replication over time. Investments and process improvements supported by NEXTT will directly target reductions in the time and cost required to move goods and the launch of new agribusinesses along the corridor.

Initiatives to facilitate movement of goods and new investments will focus narrowly on near-term opportunities that will generate short-term results, but also more broadly on promoting the **connectivity at all levels** that will ensure the sustainability of short-term gains, including:

- Connectivity between corridor operators and service providers to facilitate efficient agribusiness operations and logistics.
- Connectivity between federal ministries, agencies, and corridor state governments to provide the enabling environment for the corridor and support the Staple Crops Processing Zones (SCPZs) of the ATA.
- Connectivity and convergence of the private sector for a more organized, unified voice in 'tailoring' infrastructure to better meet the needs of users, advocated through the CMG. Connectivity between the Nigerian chapter of the Borderless Alliance and corridor improvement efforts domestically and internationally to create a Pan-West African trade and transport route. NEXTT will collaborate with the West Africa Trade Hub to support regional integration with Nigeria playing an active role.
- Connectivity between the different Components of the NEXTT project (Trade Policy, Customs Reform, Export Development and Corridor Improvement) and other USAID and donor projects.

The NEXTT team will work closely with the LAKAJI CMG to build on its corridor monitoring initiative to **establish a Transport Observatory**. In Year 1, NEXTT undertook a baseline study of the time and cost to trade goods along the corridor. In Year 3, the NEXTT team will train CMG members and staff on CARANA's transport and logistics measurement methodologies. The NEXTT team will update the baseline study, again measuring time and cost to trade goods along the LAKAJI corridor in partnership with CMG members and staff, who will then have the capacity to perform ongoing corridor monitoring. Corridor monitoring will be publicized through the

new online Transport Observatory, and will continuously identify needs for corridor improvements, providing an impetus for stakeholder action.

Concrete, stakeholder-led, actions to reduce time and cost to trade goods in the corridor in the short and medium term include:

- **Facilitating investment in Inland Container Depots (ICDs)** in Ibadan. This could reduce congestion in the port area, a major cause of delay, by moving this function out of Lagos. Next steps: Work with NCS on procedures and identify investors to operate.
- **Facilitating investment in truck staging areas** to reduce road congestion between transshipment points and ports, and a coordinated queuing procedure. Extreme road congestion between transshipment points and ports – greatest source of inefficiency in the transport leg of the corridor between Lagos and Kano. Trucks picking up imported containers line up in queues a full day before their cargo is released. Next steps: Work with the Ports Authority and private companies (such as Maersk) to support the development of a truck staging area, which would effectively serve as a ‘waiting room’ for trucks and alleviate congestion on the roads.
- **Introduction of a container insurance program** to reduce number of trucks on the road. Currently, there is limited use of containers to transport imported goods to the North due to high fees charged by the shipping lines. Importers unload their containers as quickly as possible, and rush to return their containers before ‘demurrage’ fees are charged. This doubles the amount of trucks on the roads – trailers transporting the containers, and then the bucket trucks that come to pick up the containers in Lagos. A container deposit insurance/modified guarantee scheme, or other financial mechanism (using a hedge fund, or DCA for example) will reduce trucks on the road. Next steps: Discuss the feasibility of this with shipping companies and identify a partner to help develop the insurance scheme.
- **Simplification of letter of credit documentary requirements** to speed post-clearance release. One of the major causes of delays at port is problems caused by post-clearance release. Post clearance release is dependent on completion of NCS and other regulatory procedures and the surrender to the shipping line of the original bill of lading covering the consignment. If the bill of lading is not available at the time of clearance, the cargo cannot be legally released to the importer. In Nigeria, (because of commercial, banking and country risks) most importers rely on a Documentary Letter of Credit to protect payment to the exporter. The majority of Letters of Credit opened by Nigerian importers are much more complex than international best practice. Exporters have difficulty generating the documents which meet the letter of credit requirements. Next steps: work with the Central Bank of Nigeria (CBN) to see if they will issue a directive on simplifying letter of credit documentary requirements. Offer training for importers on how to open letters of credit.

- **Introduction of a trucking GPS system** to control trucker movements and control cost. Truckers frequently hire a trusted 'escort' to travel with their cargo, because they have limited control over trucker movements, at an added cost. Truckers frequently take long breaks, lose cargo, say they've been in accidents and have lost cargo, delays create more room for theft. Most trucks do not have GPS systems. Linking established trucking companies with a GPS solutions company, or working with a local provider to establish their own company could solve the problem. Next Steps: Identify GPS solutions companies to assess opportunities.
- **Establishment of a freight exchange** to reduce costs and time to transport on the corridor. Uneven freight flows between the north and the south contributes to inefficiencies in the trucking system and high fees. A freight exchange would encourage more efficient use of trucks and encourage backhauling. Next Steps: Identify a technology solutions provider, conduct outreach to shippers and trucking companies.

To promote agricultural investment, NEXTT will continue implementing its dual strategy of working with Nigerian Business Development Services (BDS) providers as well as international consultants with high-level expertise in investment and targeted value chains that has generated a robust pipeline of investor projects. In addition, in Year 3, NEXTT anticipates implementing a Project Development Facility (PDF), which will greatly aid the project staff in catalyzing new investment on the corridor by expanding BDS provision, and matching project promoters with the expertise required to validate the feasibility and potential for return on investment of their projects and by buying down the cost of project development in order to build a healthier pipeline of well-structured, viable agribusiness projects for investor consideration. We will amend this work plan to include activities related to PDF implementation upon receipt of this planned modification.

In Year 2, NEXTT successfully facilitated investment in the cassava sector in Ogun state with local firm CDMA Projects. We continue to provide support as they scale up their pilot initiative. In addition, we assisted Valency International to complete an investment in a cashew processing facility in Lagos state. We will provide ongoing support for that firm in coordination with the African Cashew Alliance (ACA). NEXTT BDS providers are currently in negotiations with Wilbahi Industries to update the company's business plan, with A & Shine Honey to conduct a pre-feasibility study and access financing, with Nelsag (shea) to facilitate financing of equipment, and with Strange Industries (shea) to facilitate financing for operating expenses and new equipment (see below).

In Year 3, NEXTT will continue to work through BDS providers to follow up with deals in our prioritized investment pipeline, summarized in the table below, and to expand this pipeline to realistically meet our overall project target of \$25 million in new investment. Investments are prioritized based on a number of factors, including connections to SMEs, catalytic potential, commercial viability, gender impact, market demand and export potential.

Table 1: Prioritized pipeline of investment opportunities on the LAKAJI Corridor

NAME OF PARTNER	VALUE CHAIN	STATE	INVESTMENT OPPORTUNITY	MODE OF INTERVENTION	INVESTMENT (USD)
Short Term Targets:					
Lisabi Mills	Maize, Bean Flour	Lagos	Rehabilitation and upgrade of maize custard and bean flour processing mill	Market study and business plan development	1,500,000
Wilbahi Industries	Horticulture	FCT	Veggie conditioning/handling center	Update business plan and identify "pad" for industrial site	10,000,000
A&Shine Honey	Honey	FCT	Establish bee farm for honey production	Conduct pre-feasibility study for greenfield investment & access to finance	2,500,000
Nelsag	Shea	Niger	Expansion of shea butter processing	BDS provision for operating capital and equipment purchase	300,000
Strange Industries	Shea	FCT	Expansion of shea butter processing	BDS provision for operating capital	500,000
Dantata Industries	Sesame Seed	FCT/Kano	Greenfield investment in sesame seed oil processing mills	Feasibility study/Business Plan for greenfield investment	5,000,000
DANSA	Tomato	Kano	Develop small holder tomato farm scheme for Dansa tomato processing facility	Scoping study and business plan to support growth of tomato producer coops	3,000,000
Integrity Farms	Feed Production	Lagos	Fish farm/feed production unit with Ziegler USA	Technical assistance, working capital	\$4,000,000
Universal Quest	Cashew	Kogi	Cashew processing facility	Financial facilitation	In discussion
KD Foods	Cashew	Kwara	Cashew processing facility	Financial facilitation	In discussion
Kashford	Cashew	Kwara	Cashew processing facility	Financial facilitation	In discussion
Medium Term Targets:					

Doreo Partners	Maize	Kaduna	Expand "Franchised Farming" in maize	Finance one coop/franchise; training of trainers TA; ICT applications	300,000
Shoprite	Horticulture	National	Expand sourcing of local produce	Survey prod. & supply parameters for 30+ new stores	1,000,000
Olam	Cashew	Oyo	Expansion of cashew processing plant in Ilorin	Business plan for new cashew plantations/improved varieties	2,500,000
Multi Trex	Cocoa	Ogun	Cocoa consumer products	Structure advertising campaign for Moor & Frangada products	3,000,000
Access Mobile	Poultry	Oyo	Digital platform poultry industry	Feasibility study/Identification of early adopters	500,000

The success of Component 1 in Year 3 will be reflected in:

- An operational LAKAJI CMG secretariat, using corridor monitoring data to inform corridor improvements, taking a market-oriented approach to support investments by new agribusiness players, and to solidify enabling environment commitments from Federal and State governments.
- Reductions (5%) in the time and cost of moving goods along the corridor as a result of focused efforts and effects in targeted Corridor bottlenecks such as, in the near-vicinity of Lagos, where most of the cost and delays are incurred.
- US \$1.25 million in new investment along the corridor, stimulated through events, publicity, and technical assistance, implemented in close coordination with the LAKAJI CMG. Additional investment is anticipated when the PDF becomes functional.

Task 1: Provide technical capacity and support to the Lagos-Kano-Jibiya Corridor Management Group

A top priority for Year 3 is building the capacity of the LAKAJI CMG and establishing the group's secretariat and project management office. NEXTT Component 1 Lead, Isaac Adegun, will lead the effort to launch a CMG Secretariat, which will undertake corridor performance monitoring, facilitate working corridor groups, and mobilize stakeholders to advocate for reductions in time and cost.

NEXTT will support the CMG to hold its Annual General Meeting on November 28, 2014. Mr. Adegun and other NEXTT staff members, will act as the temporary CMG secretariat to establish a fully equipped and functional project management office in December, 2014. Hadiatou Barry will support CMG activities from the NEXTT Lagos office, while Mr. Adegun sits in Abuja. NEXTT's Communications Specialist will assist the CMG in establishing a logo, signs, letterhead, business cards, and a website. He will also begin to publish regular LAKAJI CMG newsletters by January, 2015. Mr. Adegun and other NEXTT staff will also assist the CMG in establishing operational protocols and finalizing an annual work plan in December.

Mr. Adegun and other members of the NEXTT team will work diligently to recruit additional CMG membership, particularly from the private sector. NEXTT-facilitated discussions between the CMG and LDA in October and November will lead to significant LDA-member participation in the CMG. In addition, NEXTT will support the CMG in holding several additional meetings and events, designed to reach a broader audience of potential CMG members. These will include a launch event, meetings with business and industry associations, presentations of corridor monitoring results, and various media events. Mr. Adegun will also assist the CMG in developing an ongoing revenue-generation stream, including membership dues, during the year. NEXTT will assist the CMG to complete a full sustainability plan by the end of Year 3.

The secretariat will be the operational entity that coordinates stakeholder-led and NEXTT-supported corridor improvement initiatives. The findings of the NEXTT Transport and Logistics Baseline Assessment and the issues emerging from public-private dialogue among working groups will inform the Secretariat's priorities. NEXTT will help CMG establish a web-based Transport Observatory to provide easy access to information regarding transportation and logistics along the corridor. In addition to the Transport Observatory, several activities aimed at achieving reductions in time and cost to move goods along the corridor in the short and medium term are listed on page 3 and 4 of this document. These priorities may evolve, with concurrent ongoing public-private dialogue, and continued corridor monitoring undertaken by the LAKAJI CMG.

As discussed on page 3, NEXTT will update the corridor baseline assessment in Year 3 to measure changes in the time and cost to transport goods along the corridor and ensure that planned interventions are still relevant to a rapidly involving transport and logistics context. NEXTT will train the CMG to co-implement the assessment with a view to handing over responsibility for future assessments and ongoing corridor monitoring to this group. NEXTT will work with the CMG to establish a Nigerian Transport Observatory, and will coordinate with the USAID/West Africa Trade Hub project to integrate Nigeria into its regional Transport Facilitation Observatory, which is not yet fully functional, but will promote shared data collection and measurement tools throughout the region.

At the time of writing, NEXTT has signed MOUs or is awaiting signature in the eight corridor states. With the MOUs in place, NEXTT will undertake a regulatory mapping activity to identify disparities among states in red tape and in investment incentives along the corridor. This will

provide a foundation for future harmonization of the corridor regulatory environment. NEXTT will use this collaborative activity as a way to strengthen the relationship between the LAKAJI CMG and member states. NEXTT will support the CMG in signing MOUs with the eight corridor states in Year 3.

NEXTT will also continue to support the Nigeria Chapter of the Borderless Alliance to increase its membership and intensify its advocacy efforts along the LAKAJI corridor. Specifically, through the LAKAJI CMG, we will monitor corridor performance, publicize information, and prioritize corridor reforms. Making this information available will enable the Nigerian chapter of the Borderless Alliance to advocate for corridor and trade improvements. We will encourage participation of Borderless representatives in the LAKAJI CMG and its working groups, so that the two groups may play complementary roles in corridor monitoring and advocacy in the future. NEXTT will collaborate with the regional USAID/West Africa Trade Hub, for regional trade and transport issues in which the Borderless Alliance is involved, as that project will be supporting the Borderless Alliance through grants and other assistance.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Operationalize CMG Secretariat				
Hold the CMG Annual General Meeting	Nov. 28, 2014	General assembly held	CMG	LAKAJI Corridor Development Manager (C1 Lead), Project Specialist (PS), RBS
Recruit private sector to join CMG	Oct 2014- Sept 2015	Meetings with LDA leadership and members Forums held, presenting CMG concept to broader audience Meetings with key business associations Membership increased	CMG, LDA	COP, C1 Lead, PS, RBS
Establish secretariat and project management office	Dec 2014	Functional secretariat with temporary staff Project management office open	CMG	COP, C1 Lead, PS, RBS
Develop CMG annual work plan	Dec 2014	Work plan complete	CMG	
Implement communications and branding strategy	Dec 2014- Sept 2015	Website Launch held Promotional materials (Logo, letterhead, business cards)	CMG	C1 Lead Comms Specialist, RBS

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
		Newsletters Media appearances		
Support working group meetings to develop action plans for corridor improvement	Jan-Sept 2015	Working group meeting agendas Meeting minutes Action plans developed for each priority transport and logistics issue	CMG working group members	COP, C1 Lead, PS, RBS
Promote acquisition of best practices in corridor management (could include study tours and/or presentations from visiting experts)	April-Sept 2015	Study tour(s) complete Lessons learned documented	CMG	COP, C1 Lead
Monitor the implementation of action plan and provide support to the CMG as necessary to complete action items	Feb-Oct 2015	Working group meeting agendas Meeting minutes Trip reports Updated action plans for each issue	CMG leadership, Secretariat, and working groups	COP, C1 Lead, PS, RBS
Develop sustainability plan for the CMG	Sept. 2015	Sustainability plan complete	CMG	COP, C1 Lead
Collaboration with State Governments				
Map regulatory environment and investment incentives of corridor states	Jan 2015	Regulatory map providing basis for future harmonization	GIZ, CMG, Corridor state working groups, Borderless Alliance, USAID/ West Africa Trade Hub (WATH)	C1 Lead, RBS, STTA
Assist states and the CMG with strategies for harmonization of regulations and investment incentives	Feb-Sept 2015	Specific regulations and incentives harmonized	CMG, Corridor state working groups, SPCZs	CI Lead, RBS, STTA
Support the CMG to sign MOUs with 8 corridor states	July-Sept 2015	MOUs signed	CMG, Corridor state working groups	C1 Lead
Corridor Performance Improvement				
Facilitate investment in Inland Container Depots	Oct 2014- Sept 2015	Work plan finalized for a functional ICD in Ibadan	CMG, NCS, various GON reps	C1 Lead, RBS, Crown Agents
Facilitate investment in truck staging areas	Nov 2014- Feb 2015	Public scheme or PPP developed for operation Truck staging areas	CMG, Port Authority, Private sector investors	C1 Lead, RBS

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
		established, reducing road congestion	(e.g. Maersk)	
Introduction of a trucking GPS system	Dec 2014-March 2015	Local or international GPS solutions provider serving LAKAJI corridor, system established for trucking company use	CMG, private sector partners, BDS providers/IT companies	C1 Lead, RBS, INTEGRA
Establish a freight exchange system	March-Sept 2015	Coordinated cargo movements facilitated by IT-based freight exchange solution	CMG, private sector partners, BDS providers/IT companies, WATH	C1 Lead, RBS, STTA
Establish a container insurance program	March-May 2015	Container insurance/modified guarantee scheme designed	CMG, Shipper's Council, shipping companies, insurance provider	C1 Lead, STTA
Support simplification of letter of credit documentary requirements at NCS for post clearance release	May-Sept 2015	Importers trained on letters of credit, simplified letter of credit process for speedier post clearance release	CMG, Central Bank of Nigeria, NCS, Crown Agents	C1 Lead, STTA
Corridor Performance Monitoring				
Train CMG in corridor transport and logistics data collection and analysis	Jan-Feb 2015	Training agenda and materials Local organization with staff capable of conducting T&L assessment	CMG	CARANA HQ Staff: N. VanDusen A. Grevey, C1 Lead
Update T&L baseline study with new data (in partnership with the CMG)	March-April 2015	Assessment with updated information on time and cost to move goods on the corridor and reasons for delays, to be used to inform CMG actions	CMG, Borderless Alliance, Terminal operators. NCS, NRC	CARANA HQ Staff: N. VanDusen & A. Grevey, C1 Lead
Establish Transport Observatory	Feb 2015	Transport Observatory Online	CMG, USAID/WATH	C1 Lead, Comms Specialist
Support Borderless Alliance				
Support Borderless Alliance of Nigeria to expand membership	Oct 2014 – Sept 2015	Expanded membership over prior levels	CMG, Borderless Alliance, USAID/WATH	COP C1 Lead
Participate in Borderless Alliance of Nigeria meetings to improve advocacy efforts	Oct 2014 – Sept 2015	Meeting minutes	CMG, Borderless Alliance, USAID/w\WATH	COP C1 Lead

Task 2: LAKAJI Agricultural Growth Corridor

To promote agricultural investment in the LAKAJI corridor, in line with the NEXTT contract, the NEXTT team has mobilized a broad group of stakeholders around the LAKAJI Agricultural Growth Corridor Initiative (AGCI) Partnership concept. NEXTT hosted an Agribusiness Investment Summit in August 2013, securing broad stakeholder buy-in for the AGCI Partnership. Following the Investment Summit, these stakeholders established a governing structure for the AGCI Partnership, securing broad representation from the public and private sectors, eventually choosing LAKAJI Development Alliance (LDA) as the partnership's formal name. NEXTT is now working with the leadership of the LDA to bring that group under the LAKAJI CMG umbrella, so that the LAKAJI CMG can serve as NEXTT's primary partner for both Task 1 and Task II of Component I.

In Year 3, to build the AGCI institutional platform and support expanded membership in the CMG, we will assist LDA members in becoming part of the LAKAJI CMG. The LAKAJI AGCI Partnership Coordination Office required by the NEXTT contract will not be a separate entity supported by NEXTT, but will be a function of the CMG Secretariat.

To ensure that we meet our targets, NEXTT will continue to follow up on the pipeline of potential investments generated in Years 1 and 2, for a total pipeline of at least \$50 million. We will continue to work with BDS providers to follow up on investments in our pipeline, to seal as many deals as possible within the life of the NEXTT project.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Building the LAKAJI Agricultural Growth Corridor Institutional Platform				
Support LDA members to become members of the CMG	Oct-Dec 2014	Membership formalized	LDA, CMG	COP, CI Lead, PS
Support the CMG to expand the agribusiness investment pipeline to \$50M.	Nov 2014- Sept 2015	Pipeline generated	CMG, BDS Providers, FMARD, UNDP	COP, C1 Lead, CARANA HQ Staff (A. Fernandez, E. Tugendhat)
Supporting Continued Corridor Investment				
Develop Harmonization Strategy for NEXTT / SCPZ efforts	Oct – Dec 2014	Strategy Developed	CMG, NRC, Shippers' Council, FMARD	C1 Lead, RBS
Hold investment facilitation training for FMARD and other GON institutions	Oct-Dec 2013	Curriculum Developed, Workshop Held		COP, CARANA HQ Staff (A. Fernandez, E. Tugendhat), STTA

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Organize and hold LAKAJI Agricultural Growth Corridor Investment Summit	March-April 2015	Summit Held	CMG, Fed. Ministry of Finance, Fed. Min. of Trade and Inv., FMARD, Private Sector Sponsors	COP, C1 Lead, Comms Specialist, PS, RBS
Engage additional BDS providers to facilitate investment and financing	Nov 2014-Sept 2015	Contracts with 5 new BDS providers, 25 new agribusinesses receiving BDS support	BDS Providers	RBS, C1 Lead, C 3 Lead, STTA
Follow up on investment deals in the NEXTT pipeline through local BDS providers and STTA	Oct 2014-Sept 2015	New corridor investment	CMG, BDS providers	C1 Lead, RBS, PDF Manager, STTA
Actively seek out potential applicants for DIV funding and provide assistance in developing proposals	Oct 2014-Sept 2015	Proposals submitted	CMG	C1 Lead, PDF Manager, INTEGRA, PS

COMPONENT 2: TRADE POLICY AND TRADE FACILITATION

Context

In Year 1, the NEXTT team found that Nigeria did not have a functional Trade Policy Advisory Council (TPAC) in place, as recommended by the WTO to all member countries. The TPAC is meant to coordinate trade activities of private sector partners to participate in the formulation of trade policies. We found that the GON had in place two entities—the Enlarged National Focal Point (ENFP) and the Trade Facilitation Task Force (TFTF)—that were meant to function in place of the TPAC. In addition, we found that the National Food Safety Management Committee (NFSMC) was not fully operational. Finally, we found that the level of commitment from within the GON to support reforms and modernization in trade policy processes, food safety and trade facilitation, overall much weaker than was necessary to have the requisite “buy-in” for NEXTT’s intensive training and capacity building activities.

Thus, in Year 1, NEXTT focused on efforts to build the institutional relationships necessary to obtain appropriate buy-in and commitment from the GON toward improved trade policy, trade facilitation and food safety. We expanded our networks to include donor partners and projects with similar interests in trade policy formulation and trade facilitation to understand how they could contribute to our agenda, and we evaluated the capacity of the remaining GON institutions to determine how we could move forward with NEXTT's reform efforts. By the end of Year 1, NEXTT had conducted an audit of the Trade Policy Process (TPP) in Nigeria and provided recommendations for institutional reforms for trade policy; provided technical assistance to the GON in creating four trade policy related documents, including Trade Policy 2012, Nigeria Trade Strategy and a Feasibility Study for Okerete Trans-National Border Market; designed modules of training and capacity building for FMITI, NCS, Ministries of Finance, Agriculture and other relevant MDAs on trade and associated policy issues, including tariff analysis; and supported the legislative process toward passage of the Customs and Excise Management Act (CEMA) 2011. We are still awaiting the passage of CEMA, which will provide the legislative framework for many of the proposed NCS reforms. However, we are not letting the slow legislative process keep us from advancing our trade agenda in the meantime.

In Years 1 and 2, NEXTT built upon the technical support previously provided to the GoN to implement its trade policy mandate locally and participate effectively in the WTO policy making process. In addition to our core partners, FMITI, NCS and others, the project extended capacity building support in trade policy formulation and implementation to the Federal Ministry of Finance, Office of the Chief Economic Adviser to the President (OCEAP), Manufacturers Association of Nigeria, Bank of Industry (BOI), Nigeria Economic Summit Group and other public and private institutions and groups dealing with trade policy issues. Specifically, in Year 2, NEXTT:

- Prepared Nigerian delegates for the WTO 9th Ministerial Conference in Bali
- Provided technical assistance to FMITI on the implementation of trade policy, trade strategy and tariff analysis unit
- Conducted training workshops on tariff impact analysis for GoN economists
- Coordinated with relevant stakeholders to redesign GoN TTF
- Supported African Growth Opportunity Act (AGOA) Strategy Implementation
- Supported creation of an AEO Program through:
 - AEO Cost Benefit Analysis
 - Draft self-assessments and procedures for an AEO Program
- Assessed NCS Risk Management Techniques
- Conducted a gap analysis of the PCA program in NCS, and recommendations for improvement
- Supported NCS HQ Policy strengthening through technical assistance and gap analysis

Under Task 1, NEXTT worked to bring institutional structures like the TPAC/ENFP and TTF fully on stream with functional secretariats; this is an ongoing process. We also worked to promote

stakeholder-led reform and capacity building for the broad trade policy process, ENFP/TPAC and TTF. NEXTT surpassed our Year 2 targets for all Task I indicators and activities.

Under Task 2, NEXTT continued to work toward reforming customs to support increased trade and investment by reviewing the current Post Clearance Audit (PCA) procedures within NCS, comparing these with international best practice and making relevant recommendations to promote harmonization of PCA within the NCS. We also mobilized a Risk Management (RM) consultant to draft an RM Strategic Plan. The consultant then returned to build on the results already achieved by supporting the development of RM within the NCS. This activity provides direct support to many of the modernization initiatives currently under way, both through NEXTT (e.g. PCA and AEO) and the NCS themselves (e.g. Pre-Arrival Assessment Report), which will support the reductions in time and cost to trade goods being pursued under NEXTT's Component 1 and more broadly at ports of exit and entry throughout Nigeria. Also in Year 2, NEXTT worked to improve the capacity of HQ Units in NCS to develop and implement new policies and procedures and also undertook a cost-benefit analysis for the introduction of an Authorized Economic Operator (AEO) system in Nigeria. The result was a strong recommendation to implement an AEO system, which will contribute to a reduction in the time and cost to trade.

Under Task 3, we successfully supported the emergence of a revised Food Safety Policy and Implementation Strategy in the country and secured endorsement of the Minister of Health for this strategy. NEXTT also supported the establishment of the National Food Safety and Management Committee and facilitated capacity building for some of its members.

Approach

NEXTT will maintain its overall approach to this component in terms of securing the alignment of the formulation, coordination and implementation of trade policies, regulatory frameworks and facilitation services in ways that maximize market-driven competitiveness, supporting expanded trade, investment and job opportunities. Consistent with the specific approach in Year 2, we will continue to pursue a private sector driven, public policy making system to reform trade policy and trade facilitation mechanisms. This year, NEXTT will seek closer collaboration with other donor partners, we will deepen our work relations with established private sector actors including the Borderless Alliance, National Association of Nigerian Traders (NANTS) and trade policy training institutions, among others, to create private sector-led frameworks for trade policy and trade facilitation, in line with PTF priorities. We will continue to ensure buy-in and unconstrained participation and ownership by the FMIT&I, NCS and other relevant public policy making institutions, to move our reform and capacity building and training efforts forward. We will also continue to support the PTF, as described in the table below.

Table 2: Analysis of Convergence between NEXTT Activities and the PTF

Key PTF Component	PTF Priority in Nigeria	Corresponding NEXTT Activities
Legal gap analysis and development of implementing regulations for customs reforms	Follow up on draft customs reform legislation (CEMA) supported by USAID under MARKETS/NEEP, Legislation related to pre-arrival processing/early release of goods	Supported legislative process through approval by the Nigerian Senate; Helped reconcile differences between House and Senate drafts; will support drafting of implementation procedures upon endorsement by the executive branch; Support to effort to create legislation and procedures for pre-arrival processing/early release of goods;
Development of outreach and communications strategies		LAKAJI corridor management team supports enabling policy environment and communications around encouraging the development of transport infrastructure: roads, rail and air, logistics, internal security, ICT platforms
Development and administration of technical training programs	Advance rulings applicable to tariff classification, valuation, and rules of origin	Drafting of CEMA implementation procedures and related training to support application of new rules and procedures
	Pre-Arrival Processing/Early Release of Goods, infrastructure, documentation and data, Fast-track and the AEOs	Evaluation of existing customs fast track as a mini-model for the AEOs On-going needs assessment for trainings and capacity building
	Expedited Shipments, internal security, logistics, tracking technology	NEXTT and CMG support enabling policy environment encouraging the development of transport infrastructure: roads, rail and air, logistics, internal security, ICT platforms
Institutional and organizational capacity building		Gap analyses of different areas of customs operations Commenced Training of Trainers (ToTs) on tariff analysis, and risk management
Development of ICT strategies and ICT procurement		Support to ICT innovations to stimulate growth of trade in agribusiness including in transport infrastructure, logistics and ICT platforms to support agribusiness

In Year 3, we will build the capacity of public institutions to identify trade issues, and to develop and implement trade policy that is more responsive to private sector needs, with a particular focus on reform priorities identified under Component 1 analyses of LAKAJI Corridor inefficiencies. These include: implementing procedures in NCS for ICD operation, developing an Authorized Economic Operators system and a Post Clearance Audit system to be rolled out across NCS. By aligning the efforts of Component 2 partners with private sectors leaders in the CMG, NEXTT will support the presentation of a united and powerful front for policy reform.

By the end of Year 3, improvement in trade policy and facilitation will be reflected in:

- Increased collaboration between GON institutions and the private sector
- At least two additional legal, regulatory or institutional actions taken to improve compliance with international trade and investment agreements
- Five customs harmonization procedures implemented
- At least two additional public and private sector standards setting bodies that have adopted internationally accepted guidelines for food standards setting

Task 1: Capacity Building for Trade Policy Formulation and Implementation

Under this Task, NEXTT seeks to: (1) Increase private sector input and buy-in to Nigeria's trade policies; (2) Increase the coherence of the policymaking bureaucracy; and (3) Increase the capacity of Nigeria's trade policy institutions (public and private) to analyze the implications of proposed policies and formulate positions on that basis. These objectives contribute to a broader goal of arriving at a mix of policies (tariffs, subsidies, NTBs) that support competitiveness of export industries and provide reasonable protection to domestic industries within the confines of WTO rules.

In support of these objectives, in Year 3, NEXTT will:

- Continue to strengthen the institutional framework for national trade policy coordination, including the ENFP/TPAC and TFTF. This will include a re-design of TPP with clear responsibilities laid out for the ENFP and TPAC. We will establish a joint secretariat for TPP coordination, which will hold meetings of the TPP committee and hold working group meetings (with public and private representation) to propose necessary legal, regulatory or institutional actions to improve compliance with international trade and investment agreements. In addition, we will institutionalize trade and policy coordinating structures to ensure that they can operate without being bogged down by civil service bureaucracy. These actions will contribute to indicator 2.1.1 (Legal, regulatory, or institutional actions taken to improve implementation or compliance with international trade and investment agreements).
- Support institutionalization of the Trade Facilitation Task Force (TFTF) and link it with other relevant stakeholders. To improve TFTF operations, NEXTT will help build capacity of the TFTF and facilitate working groups. We will hold two workshops for TFTF members on Trade Facilitation Measures (TFM) to increase staff capacity. We will also actively link the TFTF with the appropriate CMG working group and existing corridor state working groups, so that they may participate in TFTF working groups and represent state and private sector interests through public-private collaboration. Specifically, we will seek to incorporate more and broader private sector input into Nigeria's development of trade

policy; and, relatedly, increase private sector buy-in to and thus willingness to comply with the policies that eventually come into effect. These goals are particularly important for trade facilitation, since private companies have a very operational view of how trade facilitation measures impact movement of goods and can provide valuable feedback on the impact of TF policies and procedures. When they are not consulted, things often go wrong and result in either gridlock or circumvention of the rules.

- Capacity building on trade negotiations and regulatory reforms for FMITI and other GoN institutions to improve capacity of personnel to implement trade policies and procedures, and build on the previous trainings NEXTT conducted in Years 1 and 2, particularly in tariff analysis. The purpose of capacity building is to increase GON capacity to generate analysis of the effects of existing and proposed trade policies and the implications for national competitiveness. This analysis can inform key private sector (MAN, CMG, NANTS) and public sector (President’s Office, Cabinet of Ministers, Legislature) stakeholders as they debate which path is right for the nation.
- Supporting the implementation of an AGOA strategy, NEXTT will mentor the Ministry of Trade AGOA expert. NEXTT will help the strategist collaborate with the private sector, largely through the CMG, and will provide relevant research and information. NEXTT will also collaborate with the USAID/West Africa Trade and Competitiveness Hub (TCH), NEPC and FMITI to support the development and presentation of an AGOA strategy. Finally we will support the AGOA resource centers in developing an online portal for resources, to make AGOA information more readily available to exporters.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Strengthening Institutional Framework for National Trade Policy Coordination				
Continue supporting the TPP and relevant implementing institutions (ENFP/TPAC); establish secretariat	Oct 2014- Feb 2015	Stakeholder agreement reached, Secretariat established	ENFP, TPAC	COP, Trade Policy and Capacity Building Manager (C2 Lead)
Provide TA to the TPP Secretariat to develop working group structure, hold working group meetings	Mar-Sept 2015	Working group structure defined and finalized, Meetings held, Proposals completed	FMITI, ENFP, TPAC, OCEAP, EMIT, relevant ministries, NCS, Central Bank, Borderless Alliance, CMG/Private sector	COP, C2 Lead, Comms Specialist
Evaluate TPP progress	Aug-Sept 2015	Report developed and submitted	ENFP, TPAC	C2 Lead, M&E Manager
Support Institutionalization of TTF and link with relevant stakeholders				

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Re-design and strengthen TFTF secretariat and facilitate working group meetings	Nov 2014- Sept 2015	Secretariat design document Working group meetings held.	FMITI, TFTF	COP, C2 Lead
Hold two workshops on TFM for TFTF members on the effectiveness of trade facilitation measures against existing metrics	Jan-Feb 2015	Workshops held Reports and attendance list produced	FMITI, TFTF	COP, C2 Lead
Identify representatives from CMG Enabling Environment and Corridor States Working Groups to attend TFTF meetings/events	Dec 2014	Attendance of the CMG and State representative at the TFTF meetings/events	TFTF, CMG, Corridor States Working Groups	COP, C2 Lead
Capacity Building/Trainings on Trade Negotiations and Other Trade Issues				
Conduct training workshops on trade negotiations and regulatory reforms	Oct 2014- Sept 2015	Workshops held.	FMITI, Other relevant GO reps., GIZ	C2 Lead, STTA
Evaluate efficacy of previous trainings (tariff analysis)	Aug-Sept 2015	Validation visits and report complete	FMITI, FMF, OCEAP, Federal Ministry of Foreign Affairs.	C2 Lead, M&E Director
Supporting the Implementation of an AGOA Export Strategy				
Support the development and presentation of an AGOA strategy	Oct 2014	Strategy recommendations complete, stakeholder forum held	FMITI, NEPC, BOI, USAID/West Africa TCH	STTA, C2 Lead, C3 Lead
Facilitate the incorporation of the AGOA strategy into the TFTF, ENFP and TPAC	Dec 2014	Present AGOA strategy to these structures	FMITI, ENFP/TPAC Secretariat, TFTF Secretariat	C2 Lead
Support AGOA resource center to improve services and put resources online	Jan-March 2015	AGOA online resource established.	FMITI, NEPC, Private sector	C2 Lead, C3 Lead, Comms Specialist
Tariff impact assessment on selected commodities	March-April 2015	Impact assessment completed		

Task 2: Support Customs Modernization

In Year 3, NEXTT will support the Nigerian Customs Service (NCS) by building upon previous activities; focusing on stakeholder engagement, Risk Management and Customs Intelligence, Authorized Economic Operator program (AEO), and Post Clearance Audit program (PCA) in order to modernize the NCS. Working towards a holistic approach, NEXTT will continue to engage various stakeholders, such as the private sector, the NCS Policy department, CMG, Nigeria Shippers Council, and other representative bodies, in program activities. Although we are still awaiting the passage of CEMA, which will allow NCS to adopt many of the new procedures NEXTT has been advocating, we will begin to prepare and implement many of the procedures recommended by consultants in Year 2.

In Year 3, NEXTT will focus on developing NCS staff capabilities to take on automation and clearance procedures, as recommended in Year 2. We will provide training and skill development of NCS staff to execute the AEO system and a PCA system to be rolled out across NCS. Staff will also be trained in Risk Management techniques such as risk profiling. With the upcoming events with the Trade Facilitation Task Force and the ECOWAS Common External Tariff, it is critical that the NCS systems be strengthened to accommodate any additional strain, be it external or internal.

In Year 3, under Task 2, NEXTT seeks to assist NCS in implementing 5 new customs harmonization procedures in accordance with international standards (Indicator 2.2.1). These include: Risk Management (RM), Post Clearance Audit (PCA), Authorized Economic Operators (AEO), ECOWAS Common External Tariffs (CET), and Inland Clearance/Container Depot (ICD). It is important to note that full implementation of an AEO program depends on passage of Customs Excise and Management Act (CEMA) and ECOWAS CET depends on ECOWAS approval in January 2015. However, NEXTT will work with NCS to fully develop the necessary procedures and train staff to be ready to implement when they are able. NEXTT will advocate for the development of ICDs under Component 1, and work with the CMG to facilitate their development, as they would almost certainly lead to reductions in time and cost to trade goods. Thus implementation of these five customs harmonization procedures may continue into Year 4, but they will be well under way in Year 3.

This year, NEXTT will also begin to lay the groundwork for additional customs harmonization procedures, namely Integrated Border Management. By beginning to disseminate information about RM strategies that NCS is implementing, NEXTT will set the stage to improve RM management practices at other ministries and departments of the GoN, harmonizing their procedures with new NCS systems. Even if the NCS clears items quickly, other ministries and agencies, including NAFDAC and the Standard Organization of Nigeria delay goods at the port by requiring that all consignments are examined.

NEXTT will further support integration of NCS to take a holistic approach to policy development and stakeholder engagement. NEXTT will support NCS participation in the national policy-making dialogue and encourage NCS to work with the private sector and other public sector stakeholders to identify and overcome “pinch points” in the importation chain, some of which are customs-related.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Support the Legislative and Process Modernization				
Advocate for the passage of CEMA in collaboration with public and private sector stakeholders	Ongoing 2014 - 2015	New modern customs legislation enacted	NCS, MoF, GoN, CMG	C2 Lead, Crown Agents, Nigeria
Improve Risk Management and selectivity				
Technical assistance to facilitate the implementation of RM techniques within day to day operations of NCS	Ongoing to Sept 2015	Implementation of new modern RM techniques across the operations of NCS	NCS	COP, C2 Lead, Crown Agents Nigeria, STTA
Promote RM awareness to other Government Ministries and Agencies, e.g. Standard Organization of Nigeria (SON) and NAFDAC	April 2015	Meetings and workshops held to promote RM awareness	NCS, FMITI, SON, NAFDAC	COP, C2 Lead, Crown Agents Nigeria, STTA
NCS Policy Capability and Engagement with the Private Sector				
Support stakeholder engagement through the NCS Senior Management Team (SMT) engagement with CMG, Nigeria Shippers Council (NSC) and other recognized representative bodies	January to September 2015	Participation in joint events, joint initiatives	NCS, CMG, NSC, Manufacturers Association of Nigeria (MAN)	COP, C2 Lead, Crown Agents Nigeria, STTA
Provide mentorship to NCS SMT in the area of policy development as needed	Nov 2014- Sept 2015	Sound policy development Participation in TFTF	NCS, TFTF	Crown Agents Nigeria
Support Implementation of Automation and Clearance Procedures				
Develop procedures and training for NCS and for the traders wishing to implement AEO	Nov 2014 – Sept 2015	AEO Procedures designed and implemented; AEO Train the Trainer delivered to 20 NCS Trainers	NCS, FMITI, FMoF, CMG, Private Sector traders	C2 Lead, Crown Agents Nigeria, STTA
Develop PCA procedures and	Dec2014 –	PCA procedures	NCS	C2 Lead,

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
provide TA to NCS to implement them, in LAKAJI Corridor, with potential for scale-up.	Sept 2015	developed and implemented. 20 NCS staff trained		Crown Agents Nigeria, STTA
Develop procedures for inland clearance, to be implemented in ICDs in the LAKAJI Corridor. Develop training and train operators when ICDs are in place.	April- Sept 2015	New procedures for ICDs developed, 20 NCS staff trained in ICD procedures	NCS, CMG, ICD Operators	C2 Lead, Crown Agents Nigeria, STTA
Assist the NCS in developing procedures for implementation of the planned ECOWAS CET	Jan- Sept 2015	Adoption of the CET; Development of of harmonized procedures	NCS, ECOWAS, FMITI, Ministry of Finance	C2 Lead, Crown Agents Nigeria, STTA

Task 3: Provide Institutional Capacity Building on Standards Infrastructure for Food and Agricultural Products Trade

A key element of NEXTT's Component 2, Task 3 is to support reform in core food safety standards institutions. In particular, NEXTT is supporting the Standards Organization of Nigeria (SON) and the National Agency for Food and Drug Administration and Control (NAFDAC), and also providing institutional capacity building of the nascent National Food Safety Management Committee (NFSMC) so that it may serve as a single point of interaction between government standards bodies and the industries they regulate and support.

NEXTT plans to map Nigeria standards and compliance procedures as part of the gap analysis and needs assessment of current food safety practices in food and agricultural production, processing and trade. NEXTT will also provide training and capacity building to relevant institutions, traders and exporters. In addition, the project seeks to upgrade the capacity of Nigeria laboratories to ensure that food products comply with food safety standards. Ultimately, the project is looking to create a production environment in Nigeria that supports compliance of agricultural exports with international standards and food safety requirements.

In Year 2, NEXTT focused on supporting relevant agencies of the GoN to ensure the passage of the food safety policy and its implementation strategy by the Federal Executive Council (FEC). Key to this effort, NEXTT was able to obtain the approval of the Minister of Health on the policy. NEXTT, in collaboration with other donor agencies, assisted the GoN in producing printed copies of the National Food Safety Policy and its Implementation Strategy.

During Year 3, NEXTT will continue to support efforts for the approval of the Food Safety Policy by the FEC and presidency. We will also continue our collaboration with other donors in order to ensure the adoption and eventual implementation of the Food Safety Policy. In Year 3, we also expect to continue to engage with USDA and UNIDO on improving standards and competitiveness of Nigerian products and trade environment. We will continue our capacity building support to members of the National Food Safety Committee.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Mapping Standards and Compliance Procedures				
Collaborate with NFSM Committee on mapping and gap analysis of compliance process for food and agricultural products, including needs assessment for strengthening	Oct – Dec 2014	Mapping and gap analysis completed; Needs assessment for NFSM Committee completed	NFSM Committee, SON, NAFDAC, NAQS, OPS, MoH	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Submit recommendations to NFSM Committee on process improvements and streamlining	Jan 2015	Recommendations provided in written form to NFSM Committee members	NFSM Committee	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Conduct workshop to NFSM Committee on findings of mapping exercise, inter-agency policy coordination and impacts of food safety policy on the private sector	Mar 2015	Workshop held	NFSM Committee, Private sector members	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Develop strategy to implement recommendations agreed with NFSM Committee	April 2015	Strategy to implement recommendations agreed upon by the NFSM Committee	NFSM Committee	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Standards Training for Traders and Exporters				
Support NFSM Committee to develop a training curriculum for domestic traders and exporters on compliance	May 2015	Training curriculum finalized	NFSM Domestic traders Exporters	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Training for traders and exporters on compliance	May 2015	Training held	NFSM Domestic traders Exporters	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Verify adoption of improved food safety standards	July-Aug 2015	Assessment complete	NFSM	Food Standards Advisor (GCCA)
Upgrade Laboratory Capacity				
Conduct "Training of Trainers" training sessions to NFSM Committee on accreditation and certification, implementation of GMP, Conformity Assessments and SPS Measures	June – July 2015	Training provided; Number of participants in trade and investment environment trainings	NFSM Committee OPS	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA
Work with NFSM Committee to identify candidates within testing labs to serve on internal quality teams	April 2015	Candidates identified	NFSM Committee	COP, C2 Lead, International Food Standards Advisor (GCCA), STTA

COMPONENT 3: BUSINESS EXPANSION AND EXPORT SUPPORT

Context

The Government of Nigeria has predicated the success of its economic transformation agenda on successfully incentivizing the private sector to efficiently respond to market opportunities. Under this transformation agenda, micros, small and medium scale Enterprises (MSMEs) are expected to catalyze inclusive growth, leveraging agriculture and agribusiness as key drivers. In order to achieve these goals it is imperative to address the inherent market failures and skills gaps that limit MSME access to both markets (local and international), such as limited and poor quality service provision for exporters, and difficulty in exporters accessing the finance and technology required to be competitive.

Under Component 3, the goal of the NEXTT project is to facilitate improvements in the competitiveness of Nigerian export and near export-ready firms and their capacity to meet market requirements through effective production, financing and marketing of goods and services, both domestically and internationally. NEXTT is designed to accomplish this through a strategy of concurrently building the capacity of public export promotion bodies to implement national export strategies, establishing a viable BDS network of quality service provision for exporters, and by supporting exporting firms directly to increase their competitiveness in key value chains.

A key strategy underpinning the successful attainment of export and investment indicators is making necessary business development support available to export firms. NEXTT completed a BDS mapping activity in Year 1. This assessment indicated that access to finance is the primary challenge faced by SMEs. In Year 2, we held a validation activity to verify the results of the BDS mapping activity with market players. We also held initial training workshops with 24 BDS providers. Through this event the NEXTT team also identified key capacity building needs, and strong interest among BDS providers in participating in a BDS Network to build credibility in the sector, conduct joint awareness and marketing activities, and identify opportunities for collaboration among providers. NEXTT will work with the loose group of Network proponents identified through the event to formalize and strengthen the membership.

In Year 2 we worked closely with two BDS providers to facilitate access to finance for SMEs, engaging them under Performance Based Contracts (PBC). At the time of writing, BDS providers were in the process of closing three deals worth more than 2 million USD. Stakeholders participating in our annual work planning workshop, particularly BDS providers, highlighted the challenges in working with financial institutions to facilitate loans in agribusiness.

NEXTT's export development team continued to explore opportunities to strengthen the capacity of the NEPC (the foremost national trade promotion agency) to better link the supply and demand of export services. In Year 2, we signed an MOU and began to collaborate on several value chain-specific initiatives, including shea, cashew, and home décor. In addition, through consultancies, we have identified areas where NEPC can play an important advocacy role. For example, reinstatement of the Export Enhancement Grant (EEG) export incentive scheme will be essential to promote investment in many agricultural value chains. In addition, NEXTT supported the Ministry of Trade Investment & Investment AGOA strategist to evolve a blueprint for a National Strategy identifying collaborating partners and facilitating the consultants work in Abuja. In Y3 NEXTT would continue to support the NEPC and export ready firms increase utilization of AGOA trade protocols.

In Year 2, NEXTT engaged international consultants and associations, including the Global Shea Alliance (GSA) and the African Cashew Alliance (ACA) to identify opportunities in target value chains. We identified significant opportunities to increase cashew processing and sales to international buyers and began providing technical assistance to the highest-potential firms. In shea, we identified investment opportunities in shea processing and began working with state governments to identify opportunities for warehousing and aggregation of shea, which will enable rural women to earn higher prices on the shea nuts they collect. Also, proper storage and logistics improve quality, which earn collectors higher prices. Aggregation also improves negotiating power, and leads to access to a different class of buyers. In home décor, our consultant identified leading producers and is providing ongoing design and market linkage support. In cocoa, we mapped the sector and engaged all of the major international players to gauge interest in expanding investment in Nigerian cocoa; the result is a new model for cocoa development that NEXTT is fully poised to support, provided additional resources are forthcoming to do so.

Approach

We now have a robust pipeline of investment and export opportunities, solid collaboration mechanisms with the public sector, and a group of BDS providers available to provide support. Through ongoing technical assistance, NEXTT will continue to catalyze growth of agribusiness exports along the corridor. Access to the PDF early in Year 3 will allow us to expand impact even further, surpassing original export targets for the project.

In order to **boost BDS capacity**, NEXTT will conduct demand-driven training sessions in topics identified by BDS providers and SMEs as needs, as well as value chain-specific trainings in NEXTT's target VCs. The top priorities for training that came out of NEXTT's BDS session include: identifying markets and structuring sales agreements and access to finance in agribusiness, particularly structuring equity financing. Additionally, through the PDF, BDS providers will have the opportunity to work with international consultants to build their capacity in specific technical areas. NEXTT will work to build a network of BDS providers to engage in joint marketing efforts and build credibility among providers. The network will also provide a platform for collaboration among providers with complementary specialties. NEXTT will likely collaborate with other donors with similar goals, including JICA and GTZ to develop this network.

NEXTT will also continue to support BDS providers through performance-based contracts (PBCs) to access finance. In Year 3, we will seek to expand this strategy in coordination with the USAID/West Africa Trade Hub, which is pursuing a similar strategy to promote financial facilitation among BDS providers. Due to challenges encountered in closing deals, NEXTT has recognized a need to expand our support to also **target financial institutions** with technical assistance in product development for SMEs and agribusinesses. We will identify financial institutions that are motivated to increase their lending to SMEs and their agribusiness portfolios; these are likely to be the same institutions collaborating with USAID on the upcoming DCA guarantee. If necessary to facilitate deals, as identified by BDS providers, NEXTT will support financial institutions to develop new products and introduce strategies and improve processes to decrease risk and costs in lending to SMEs. We will also engage these financial institutions to take part in capacity building activities for BDS providers, so that they are better able to collaborate and close deals. Depending on the design and status of DCAs that become active in 2014 and 2015 in Nigeria, NEXTT will collaborate with the USAID MARKETS II project to promote utilization of the DCAs where relevant to NEXTT goals.

NEXTT will fully integrate **capacity building for NEPC and NIPC** into our activities. To further build government capacity to promote agribusiness exports and investment, NEXTT is planning to second one staff member from each institution to work seamlessly with NEXTT in promoting agricultural investment and exports along the corridor. Each organization will play a key role in promoting the target value chains and collaborating with BDS.

In Year 3, we will build on the recommendations of NEXTT's expert consultants to implement the strategies that have been proposed, in close coordination with local partners. To make the most of limited funds, we will primarily focus our efforts in the following value chains: **cashew, shea, cocoa and home décor**.

Our efforts in the **cashew value chain** are well underway. We will increase raw and processed cashew nut exports by assisting firms with market linkages, promoting investments in cashew processing and providing technical assistance to cashew processors. We are collaborating with the NEPC, relevant government agencies, the National Cashew Association of Nigeria (NCAN) and the African Cashew Alliance (ACA) to improve the business environment for cashew processing and exporting. Processing cashew nuts and value-added exports could generate 8,500 new jobs and a local income multiplier effect of \$11m, mainly for women in rural communities (data based on a USAID study).

An international cashew expert did a scoping study on behalf of the project, to assess potential in the sector and evaluate NEPC's support. We have begun technical assistance to six firms in scaling up processing facilities, improving quality to obtain the ACA seal, improving operations, and providing linkages to buyers and investors. In addition, we have begun discussions with Kwara State to implement a PPP supporting the cashew cluster in that state. NEXTT plans to hire a cashew coordinator to provide ongoing support to cashew initiatives in Year 3. We will continue to provide technical assistance to increase processing capacity, and work closely with NEPC and NCAN to support the value chain sustainably.

In the **shea value chain**, we anticipate building the capacity of NASPAN, which could serve as the unifying body for the shea sector in Nigeria. GSA will support NASPAN by funding a coordinator, who will likely work out of the NEXTT office. The NEXTT team will mentor NASPAN and its coordinator to build credibility in the sector and co-implement the GSA's sustainability initiative in Nigeria. These activities will include:

- Leveraging or facilitating financing for the construction of shea aggregation warehouses. This could be in the form of a grant/donation from a state government, donor organization, etc., or a loan from a financial institution.
- Developing a training manual covering best practices in warehouse management, including: processing and storage; cooperative management, kernel aggregation, accounting, price information collection, and purchase contract management.
- Developing a Warehouse Receipts System for the warehouses.
- Training of trainers for women shea collectors in each of the topics listed above.

In **home décor**, we will primarily work through the NEPC which has been keen to support firms in this area. NEXTT's international expert in home décor found that opportunities are with the industrialized and semi-industrialized companies that have production capacity and solid pricing structures that fit into the international export market. This capacity is not captured by most other West African countries and is a competitive advantage. NEXTT and NEPC will capitalize on

this opportunity by helping companies improve product design, costing and pricing, and cross-sector collaboration, while also building buyer confidence in the Nigerian brand. NEXTT's consultant will continue to advise companies on design remotely, through online tools, like Pinterest, to share global trends in design, and promote Nigeria to international buyers, making introductions to leading Nigerian companies. She will also advise NEPC on a branding strategy, to assist in the development of a website. With better pricing models and improved design, companies will be prepared to showcase the Nigeria brand at the Ambiente trade fair in Frankfurt in February 2015. NEXTT is already working with NEPC to prepare for participation in this trade show.

Our initial mapping of the **cocoa value chain**, just completed at the time of writing, indicates that there is an immediate need for an innovative new strategy in the industry. Industry players are prepared to invest in new models, the federal government supports cocoa expansion, state governments (particularly Osun and Ondo) are prepared to support expansion, land is underutilized and equity and debt financing is available. The next step will be to bring all of the pieces together for a coherent strategy that addresses the issues of land, inputs, intercropping, labor and finance. To transform the cocoa value chain in Nigeria, a commercial model will be necessary, and several models are currently under consideration (nuclear farm and outgrowers, nuclear farm as incubator, farm management and services company, cocoa alliance). We anticipate working closely with MARKETS II in early Year 3 to fully develop these models for cocoa production, which will culminate in an investment workshop that we plan to co-sponsor with Olam and potentially Multi-trex and ECOM/Armajaro as members of the new Council for Cocoa Development. We anticipate this will generate interest from investors who will be able to access PDF funding for feasibility studies and business plans, pending approval to this planned contract modification. NEXTT will support pilot initiatives in coordination with Markets II, to inform USAID and prepare for future involvement in the cocoa sector.

Activities and Milestones

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Build BDS Capacity				
Conduct regular BDS training workshops on a demand-driven basis.	Oct 2014-Sept 2015	Workshops completed	BDS providers, NEPC, Financial Institutions	Export Development and Promotion Specialist (C3 Lead), STTA, RBS
Develop BDS Network	Oct 2014-Jan 2015	Formal network established	BDS providers, GTZ, JICA	C3 Lead, RBS, Implementation Support Specialist (ISS)
Engage BDS through PBCs and through the PDF	Oct 2014-Sept 2015	BDS contracts awarded through PDF, Deals facilitated through	BDS providers CMG	C3 Lead, PDF Manager, ISS

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
		PBCs		
Cashew Value Chain Support				
Support NEPC in launching Cashew Strategy in a stakeholder forum	Oct 2014	Strategy that has been validated by stakeholders	NEPC, NCAN, ACA, USAID/WATH	STTA, C3 Lead Cashew Technical Coordinator (CTC)
Implement Kwara State Cluster Strategy	Nov 2014- Sept 2015	MOU signed (Nov) Storage and drying facilities established New planting Farmers trained	Kwara State Government, cashew processors, ACA, NCAN	STTA, CTC, C3 Lead
Technical assistance to cashew processors	Oct 2014- Sept 2015	MOUs signed (Oct) Upgrades to processing facilities	ACA, cashew processors, USAID/WATH	STTA, CTC
Assistance to NEPC and NCAN in developing market linkages with Vietnam and India	Nov 2014- Sept 2015	Linkages established Market intelligence disseminated to farmers and processors	NEPC, NCAN, ACA	STTA
Shea Value Chain Support				
Facilitate land donation from local government & chiefs to women's groups, facilitate financing for warehouses as needed	Oct-Dec 2014	Warehouses and/or locations identified, agreements signed, financing secured	NASPAN, GSA	C3 Lead, ISS
Develop training manual for shea warehousing	Oct 2014	Manual complete	GSA, NASPAN, USAID/WATH	STTA
Develop warehouse receipts system to provide pre-financing of kernels	Oct 2014	Financing scheme complete	GSA, NASPAN, USAID/WATH	STTA
Oversee construction and equipping of warehouses (not funded by USAID)	Dec 2014- May 2015	Warehouses constructed and/or updated and equipped	GSA, NASPAN Shea buyers, USAID/WATH	C3 Lead, ISS
Train women's groups and cooperatives	May-June 2015	Trainings complete	GSA, NASPAN, Shea Buyers, BDS providers, USAID/WATH	C3 Lead, STTA, ISS
Home Décor Value Chain Support				
Provide design and market linkages support to SMEs	Oct 2014- Feb 2015	Improved designs, sales deals with buyers	NEPC	STTA

Activity	Timeline	Outputs	Strategic Partners	Responsible Parties
Develop promotional website for home décor and crafts	Nov – Dec 2014	Website	NEPC	STTA, Comms specialist
Support NEPC and SMEs to participate in Ambiente trade show in Frankfurt	Feb 2015	Nigeria booth at Ambiente trade show, buyer contacts	NEPC	STTA, C3 lead
Cocoa Value Chain Support				
Develop cocoa models more fully	Oct – Nov 2014	Report with commercial investment models for cocoa in Nigeria	USAID/MARKETS II	CARANA HQ Staff (E. Tugendhat), RBS
Hold investment conference in cocoa	Dec 2014	Conference held, investment leads generated	Olam, Multi-trex, ECOM/Armajaro, Council for Cocoa Development (CCD)	RBS, STTA, ISS, C3 Lead
Support feasibility studies, business plans and pilot initiatives in cocoa	Jan-Sept 2015	Completed business plans, feasibility studies, and pilot initiatives with	USAID/MARKETS II, CCD, Osun and Ondo state governments, private sector	PDF Manager, ISS, RBS, C3 Lead, STTA
Build Capacity of Financial Institutions to Serve SMEs and Agribusinesses				
Identify financial institutions open to TA and product development to support SMEs and agribusiness	Oct-Nov 2014	Partners identified, agreement upon activities	Financial institutions, USAID DCA	C3 Lead, RBS
Deliver technical assistance to financial institutions to develop new products and better serve SMEs	Dec 2014-Feb 2015	Training for loan officers complete, new products developed	Financial institutions	STTA
Hold workshops and networking events to help financial institutions and BDS providers collaborate	Jan-Sept 2015	Events held	Financial institutions, BDS, USAID DCA	C3 Lead, ISS

INTEGRATION OF CROSSCUTTING ISSUES

Gender Equality and Female Empowerment

As part of its mandate, the NEXTT project embraces the pivotal role women play in the rural economy as agricultural producers, traders and entrepreneurs. NEXTT will continue to integrate the promotion gender equality and female empowerment in its efforts to ensure inclusive economic growth.

Women represent 49% of Nigeria's population, the largest population of any African country and estimated at 162.5 million people. They are disproportionately under-represented in formal employment, and compose the majority of informal sector workers. Although one in five Nigerian businesses is run by women, these are constrained by lack of capital. Limited access to collateral and banking remains a critical issue for women, as only 7.2% of women own the land they farm, and only 15% of women hold a bank account. Limited access to education, high fertility rates, limited access to land (reducing their ability to access collateral), and low numbers of formal employment all conspire to keep women in the informal sector, and challenged in terms of their ability to increase income and improve their livelihoods.

NEXTT developed a Gender Integration Plan as part of during its first year of implementation. The Plan was reviewed as part of the work planning process and the team found that no significant revisions are required for Year 3 activities. The primary activities of incorporating a gender lens in assessments and strategies took place as planned. In further alignment with this plan, the Year 3 Work Plan was designed to significantly improve the involvement of women and roll out activities that contribute to their empowerment and gender equality. Some of the actions NEXTT will pursue to fully integrate gender in its activities include:

- Continue to strive for gender parity in all of its operational and technical activities, including seminars, conferences, assessments, workshops, trainings, meetings, project staffing, project procurement, new staff hiring, STTA selection, and capacity building events.
- Hire at least one woman-led BDS firm and ensure that female exporters receive training and support from the project to meet their goals of greater access to the regional and international markets.
- Utilize to the extent possible the expertise of female STTA providers, with a stronger focus on local technical assistance providers.
- Continue to prioritize hiring of women in future technical positions as these opportunities arise, and will prioritize the involvement of women as trainers in project-

supported trainings, and leaders in key institutions we target, related to corridor improvement, trade facilitation, and customs and food safety improvement.

NEXTT staff will continue to consider as resources in support of its gender work the following initial, representative list of donors, projects, firms, organizations and consultants, as we move forward to accomplish Year 3 activities.

- Women in Management and Business in Africa (WIMBIZ)
- GIZ (project manager/co-sponsor)
- DFID (co-sponsor/donor)
- World Bank (co-sponsor of gender events/activities/potential TA provider)
- Access Bank (hosted IFC facility GEM for SMEs)
- Dangote (private agribusiness firm with a foundation that supports women in Kano)
- African Women Entrepreneurship Program (AGOA BDS provider)
- Yemisi Iranloye (female cassava producer)
- Nigerian Associations of Women Lawyers (Legal BDS provider and potential firm to represent criminal cases involving women)
- Network for Nigerian Entrepreneurial Women (BDS provider)
- Eniola Dada, Trade Facilitation and Gender Consultant
- MARKETS II Project (co-USAID project also focusing on gender in agriculture/potential training provider for NEXTT Staff)
- The Pan Atlantic University's Enterprise Development Center

Environmental Compliance

NEXTT is committed to the protection of the environment and to consistently uphold environmental conservation measures. The activities proposed in this Work Plan were developed within the framework of the project's Environmental Mitigation and Monitoring Plan (EMMP). The current EMMP was approved in Year 1 and updated in Year 2. As it was done in Year 2, all Year 3 activities will be screened to ensure that they continue to be governed by the EMMP and the governing Initial Environmental Examination (IEE) for the USAID/Nigeria Economic Growth and Environment office. Any activities with potential environmental impacts, as noted in the IEE, will be included in an updated EMMP. This exercise will be completed by an environmental expert after USAID approval of the draft Work Plan.

Youth Development

Nigeria's youth, estimated at 33.6 million, represents 19.3% of the entire population and of the six million young people who enter the job market each year, only 10% are able to secure formal

employment and only a third of these are women. In response to the challenges facing Nigeria's unemployed youth and to USAID's policy for youth development, NEXTT is introducing new mechanisms in its activities and staffing practices to ensure that young people are given an equal opportunity to learn from and contribute to project's mission.

In Year 3 NEXTT will be offering internship opportunities to engage young adults in project activity during their National Youth Service. NEXTT staff and subcontractors will also continue to work on strategies to increase youth participation in targeted activities by ensuring that:

- NEXTT collaborates with programs like LEAP Africa, Mandela Fellows and other youth empowerment programs in the corridor states.
- Youth participate in studies, assessment and selection processes that will be carried out by the NEXTT Project.
- More jobs are created for youth along the LAKAJI corridor in agribusiness and ICT related agribusiness.

The LAKAJI Corridor as envisioned will link major commercial cities and run through rural Nigeria impacting over 90 million Nigerians. The development of commercial agriculture as viable avenue for income generation therefore, is a vehicle which can be effectively leveraged to engage and empower the sizable youth demographic in Nigeria and provide redirection from ethnic, religious and economic tensions.

PERFORMANCE MONITORING PLAN

The following table details goals and achievements for the life of the NEXTT project. In cases where goals for Years 1 and 2 were not achieved, NEXTT will seek to achieve Year 3 targets as well as the shortfall from previous years.

Task	Indicator	Unit of Measure	Baseline	YEAR 1 PERFORMANCE RESULTS*		YEAR 2 PERFORMANCE RESULTS		Year 3	Year 4	LOP	
				Y1 Achieved TOTAL	Y1 Target	Y2 Achieved	Y2 Target	Target	Target	Achieved	Target
Component 1: LAKAJI Corridor Improvement											
1.1: Provide Technical Capacity and Support to the Lagos-Kano-Jibiya Transport Corridor Management Group (LAKAJI CMG)											
1.1.1	Reduction in the cost to trade goods across border as a result of US assistance	US Dollars	Import: \$4,737 Export: \$3,041	0%	0%	0%	5%	15%	30%	0%	30%
1.1.2	Reduction in the number of days required to trade goods across borders as a result of US assistance	Days	Import: 19.5 Export: 12.5	0%	0%	0%	5%	15%	30%	0%	30%
1.1.3	Reduction in the cost to move goods between Kano and Lagos as a result of US assistance	US Dollars	L-K: \$1,548 K-L: \$837	0%	0%	0%	2%	5%	10%	0%	10%
1.1.4	Reduction in the time required to move goods between Kano and Lagos as a result of US assistance	Days	L-K: 4 K-L: 4	0%	0%	0%	2%	5%	10%	0%	10%
1.1.5	Increase in membership of CMG	Members	7	86%	10%	0%	15%	20%	25%	86%	25%

Task	Indicator	Unit of Measure	Baseline	YEAR 1 PERFORMANCE RESULTS*		YEAR 2 PERFORMANCE RESULTS		Year 3	Year 4	LOP	
				Y1 Achieved TOTAL	Y1 Target	Y2 Achieved	Y2 Target	Target	Target	Achieved	Target
1.2: LAKAJI Agricultural Growth Corridor											
1.2.1	Number of new agribusinesses established along LAKAJI Corridor as result of project support	Enterprises	0	2	3	2	5	5	5	4	18
1.2.2	Value of new agricultural investments facilitated along the LAKAJI Corridor as a result of project support.	US Dollars	0	\$25,000	\$750,000	\$8,008,714	\$1.25 M	\$1.25 M	\$1.25 M	\$8,033,714	\$4.5 M
1.2.3	Number of Development Innovation Venture proposals submitted	Proposals	0	1	1	2	2	3	3	3	9
1.2.4	Value of investments mobilized by Project Development Facility	US Dollars	0	0	\$2 M	0	\$5 M	\$8 M	\$10 M	0	\$25 M
Component 2: Trade Policy and Trade Facilitation Support											
2.1: Provide technical capacity and support to the Federal Ministry of Trade and Investment											
2.1.1	Number of legal, regulatory, or institutional actions taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organization	Actions	0	2	1	3	2	2	3	5	8

Task	Indicator	Unit of Measure	Baseline	YEAR 1 PERFORMANCE RESULTS*		YEAR 2 PERFORMANCE RESULTS		Year 3	Year 4	LOP	
				Y1 Achieved TOTAL	Y1 Target	Y2 Achieved	Y2 Target	Target	Target	Achieved	Target
2.1.2	Number of participants in trade and investment trainings	Individuals	0	73	40	132	40	80	100	205	260
				M: 49 W:24		M-62 F-27					
2.1.3	Person hours of training completed in trade and investment capacity building supported by USG assistance	Hours	0	N/A	N/A	4,576	4500	6,000	5,000	4,576	15500
				N/A	N/A	M: 3,486 W: 1091	M: 2,700 W: 1,800	M: 3,600 W:2,400	M: 3,000 W: 2,000	M: 3,486 W: 1091	M: 9,300 W6,200
2.1.4	Number of days of USG supported technical assistance in trade and investment capacity provided to counterparts or stakeholders.	Days	0	N/A	N/A	288.2	150	150	100	288.2	400
2.2:Support Customs Modernization											
2.2.1	Number of Customs harmonization procedures implemented in accordance with internationally accepted standards as a result of US assistance	Procedures	0	0	1	0	2	2	3	0	8
2.3: Institutional Capacity Building: Standards Infrastructure for Food and Agricultural Products											
2.3.1	Number of public and private sector standards-setting bodies that have adopted internationally accepted guidelines for standard setting as a result of USG assistance	Number of standards-setting bodies	0	9	1	2	2	2	2	11	7
Component 3: Expanded Export Support											

Task	Indicator	Unit of Measure	Baseline	YEAR 1 PERFORMANCE RESULTS*		YEAR 2 PERFORMANCE RESULTS		Year 3	Year 4	LOP	
				Y1 Achieved TOTAL	Y1 Target	Y2 Achieved	Y2 Target	Target	Target	Achieved	Target
3.1: Increased capacity of public export promotion bodies to coordinate and implement national export strategies.											
3.1.1	Number of firms receiving capacity building assistance to export	Firms	0	23	20	92	100	150	200	115	200
3.1.2	Number of Trade and Investment capacity building diagnostics conducted	Diagnostics conducted	0	2	2	2	1	1	2	4	6
3.1.3	Number of participants in USG supported trade and investment capacity building trainings	Individuals	0	63	40	104	40	80	100	167 M:113 F: 54	260
				M: 37 F:26		M:76 F:28					
3.2: Establishment of a viable network of BDS providers for export and agricultural enterprises											
3.2.1	Number of Capacity Building Service Providers receiving USG assistance	Service Providers	0	9	10	22	25	25	40	31	40
3.2.2	Number of firms receiving USG assistance that obtain certification with international quality control, environmental and other process, voluntary standards or regulation	Firms	0	0	1	0	3	3	5	0	12
3.3: Increased competitiveness of exporters in target value chains											
3.3.1	Value of exports by NEXTT client firms facilitated as result of project assistance	US Dollars	0	\$810,945	\$1 M	\$1,183,426	\$6 M	\$8 M	\$15 M	\$1,994,371	\$30 M

Task	Indicator	Unit of Measure	Baseline	YEAR 1 PERFORMANCE RESULTS*		YEAR 2 PERFORMANCE RESULTS		Year 3	Year 4	LOP	
				Y1 Achieved TOTAL	Y1 Target	Y2 Achieved	Y2 Target	Target	Target	Achieved	Target
3.3.2	Value of investments in NEXTT client firms facilitated as a result of project assistance	US Dollars	0	\$1,407,475	\$2 M	\$8,078,000	\$5 M	\$8 M	\$10 M	\$9,485,475	\$25 M