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# TRADE HUB AND AFRICAN PARTNERS NETWORK

## ANNUAL WORK PLAN OCTOBER 2014 - SEPTEMBER 2015

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

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**Submitted to:** Brinton Bohling, Chief, Office of Trade and Investment  
(+233) 30-274-1317  
No. 24 Fourth Circular Rd, Cantonments  
Accra, Ghana



Abt Associates Inc. | 4550 Montgomery Avenue | Suite 800 North |  
Bethesda, Maryland 20814 | T. 301.347.5000 | F. 301.913.9061 |  
[www.abtassociates.com](http://www.abtassociates.com)

*With:*

Banyan Global  
J.E. Austin

Kanava International  
SSG Advisors

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**DISCLAIMER**

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

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# ACRONYMS

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

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

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

# I. INTRODUCTION

## I.1 OVERALL PROJECT OBJECTIVES

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

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

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

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

The Trade Hub’s major components are:

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

## 1.2 FY 2015 WORK PLAN

The Trade Hub team is submitting this FY 15 work plan five and a half months after project startup. It capitalizes on the initial studies, assessments, and partner consultations completed during the first five months of the project, including:

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

The team has held consultations with USAID/Washington, bilateral USAID missions, other bilateral and regional donor organizations, regional consultative/governing bodies, trade associations, individual companies, and other collaborating USG agencies such as the Foreign Agriculture Service and US Trade Representative. The project also benefited from the recently completed Environmental Mitigation and Monitoring Plan consultancy.

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

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

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

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

The corridors should be understood to operate in both directions, because important trade items flow in both directions. However, they have been chosen to assure support for the high priority FTF cereals and livestock, agriculture inputs, and global value chains.

The corridor-focused approach will create intra-project synergies and make the most efficient use of our management and financial resources. This corridor work, however, will not exclude broader regional efforts or ad hoc assistance in other areas where our efforts can bring significant returns. Likewise, we will concentrate most of our work in six value chains, but will look for opportunities in other value chains, such as specialty foods, to pursue particularly promising targets of opportunity. Our guiding principle will be to maximize the impact of our efforts, where impact is measured in terms of

increased trade, investment, and jobs for project-assisted firms and associations over the life of our project.

This work plan is organized to show the relation between the contract objectives, the indicators to measure progress and the activities to be accomplished. Thus each section is organized accordingly:

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

## 2. IMPROVING THE TRADE AND TRANSPORT SECTOR'S COMPETITIVENESS

### 2.1 TRADE AND TRANSPORT INDICATORS

#	Indicators	Baseline	FY15 Targets
18	Percent reduction in time delays at checkpoints along priority West African trucking corridors (per checkpoint)	8.76 min	5%
19	Percent reduction in the average rate of bribes paid (per 100 km)	\$46	5%
20	Reduction in cost to trade across borders and along corridors	TBD	5%
21	Number of reforms and improvements in trade facilitation resulting from advocacy activities on a set of priority issues	0	1
22	Reduction in the number of days/time required to trade goods across borders as a result of USG assistance	TBD	5%
23	Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme	0	5
24	Number of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case: Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation Stage 3: Presented for legislation/decreed Stage 4: Passed/approved Stage 5: Passed and for which implementation has begun	0	12 in either stage 3, 4, or 5

## 2.2 OBJECTIVES

### Life of Project:

Improve transport efficiency and trade enabling environment for targeted value chains.

### FY15:

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

These objectives will be met by pursuing five strategies.

## 2.3 TRADE AND TRANSPORT STRATEGIES

The Strategies for the TTEE FY15 work were derived from recommended actions from the following documents:

- The Trade Hub Value Chain Assessment Report
- The Trade Hub Strategies for Individual Value Chains
- The Communiqué and Report of the ECOWAS Citizens' Forum
- Trade and Transport Enabling Environment Assessment

The FY15 TTEE Strategies are:

- Strategy #1: Promoting transport market liberalization, by eliminating cargo quotas and export bans, professionalizing the transport sector, and improving access to finance for fleet upgrades, (including livestock trucks).
- Strategy #2: Partnering with Borderless Alliance, Hub Rural, UEMOA and CILSS through grants and technical assistance, to carry out effective road governance monitoring and reporting through credible data collection, analysis, and dissemination.
- Strategy #3: Collaborating with regional organizations, Member States and donor partners (including DfID, JICA, SNV, AfDB, and the World Bank) to develop and implement targeted activities to improve the trade and transport environment on project corridors, include implementing the WTO Trade Facilitation Agreement provisions (WTO/TFA), and effective operation of Joint Border Posts.
- Strategy #4: Collaboration with regional organizations and Member States to simplify, harmonize, and domicile existing regional trade and transport policies, conventions, and protocols for effective implementation at national levels.

- Strategy #5: Engaging with Borderless Alliance to coordinate the advocacy activities of Hub Rural, CILSS, WAGN, COFENABVI, and ROPPA towards developing and implementing an effective Collaborative Partner Network Advocacy Agenda for trade and transport facilitation on project corridors.

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

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

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

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

## **2.4 GENDER CONSIDERATIONS**

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

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

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

## 2.5 CAPACITY BUILDING PLANS

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

- Technical Assistance:
  - Trainings in trade and transportation related activities, such as: professionalization of truck drivers; advocacy and fundraising; project management, including on monitoring and evaluation (M&E); data collection and dissemination (for Border Information Center trade advisors).
  - Learning events such as study or exchange visits, multi-stakeholder consultations. Examples include meetings of the national committees, workshops, seminars, and conferences, trade and investment promotion forums. BA meetings with ECOWAS, UEMOA, and other regional economic bodies.
  - Systems development, for example, to establish an effective information system for collecting and disseminating trade related information, and for linking the BA Secretariat with the BICs.
- Organizational Support:
  - Financial assistance: examples include direct funding or grants to BA for limited recurring expenses, for example office equipment purchase, programming support such as conducting relevant studies (e.g. on types of fee-based services national committees could offer), and strengthening the BICs.
- Organizational Development:
  - Organizational assessments, capacity development planning and implementation. Examples include: training on the use of OCAT to measure progress in performance for BA and national committees; development of gender strategy; development of roadmap for formalization/professionalization of national committees; surveys.
  - Mentoring and coaching support for BA to increase effectiveness.
  - Networking and institutional linkages for effective advocacy and forging strategic partnerships.

- Membership drives to expand presence in ECOWAS region and strengthen national committees as a means to promote financial sustainability of BA.

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

## **2.6 ENVIRONMENTAL CONSIDERATIONS**

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

## 2.7 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or indicator
<b>Strategy #1: Transport Professionalization and Market Liberalization</b>					
<p>Provide a grant to BA to carry out the following training and advocacy activities:</p> <p>Trucking professionalization:</p> <ol style="list-style-type: none"> <li>1. Provide training and workshops on trucking professionalization for National Committees</li> </ol> <p>Advocacy:</p> <ol style="list-style-type: none"> <li>1. Implementation of the Freight Exchange Platform of the Burkina Faso Shippers' Council (CBC) on the Tema-Ouaga corridor</li> <li>2. Organize meetings with Mali and Senegal authorities towards the removal of freight quota and rotation</li> <li>3. Organize consultative meetings to harmonize axle load procedures between Ghana, Burkina Faso, Côte d'Ivoire, Togo, and Benin.</li> </ol>	<p>October-December 14</p> <p>November 14-January 15</p> <p>January-March 15</p> <p>October 14 – June 15</p>	<p>BA, COFENABVI, National Trade and Transport Facilitation Committees (NFCs), Conseil Burkinabe des Chargeurs (CBC) ECOWAS, UEMOA</p>	<p>Mali, Senegal, Burkina Faso, Côte d'Ivoire, Ghana, Benin (Trade Hub Corridor Countries – THN-CC)</p>	<p>TTEE, VC and Capacity Building, DCOP</p>	<p>Grant Deliverables Reports, Meeting Reports Study Reports</p>
<p>Conduct a survey on the status of trucking professionalization in West Africa following the National Transport Workshops</p>	<p>April-June 15</p>	<p>BA, COFENABVI, National Trade and Transport Facilitation Committees (NFC), Conseil Burkinabe des Chargeurs (CBC) ECOWAS, UEMOA</p>	<p>THN-CC</p>	<p>TTEE, VC, Finance Specialist, Capacity Building Specialist, STTA</p>	<p>Survey Report</p>
<p>Carry out a study on the feasibility of special trucks for transporting cattle and small ruminants, including design and prototyping.</p>	<p>October – December 14</p>	<p>BA, CILSS, SNV, COFENABVI, NFC, SNV, ECOWAS, UEMOA</p>	<p>Mali, Senegal, BF, Côte d'Ivoire, Ghana, Benin</p>	<p>TTEE, VC and Gender Specialist</p>	<p>Study Report Indicators # 18, 19, 20</p>

Activities	Period	Partners	Country	Responsible	Deliverable or indicator
Conduct a Transport Profitability Study on project corridors	June – August 15	BA, CILSS, SNV, COFENABVI, NFC, SNV, ECOWAS, UEMOA	THN-CC	TTEE, VC, FIS, and STTA	Study report
<b>Strategy #2: Improvement in Road Governance</b>					
Meeting on harmonization of road governance data collection, based on the report of the STTA on OPA data harmonization study	October 14	BA, UEMOA, CILSS, ALCO, JICA, ECOWAS, EU, USAID	Burkina Faso	TTEE (STTA)	Meeting Report, Indicators #18, 19, 20
Partnering with BA, Hub Rural, UEMOA and CILSS via technical assistance and grants, to assure effective road governance monitoring and reporting through credible data collection, analysis, and dissemination	November 14 – September 15	CILSS, UEMOA, BA, Focal points, Hub Rural	THN corridor countries	CILSS, or BA, or UEMOA with TTEE support	OPA Reports
Conduct verification trips on road harassment data	January – September 15	CILSS, UEMOA, BA Focal points, NFCs	THN corridor countries	TTEE, M&E	Trip Reports
Grant to BA to carry out the following:		CILSS, UEMOA, BA, NFCs	THN corridor countries	TTEE, DCOP	Grant deliverables report Indicator #18, 19, 20
1. Road Governance Sensitization Activities (Road Shows, Workshops) along project Corridors	April-September 15				
2. Joint National Transport and Transit Facilitation Committee (NFC) Meetings Côte d'Ivoire/Mali, Ghana/Burkina Faso, Mali/Senegal	November 14-May 15				
3. Targeted advocacy and trade assistance for women in cross-border trade on Bama-Koury corridor (rice) and Bouake-Bamako corridor (cereals)	October 14-September 15				
4. Establish database of women in cross border trade	October 14-June 15				
<b>Strategy #3: National and Regional Policy Implementation</b>					
Collaborating with ECOWAS to obtain WTO/TFA commitments from project corridor countries, and implementing action	October 14 – September 15	ECOWAS, National Trade Facilitation Committees	THN corridor countries	TTEE, VC	Commitment Agreements, Meeting Reports

Activities	Period	Partners	Country	Responsible	Deliverable or indicator
plans at national level					Indicator #23
Work with ECOWAS on the implementation of identified activities in the Regional Axle Load Roadmap	October – June 15	BA, ECOWAS, NFCs	THN corridor countries	TTEE	Activity implementation plans and reports Indicator #21
Conduct intergovernmental consultations with to ECOWAS and UEMOA to adopt a single Free Trade Area Scheme	May – September 15	CILSS, ECOWAS, BA, UEMOA	Region	TTEE	Meeting reports Indicator #21
Grant to BA for: <ol style="list-style-type: none"> <li>1. Support to Côte d'Ivoire, Mali, and Senegal towards mutual recognition of Sanitary and Phytosanitary (SPS) documentation</li> <li>2. Bilateral ISRT Facilitation on Côte d'Ivoire/Mali, Mali/Senegal and Ghana/Burkina Faso corridors</li> <li>3. Establish and operate a pilot express lane at borders for non-dutiable and agricultural ETLs Products at Pogo/Zegoua (Côte d'Ivoire/Mali)</li> <li>4. Provide low-literate information to women involved in cross-border trade</li> <li>5. Sensitize border agencies on women in trade</li> </ol>	October 14 – July 15          October 14-September 15	BA (BIC), CILSS, COFENABVI, WAGN	THN corridor countries	TTEE, VC	Grant deliverable Reports Indicator #18, 19
Joint Border Posts (JBP): <ul style="list-style-type: none"> <li>• Conduct gap analysis survey on the implementation of JBP at Cinkanse (Burkina Faso/Togo)</li> <li>• Implement joint action plan for effective operation of JBP</li> </ul>	October 14   November 14-April 15	JICA, UEMOA, BA, ECOWAS, CILSS	Togo, Burkina Faso	TTEE	Gap analysis report Implementation report Indicator #23
Assist ECOWAS and member states in the implementation of the CET by providing interventions for identified activities	October 14 – September 15	BA, ECOWAS, GIZ	ECOWAS Corridor countries, NFCs	TTEE	Meeting and implementation reports, Indicator #24
Carry out a gap analysis on the domestication of ECOWAS regional texts on trade and	January – June 15	ECOWAS	THN corridor countries	STTA	Gap analysis report

Activities	Period	Partners	Country	Responsible	Deliverable or indicator
transport facilitation					
<b>Strategy #4: Institutional Capacity Building for Partners</b>					
Facilitate participatory self-assessment using OCAT for National Committees	October-December 14	BA and National Committees	TBD by TTEE Lead and BA	Capacity Building team and TTEE	Indicator #6; detailed profiles of BA and national committees on specific areas of organizational capacity
Provide training and mentoring to improve performance in specific areas of organizational capacity identified in OCAT	October 14 – March 15	BA and national committees	Selected national committees/countries	Capacity Building and TTEE	Training materials, progress performance reports; Indicator #5, 6, 9
Organize capacity development planning retreat for BA and national committees	October-December 14	BA and national committees	TBD with BA; Burkina Faso	Capacity Building & TTEE	Meeting report; capacity development plans; Indicator #5, 6
Grant to BA to organize: <ol style="list-style-type: none"> <li>1. Borderless 2015 Conference</li> <li>2. Consultative Meetings of National Committees</li> <li>3. Membership drives to expand BA presence in the ECOWAS region</li> </ol>	October 14-March 15	BA	Region	TTEE, DCOP, Capacity Building	Grant deliverables report Indicator #5, 9, 10
Direct grant for institutional support to BA for office accommodation and utilities, core staff salaries, office vehicle	October-December 14	BA	Ghana	TTEE, DCOP	Grant deliverables report Indicator #6
<b>Strategy #5: Trade Environment Improvement</b>					
Grant to BA for: <ol style="list-style-type: none"> <li>1. Operation of E-platform for reporting non-tariff barriers along Trade Hub corridors</li> <li>2. Advocacy for removal of cereals export ban in Mali</li> <li>3. Advocacy for removal of VAT on cattle and small Ruminants in</li> </ol>	February-September 15  February-June 15 May-September 15	BA, SNV, CILSS, UEMOA, ECOWAS	Benin, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Togo	TTEE, VC, DCOP	Grant deliverables report Indicator #9, 10, 18, 19, 21

Activities	Period	Partners	Country	Responsible	Deliverable or indicator
<p>UEMOA Countries</p> <p>4. Financing the upgrade and operations for existing BIC at Seme-Krake, Aflao-Kodjoviakope, Paga-Dakola, Noe-Elubo, and Dakar Port.</p> <p>5. Installation and operation of Market Information Center at the Livestock Markets in Fada N’Gourma (Burkina Faso) and Kouthiala (Mali)</p> <p>6. Installation and operation of BICs at Cinkansé (Togo/BF), Diboli/Kidira (Mali/Senegal), and Abidjan Port (Cote d’Ivoire)</p> <p>7. Organize Regional BIC forum</p>	<p>October-December 14</p> <p>October 14-September 15</p> <p>October 14-September 15</p> <p>March 15</p>				
Participate in meetings with IFDC/WAFP and CORAF/WASP on Seed and Fertilizer Trade Facilitation	October 14 – September 15	IFDC, CORAF, CILSS, UEMOA, ECOWAS	THN corridor countries	TTEE, VC	Meeting Reports
Conduct study on trade and transport issues related to seeds and fertilizers	June – September 15	IFDC, CORAF, CILSS, UEMOA, ECOWAS	THN corridor countries	TTEE, VC, STTA	Study Report

# 3. SUPPORT TO REGIONAL VALUE CHAINS

## 3.1 REGIONAL VALUE CHAIN INDICATORS

#	Indicators	Baseline	FY15 Targets
1	Value of regional transactions	\$194,481,257	Up 15% (an increase of \$29,172,188)
2	Value and volume of sales of firms that received USAID assistance	0	\$18,000,000
3	Creation of new jobs	0	2,400 (360)
4	Facilitation of investment in targeted sectors	0	\$8,000,000 (\$1.5 M)
5	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	48 (20)
6	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	30.56	Will not be measured in FY15.
7	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	16 (6)
9	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80)
10	Number of new dues paying members in private business associations as a results of USG assistance	22	80 (25)
13	Number of users of new MIS services	0	15,000

## 3.2 OBJECTIVES

### 3.2.1 LIVESTOCK VALUE CHAIN OBJECTIVES

#### Life of Project:

The livestock value chain (including cattle and small ruminants), represented by its private sector regional alliance will professionally supply quality livestock products for West African markets in

sufficient quantity and acceptable quality/conditions to meet the region's demand at competitive prices. The Trade Hub's base-period goal of a 30% increase in trade will be achieved by working through its regional partner during Life of Project and will directly contribute to this objective.

#### **FY 15:**

The Trade Hub will assist the private sector regional alliance become more proactive and expand its membership. . This will contribute to achievement of the following targets for the fiscal year (targets are for both regional value chains): increase in regional trade (\$29.2 million), investment (\$8 million), and job creation (2,400).

### **3.2.2 CEREALS VALUE CHAIN OBJECTIVES**

#### **Life of Project:**

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

#### **FY 15:**

The Trade Hub will provide a coordinated assistance program to the regional private sector alliance to have minimal operational standards to support its member companies in their commercial operations. This effort will contribute to the achievement of the following targets for the fiscal year (targets are for both regional value chains): regional trade (\$29.2 million), investment (\$8 million) and job creation (2,400).

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

### **3.3 REGIONAL VALUE CHAIN STRATEGIES**

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

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

Note that the Trade and Transport Enabling Environment and Finance and Investment Components also include strategies that support the regional value chains.

#### **3.3.1 LIVESTOCK VALUE CHAIN STRATEGIES**

- Strategy #1: Increase the amount of quality fattened animals that arrive in coastal market

countries, such as Ghana, Cote d'Ivoire, Benin, Togo, and Nigeria.

- Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.
- Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.
- Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.
- Strategy #5: Support operationalization of a Livestock MIS.

### **3.3.2 CEREALS VALUE CHAIN STRATEGIES**

- Strategy #1: Increase access to improved inputs (certified seed, fertilizers, and development of improved post-harvest technologies) for WAGN member companies.
- Strategy #2: Identify key constraints to increased cross-border marketing of cereals during periods of food insecurity and develop action plans to address these
- Strategy #3: Within the WAGN institutional support program, develop a formal gender strategy that will be used to explicitly support women's participation in key cereals value chains, especially millet and sorghum and rice.
- Strategy #4: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members while making it more sustainable as a member-driven organization. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.
- Strategy #5: Increase access to "real time" MIS data for major cereals.

## **3.4 GENDER CONSIDERATIONS**

The strategies and activities for the regional value chains take into account the gendered nature of functions within both the livestock and the cereals sectors. Women, and youth, play significant roles in the production of small ruminants and cattle. Fattening of these livestock is generally the responsibility of women. The Gender Specialist will work with the value chain specialist to increase capacities of women and youth for enhanced management of fattening units. Targeted trainings on livestock production and marketing will be organized for women.

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

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

## **3.5 THE CAPACITY BUILDING PLANS**

Tailored capacity building support interventions (CBSI) will reflect the technical programming and organizational capacity needs of WAGN and COFENABVI, the Trade Hub's partners in the cereals and

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

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

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

## **3.6 MARKET INFORMATION SYSTEMS**

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

## **3.7 ENVIRONMENTAL CONSIDERATIONS**

### **Livestock Value Chain**

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

### **Cereals Value Chain**

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

### 3.8 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Livestock Value Chain</b>					
<b>Strategy #1: Increase the amount of quality fattened animals that arrive in coastal markets, such as Ghana, Cote d'Ivoire, Benin, Togo and Nigeria.</b>					
Workshop on slaughterhouse sanitation and management practices (with COFENABVI?), with a focus on food safety.	February 15	COFENABVI	Burkina Faso, Mali	Livestock Specialist; STTA	Indicator #5, 7 Improved management leads to increased quality.
Training of Trainers (TOT) for COFENABVI to create improved cattle fattening feed lots and develop the technical, financial and managerial capacities of cattle producers so that they are able to efficiently carry out fattening activities	October-December 14	COFENABVI Livestock Ministry	Burkina Faso, Mali and Niger	Livestock specialist, Gender Specialist, Capacity building Specialist	Indicator #15, 7  Increase in fattened livestock for market
Complete situational analysis of other support in place for Bamako - Dakar corridor to monitor improvements in transport constraints.	October 2014	COFENABVI; SNV	Mali	VC Lead and Livestock specialist; TTEE	Indicator 22, 23 Reduced constraints on Bamako-Dakar corridor.
Conduct a study for the profitability of a prototype livestock truck that comply and reflect ECOWAS regulations for livestock transport.	October-December 14	COFENABVI/UEMOA/ECOWAS	Burkina, Mali and Niger	Livestock Specialist, TTEE STTA	Indicator # 1,2 10 (i) producer organizations assisted.
<b>Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.</b>					
Technical assistance to complete a "gap analysis" of the relationship between ministry technical services and the cadre of COFENABVI Para-vets posted at out-shipping & arrival points.	March 15	COFENABVI. UEMOA	Region	Livestock Specialist; STTA	Indicator# 5, 7, 9 Action plan to improve para-vet service delivery.
Feasibility study to create inter-professional association of "butcherries" that promote regional regulations about meat processing.	April 2015	COFENABVI	Burkina	Livestock Specialist; STTA	Indicator 1, 2 Improved regional coordination
Organize a workshop to review texts on SPS export regulations and making available to COFENABVI for dissemination and	November 14	COFENABVI, ECOWAS, UEMOA	Region (Mali, Senegal, Côte d'Ivoire)	Livestock Specialist, team. TTEE	Increased understanding of SPS regulations

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
ownership by its members					within COFENABVI Indicator # 1,2,5
<b>Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.</b>					
Develop a database of women-led associations active in the livestock sector	October – November 14	COFENABVI	Burkina Faso, Mali, Niger, Senegal, Ghana	Gender Specialist, Livestock Specialist	Increased application of gender concepts
Workshop for a gender plan action for COFENABVI	February 15	COFENABVI	Burkina Faso, Mali, Niger, Senegal, Ghana	Gender Specialist, Livestock Specialist	50 Women trained Indicator # 1,2,5,7
<b>Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations.</b>					
Provide funding for COFENABVI to organize information and sensitization sessions in new countries to establish inter-professional federations, and to consolidate those that exist	January – September 15	COFENABVI	Burkina Faso	Capacity Building Specialist and Livestock Specialist	Increased membership based for transactions increase Indicator # 1,2,5,7 and 9,10
Provide advocacy training to promote regional value chain policies.	November 14	COFENABVI	Burkina Faso	Capacity Building Specialist; Livestock Specialist	Regional policy positions better articulated Indicator # 1,2,5,7 9
Training workshops for COFENABVI and national federations on use of OCAT	January 15	COFENABVI	Burkina Faso	Capacity Building Specialist	Institutional development plan Indicator # 5,6,7 9
Provide technical assistance to consolidate national cooperative basis for a national federation to join COFENABVI	February 15	COFENABVI, Ghana Associations	Ghana	Capacity Building Specialist, Livestock Specialist, Gender Specialist	An additional member for COFENABVI Indicator # 1,2
<b>Strategy #5: Support operationalization of a Livestock MIS.</b>					

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Organize a regional meeting for national livestock MIS to share methodologies, best practices and experiences and develop a road map for creation of a regional MIS.	January 15	National Livestock MIS	Regional	MIS and Livestock Specialists	Meeting report, initiation of a regional network of national livestock MIS to be created via the road map Indicator #5,13
Issue a competitive grant to hire a MIS service provider for technical support to COFENABVI for the development of their MIS	February – June 15	COFENABVI	Regional	MIS and Livestock Specialists	MIS service provider hired to support COFENABVI Indicator # 13

#### Cereals Value Chain

#### **Strategy #1: Promote the development of a regional platform focused on the effective provision and monitoring of key inputs for cereals production (improved seeds and fertilizers).**

Organize a workshop to be hosted by WAGN to develop a road map with key stakeholders in the improved input sector for creation or an input-specific regional platform.	June 15	WAGN, IFDC, CORAF, Wafa and ASIWA	Region	CVCS, STTA	Road map for creation an input specific platform Indicator # 1,2,5,7
Contract a study to identify challenges and potential management, technical and regulatory responses that will mitigate the aflatoxin problem in intra-regional trade and transport	March 15	WAGN	Region	STTA, CVCS, TTEE	Study to improve aflatoxin identification and control in regional commerce.

#### **Strategy #2: Identify key constraints to increased cross-border marketing of cereals to address during periods of food insecurity and develop action plans to address these.**

Identify a cereals seasonal ban and develop an advocacy program	October – December 14	WAGN, ROPPA	West Africa (Mali, Senegal, Côte d'Ivoire)	CVCS, STTA	1 Regional advocacy report, 3 National advocacy reports, # of countries touched by Advocacy Indicator #1,2
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#### **Strategy #3: Within the WAGN institutional support program, develop a formal gender strategy that will be used to explicitly support women's participation in key cereal's value chains, especially millet and sorghum and rice.**

Develop and disseminate gender strategy within WAGN membership	January – September 15	WAGN	Region	Gender and Staple Food Specialist	Increased gender awareness in value chain programming.
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Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
					Indicator #5,7
Training workshops for WAGN Executive Secretariat and national associations on use of OCAT	June 15	WAGN	Togo	Capacity Building Specialist, CVCS	Institutional development plan Indicator #5,6,7
Provide expert mentoring support to WAGN Executive Secretariat on advocacy	March 15	WAGN	Togo	CVCS, STTA	Advocacy plan developed Indicator #5,6,7
<b>Strategy #4: Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.</b>					
As part of a direct grant to WAGN, provide organizational support (direct grant) for improved capacity development and strategic planning	January 2015 – September 2015	WAGN	Regional	CVCS, Capacity Building Specialist	Improved regional partner planning capacity. Indicator #5,6,7
Study tour for WAGN leadership to visit other regional cereals marketing platforms	February 2015	WAGN	TBD	CVCS, Capacity Building Specialist	Increased capacity to market cereals Indicator #6,9
Technical assistance for WAGN Executive Secretariat set up and functioning	October – December 2014	WAGN	Togo	CVCS	ES operational base established. Indicator #5,6,7
<b>Strategy #5: Increase access to “real time” data with regard to market information systems.</b>					
Provide technical assistance to collect WAGN member contacts in 4 member states.	April 15	WAGN	Benin, Burkina Faso, Côte d’Ivoire and Ghana	STTA, MIS Specialist, CVCS	Create WAGN members Indicator # 13
Organize a regional technical meeting to identify all problem that countries face on the usage of the platform	October-14	RESIMAO	Regional	MIS Specialist	Technical report on the issue encounter in the usage of the platform and ways to improve it Indicator # 13
Provide technical support to RESIMAO by applying MIS study recommendations	November 14	RESIMAO	Regional	STTA, MIS Specialist	Improved RESIMAO platform Indicator #5,13
Set up a technical committee (4 IT persons of RESIMAO plus project MIS Specialist) to monitor MIS study recommendations in the	February– March 2015	RESIMAO	Regional	MIS Specialist	Improved RESIMAO platform Indicator #13

medium term					
Organize a regional training of national administrators (2 per country) of the RESIMAO platform	January 15	RESIMAO	Regional	MIS Specialist	Training report Indicator #5,13
Develop a performance-based contract with RESIMAO to support the countries that are regularly updating their national data on the regional platform (for the cereals value chain)	February – September 15	RESIMAO	Regional	MIS Specialist	Regular update of market information on the RESIMAO platform Indicator #13

# 4. SUPPORT TO GLOBAL VALUE CHAINS

## 4.1 GLOBAL VALUE CHAIN INDICATORS

#	Indicators	Baseline	FY15 Targets
1	Value of global transactions	tbd, a rolling baseline	Up 15% for global value chains
2	Value and volume of sales of firms that received USAID assistance	0	\$12,000,000
3	Creation of new jobs in project-assisted firms	0	3,600 (540)
4	Facilitation of investment in targeted sectors	0	\$12,000,000 (\$3.5 M)
5	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	72 (28)
6	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	24.43	0%
7	Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings	0	24 (10)
9	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80)
10	Number of new dues paying members in private business associations as a results of USG assistance	562	120 (35)
13	Number of users of new MIS services	0	5,000

## 4.2 OBJECTIVES

### 4.2.1 CASHEW VALUE CHAIN OBJECTIVES

#### Life of Project:

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

**FY 15:**

The Trade Hub will assist the regional private sector alliance to increase local processing of cashew nuts and an overall increase in raw and semi-processed nut exports. This effort will contribute to the following targets for the fiscal year (totals are for all export value chains): trade (15% increase); investment (\$12 million) and job creation (3,600).

**4.2.2 SHEA VALUE CHAIN OBJECTIVES****Life of Project:**

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

**FY 15:**

The Trade Hub will assist the regional alliance to more effectively support the harvesting, storage, and transport of improved quality shea kernels for export from West Africa. This effort will contribute to the following fiscal year (targets are for all export value chains): trade (15% increase); investment (\$12 million) and job creation (3,600).

**4.2.3 APPAREL VALUE CHAIN OBJECTIVES****Life of Project:**

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

**FY 15:**

The Trade Hub will assist lead firms in three countries in the region to increase apparel production within the value chain for export to the US and other markets. This effort will contribute to the following targets for the fiscal year (targets are for all export value chains): trade (15% increase); investment (\$12 million) and job creation (3,600).

**4.2.4 MANGO VALUE CHAIN OBJECTIVES****Life of Project:**

West Africa is a leading region in the global mango market, providing substantial and growing volumes of high quality, certified fresh whole mangoes, fresh cuts and processed mango products for global and regional export.

**FY 15:**

The Trade Hub will assist the regional export platform, national private sector associations and lead firms in four countries to increased mango exports. . This effort will contribute to the following targets for the fiscal year (targets are for all export value chains): trade (15% increase), investment (\$12 million), and job creation (3,600).

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

## **4.3 GLOBAL VALUE CHAINS STRATEGIES**

The strategies presented below have been developed from several documents completed during the startup of the Trade Hub program. These include the Value Chain Selection and Assessment reports (April and May 2014), the Partner Selection (June 2014), the Value Chain Finance and Investment Pipeline (July and August 2014), the Trade and Transport Enabling Environment Policy Analysis (July 2014) and the MIS Supply and Demand Analysis (July and August 2014). Specific strategies within the TTEE and Finance and Investment Components of the project are not included in this section.

### **4.3.1 CASHEW VALUE CHAIN STRATEGIES**

- Strategy #1: Support on-going ACA efforts to consolidate and increase the sustainable production of quality cashew nuts.
- Strategy #2: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.
- Strategy #3: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.
- Strategy #4: Strengthening capacities of member-based organizations, including their ability to deliver support services to producers.
- Strategy #5: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.

### **4.3.2 SHEA VALUE CHAIN STRATEGIES**

- Strategy #1: Contribute to on-going research efforts on shea ecology to identify husbandry practices that would improve shea production and yield quality throughout the region.
- Strategy #2: Support on-going advocacy efforts to have shea butter accepted in the US as a Chocolate-Based Equivalent.
- Strategy #3: Support GSA's gender strategy to provide targeted training to women's associations and other women stakeholders along the value chain.
- Strategy #4: Support GSA to improve its member's capacity to identify and collect improved quality shea nuts.
- Strategy #5: Strengthening capacities of national associations, including their ability to deliver support services to producers.

### **4.3.3 APPAREL VALUE CHAIN STRATEGIES**

- Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion

manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.

- Strategy #2: Promote adoption of “Fair Trade” policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.
- Strategy #3: Support a re-activated Ghana Apparel Manufacturing Association (GAMA) in order to provide the industry with one voice when dealing with Government and its institutions, international buyers and to take advantage of Institutional funding opportunities.

#### **4.3.4 MANGO VALUE CHAIN STRATEGIES**

- Strategy #1: Support the dissemination of high-quality planting or grafting materials (improved varieties) for local and regional markets.
- Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US (longer term), and within the West African region, including supplies to the processing industry.
- Strategy #3: Identify and support local value addition opportunities (fresh cut, dried products, juices, jams), that are predominantly managed by women-managed enterprises.
- Strategy #4: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.

#### **4.4 GENDER CONSIDERATIONS**

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

#### **4.5 CAPACITY BUILDING PLANS**

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

- Technical Assistance:
  - Trainings for members in specific value chain functions
  - Learning events such as study or exchange visits for Trade Hub partner organizations to relevant entities (companies, producer organizations, firms, etc.)
  - Marketing (input and output), for example, to increase access to quality inputs and linkage to strategic markets.

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

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

## 4.6 MARKET INFORMATION SYSTEMS

### Cashew Value Chain

- Strategy #6: Support improvements to ACA's MIS, especially with regard to increased access by member companies to cashew product data (prices and key production costs).

### Mango Value Chain

- Strategy #5: Work with AAFEX to improve dissemination of farmgate, assembly point and local market price information for fresh mangoes within the sub-region to value chain actors.

## 4.7 ENVIRONMENTAL CONSIDERATIONS

### Cashew Value Chain

Support an environmental examination of cashew production to further develop best management practices related to increased productivity and also for the management of the waste stream (nut shells and possibly unused cashew fruit) to avoid adverse impacts.

### Shea Value Chain

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

### Apparel Value Chain

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

### **Mango Value Chain**

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

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

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

## 4.8 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Cashew Value Chain</b>					
<b>Strategy #1: Support on-going ACA efforts to consolidate and increase the sustainable production of quality cashew nuts.</b>					
Provide TA for a program to expand ACA's Quality SEAL program	February 15	ACA	Ghana	VCL, Comms, STTA	SEAL expansion program Indicator #1,2,5
Provide funding for a training program on cashew nut post-harvest handling and quality improvement practices	February 15	ACA, national cashew associations, in-country training institutions	TBD in consultation with ACA; Region	VCL & Capacity Building Specialist	Training modules and reports. Indicator #1,2,5,7
<b>Strategy #2: Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.</b>					
Provide TA to ACA environmental examination study, with explicit emphasis of management of the waste stream.	November 14	ACA	Ghana	VCL, STTA	Study for dissemination among membership. Indicator #1,2,5
Fund study on characterization of cashew varieties in the major producing countries in West Africa to identify high yielding varieties for dissemination & seedling production	December 14-February 15	ACA, national cashew associations, research institutions	TBD with ACA	VCL and Capacity Building Specialist, STTA	Study report and variety technical briefs (fiches techniques) Indicator #1,2
Develop environmental management module to be adopted by regional partner for transfer to member companies	March 15	ACA	Ghana	VCL, Capacity Building specialist	Improved environmental management - companies Indicator # 5,7
<b>Strategy #3: Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.</b>					
Develop gender strategy for ACA	November – December 14	ACA	Ghana	Gender Spec.	Increased gender-focused operations. Indicator #5,7
<b>Strategy #4: Strengthen capacities of member-based organizations, including their ability to deliver support services to producers.</b>					
Provide direct institutional and program support grant to ACA	January – September 15	ACA	Ghana	VCL	Improved regional partner capacity 1c; 2c
TOT to facilitate ACA in conducting	November-	ACA and national	TBD with ACA	Capacity	Detailed

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
participatory self-assessments using OCAT for select national associations	December 14	associations		Building Specialist & Gender Specialist	organizational profiles on specific capacity areas for progress measurement over LOP; Indicator #6
Provide training and mentoring on organizational capacity areas identified in OCAT	February – April 15	ACA and national associations	TBD with ACA	Capacity Building Specialist, Gender and M&E Specialists	Indicator #6,9
Technical assistance for membership drives and in new countries and training on formalization/professionalization	March 15	ACA, national associations	TBD with ACA across region	Capacity Building Specialist	Indicator #6,9,10 training materials; report on sensitization meetings, membership registration list
<b>Strategy #5: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.</b>					
Develop curriculum for cashew factory management certification program, based on a needs diagnostic of cashew processing companies	January – February 15	ACA, tertiary technical institutions, cashew processing factories/companies	Ghana, Côte d'Ivoire	Capacity Building Specialist, Value Chain Lead	Indicator #5, needs diagnostic study course modules; training programs; MOU with training institutions
Develop TOT program for managers of local processing factories	April 14 – May 15	ACA	Region	Capacity Building Specialist	Training reports Indicator #5,7
Provide expert technical assistance for in-service/factory professional development of cashew factory workers	July 15	ACA and cashew processing companies	Region	Capacity Building Specialist, VC Specialist	Indicator #3, 5, 7, 10. TA reports
<b>Strategy #6: Support improvements to ACA's MIS especially with regard to increased access by member companies to cashew product data (prices and key production costs).</b>					
Conduct a study to identify cashew	April – May 15	ACA	Region	MIS Specialist	Cashew

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
stakeholders' market information needs and propose a strategy for an MIS to respond to these needs					stakeholders' market information needs identified. Indicator #13
Organize a validation workshop for the cashew stakeholders' market information needs study	June 15	ACA	Region	MIS Specialist	Validated by stakeholders. Indicator #13
Provide TA to identify new cashew associations and actors to be incorporate into ACA data base for them to start receiving cashew market information	July15	ACA	Region	MIS Specialist STTA	New Cashew association and actors receiving market information. Indicator #5,13

#### Shea Value Chain

#### **Strategy #1: Contribute to ongoing research efforts on shea ecology to identify husbandry practices that would improve shea production and yield quality throughout the region.**

Finance through the Sustainable Working Group of the GSA to review and disseminate the Shea ecology study	October 14	GSA	Ghana	VCL	Increased understanding among membership of methods to improve Shea production. Indicator # 1,5,9
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#### **Strategy #2: Support ongoing advocacy efforts to have shea butter accepted in the US as a chocolate-based equivalent.**

Provide advocacy support to key stakeholders in the value chain with regard to Shea suitability as a CBE	October 14 – September 15	GSA	US	STTA	Indicator #1
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#### **Strategy #3: Support GSA's gender strategy to provide targeted training to women's associations and other women stakeholders along the value chain.**

Deliver workshops to reinforce GSA's gender strategy	October-December 14	GSA	Region	Gender Specialist	Increased gender-focused operations. Indicator #5,7
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#### **Strategy #4: Support GSA to improve its member's capacity to identify and collect improved quality shea nuts.**

Provide institutional support grant to GSA	January – September 15	GSA	Ghana	VCL	Improved capacity of regional partner. Indicator #1, 2
Provide expert consulting technical assistance	October 14	GSA	Region	Capacity	Increased

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
on warehouse management best practices for production of quality Shea nuts				Building Specialist, STTA	production for export. Indicator #1,5,7
Develop an environmental management module to be adopted by regional partner for transfer to member companies	March 15	GSA	Ghana	VCL, Capacity Building specialist	Improved environmental management - companies Indicator #5,7
<b>Strategy #5: Strengthening capacities of national associations, including their ability to deliver support services to producers.</b>					
Facilitate participatory self-assessment using OCAT for select national associations	October 14	GSA and national associations	Benin, Ghana, Togo, Burkina, Côte d'Ivoire, Nigeria	Capacity Building Specialist, Gender and M&E Specialists	Detailed profiles on specific capacity areas for progress measurement over LOP; Indicator #6
Provide trainings in specific organizational capacity areas identified in OCAT	January – February 15	GSA and national associations	Benin, Ghana, Togo, Burkina, Côte d'Ivoire, Nigeria	Capacity Building Specialist	Indicator #6, 10. Performance and progress reports
Provide training on formalization and professionalization of national associations in order to expand membership	July 15	GSA and national associations	Benin, Ghana, Togo, Burkina, Côte d'Ivoire, Nigeria	Capacity Building Specialist	Indicator #6,9,10 Training materials
<b>Apparel Value Chain</b>					
<b>Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking designer/African fashion manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.</b>					
Identify linkages between spinners and garment companies in the region	November 14 – June 15	Lead Firms	Ghana, Burkina Faso	Apparel Specialist; STTA	Increased value-added within the region prior to exporting. Indicator #1,2
<b>Strategy #2: Promote adoption of “Fair Trade” policies and work to institute a Worldwide Responsible Accredited Production (WRAP) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.</b>					
Conduct a feasibility study to establish a Fair Trade and WRAP program	January-September 15	GAMA and Lead Firms	Ghana, Benin, Côte d'Ivoire	Apparel Specialist;	Improved conditions for

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
				Gender Specialist	production prior to export. Indicator #1,2,5
<b>Strategy #3: Support a reactivated Ghana Apparel Manufacturing Association (GAMA) in order to provide the industry with one voice when dealing with Government and its institutions, international buyers and to take advantage of Institutional funding opportunities.</b>					
Conduct a feasibility study about if a more collaborative relationship with GAMA would have positive results	February 15	GAMA	Ghana	VCL; Apparel Specialist	MOU Indicator #5,7
<b>Mango Value Chain</b>					
<b>Strategy #1: Support the dissemination of high-quality seedlings (improved varieties) for local and regional markets.</b>					
Disseminate information about improved quality seedlings (technical documents)	October 14 – September 15	AAFEX, lead firms, national associations	Region	Mango Specialist and STTA	Technical documents to graft improved varieties Indicator #1,2
Organize workshop about current best practices for fruit fly control and management	January 15	AAFEX; Grower's Associations, ECOWAS	Region	Mango Specialist; STTA	Increased application of best practices for fruit fly control Indicator #1,2
<b>Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa, the US, and within the West African region, including supplies to the processing industry. Part of this effort will be improved understanding of the different varieties being produced in the region, some of which are targeted on export and other for local markets.</b>					
Establish working groups in four pilot countries to develop export opportunities	October 14 – April 15	AAFEX; Grower's Associations	Burkina Faso, Senegal, Ghana and the Gambia	Mango Specialist; STTA	Enhanced platform for exports Indicator #1,2
Study to identify key transportation constraints for mango exports	November 14	AAFEX; Grower's Associations	Burkina Faso, Senegal, Ghana and the Gambia	Mango Specialist; STTA	Reduced transport time prior to export Indicator #1,2
Facilitate out grower programs and linkages with exporters	January 15	AAFEX, Lead firms	Burkina Faso, Senegal, Ghana and the Gambia	Mango Specialist, Capacity Building Specialist, Finance Specialist	Increased commercial relations for export Indicator #1,2,8
Develop environmental management module to be adopted by regional partner for transfer	March 15	AAFEX and lead firms		VCL, Capacity Building	Improved environmental

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
to member companies				specialist	management - companies Indicator # 5,7
<b>Strategy #3: Identify and support local value addition opportunities (fresh cut, dried products, juices, jams).</b>					
Develop TOT program to promote increased local value-added activities for women's enterprises	February 15	AAFEX; Women's enterprises	Four countries	Gender and Mango Specialist	Increased local value-addition Indicator #1,2
<b>Strategy #4: Support national associations to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.</b>					
Negotiate MOU with AAFEX	October 14	AAFEX	Senegal	VCL; Capacity Building Specialist	Framework established to strengthen regional platform.
Organize consultative workshop on the potentials to create a regional platform for the mango value chain	October 14	AAFEX, lead firms, national associations	Senegal	Mango Specialist; Capacity Building Specialist	Workshop report, roadmap to guide creation of the new regional alliance.
Organize national mango value chain inter-professional associations and provide training on formalization	March 15	AAFEX, national mango value chain actors	Target four countries	Capacity Building Specialist; Mango Specialist	Indicator #5,6,7,10
Facilitate OCAT exercise and provide training on organizational capacity development	January 15	AAFEX, Mango value chain inter-professional associations	Target four countries	Capacity Building Specialist	Indicator #6,7
<b>Strategy #5: Work with AAFEX to improve dissemination of price information within the sub-region to value chain actors.</b>					
Conduct a diagnostic of market information provided by AAFEX to mango exporter and propose actions for assisting more mango exporting firms in regional and global markets	June 15	AAFEX	Region	MIS and Mango Specialists	More information available about mango exports. Indicator #1,13

# 5. FINANCIAL AND INVESTMENT SERVICES

## 5.1 INVESTMENT AND FINANCE INDICATORS

#	Indicators	Baseline	FY15 Targets
4	Facilitation of investment in targeted sectors	0	\$20 million (\$5m)
14	Value of new loans made to clients in targeted sectors	0	\$10 m (\$2m)
15	Number of MSMEs receiving business development services from USG assistance	0	70 (14)
16	Number of firms in targeted sectors receiving loans from partner banks	0	40 (24)
17	Number of public-private partnerships formed as a result of USG assistance	0	0

## 5.2 OBJECTIVES

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

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

## 5.3 INVESTMENT AND FINANCE STRATEGIES

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

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

Access Facilitators (FAFs) to undertake consulting services for our targeted businesses and assist these firms in accessing finance.

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

### **5.3.1 STRATEGY # 1: INVESTMENT PIPELINE IDENTIFICATION**

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

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

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

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

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

Starting in countries that are highlighted through the pipeline investment identification process, partnership agreements will be signed with banks (Ecobank, Bank of Africa, Cauris Group, United Bank of Africa, Atlantic Bank, etc.), microfinance institutions (MFIs), and investment intermediaries (GrowFin, Acumen Fund, Root Capital, Grassroots Capital Management). This component will also work closely with all banks receiving agriculture-focused DCAs across the region, as well as regional development

banks (EDIB and BOAD). These financial partners will serve as a network that will be drawn upon to secure financing and investment for firms in our investment pipeline. The Trade Hub will also consider how to creatively support MFIs' outreach to women and vulnerable populations within targeted value chains.

### **5.3.3 STRATEGY # 3: FINANCE ACCESS FACILITATORS (FAFS)**

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

- **Select** – The Trade Hub will collaborate with our FAFs to identify businesses (within targeted value chains) that need capital and/or financing to start, expand, or diversify. Priority will be given to firms whose activities address systemic constraints (e.g., transport, input providers, etc.).
- **Build** – FAFs will work directly with businesses to build skills and systems that will prepare them to accept debt and/or equity financing. This may include support for an accounting system or preparing a business plan.
- **Finance** – Working through our network of financial partners, including DCA banks, FAFs will link businesses to sources of investment and be responsible for bringing deals to closure.

### **5.3.4 STRATEGY # 4: INVESTMENT PROMOTION**

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

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

### **5.3.5 STRATEGY # 5: CAPACITY BUILDING**

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

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

- Develop a targeted technical assistance intervention plans for groups of women-owned businesses in a region.

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

## 5.4 GENDER CONSIDERATIONS

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

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

## 5.5 CAPACITY BUILDING PLANS

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

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

collateral; development of informational packets and brochures on value chain investment pipelines; invited/sponsored visits to viable and high performing firms/enterprise involved in the focus value chain activities.

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

## **5.6 ENVIRONMENTAL CONSIDERATIONS**

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

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

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

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

## 5.7 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Strategy #1: Pipeline investment identification.</b>					
Global Value Chains Investment Pipeline Finalization	1 <sup>st</sup> to 10 <sup>th</sup> of October 14	ACA, GSA, BA, AGOA Centers and AAFEX	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	Investment pipeline developed for \$20 million: Indicators # 4, 14, 15 and 16
Regional Value Chains Investment Pipeline Identification	15 <sup>th</sup> of January to 28 <sup>th</sup> of February 15	COFENABVI and WAGN	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Niger, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	Investment pipeline developed for \$ 10 million: Indicator # 4, 14, 15 and 16
<b>Strategy #2: Development of partnership agreements with financial partners.</b>					
Financial Partner snapshot report, including a mapping of demand of financial needs and Supply of financial services available	1 <sup>st</sup> to 10 <sup>th</sup> of October 2014 for Global VC, 15 <sup>th</sup> of January to 28 <sup>th</sup> of February 2015 for Regional VC	Major banks in West Africa and most of the Investment firms	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Inv. Fin. Spec. with Banyan and SSG	2 Financial Partners Reports: Ind. 4, 14, 15 and 16
Formalize relationships with commercial banks	5 <sup>th</sup> of October to 15 <sup>th</sup> of December 14	Ecobank, UBA, Bank of Africa, Cauris, and Atlantic Bank, ORA Bank	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Côte d'Ivoire	Investment and Finance Specialist	At least 3 partnership agreements completed with regional banks: Indicator #4, 14, 15 and 16
Develop Partnership Agreements with the 2 regional development banks and/or multilateral financial institution	May to September 15	EBID, BOAD and IFC ACA and GSA	Togo, Senegal	Investment and Finance Specialist	Initiate discussions for specific credit lines for the cashew and Shea sectors. Indicator #4, 14, 15, 16

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

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
Participate in investor forums, such as GAIN (Ghana Angel Investors Network) and Enablis (Ghana, Mali and Senegal)	Ongoing	ACA, BA	Ghana	Investment and Finance team	Expand project's network with regionally-based investors: Indicators #4, 5, 14, 15, 16
Participate in international and regional conferences on trade, investment, finance, value chains and enabling environment. Increase exposure of Trade Hub partners.	Ongoing	BA, ACA, GSA, AAFEX, WAGN, COFENABVI and	TBD	Investment and Finance team	3 participations in conference. Network development on the investment side. Indicator #4, 14
<b>Strategy #5: Facilitate and build financial capacity.</b>					
Global Value Chains Finance Constraints report, including a needs analysis of potential investment opportunities	1 <sup>st</sup> of October to 15 <sup>th</sup> of October 14	ACA, GSA, BA, AGOA Centers and AAFEX	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Ivory Coast	SSG, Banyan, Investment & Finance team	Investment pipeline developed for \$20 million: Indicator #4, 14, 15, 16
Regional Value Chains Finance Constraints report, including a needs analysis of potential investment opportunities	15 <sup>th</sup> of January to 28 <sup>th</sup> of February 15	COFENABVI and WAGN	Ghana, Burkina Faso, Mali, Senegal, Nigeria, Togo and Ivory Coast	SSG, Banyan, Investment & Finance team	Investment pipeline developed for \$ 10 million: Indicator #4, 14, 15, 16
Provide institutional capacity strengthening to Trade Hub Partners. Examples: - GSA with the Warehouse initiative; - AAFEX with their CEDEXA subsidiary; - BA with Truck fleet leasing;	Ongoing	WAGN, COFENABVI, AAFEX, GSA and BA	Ghana	Investment & Finance team	3 Partners institutions have strengthened institutional capacity: Indicator #4, 5, 6
Address systemic constraints for strategic investment opportunities through training and technical assistance	Ongoing	Business Associations, DCA Banks, Trade Hub Partners	TBD. Based on demand and growth potential	Investment & Finance team, STTA	10 firms gain access to new investment: Indicator#4, 14, 15, 16

<b>Activities</b>	<b>Period</b>	<b>Partners</b>	<b>Country</b>	<b>Responsible</b>	<b>Deliverable or Indicator</b>
Develop a targeted technical assistance intervention plans for groups of women-owned businesses in a region (training for group of companies)	1 <sup>st</sup> of March to 15 <sup>th</sup> of May 15	Gender Specialist, Capacity Building Specialist, Trade Hub Partners	Burkina Faso, potentially Niger, Senegal, Côte d'Ivoire	Gender Specialist, STTA	50 women-owned businesses gain access to financing: Indicator #4, 5, 9, 14, 15, 16
Train Ecobank Burkina Faso on agriculture finance and value chain	15-25 <sup>th</sup> of November 14	Ecobank, USAID DCA	Burkina Faso	Investment and Finance Specialist, Gender Specialist	Indicators #4, 5, 14, 15, 16 Gender driven
Study tour on the warehouse receipt system (WRS) development across West Africa, with WAGN to build this important finance capacity. No financial participation of Trade Hub, only insure WAGN knowledge development and members involvement when possible.	January to September 15, as needed	WAGN support, with PCE in Senegal, IFC and AGRA as leader	Senegal undergoing, Mali with initial studies, Burkina Faso later	Investment and Finance Specialist	WAGN gains WRS capacity on West African experiences Indicators #4, 5, 10, 14, 15, 16

# 6. PROMOTING AGOA EXPORTS

## 6.1 AGOA INDICATORS

#	Indicators	Baseline	FY15 Targets
5	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance	0	35 (5)
9	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	0	200 (80) <sup>1</sup>

## 6.2 OBJECTIVES

### Life of Project

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

### FY 15

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

## 6.3 STRATEGIES

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

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<sup>1</sup> Target for all Global Value Chains.

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

## **6.4 GENDER CONSIDERATIONS**

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

## **6.5 CAPACITY BUILDING PLANS**

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

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

## 6.6 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Strategy #1: Transform the AGOA Resource Centers into AGOA/Trade Resource Centers.</b>					
Issue a challenge grant to fund three ATRCs	October-December 14	THN		Capacity Building Team	Proposal
Present the ATRC concept and discuss with potential technical and financial partners for buy-in	October-December 14	AfDB, ITC		Capacity Building Team	One partner is committed to support the ATRC concept
Open two ATRCs in Ghana and Mali	January-March 15	GEPA, APEX	Ghana, Mali	Capacity Building Team	2 new ATRCs are created
<b>Strategy #2: Build capacity and train the ATRC coordinators and create business linkages.</b>					
Select up to 7 ATRC coordinators and provide training on trade and export, and business advisory services delivery	November 14	Selected ATRCs	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	Up to 7 ATRCs are provided training Indicator #5,9
Train ATRC Coordinators and Customs Services on Export Documentation under AGOA	January to September 15	ATRC Coordinators and Customs Services in selected countries	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	28 Customs Services are trained and develop an Export Documentation Guide Indicator #9
Identify ERCs and link them with buyers or sellers	October 14 to September 15	Export-ready Companies	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team, VC, Finance	28 companies find buyers or sellers regionally or internationally; Indicator #8
<b>Strategy #3: Collaborative framework between the ATRCs and associations/alliances/institutional partners.</b>					
Organize a forum that brings together the ATRCs, partners/associations/alliances to catalyze a collaborative network	November 14	ACA, GSA, BAs, WAGN, COFENABVI, RESIMAO, AAFEX, U.S. Embassies and USAID bilateral missions	Burkina Faso, Cape Verde, Cameroon, Côte d'Ivoire, Nigeria, Senegal, and the Gambia	Capacity Building Team	Collaborative framework between the selected ATRCs and partners
Respond to U.S. Embassies/USAID requests for support on AGOA trade capacity building	October 14 to September 15	U.S. Embassies and USAID bilateral	TBD	Capacity Building Team	100 people trained on AGOA and

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

# 7. ACTIVITIES THAT SUPPORT VALUE CHAIN RESULTS

## 7.1 INDICATORS

#	Indicators	Baseline	FY15 Targets
8	Number of buyer-seller linkages established in export capacity as a result of Trade Hub assistance	0	20 (8)
11	Number of assisted firms meeting grades and standards requirements	0	80 (40)
12	Number of sectors and countries that advanced the harmonization of regional grades and standards	0	10

## 7.2 IMPROVING BUYER-SELLER INTERMEDIATION

### 7.2.1 OBJECTIVES

#### Life of Project:

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

#### FY 15:

Regional partner alliances have established at least five new buyer-seller linkages in each of the six value chains.

### 7.2.2 BUYER-SELLER INTERMEDIATION STRATEGIES

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

### 7.2.3 GENDER CONSIDERATIONS

The activities discussed in this document with regard to gender are directly linked to capacity building of the regional partners. This support is focused on improved implementation of existing gender strategies and/or making specific partner programs more “gender driven.” The research completed for the Value Chain Assessments earlier this year confirms that women’s role in these value chains, both as individuals

and organizations/companies, are limited, as compared to men. The program will target level of effort to increase female participation across each of these value chains.

#### **7.2.4 CAPACITY BUILDING PLANS**

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

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

## 7.2.5 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Strategy #1: Support value chain-specific B2B Forums organized by regional partners.</b>					
Provide technical assistance and grant support to B2B activities organized by regional partners in each value chain	January – September 15	ACA; GSA; AAFEX; GAMA; WAGN; COFENABVI	Region	Value Chain Team and STTA	Increased linkages and relations Indicator #1,2,5,8
Support the 2014 regional “Bourse des Céréales” by sponsoring participation of WAGN members from the 8 member countries	December 14	Afrique Verte, WAGN	Mali	MIS Specialist, VCCS	WAGN members signing contracts with other market actors Indicator #1, 2, 5, 9, 13
<b>Strategy #2: Organize value chain-specific trade show participation.</b>					
Identify and track relevant trade shows and exhibitions and sponsor booth space for value chain-specific delegations (regional partners and lead firms) to selected trade	January – September 15	ACA; GSA; AAFEX; GAMA; WAGN; COFENABVI; lead firms	Regional, International	Capacity Building Team	Database of relevant trade shows; New relations established Indicator #1,2,5,8
<b>Strategy #3: Support value chain-specific buyer visits to West Africa.</b>					
Logistical and technical support to value-chain specific buyer visits	October 14 – September 15	Potential Buyers and Regional Partners	TBD	VC Team	New relations established Indicator #1,2,5,8
Sponsor internal and external study tours and exchange visits	January-March 15	GAMA BAMA, CI-AMA	Ghana, Benin, Côte d'Ivoire	VCL, AGOA Advisor, CB Specialist	Indicator #1,2,5,9
<b>Strategy #4: Promote adoption of formal contracting procedures within all value chains.</b>					
Conduct training workshops through regional partners on contracting process, including development of a model contract for regional sales. An initial focus on lead firms and value chain champions to generate new sales	October 14 – September 15	ACA; GSA; AAFEX; GAMA; WAGN; COFENABVI	Region	Value Chain Team, Capacity Building Specialist and Finance/Investment Team	Increase in formal contracting procedures for transactions Indicator #1,2,5,15

## **7.3 EXPANDING USE OF GRADES AND STANDARDS**

### **7.3.1 OBJECTIVES**

#### **Life of Project:**

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

#### **FY 15:**

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

### **7.3.2 EXPANDING USE OF GRADES AND STANDARDS STRATEGIES**

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

### **7.3.3 GENDER CONSIDERATIONS**

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

### **7.3.4 CAPACITY BUILDING PLANS**

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

- Technical Assistance:
  - Trainings for members in specific value chain functions
  - Learning events such as study or exchange visits for Trade Hub partner organizations to relevant entities (companies, producer organizations, firms, etc.)
  - Marketing (input and output), for example, to increase access to quality inputs and linkage to strategic markets

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

### 7.3.5 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation.</b>					
Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation	March 15	BA	Region	TTEE; VC team; STTA	Increased use and acceptance of standard documentation Indicator #11,12
<b>Strategy #2: Support regional partners to promote adoption of quality grades and standards by their member organizations/companies within each value chain.</b>					
Conduct a study on the Ouaga – Tema corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers	February 15	BA USDA SPS Advisor	Ghana, Burkina Faso	TTEE, VC team; STTA	Improved understanding of trade barriers on key corridor. 12
Promote and disseminate value chain-specific quality standards for key products to be promoted within the region.	May 15	BA; Regional VC Partners, USDA SPS advisor	Region	TTEE; VC Team; STTA	Increased use of value chain-specific grades and standards in terms of product quality Indicator #11,12

# 8. COMMUNICATIONS

## 8.1 COMMUNICATIONS OBJECTIVES

### Life of Project:

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

### FY 15:

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

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

### Key Message

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

### Sub-messages

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

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

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

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

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

## **8.2 COMMUNICATIONS STRATEGIES**

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

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

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

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

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

## 8.3 ACTIVITIES, BY STRATEGY

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

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

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

# 9. MONITORING AND EVALUATION

## 9.1 MONITORING AND EVALUATION OBJECTIVES

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

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

## 9.2 MONITORING AND EVALUATION STRATEGIES

### 9.2.1 BUILD A DATA COLLECTION PROCESS AND REPORTING SYSTEM

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

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

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

### 9.2.2 ENSURE THE QUALITY OF DATA COLLECTED

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

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

1. Validity of data collected (data measures the information demanded by the project indicators)
2. Reliability (collection methodology is relevant)
3. Timeliness (timely data collection)
4. Correct data (no errors in counting data)
5. Integrity of the data collected (independent verification)

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

### **9.2.3 DATA ARCHIVING**

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

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

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

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

### **9.2.4 SUPPORT TO PLANNING AND EVALUATION**

Currently, the Performance Monitoring Plan (PMP) has 24 indicators. This document will be submitted to USAID for approval shortly after the work plan is approved.

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

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

## 9.3 ACTIVITIES, BY STRATEGY

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
<b>Strategy #1: Build a data collection process and reporting system.</b>					
Review the data collection systems of CILSS, GSA, ACA	October-November 14	CILSS, ACA, GSA, Components	Burkina, Ghana	M&E	Report Indicator #5
Train partners firms in data collection	Rolling basis	Firms, Components	All	M&E	Report Indicator #5,6,9
Conduct a study to determine the proportion of trade along selected corridors attributable to our partners	October-November 14	CILSS, Components	Burkina, CI, Benin, Ghana, Mali, Senegal	M&E	Report
Complete the baseline study for Time and Cost to trade goods along selected corridors	October-November 14	STTA, CILSS, Components	Burkina, CI, Benin, Ghana, Mali, Senegal	TTEE	Report Indicator #20,22
Supervise the data collection and analyze data for Quarterly Report 1	December 14	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for Quarterly Report 2	March 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for Quarterly Report 3	June 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Supervise the data collection and analyze data for the Annual Report	September 15	CILSS, ACA, GSA, Firms, UEMOA, BA, Components	All	M&E	Data available
Collect data for time and cost indicators	August-September 15	STTA, TTEE	All	M&E	Data available Indicator #20,22
<b>Strategy #2: Verification of data.</b>					
Verify data collected by CILSS (trip to the field)	January, April, August 15	CILSS	Burkina, CI, Benin, Ghana, Mali, Senegal	M&E	Report
Verify data collected by ACA and GSA (trip to the field)	January, April, August 15	ACA, GSA	All	M&E	Report
Verify data collected by firms	January, April, August 15	Firms	All	M&E	Report
<b>Strategy #3: Data archiving.</b>					
Complete the design and implementation of the project M&E systems	October 14	Abt HO	Ghana	M&E	Database available
Update the database	December 14,	CILSS, ACA, GSA,	Ghana	M&E	Database updated

Activities	Period	Partners	Country	Responsible	Deliverable or Indicator
	March, June, September 15	Firms			
Archive supporting documents	December 14, March, June, September 15	CILSS, ACA, GSA, Firms	Ghana	M&E	Archiving updated
<b>Strategy #4: Planning and evaluation.</b>					
Follow up and update the PMP	Continue	Components	Ghana	M&E	PMP updated
Design appropriate M&E instruments for planning and tools for program activities	Continue	Components	Ghana	M&E	M&E instruments
Follow up on the annual work plan	Continue	Components	Ghana	M&E	
Organize quarterly planning	December 14, March, June 15	Components	Ghana	M&E	Quarter planning
Assess the annual work plan	March 15	Components	Ghana	M&E	AWP updated
Assess activities (speak with the partners and participants to evaluate the impacts of activities)	Continue	Components	Ghana	M&E, Communications	report

# 10. SYNERGIES WITH OTHER PARTNERS

## 10.1 STRATEGIES

### 10.1.1 INITIAL CONTACT WITH CORs, AORs AND COPs

In concert with USAID, the COP has begun 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 workshops. This will be a continuous strategy to remain up-to-date on any development that may affect either the Trade Hub’s program or bi-lateral programs.

### 10.1.2 COOPERATION WITH BILATERAL FEED THE FUTURE VALUE CHAIN PROJECTS

As FY 15 activities proceed, the Trade Hub will ensure that bilateral missions are fully informed so we may plan collaborative efforts that will maximize both projects’ impacts. We will develop MOUs between Trade Hub and the bilateral projects, as required; at the planning session, we will specify mechanisms for periodic meetings and for ensuring continued assessment of future activities.

### 10.1.3 SIGNATURE OF MEMORANDUM OF UNDERSTANDING

As a regional project, the Trade Hub must coordinate with current bilateral projects. We will develop MOUs and actions plans that leverage synergies between the Trade Hub and existing projects such as the Senegal *Projet de Croissance Economique* (PCE) project, the Liberia Millennium Challenge Corporation (MCC) Trade Policy and Customs Improvement project, the Mali 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.

## 10.2 ACTIVITIES, BY STRATEGY

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

# II. MANAGEMENT

## II.1 GENERAL AND PERSONNAL MANAGEMENT

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

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

Administrative and Finance staff: Grant Manager, Administrative Assistant.

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

## II.2 SUBCONTRACT/GRANTS MANAGEMENT

Grants: For this coming year, grants will be awarded to grantees such as Borderless, ACA, CILSS, COFENABVI, GSA, WAGN, AAFEX, and RESIMAO. The project will follow the following process to issue grants to these organizations:

- Design the application process and development of requests for applications for grantees
- Evaluate the grantee application, including the technical approach and proposed cost of deliverables
- Conduct a pre-award survey of each grantee
- Request USAID approval
- Issue the grants
- Monitor the timely performance of the grantees planned activities and delivery of products.

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

# ANNEX A: CURRENT INDICATORS AND FY15 TARGETS

#	FTF #	Trade Hub Indicator	3-Year	5-Year	FY 2015 Targets
		<b>Highest-level Outcomes</b>			
1		<p><b>Value of global and regional transactions</b></p> <p>1a. Value of intraregional exports along project-assisted corridors by members of the project-assisted livestock association.</p> <p>1b. Value of intraregional exports along project-assisted corridors by members of the project-assisted cereals association.</p> <p>1c. Value of cashew exports by the members of the project-assisted cashew alliance.</p> <p>1d. Value of Shea exports by the members of the project-assisted Shea alliance.</p> <p>1e. Value of mango exports by project-assisted companies.</p> <p>1f. Value of apparel exports by project-assisted companies.</p> <p>1g. Value of other value chain exports by AGOA-assisted companies</p>	Up 30%	Up 50%	<p>Up 15% overall</p> <p>Regional: \$29,172,189</p> <p>Global: tbd (due to rolling baseline)</p>
2		<p><b>Value and volume of sales of firms that received USAID assistance</b></p> <p>2a. Value and volume of intraregional sales along project-assisted corridors by members of the project-assisted livestock association.</p> <p>2b. Value and volume of intraregional sales along project-assisted corridors by members of the project-assisted cereals association.</p> <p>2c. Value and volume of cashew sales by the members of the project-assisted cashew alliance.</p> <p>2d. Value and volume of Shea sales by the members of the project-assisted Shea alliance.</p> <p>2e. Value and volume of mango sales by project-assisted companies.</p> <p>2f. Value and volume of apparel sales by project-assisted companies.</p> <p>2g. Value of other value chain sales by AGOA-assisted companies</p>	\$100 m	\$180 m	<p>Total: \$30,000,000</p> <p>Regional: \$18,000,000</p> <p>Global: \$12,000,000</p>
3	4.5-2	<p><b>Creation of new jobs in project-assisted firms</b></p> <p>3a. Creation of new jobs by members of the project-assisted livestock association</p> <p>3b. Creation of new jobs by members of the project-assisted cereals association</p> <p>3c. Creation of new jobs by the members of the project-assisted cashew alliance</p> <p>3d. Creation of new jobs by the members of the project-assisted Shea alliance</p> <p>3e. Creation of new jobs by project-assisted mango companies</p> <p>3f. Creation of new jobs by project-assisted apparel companies</p> <p>3g. Creation of new jobs in others AGOA value chains</p>	15,000 (2250)	23,000 (3450)	<p>Total: 6000 (900)</p> <p>Regional: 2400 (360)</p> <p>Global: 3600 (540)</p>

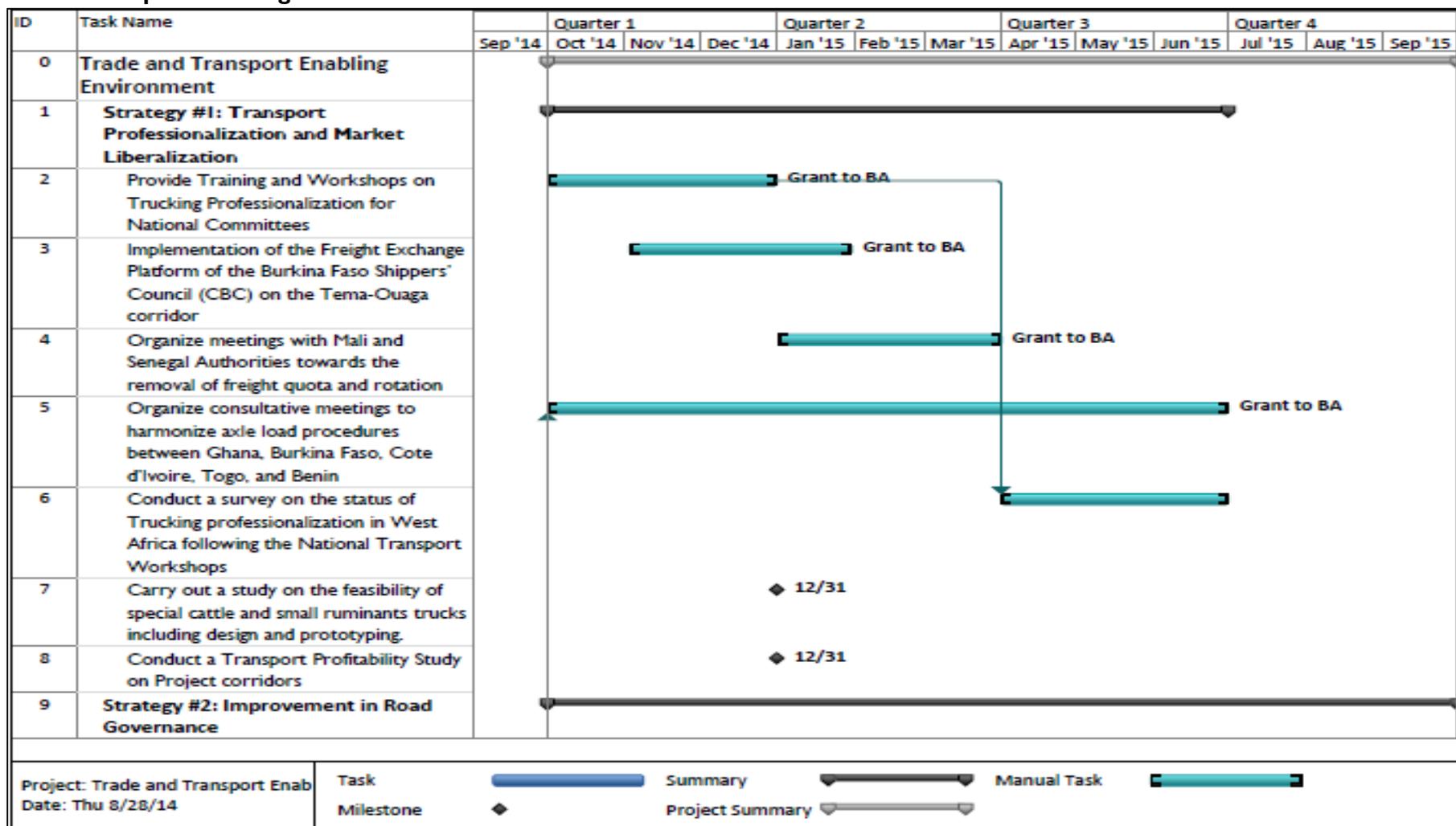
4		<b>Facilitation of investment in targeted sectors</b>  4a. Livestock 4b. Cereals 4c. Cashew 4d. Shea 4e. Mango 4f. Apparel 4g. Others AGOA value chains 4h. Transport sector	\$62.5 m (\$10 m)	\$102.5 m (\$15 m)	Total: \$20 million (\$5 m) Regional: \$8 million (\$1.5m) Global: \$12 million (\$3.5)
<b>IRI: Improved private sector capacity</b>					
5	4.5.2-11	<b>Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations receiving USG assistance</b>  5a. Livestock 5b. Cereals 5c. Cashew 5c.1 Of which, assisted by AGOA Resource Centers 5d. Shea 5d.1 Of which, assisted by AGOA Resource Centers 5e. Mango 5e.1 Of which, assisted by AGOA Resource Centers 5f. Apparel 5f.1 Of which, assisted by AGOA Resource Centers 5g. Others AGOA value chains 5h. Transport sector	300 (125)	500 (200)	Total: 120 (48) Regional: 48 (20) Global: 72 (28)
6	4.5.2-27	<b>Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners</b>	60%	80%	Not measured in FY15
7	4.5.2-7	<b>Number of individuals who have received USG supported short-term agricultural sector productivity or food security trainings</b>	100 (40)	200 (80)	Total: 40 (16) Regional: 16 (6) Global: 24 (10)
<b>IR 1.1: Improved buyer-seller intermediation</b>					
8		<b>Number of buyer-seller linkages established in export capacity as a result of Trade Hub assistance</b>  8a. Livestock 8b. Cereals 8c. Cashew 8d. Shea 8e. Mango 8f. Apparel 8g. Others AGOA value chains	60 (25)	100 (40)	20 (8)
9		<b>Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment</b>	1000 (400)	1500 (600)	Total: 400 (160) Regional: 200 (80) Global: 200 (80)
10		<b>Number of new dues paying members in private business associations as a result of USG assistance</b>  10a. Livestock 10b. Cereals	600 (200)	1000 (400)	Total: 200 (60) Regional: 80 (25) Global: 120 (35)

		10c. Cashew 10d. Shea 10e. Mango 10f. Apparel 10g. Others AGOA value chains			
		<b>IR 1.2 Expanded use of grades and standards</b>			
11		<b>Number of assisted firms meeting grades and standards</b>  11a. Livestock 11b. Cereals 11c. Cashew 11d. Shea 11e. Mango 11f. Apparel 11g. Others AGOA value chains	300 (150)	500 (250)	80 (40)
12		<b>Number of sectors and countries that advanced the harmonization of regional grades and standards</b>  12a. Livestock 12b. Cereals 12c. Cashew 12d. Shea 12e. Mango 12f. Apparel 12g. Transport 12h. Countries sector	24	44	10
		<b>IR 1.3 Increased access to and use of market information systems</b>			
13		<b>Number of users of new MIS services</b>	50,000	115,000	Total: 20,000 Regional: 15,000 Global: 5,000
		<b>IR 1.4 Increased access to and use of financial services</b>			
14	4.5.2-29	<b>Value of new loans made to clients in targeted sectors</b>  14a. Livestock 14b. Cereals 14c. Cashew 14d. Shea 14e. Mango 14f. Apparel 14g. Others AGOA value chains 14h. Transport sector	\$25 m (\$5 m)	\$58 m (\$12 m)	\$10 million (\$2 m)
15	4.5.2 -37	<b>Number of MSMEs receiving business development services from USG assistance</b>	125 (25)	250 (40)	70 (14)
16	4.5.2-29	<b>Number of firms in targeted sectors receiving loans from partner banks</b>  16a. Livestock 16b. Cereals 16c. Cashew 16d. Shea 16e. Mango 16f. Apparel 16g. Others AGOA value chains 16h. Transport sector	102 (62)	202 (123)	40 (24)

17	4.5.2-12	<b>Number of public-private partnerships formed as a result of USG assistance</b>	1	2	0
<b>IR 2.1 Improved transport sector competitiveness</b>					
18		<b>Percent reduction in time delays at checkpoints along priority West African trucking corridors</b>	10%	20%	5%
19		<b>Percent reduction in the average rate of bribes paid per 100 km</b>	10%	20%	5%
20		<b>Reduction in cost to trade across borders and along corridors</b>  20a. Containerized 20b. Non containerized	10%	20%	5%
<b>IR 2.2 Reduced legal and regulatory barriers</b>					
21		<b>Number of reforms or improvements made to the enabling environment</b>	3	5	1
22		<b>Reduction in the number of days/time required to trade goods across borders as a result of US assistance</b>  22a. Containerized 22b. Non containerized	10%	15%	5%
23		<b>Number of actions (audits, reports, presentations) or tools developed to facilitate compliance of member states with the ECOWAS Trade Liberalization Scheme</b>	15	25	5
24	4.5.1-24	<b>Number of policies/regulations/administrative procedures in each of the following stages of development as a results of USG assistance in each case:</b>  Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation Stage 3: Presented for legislation/decreed Stage 4: Passed/approved Stage 5: Passed and for which implementation has begun	36 in either stage 3, 4, or 5	49 in either stage 3, 4, or 5	12

# ANNEX B. GANTT CHART

## Trade and Transport Enabling Environment



ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter 5							
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15						
10	Meeting on Harmonization of Road Governance Data Collection, based on the report of the STTA on OPA data harmonization study		◆ 10/31																			
11	Provide technical assistance and grant to Borderless Alliance, Hub Rural, UEMOA and CILSS to assure effective road governance monitoring and reporting through credible data collection, analysis, and dissemination		■	■												■						
12	Conduct verification trips on road harassment data				■	■												■				
13	Road Governance Sensitization Activities (Road Shows, Workshops) along project Corridors							■	■												■	Grant to BA
14	Joint National Transport and Trade Facilitation Committee (NFC) Meetings Côte d'Ivoire/Mali, Ghana/Burkina Faso, Mali/Senegal		■	■												■	Grant to BA					
15	Targeted advocacy and trade assistance for women in cross-border trade on Bama-Koury corridor (rice) and Bouake-Bamako corridor (cereals)		■	■												■	Grant to BA					
16	Establishing a database on women in cross border trade		■	■												■	Grant to BA					
17	<b>Strategy #3: National and Regional Policy Implementation</b>		■	■												■						
18	Collaborating with ECOWAS to obtain WTO/TFA Commitments from Project Corridor countries, and implementing action plans at national level		■	■												■						

Project: Trade and Transport Enab Date: Thu 8/28/14	Task	■	Summary	◆	Manual Task	■
	Milestone	◆	Project Summary	◆		

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter 5	
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov
19	Work with ECOWAS on the implementation of identified activities in the Regional Axle Load Roadmap		[Task bar]													
20	Conduct Intergovernmental consultations with to ECOWAS and UEMOA to adopt a single Free Trade Area Scheme															
21	Support to Côte d'Ivoire, Mali, and Senegal towards mutual recognition of SPS documentation		[Task bar]											Grant to BA		
22	Bilateral ISRT Facilitation on Côte d'Ivoire/Mali, Mali /Senegal and Ghana/Burkina Faso corridors		[Task bar]											Grant to BA		
23	Establishing and operating a pilot express lane at borders for non-dutiable and agricultural ETLs Products at Pogo/Zegoua (Côte d'Ivoire/Mali)		[Task bar]											Grant to BA		
24	Providing Information easily understandable by Women involved in cross-border trade		[Task bar]											Grant to BA		
25	Sensitization of border agencies on women in trade		[Task bar]											Grant to BA		
26	Conduct a gap analysis survey on the implementation of JBP at Cinkanse (Burkina Faso/Togo)		[Task bar]													
27	Implement joint action plan for effective operation of JBP															
28	Assist ECOWAS and member states in the implementation of the CET by providing interventions for identified activities		[Task bar]													

Project: Trade and Transport Enab Date: Thu 8/28/14	Task	[Blue bar]	Summary	[Grey bar]	Manual Task	[Green bar]
	Milestone	[Diamond]	Project Summary	[Grey bar]		

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	
29	Carry out a Gap Analysis on the Domestication of ECOWAS Regional Texts on Trade and Transport Facilitation														
30	<b>Strategy #4: Institutional Capacity Building for Partners</b>														
31	Provide training and mentoring to improve performance in specific areas of organizational capacity identified in OCAT														
32	Organize capacity development planning retreat for BA and national committees														
33	Facilitate participatory self-assessment using OCAT for National Committees														
34	Provide training and mentoring to improve performance in specific areas of organizational capacity identified in OCAT														
35	Organize Borderless 2015 Conference	Grant to BA													
36	Organize Consultative Meetings of National Committees	Grant to BA													
37	Membership drives to expand BA presence in the ECOWAS region	Grant to BA													
38	Direct Grant for Institutional Support to Borderless Alliance for Office Accommodation and Utilities, core staff salaries, office vehicle (SUV,.)	Grant to BA													
39	<b>Strategy #5: Trade Environment Improvement</b>														

Project: Trade and Transport Enab Date: Thu 8/28/14	Task	Summary	Manual Task
	Milestone	Project Summary	

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter 5	
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15
40	Operation of E-platform for Reporting Non-Tariff Barriers along THN corridors															Grant to BA
41	Advocacy for Removal of Cereals Export Ban in Mali															Grant to BA
42	Advocacy for Removal of VAT on Cattle and small Ruminants in UEMOA Countries															Grant to BA
43	Financing the upgrade and operations for existing BIC at Seme-Krake, Aflao-Kodjoviakope, Paga-Dakola, Noe-Elubo, and Dakar Port															Grant to BA
44	Installation and operation of Market Information Center at the Livestock Markets in Fada N'Gourma (Burkina Faso) and Kouthiala (Mali)															
45	Installation and operation of BICs at Cinkansé (Togo/BF), Diboli/Kidira (Mali/Senegal), and Abidjan Port (Cote d'Ivoire)															
46	Organize Regional BIC forum															
47	Participate in meetings with IFDC/WAFP and CORAF/WASP on Seed and Fertilizer Trade Facilitation															
48	Conduct Study on trade and transport issues related to Seeds and Fertilizers															◆ 1/30

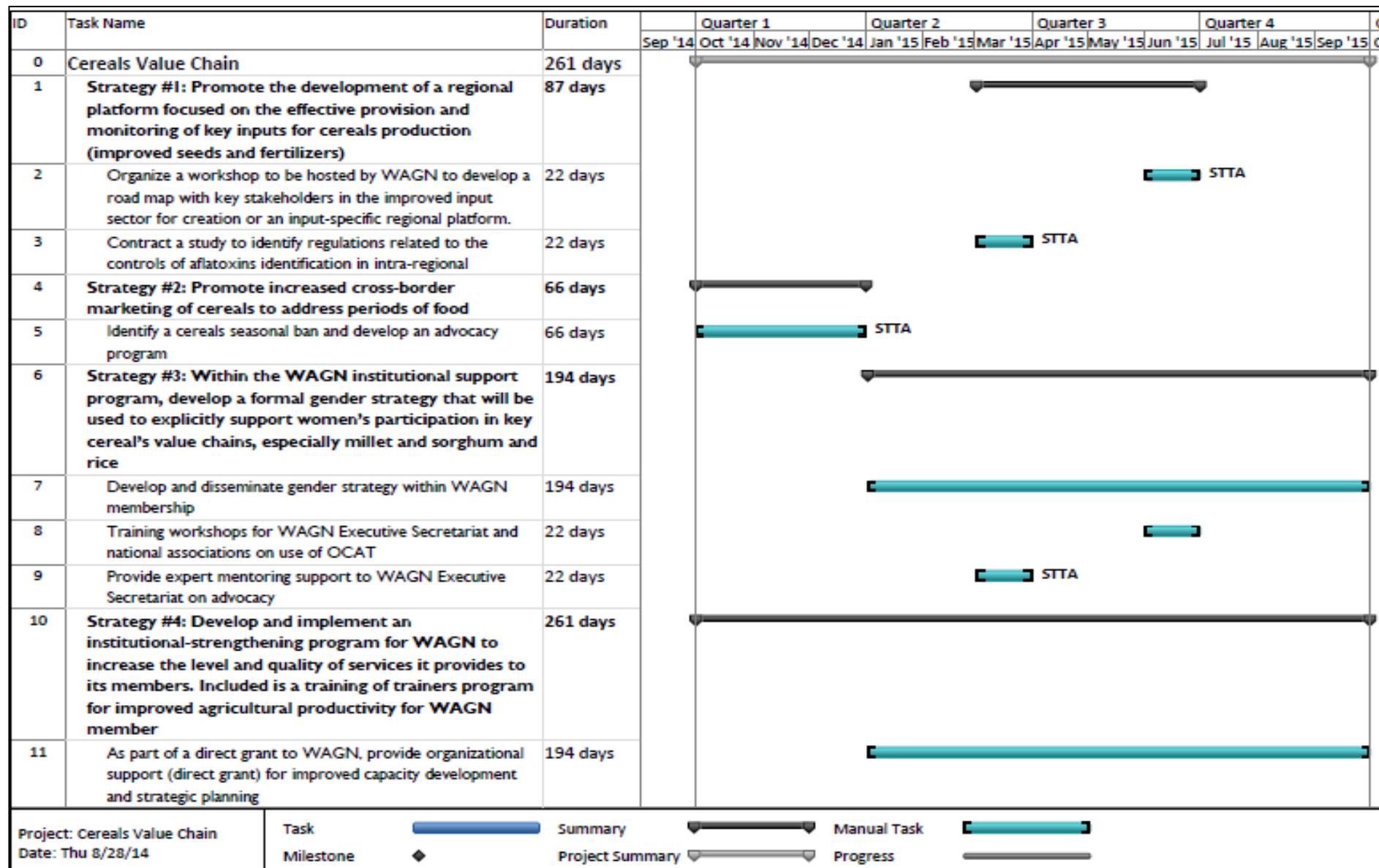
Project: Trade and Transport Enab Date: Thu 8/28/14	Task 	Summary 	Manual Task 
	Milestone 	Project Summary 	

## Livestock Value Chain

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4				
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15		
0	<b>Livestock Value Chain</b>	261 days	[Gantt bar for total project duration]														
1	<b>Strategy #1: Increase the amount of quality fattened animals that arrive in coastal markets</b>	108 days	[Gantt bar for Strategy #1 duration]														
2	Workshop on slaughterhouse sanitation and management practices (with COFENABVI?), with a focus on food safety.	20 days	[Gantt bar for Task 2 duration]														
3	TOT for COFENABVI to create improved cattle fattening feed lots and develop the technical, financial and managerial capacities of cattle producers so that they are able to efficiently carry out fattening activities	66 days	[Gantt bar for Task 3 duration]														
4	Complete situational analysis of other support in place for Bamako - Dakar corridor to monitor improvements in transport constraints	23 days	[Gantt bar for Task 4 duration]														
5	Conduct a study for the profitability of a prototype livestock truck that comply and reflect ECOWAS regulations for livestock transport.	66 days	[Gantt bar for Task 5 duration]														
6	<b>Strategy #2: Improve veterinary services provided for animal health both prior to and after transport.</b>	129 days	[Gantt bar for Strategy #2 duration]														
7	Technical assistance to complete a "gap analysis" of the relationship between ministry technical services and the cadre of COFENABVI Para-vets posted at out-shipment & arrival points.	22 days	[Gantt bar for Task 7 duration]														
8	Feasibility study to create inter-professional association of " butcheries " that promote regional regulations about meat processing	22 days	[Gantt bar for Task 8 duration]														
9	Organize a workshop to review texts on SPS export regulations and making available to COFENABVI for dissemination and ownership by its members	22 days	[Gantt bar for Task 9 duration]														
Project: Livestock Value Chain Date: Thu 8/28/14			Legend: Milestone (diamond), Summary (arrow), Project Summary (arrow), Manual Task (bar)														

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4		
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15
10	<b>Strategy #3: Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities</b>	108 days													
11	Develop a database of women-led associations active in the livestock sector	43 days													
12	Workshop for a gender plan action for COFENABVI	20 days													
13	<b>Strategy #4: Support efforts to expand COFENABVI-AO membership base within the region and strengthen national federations</b>	238 days													
14	Provide funding for COFENABVI to organize information and sensitization sessions in new countries to establish inter-professional federations, and to consolidate those that exist	194 days													
15	Provide advocacy training to promote regional value chain policies.	20 days													
16	Training workshops for COFENABVI and national federations on use of OCAT	22 days													
17	Provide technical assistance to consolidate national cooperative basis for a national federation to join COFENABVI	20 days													
18	<b>Strategy #5: Support operationalization of a Livestock MIS</b>	128 days													
19	Organize a regional meeting for national livestock MIS to share methodologies, best practices and experiences and develop a road map for creation of a regional MIS.	21 days													
20	Issue a competitive grant to hire a MIS service provider for technical support to COFENABVI for the development of their MIS	107 days													
Project: Livestock Value Chain Date: Thu 8/28/14			Milestone  Summary  Project Summary  Manual Task												

## Cereals Value Chain

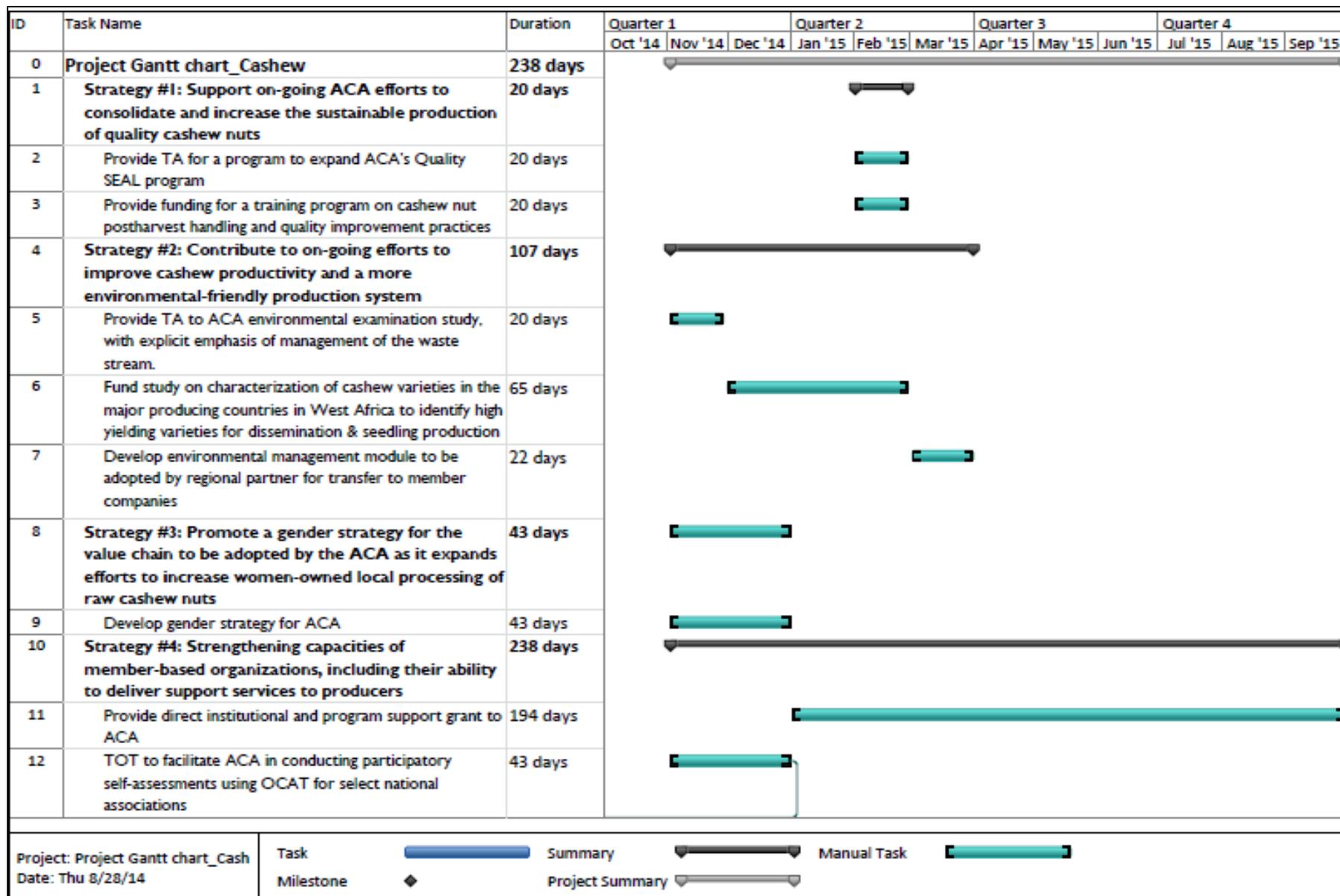


ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4					
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15			
12	Study tour for WAGN leadership to visit other regional cereals marketing platforms	20 days																
13	Technical assistance for WAGN Executive Secretariat set up and functioning	66 days																
14	<b>Strategy #5: Increased access to "real time" data with regard to market information systems</b>	261 days																
15	Provide technical assistance to collect WAGN member contacts in 4 member states.	22 days																
16	Organize a regional technical meeting to identify all problem that countries face on the usage of the platform	23 days																
17	Provide technical support to RESIMAO by applying MIS study recommendations	20 days																
18	Set up a technical committee (4 IT persons of RESIMAO + Project MIS specialist) to monitor MIS study recommendations in the medium term	19 days																
19	Organize a regional training of national administrators (2 per country) of the RESIMAO platform	21 days																
20	Develop a performance-based contract with RESIMAO to support the countries that are regularly updating their national data on the regional platform (for the cereals value chain)	173 days																

Project: Cereals Value Chain Date: Thu 8/28/14	Task 	Summary 	Manual Task 
	Milestone 	Project Summary 	Progress 

## Cashew Value Chain



ID	Task Name	Duration	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15
13	Provide training and mentoring on organizational capacity areas identified in OCAT	64 days												
14	Technical assistance for membership drives and in new countries and training on	22 days												
15	<b>Strategy #5: Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.</b>	151 days												
16	Develop curriculum for cashew factory management certification program, based on a needs diagnostic of cashew processing companies	41 days												
17	Develop TOT program for managers of local processing factories	43 days												
18	Provide expert technical assistance for in-service/factory professional development of cashew factory workers	23 days												
19	<b>Strategy #6: Support improvements to ACA's MIS especially with regard to increased access by member companies to cashew product data (prices and key production costs).</b>	88 days												
20	Conduct a study to identify cashew stakeholders' market information needs and propose a strategy for an MIS to respond to these needs	43 days												
21	Organize a validation workshop for the cashew stakeholders' market information needs study	22 days												
22	Provide TA identify new Cashew association and actors to be incorporate into ACA data base for them to start receiving cashew market information	23 days												

Project: Project Gantt chart_Cash Date: Thu 8/28/14	Task 	Summary 	Manual Task 
	Milestone 	Project Summary 	

## Shea Value Chain

ID	Task Name	1		Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter
		Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
0	Shea Value Chain															
1	Strategy #1: Contribute to on-going research efforts on Shea ecology to identify husbandry practices that would improve Shea production and yield quality throughout the region															
2	Finance through the Sustainable Working Group of the GSA to review and disseminate the Shea ecology study															
3	Strategy #2: Support on-going advocacy efforts to have Shea butter accepted in the US as a Chocolate-Based Equivalent															
4	Provide advocacy support to key stakeholders in the value chain with regard to Shea suitability as a CBE															STTA
5	Strategy #3: Support GSA's gender strategy to provide targeted training to women's associations and other women stakeholders along the value chain															
6	Deliver workshops to reinforce GSA's gender strategy															
7	Strategy #4: Support GSA to improve its member's capacity to identify and collect improved quality Shea nuts															
8	Provide institutional support grant to GSA															
9	Provide expert consulting technical assistance on warehouse management best practices for production of quality Shea nuts															

Project: Shea Value Chain Date: Thu 8/28/14	Task 	Summary 	Manual Task 
	Milestone 	Project Summary 	Progress 

ID	Task Name	1		Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter
		Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
10	Develop environmental management module to be adopted by regional partner for transfer to member companies															
11	<b>Strategy #5: Strengthening capacities of national associations, including their ability to deliver support services to producers</b>															
12	Facilitate participatory self-assessment using OCAT for select national associations															
13	Provide trainings in specific organizational capacity areas identified in OCAT															
14	Provide training on formalization and professionalization of national associations in order to expand membership															
15																
16																

Project: Shea Value Chain Date: Thu 8/28/14	Task 	Summary 	Manual Task 
	Milestone 	Project Summary 	Progress 

## Apparel Value Chain

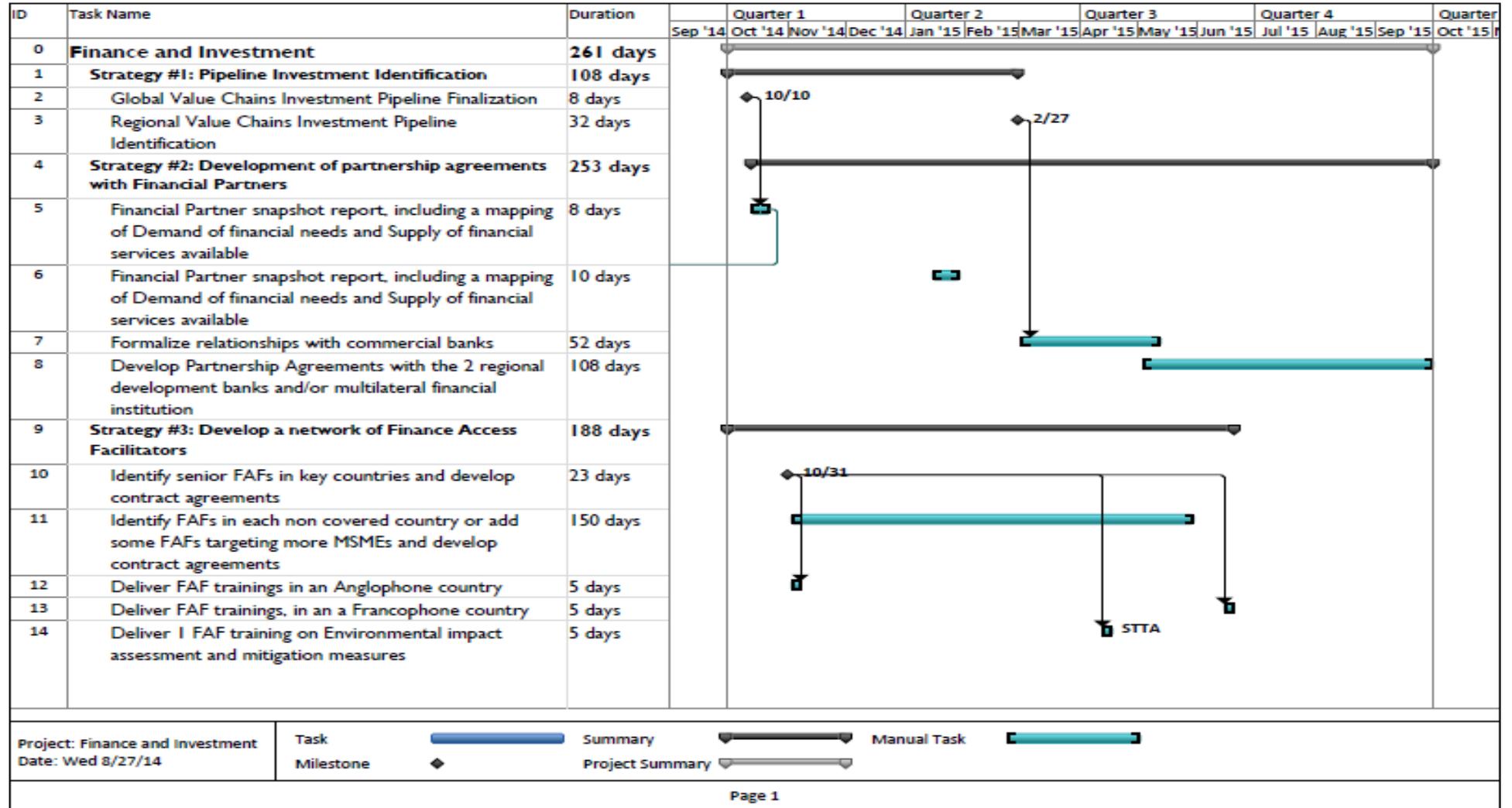
ID	Task Name	Duration	Quarter 1			Quarter 2			Quarter 3			Quarter 4																																				
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15																																		
0	Apparel Value Chain	238 days																																														
1	Strategy #1: Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking Designer/African Fashion Manufacturers to international buyer enquiries and exporters/expor	172 days																																														
2	Identify linkages between spinners and garment companies in the region	172 days																																														
3	Strategy #2: Promote adoption of "Fair Trade" policies and work to institute a WRAP (Worldwide Responsible Accredited Production) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all	194 days																																														
4	Conduct a feasibility study to establish a Fair Trade and WRAP program	194 days																																														
5	Strategy #3: Support a re-activated Ghana Apparel Manufacturing Association (GAMA) in order to provide the industry with one voice when dealing with Government and its institutions, international buyers and to take advantage of Institutional funding oppor	20 days																																														
6	Conduct a feasibility study about if a more collaborative relationship with GAMA would have positive results	20 days																																														
Project: Apparel Value Chain Date: Thu 8/28/14			<table border="0"> <tr> <td>Task</td><td></td><td>External Milestone</td><td></td><td>Manual Summary Rollup</td><td></td></tr> <tr> <td>Split</td><td></td><td>Inactive Task</td><td></td><td>Manual Summary</td><td></td></tr> <tr> <td>Milestone</td><td></td><td>Inactive Milestone</td><td></td><td>Start-only</td><td></td></tr> <tr> <td>Summary</td><td></td><td>Inactive Summary</td><td></td><td>Finish-only</td><td></td></tr> <tr> <td>Project Summary</td><td></td><td>Manual Task</td><td></td><td>Deadline</td><td></td></tr> <tr> <td>External Tasks</td><td></td><td>Duration-only</td><td></td><td>Progress</td><td></td></tr> </table>										Task		External Milestone		Manual Summary Rollup		Split		Inactive Task		Manual Summary		Milestone		Inactive Milestone		Start-only		Summary		Inactive Summary		Finish-only		Project Summary		Manual Task		Deadline		External Tasks		Duration-only		Progress	
Task		External Milestone		Manual Summary Rollup																																												
Split		Inactive Task		Manual Summary																																												
Milestone		Inactive Milestone		Start-only																																												
Summary		Inactive Summary		Finish-only																																												
Project Summary		Manual Task		Deadline																																												
External Tasks		Duration-only		Progress																																												

ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4			Quarter	
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	
0	<b>Mango Value Chain</b>	261 days	[Project Summary bar from Sep '14 to Oct '15]														
1	<b>Strategy #1: Support the dissemination of high-quality seedlings (improved varieties) for local and regional markets</b>	261 days	[Manual Task bar from Sep '14 to Oct '15]														
2	Disseminate information about improved quality seedlings (technical documents)	261 days	[Manual Task bar from Sep '14 to Oct '15] STTA														
3	Organize workshop about current best practices for fruit fly control and management	21 days	[Manual Task bar from Dec '14 to Jan '15]														
4	<b>Strategy #2: Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US, and within the West African region, including supplies to the processing industry. Part of this effort will be improved understandi</b>	152 days	[Manual Task bar from Sep '14 to Feb '15]														
5	Establish working groups in four pilot countries to develop export opportunities	152 days	[Manual Task bar from Sep '14 to Feb '15] STTA														
6	Study to identify key transportation constraints for mango exports	20 days	[Manual Task bar from Oct '14 to Nov '14] STTA														
7	Facilitate out grower programs and linkages with exporters	21 days	[Manual Task bar from Dec '14 to Jan '15]														
8	Develop environmental management module to be adopted by regional partner for transfer to member companies	22 days	[Manual Task bar from Feb '15 to Mar '15]														
9	<b>Strategy #3: Identify and support local value addition opportunities (fresh cut, dried products, juices, jams).</b>	20 days	[Manual Task bar from Feb '15 to Mar '15]														
10	Develop TOT program to promote increased local value-added activities for women's enterprises	20 days	[Manual Task bar from Feb '15 to Mar '15]														
Project: Mango Value Chain Date: Thu 8/28/14			Task [Blue bar] Summary [Grey bar with arrowheads] Manual Task [Teal bar with arrowheads] Milestone [Diamond] Project Summary [Grey bar with arrowheads] Progress [Grey bar]														

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4			
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	
0	<b>Buyers/sellers linkages</b>														
1	<b>Strategy #1: Support Value Chain Specific Business to Business Forums organized by regional partners</b>														
2	Provide technical assistance and grant support to B2B activities organized by regional partners in each value chain														
3	Support the 2014 regional "Bourse des Céréales" by sponsoring participation of WAGN members from the 8 member														
4	<b>Strategy #2: Organize Value Chain specific trade show participation</b>														
5	Identify and track relevant trade shows and exhibitions and sponsor booth space for value chain specific delegations (regional partners and lead firms) to selected trade														
6	<b>Strategy #3: Support value chain specific buyer visits to West Africa</b>														
7	Logistical and technical support to value-chain specific buyer visits														
8	Sponsor internal and external study tours and exchange visits														
9	<b>Strategy #4: Promote adoption of formal contracting procedures within all value chains</b>														
10	Conduct Training Workshops through regional partners on contracting process, including development of a model contract for regional sales. The initial focus on lead firms and value chain champions to generate new sales														
Project: Buyers/sellers linkages Date: Thu 8/28/14		Milestone  Summary  Project Summary  Manual Task													

ID	Task Name	Duration	Quarter 1			Quarter 2			Quarter 3		
			Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15
0	<b>Standards and Grades</b>	<b>85 days</b>									
1	<b>Strategy #1: Support regional partners in their advocacy efforts to apply regional grades and standards for value chain product transport in the region, including the use and acceptance of standard documentation</b>	22 days									
2	Conduct training of trainers about regionally-accepted grades and standards to promote standard documentation	22 days									
3	<b>Strategy #2: Support regional partners to promote adoption of quality grades and standards by their member organizations/companies within each value chain</b>	85 days									
4	Conduct a study on Ouaga – Tema transport corridor to identify trade barriers for the transport of and mutual recognition of SPS grades and standards for seeds and fertilizers	20 days									
5	Promote and disseminate value chain specific quality standards for key products to be promoted within the region.	21 days									
Project: Standards and Grades Date: Thu 8/28/14			Summary			Project Summary			Manual Task		

## Finance and Investment



ID	Task Name	Duration	Quarter 1				Quarter 2			Quarter 3			Quarter 4				
			Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15		
15	<b>Strategy #4: Investment Promotion</b>	261 days															
16	Train and prepare the transport companies across the region on financial acumen to prepare for the Business-to-Business (B2B). Classify the readiness of the companies to match with proper financial intermediaries.	22 days															
17	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	21 days															
18	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	22 days															
19	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	20 days															
20	Carry out Business-to-Business (B2B) meetings with key stakeholders to facilitate investment discussions among private firms and banks/equity investors	23 days															
21	Participate in investor forums, such as GAIN (Ghana Angel Investors Network) and Enablis (Ghana, Mali and Senegal)	261 days															
22	Participate in international and regional conferences on trade, investment, finance, value chains and enabling environment. Increase exposure of Trade Hub partners.	261 days															
23	<b>Strategy #5: Facilitate and Build Financial Capacity</b>	261 days															
24	Global Value Chains finance constraints report, including a needs analysis of potential investment opportunities	11 days															

Project: Finance and Investment Date: Wed 8/27/14	Task	Summary	Manual Task
	Milestone	Project Summary	



## AGOA Export

ID	Task Name	Quarter 1				Quarter 2			Quarter 3			Quarter 4				
		Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15		
0	<b>AGOA Export</b>	[Summary bar]														
1	<b>Strategy #1: Transform the AGOA Resource Centers into AGOA/Trade Resource Centers</b>	[Summary bar]														
2	Issue a challenge grant to fund three AGOA/Trade Resource Centers				◆ 12/31											
3	Present the ATRC concept and discuss with potential technical and financial partners for buy-in	[Manual Task]														
4	Open two ATRCs in Ghana and Mali					[Manual Task]										
5	<b>Strategy #2: Capacity building and training to the ATRC coordinators and Business Linkages</b>	[Summary bar]														
6	Select up to 7 ATRC coordinators and provide training on trade and export, and business advisory services delivery		[Manual Task]													
7	Training of ATRC Coordinators and Customs Services on Export Documentation under AGOA					[Manual Task]										
8	Identify ERCs and link them with buyers or sellers	[Manual Task]														
9	<b>Strategy #3: Collaborative framework between the ATRCs and associations/alliances/institutional partners</b>	[Summary bar]														
10	Organize a forum that brings together the ATRCs, partners/associations/alliances to catalyze a collaborative		[Manual Task]													
11	Respond to U.S. Embassies/USAID requests for support on AGOA trade capacity building as required	[Manual Task]														
12	Provide capacity-building trainings on small business management for women's groups DCA recipients in Burkina Faso	[Manual Task]														
13	Provide training sessions to AWEPP Chapters in West Africa on AGOA requirements	[Manual Task]														
14	Participate at the AGOA Forum													[Manual Task]		
Project: AGOA Export Date: Wed 8/27/14		Summary [Summary bar] Project Summary [Summary bar] Manual Task [Manual Task]														

# ANNEX C: PROJECT ORGANIZATIONAL CHART

