MALAWI COUNTRY IMPLEMENTATION PLAN

COUNTRY BACKGROUND

Malawi's population of over 18.6 million is growing at an estimated 3% per annum. Malawi is one of the poorest countries in the world with 50.7% of the population living below the poverty line and 25% living in extreme poverty (IMF, 2017). Annual average GDP per capita is $502. According to CrossBoundary's capital mapping assessment (2017), Malawi is considered a frontier country for investment given relatively large and rapidly urbanizing populations that hold substantial promise for consumer-facing investments.

Climate shocks remain a critical source of vulnerability for the economy demonstrated by lower outputs in agriculture caused by floods in 2015, drought in 2016, and fall armyworm infestation in the region in 2018. Agriculture dominates the Malawi economy, contributing to almost 30% of GDP, around 75% of total exports and 64% of the labor force. Agriculture supports an estimated 85% of the population as a primary source of food supply, incomes, employment, foreign exchange, and government revenue. Other major sectors of the economy are highly dependent on agricultural performance, including manufacturing and wholesale and retail trade.

An estimated 75% of Malawi's exports are concentrated in ten products, including tobacco, tea, and sugar. This concentration in the export base increases vulnerability to external and climate shocks. The Hub will focus on broadening and deepening the exports from Malawi into sectors where real demand exists in South Africa.

PROGRESS TO DATE

HUB ACHIEVEMENTS TO DATE IN MALAWI

To date, the Hub has facilitated two deals through the agricultural commodity exchange out of Malawi to the value of $1.9 million. In terms of investment, the Hub facilitated an investment by EIB into the National Bank of Malawi for the purpose of loan capital for developing storage capacity. With regards to AGOA, Malawi has an AGOA strategy in place and a National Steering Committee.

Malawian Companies' Performance with Hub Support		
Exports to the USA	**Exports in Southern Africa**	**Investments in Southern Africa**
US$	**US$**	**US$**
0	$1,958,630	$35,689,471
Companies:	**Companies:**	**Deals:**
Not applicable	Agricultural Commodity Exchange (ACE) (trading on behalf of AgroComm and Seba Foods)	European Investment Bank investment in National Bank of Malawi

CURRENT STATUS

Going forward, the Hub will focus on the following three objectives in Malawi:

1. Increased exports to South Africa from the region
2. Increased investment (capital and technology) out of South Africa to Malawi
3. Sustainable utilization of AGOA

The Hub will support companies in Malawi to export to South Africa to meet the host country's import requirements. The Hub is targeting sectors that have regional processing linkages into South Africa, such as groundnuts and soya beans. The products have been selected based on an analysis of the growth in imports into South Africa from the respective targeted southern African countries. Several food products or ingredients that constitute specialty foods, such as sauces, macadamia nuts, and tea, have seen growth in regional and international export market demand. In some cases, the imported products are inputs to South African processing companies that re-export the products into the Southern African region or to other export destinations such as the U.S., Europe, or the rest of the world.

TARGETED SECTORS

Seven priority sectors have been identified in Malawi for the purpose of exporting products to South Africa: sauces, groundnuts, macadamia, soya beans, sugar beans, tea, and moringa.

Sauces

The South African market for sauces has seen significant growth between 1999 and 2012 of 57.9%, with table sauces driving most of the demand increase at 73.3% growth. The demand for tomato sauce has more than doubled since 1999. To meet this demand, South Africa is now an importer of tomato paste for the production of tomato-based products. The market is dominated by multinational brands such as Tiger Brands. Malawian sauces and seasonings accounted for 0.048% of imports to South Africa in 2017. Sauces and seasonings imported to South Africa from Malawi account for 0.23% of the total sauces and seasoning trade from the African continent. Malawi can leverage the sauce market as local farmers produce organic products. This is an opportunity for Malawi, as most South Africans are shifting to healthier eating which will create a stronger demand for organic products. There are strong opportunities to support higher volumes of sauce exports into South Africa through ensuring the relevant market entry requirements are met.

Groundnuts

South Africa has an estimated annual groundnut demand of approximately 935,632 tons against an average annual production of 677,070 tons, showing a significant shortfall in production. The compound annual growth rate (CAGR) for imports into South Africa from 2013 to 2018 is 22%. Malawi produces 275,070 tons of groundnuts, of which 7,000 tons were exported in 2018. Malawian groundnuts compete well in the South African market, although some challenges exist with regards to aflatoxin contamination levels being above the required standards. Some headway is being made in selling unshelled nuts and improved post-harvest handling. An opportunity exists to support investment and technology transfer to enable local testing of groundnuts for aflatoxin. Overall, South Africa is a high potential market for groundnuts from Malawi.

Macadamia

The macadamia sector is becoming increasingly important in South Africa's agriculture industry as market prices soar amid increasing global demand. The Global Trading & Agency (GTA) estimates South Africa's

macadamia crop production to be approximately 58,000 tons in 2019. Around 98% of South Africa's crop is exported with very little local consumption when compared to countries like Australia, which consumes 30% of its crop. There is potential increased demand due to increased local consumption and demand from the export market. About 50% of South African macadamia are sold nut in shell (NIS) to Asia, mainly China, while the remainder is processed to kernel for the U.S., Canada, Europe, Japan, and the Middle East. South Africa's macadamia NIS import represented 1.9% of world imports during 2016 and ranked 4th in the world macadamia nuts imports (Department of Agriculture, Forest & Fisheries, South Africa, 2017).

In Malawi, the volume of production from smallholders is projected to double in the next three years from 250 tons to 500 tons of NIS as the number of trees increases and more trees reach maturity and begin to produce fruit. In Zambia, Red Sun Hortitech (a South African company) has partnered with a macadamia tree nursery, North Route Nursery, to supply Zambian commercial and small-scale growers with the highest quality macadamia trees available. A similar technology investment could boost the quality of macadamia stock from Malawi. While this is a sector that has potential for inclusivity, there is limited understanding of the market given the high cost of compliance with market standards. This sector also presents high potential for integration given that macadamia nuts are intergrown with other crops such as tea in Malawi.

Soya beans

Soya production has grown substantially over the last 3-5 years, with an estimated production of over 100,000 tons and high prices of over $400 per ton). Production is expected to increase in the coming season to over 120,000 tons. Soya crushing capacity has increased considerably with several new crushing plants (such as Mount Meru Millers' plant with a 100,000-ton crushing capacity). Total soya crushing capacity in Malawi is estimated at 350,000 tons. Soya oil is produced for the local market, while soya cake/meal is used in the local feed mill industry as well as exported regionally to South Africa, Zimbabwe, Tanzania, and Mozambique. Increasing demand for animal feed manufacturing among processors of soy in South Africa, coupled with an increase in export value, presents opportunities for Malawian export. The CAGR for exports to South Africa from 2013 to 2018 is 44%. Soya imports to South Africa in 2018-2019 were projected at 6,700 tons.

Sugar beans

The common bean market is large and expanding on the back of population growth. Overall, improved varieties occupy 46% of the bean production area, which is equivalent to 1.4% annual growth in areas planted with improved varieties. In Malawi, recorded dried bean volumes are equal to the combined figures for RSA and Zambia. South Africa produces only 75% of the dry beans consumed in the country, with the balance being imported mainly from China (88%). The CAGR for imports to South Africa from 2013 to 2018 is 24%. Opportunities for improvements in this sector in Malawi relate to the adoption of new improved bean varieties which is inhibited by lack of access to the technology. Grading, sorting, and cleaning technologies can enhance trade in sugar beans. There is an opportunity to link technology providers from South Africa with traders and bulk buyers in Malawi to encourage the adoption of improved varieties.

Moringa

The global market is growing due to various identified uses for moringa, including cosmetics, human consumption, and animal feed. Moringa is now available in health shops in South Africa, although consumption has yet to take off to the extent that it has in other markets. The Hub has an existing relationship with Moringa Malawi, a bulk moringa exporter with several farms under their management. Moringa is processed/ packaged and sold in various forms by Moringa Malawi as powder, seeds, oil, and tea.

Tea

In 2017, Malawi tea exports were valued at $23.37 million (Trading Economics, 2017). The total value of the South African tea market increased significantly between 2012 and 2017, with a compound annual growth rate of 12.1%.. The strongest value (and volume) growth was achieved by rooibos, green tea, and fruit/herbal tea, rather than the relatively modest value growth of 7% for black tea.[1] Imports of black tea from Malawi into South Africa peaked around 17,000-18,000 tons per year (some of which flowed into South African exports). Malawi is the largest exporter of tea to South Africa (53% of black tea imports) (NDA, 2016). The tea sector is Malawi's biggest employer, with 50,000 people working in the sector. The Tea Association of Malawi (TAML) is playing an active role in providing employment guidelines related to gender equality. Employees in the sector are paid above the minimum wage.

South African production of black tea is not globally competitive. Tea production was heavily state-supported during Apartheid and was consequently unable to compete in international markets even after abolishing trade barriers. Because of this and the relatively high costs of labor, several tea estates closed. With annual consumption at approximately 20,000 tons and domestic production at approximately 10,000 tons, South Africa has been a net importer of black tea over the past decade.[2] Malawi has benefited from this deficit in black tea production by exporting Malawian tea into the South African market. There are 14 tea packers in South Africa who blend and pack tea. With respect to the middle- and upperend teas of Unilever and National Brands, which together hold 95% of the black tea market, these are blends of relatively high-quality teas from estates in South Africa and lower quality filler from the SADC countries. Opportunities for investment in the sector relate to the diversification of tea plantations into herbal teas in line with the market demand.

MALAWI EXPORT PIPELINE

The below provides examples of potential exporters from Malawi and potential buyers in South Africa, within the priority sectors.

Company name	Products	Potential buyers in South Africa or USA
Agri Input Suppliers Limited; Lenziemill	Unshelled groundnuts	Thusano trading; Komati foods; Leapfrog and GWK
Agri Input Suppliers Limited; Lenziemill	Shelled groundnuts	AGT Foods/Advanced seed; Solo foods; Kalinda trading; Triotrade; GNS; Golden Peanut
Satemwa Tea Estates Ltd; Conforzi Plantations Limited; Kawalazi Estate; Mzuzu Coffee	Fermented tea, Macadamia nuts (NIS)	Processing firms/ Unilever/ National Brands
Satemwa Tea Estates Ltd; Conforzi Plantations Limited; Kawalazi Estate; Mzuzu Coffee	Fermented tea	Processing firms/ Unilever/ National Brands
Sable Farming Company	Macadamia nuts (NIS)	Processing firms
Marie & Associates; Nali Group; Tajo Products; Alford Hill.	Sauces	Spar, Woolworths, Shoprite

[1] https://www.bizcommunity.com/Article/196/168/181103.html

[2] https://www.nda.agric.za/doaDev/sideMenu/Marketing/Annual%20Publications/Commodity%20Profiles/field%20crops/Black%20Tea%20Market%20Value%20Chain%20Profile%202017.pdf

Company name	Products	Potential buyers in South Africa or USA
Tropha Estates Ltd (subsidiary of Jacoma Estates Ltd)	Macadamia nuts (NIS), groundnuts	Processing firms
Rab Processors	Groundnuts, tea	Processing firms
TBC	Soy beans and soy cake	Animal feed companies: e.g. RCL Foods, Alzu, Nutri Feeds, NOVA Feeds
TBC	Non-GMO soya	AFGRI; NWK; SENWES; ETG
TBC	Beans	Triotrade; AGT Foods/Advanced Seed; Good Nature trading in Zambia (has SA based company)
Moringa Malawi	Moringa tea, moringa oil	TBC

INVESTMENT LANDSCAPE

Over the last three years, the Hub managed to facilitate $153.2 million in private sector investment ($94.2 million in agriculture and $59 million in non-agriculture sectors) in the Southern Africa region. In Year 4, the Hub will target equity and debt capital providers from South Africa to support capital flows to targeted southern African countries. The financial flows will be for both equity and debt with accompanying technology transfers from South Africa to the region.

Based on our experience, we know that there are different types of investors that are interested in investing in the region. The Hub has developed an investor database and a trade finance provider database of more than 250 investors and financial service providers of different types. The supply of capital in this market formed the focus of a rapid market assessment conducted by the Hub through desk research, interviews with stakeholders, and a co-creation process with capital providers and capital seekers. The assessment built off the existing knowledge of the private equity landscape to understand what trade finance providers exist in the market. One hundred interviews were conducted with trading enterprises, trade finance providers, and other related market actors in South Africa, Malawi, and Zambia. Following the assessment, the Hub developed a database of trade finance providers operating in or interested in operating in the region. Forty-five percent of these are banks with median deal sizes of $15-25 million – considerably beyond the reach or needs of SMEs in the market. The Hub also has a database of investors developed over the past three years in South Africa.

In a capital mapping exercise conducted by CrossBoundary in 2017, Malawi was characterized as a frontier country for investment in the region based on feedback from the investors that were interviewed and given the growing and significant population. The local financial system is thin. According to the Global Competitiveness Report (WEF, 2019),[3] Malawi's overall financial system is ranked 118th out of 141 nations, whileSouth Africa is ranked 19th. Domestic credit extension to the private sector is very low at 11.4% of GDP (132nd out of 141) and financing of SMEs was ranked 130th of 141 countries. This is consistent with the observations from the trade finance mapping study conducted by the Hub, which found that banks have low capital adequacy, poor incentives for investing in the private sector given government borrowing, and resultantly high costs of credit.

[3] http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

Malawi was ranked 111th out of 190 countries in terms of the ease of doing business in 2018, showing an improvement from the previous year.[4]

According to the Southern Africa Venture Capital Association Survey (2018), Southern Africa's private equity industry (including private sector and government funds) had R171 billion in funds under management (FUM) as of 31 December 2018, representing a compound annual growth rate of 9.3% since 1999 when its annual survey first began. Of this, R16.9 billion was available for future investments in pan-Africa (including the mandate to invest in Southern Africa). Southern African PE ended the 2018 calendar year with a considerable increase in investment activity. The value of new and follow-on investments reached a record-high of R35.4 billion in 2018, compared to an annual average of R15.2 billion over the previous 10 years. The total number of investments reached 818 in 2018, compared to an annual average of 584 over the previous 10 years. Total funds raised increased by 71.6% in 2018. This is an impressive figure, given the relatively downbeat macroeconomic climate in South Africa (real GDP was recorded at a mere 0.8% in 2018). Of the R12.8 billion raised, 55.7% stemmed from South African sources and 10% from the U.S.

South Africa's relatively competitive financial sector represents a clear opportunity for increasing investments into Malawi, whether in the form of private equity, trade finance, or other debt instrument.

MALAWI INVESTMENT PIPELINE

Investment opportunity	Type (debt or equity)	Financing need	Status
Agri Input Supplier Ltd	TBC	To establish the needed testing laboratory for testing for aflatoxin contamination.	New lead
Lenziemill	Trade finance	For aggregating groundnuts for export to South Africa	New lead

STRATEGY

In the sections below, we provide details of how the Hub will meet the three Hub objectives in Malawi: (a) increased exports to South Africa from the region, (b) increased investment (capital and technology) out of South Africa to the region, and (c) sustainable utilization of AGOA. The specifics are provided for each of the three objectives and are aligned with the overall Hub implementation approach laid out in our Annual Workplan.

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

Opportunities: Various commodities present opportunities for trade from Malawi into South Africa as detailed in the sector descriptions above. In all instances, South Africa cannot meet local (and in some case export) market demand with local production capacity. In the case of tea, South Africa imports half of the tea it requires. In the case of macadamias, South Africa has established itself as a market which processes and exports high quality macadamias at scale into the U.S., Europe, Japan, and elsewhere. To fulfill this market demand, unprocessed macadamias are required from the region. In the case of groundnuts, South Africa has a shortage of groundnuts needed for processing of peanut butter and confectionary.

Challenges: The key challenges related to exporting from Malawi into South Africa are lack of access to finance, failure of packaging and labelling to meet South African market entry requirements, insufficient volume of

[4] https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf

products, the absence of food safety certifications and related infrastructure, and market intelligence on SA market entry requirements and buyers.

Strategic partners: The Hub will work with various partners to implement the planned activities. The table below provides a summary of the key strategic partners, their current relationship with the Hub, and the proposed partnership with the Hub in implementing the three objectives.

Strategic partner	Category	Existing Hub relationship	Proposed partnership
Malawi Bureau of Standards (MBS)	Government entity	Existing relationship	Product certification
Malawi Investment and Trade Centre (MITC)	TIPA	Existing relationship	Convening exporters AGOA steering committee
Zurcom	TPSP	Contact established	Trade promotion subcontract
Africa House	TPSP	Contact established	Trade promotion subcontract
Messe Frankfurt	TPSP	Existing relationship	Trade promotion subcontract
DMG Events	TPSP	Contact established	Trade promotion subcontract
Blank page Publishing	TPSP	Contact established	Trade promotion subcontract
African Agri Council	TPSP	Contact established	Trade promotion subcontract
CATALYZE	TPSP	Contact established	Trade promotion subcontract
International Trade Projects	TPSP	Contact established	Trade promotion subcontract
Grain Traders and Processors Association of Malawi (GTPAM)	BMO	Existing relationship	Convening exporters
Tea Association of Malawi (TAML)	BMO	Existing relationship	Convening exporters
Malawi Confederation of Chambers of Commerce and Industry (MCCCI)	BMO	Existing relationship	Convening exporters AGOA steering committee
Malawi Organic Growers Association (MOGA)	BMO	Existing relationship	Convening exporters
Agricultural Commodity Exchange for Africa (ACE)	Commodity exchange	Existing relationship	Convening exporters
Auction Holdings Commodity Exchange (AHCX)	Commodity exchange	Existing relationship	Convening exporters
Banker's Association of Malawi (BAM)	BMO	Contact established	Disseminating financial education Convening FSPs
Malawi Microfinance Network (MAMN)	BMO	Contact established	Disseminating financial education Convening FSPs
CDH Investment Bank	FSP	Contact established	Prospective partner of RSA capital provider

Delivery mechanisms: The Hub will achieve the intended objectives through the following activities. The Gantt chart at the end of the document includes the detailed description and timing of planned activities. Three key mechanisms will be deployed to achieve the set objectives.

1. **Technical support to TPSPs:** The Hub will provide direct support to exporters and TPSPs to enable the TPSPs to recruit, screen, support, and report on exporters business deals. Recruitment by TPSPs will be

carried out through calls for expressions of interest to identify prospective exporters of products in the needed commodities. The support to TPSPs will benefit from past Hub experience and toolkits.

2. **Cost sharing with exporters:** The Hub will cost share with exporters to enable them to access product certification services ahead of buyer missions from South African buyers.
3. **TPSP-led buyer and trade events support**: The Hub will provide cost sharing support to TPSPs to organize buyer missions and trade events which exporters will attend at their cost. This will include a peer-to-peer learning exchange to capture the lessons from export companies and to disseminate these for broader application via MITC, MCCCI, TPSPs, and other market actors.

The Hub will facilitate six export deals between Malawian firms and South African buyers to the value of $1.2-1.4 million.

Activity 1.1 In coordination with TIPAs and BMOs facilitate trade deals between targeted exporters and identified buyers.

- In Q1, together with contracted TPSPs (e.g. Africa House, International Trade Projects and Zurcom), the Hub will organize transaction facilitation meetings to introduce a minium of three targeted Malawian exporters to identified buyers in priority sectors.
- In Q2, the Hub will partner with three BMOs such as GTPA, TAML, and MCCCI and issue one call for expressions of interest from Malawian exporters to indicate the quantity, quality, and timing of products which they can produce in response to the expressed demand in South Africa.
- In Q2, pair at least one TPSP responsible for Malawian exports with Hub staff to transfer expertise on how to recruit, screen, groom, and support exporters with technical support to enter the South African market as well as transferring networks of relationships.

Activity 1.2 Leverage existing partnerships with TIPAs and BMOs to consolidate understanding of the end market demand in South Africa for targeted sectors

- In Q1, the Hub will coach the subcontracted TPSPs to recruit 12 potential exporters to fulfill the identified product demand in South Africa.
- In Q1, the Hub will establish partnerships between subcontracted private TPSPs and Malawian TIPAs and BMOs (MITC, MCCCI, GTA, and other BMOs). The nature of the partnership will be outlined in deal notes. The Hub will provide technical support and transfer skills to the TIPA and TPSP partners to co-implement the trade promotion activities.
- In Q2, the Hub will cost share with the chosen TPSP to support them to refine their business model for relevance in Malawi and to fill their trade promotion capacity limitations through learning by doing. This could include coaching the TPSP through recruiting and screening 12 Malawian exporters, linking Malawian exporters to South African and American buyers, and providing exporters with post deal support.

Activity 1.3 Screen companies and conduct due diligence and capacity assessments of potential exporters in collaboration with BMOs and TIPAs

- In Q1, the Hub will work with the subcontracted TPSP to implement their performance-based subcontracts to conduct due diligence on at least 12 export companies from Malawi.
- In Q2, the TPSPs will undertake 12 exporter capacity assessments of Malawian exporters and deliver technical assistance to the potential exporters to enable them to overcome the market entry barriers for South Africa.
- In Q3, the Hub will provide ongoing support to the TPSP and monitoring of the exporters' performance.

Activity 1.4 Link targeted exporters to sources of trade enhancing services to overcome export barriers

- In Q2, the Hub will work with the subcontracted TPSP to develop and support 12 Malawian exporters in predefined services. For example, the TPSP will train 12 Malawian export firms on the market entry requirements for specific buyers and support the export firms to meet these requirements.
- In Q2, the Hub will provide grant support to two potential Malawian exporters out of the 12 technically assisted. This will be on a cost-sharing basis for them to acquire the necessary certification to export as dictated by the buyers.

Activity 1.5 Support TPSPs to facilitate inward buyer missions from South Africa and regional trade events

- In Q2, the subcontracted TPSPs will organize a buyer mission to Malawi involving 5 buyers and 12 potential exporters. This buyer mission may be sector specific depending on the outcome of the expressed demand from South African buyers.
- In Q2, the Hub will cost share (60%) with MITC or MCCCI (40%) and the relevant sector BMO (e.g. TAML or GTA) to host 5 buyers in Malawi to meet potential suppliers and secure an export deal pipeline. The BMOs and MICT/MCCCI will be central to organizing their member companies to ensure that as many of those that qualify for export participate in responding to the identified pockets of product demand.
- In Q3 and Q4, the contracted TPSP will offer support to 12 targeted export companies in Malawi to enter new markets through three trade promotion events with a focus on events in South Africa such as NAMPO, Source Africa, and the Africa Big 7. The Malawian exporters will be expected to pay for their attendance at these trade events. The TPSPs (who will be capacitated by the Hub) will provide training to the export companies in preparation for the event and support the exporters during and afterwards.

Activity 1.6 Facilitate peer learning and sharing of best practices for TIPAs and BMOs in the region

- In Q2 and Q4, invite three Malawian exporters to participate in a learning event in Johannesburg (to be held in Q2 and again in Q4) to share experience and contribute to reflections on emerging good practices in promoting trade from Malawi to South Africa.

GANTT CHART OBJECTIVE 1

Activities	Q1			Q2			Q3			Q4			Partners	Hub Activity Lead	Expected Output
	O	N	D	J	F	M	A	M	J	J	A	S			
Objective 1: Increased Exports to South Africa from the Region															
Activity 1.1 In coordination with TPSPs facilitate trade deals between targeted exporters and identified buyers														Portfolio Manager	$1.2-1.4 million
1.1.1 Introduce targeted Malawian exporters to identified buyers in macadamia, groundnuts and tea															At least 3 exporters introduced
1.1.2 Issue a call for EOIs to Malawian exporters in response to expressed demand for products in South Africa													MCCCI, MITC, BMOs		Identify additional 12 targeted Malawian exporters
1.1.3 Provide TPSP with technical assistance and support to recruit, groom and support Malawian exporters															
Activity 1.2 Leverage existing partnerships with TIPAs and BMOs to consolidate understanding of the end market demand in South Africa for targeted sectors															
1.2.1 Support TPSP to identify 12 Malawian exporters													MCCCI, GTA, MITC	Portfolio Manager	12 Malawian exporters identified
1.2.2 Develop deal notes outlining the Hub's support to TIPAs and TPSPs in Malawi													MCCCI, GTA, MITC		At least 1 deal note with Malawian TPSP
1.2.3 Support TPSPs and TIPAs to define business models to support target exporters to enter the South African market															At least 1 business model defined
Activity 1.3 Screen companies and conduct due diligence and capacity assessments of potential exporters in collaboration with BMOs and TIPAs															
1.3.1 Conduct due diligence assessments of 12 prospective Malawian exporters													Contracted TPSPs	Portfolio Manager	12 due diligence assessments conducted
1.3.2 Conduct capacity assessments of 12 prospective Malawian exporters													Contracted TPSPs		12 capacity assessments conducted and gaps identified
1.3.3 Monitor and support TPSPs															At least 1 TPSP supported to assist Malawian exporters
Activity 1.4 Link targeted exporters to sources of trade enhancing services to overcome export barriers															
1.4.1 Work with TPSPs to develop capacity in 12 Malawian export firms to meet South African market requirements													Contracted TPSPs	Portfolio Manager	12 Malawian exporters receive TA
1.4.2 Certification of two Malawian exporters													Certification companies	Portfolio Manager	Out of the 12, at least 2 Malawian exporters receive grant support

Activities	Q1			Q2			Q3			Q4			Partners	Hub Activity Lead	Expected Output
	O	N	D	J	F	M	A	M	J	J	A	S			
Activity 1.5 Support TPSPs to facilitate inward buyer missions from South Africa and regional trade events															
1.5.1 Arrange buyer mission to Malawi for 5 buyers and 12 potential export firms													Contracted TPSPs, MCCCI, MITC, BMOs	Portfolio Manager	1 buyer mission in Malawi
1.5.2 Support six Malawian exporters to enter the South African market														Portfolio Manager	Attend relevant trade shows 6 Malawian firms close deals with South African buyers
Activity 1.6 Facilitate peer learning and sharing of best practices for TIPAs and BMOs in the region															
1.6.1 Three Malawian exporters participate in peer to peer learning event in Johannesburg													Identified export firms	Portfolio Manager	3 Malawian export firms participate in a learning events

OBJECTIVE 2: INCREASED INVESTMENT (CAPITAL AND TECHNOLOGY) OUT OF SOUTH AFRICA TO THE REGION

Opportunities: The Malawian financial sector is thin – with low levels of capital available to the private sector and SMEs in particular. Specialized trade finance products exist, but they are not common and not well understood by trade businesses. An opportunity exists to support South African investors and trade financiers to expand into new markets in the region, including Malawi.

Challenges: There is 1) a lack of suitable laboratories and testing facilities for food standards, which results in products being sent to South African laboratories for testing; 2) relatively undeveloped financial services sector with limited capital adequacy within Malawian banks and the absence of specialized trade finance and equity finance investors; 3) lack of knowledge about different types of financial products and services that are available in more sophisticated financial sectors; and 4) limited knowledge about technology and financial partners in South Africa who could invest in Malawi.

Strategic partners:

The Hub will work with various partners to implement the planned activities. The table below provides a summary of the key strategic partners, their current relationship with the Hub, and the proposed partnership with the Hub in implementing the three objectives.

Strategic partner	Category	Existing Hub relationship	Proposed partnership
Malawi Investment and Trade Centre (MITC)	TIPA	Existing relationship	Convening exporters Disseminating financial education solution
African Agri Council	TPSP	Contact established	Transaction advisor
Grain Traders and Processors Association of Malawi (GTPAM)	BMO	Existing relationship	Convening exporters
Tea Association of Malawi (TAML)	BMO	Existing relationship	Convening exporters
Malawi Confederation of Chambers of Commerce and Industry (MCCCI)	BMO	Existing relationship	Convening exporters
Malawi Organic Growers Association (MOGA)	BMO	Existing relationship	Convening exporters
Agricultural Commodity Exchange for Africa (ACE)	Commodity exchange	Existing relationship	Convening exporters
Auction Holdings Commodity Exchange (AHCX)	Commodity exchange	Existing relationship	Convening exporters
Banker's Association of Malawi (BAM)	BMO	Contact established	Disseminating financial education Convening FSPs
Malawi Microfinance Network (MAMN)	BMO	Contact established	Disseminating financial education Convening FSPs
CDH Investment Bank	FSP	Contact established	Prospective partner of RSA capital provider

Delivery mechanisms: The Hub will 1) facilitate linkages between capital seekers in Malawi and South Africa through introductions, developing and sharing needed information such as investor pitches and business plans, and participating in meetings; 2) provide technical assistance to South African FSPs and technology providers to support their expansion into Malawi, including market assessments of demand in the priority sectors and the

needed technology sectors; 3) develop partnerships between South African and Malawian FSPs; and 4) develop financial acumen of Malawian producers and processors to enable them to make informed financial choices and gain access to needed finance.

The Hub will close four finance deals to the value of $2.6 million, including one technology transfer.

Activity 2.1 Facilitate access to finance and technology between targeted exporters and identified service providers

- In Q1, the Hub will work with one Malawian capital seeker whose capital and technology requirements the Hub is aware of and who has expressed interest to attract capital and technology. Three transaction advisors will be appointed as STTAs to conduct opportunity validation, market intelligence, fundraising support, due diligence, and financial analysis of the target enterprises in Malawi as needed. The three deals, at least one from each of the three transaction advisors, will serve as the opening portfolio for the deal pipeline.
- In Q1, the Hub will leverage its existing knowledge and investment to benefit businesses in priority sectors which have an existing relationship with the Hub. To fulfill this activity, the Hub will work with the three contracted transaction advisors to develop a deal pipeline of equity, debt, and technology seekers. The Hub will source this information from the trade finance database developed during the trade finance mapping exercise and the investor database created by CrossBoundary over the past three years.
- From Q2-Q4, the transaction advisors will develop three additional investment teasers/information memoranda/business plans from businesses seeking capital and technology, identify suitable funders, introduce the business owners to finance and technology providers, and participate in initial meetings to facilitate the deal assessment and negotiation. This activity focuses on bankable/investor-ready export companies and other capital seekers who may not necessarily be exporters from within the region with well-defined capital needs.

Activity 2.2 Recruit targeted financial service providers/investors based on previous market mapping

- Activity not applicable in Malawi unless a local FSP partner is required to work alongside a South African capital provider. This will be determined after the recruitment of the South African FSP/intermediary partners.

Activity 2.3 Support financial service providers to enhance the models of debt and equity financing

- In Q2, STTA resources supporting South African FSPs (and intermediary partners) recruited in Activity 2.2 will be deployed to Malawi to conduct market assessments to ensure that the enhancements to FSP financial models will respond to the needs of targeted export firms.
- In Q3, South African FSPs (and intermediaries) will engage with Malawian BMOs and targeted trading business to concept test ideas during the design of enhanced business models.

Activity 2.4 Implement and refine debt and equity finance models

- In Q3, supported FSPs (and intermediary partners) will start implementing the enhanced business models in Malawi.
- In Q4, implementation will continue with continuous, iterative learning and refinement of the business models being tested.

Activity 2.5 Analyze market for potential technology and service transfer opportunities

- In Q1, the Hub will identify exporters' technology needs within Malawi using information from export firm capacity assessments already conducted.

- In Q1, the Hub will partner with seven BMOs to work with transaction advisors to conduct their member technology requirements by designing and asking the BMOs to administer the tool to their members related to the adoption of the new technology. This assessment will also include defining the financing requirements to make the technology transfer feasible.

Activity 2.6 Link companies to technology providers to close innovation gaps

- In Q4, once the new laboratory is established in Malawi, the Hub will refer targeted export companies to the laboratory for relevant product testing.

Activity 2.7 Work with financial service providers to generate financial education products for businesses

- In Q4, distribute the financial education solution via different strategic partners that work with trading businesses, including BMOs (e.g. Grain Traders Association, MCCCI), local financial institutions (e.g. CDH Investment Bank, National Bank of Malawi), and TIPAs (e.g. MTI).

GANTT CHART OBJECTIVE 2

Activities	Q1			Q2			Q3			Q4			Partners	Hub Activity Lead	Expected Output
	O	N	D	J	F	M	A	M	J	J	A	S			
Objective 2: Increased Investment out of South Africa to Malawi															
Activity 2.1 Facilitate access to finance and technology between targeted exporters and identified service providers													Various as per databases	Portfolio Manager	4 finance and investment deals closed US$2.6 million in deals closed
Activity 2.2 Recruit targeted financial service providers/investors based on previous market mapping													None in Malawi		0
Activity 2.3 Support financial service providers to enhance the models of debt and equity financing													None in Malawi		0
Activity 2.4 Implement and refine debt and equity finance models													None in Malawi		0
Activity 2.5 Identify exporters technology and service requirements from South Africa			▲			▲							Agri Input Suppliers Ltd;	Portfolio Manager	1 report on technology needs in Malawi
2.5.2 Design and conduct a BMO member technology requirement tool related to the adoption of the new technology														Portfolio Manager	One BMO technology self-assessment tool developed and handed over
Activity 2.6 Link companies to technology providers to close innovation gaps													GTA, TAML	Portfolio Manager	
2.6.1 Appoint a transaction advisor to structure a deal between the Malawi-based laboratory and a prospective South African laboratory for technology transfers													3 transaction advisors	Portfolio Manager	1 deal structured for prospective technology and service provider
Activity 2.7 Work with financial service providers to generate financial education products for businesses															
2.7.1 Concept test interactive educational products across different cultural groups to develop the learning solution													GTA, TAML, MCCCI	Portfolio Manager	One concept testing workshop with BMOs
2.7.2 Disseminate financial education product through Malawian FSPs, industry associations and TIPAs													MCCCI, GTA, TAML, MITC, CDH Investment Bank, MAMN, BAM	Portfolio Manager	At least 5 BMOs or other relevant market actors disseminate financial education solution

OBJECTIVE 3: SUSTAINABLE UTILIZATION OF AGOA

Opportunities: Opportunities exist for the Hub to transfer existing tools, experience, and knowledge to TPSPs to enhance the sustainability of the AGOA utilization support that the Hub has been providing. The Hub also sees an opportunity related to preparing the AGOA steering committee for the AGOA forum to ensure maximum value. Furthermore, there is an opportunity to develop a harmonized strategy or road map for the region for specific eligible products enabling greater economies of scale and volumes.

Challenges: The AGOA national steering committee does not have sufficient dialogue with the private sector on the progress and challenges related to exporting to the U.S. and utilizing the benefits related to AGOA, and struggles to present the key issues at the annual AGOA forum as a result. Other challenges include: 1) lack of harmonized regional strategy for AGOA utilization; 2) lack of knowledge about market entry requirements in the U.S.; 3) insufficient volumes of production, packaging, and labeling; and 4) meeting required food standards and certification and associated infrastructure.

Strategic partners: The Hub will work with various partners to implement the planned activities under AGOA. The table below provides a summary of the key strategic partners.

Strategic partner	Category	Existing Hub relationship	Proposed partnership
Malawi Bureau of Standards (MBS)	Government entity	Existing relationship	Product certification
Malawi Investment and Trade Centre (MITC)	TIPA	Existing relationship	Convening exporters AGOA steering committee
Zurcom	TPSP	Contact established	Trade promotion subcontract
Africa House	TPSP	Contact established	Trade promotion subcontract
Messe Frankfurt	TPSP	Existing relationship	Trade promotion subcontract
DMG Events	TPSP	Contact established	Trade promotion subcontract
Blank page Publishing	TPSP	Contact established	Trade promotion subcontract
African Agri Council	TPSP	Contact established	Trade promotion subcontract
CATALYZE	TPSP	Contact established	Trade promotion subcontract
International Trade Projects	TPSP	Contact established	Trade promotion subcontract
Tea Association of Malawi (TAML)	BMO	Existing relationship	Convening exporters
Malawi Confederation of Chambers of Commerce and Industry (MCCCI)	BMO	Existing relationship	Convening exporters AGOA steering committee
Malawi Organic Growers Association (MOGA)	BMO	Existing relationship	Convening exporters

Delivery mechanisms: The Hub will capacitate South African (e.g. Zurcom, Africa House, Messe Frankfurt) and Malawian TIPAs (e.g. MITC, MCCCI) to provide services currently offered by the Hub to targeted export companies in Malawi. These include skills and tools related to organizing trade shows and business to business (B2B) events, preparing firms for participation in trade shows, supporting firms with follow-up after trade shows, and establishing export linkages with the U.S. The Hub will transfer knowledge about AGOA opportunities and requirements through dissemination of the AGOA toolkit that is in place through MCCCI and

MITC. The Hub will also support the development certification and standards infrastructure and capacity in Malawi as described above.

The Hub will facilitate exports to the value of $1.5 million through supporting at least one TPSP to offer market linking services on a commercial basis. There will also be an improvement in organizational capacity of Hub-supported national AGOA steering committees.

Activity 3.1 Support AGOA strategy development and review

- This activity is not applicable to Malawi as the AGOA strategy is in place and no review is planned in FY2020.

Activity 3.2 Provide capacity building for AGOA national steering committees

- Starting in Q1, the Hub team will take advantage of its existing relationships with both the Ministry of Industry, Trade and Tourism and MCCCI as the co-chairs of the Malawi AGOA Reference Group/Steering Committee to identify the AGOA priority issues and potential areas for capacity building. While previous interventions focused on Hub active involvement in the intervention, in line with our new approach, the Hub will seek to strengthen supply side actors to deliver services through MITC, MCCCI, and relevant BMOs (e.g. GTA, TAML).

Activity 3.3 Engage existing TPSP partners via a competitive process to implement market entry support

- Starting in Q1, based on the experience and relationships established with MITC and MCCCI over the past three years, the Hub will capacitate MITC and MCCCI to perform as commercially viable TPSPs. The Hub will train and coach them to create awareness on market entry requirements, including facilitating FDA certification, regional and international export linkages, buyer missions, and work with targeted producers of AGOA-eligible export-ready products to participate at trade events. The Hub will facilitate one trade transaction to the U.S. through participation at an export event.
- Based on the success and demand of this service from both the TPSPs and targeted export firms, in Q2 the Hub will consider increasing the number of partner service providers to ensure that more TPSPs are involved to increase competition and ensure that more AGOA-eligible exporters in Malawi are reached. This will include the TPSPs recruited to assist with market entry into South Africa as per Activity 1 (e.g. Zurcom, Wesgro, and Liz Whitehouse).

Activity 3.4 Transfer existing tools, systems and knowledge to strengthen TPSP business models

- Based on previous Hub work and the experience of the East Africa Trade and Investment Hub project, in Q1 the Hub will build an AGOA toolkit consisting of existing tools, systems, and knowledge. The purpose of the toolkit will be to transfer tools, systems, and knowledge to the engaged TPSPs (e.g. Zurcom, Wesgro, Liz Whitehouse) and to help strengthen their current business models. The existing Hub tools consist of the rapid assessment tool (export readiness tool), trade show onboarding formalities (agreements, contracts), and guidelines on facilitating logistics of traveling to trade shows (visas/movement of sampling). The AGOA toolkit will include guidelines on the process of trade show preparation, participating in trade shows and post-show support, the Export Training Manual, and AGOA 101 briefers.
- In Q2, the Hub will support the TPSPs (e.g. Zurcom, Wesgro, Liz Whitehouse) to understand how to use the tools. The transfer of the above existing Hub tools will involve training, workshops, and working side by side with TPSPs as they apply these tools. This will result in companies from Malawi utilizing AGOA as follows: two companies assessed, with at least one sealing an export deal and one company certified on either organic or food certification, with both companies being selected to participate in the Fairway buyer mission in the U.S.

Activity 3.5 Support TPSPs to organize buyer missions from the U.S. to targeted countries

- Starting in Q2, the Hub will partner with contracted TPSPs (e.g. Zurcom, Wesgro, Liz Whitehouse) to identify two targeted export companies in Malawi to be included in the Fairway Markets buyer mission, with the goal of at least one company being selected to be part of the 2-3 week promotion in the U.S. The buyer mission will be used to source from the region and is schedule for March-April 2020. It will be followed by a promotional/launch visit by the selected suppliers to the U.S. in September-October 2020. The 2-3 week promotion will involve intensive advertising and demonstrations across the 15 Fairway stores in New York, New Jersey, and Connecticut. Fairway will monitor product market performance for six months, after which successful products will be retained and more long-term supply arrangements drawn up with regional suppliers.

Activity 3.6 Facilitate peer learning and sharing of best practices for TPSPs

- In Q3, the Hub will compile and summarize Malawi AGOA performance information in partnership with TPSPs (e.g. Zurcom, Wesgro, Liz Whitehouse) and the Malawi AGOA Steering Committee. The Hub will organize a regional workshop to reflect on how Malawi is performing against other countries with regards to executing AGOA strategies and share its success stories and lessons learned. The regional workshop will also involve Malawi collaborating with other AGOA eligible countries to develop joint AGOA implementation strategies across countries to encourage regional integration.

Activity 3.7 Support AGOA regional learning event

- In Q2, the Hub will work with AGOA steering committees to prepare for participation at the 2020 AGOA Forum scheduled to take place in Washington, D.C. The Malawi AGOA reference group and steering committee will be invited to attend a pre-AGOA Forum workshop. This workshop will bring the Hub's eight focus countries together to learn from each other on their AGOA strategies and initiatives and to produce a regional AGOA-related calendar of activities and priorities leading up to the 2020 AGOA Forum in Q3-Q4. The event will enable the Malawi AGOA Steering Committee to join other AGOA Steering Committees from the seven other Hub focus countries to learn from each other and share good practice resulting in a roadmap for effective participation at the AGOA forum. This event will serve as a precursor to the annual AGOA Forum and will ensure effective participation at the AGOA Forum by Hub focus countries. The outcome of this event can be used to lobby the region's position on proposed expectations at the AGOA Forum.
- In Q4, the Malawi AGOA Steering Committee will participate in the AGOA Forum in the U.S.

GANTT CHART OBJECTIVE 3

Activities	Q1			Q2			Q3			Q4			Partners	Hub Activity Lead	Expected Output
	O	N	D	J	F	M	A	M	J	J	A	S			
Objective 3: Sustainable AGOA Utilization by South African Countries															
Activity 3.1 Support AGOA strategy development and review															Not applicable (complete)
Activity 3.2 Provide capacity building for AGOA national steering committees															
3.2.1 Work with Malawi's AGOA steering committee to identify priority issues and areas for support			▲										Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	List of priority areas for Malawi
Activity 3.3 Engage existing TPSP partners via a competitive process to implement market entry support													Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	
3.3.1 *Capacitate TPSPs to create awareness on market entry requirements (FDA awareness, organic certification, food safety certification, WRAP certification), buyer missions, and work with targeted producers of AGOA-eligible export ready products to participate at trade events.*			▲										Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	TPSPs capacitated to conduct awareness on market entry requirements. 2 Malawian companies to attend US trade events with at least 1 exporting.
3.3.2 Based on the success and demand of the above activity, increase the number of partner service providers to ensure that more TPSPs are involved, to increase competition and ensure that more AGOA-eligible exporters in Malawi are all reached.													Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	Increased number of AGOA-eligible exporters ready for the U.S. market
Activity 3.4 Transfer existing tools, systems and knowledge to strengthen TPSP business models													Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	
3.4.1 Build an AGOA toolkit consisting of existing tools, systems and knowledge to transfer to the engaged TPSPs to help strengthen their current business models.			▲										Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	AGOA Toolkit developed and shared.

3.4.2 Assist TPSPs understand how to use the tools. The transfer of the above existing Hub tools will involve training, workshops, and working side by side with TPSPs as they apply these tools.						▲							Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	Utilization of AGOA Toolkit improved, TPSPs AGOA understanding improved. 1 Malawian company certified to comply with U.S. market entry requirements
Activity 3.5 Support TPSPs to organize buyer missions from the US to targeted countries													Fairway, Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	
3.5.1 Engage and partner with TPSPs to identify companies in Malawi to be included in the Fairway Markets buyer mission to source from the region scheduled for March/April 2020 in South Africa.													Fairway, Wesgro; Liz Whitehouse; Zurcom International; MCCC; MITC	Portfolio Manager	Profile of prospective candidates for Fairway Market Buyer Mission developed
3.5.2 Selected Malawi firms attend the promotional/launch at Fairway Market stores in the U.S. scheduled for September/October 2020 for three weeks.												▲	MCCCI, Fairway,		Eligible/Selected Exporters participate, Exports to Fairways (US). I Malawi firm selected to attend the Fairways event in the US.
Activity 3.6 Facilitate peer learning and sharing of best practices for TPSPs													MCCCI, MITC		
3.6.1 Compile and summarize Malawi AGOA performance information in partnership with TPSPs and the Malawi AGOA Steering Committee													MCCCI, MITC	Portfolio Manager	Malawi AGOA performance report
3.6.2 Organize a regional workshop to reflect on how regional countries (incl. Malawi) are performing against other AGOA strategies and share success stories and lessons learned from implementing the AGOA strategy.														Portfolio Manager	AGOA information exchange, learnings
3.6.3 Develop joint AGOA implementation strategies across countries to encourage regional integration.														Portfolio Manager	Joint regional AGOA implementation

															strategy, improved regional integration
Activity 3.7 Support AGOA regional learning event															
3.7.1 Prepare for AGOA Forum 2020 in Washington, D.C. The Malawi AGOA reference group and steering committee (still to be established) will be invited to attend pre AGOA Forum workshop.													MTIT, MCCCI, MITC	Portfolio Manager	Improved/ coordinated AGOA forum participation
3.7.2 Eight countries produce a regional AGOA related calendar of activities and priorities leading up to the 2020 AGOA forum in Q3/Q4.														Portfolio Manager	Regional AGOA related calendar of activities and priorities shared

MALAWI INDICATOR TABLE FY2020

	Objective Indicators	Reporting Frequency	Related Objectives	FY2020 Targets
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	Quarterly	Objective 1 Objective 3	**$3.04 million** Region-SA: $1.04 mil AGOA: $1.6 mil
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	Quarterly	Objective 1 Objective 3	**$0.76 million** Region-SA: $1.2 mil AGOA: $0.3 mil
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	Annual	Objective 1 Objective 2 Objective 3	**25%** of assisted firms report increased profitability self-sufficiency
	Outcome Indicators	**Reporting Frequency**	**Related Outputs**	**FY2020 Targets**
4	CBLD-9 Percent of USG-assisted organizations with improved performance	Annually	**Output:** 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**70%** of agricultural firms expected to apply improved management practices and report improved performance
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	Annually	**Output:** 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**70%** of agricultural firms expected to apply improved management practices and report improved performance
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	Quarterly	**Output:** 2.1, 2.2, 2.3, 2.4, 2.6	**$1.248 million**
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	Quarterly	**Output:** 2.1, 2.2, 2.3, 2.4, 2.6	**$0.32 million**
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	Quarterly	**Output:** 2.1, 2.2, 2.3, 2.4, 2.6	**$0.832 million**
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	Quarterly	**Output:** 2.1, 2.2, 2.3, 2.4, 2.6	**$0.208 million**
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	Quarterly	**Output**: 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**8** firms

11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	Quarterly	**Output:** 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**2** firms
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	Annually	**Output:** 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**9** individuals
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	Annually	**Output:** 1.1, 1.3, 2.1, 2.3, 2.6, 2.7, 3.4, 3.5	**2** individuals
14	Number and value of export deals facilitated [Custom]	Quarterly	**Output:** 1.1, 3.4	**7** deals 6 deals: Region-SA 1 deal: AGOA
15	Number and value of finance deals facilitated [Custom]	Quarterly	**Output:** 2.1	**4** deals
16	Number of firms receiving USG funded technical assistance [Custom]	Quarterly	**Output:** 1.1, 2.1, 3.4	**32** firms
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	Quarterly	**Output:** 1.1, 2.1, 3.4	**42** individuals