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TRADE HUB AND AFRICAN PARTNERS NETWORK

YEAR ONE (5-MONTH, REMAINDER FY14) WORK PLAN

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

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ACRONYMS

ACA	African Cashew Alliance
AcSSA	<i>Actions pour la Sécurité et la Souveraineté Alimentaires au Niger</i>
ACTE	Africa Competitiveness and Trade Expansion Initiative
AGOA	African Growth and Opportunity Act
AMASSA	<i>Association Malienne pour la Sécurité et la Souveraineté Alimentaires</i>
APROSSA	<i>Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires</i>
ARC	AGOA Resource Center
ATP/E-ATP	Agribusiness and Trade Promotion/Expanded Agribusiness and Trade Promotion
BIC	Border Information Center
CBC	Cross-Border Cooperation
CDU	Capacity Development Unit
CIC-B	<i>Comité Interprofessionnel des Céréales du Burkina Faso</i>
CILSS	<i>Comité Inter-Etats de Lutte contre la Sécheresse au Sahel</i>
CIR-B	<i>Comité Interprofessionnel du Riz du Burkina</i>
CMA	Collateral monitoring agreement
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	Economic Community of West African States
EMAGHA	<i>Entrepôts Maliens au Ghana</i>
EU	European Union
FEWSNET	Famine Early Warning Systems Network
FTF	Feed the Future
GARP	Global Association of Risk Professionals
GDA	Global development alliance
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GSA	Global Shea Alliance
GWR	Grain warehouse receipts
HACCP	Hazard Analysis and Critical Control Points

IFC	International Finance Corporation
IITA	International Institute of Tropical Agriculture
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MIS	Market information systems
MOU	Memorandum of Understanding
OCAT	Organizational Capacity Assessment Tool
PCE	<i>Projet de Croissance Economique</i>
PCPC	Participation—Conviviality—Partnership—Creativity
PPP	Public-private partnership
REGIS	Resilience and Economic Growth in the Sahel
SAL	Single axle load limit
SSATP	Sub-Saharan Africa Transport Policy Program
STTA	Short-term technical assistance
TFS	Trade Facilitation Specialist
TSST	Trade Show Training Specialist
TTEE	Trade & Transport Enabling Environment
TTFO	Trade and Transport Facilitation Observatory
UEMOA	Economic and Monetary Union of West Africa
USAID	United States Agency for International Development
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

INTRODUCTION

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

CONTEXT FOR THIS DOCUMENT

The Trade Hub and African Partners Network started its first year of operation in April 2014 and is required to prepare a Year One Work Plan. Because this will be a partial year rather than a full 12-month work year, and because of the exigencies of startup and initial deliverables, Modification No. 1 to the Abt Associates contract stated, “The already submitted first year annual work-plan (in the revised Technical Proposal from December 20, 2014) and Performance Management Plan must be finalized and approval obtained with thirty (30) calendar days from the effective date of Modification 01 of the contract. Any changes to the approved first-year work plan and/or PMP caused by other reports and baselines that directly affect the annual work plans shall be incorporated, as appropriate , and subject to

COR written approval.” This document represents a recasting of the already-submitted first year work plan with modifications following comments from the initial submittal on day 30, the evolution of the project environment, lessons learned from the Team Building Workshop, and a recasting to fit a five-month time period until the end of the fiscal year.

ORGANIZATION OF THE WORK PLAN

The work plan includes the project’s operational start-up phase and 16 technical activities, which are grouped as follows:

- Chapter 1.** Operational start-up
- Chapter 2.** Technical foundations
- Chapter 3.** Support to the Feed the Future value chains
- Chapter 4.** Support to value-added exports
- Chapter 5.** Activities in support of intermediate results
- Chapter 6.** Grants under contract

I. OPERATIONAL START-UP

Start-up approach is to simultaneously begin to build the foundation for systemic change and also target tangible results. A major task in the 5-month period is to begin increasing international trade transactions, working toward the 5-month targets presented in this plan. When the Project develops the FY15 work plan, these targets will be adjusted to fit the fiscal year.

The Project is required to submit a number of other deliverables within the first 90 days, including the value chain assessments, the value-added value chain selection report, the grants manual, the baseline studies, and the partner selection report. The trade and transport policy assessment and market information systems (MIS) potential supply and demand analysis will be completed by day 120 and day 180, respectively.

Initial 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 I
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	Not indicated		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
Milestone reports	As achieved		p. 32
Close-out Plan	Six months before end date		p. 39

2. TECHNICAL FOUNDATION

2.1 TECHNICAL FOUNDATION

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 STUDIES

Sub-activity I.a. <i>Cross-Cutting</i>	Activity Manager/Other Staff	Start and End Dates	Activity-Level Outputs
Baseline studies	COP, Monitoring and Evaluation (M&E) Specialist, Trade & Transport Enabling Environment (TTEE) Specialist	April-June	Baseline surveys and studies completed by June

A TOR for the baseline has been developed. Most of the 23 project indicators are assumed to have a baseline of zero. However, we will gather baseline data on the following five indicators:

- Number of new paying members in private business associations as a result of USG assistance (disaggregate women/women-owned firms)
- Percent reduction in time delays at check points along priority West African trucking corridors)
- Percent reduction in the average rate of bribes paid per 100 km
- Reduction in cost to trade across borders
- Reduction in the number of days/time required to trade goods across borders as a result of US assistance

2.1.2 VALUE CHAIN SELECTION

Sub-activity I.b. <i>Individual VCs under ACTE</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Value chain selection	Value Chain Leader (VCL) and Value Chain Specialists	April-May	Short value-added value chain selection reports completed

The focus of this activity is to decide which value-added staple food and non-staple value chains the project will work with. The VCL will lead the analysis, which will result in a value chain selection report, due day 60. We will review recent value chain studies and develop a framework for selecting the VCs, including parameters grouped as follows: 1) Description/definition of value chain; 2) Market information,

competitiveness, and impact on food security; 3) Recommendations as to whether this should be an assessment on this value chain will be done. In addition to looking at cashew and shea, we will examine the potential impact on trade growth and food security of improvements in value chains such as sesame, mango, honey, specialty foods, and home décor.

2.1.3 REVIEW AND REVISE PARTNER SELECTION

Sub-activity I.c. Cross-Cutting, FTF, or ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Review and revise association selection	VCL, CapD, TTEE, AGOA Advisor	April-June	Association capacity studies conducted

Led by the Capacity Development Director, the team will administer the Organizational Capacity Assessment Tool (OCAT) to seven organizations -- an initial subset of the project’s partner institutions, such as the African Growth and Opportunity Act (AGOA) Resource Centers (known as ARCs), the West African Grains Network (WAGN), the Borderless Alliance (BA), the *Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l’Afrique de l’Ouest* (COFENABVI AO), the *Comité Interprofessionnel des Céréales du Burkina Faso* (CIC-B), the African Cashew Alliance (ACA), the Global Shea Alliance (GSA), the *Association pour la Promotion de la Sécurité et de la Souveraineté Alimentaires* (APROSSA), the *Association Malienne pour la Sécurité et la Souveraineté Alimentaires* (AMASSA), *Actions pour la Sécurité et la Souveraineté Alimentaires au Niger* (AcSSA), the *Comité Interprofessionnel du Riz du Burkina* (CIR-B), *Reseau de Systemes d’Information des Marches en Afrique de l’Ouest* (RESIMAO). These assessments will inform upgrade plans and options for enhancing revenue and sustainability. In particular, results for the ARCs will feed into sustainability plans for implementing fee-for-service activities that generate income and provide useful business services to entrepreneurs in West Africa.

2.1.4 PREPARE VALUE CHAIN ASSESSMENTS

Sub-activity I.d. Individually, FTF, or ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Perform targeted value chain assessments	VCL, VC leads, TTEE	May-July	Value chain assessments and upgrading plans

Once selected, the project will prepare value chain assessments for those VCs that will be under the project’s purview. These assessments will be developed to update previous work. This set of VC assessments, due on day 75, will look at 1) potential for increased trade, 2) potential impact on food security, 2) potential to upgrade the value chain, 3) potential social impact (on women, ultra-poor), 4) climate resilience and environmental sustainability. Information from the OCAT’s of regional associations will permit the team to take into account the capacity building plans, and to integrate them into the value chain upgrading plans. (In cereals/grains, this starts with review of WAGN’s priority list from spring 2013, the time of its last known meeting.) Bi-lateral meetings with stakeholders—including associations, the private sector, ECOWAS, CILSS, USAID/West Africa, and USAID bilateral projects—will discuss opportunities and recommend action plans. (See Sub-activity I.e. below.)

2.1.5 FOLLOW UP TO VALUE CHAIN ASSESSMENTS

Sub-activity I.e. <i>Individually, FTF, or ACTE</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Roll out targeted value chain assessment strategy	VCL, VC leads, TTEE	June - July	Roll Out Plan

The project will prepare value chain assessments for all VCs that will be under the project's purview. A plan to present and discuss with stakeholder partner agencies within each of the selected value chains will be implemented through July.

2.1.6 ASSESS TRADE AND TRANSPORT POLICY PRIORITIES/DATA ANALYSIS

Sub-activity I.f. <i>Cross-Cutting</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Perform analysis of trade and transport policy	TTEE, TFS	Studies finalized by July; workshops after consultations (August-September)	One transport analysis and workshop completed (July 10, in Lome); one enabling environment analysis and workshop (July 24 in Ouagadougou) completed
Data harmonization study for CILSS and UEMOA	TTEE	Study begins July finish in August	Road map on how to standardize data between CILSS and UEMOA, workshop to reach agreement on data standards

With the assistance of a policy consultant, staff will review trade and transport barrier studies conducted by WATH, E-ATP, the World Bank's Sub-Saharan Africa Transport Policy Program (SSATP), and others; they will also engage in a team-wide discussion of how the enabling environment unit can best support the VC development unit and the overall project objective of increasing trade. The project will facilitate two workshops with the Borderless Alliance to validate findings and create an action plan for Border Information Center (BIC) activities and develop an advocacy agenda. We will share findings with CILSS and ECOWAS. The outcome of this work will be the deliverable called Transport and Trade Policy assessment, due day 120.

Additionally the Project will assist CILSS and UEMOA to harmonize and standardize the data collected on road issues, bribes, harassment, and delays at check points. A workshop will be organized with the objective of having both organizations agree on data standards and harmonized data bases.

2.1.7 MIS—POTENTIAL SUPPLY AND DEMAND ANALYSIS

Sub-activity I.g. <i>Cross-Cutting</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
MIS—potential supply and demand analysis	MIS, VCL, TTEE	September	Study of MIS potential and recommendations completed

The MIS Specialist will assess market information systems currently operating in West Africa, the rest of Africa, and work with the VCL to design a user survey to assess actors' information needs in target value chains. The Project will prepare a set of potential MIS activities to discuss with relevant stakeholders.

2.1.8 PROJECT PARTNERS TECHNICAL MEETINGS

Sub-activity I.h. Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Finalize all assessments and studies	All staff	July	Present and validate all initial VC assessments, partner selection, baseline studies

The final selection of target value chains will take place after the official Project Launch event, which will take place on or shortly after July 15, 2014. Immediately following the Launch the Project will engage individual value chain partners to discuss the Assessments and come to a common vision of the value chain and how the Project will work with them. The final action plans for each value chain will be set after the engagement meetings, and will take into account the stakeholder feedback.

2.2 MEMORANDA OF UNDERSTANDING WITH BILATERAL PROJECTS AND OTHER DONORS

As a regional project, the Trade Hub and African Partners Network must coordinate with current bilateral projects during the life of the project. We will develop MOUs and actions plans that leverage synergies between the Trade Hub and existing projects such as the Senegal *Projet de Croissance Economique* (PCE) project, the Liberia Millennium Challenge Corporation (MCC) Trade Policy and Customs Improvement project, the Mali CVC project, the Nigeria Markets project, the Resilience and Economic Growth in the Sahel (REGIS) projects, and Development Credit Authorities (DCAs) in the region. The signing of MOUs and development of congruent activities will be ongoing as old projects finish and new ones begin.

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	Start and End Dates	Activity-Level Outputs
Initial contact with Contracting Officer's Representatives (CORs, AORs) and COPS	Chief of Party, Other technical Staff as Required	May-June; ongoing	Contact made with donor projects

In concert with USAID, the COP will contact the bilateral USAID COTRs to introduce the project, obtain their input and approval to speak with bilateral COPS, and then follow up with the COPS to discuss collaboration and invite them to the value chain meetings.

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

Activity 2.b. Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Technical exchange meetings to discuss and monitor Value Chains	Chief of Party, VC, FSA	June-July	Agreements between THN, USAID bilateral projects, other donors' projects to monitor and assess value chains; MOUs and meeting minutes and agreement of periodic followup meetings to assess progress.

Trade Hub staff will meet with relevant technical staff from USAID bilateral projects and other donors' projects to discuss the targeted value chains and agree on areas of collaboration, to maximize impacts. In addition, regularly scheduled meetings to discuss progress will be scheduled to ensure continued assessment of future activities.

3. SUPPORT TO REGIONAL VALUE FEED THE FUTURE CHAINS

3.1 UPGRADING THE CEREALS AND GRAINS SECTOR

Illustrative Indicator(s) for Feed the Future Value Chains	Baseline	5-Month Results
Value of regional transactions along project-assisted corridors	\$0	\$0
Number of jobs in regional value chains (disaggregated)	0	0
Facilitation of investment in regional value chains	0	0
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 ESTABLISH PARTNER RELATIONSHIPS IN CEREALS AND GRAINS

Sub-activity 3.a FTF	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Sign MOUs & workplans with WAGN, others, for organization upgrading	VC Lead, VCL, TTEE	July and August	MOUs and workplans with organizations. Begin upgrading (see below).

Based on OCAT and other analyses, the VC and CapD teams will establish formal relationships with staple food organizations to develop their work plans for seeking new business, organizational strengthening, policy advocacy, and enhancing membership services. Our dedicated CDU will use information from workshops and studies to develop priorities and action plans with the associations.

3.1.2 BUILD CAPACITY OF GRAINS AND CEREALS ASSOCIATIONS

Sub-activity 3.b FTF	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
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	July and ongoing STTA – August-September	OCATs for organizations, begin designing training programs. Discuss VC Assessment with WAGN Improved organizational planning in place

Led by the CapD and VC Leader, the project will begin immediately on the action priorities for the upgrade path (including the ARCs), addressing training in bookkeeping and simple cost-benefit analyses, services delivery, and technical areas like storage and processing. The VC assessment reports for staple crops will be presented and discussed with WAGN

Upgrading the cereals and grains sector in West Africa	
Meets goals of:	FTF, Feed the Future
Activity manager/other staff:	Value Chain Leader, Capacity Development Unit, VC Grains Specialist

3.2 UPGRADING THE LIVESTOCK SECTOR

Potential to increase livestock trade from landlocked Mali, Niger, and Burkina Faso is hampered by diverse issues. Since herders are forced to pay bribes at borders, they cross clandestinely, slowing trade and reducing animal weight and value. Truck transport would greatly improve trade, but since transport requires passage through border posts and sanitary and phytosanitary (SPS) certifications for each animal, it is rarely practiced. Over the life of the project, we will help create “livestock care posts” that provide services to “on-the-hoof” cattle trade. We will also promote joint border posts, meaning representatives from countries on both sides of the border are represented, expediting the border crossing and reducing bribe-seeking. We will increase value-added meat products and address enabling environment issues. Below we discuss mainly cattle, but the project will also address other livestock.

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 FTF	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Progressively promoting regional trade in livestock and fresh meat as capacity to do so properly becomes established.	VCL, Value Chain Livestock Specialist	June and ongoing	Develop workplan with COFENABVI AO; Discuss VC Assessment

Over the life of the project, the Trade Hub will work with COFENABVI AO and other actors to invest in and improve infrastructure affecting export of livestock. Such infrastructure includes feeding and watering facilities, repaired and adequate holding pens, veterinary facilities, loading ramps, and solid fences at markets and in other areas. Processing and trade in butchered and chilled/frozen meat products is nascent, but there is great potential for trade from rural Mali, Niger, and Burkina Faso to urban centers. There are recent examples in Mali of investments in the processed meat sectors. We will look at individual value-added enterprises and assess their financial viability and prospects. The VC Assessment reports for livestock will be discussed with COFENABVI and a work plan developed.

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

Sub-activity 4.b <i>FTF</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Progress towards the harmonization and simplification of SPS export standards for cattle and meat.	TTEE, VCL, Value Chain Livestock Specialist	June and ongoing	Policy analysis will be considered as part of the Transport and Trade Policy assessment due day 120.

The Trade Hub and African Partners Network will work through COFENABVI AO and its eight members (national federations of livestock in West Africa), to advocate for harmonized standards for live animals and meat products. Our Trade & Transport Enabling Environment Specialist and Value Chain Livestock Specialist will include assessments of the negative impact of the current lack of harmonization in the trade and transport studies. We will share these estimates with ECOWAS leaders through COFENABVI AO leadership. Recommendations for action will be part of the livestock market outlook workshop.

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

Sub-activity 4.d <i>FTF</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Identify traders capable of regularly exporting significant levels of livestock on a regular basis	Financial Services Specialist, Livestock Value Chain Specialist, TFS, FSA	Beginning July and ongoing	Develop a pilot program to better regulate cross-border exports in selected sites

Prior to researching mobile payment platforms for payment of cross-border livestock exports, a pilot program to better understand the amounts of cross-border livestock that could be exported on a regular basis will be undertaken. This will better inform the negotiation to use a mobile platform to finance these types of exports in the future.

4. SUPPORT TO GLOBAL VALUE CHAINS

4.1 IMPROVING CAPACITY OF GLOBAL VALUE CHAINS FIRMS

Illustrative Indicator(s) Global value chains Only	Baseline	5-Month Results
Value of global transactions by project-assisted firms (ACTE products)	\$0	\$0
Number of jobs in global value chains (disaggregated)	0	0
Facilitation of investment in global value chains	\$0	\$0
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 DEVELOP MARKET AND TRADE LINKAGES FOR GLOBAL VALUE CHAINS

Sub-activity 5.a ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Develop market and trade linkages for export value chains	Inv/VCL, VC Specialist	June 1 and ongoing	Meetings held with 5 potential buyers by August ; 1-2 supplier/ buyer meetings conducted

Following up on leads developed by our partner organizations, the Trade Hub will determine current buyer needs and establish initial relations with these firms. Marketing specialists (STTA: Buyer/Seller Linkages Specialist for Shea and Cashew) will initiate these actions, drawing on their already-existing significant market contacts. Meetings to start the market penetration process and to understand quality and design standards will begin quickly. The project will find buyers in the U.S. and the European Union (EU)—and will also seek out African buyers (e.g., South Africa).

4.1.2 CONDUCT AN INITIAL ASSESSMENT OF FIRMS WITHIN EACH OF THE TARGETED VALUE CHAINS, PART OF VC ASSESSMENTS

Sub-activity 5.b. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Conduct an initial assessment of firms within each of the targeted value chains	CapD/VCL, VC Specialist, FSA, M&E Specialist	July - August	50 key players categorized into the four business size categories; survey conducted by August.

The project will assess firms in the targeted value chains and place them on tracks for upgrading. The CDU will participate in the assessment of firms, together with the value chain staff, to determine their business skill needs, considering the firms' differing institutional levels and different technical thrusts.

4.1.3 SUPPORT TO AGOA RESOURCE CENTERS

Sub-activity 5.d. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Support to AGOA Resource Centers	AGOA Coordinator, VCL	April and ongoing	Work carried out with each ARC to establish ARC support work plan and priorities for the year

The project will support upgrades to the AGOA Resource Centers. We will invite ARC representatives to the market outlook workshops, and will use the ARC network as major communications and data collection nodes. The project's AGOA Coordinator will work with the ARCs to develop fee-based service offerings, improve their capacity to manage services, and strengthen their outreach to clientele.

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	Start and End Dates	Activity-Level Outputs
Environmental impact study and recommended solutions.	CapD, FSA, Cashew Industry Specialist, TFS	June and ongoing	TOR for environmental consultant; literature review on existing studies and telephone survey of solutions already in place around the world.

Kernels inside raw cashew nut (RCN) represent on average only 20% of actual weight of the nut. Hence the shell, which also contains acidic and toxic oil, represents 80% of waste and can seriously damage the environment and workers if not treated properly. Although few solutions have been recommended, such as extraction of the cashew nut shell liquid (CNSL) and use of the shells to fuel boilers and furnaces in the factories, no serious environmental study has been conducted by a qualified professional

body to provide a clear assessment of the various risks and orderly protocol to mitigate these risks through a waste management system report and recommendations. As an industry platform at the forefront of providing solutions to key issues related to the cashew industry, the ACA is keen to commission such study with the support of the USAID Trade Hub. Once completed, this important document will be made available to ACA members and shared with the public at large. With the assistance of the Trade Hub, ACA would launch a public tender for such study by July 2014 and dissemination of printed (report, posters in factory) and electronic material in 2015. The Value Chain Assessment report will be reviewed with ACA.

4.2.2 CAPACITY BUILDING SUPPORT FOR CASHEW FACTORY MANAGEMENT

Sub-activity 6.d. <i>ACTE</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Management course for cashew processing facilities	VC, CapD, ACA	August and ongoing	Design of course, relationships initiated with training partners and potential host institutions.

As the cashew industry is picking up momentum with new factories opening up each year, this nascent industry is most likely to face severe shortage of skilled workers for cashew factories at certain level. Factory General Manager, plant manager, procurement officers, line supervisors for shelling, peeling, grading and packaging, quality control, etc., will all quickly become a scarce resource unless we anticipate and act promptly. As a solution service provider, ACA would like to develop a training program in line with the future market with the support of key partners such as USAID Trade Hub and UNIDO. What is envisioned is a course which can be embedded in existing agric-related curricula or develop new ones in technical schools and universities in West Africa. These courses will be followed by practical internships in factories around the region willing to join this program.

4.2.3 ACCESS TO FINANCE FOR CASHEW SECTOR

Sub-activity 6.d. <i>ACTE</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
More financial facilitators and investors working with cashew sector	FSA, ACA, CapD	July and ongoing	Map previous and new financial facilitators, send a request of proposal and select project's financial facilitators.

The ACA A2F service supported by USAID Trade Hub is meant to increase both the number and the size of loans and/or investments to ten (10) ACA processing companies each year for two years throughout West Africa region. For the initial two years, ACA will continue its successful Access to Finance program, through a Trade Hub grant. ACA will manage the overall component and hire the best cashew financial facilitators available on the market to get quick results.

On a longer approach, ACA will be able to add new Financial Facilitators, as Trade Hub will partners with more of them to insure their extension in West Africa.

4.3 SHEA ACTIVITIES

While bulk kernel trade continues to drive the shea value chain in volume, commercial partnerships for shea butter provide more scope for expansion, most notably with the cosmetics retailer L'Occitane in Burkina Faso, and with the Body Shop (bought in 2006 by cosmetics giant L'Oréal) in northern Ghana. Recently, companies such as Sekaf and the Pure Company Ltd. (Ghana), and producer cooperatives in Burkina Faso established long-term arrangements with producers and processors, sourcing large volumes of shea kernel for export while supervising production of high-quality, unrefined shea butter for export to international buyers.

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	Start and End Dates	Activity-Level Outputs
Support services for training related to post-harvest and warehouse management	VCL, FSA, CapD	August and ongoing	Design business trainings.

The Global Shea Alliance (GSA) would like to construct 250 (100-ton) warehouses over a five-year period, which will be donated to women's groups across West Africa, including Benin, Ghana, Ivory Coast, Nigeria, Mali and Burkina Faso. Though the Trade Hub will not be involved in the construction of these warehouses, it is willing provide support services: for example, in assisting in setting up co-financing to build and/or set up designated buying systems. The Trade Hub is willing to provide consultants, such as the financial facilitators trained by the project to design—and in 2015, carry out—an array of business development and financial services for these warehouse operators, including training in aggregation, accounting, contract management, collection of price information, development of specialized toolkits, and systems to pre-finance kernels. The Value Chain Assessment report will be reviewed with GSA.

4.3.2 ASSESS REGIONAL AND INTERNATIONAL POLICY PRIORITIES RELEVANT TO SHEA

Sub-activity 7.c. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Action plan for advocating priority policy changes	VCL	July and ongoing	TOR for consultant to determine policy changes most likely to significantly improve demand and profit for shea collectors and processors and steps to address these changes.

The Global Shea Alliance has several working groups working on policy issues—including FDA permission to put shea butter in US chocolate and inclusion of shea in the Codex Alimentarius, as well as

regional policies—but they need a coordinator to prioritize these policies and determine the best way forward. The Trade Hub is willing work with GSA on the analysis of the policies most likely to go forward—along with an action plan for doing so.

4.3.3 ADVANCE SHEA ECOLOGY IN FACE OF CLIMATE CHANGE

Sub-activity 7.c. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Action plan for improving the shea species	VCL, STTA Shea expert	July and ongoing	Consolidate research on shea ecology and develop action plan

Climate change is affecting agriculture across Africa, and shea—though wild—is no exception. However, little research has been done to determine adaptation strategies for various scenarios, including reduced and erratic rainfall. The Trade Hub is willing to research potential effects of climate change on the species throughout the shea belt and explore potential solutions, such as nurseries.

4.4 MANGO

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	Start and End Dates	Activity-Level Outputs
Work with AAFEX To Identify Potential Areas for Export Increase	VCL STTA	July and ongoing	Assess potential for new export markets

Discussions will continue with AAFEX about their support for the mango sector and future collaboration with the Trade Hub. The Value Chain Assessment report will be reviewed. STTA for key lead firms will be explored, to identify bottlenecks to increased exports.

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	Start and End Dates	Activity-Level Outputs
Market to new clients based on specific opportunities known to project's Apparel Expert	FSA, VC, VCL	June and ongoing	Contact made with local suppliers to conduct initial assessment of capacity and support marketing efforts.

Applying apparel experts' knowledge of the apparel/textile market, the Trade Hub and African Partners Network will work with suppliers to ramp up marketing in regional markets, possibly connecting with Nairobi-based ACTIF, a pan-African apparel association. When specific opportunities are known, we will link them with the financial facilitators, in order to provide professional industry analysis for investment and deal-making. Over the next few years, we may also work with international apparel manufacturers to encourage West African investment.

5. ACTIVITIES IN SUPPORT OF SUB-INTERMEDIATE RESULTS

5.1 IMPROVING BUYER-SELLER INTERMEDIATION

Sub-IR I.1	Baseline	5-Month Results
Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	0
Number of buyer-seller linkages established as a result of implementation	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 I.1.a. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Pursue partnership opportunities	VCL, STTA	June and ongoing	2-3 new private sector partnerships explored

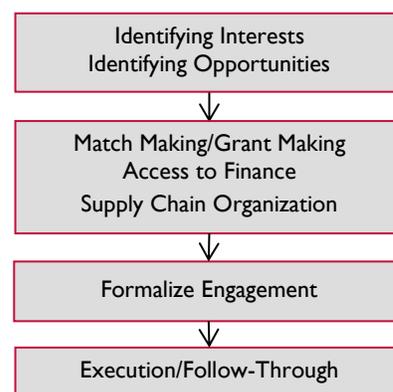
Over the life of the project, we will deploy a core team with extensive private sector networks to focus on 8 to 10 high-potential partnership opportunities. We understand what it takes to speak the language of the private sector and strike partnerships that are real, enduring, and transformative to the sector.

5.1.2 ESTABLISHMENT OF PROCESS FOR PRIVATE SECTOR ENGAGEMENT THROUGH ASSOCIATIONS

Sub-activity I.1.b. ACTE	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Evaluate associations' current matchmaking between buyers and sellers and propose platform for doing so more efficiently.	VCL, STTA	June and ongoing	Identify relevant sector/industry organizations and determine capacity and needed support.

Starting with this initial set of partnerships and expanding outwards, our team will develop a process to systematically identify and respond to new opportunities. To formalize this outreach, we will organize at least one workshop or trade delegation per value chain in Project Years Two and Three (Sub Activity 11.b). The proposed trade fair attendance by members of each sector will also help formalize and expand this outreach. Our team will then work together to create the incentive structure (grant-making schemes, access-to-finance agendas, capacity building within associations, etc.) to encourage the formation of partnerships between West African stakeholders and private sector actors. Finally, based on a PPP, GDA, grant agreement, or MOU, we will lay out a plan through which the project will work with these private sector partners to stimulate trade and investment.

Engaging the Private Sector



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

Sub-activity 11.c. <i>ACTE</i>	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Development of short-list of brokers and distributors with interest in African-sourced production	VCL, FSA, VC Specialists	June and ongoing	Brokers/distributors identified with real potential

Value chain experts have substantial connections with brokers and distributors who work with small manufacturers of cashews, shea, -, apparel, and mango. Our team will build on these connections and will explore new types of risk-reward sharing arrangements between these brokers/distributors and African suppliers. Such arrangements may take the form of co-investment, supplier credit, buyer credit, or consignment sales.

5.2 EXPANDING USE OF GRADES AND STANDARDS

Sub-IR 1.2 (Cross-Cutting)	Baseline	5-Month Results
Number of assisted firms meeting grades and standards requirements	0	0
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	Start and End Dates	Activity-Level Outputs
Value chain-specific grades and standards analyses	VCL, TTEE, VC Specialists	July-September	Following completion of VC assessments, identify specific grades and standards issues related to that VC.

Each value chain has its own challenges and opportunities related to grades that would increase product and potential market values, and to standards that are required by either local/regional regulations or by buyers. Each value chain study carried out by the project will include analyses of grades and standards aspects related to that value chain.

5.2.2 GRADES AND STANDARDS ACTIVITIES BASED ON VALUE CHAIN STUDIES

Sub-activity 12.b. Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Grades and standards activities based on value chain studies	VCL, CDU, AGOA Coordinator, CapD, grant manager	August and ongoing	Design and publish RFP for challenge grants.

The Trade Hub and African Partners Network will issue five to eight challenge grants over the life of the project to enable grading enhancements in specific industries, in order to model the industry's ability to make significant changes. The U.S. Food and Drug Administration, the Food Safety and Inspection Service, and National Marine Fisheries all have their own import regulations with respect to product identity, labeling, and food safety risks. The project will build industries' capacity to meet these regulations. Value-added products typically must adhere to process standards as well, such as working conditions in apparel (Worldwide Responsible Accredited Production, or WRAP, is the leading private standard scheme). For sustainable seafood, Marine Stewardship Council standards predominate for wild capture, while the Global Aquaculture Council leads in farmed aquatic species. We will help ARCs provide training on grades and standards.

5.3 MARKET INFORMATION SYSTEMS

Sub IR 1.3 (FTF)	Baseline	5-Month Results
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	Start and End Dates	Activity-Level Outputs
Study of MIS potential and action plan	VCL, Senior MIS Specialist, TTEE	June-August	TOR for study of MIS potential. Study ACA MIS as possible model.

The project will identify innovations leading to successful market information systems. We will design challenge grants for pilot approaches that answer questions such as: (1) should content and delivery be changed based on service bundling? (2) Should desire to achieve financial sustainability take into account the reality that this is a quasi-public good, which may mean data collection or some part of delivery system stays a public service? (3) Can different users be serviced with differently financed systems (publicly financed vs. private subscription)? (4) Should private funding be emphasized? (5) Would mobile technologies rather than computer platforms lower cost and expand use?

5.4 INCREASING FINANCIAL SERVICES

Sub IR 1.4	Baseline	5-Month Results
Facilitation of investment in targeted sectors	0	0
Value of new loans made to clients in targeted sectors	0	0
Number of firms in targeted sectors receiving loans from partner banks (disaggregate women-owned firms)	0	0

Increasing financial services in West Africa

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

Trade Hub's vision to increase access to financial services is threefold:

- Expand and build high quality Financial Facilitators to unlock financial access for SMEs and bridge the finance supply and demand gap.
- Establish strategic partnerships with a range of financial institutions and build their understanding of the market potential.

- Catalyze investment through a two-fold strategy of supporting the creation and adaptation of financial instruments (equity, loans, matching funds) and increasing capital flows from financial intermediaries in the identified VCs.

To achieve this vision, the Trade Hub will begin to develop tools, initiate partnerships and train project stakeholders. This is the goal of this 5-month work plan, as described below.

5.4.1 DEVELOPING FINANCIAL VALUE CHAIN ANALYSIS TOOL

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Financial Benchmarking Value Chain Analysis	Investment and Finance Specialist, VCL, CapD, STTA by JE Austin	July-August	Value chain financial benchmarking report for cashew and maize, and other value chains.

To increase financial services across West Africa, it is expected that the Trade Hub will work both with the demand side of financial services (business development services providers - called financial facilitators), and the supply side of financial services (financial intermediaries).

To expand and build high quality financial facilitators (FF) that will support increased financial access for SMEs and bridge the finance supply and demand gap, it is very important to understand the financing constraints within the identified value chains. It is also critical to obtain a benchmarking of the financial sector through key stakeholders (input suppliers, producers, traders, processors) of the identified value chains. This information is needed to develop a grounded understanding on the financial operations (profitability, operating margins) among the VC actors. This tool will enable the development of a business model for addressing the systemic finance value chains gaps and support the training of partner financial facilitators, bankers and other stakeholders interested in these value chains. Partnering with financial facilitators

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Select and contract with financial facilitators (FF)	Financial Services Specialist	June and on-going	Selection of financial facilitators,

The Trade Hub intends to partner with financial facilitators for the Francophone and Anglophone West African countries. For the Francophone countries, we anticipate making two contracts with Catek and Performance. Catek will cover three countries: Mali, Burkina Faso and Niger. Performance will cover four countries: Senegal, Gambia, Guinea Bissau and Guinea. For the Anglophone countries, the Trade Hub will advertise in local papers in Nigeria, Benin, Togo, Ivory Coast, Liberia and Sierra Leone. We anticipate selecting at least one FF in Nigeria, one FF in Togo, one FF in Benin, one FF in Ivory Coast, one FF in Sierra Leone and perhaps one in Liberia.

Apart for Catek and Performance, which will cover multiple countries (with a fixed-price portion of the contract to cover work in these other countries), all agreements will be preferably done through performance-based fee contracts. Performance-based contracts are being used to incentivize FFs to expand their services to the agriculture sector, with specific gender criteria, and thereby increasing their access to financing. The Trade Hub will pay performance fees based on loan applications submitted to banks and investors, and when disbursed. Some Trade Hub partners will internalize this function, as some of them have this expertise based on the previous activities with the Trade Hub project.

5.4.2 DEVELOPING FINANCE TRAINING TOOLS

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
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	July-August	Training of trainers modules for the selected Financial Facilitators done by end of September.

These tools will be developed to assist our partner financial facilitators to work with Trade Hub Network partner companies. Partner firms have varying degrees of financial sophistication (in terms of dealing with financial institutions) and as such, a range of training tools need to be developed to meet these differences. We will work with the financial facilitators to build their capacity and understanding of the Trade Hub sectors and to support the sustainability of their services.

5.4.3 MAPPING OF FINANCIAL INTERMEDIARIES

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Financial Intermediaries mapping for selected value chains in West Africa	Financial Services Specialist guidance, done by Banyan Global	July and August	Report on Mapping of Financial Intermediaries

The purpose of mapping Financial Intermediaries is to determine the supply of financial services among all financial intermediaries in West Africa. This will assist Trade Hub's understanding of the major risks and barriers that discourage financial institutions from extending financing to FTF value chains and export-ready companies. As such, this mapping will enable Trade Hub to identify 'near-ready' banks and other financial intermediaries that are poised to expand lending to the agriculture sector. In addition, it is expected that the mapping will identify other donor projects or government agencies in each targeted country that have under-utilized matching grants. Global development banks like the AfDB will be targeted through EBID and BOAD for credit lines with concessional interest rates (clearly important for Ghana's high cost of funds). The mapping report will also assist Trade Hub to identify clusters of financial intermediaries who are ready to work in West Africa and lend to our identified value chains and export-ready companies.

5.4.4 PARTNERING WITH FINANCIAL INTERMEDIARIES

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Develop partnerships with financial intermediaries and International venture companies.	Financial Services Specialist, with coordination with SSG Advisors LLC.	September and ongoing	MOU or Letter of Partnerships

While the mapping study will assist Trade Hub to identify potential partner banks and investment entities, it will also provide us with a more in-depth understanding of their internal/policy constraints to

lending to the agriculture sector as well as existing product lines that would be appropriate for our targeted partner firms. These facts will enable us to engage in productive discussions and negotiations with these financial institutions to determine points of entry and opportunities to leverage expanded lending to targeted firms. During the next 5 months we will open a dialogue with selected financial intermediaries through business to business (B2B) meetings, beginning a process to build long-term partnerships and increased financing and investment in selected agricultural value chains.

Based on the value chains analyses and initial results of the financial mapping, SSG Advisors LLC will connect with potential continental and international investors in search of agribusiness opportunity in West Africa. Ultimately, SSG Advisors will drive capital into these West African enterprises not only by engaging investors, but also by assisting investees to insure that transactional risks are minimized and that returns on both parties are maximized.

5.4.5 TRAINING OF TRAINERS IN BUSINESS AND FINANCE

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Training of trainers for financial facilitators (TOT) in developed modules	Financial Services Specialist, COP, VCL and Banyan Global	September and ongoing	At least one TOT delivered to the selected financial facilitators in September

Following activity 5.4.2, developing tool #2 Finance Trainings, Banyan Global and the Trade Hub will start to train the selected financial facilitators through the Training of Trainers (TOT) modules. It is envisioned that the first training will be on *Business Plan development*. The longer goal of these TOTs is to build the finance capacity for our partner financial facilitators. This process will take a minimum of one year, as the Trade Hub Finance team monitors and advises FFs on their assistance to selected (strategic) partner firms.

5.4.6 TRAINING IN SECTORAL FINANCIAL VALUE CHAINS

Sub-activity Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Training in sectoral financial value chain	Financial Services Specialist and VCL support, done by JE Austin	September	Training is conducted for selected financial facilitators and targeted financial intermediaries

Based on activity 5.4.1, Developing Tool #1 Finance Value chain Analysis, the Trade Hub and JE Austin will deliver the outcomes of the financial value chain analysis. This study will showcase at least two value chains. Selected financial facilitators and identified financial intermediaries will be invited to attend this one-day event. This training will offer new and very detailed information to participants regarding the viability of the targeted VCs and their ability to be good borrowers with significant growth potential. Trade Hub's message will be simple: when properly structured, the agriculture sector can be an interesting sector to invest in, an important source of growth and diversification for financial intermediaries. Through this important training, The Trade Hub will motivate financial facilitators to start prospecting firms, traders and aggregators in selected value chains. In the same way, this new

knowledge will result in increased interaction and collaboration between our financial intermediaries and Trade Hub partner financial facilitators.

5.5 IMPROVING THE TRADE AND TRANSPORT SECTOR'S COMPETITIVENESS

Sub IR 2.1	Baseline	5-Month Results
Percent reduction in time delays at check points along priority West African trucking corridors	TBD	Improvement 0%
Percent reduction in the average rate of bribes paid per 100 km	TBD	Improvement 0%
Reduction in cost to trade across borders	TBD	Improvement 0%
Reduction in the number of days/time required to trade goods across borders as a result of US assistance.	TBD	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	Start and End Dates	Activity-Level Outputs
Capacity building for Borderless Alliance and TTFO	TTEE, CapD, TFS	June and ongoing	Consultations and develop training workplan

The Trade Hub and African Partners Network will support the evolution of Borderless Alliance into an inclusive regional body that advocates for the rationalization of trade and transport policies by strengthening it to serve as an advocacy body that uses the data from regional and national transport observatories to fulfill its mission. We will also increase Borderless' capacity to conduct policy analysis using empirical evidence and data from the Border Information Centers (BICs) and to present recommendations. We will participate in activities that encourage harmonization of national and regional observatories, including the prospective Trade and Transportation Facilitation Observatory (TTFO) in collaboration with ECOWAS and UEMOA.

5.5.2 SUPPORT TO BORDER INFORMATION CENTERS

Sub-activity 15.d. Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Support existing Border Information Centers	TTEE, COP, TFS	June and ongoing	Upgrade three existing BICs (Semé, Kraké, Kodzoviakope)

BICs actively provide information to truckers, while also training and sensitizing the border control agents on regulations for border crossing. Borderless Alliance claims that simply turning a spotlight on the perpetrators has drastically reduced the time needed to cross the border. We will continue to reinforce the BICs and expand services, and harmonization of data collection and information dissemination efforts. BICs may also provide information, along with other entities to be determined, regarding backhaul opportunities.

5.5.3 RATIONALIZATION OF BILATERAL AGREEMENTS ON TRANSPORT

Sub-activity 15.f. Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Rationalization of bilateral agreements on transport	TTEE, COP, TFS, VCL	May and ongoing	Discuss at Accra meeting on Professionalization and Liberalization of the Transport Sector following earlier discussions with CBC on leveraging Burkina automated system region-wide through Borderless Alliance.

Many ECOWAS countries have bilateral agreements related to allocation of loads to transporters, most frequently between landlocked countries and a coastal country. The treaties call for quotas on allocation of loads within the origin country to go partially to the transporters in the country of destination. Many trucks from coastal countries have a disadvantage in getting backhaul loads and end up deadheading back to their country of origin. Transport unions insist that each consignment headed for a landlocked country should be broken into exact portions, especially when there is a dearth of either origin or destination country shippers. Using this pretext, the unions maintain strict control over the allocation of loads, and thereby control shipping and seek rents from members. Building on the findings of a 2012 ATP study on backhaul, the project will facilitate dialogue between Borderless Alliance and the truckers unions towards a more rational application of these bilateral agreements. We will also work on issues of rail and water transport to cover additional aspects of the haulage and efficiency challenges.

5.6 REDUCING LEGAL AND REGULATORY BARRIERS TO TRADE

Sub IR 2.2	Baseline	5-Month Results
Number of actions (audits, reports, presentations, tools developed, etc.) taken to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	0

Due to the damage of many roads in West Africa, ECOWAS set up a limit of 51mt/truck whereas UEMOA set up at 68mt/truck for Benin, Burkina Faso, Mali, Niger, Cote d'Ivoire, Guinea Bissau, Senegal, and Togo. Ghana which is a non-UEMOA country but surrounded by UEMOA/French speaking countries set its own at 60mt/truck. Due to this diversity in axle limit, trade by road is being impeded. The Trade Hub will initiate a process towards axle load policy review with a view to harmonize axle load limit at 60mt/truck in all the fifteen ECOWAS member countries.

The movement of goods along West African corridors is more negatively affected if the cargo is not containerized. Containerized cargo is considered as secure transit and thus is not subjected to stringent and frequent controls along transport corridors. The Burkina Faso Chamber of Commerce is working on increasing the containerization of cargo. TTEE will collaborate with the chambers' of commerce and

shippers' councils of the region (especially CBC) on the implementation of the recommendations of containerization.

The transport specialist will work with the leads of the Livestock and cereals VC, and COFENABVI on strategies to transport livestock and meat efficiently and safely along the livestock corridor.

The TTEE lead and the trade facilitation specialist will participate in the meetings (June 9-10) on the ECOWAS Task Force on the President Compaore Initiative on accelerating implementation of ETLs and free movement of goods and persons. This meeting is preparatory to the Citizens' Forum scheduled for Ouaga on June 26-28, 2014. They will use this opportunity to discuss with the Agriculture, Customs, Infrastructure, Trade, and Private Sector Directorates on furthering the collaboration with the ECOWAS on Trade Hub activities, especially as relate to ETLs, Support to Value Chain organizations (WAGN, RESIMAO, COFENABVI), regional customs connectivity (ALISA), Corridor Management Committees, and the Regional Trade and Transport Observatory.

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	Start and End Dates	Activity-Level Outputs
Rationalization of bilateral agreements on transport	TTEE, COP, TFS, VCL	May and ongoing	Discuss with ECOWAS and UEMOA the implementation of existing and planned trade policies (ETLS, CET and ISRT).

Following the gap analysis and road map developed by the previous Trade Hub and the Accra Agenda developed through the Food Across Borders conference, collaborate with regional partners, advocacy groups and member states to implement recommendations for realizing these regional cooperation policies.

6. GRANTS UNDER CONTRACT

Sub IR 1 & 2	Baseline	5-Month Results
	0	0

Cross-Cutting	Activity Manager/ Other Staff	Start and End Dates	Activity-Level Outputs
Support associations and regional partners.	Grants Manager and TH Team	May and ongoing	Prepare grants program manual for USAID approval. Award high-priority grants.