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6



YEARS OF IMPACT 2016 – 2022

USAID SOUTHERN AFRICA TRADE AND INVESTMENT HUB

Final Report



FEED THE FUTURE
The U.S. Government's Global Hunger & Food Security Initiative

FINAL REPORT

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This document reports on the USAID TradeHub activities during the period October 1, 2016-September 30, 2022, demonstrating responsible stewardship of USAID funds.

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TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	4
INTRODUCTION	8
EXECUTIVE SUMMARY	13
MONITORING, EVALUATION, AND LEARNING (MEL)	46
STRATEGIC COMMUNICATIONS AND KNOWLEDGE MANAGEMENT	56
OPERATIONS	63
ANNEX 1: ANGOLA COUNTRY UPDATE	73
ANNEX 2: BOTSWANA COUNTRY UPDATE	87
ANNEX 3: ESWATINI COUNTRY UPDATE	110
ANNEX 4: LESOTHO COUNTRY UPDATE	129
ANNEX 5: MALAWI COUNTRY UPDATE	149
ANNEX 6: MOZAMBIQUE COUNTRY UPDATE	173
ANNEX 7: NAMIBIA COUNTRY UPDATE	191
ANNEX 8: SOUTH AFRICA COUNTRY UPDATE	212
ANNEX 9: ZAMBIA COUNTRY UPDATE	242
ANNEX 10: EVENTS LIST (FY2020-FY2022)	272
ANNEX 11: SUCCESS STORIES, LEARNING PIECES AND BROCHURES	279
ANNEX 12: LIFECYCLE OF AN EXPORT DEAL	280

ACRONYMS AND ABBREVIATIONS

Ag	Agricultural
AGOA	African Growth and Opportunity Act
AIPEX	Agency for Investment and Export Promotion
ATP	African Trade Platform
AWP	Annual Work Plan
AWIEF	Africa Women Innovation and Entrepreneurship Forum
B2B	Business to Business
BE	Business Eswatini
BEDCO	Basotho Enterprises Development Corporation
BEMA	Botswana Exporters and Manufacturers Association
BITC	Botswana Investment and Trade Commission
BMO	Business Membership Organization
BTCA	Botswana Textile and Clothing Association
CECOSA	Cosmetic Export Council of South Africa
CCIA	Chamber of Commerce of Angola
CCN	Cooperating Country National
COP	Chief of Party
CTA	Confederation of Economic Associations
DQA	Data Quality Assessment
DVS	Department of Veterinary Services
ECDC	Eastern Cape Development Corporation
ECWC	Exporters Club Western Cape
EIPA	Eswatini Investment Promotion Authority
EIT	Enterprise Information Tool
FDA	(U.S.) Food and Drug Administration
FSMS	Food Safety Management Systems
FSP	Financial Service Provider
FTF	Feed the Future
FY	Fiscal Year
GTPA	Grain Traders and Processors Association
HACCP	Hazard Analysis Critical Control Point
HR	Human Resources
HS	Harmonized System
IM	Investment Memoranda
INAPEM	National Institute of Support for Micro, Small, and Medium Enterprises

IPEME	Institute for the Promotion of Small and Medium-Sized Enterprises
ISO	International Organization for Standardization
JCCI	Johannesburg Chamber of Commerce and Industry
LCCI	Lesotho Chamber of Commerce and Industry
LOA	Letter of Agreement
LIEDA	Limpopo Economic Development Agency
LMS	Learning Management System
LNDC	Lesotho National Development Corporation
LOP	Life of Project
LTTA	Long-Term Technical Assistance
LuSE	Lusaka Securities Exchange
M&E	Monitoring and Evaluation
MBS	Malawi Bureau of Standards
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MCIT	Ministry of Commerce, Industry and Trade
MCTI	Ministry of Commerce, Trade and Industry
MEGA	Mpumalanga Economic Growth Agency
MEL	Monitoring, Evaluation, and Learning
MIC	Ministry of Industry and Commerce
MIT	Ministry of Industrialisation and Trade
MITC	Malawi Investment and Trade Centre
MITI	Ministry of Investment, Trade and Industry
MOGA	Malawi Organic Growers Association
NANCI	Namibia Network of the Cosmetics Industry
NASME	National Association of Small and Medium Enterprises
NCA	Namibia Charcoal Association
NIPDB	Namibia Investment Promotion and Development Board
NMA	Namibian Manufacturers Association
NPAB	Natural Products Association of Botswana
NTFC	National Trade Facilitation Committee
Non-Ag	Non-Agricultural
PIMS	Phytosanitary Information Management System
PMEP	Performance Monitoring and Evaluation Plan
PBFA	Plant Based Foods Association (USA)
PNTR	Permanent Normal Trade Relations
Q	Quarter

RFA	Request for Application
SA	South Africa
SACG-NY	South African Consulate General in New York
SADC	Southern African Development Community
SAFLEC	South African Footwear and Leather Export Council
SEDA	Small Enterprise Development Agency
SFA	Specialty Food Association
SFF	Summer Fancy Food
SME	Small and Medium-sized Enterprise
SOW	Scope of Work
SPS	Sanitary and Phytosanitary
STTA	Short Term Technical Assistance
SWIFT	Swaziland Fair Trade
TCN	Third Country National
TEDA	Tshwane Economic Development Agency
TFA	Trade Facilitation Agreement
TIKZN	Trade and Investment KwaZulu Natal
TIPA	Trade and Investment Promotion Agency
TISP	Trade and Investment Service Providers Forum
TOR	Terms of Reference
ToT	Training of Trainers
TPSP	Trade Promotion Service Provider
USAID	United States Agency for International Development
USG	United States Government
USN	United States National
VAAM	Visual Arts Association of Malawi
WIBA	Women in Business Association
WRAP	Worldwide Responsible Accredited Production
WTO	World Trade Organization
ZAIS	Zambia Agricultural Information System
ZAM	Zambia Association of Manufacturers
ZAMACE	Zambian Agricultural Commodities Exchange
ZARI	Zambia Agricultural Research Institute
ZDA	Zambia Development Agency
ZEST	Zambians Encouraging Sustainable Trade
ZESW	Zambia Electronic Single Window

ZNBC	Zambia National Broadcasting Corporation
ZRA	Zambia Revenue Authority
ZTIP	Zambia Trade Information Portal

INTRODUCTION

Overview of the USAID TradeHub Project

Over the last six year, the USAID Southern Africa Trade and Investment Hub (USAID TradeHub) engaged with partners across the region to increase sustainable economic growth, global export competitiveness, and trade in targeted Southern African countries. It supported these objectives by increasing exports from Southern African countries to South Africa and the United States under the African Growth and Opportunity Act (AGOA), boosting capital and technology flows from South Africa to other Southern African countries, and providing targeted trade facilitation support to Zambia.

The USAID TradeHub worked with market actors to identify and resolve enterprise constraints and implemented sustainable solutions through market-based trade and investment facilitation services. The USAID TradeHub partnered with the USAID Bilateral Missions through the USAID Southern Africa Regional Mission in the successful delivery of its objectives.

USAID TradeHub Facts:

- Funding Ceiling: \$73.7 million
- Total Obligated Amount: \$55,671,230.46
- Duration: 2016-2022
- Office Locations: Pretoria, South Africa; Lusaka, Zambia; Lilongwe, Malawi; Maputo, Mozambique
- Geography: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, and Zambia

Shift in orientation and scope to a market systems approach

At the start of the fourth year of its six-year mandate, the USAID TradeHub introduced three strategic shifts in its implementation approach to better enhance the project's ability to achieve its objectives. The first shift embraced an inter-regional model of trade and investment with a South Africa-centric approach that recognized South Africa's role as the driver of economic growth in the region. The second shift involved a move away from firm-level assistance to a more enterprise-led, market systems approach whereby enterprises were supported by other market actors to ensure that the impact of the USAID TradeHub is sustainable. Based on this strategic pivot, the USAID TradeHub narrowed its activities starting in year four to achieve the following three objectives:

1. Increased exports to South Africa from targeted Southern African countries.
2. Increased investment (capital and technology) out of South Africa to targeted Southern African countries.
3. Sustainable utilization of AGOA opportunities by targeted Southern African countries.

The revised strategy represented an explicit focus on South Africa's role as the region's economic driver, leveraging South African demand to facilitate trade between exporters in the region and buyers in South Africa. It also sought to leverage South Africa's favorable investment climate and advanced capacity to drive investment into targeted export sectors throughout Southern Africa to enhance regional export-ready firms' competitiveness. The USAID TradeHub defined South Africa investment broadly to include capital (debt and equity) and technology (equipment, services, systems, processes) supplied through the country.

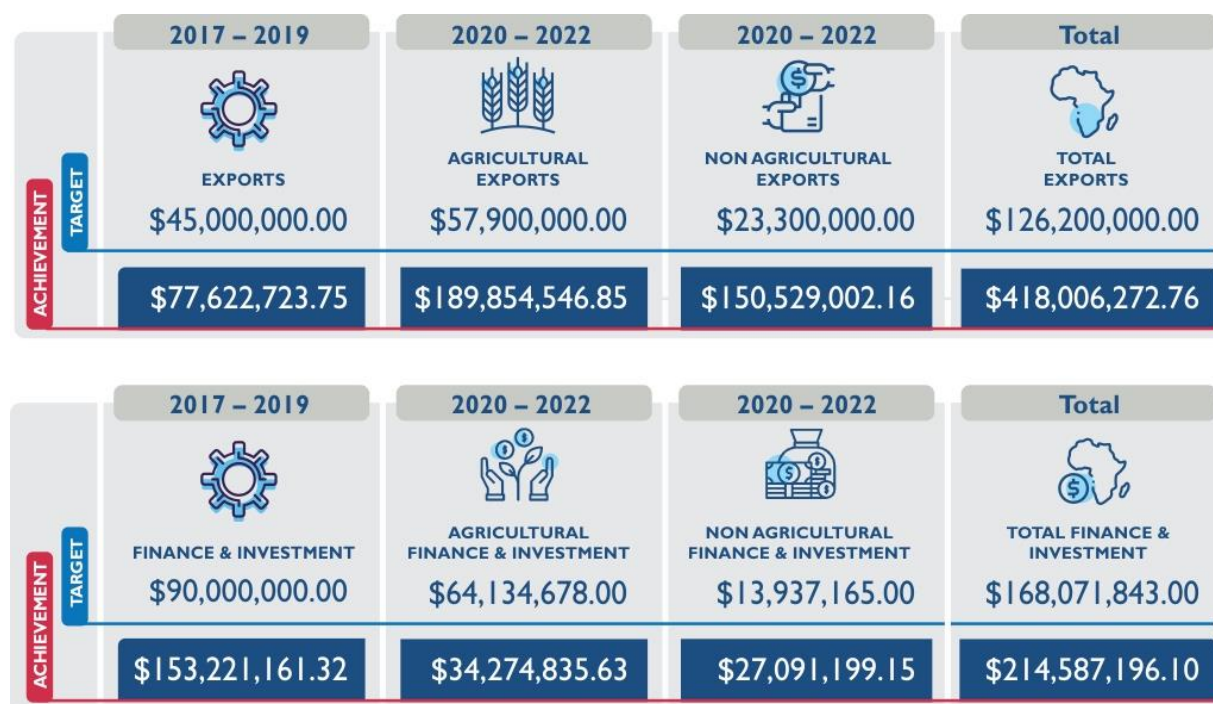
The third shift involved disaggregating USAID TradeHub activity planning, targets, implementation and communication at the country level. This approach was backed up with the appointments of Country Representatives and Country Program Assistants in each of the target countries. The combination of country personnel and a clear plan to manage the project at country level was a critical success factor in the USAID TradeHub performance in the last three years. It also created the needed information and capacity to communicate effectively with bi-lateral USAID missions and U.S. Embassies in the target countries.

In addition to the three primary objectives, the USAID TradeHub also implemented a Zambia buy-in, which commenced in 2016, to improve Zambia’s trade-enabling environment. The focus of the buy-in included support of Zambia’s commitments under the World Trade Organization (WTO) Trade Facilitation Agreement (TFA).

Adapting to a COVID-19 trade environment

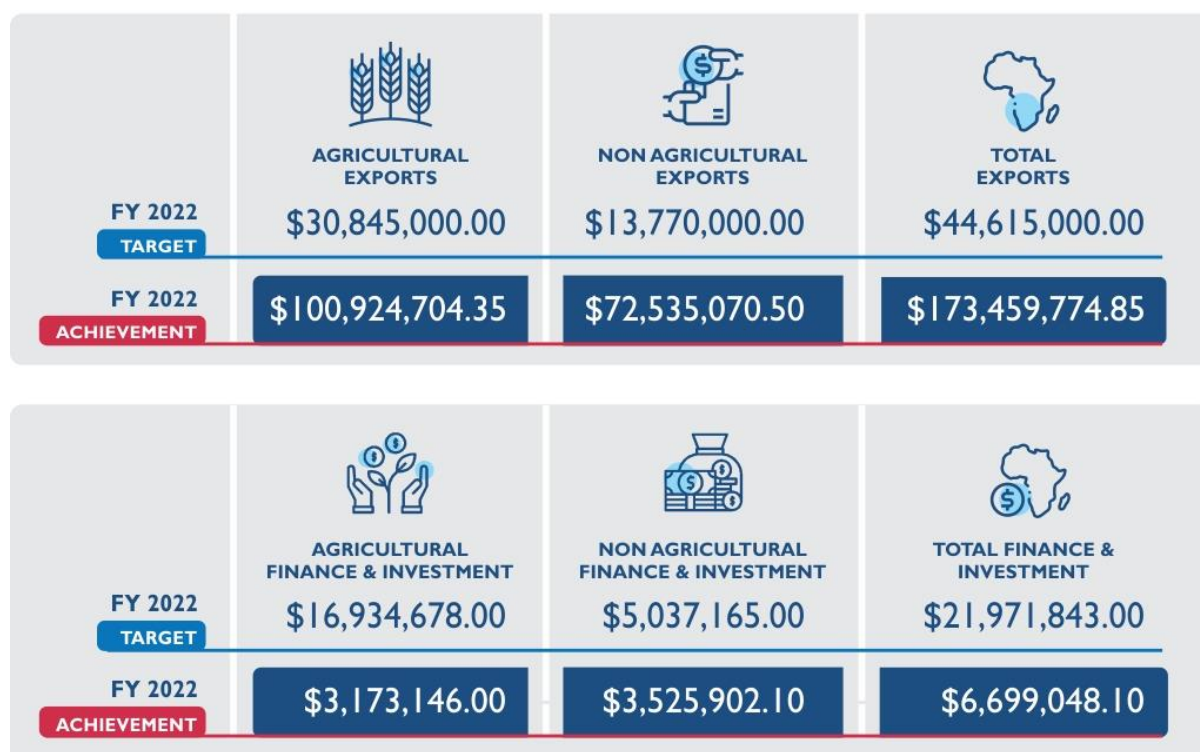
In addition to the change in scope, USAID TradeHub also made adaptations to its delivery model in response to the emergence of the coronavirus (COVID-19) pandemic in March 2020. These included a move toward virtual events and activities, a deeper emphasis on digital marketing and business-to-business (B2B) platforms, as well as an emphasis on new export opportunities that emerged because of the pandemic, such as encouraging regional clothing manufacturers to produce and export personal protective equipment (PPE).

SUMMARY OF HIGH-LEVEL IMPACT – LOP¹



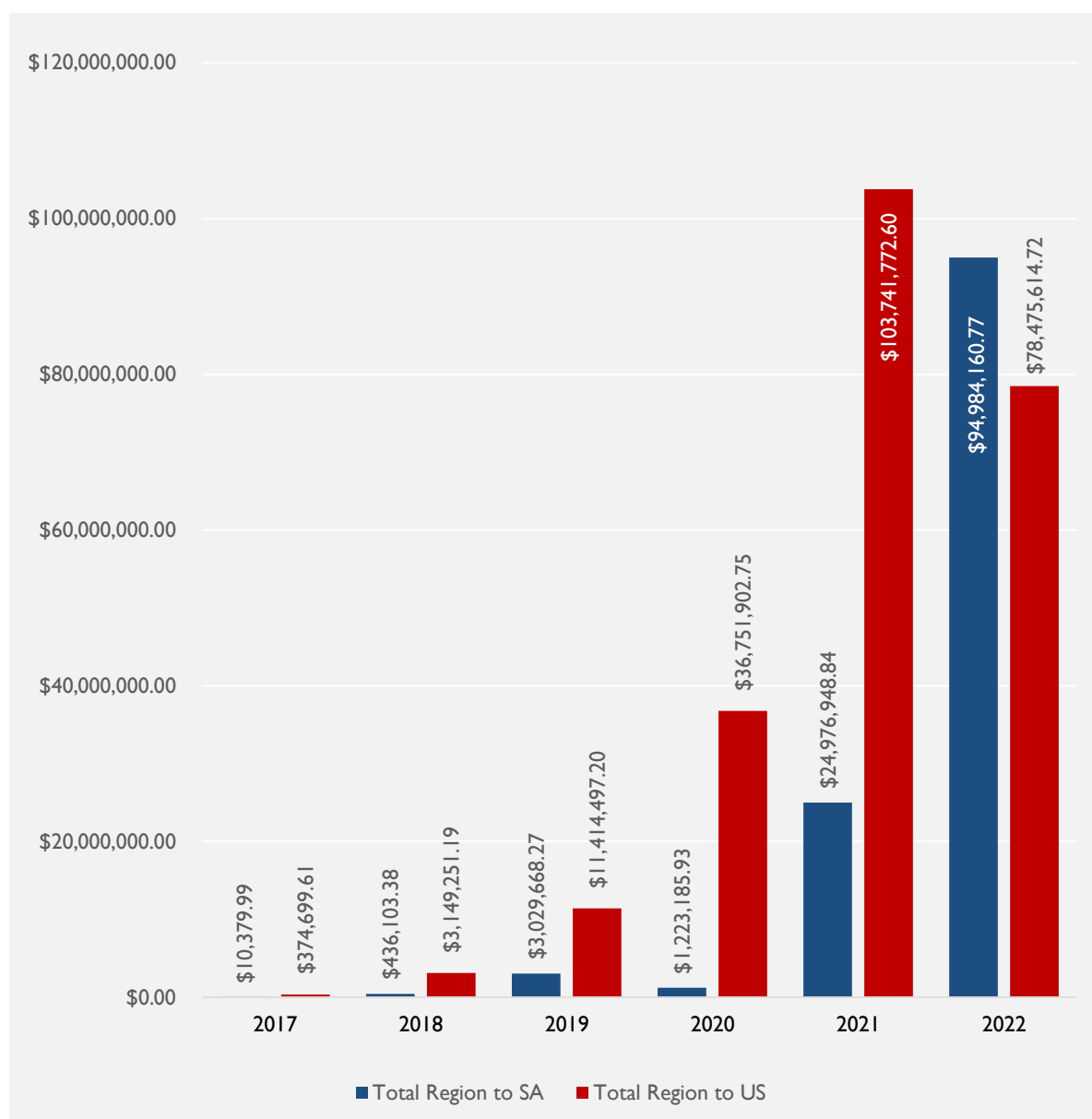
¹ Disaggregation of data into Ag and Non-Ag only began in FY2020.

SUMMARY OF HIGH-LEVEL IMPACT – FY2022



In fiscal year (FY) 2022, the USAID TradeHub facilitated \$173,459,774.85 in agricultural and non-agricultural exports to South Africa and the United States. These results represent 394 percent of the FY2022 target of \$44 million. This brings the cumulative value of all exports facilitated by the project from the region to South Africa and the United States (under AGOA) to \$307,290,326.40, against a life-of-project (LOP) target of \$73 million, representing an over-achievement of 421 percent. The FY2017 to FY2022 export results by year are summarized in Figure 1 below, demonstrating an upward trend from 2018, even despite the disruption of the COVID-19 pandemic.

Figure 1: Life of Project Exports facilitated by USAID TradeHub



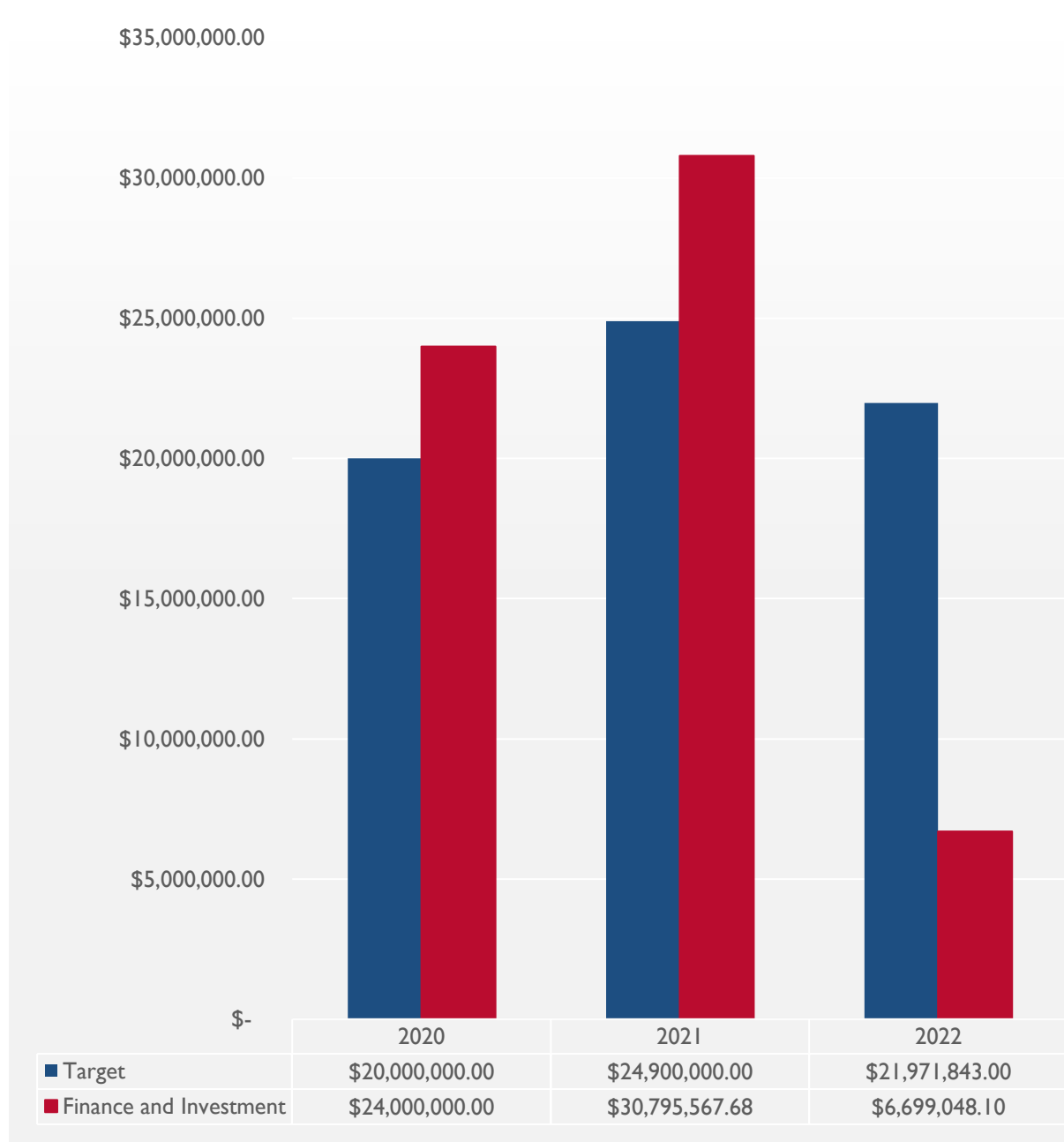
Source: USAID TradeHub MEL Database 2017-2022²

During FY2022, the USAID TradeHub facilitated \$6.7 million in finance and investment from South Africa to the Region, with \$3.2 million in agriculture and \$3.5 million in non-agriculture sectors. These results represent a 31 percent achievement against the annual target of \$22 million. However, many of these finance and investment deals are expected to continue beyond the USAID TradeHub activities. Since 2019, the USAID TradeHub and its finance and investment partners prepared 56 Investment Memoranda (IMs) with an estimated financing need of \$279 million for consideration by capital providers. Of these, the USAID TradeHub investment partners facilitated \$54.5 million in capital investment and finance raises for 13 firms, and \$7.1 million in trade finance for 18 firms across the region to date. As part of the USAID TradeHub’s market systems approach, USG in-kind investments were made in 170 small and medium enterprises (SMEs), contributing a value of \$5.1

² Exports in Figure 1 are of both Region to SA and Region to U.S., and they are for both Ag and Non-Ag exports. Additionally, the export figures for Region to U.S. cover both AGOA and Non AGOA.

million in improved business operations and access to markets. An additional \$153 million of investment deals that did not focus exclusively on investment from South Africa to the region were facilitated prior to 2019. This brings the total LOP finance and investment facilitated to \$214 million, exceeding the LOP target by 128 percent. The FY2022 finance and investment facilitated is low, as it was 29 percent of the annual target, but this is expected to increase and exceed the annual target due to transactions facilitated by the USAID TradeHub but not yet closed as of the end of the USAID TradeHub project.

Figure 2: FY 2020- 2022 Finance and Investment Facilitated by USAID TradeHub



Source: USAID TradeHub MEL Database 2017-2022

This document reports on USAID TradeHub activities during FY2022 (October 2021 - September 2022), as well as performance over the life of the project. Country-specific results are also provided in the annexed Country Reports.

EXECUTIVE SUMMARY

Over the last year, the USAID TradeHub continued to work with its partners to boost trade and investment and to improve the general trade environment in the nine Southern African countries where it operates: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, and Zambia. The USAID TradeHub also intensified the transfer of knowledge and resources to local partner organizations, equipping market actors to carry forward trade-promotion activities beyond the end of the USAID TradeHub project. Aiming to finish on a strong note, the USAID TradeHub redoubled efforts to close deals, pivoting from mostly virtual events to a mix of more hybrid events as COVID-19 restrictions eased, and ramped-up its promotion of online trading platforms. The following sections provide an overview of the USAID TradeHub approach to its three main objectives, high-level impacts achieved through FY2022, and lessons learned. Detailed information at the country-level is also included in Country Reports annexed to this report.

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

Overview

As part of the market-systems pivot described in the introduction, the USAID TradeHub employed a two-pronged approach to promote exports from the targeted Southern Africa countries of Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, and Zambia to South Africa by: 1) facilitating export deals at the enterprise-level, thereby creating a demonstration effect for aspiring exporters, while also 2) strengthening the broader trade ecosystem, thereby bolstering longer term mechanisms for export promotion. Export firms were divided into three categories based on export experience and management capacity, with Gazelles being generally the biggest and most solidly established companies (see Figure 1). The USAID TradeHub targeted Gazelle and Impala exporters (tiers 1 and 2) in eight countries in the region to conclude export deals with South African buyers to create demonstration effects for Bushbuck exporters (tier 3). At the same time, the USAID TradeHub partnered with trade promotion service providers (TPSPs) and business membership organizations (BMOs), transferring to them export-promotion tools and systems to bolster the longer-term robustness of the trade ecosystem. The USAID TradeHub forged performance-based relationships with TPSPs, using payments for results (P4R) models, to support exporters' capacity and sales in all three tiers. [See Annex 12 for the lifecycle of an export deal].

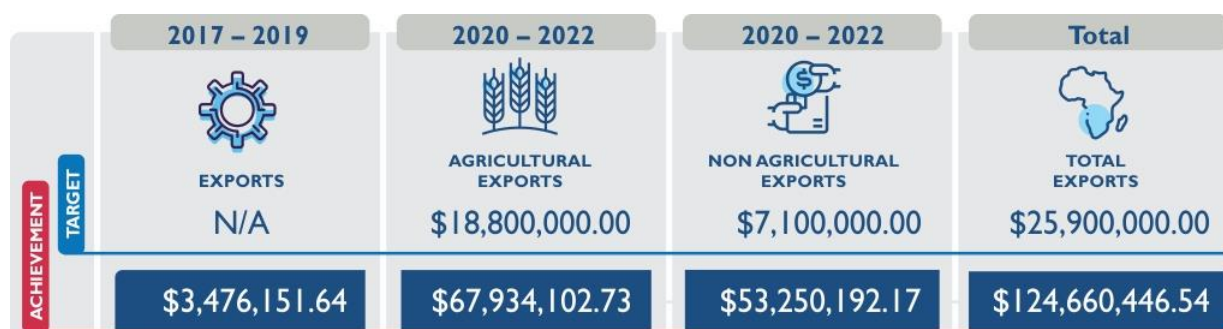
Figure 3: Export Firm Segmentation Characteristics

Tier 1 Gazelles 	Key Characteristics: <ul style="list-style-type: none">• Already exporting to South Africa and in some cases the United States• Existing formal functional management structures• Readiness to cost share• Scope to expand/supply-capacity• Ready and willingness to enter export market expansion phase• Its expansion will not crowd out other market players
Tier 2 Impalas 	Key Characteristics: <ul style="list-style-type: none">• Previous export experience in low-value markets• Need investments to reach higher-value markets• Potential to expand production and achieve scale• Business formality• Willingness and potential to expand into higher-value markets• Some management structures exist but need strengthening
Tier 3 Bushbucks 	Key Characteristics: <ul style="list-style-type: none">• Demonstrated national sales experience• Capacity to absorb technical assistance within lifetime of project• Potential and willingness to export to South Africa• Business owner management capacity• Some management structures exist but need strengthening• Potential for linkages as supplier to USAID TradeHub-supported Gazelle and Impala companies

HIGHLIGHTS OF HIGH-LEVEL IMPACT

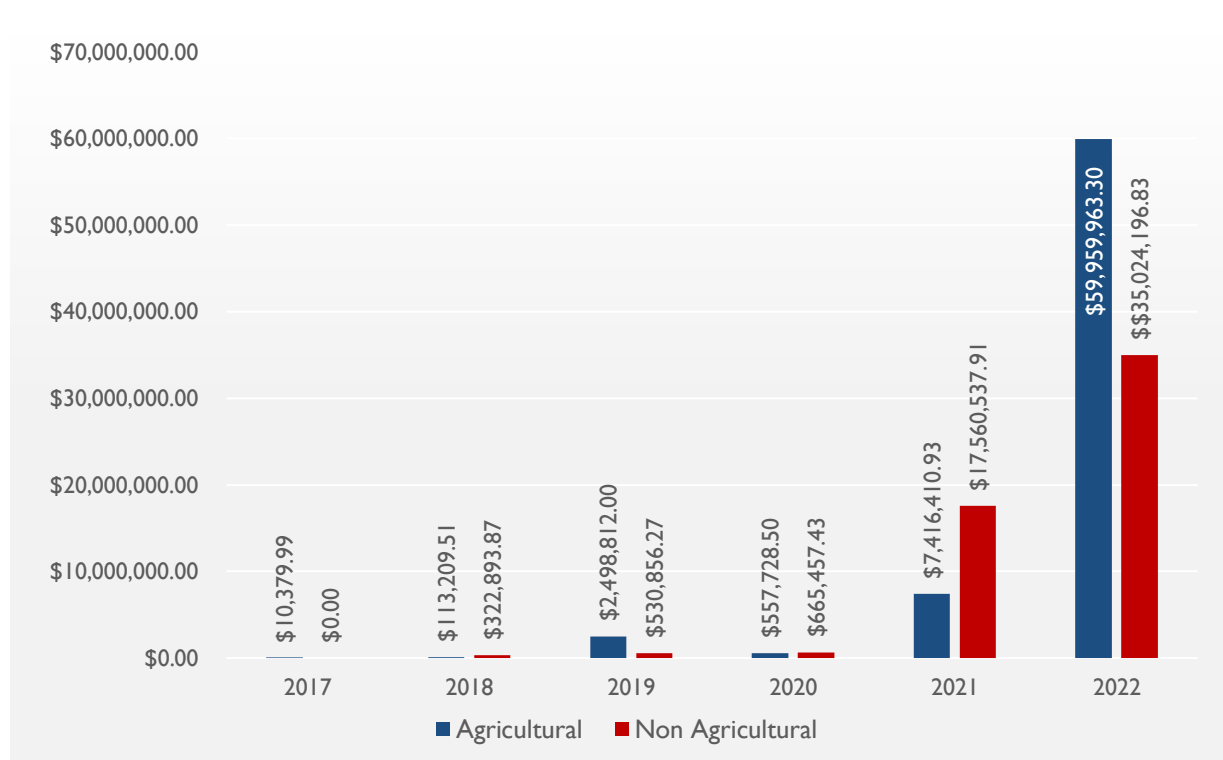
IMPACT I: BOOSTING TRADE WITHIN SOUTHERN AFRICA THROUGH ENTERPRISE-LEVEL SUPPORT

SUMMARY OF HIGH-LEVEL IMPACT OF EXPORTS WITHIN SOUTHERN AFRICA – LOP³



In FY2022, the USAID TradeHub facilitated \$94,984,160.13 in exports (\$59,959,963.30 Ag/ \$35,024,196.83 Non-Ag) from the region to South Africa. These results represent 1,461 percent against the annual target of \$6.5 million. This brings the life-of-project total exports facilitated by the project to \$124,660,446.54 (see Figure 4 below).

Figure 4: Regional Exports from USAID TradeHub Supported Firms

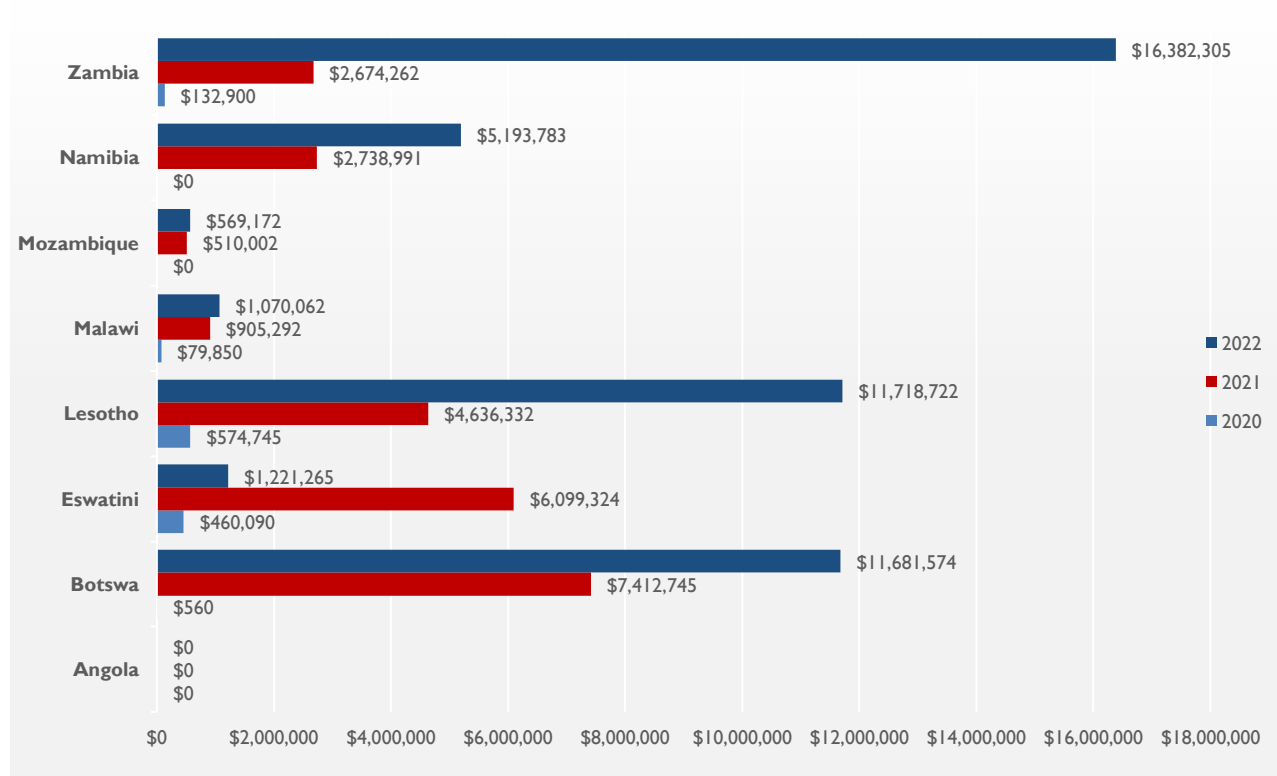


³ During the period FY2017 – FY2019, no targets were set for exports from the Region to SA.

Source: USAID TradeHub MEL Database 2017-2022

At the country-level, regional exports from 2017-2019 included inter- and intra-regional exports, in line with the project focus at that time. Since 2019, the major exporters from the region to South Africa included Afri Expo Textiles (Lesotho), Flotek (Botswana), Meat Corporation of Namibia (MeatCo), Zambia Sugar Company (Zambia) and Conforzi Plantations (Malawi). In the agricultural and food sectors, there is strong diversity across different export countries, including crops, primary, secondary, and tertiary products. Products that have seen repeated orders over the past three years include macadamia nuts, meat, fresh vegetables, coffee, and organic fertilizer, demonstrating competitiveness in higher value products. While export volumes remain modest, first-time exports have also taken place in indigenous products (moringa, baobab) and natural cosmetic products, from firms such as Donkey Milk Industries, Taneta Investments, Eswatini Indigenous Products, and Organic Naturals Skincare. Dried fruit, nuts, tea, processed grains, honey, and spices have also been supplied from the focus countries to South Africa. In the non-agricultural sector, significant exports have been achieved in textiles and apparel, automotive batteries, PVC pipes, and packaging products. Several of these firms were identified through the Exporter of the Year Awards (a USAID TradeHub-promoted series of ceremonial events which commenced in 2021) and have been assisted to further develop their market in South Africa.

Figure 5: Regional Exports (by Country)



Source: USAID TradeHub MEL Database 2017-2022

Significant growth in exports was observed in 2022, compared to prior years. This was due to different factors, including post-COVID-19 economic recovery, continued efforts to support and grow markets for companies (e.g., Organic Fertilizer Manufacturers Botswana (OFMB), Sdeman Farming, Conforzi Plantations), and support to Gazelle firms that had previously not partnered with the USAID TradeHub (e.g., Flotek, Chloride Exide, Plastic Packaging). The one country that did not follow this trend was Eswatini, where there has been a strong concentration of exports in fresh vegetables. In FY2022, the agriculture exports were reduced significantly due to unfavorable weather

conditions, including hailstorms, excessive rainfall, and heat waves. Angola also did not see progress, as it was only recently added to the USAID TradeHub list of countries in July of 2021.

FY2022 Activities that Contributed to Achieved Results

To achieve these generally positive results, firms across all three tiers received support in FY2022 to enhance their export readiness through a combination of webinars, online learning events, cost-shared trade-enhancing services (e.g., certifications, registrations, product testing, marketing-collateral development), and the dissemination of learning resources developed by the USAID TradeHub (e.g., the Regional Cross-border Trade Toolkit). The USAID TradeHub and TPSP partners also provided market-access support through different approaches, including e-commerce platforms, buyer missions, tradeshows, and direct introductions by the USAID TradeHub or partner TPSPs. The culmination of these enterprise-level actions contributed to more export ready firms. During the annual survey, 130 out of 135 firms surveyed reported an increase in profitability and sustainability as a result of USAID TradeHub support. Of these, 110 also reported an improvement in their business performance through the Capacity Building and Local Development Tool (CBLD – 9). These firms are now better able to participate in new export markets and take advantage of trade opportunities. Table 1 on the following page highlights the areas support that were most effective to support FY 2022 results, target exporter tiers for each, and some examples of specific examples of highlights under each.

Table 1: Activity Areas to Support Regional Trade

Service Area	Target Tier	Examples from FY2022
<p>Advisory services (such as providing information and guidance on general market landscape in South Africa, Rules of Origin, terms of negotiation between exporters and buyers etc.)</p>	<p>Bushbuck (Tier 3), Impala (Tier 2)</p> <ul style="list-style-type: none"> Particularly important for Bushbuck and Impala firms as they navigate unknown processes and procedures May be replicated by learning from peers and BMOs 	<ul style="list-style-type: none"> In Botswana, first-time exporters are required to undergo an inspection from the Botswana Unified Revenue Service (BURS) before a Certificate of Origin (CoO) is issued. The USAID TradeHub advised Maungo Craft on this process and assisted with completing the needed forms to advance the issuance of the CoO.

Service Area	Target Tier	Examples from FY2022
Certification, quality standards	<p><i>Bushbuck (Tier 3), Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> • Important for all tiers (although a large barrier for Bushbucks). South Africa’s retail sector has stringent food-safety standards • Most retailers require suppliers to hold globally recognized food-safety certifications e.g., Global Good Agricultural Practices (Global GAP) and Food Safety Standard Certification (FSSC 22000) • Buyers may also have additional requirements depending on the target market or product. (e.g., kosher certification, halaal certification, and Forest Stewardship Council (FSC) certification) • Exporters in the non-agricultural sector (e.g., textiles and apparel) need to meet social and environmental standards and undergo rigorous due diligence processes on manufacturing standards. 	<ul style="list-style-type: none"> • The Namibian agriculture firm AvaGro was supported to attain Global Good Agricultural Practices (Global GAP). As a result, AvaGro secured an order with Pick n Pay (South Africa) to supply tomatoes and have sent its first consignment valued at \$22,000. • Eswatini Kitchen (Eswatini) was assisted to attain halaal certification, thereby increasing its brand relevance in the Muslim market segment in South Africa. • Several firms that work with indigenous products were supported with organic certification, providing buyers with evidence that harvesting processes are sustainable and that products meet strict organic standards. These include: Ilotu Cosmetics, DLG Naturals, Taneta Investments.
Product testing and registration	<p><i>Bushbuck (Tier 3), Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> • Important for all tiers (although a large barrier for Bushbucks). • Registration requirements related to compliance from sector regulatory bodies are also an entry barrier (e.g., agricultural inputs like fertilizer, herbicides or pesticides with the Department of Agriculture, and health supplements with the South African Health Products Regulatory Authority) • Registration requires evidence via laboratory testing that the products meet specific standards, and the preparation of dossiers for submission to authorities. These processes can be costly and time-consuming and are best handled by specialized service providers. 	<ul style="list-style-type: none"> • DiTec Mobile (Botswana) was assisted to register a mobile phone product with Independent Communications Authority of South Africa (ICASA). This enabled the firm to meet the compliance requirement to import its product into South Africa. • Different products require testing results that can be shown to buyers, a procedure supported by the USAID TradeHub. For example, Donkey Milk Industries (Botswana) cosmetic products were tested for shelf-life, stability, and bacteria levels. Plastic Packaging (Namibia) had 10 new products undergo migration testing to ensure safe use of food products.
Development of marketing collateral	<p><i>Bushbuck (Tier 3), Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> • Important for all tiers (although a large barrier for Bushbucks). • Relevant company branding, product labelling, and packaging are essential for export firms wanting to compete in South Africa. • During COVID-19, the USAID TradeHub saw an increased need for firms to have company profiles, videos, product brochures, and a 	<ul style="list-style-type: none"> • Fair & Square, then Swaziland Fair Trade (SWIFT), developed three LookBooks featuring 81 suppliers in different sectors as a tool for presenting prospective suppliers to buyers. Fair & Square also developed 10 company brochures. • Catalyze developed the Engage Trade Africa website, featuring short videos of each regional supplier. • NONZêRO Africa worked with regional exporters to improve

Service Area	Target Tier	Examples from FY2022
	<p>social media presence, in the absence of face-to-face meetings and trade events.</p> <ul style="list-style-type: none"> The USAID TradeHub-appointed TPSPs also identified this marketing gap. 	<p>branding and marketing tools, assessing and making detailed recommendations on priority activities to 55 firms. Of these, 15 entities were able to provide the 40 percent cost-share to work with NONZÈRO Africa. The firms were supported with different tools (e.g., logo revamps, corporate identity guidelines, professional photography, product catalogs, company profiles, PowerPoint decks, websites, product labelling, social media strategies, and videos).</p>
<p>Market linkages</p>	<p><i>Bushbuck (Tier 3), Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> Important for all tiers (although a large barrier for Bushbucks) Different models were utilized for introducing regional suppliers to South African buyers: tradeshows, buyer missions, listing on business-to-business (B2B) or business-to-consumer (B2C) platforms, and direct introductions through the USAID TradeHub TPSPs. In FY2020, planned tradeshows included Hostex, SAITEX/Africa's Big Seven (AB7), Allfashion Sourcing and the inaugural Organic and Natural Products Expo. Nine regional firms (Mzuzu Coffee Malawi, STECO Malawi, Limpho Products Mozambique, Mozambique Good Trade, Teebees Investments Malawi, INVXT Agro Investmentos Mozambique, Dream Agrobusiness Mozambique, Finana Mozambique and Nubian Seed Botswana) participated in Hostex in March 2020, leading to over 100 linkages. Shortly after this, COVID-19 restrictions were put in place and three proposed shows were cancelled. In FY2021 and FY2022, the USAID TradeHub appointed TPSPs (Fair and Sqaure, DMG Events, South Africa Trade Promotions, and Catalyze) and independent experts to advance market linkages and deal closures. 	<ul style="list-style-type: none"> New virtual events: The first virtual event linking buyers and suppliers was hosted by African Agri-Council in August 2020. Faithful to Nature, Absolute Organix, and Pick n Pay (South Africa) participated in a novel networking event with more than 30 regional suppliers. Black Mamba Chilli listed with Faithful to Nature following this event, and several other linkages with Faithful to Nature were also pursued, including AfriFruta, Malawi Mangoes, Sunshine Nuts, Mozambique Good Trade, Eswatini Kitchen, Moringa Initiative, Mozambique Honey Company, and Kuvanga. Alternative to face-to-face events: Dmg events, Messe Frankfurt, and South African Trade Promotions launched virtual alternatives to SAITEX/Africa's Big Seven (AB7), Allfashion Sourcing, and Organic and Natural Products Expo, respectively. All contained strong elements of information-sharing through presentations and panel discussions. A greater interest in local and regional suppliers from South African retailers also started emerging. Market development through TPSPs: TPSPs with strong buyer networks and information were able to match-make more effectively between prospective buyers and suppliers. For example, in FY2022, Catalyze facilitated 101 linkages between regional suppliers and South African buyers. Market development through individual experts: Chloride Exide was advised to develop a local sales force in South Africa (starting in Gauteng) and was linked to five prospective buyers. OFMB was supported to renegotiate a distribution agreement (with exclusivity clauses), was supported with listing with Power Build for sale of organic fertilizer on a retail basis, and entered a deal to supply fertilizer to smallholder farmers in starter kits.

IMPACT 2: STRENGTHENING THE TRADE ECOSYSTEM

As a complement to enterprise-level engagement, the USAID TradeHub also worked with selected TPSPs, BMOs, and trade and investment promotion agencies (TIPAs) across the eight partner countries to develop their capacity and advance market systems change to increased regional trade to South Africa. This approach included collaborating on workshops such as the training-of-trainers (ToT) Cross-border Trade Toolkit Training and on events such as the country-level and regional Exporter Awards. Table 2 below summarizes key interventions with TPSP partners in different countries.

TPSP Adoption of the Regional Cross-border Trade Toolkit

- Namibia's NANCi promoted the toolkit, tailoring it for its own needs by including Harmonised System (HS) codes relevant to the cosmetics sector.
- Malawi's Grain Traders and Processors Association (GTPA) and Planetarium Institute became the country's focal points on the toolkit, conducting sessions on the resource for Malawian export firms.
- In Eswatini, Eswatini Investment Promotion Authority (EIPA) held three sessions reaching over 100 exporters, guiding them on use of the toolkit to expand exports to South Africa.
- In Zambia, the Zambia Association of Manufacturers (ZAM) was the focal point and one session was conducted for members of the association.

Table 2: TPSP Engagement Model

Support provided →	Webinar attendance	Co-hosting a webinar/ representing members	Utilizing USAID TradeHub resources	Registering as a facilitator on ATP	Registering members on Netcampus	Adapting USAID TradeHub content	Cost-sharing support for certification/ other	Taking on the Exporter Awards
Trade Promotion Service Providers ↓								
Angola								
Chamber of Commerce and Industry of Angola (CCIA)	X	X	X	X				
Angola Private Investment and Export Promotion Agency (AIPEX)	X							
National Institute of Support for Micro, Small and Medium Enterprises (INAPEM)	X							
Botswana								
Botswana Exporters and Manufacturers Association	X							
Botswana Investment and Trade Centre	X	X						X
Business Botswana	X							X
Grant Thornton								X
Natural Products Association of Botswana	X	X						
Eswatini								
Eswatini Investment Promotion Authority	X	X	X			X		X
Business Eswatini	X				X			X
SWIFT/Fair & Square	X	X	X	X		X		
National Agricultural Marketing Board	X			X	X		X	
Lesotho								

Support provided →	Webinar attendance	Co-hosting a webinar/ representing members	Utilizing USAID TradeHub resources	Registering as a facilitator on ATP	Registering members on Netcampus	Adapting USAID TradeHub content	Cost-sharing support for certification/ other	Taking on the Exporter Awards
Trade Promotion Service Providers ↓								
Lesotho National Development Corporation (LNDC)	X	X	X			X	X	X
Basotho Enterprises Development Corporation	X	X	X		X	X		
Lesotho Chamber of Commerce and Industry (LCCI)	X	X	X	X	X			
The Silo	X							
Malawi								
Grain Traders and Processors Association		X	X			X		
Malawi Investment and Trade Centre		X						X
National Association of Small and Medium Enterprises	X	X			X			
Planetarium Institute	X	X		X	X			
Mozambique								
Confederation of Economic Associations (CTA)	X	X	X	X	X			X
Investment and Export Promotion Agency (APIEX)	X		X					X
Association of Small and Medium Enterprises (APME)	X		X		X			
Namibia								
Namibia Network of the Cosmetics Industry	X	X	X	X	X	X	X	
Namibia Manufacturers Association								X
Namibia Charcoal Association	X							
Ministry of Industrialisation and Trade	X	X	X					
South Africa								
Wesgro	X	X	X			X	X	X
Northern Cape Dept. of Economic Development & Tourism	X	X	X			X	X	
Eastern Cape Development Corporation	X	X	X			X	X	X
International Trade Institute of Southern Africa	X	X	X			X		X
Enterprise Florida Inc.	X	X						
Zambia								
Zambia Association of Manufacturers	X	X	X	X	X			X
Zambia Development Agency	X	X	X					
Ministry of Commerce, Trade and Industry	X	X	X			X		
Zambia Freight Forwarders Association (ZAFFA)	X	X			X			

Lessons Learned

In October 2019, the USAID TradeHub developed a more intentional focus on increasing exports to the South African market under Objective 1. The rationale for this focus was based on the opportunity for export growth given the size of South African market (at that time it was four times the size of the other seven USAID TradeHub-target countries combined). South African buyer requirements are also regarded as stringent and a suitable hurdle to overcome for firms considering exporting to the United States (under Objective 3). The following lessons can be derived from nearly three years' experience in increasing trade with South Africa. These are organized in line with the five learning agenda questions that were developed by the USAID TradeHub team during the annual work plan development in Sept/Oct 2019, at the time when the program objectives were reframed (see text box).

Learning Agenda for Increasing Exports:

1. What are the most effective buyer-driven models for engaging with regional exporters?
2. What is the appropriate role of the Department of Trade and Industry (DTI) to complement the roles of market actors in promoting exports from the region to South Africa in the context of regional integration?
3. What is the appropriate balance between firm-level support to generate a demonstration effect of good practice in regional trade and industry-level support for systemic change and suitability effects?
4. Is the TIPA and BMO model working for buyers and sellers?
5. Given the industrial concentration on the buyer side, what is the right balance of large exporters and small exporters to respond to the market demand while demonstrating Hub additionality in its interventions?

Learning question	Response and evidence
<p>I. What was the most effective model for creating linkages between South African buyers and regional exporters, considering the industrial concentration on the buyer side?</p>	<p>Different models for introducing buyers and suppliers yielded different results. The USAID TradeHub used a number of approaches to facilitate linkages between buyers and suppliers including tradeshows, buyer missions, direct introductions from USAID TradeHub staff, market/TPSP experts and registration on e-commerce platforms. Feedback from TPSPs and market experts suggests that direct introductions generate the highest volumes of fruitful interactions. For example, Catalyze made 101 introductions in FY2022, and Fair & Square made 282 introductions, many of which advanced to one-to-one meetings between prospective buyers and suppliers and in some cases the sharing of samples and negotiations. The key highlight from these interactions is the shift toward a demand-driven discussion that focused on requests from buyers for specific products. TPSP support helped ensure that product offerings were well-presented and targeted to appropriate suppliers. In the case of Fair & Square, this took the form of three sector focused, LookBooks and the use of web presence. In the case of Catalyze, the Engage Trade Africa platform was used to showcase suppliers in short videos. In general, engagements tended to be more successful when assistance was comprehensive, across the lifecycle of a deal.</p> <p>Preparation boosts the value of tradeshows. Although tradeshow participation in South Africa was limited due to COVID-19 restrictions, the USAID TradeHub did support Hostex (2020), Allfashion Sourcing (2021) as physical events, and various virtual shows. The key takeaway from these experiences was the essential role of preparation for shows, including targeted buyer introductions and market-intelligence sessions alongside the main event. Preparation includes support to firms with accessing buyer attendance lists, setting up appointments before the show, and ensuring good quality branding and marketing materials. Tradeshow organizers should be required to set up an agreed number of meetings for exhibitors as part of the service provided. While Gazelles might be more effective in deal closure at tradeshows due to their export readiness and experience, tradeshows are also crucial for Bushbucks and Impalas to understand market requirements, make contacts, and enhance strategies.</p> <p>E-commerce platforms provide rich opportunities for learning about the market at low risk of making costly mistakes. E-commerce platforms such as Takealot.com, Superbalist, Makro, African Trade Platform (ATP), Engage Trade Africa, and the Organic and Natural Products platform were utilized by regional firms to advance market entry in South Africa. While high volumes of sales through these platforms have not yet been achieved to date, they provide an opportunity to make known, regional products to prospective South African buyers through a variety of sales channels (wholesale, retail, and consumers). These platforms also allow regional suppliers to enter the market on a limited basis, testing consumer demand at relatively low cost. This is an especially attractive option for smaller firms with limited cash flow and resources.</p> <p>USAID TradeHub resources at the country-level aided success. The appointment of project staff in each USAID TradeHub-target country in FY2020 brought many advantages, including relationship building and management with local stakeholders and better capacity to continue virtual work during the COVID-19 pandemic. The local USAID TradeHub staff also played a crucial role as conduits to relay information between export firms and TPSP partners and other service providers, following up when firms were not responsive and troubleshooting challenges. Country-level attention helped to boost confidence of struggling firms, to match buyers with suppliers, to provide timely information on pricing, and in building trust between trade-ecosystem players. Experienced TPSPs, familiar with local conditions, personalities, customs, and idiosyncrasies, also played a key role in this process.</p>

Learning question	Response and evidence
<p>2. <i>How can South African and regional TPSPs play a more complementary role with other market actors, in meeting the needs of South African buyers and regional suppliers?</i></p>	<p>Focus on targeted sector/industry supplier and buyer TPSP/BMO linkages. Targeted sector TPSP/BMO linkages should be encouraged (e.g., between Malawi’s GTPA, and South Africa’s Animal Feed Manufacturers Association). These often function better than generic TPSP linkages. By focusing on the sector level, areas of complementarity can be pursued, and buyer-supplier linkages sought within a targeted group of stakeholders. One such example of collaboration between sector-level TPSPs was between the NCCi, and the Natural Products Association of Botswana (NPAB), where the two parties cooperated to meet the demand for an order of marula oil to the United States.</p> <p>Technical partners share valuable specialized knowledge. The USAID TradeHub invited specialized TPSP partners such as Ecocert, BSI, and SGS South Africa, to share their technical expertise about certification standards and procedures with export firms. These technical experts understand South African buyer requirements and what is needed to comply with standards. Making this information available, especially to inexperienced Bushbuck and Impala firms, helped them to better understand trade realities and plan for the future. Information sessions provided by these technical specialists were often co-hosted with local TPSP partners, aiding knowledge transfer to these entities.</p> <p>South African buyers in flux. The post-COVID business environment is volatile and economic recovery is slow, leading to high turnover of buying personnel responsible for procuring new products and difficulty cultivating stable relationships between South African buyers and TPSPs. Sectoral dynamics are also changing, e.g., increased focus on domestic procurement in the retail space (as part of the South African Government’s post-COVID recovery drive). These shifts can sometimes mean buyer requirements are difficult to ascertain and communicate to regional exporters. The chief lesson here is that to deal with these disruptions, patience and flexibility and knowledge of market dynamics are essential.</p>
<p>3. <i>What is the appropriate balance between firm-level support to generate a demonstration effect of good practice in regional trade, and industry-level support for systemic change and suitability effects?</i></p>	<p>Support at the enterprise-level should be the starting point for interventions – it is critical for demonstrating potential impact at the industry-level. Well-run firms know what services they need and where to get them, and they often have sound ideas on how the industry as a whole could function better. As such, enterprise-based support is critical to make the whole industry function more effectively in the long term. The USAID TradeHub found it useful to target firms that belong to industry associations as a means of generating systemic change and demonstration effects to other members. Firms are used to testing concepts against the rigors of the market, providing practical and reality-based information. Applying this proven know-how through industry associations engenders broader acceptance, wider impact and greater sustainability</p>
<p>4. <i>Is the TIPA and BMO model working for buyers and sellers?</i></p>	<p>Some buyers sought to have products from multiple suppliers bundled together, with TPSP assistance. A wish to have suppliers coordinate efforts and combine products was evident, e.g., in the case of handcrafted products such as baskets and consumables curated by Fair & Square. A group of Southern African consumable manufacturers (Fynbos Fine Foods, Mzuzu Coffee, Luano Honey, and Chase Flavours) were therefore presented to Home Goods in the United States with a view to creating an African consumables range. In another case, regional handicraft manufacturers coordinated shipments to Cape Town, where they were consolidated for onward transport to Europe. This joint approach creates economies of scale and reduces logistics costs.</p> <p>Coordination of regional TPSP engagements yields dividends. The USAID TradeHub supported the establishment of the Trade and Investment Service Providers (TISP) Forum in April 2021. The objective of the forum was to deepen relationships between TPSPs, facilitate peer learning, advance networking, and identify areas of mutual benefit for market actors. Feedback from the AGOA Regional Learning Event and the Regional Awards (Cape Town March 2022) suggests that TPSPs feel particularly empowered when they learn from colleagues. If possible, the TISP Forum should be supported by future trade market system development programs to carry on beyond the USAID TradeHub project.</p> <p>Aligned objectives fosters success. The USAID TradeHub’s work often</p>

Learning question	Response and evidence
	<p>progresses most effectively when aligned with the national strategic objectives and programs of the focus countries. This has enabled substantive collaboration with TPSPs, and the public and private sector. For example, in Lesotho, the USAID TradeHub supported the government of Lesotho's export diversification objectives through supporting firms outside the textiles and apparels sector with a range of activities.</p>
<p>5. Given the industrial concentration on the buyer side, what is the right balance of large exporters and small exporters to respond to market demand while demonstrating USAID TradeHub additionality in its interventions?</p>	<p>From the USAID TradeHub experience, it is crucial to work with both large and small exporters to achieve a balance between realizing large export sales while boosting the capability of smaller exporters. The approach adopted to address this was to segment the firms into Gazelles, Impalas, and Bushbucks. In most countries, there are only a handful of Gazelles (larger, more established firms), and a large number of Bushbucks (smaller, less experienced firms). For example, in Namibia, most exports were recorded from only six firms (MeatCo, Africa Burns Charcoal, Plastic Packaging, Closwa Biltong, AvaGro, and Xclusive Marble Processing), although nearly 50 firms received USAID technical assistance in FY2022.</p> <p>Segmentation of export firms worked well, but the USAID TradeHub offering could have been tailored more to each segment. The USAID TradeHub categorization of export firms was an important framework for balancing different types of firm-level support. The segmentation enabled the USAID TradeHub to provide somewhat varied support to each segment. For example, webinars and the Netcampus education portal provided training to Bushbuck firms on the basics of entrepreneurship. Gazelle firms, being more financially robust, were more readily able to cover their portion of cost-share arrangements and thereby take advantage of certifications and assistance with upgrading marketing collateral through Non-Zero Africa. More flexibility around the support provided to the different segments and a clearer value proposition for each segment would have further strengthened this approach. For example, firms may require support with product development, product packaging, or other areas to improve exports (instead of certification and marketing support).</p> <p>Many supported export firms have not yet reached self-reliance. Firms derived significant value from cost-share support for trade-enhancing services (e.g., certification audits, product testing, and marketing support). In the absence of the 60 percent cost-share provided by the USAID TradeHub, many smaller firms would not have pursued these activities, and even with this level of assistance many find it difficult to cover costs. One such example is the Non-Zero Africa marketing activity, where 55 firms were assessed and received proposals to enhance their marketing collateral but only 15 firms were in a position to take up the offer. The main reason provided was lack of funds for the firms' 40 percent cost-share.</p>

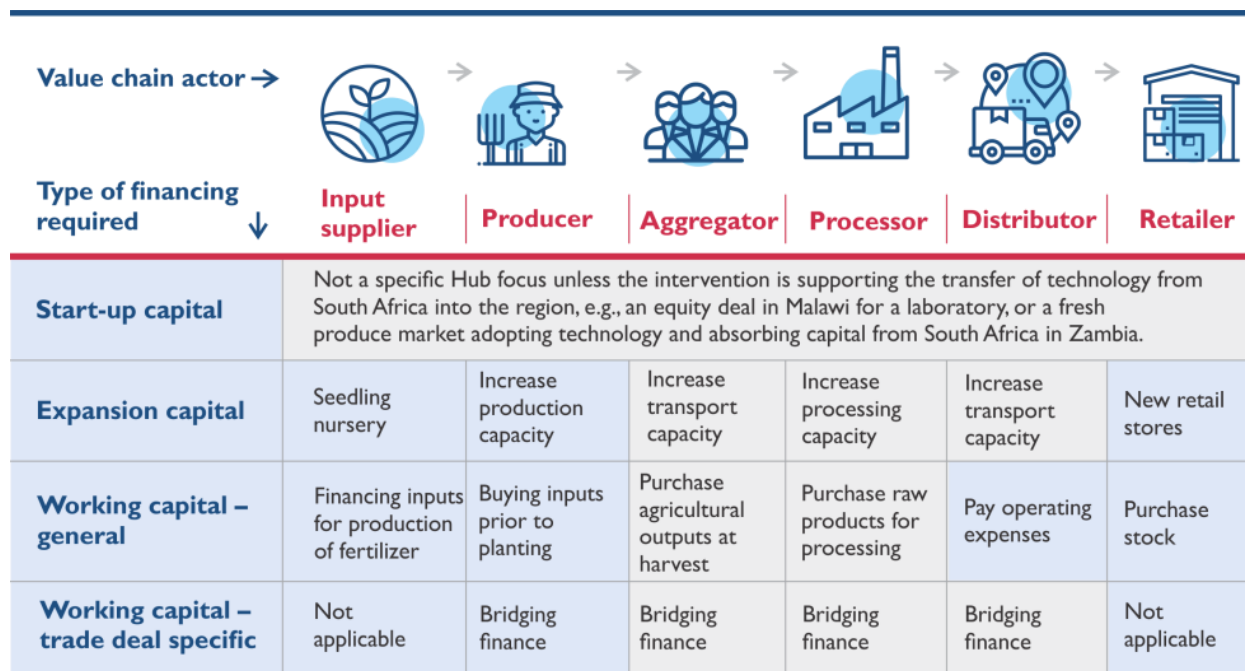
OBJECTIVE 2: INCREASED INVESTMENT (CAPITAL AND TECHNOLOGY) OUT OF SOUTH AFRICA TO TARGETED SOUTHERN AFRICAN COUNTRIES

Overview

In keeping with a market systems methodology, activities under Objective 2 were designed to complement Objectives 1 and 3. First, starting in 2019, USAID TradeHub investment activities facilitated access to finance for export businesses supported by the project under Objectives 1 and 3. Second, because many of these export businesses were unable to access the types of financing that suited their needs, the USAID TradeHub partnered with South African financial service providers (FSPs) to enhance firms' business models and introduce new financial products to more effectively meet these needs, with an emphasis on directly enabling exports to South Africa. Targeted areas are shown in white in Figure 7 below, plotted against exporter needs (i.e., expansion capital for aggregators, processors, and distributors; general working capital for aggregators and processors; and trade-specific finance for aggregators, processors, and distributors). The integrated

approach among the USAID TradeHub’s three objectives has meant that export trade deals have helped to mitigate risk for capital providers. This risk mitigation in turn has enabled access to finance for firms that may not have a strong balance sheet. This feature was especially true for businesses that were cash-strapped due to the COVID-19 pandemic. The USAID TradeHub also facilitated finance and investment from South Africa not tied directly to trade deals, where businesses demonstrated longer-term potential for intra-regional trade or where the investment enabled technology transfer. Finally, access to financial education was also facilitated through regional providers to help improve the quality of applications to capital providers and thus increase chances of a successful financing request.

Figure 6: Exporter Financing Needs and USAID TradeHub Interventions



HIGHLIGHTS OF HIGH-LEVEL IMPACT

IMPACT 3: INCREASING INVESTMENT AND FINANCE WITHIN THE REGION

Since October 2019 through September 2022, the USAID TradeHub partners have facilitated \$25 million in equity investments, \$26.9 million in long term debt and \$7.1 million in trade finance for 18 firms across the eight USAID TradeHub targeted countries. United States Government (USG) in-kind investments were also provided to 170 SMEs, contributing a value of \$5.1 million in improved business operations and access to markets. An additional \$153 million of investment deals that did not focus exclusively on investment from South Africa to the region were facilitated prior to 2019. This brings the total LOP finance and investment facilitated to \$214 million, exceeding the LOP target by 128 percent. Additional finance and investment transactions are expected to be completed after the project finishes in September 2022 drawing from the following pipeline deals: 1) \$126 million of financing for 33 exporting firms that were presented with term sheet from Foxfin (formerly Sebvest Capital Partners) and 2) Nations Capital is actively pursuing at least three term-sheet offers for \$18.8 million to firms they supported, and 3) Cala Capital is pursuing closing deals worth \$6 million.

SUMMARY OF HIGH-LEVEL IMPACT, FINANCE & INVESTMENT – LOP





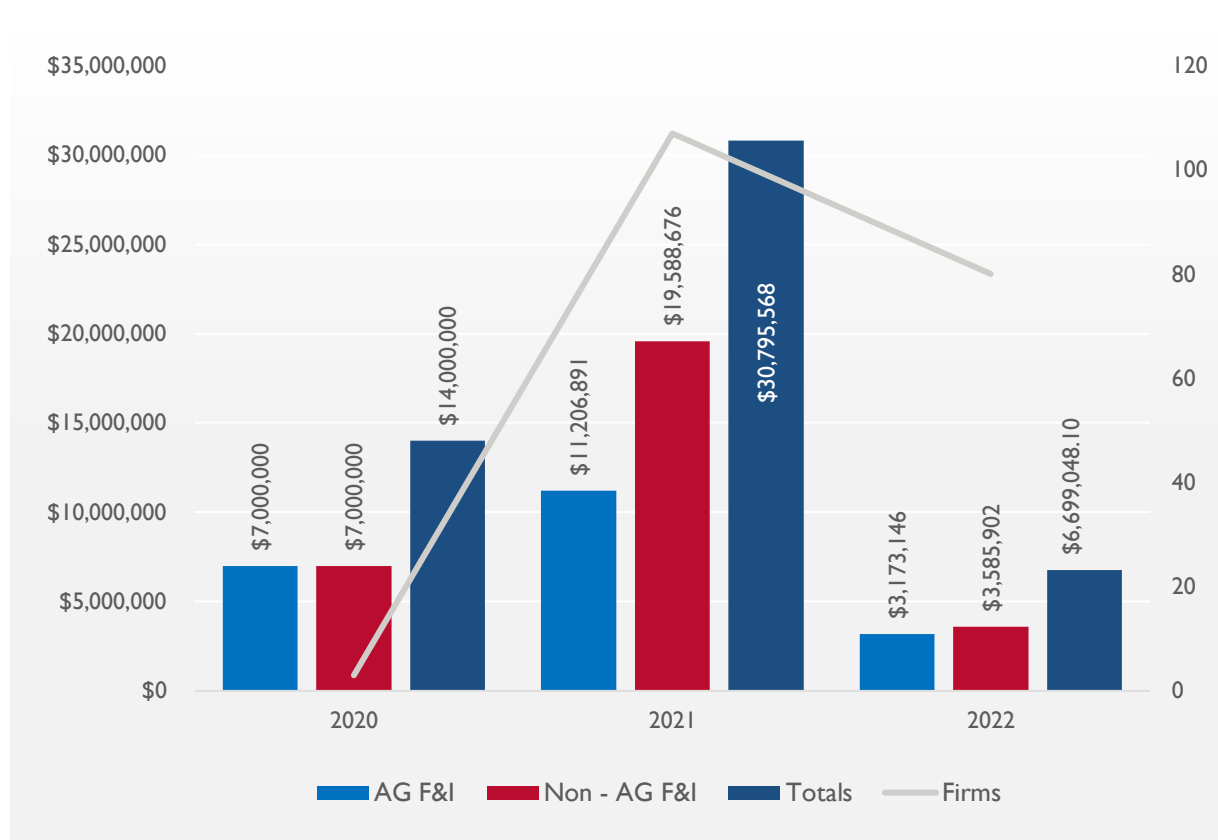
	2017 – 2019	2020 – 2022	2020 – 2022	Total
				
	FINANCE & INVESTMENT	AGRICULTURAL FINANCE & INVESTMENT	NON AGRICULTURAL FINANCE & INVESTMENT	TOTAL FINANCE & INVESTMENT
TARGET	\$90,000,000.00	\$64,134,678.00	\$13,937,165.00	\$168,071,843.00
ACHIEVEMENT	\$153,221,161.32	\$34,274,835.63	\$27,091,199.15	\$214,587,196.10

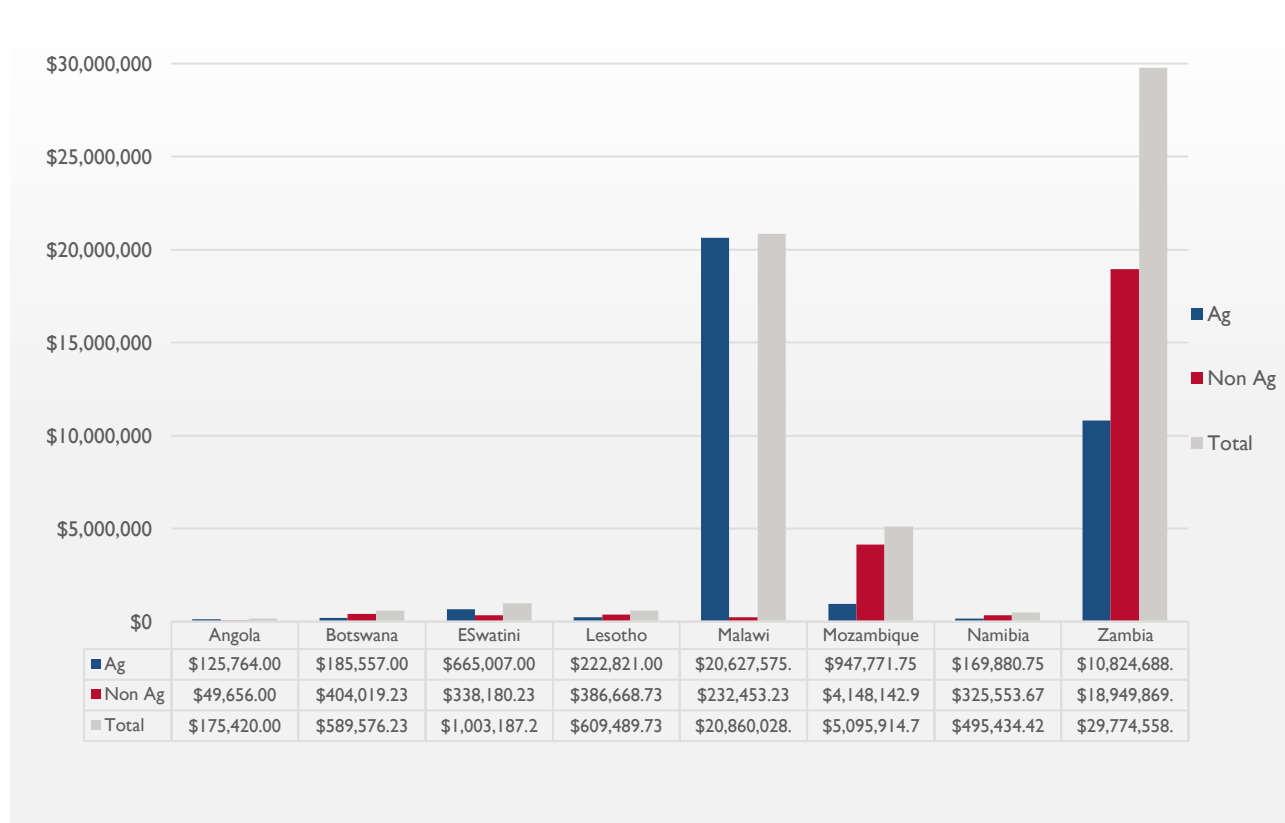
Figure 7: Finance and Investment Trend



Source: USAID TradeHub MEL Database 2017-2022

At the country-level, finance and investment has been strongest in Malawi, Zambia, and Mozambique (see Figure 6 below), with \$20 million of equity investment raised for Malawi, \$16.5 million of long-term debt raised in Zambia, and \$4 million raised in Mozambique. Before the COVID-19 pandemic, these three countries were experiencing good economic growth compared to the other USAID TradeHub-target countries, with annual gross domestic product (GDP) growth rates of 3-4 percent per annum. This, coupled with political stability, created an attractive environment for local and foreign investment.


Figure 8: Country-level Finance and Investment








Source: USAID TradeHub MEL Database 2017-2022

To achieve these results, the USAID TradeHub partnered with six FSPs (two capital providers, two transaction advisors, and two financial education providers) to deliver trade finance, asset-based debt finance, and equity investment on a pay-for-results basis (i.e., requiring evidence of deals facilitated, financing applications undertaken, financial literacy improved, and networking of SME capital providers established). Figure 9 below offers a brief profile of each FSP partner, along with a description of their support model under the USAID TradeHub.

Figure 9: USAID TradeHub FSP Partners

FSP Type	Company	Profile	FSP Support Model
Capital Providers		<p>IDF Capital is a capital provider located in Johannesburg, South Africa. It specializes in entrepreneurial financing, fund management, and fund administration for various corporate and institutional clients. It invests in the entrepreneurial SME landscape by providing appropriate financial and non-financial products and support to unlock the value of the SME sector with a focus on woman-managed and owned businesses.</p>	<p>IDF received and reviewed investment opportunities presented by USAID TradeHub transaction advisors. These investment opportunities were given favorable access even if they did not meet all their standard investment criteria and were reviewed with the understanding that the opportunities were being supported by the USAID TradeHub to improve their access to markets and direct linkage to buyers as a form of risk mitigation.</p>

FSP Type	Company	Profile	FSP Support Model
		Cala Capital Africa (formerly Neu Capital Africa) is a capital provider located in Durban and Johannesburg, South Africa. Cala Capital assists mid-market capital seekers in Africa to find appropriate debt and equity investors seeking to invest \$5 million to over \$50 million and is committed to promoting trade and investment in Africa.	Cala Capital reviewed investment opportunities for presentation to its pool of investors through the Cala Capital matching platform. To further enhance continued engagement with SMEs (firms seeking funding of less than \$1 million). Cala developed a scoring and screening tool to enable a greater number of SMEs to apply and for Cala Capital to assess these applications at minimal cost. In addition to this, Cala initiated a capital raise for the Horizon Equity Partners Prosperity Fund for investments in firms seeking less than \$1 million, while also supporting the improvement of governance in these SMEs.
Transaction Advisors		Foxfin is a leading transaction advisory firm and capital provider in Africa, located in Johannesburg, South Africa. It targets mid-size to large firms with capital yielding opportunities in stable but growing sectors of the global economy. Foxfin works to advance growth in the businesses through innovative financial solutions to help its clients to achieve their desired business goals	Foxfin provided both finance and advisory expertise. As part of the advisory, Foxfin prepared investment memoranda and presented them to both USAID TradeHub-contracted capital providers and non-contracted capital providers. Foxfin developed and promoted the ATP, a seller and buyer matching platform, among USAID TradeHub supported firms. Foxfin financed trade opportunities created through the ATP, to complete trades. Foxfin also offered services to aggregate production from smaller firms that are not able to meet large order sizes. For this, the aggregation facility purchases from smaller producers, and then grades, processes, and packs to meet buyer specifications. This is expected to significantly increase the volume and value of sales from SMEs through the ATP.
Transaction Advisors (cont.)			

FSP Type	Company	Profile	FSP Support Model
		<p>Nations Capital Projects is a transaction advisory firm located in Johannesburg, South Africa, that specializes in corporate finance advisory, financial advisory, financial accounting, internal and external auditing, and tax services.</p>	<p>Nations Capital provided financial advisory services to export firms and helped them prepare information to present to capital providers to raise funding. The investment memoranda prepared were presented to all USAID TradeHub-contracted capital providers and any non-contracted capital providers that showed interest.</p>
Financial Education Providers		<p>Netcampus is a financial education provider, located in Centurion and Cape Town, South Africa. It is a 100-percent Black, women-owned, training service provider, with a core focus on cross-industry, cross-modular, technical training, soft skills, business skills and custom-built learning solutions.</p>	<p>In an effort to support all firms that engaged with the USAID TradeHub gain access to finance, the firms that did not meet the basic requirements to receive transaction advisory support were offered the opportunity to enhance their financial skills and management through an online financial education platform, the Netcampus' Learning and Management System. Netcampus was supported to develop and make available to the market 18 financial education modules in English and Portuguese.</p>
		<p>African Women Innovation and Entrepreneurship Forum (AWIEF) is an economic empowerment organization that supports women entrepreneurs in Africa to grow their business and fulfill their potential. They are located in Cape Town, South Africa, and have a mission to foster a holistic program within the broader business ecosystem to develop women's empowerment on the African continent.</p>	<p>AWIEF used a digital platform to virtually train and enhance 100 SMEs and ensure that these are investment- and export-ready, and to increase their ability to take advantage of business opportunities and scale up operations.</p>

IMPACT 4: STRENGTHENING THE INVESTMENT AND FINANCE ECOSYSTEM

At the systems level, the USAID TradeHub partnered with three of the six FSPs, namely: Foxfin, Neu Capital Africa and Netcampus to strengthen their platform-based digital delivery mechanisms for finance and investment by supporting the recruitment of firms and individuals onto these platforms to ensure their competitiveness and sustainability.

About the ATP

The ATP, developed by USAID TradeHub's FSP partner, Foxfin, is an innovative online marketplace that brings together buyers, sellers, and other trade-system players, such as finance and logistic firms, thereby enabling greater efficiency, security, networking, and cost-saving. The ATP was launched in 2020 and addresses key challenges for SMEs, particularly in accessing finance.

Lessons Learned

In October 2019, the USAID TradeHub developed a more intentional focus on increasing investment from South Africa to the region under Objective 2. The USAID TradeHub expected to facilitate three types of deals: 1) movement of capital and technology from South Africa to the region; 2) movement of capital from South Africa to the region resulting in exports to South Africa or the United States; 3) movement of capital from South Africa to the region not tied to trade deals returning to South Africa, but with long-term prospects for intra-regional trade. The following lessons were derived from nearly three years' experience in increasing trade with South Africa. These are organized in line with the five learning agenda questions that were developed for trade in 2019.

Learning Agenda for Increasing Investment:

1. What incentives will be effective in catalyzing South African capital providers to enter new markets in the region?
2. What incentives will be effective in supporting capital providers to move toward smaller, less formalized businesses?
3. Which markets in the region provide investors with attractive investment opportunities based on results?
4. Do examples of first-time investment in new markets lead to an effective demonstration effect and future investment?
5. What FSP business models are effective, and how, in reaching lower deal sizes in emerging markets?

Learning Question	Response and evidence
<p>1. <i>What incentives were effective in catalyzing South African capital providers to enter new markets in the region?</i></p>	<ul style="list-style-type: none"> • Support from transaction advisory services was an effective incentive for capital providers to consider new markets and smaller business segments. The assistance provided by the USAID TradeHub to provide transaction advice and to improve Investment Memoranda (IMs) was an incentive for capital providers to consider deals they would not have otherwise. The improved business profiles and introductions from the transaction advisory firms helped capital providers recognize opportunities and think differently about firms outside of South Africa. In the case of Foxfin, assistance was amplified by the integration of transaction advisory, trade facilitation, and finance services within one provider. Longer lead times – greater than one year – are important to give FSPs time to gather information and market the deals to capital providers, particularly when targeting new markets and smaller deal sizes. • Access to USAID TradeHub Country Representatives was critical for FSPs to identify finance and investment opportunities and to perform due diligence in new markets. FSPs commented on the importance of USAID TradeHub Country Representatives and assistants to provide local content and country knowledge, particularly for South Africa-based FSPs that did not have

Learning Question	Response and evidence
	<p>other in-country resources and could not travel easily due to the COVID-19 pandemic. The presence of the USAID TradeHub in each of the countries provided the financial service partners with local resources on which they could depend to understand and navigate the business environment. The USAID TradeHub local presence helped mitigate risks and save time for the FSPs.</p> <ul style="list-style-type: none"> • Creative solutions, such as platform-based digital delivery mechanisms linking trade transactions with financial services, can be an effective tool, but needs further time for full proof of concept. The USAID TradeHub had hypothesized that the ATP would assist in the development of credit histories or buyer-supplier histories that would improve capital seekers' credit worthiness and allow capital providers to enter new regional markets. Unfortunately, the USAID TradeHub has not had sufficient time to have the ATP fully utilized or to enroll enough active SMEs on the platform to prove this hypothesis. However, since 2019, the USAID TradeHub has facilitated more than \$4.8 million of trade finance associated directly with the ATP. This number is expected to grow as trade transactions grow and SMEs on the ATP build a track record of repayment. While capital seekers often seek swift action on financing, they need to understand that unless they have an established financial transaction history, the capital provider must follow due process to mitigate risk. • Credit guarantee facilities can be an effective incentive to reduce lending risk t allowing capital providers to enter new markets. With support from the USAID TradeHub, Foxfin approached the U.S. International Development Finance Corporation (DFC) to put in place a credit-guarantee program to support borderline credit cases through first loss facilities that would allow for the purchase of various agricultural products and commodities such as macadamia nuts, cashew nuts, maize, coffee, and soybeans. While the DFC guarantee did not have enough time to materialize before the USAID TradeHub project closed, Foxfin instead replicated this model with the Government of Italy. The Italian Government issued a guarantee to cover credit loss on the purchase of Italian manufactured goods or mobile assets needed for increased processing capacity. This led to the issuance of 33 term sheets out of the 56 IMs presented to various capital providers, demonstrating the effectiveness of this model for future USAID programs.
<p>2. What incentives were effective in supporting capital providers to move toward smaller, less formalized businesses?</p>	<ul style="list-style-type: none"> • Transaction advisory services were also important for capital providers to service SMEs, many of whom could not have afforded the service without co-investment. The reduced costs to gather information about capital seekers and develop IMs made more deals affordable for both capital seekers and capital providers alike. However, transactions falling below \$1 million remain unappealing for many FSPs, requiring significant risk-management and investor-readiness preparation to promote a positive outcome. Platform-based mechanisms, such as the ATP, will likely offer a better delivery model for smaller, less formalized businesses that are able to grow with the platform and build up creditworthiness over time. • When the financial literacy of capital seekers was strengthened, it assisted in stronger finance applications and improved their application success rate. Equipping borrowers with the knowledge to make informed financial applications is essential to gaining the attention of capital providers. Education providers could partner with capital providers to supply financial literacy courses that help capital seekers present stronger applications.
<p>3. Which markets in the region provided investors with attractive investment opportunities based on</p>	<ul style="list-style-type: none"> • Malawi, Mozambique, and Zambia appear to have been the most attractive, based on the USAID TradeHub results. The timing of the USAID TradeHub activities in these countries coincided with government policy initiatives and economic growth coupled with

Learning Question	Response and evidence
<i>results?</i>	private-sector confidence and growth expectations.
<p>4. <i>Do examples of first-time investment in new markets lead to an effective demonstration effects and future investment?</i></p>	<ul style="list-style-type: none"> • It is too early to tell if USAID TradeHub support to tap new markets has led to a demonstration effect. The FSPs found that edging into new business sectors that they would not previously have considered did generate many new investment leads. While it is still too early in the investment cycle to say that these investments created a full demonstration effect, FSP partners indicated that they have developed new filtering systems to look at these types of deals and will continue to use these systems to scan for future investment opportunities. Trade finance deals are growing in number and size, and there have been several repeat trade finance transactions for macadamia nuts and tea tree oil. Foxfin has shown increased interest to scale up the trade finance linked into the ATP and explore areas to leverage the asset finance guarantee secured from the Italian Government.
<p>5. <i>What FSP business models are effective, and how, in reaching lower deal sizes in emerging markets?</i></p>	<ul style="list-style-type: none"> • Different models proved effective in different areas, but the overarching lesson was that of the benefits of synergy among complementary service offerings. Transaction advisory support was particularly effective in linking capital seekers with capital providers, with educational-focused FSPs offering a key element to increase the pool of investor-ready SMEs. It was also helpful to bring together FSP partners for dialogue to generate sustainable interaction and collaboration. Regular podcasts and webinars, introduced as a result of the COVID-19 pandemic, also generated interesting topical material, and attracted knowledgeable panelists that raised the profile of regional opportunities. • Small businesses in emerging markets need to be strengthened in their corporate governance and management skills to help FSPs reach lower deal sizes. Lack of small business corporate governance readiness is still an enormous obstacle. Transaction advisors, with institutional grant support, can help prepare small businesses to implement proper governance structures for their financial survival and on-going growth. Supported FSP business models that build in training in management, entrepreneurship, and capacity-building skills will improve the likelihood of successful SME applications for loans or investment. For example, companies need to separate personal assets and liabilities from company assets and liabilities. Additionally, accounting systems should be updated and audited on a regular basis.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Overview





In line with the approach under Objective 1, the USAID TradeHub employed a similar approach to increase utilization of the AGOA facility among Southern African countries by: 1) supporting the development and implementation of national AGOA Utilization Strategies for seven of the nine USAID TradeHub focus countries, 2) providing enterprise-level assistance for participation in webinars, trade shows, and buyer missions, as well as supporting required certifications and other market-entry requirements, and 3) bolstering the broader market ecosystem by working with the public and private sectors and capacitating TPSPs, BMOs, and TIPAs to support AGOA initiatives.

HIGHLIGHTS OF HIGH-LEVEL IMPACT

IMPACT 5: BOOSTING THE USE OF AGOA

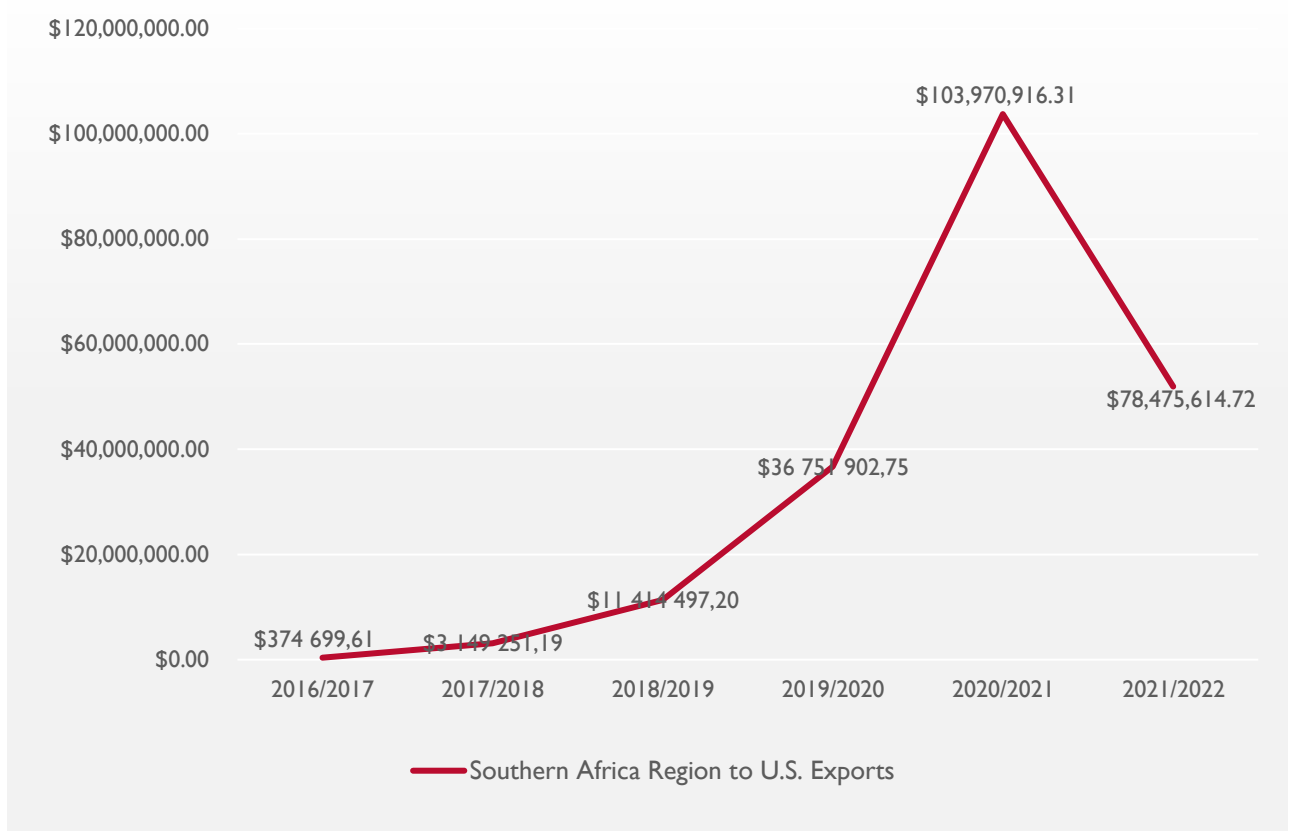
In FY2022, the USAID TradeHub facilitated \$46,136,694.01 in AGOA exports (\$ 35,107,466.45 Ag, and \$11,029,227.56 Non-Ag) from the region to the United States. These results represent 137 percent of the annual target of \$33 million. This brings the life-of-project total exports to the United States facilitated by the project to \$23,4511,581.39 (see Figure 10 below). The project has evolved since its start in October 2016 (FY2017) in that from FY2017 to FY2019, the project was capturing exports to all international destinations without disaggregating data. However, since FY2020, under the newly created Objective 3, the USAID TradeHub started to specifically track exports to the United States. The graph below shows the progression of exports from FY2017 to date. Exports peaked in FY2021 because of the post-COVID-19 recovery and having a full implementation year, with all country teams in place.

SUMMARY OF HIGH-LEVEL IMPACT, EXPORTS FROM SOUTHERN AFRICA TO U.S. – LOP⁴

	2017 – 2019	2020 – 2022	2020 – 2022	Total
				
	EXPORTS	AGRICULTURAL EXPORTS	NON AGRICULTURAL EXPORTS	TOTAL EXPORTS
TARGET	N/A	\$40,000,000.00	\$16,104,000.00	\$56,104,000.00
ACHIEVEMENT	\$15,313,147.61	\$121,920,484.12	\$97,277,949.66	234,511,581.39

⁴ During the period FY2017 to FY2019, there were no targets set for exports to the U.S. and the project captured exports to all international destinations without disaggregating the data.

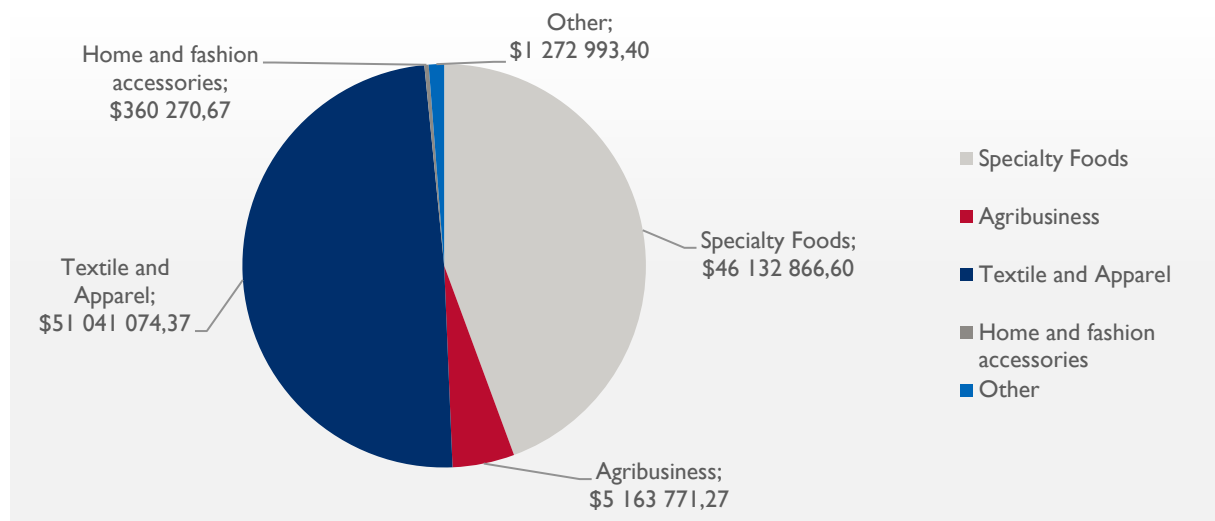
Figure 10: U.S. Export by USAID TradeHub Supported Firms



Source: USAID TradeHub MEL Database 2017-2022

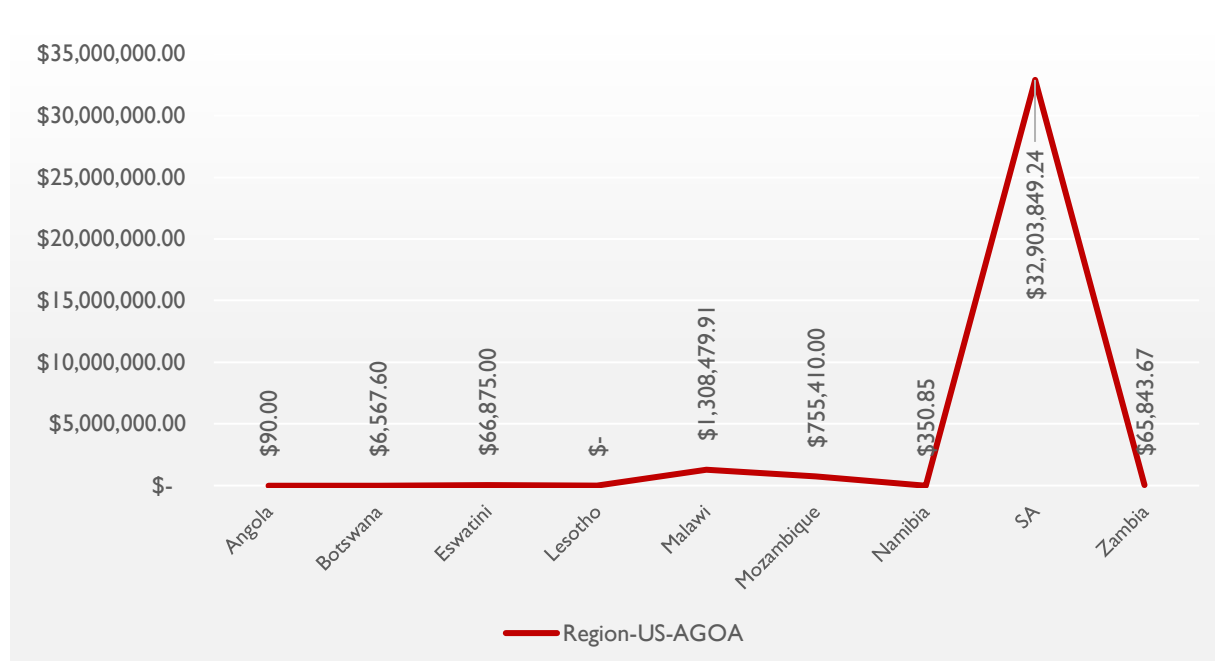
The graph below shows AGOA exports from five sectors in FY2021, the peak year in terms of export results. Textiles and apparel exports, primarily from Lesotho and Eswatini, were slightly below half the total, buoyed by Precious Garments, Liberation Clothing, and Afri Expo Textiles. These are seasoned exporters, with organized material sourcing. This was followed by specialty foods, spurred by exporters such as Rhodes Foods Group, Namingomba Tea Estate, Cape Herb & Spice, Empirestate Trading, Rugani Juice, and Taste Africa Foods, which are also seasoned exporters that participate in global trade events and have established links with buyers. Other sectors, such as home decor and cosmetics, are still small, with low product values – but have seen more first-time exporters enter the U.S. market. The major export countries under food and agriculture were South Africa, Malawi, Zambia, and Mozambique (see Figures 11 and 12 below).

Figure 11: USAID TradeHub AGOA Exports by Sector in FY 2021



Source: USAID TradeHub MEL Database 2017-2022

Figure 12: USAID TradeHub Major AGOA Export countries under food and agriculture in FY 2021



Source: USAID TradeHub MEL Database 2017-2022

FY2022 Activities that Contributed to Achieved Results

As under Objective I, firms across all three tiers received support in FY2022 to enhance their export readiness through a combination of webinars, learning events, trade-enhancing services (e.g., certifications, registrations, product testing, marketing-collateral development), and the dissemination of learning resources and tools developed by the USAID TradeHub (e.g., the AGOA Toolkit). However, particular focus was placed on Tier 1 and Tier 2 firms in line with their export-readiness to meet U.S. market demands. With this in mind, firms were supported to boost exports to the United States through avenues such as listing on e-commerce platforms (e.g., Amazon), buyer missions, trade shows, and direct introductions by the USAID TradeHub or TPSP partners. The combined effect of these enterprise-level actions contributed to more export-ready firms in the market system. Key agricultural and food exports included macadamia nuts (South Africa and

Malawi), sauces, snacks, beverages, canned fruit, honey, dried fruit, and nuts. Other products, such as cashew nuts and charcoal, albeit non-AGOA, are still able to enter the United States duty-free under the permanent normal trade relations program and increased overall exports from Mozambique and Namibia, respectively. Table 3 below highlights the areas of support most effective in achieving the FY2022 results. It also shows the target exporter tiers for each area of support, and specific highlights of achievements under each area. [Also see Annex 12 for the lifecycle of an export deal].

Table 3: Activity Areas to Support Trade to the U.S. under AGOA

Services Area	Target Tier	Examples from FY2022
Advisory services (such as providing information and guidance on general market landscape in the U.S, Rules of Origin, AGOA eligibility, terms of negotiation between exporters and buyers etc.)	<p>Impala (Tier 2)</p> <ul style="list-style-type: none"> Particularly important for Impala firms as they navigate unknown processes and procedures. Exporting to the U.S. requires understanding how to meet U.S. market requirements, including regarding AGOA eligibility, duties, labeling requirements, CoO, and International Commercial Terms (Incoterms). TA from TPSP experts allows for export-readiness guidance prior to buyer visits, helping firms navigate requirements on many levels (importers, brokers/distributors, and retailers) Services may also be replicated by learning from peers (e.g., Specialty Food WhatsApp group and BMOs.) 	<ul style="list-style-type: none"> In 2020, when Bakali Foods received an order from Good Grocery Company in New York, the exporter was not sure how to handle payment negotiations in a way that would not disrupt its cash-flow position. Assistance from the USAID TradeHub resulted in Bakali Foods securing a 40 percent deposit on the first order in advance, which helped the company to start manufacturing for the U.S. buyer on favorable terms.
Certification, quality standards	<p>Impala (Tier 2), Gazelle (Tier 1)</p> <ul style="list-style-type: none"> As in the South Africa market, most retailers in the U.S. require suppliers to hold globally recognized food-safety certifications (e.g., Global GAP and FSSC 22000). Buyers may also have additional requirements depending on the target market or product (e.g., kosher) 	<ul style="list-style-type: none"> The USAID TradeHub assisted firms to comply with U.S. Food and Drug Administration (FDA) requirements such as labelling, secure globally recognized food-safety certification, such as FSSC 22000, Global GAP and the U.S. Department of Agriculture (USDA)'s National Organic Program (NOP) certification In FY 2021, Black Mamba Foods was linked to Albert Scott LLC for listing on Amazon. The USAID TradeHub facilitated with the company obtaining FSSC 22000, to meet market-entry requirement for chili sauces in the U.S. market The USAID TradeHub supported 27 firms from the nine focus countries with certification assistance (e.g., Oryx Desert Salt, Maungo Craft, Gizzls, and Kaukou)

Services Area	Target Tier	Examples from FY2022
	<p>certification, halaal certification, and Forest Stewardship Council Certification)</p> <ul style="list-style-type: none"> Exporters in the non-ag sectors (e.g., textiles and apparel) need to meet social and environmental standards and undergo rigorous due diligence processes on manufacturing standards (e.g., WRAP certification). 	
<p>Product testing and registration</p>	<p><i>Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> Product testing is a requisite for obtaining certification, especially for food commodities, as it ensures that firms are complying with food safety, such as ensuring that minimum pesticide-residue levels are not exceeded. It is also necessary for maintenance of the certificate by firms, ensuring continuous access to export markets. The USAID TradeHub assisted firms to test samples for food products and cosmetics in compliance with the various certifications, such as FSSC 22000 and organic certification for cosmetics. 	<ul style="list-style-type: none"> In FY2022, the USAID TradeHub supported Black Mamba Foods to conduct nutritional analyses to assure buyers that the information on their product label was accurate and reflected the contents, affirmed by an independent, recognized laboratory.
<p>Development of marketing collateral</p>	<p><i>Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> Relevant company branding, product labelling and packaging are essential for export firms wanting to compete in the U.S. market. During COVID-19, the USAID TradeHub saw an increased need for firms to have company profiles, videos, product brochures, 	<ul style="list-style-type: none"> In FY2021 and FY2022, 13 firms and two TPSPs worked with NONZêRO to implement the recommendations made, on a cost share basis. The 15 entities were Afriseed, Agrocomm, Anthill Kitchen (Tswala Farming), American Business Council in Botswana, Centro Med, EcoEnergia (Feeling Good Company), Finana, IdealX, Just Ginger, MeatCo, Natura Africa, Pure Marula, Swati Secrets, SWIFT, and Thanthwe Farms. Six of these are pursuing the U.S. market (Thanthwe Farms, EcoEnergia, MeatCo, Fair & Square, The Anthill Kitchen, and Taneta Investments).

Services Area	Target Tier	Examples from FY2022
	<p>and a social media presence, in the absence of face-to-face meetings and trade events.</p> <ul style="list-style-type: none"> Improved marketing is also essential in the U.S. market to attain space in the highly competitive shelves of supermarkets and e-commerce platforms. 69 firms were linked to NONZêRO, a TPSP working to improve brands and enhance market entry for small and medium businesses. 55 of these firms underwent an assessment and received bespoke recommendations for improvement. NONZêRO worked with firms to improve their marketing collateral, including redesigning of websites, creating an effective social media presence, refining labels so they stand out, and, in some cases, completely rebranding firms. 	
<p>Market linkages</p>	<p><i>Impala (Tier 2), Gazelle (Tier 1)</i></p> <ul style="list-style-type: none"> To enhance market entry for regional exporters to the United States, the USAID TradeHub employed different market linkage support models between regional exporters and U.S. buyers. The key models utilized included tradeshows, buyer missions, listing on online platforms (Amazon, Organic Traders' Association's FindOrganic) and direct introductions through the USAID TradeHub or TPSPs such as Bhavana World 	<ul style="list-style-type: none"> Trade Shows: The USAID TradeHub supported exporters to exhibit at the Summer Fancy Food (SFF) Show in 2017, 2018, 2019, and 2022. The show has yielded results for exporters to the U.S. such as Black Mamba Foods, Fynbos Fine Foods, Oryx Desert Salt, Pura Beverage Co, Rhodes Foods Group, Rio Largo Olive Estate, Rugani Juice, Sunshine Nut Co, Taste Africa Foods, and 260 Brands. Since exhibiting at the SFF for the first time in 2017, Rugani Juice has recorded significant exports to Kayco, a U.S. kosher food distributor. Physical Buyer Missions: Pre-pandemic, the USAID TradeHub supported two U.S. tree-nut buyer visits to the region to meet with macadamia and cashew suppliers. Red River Foods concluded new deals with Namin'gomba Tea Estates (Malawi) for macadamia nuts. Jumbo Trading sourced five containers of macadamia nuts from Golden Macadamia (South Africa). This successful approach was disrupted by travel restrictions due to COVID-19. Virtual Buyer Mission: Prior to the pandemic, the USAID TradeHub organized several physical buyer missions. Since then, most buyer missions were held virtually. These virtual buyer missions included those organized in collaboration with Fair & Square and a cosmetics buyer mission organized in partnership with FFF

Services Area	Target Tier	Examples from FY2022
	<p>Project, FFF Associates, Ontdek, Fair & Square, and VentureLift Africa.</p> <ul style="list-style-type: none"> These models were influenced by external factors such as COVID-19 and resultant increased reliance on digitalization. 	<p>Associates.</p> <ul style="list-style-type: none"> U.S.-based experts: The USAID TradeHub contracted apparel and food market experts in the United States to advance market development. The appointed food market expert facilitated a deal between Empirestate Trading (South Africa) and Sunrise Commodities in the United States. From an initial \$70,000 deal in 2018, Empirestate Trading has been consistently shipping macadamia nuts to Sunrise Commodities. Online listing on Amazon: By the end of the USAID TradeHub project, the 13 firms that listed on Amazon with USAID TradeHub support had generated over \$103,486.50 in online sales with more sales expected to be generated as these and more firms continue to use this newly identified marketing model. Key exporters via Amazon include 260 Brands, Black Mamba Foods, Donkey Milk Industries, Oryx Desert Salt, and Rush Nutrition. Key takeaways from this exercise include: 1) online listing is an excellent way to test products' appeal; 2) speed-to-market is still a challenge, as listings could only go live after products have reached Amazon's Fulfillment Centers; 3) different products need different levels of attention. For example, Amazon does not ship chocolates during summer, which affected sales performance by COTI Chocolate. 260 Brands was particularly successful, and visited Albert Scott in the United States to better co-create market strategies.

The USAID TradeHub also issued a grant to Trade Law Centre (NPC) (Tralac) in July 2021 to maintain the AGOA.info website covering updates on general AGOA information, technical guides to the Rules of Origin (RoO), AGOA data sections, exporter toolkit resources such as exporter guides, International Commercial Terms (Incoterms), U.S.-Africa Bilaterals, downloads library, National AGOA Strategies, AGOA Forum section. Through the grant, Tralac managed to develop nine AGOA country updates for Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, and Zambia, increased the number of users registered on the AGOA Business Connector (<https://agoa.info/Connect>) to more than 1,000, up from 600 since July 2021, and saw an increase in number of new users by 26 percent to 98,100.

IMPACT 6: STRENGTHENING THE TRADE ECOSYSTEM FOR AGOA UTILIZATION

At a market systems level, the USAID TradeHub worked with the public and private sectors as well as civil society to facilitate the development and implementation of the national AGOA Utilization Strategies for seven of the eight focus countries. The project also worked with BMOs, TPSPs, and trade and investment promotion agencies (TIPAs) across all the nine targeted countries in the region to advance market-systems change, enabling better market access to the United States, especially for SMEs who have faced considerable challenges in entering this market. As part of this effort, the USAID TradeHub, in collaboration with TPSPs, produced an AGOA Manual that provides step-by-step guidance on entering the U.S. market. The manual includes information on tariffs, eligible products, Incoterms, and document preparation (e.g., rules of origin certification, U.S. FDA registration, etc.). The manual, in English and Portuguese, was launched in all USAID TradeHub-focus countries (except South Africa), and train-the-trainer sessions were given to TPSPs on how to use the AGOA Manual.

Lessons Learned

To further enhance support to industry-level actors, deliberate linkages between TPSPs and U.S. buyers were created, with the aim of fostering sustainability of export efforts to the United States. One example of this drive was the staging of annual country-level and regional Exporter Awards events, which most of the USAID TradeHub focus countries have since adopted. In addition, to increase utilization of U.S. e-commerce platforms such as Amazon, the project worked through U.S.-based TPSPs (e.g., Albert Scott) and linked them with regional TPSPs e.g., the Botswana Investment and Trade Centre (BITC) promising to form a longer-term relationship, beyond the life of the USAID TradeHub project.

A three-part AGOA manual launch was conducted across the region, covering: 1) AGOA fundamentals, 2) Exporting food and agricultural products, and 3) Exporting textiles and apparel. Over 100 representatives of TPSPs and their members attended the series. The manual was also translated into a video format, and the manual and associated tools were handed over to TPSPs to strengthen the export ecosystem. Furthermore, the USAID TradeHub supported governments in seven countries (Lesotho, Eswatini, Mozambique, Botswana, Malawi, Zambia, and Namibia) to prepare and launch AGOA Utilization Strategies, in response to low uptake of AGOA benefits in various countries. Working with partners, these Utilization Strategies were rolled out together with Action Plans for their implementation, and AGOA Steering Committees were established to oversee this process. The AGOA Steering Committees and associated entities are composed of government and private-sector representatives to guarantee ownership, monitoring and implementation of the national AGOA Utilization Strategies.

After the initial three years of the USAID TradeHub project, in October 2019, the USAID TradeHub developed a more focused approach on increasing utilization of AGOA by regional countries, and this goal was encapsulated in the project’s Objective 3. Below are some lessons learned over the past three years as of project implementation. These have been organized in line with the learning agenda questions developed in 2019, as the USAID TradeHub narrowed its strategic focus, with adaptations to home in on AGOA-specific lessons.

Learning Questions	Response and Evidence
<p>I. <i>Is the TPSP and BMO model working for buyers and sellers and if so, what have been the most effective aspects of this model?</i></p>	<ul style="list-style-type: none"> <p>Cost-sharing model for trade-enhancing services was successful in identifying committed exporters that led to export success. A cost-sharing model proved useful to gauge the readiness and seriousness of exporters, as their commitment was shown by partly paying for services. The USAID TradeHub supported 60 percent of costs toward trade enhancing services from specialized TPSPs such as Global Import Agent, Registrar Corp, BSI Global, and Ecocert Southern Africa, to help firms meet U.S. market-entry requirements. For Amazon listing, the project paid the Albert Scott listing and marketing fees, while exporters covered shipping and other logistics costs. For trade shows, the USAID TradeHub provided ready-to-use booths, organized pre-trade show preparatory sessions, printing of event brochures, covered market intelligence session, networking reception and retail tour programs in the U.S., while exhibitors covered the cost of flights, accommodation, and shipment of samples. The cost-sharing model opened a window for TPSPs such as Wesgro, the Eastern Cape Development Corporation (ECDC), and Trade and Investment Kwa-Zulu Natal (TIKZN) to provide additional support toward firms’ participation. Cost share contributions to certifications and Amazon listing were also made by BITC and Lesotho National Development Corporation (LNDC). Besides fostering commitment by the exporters, the model also allowed the project to “stretch the dollar” to support more firms.</p>

Learning Questions	Response and Evidence
	<ul style="list-style-type: none"> • Sector-specific and buyer-facing TPSPs have been more effective than generic TPSPs. Sector-specific and buyer-facing TPSPs that focus on sectors such as specialty foods, ingredients, handicrafts, textiles/apparel, cosmetics, and e-commerce have been more effective than generalist TPSPs. The sector-specific TPSPs, such as Bhavana (apparel), Ontdek (specialty foods), Albert Scott (e-commerce), and Fair & Square (handicrafts), proved they had the requisite experience, expertise, and networks to facilitate buyer-seller linkages and provide more granular marketing insight on trends and requirements. • Partnering with TPSPs and FSP provided specific export and finance education to support the readiness of firms to export to the United States. Training sessions such as the ones provided by Fair & Square and Netcampus on business modelling, sector-specific pitching techniques, production improvements, and quality standards increased the readiness of export firms to target the U.S. market. Technical-oriented partners, such as Registrar Corp, Global Import Agent, Albert Scott, and Ecocert, brought specialized knowledge about labelling, certification, online listing, and market-entry processes. This assistance was particularly useful to small and inexperienced firms learning to navigate international trade, and the USAID conducted numerous workshops bringing together SMEs with technical experts.
<p>2. What is the appropriate role of the Department of Trade and Industry (DTI) and other government bodies to complement the roles of market actors in promoting AGOA exports?</p>	<ul style="list-style-type: none"> • Private sector, not government, should take the lead on export initiatives. Since government departments are critical in creating conducive environments and supporting trade, they should, form part of the stakeholder phase in planning and implementation phases due to the high levels of bureaucracy. Botswana was effective in mobilizing the private sector to take ownership of its national AGOA Utilization Strategy and to work with both public and private sector stakeholders to advance the implementation of the strategy. Various sector associations such as the NPAB, the American Business Council in Botswana and the Botswana Textile and Clothing Association (BTCA) were more directly involved in advancing sector export initiatives. The Botswana AGOA Steering Committees are more focused and led by the private sector while government departments provide support, or at least have public-private sector co-chairing arrangements.
<p>3. What tools or approaches were important for both firm and systems-level outcomes that supported AGOA exports and why?</p>	<ul style="list-style-type: none"> • The deal facilitation support resulting from tradeshows has added value beyond actual deal closure. The SFF Show, a flagship U.S. based specialty food trade show, has been successful in terms of deal facilitations and deal closures. In addition, it has been an important tool to help firms understand the U.S. market better and to benchmark their packaging and pricing against international competitors. Directly engaging with all layers of the buyer network was also important (i.e., retailers, brokers, distributors, and manufacturers). Part of the added value in attending tradeshows is the long-term buyer-seller relationships that are established. Participating in trade show also creates country-level and regional networks between exporters that have a common interest in exporting to the United States. Participation in trade shows allows them to formulate consolidation arrangements, giving buyers the confidence of securing volumes from different suppliers from the same region. Finally, the USAID Trade hub team have seen (specifically with SFF Show) valuable information sharing platforms and peer learning emerge among exporters on the Specialty Foods WhatsApp group which is made up of people that have attended the SFF Show over the years. This has created a network of exporters collaborating and sharing experiences to provide a tangible example of valuable outcomes from trade shows that go beyond deal closures. • The USAID TradeHub has supported regional firms to exhibit at the SFF Show in New York in 2017, 2018, 2019, 2022, the Winter Fancy Food Show in Las Vegas in 2022) and the Institute of Food Technologists (IFT)

Learning Questions	Response and Evidence
	<p>Show in New Orleans in 2019, as well as virtual trade shows organized by the Specialty Food Association (SFA) during the height of COVID-19. During the SFF Show 2022, more TIPAs and BMOs were involved in supporting exhibitors, as well as representing their national/association firms. Involving national level TIPAs/BMOs has exposed more brands to the export market and enables buy-in from the TPSPs as they find new opportunities. TPSPs who have attended the SFF Show 2022, such as Wegsro, BITC, NPAB, ECDC, have expressed interest to participate in future editions of the event.</p> <ul style="list-style-type: none"> • Exploring new market channels such as e-commerce platforms and listing with U.S retailers gave regional export firms the opportunity to enter the U.S. market at a scale in line with their production capacities. Listing on Amazon via Albert Scott LLC proved relatively easy when compared to listing with and supplying a regional or national retailer and allowed firms to market-test and adapt their products before considering alternative routes to market. A TPSP with strong product and marketing skills could be engaged in the future to provide further marketing. This is an attractive and doable option for Impala and Bushbuck firms with limited cash flow and other resources. • Leveraging relationship with on-the-ground partners important for success: The USAID TradeHub collaborated with the South African Consulate General (SACG)/New York to organize market intelligence sessions and retail tour programs on the margins of the SFF Shows. This gave the much-needed exposure to regional exporters and partner TPSPs attending the SFF Show events. • Supply of raw materials, rather than finished products from the region, is the easier of these two options. Generally, supplying ingredients/raw materials (e.g., marula oil) rather than finished products is much easier in terms of deal closure. Some requirements such as labelling and specialized packaging fall away when exporting ingredients in bulk. Conclusion of deals involving finished products tend to take longer to materialize since exporters must work on nutritional facts, labelling and packaging.
<p>4. <i>What is the appropriate balance between firm-level support to generate a demonstration effect of good practice in regional trade and industry-level support for systemic change and suitability effects?</i></p>	<ul style="list-style-type: none"> • Support at enterprise-level is critical for demonstrating potential impact at industry-level. The industry is a collection of firms. Capacitated firms know what services they need, where to get them and how to make the industry function better. Firm-level trade-enhancing services such as certification, online listing, assist firms to address the barrier they needed to overcome to export. Such support is critical in supporting the whole industry function more effectively in the long term. The goal of trade-enhancing services support is to increase regional suppliers' chances to identify buyers in the United States. An example with U.S. FDA compliance where at firm-level the project cost-shares to register with the FDA to secure FDA-compliant labelling. Scaling up to industry level, the USAID TradeHub provided FDA training via industry associations such as the Zambia Association of Manufacturers (ZAM). Trade-enhancing services are an effective method of supporting firms to overcome hurdles of entering new markets – a challenge for most SMEs. Assistance to unlock various non-tariff barriers (NTBs) including certification (food-safety standards), FDA registration creates confidence in suppliers that these hurdles can be overcome. • Dealing with firms that are part of industry associations has proven to be more far reaching in terms of generating both demonstration effect and systemic change. Firms are used to prove concepts and test success of interventions and industry interventions create possibilities for scaling up successes for wider impact and sustainability. Industry associations then mobilize resources to provide further support to the firms. For example, in Botswana the online listing on Amazon via Albert Scott LLC started with Donkey Milk Industries as a pilot case. The BITC then collaborated and cost-shared with the USAID TradeHub to support more firms providing an example

Learning Questions	Response and Evidence
	<p>of a successful demonstration effect., BITC and ZAM's direct engagements with Albert Scott LLC means the TPSPs can continue collaboration even in the absence of USAID TradeHub.</p>
<p>5. <i>Given the industrial concentration on the buyer side, what is the right balance of large exporters and small exporters to respond to the market demand while demonstrating Hub additionality in its interventions?</i></p>	<ul style="list-style-type: none"> • USAID TradeHub segmentation based on firm size and export experience enables understanding of industry-level needs. The USAID TradeHub segmentation of export firms was an important framework for managing the diversity of firms requiring support. The segmentation enabled the USAID TradeHub to provide somewhat tailored support to different segments. For example, support to Gazelles provided a demonstration effect to other export firms through achieving export sales. These firms were more readily able to take-up opportunities where a cost share contribution was required e.g., work with Registrar Corp on U.S. FDA-compliance. On the other hand, significant additionality was brought through working with less experienced Bushbuck firms in the form of webinars, training, and advice – all of which enhance export readiness. More flexibility around the support provided to different segments and a clearer value proposition by segment would have further strengthened this approach. For example, firms may require specific support with product development, product packaging or other areas to enable access to export markets (instead of marketing and certification support). Flexible programming approaches in response to business needs and market opportunities could see significant advances in export readiness. • A demonstration effect is most likely to lead to systemic change if it takes place in a country-competitive sector (The USAID TradeHub can more easily link a Gazelle to a U.S. buyer as they are compliant to meeting product entry requirements. On receipt of an export order, the USAID TradeHub can link Impala to Bushbucks to make products for the Gazelle. Examples of this have included: Precious Garments having participated in the Magic Show in Las Vegas secured a contract for which it subcontracted smaller Lesotho apparel firms to respond to the deal; Rugani Juice (South Africa) held discussions with Thanthwe Farms for the supply of hibiscus from Malawi.

SUPPORT TO THE TRADE FACILITATION AGREEMENT (TFA) BETWEEN ZAMBIA AND THE WORLD TRADE ORGANIZATION (WTO)

Overview

As part of a buy-in with the USAID/Zambia Mission, the USAID TradeHub worked with the Zambia Government and relevant ministries to improve their trade and enabling environment through implementation of the WTO's TFA, compliance with the WTO's Sanitary and Phytosanitary (SPS) standards and supported more resilient value chains through the use of agricultural market systems and structured trade.

HIGHLIGHTS OF HIGH-LEVEL IMPACT

IMPACT 7: FACILITATING TRADE RELATED REFORMS IN LINE WITH TFA AND THE AFRICAN CONTINENTAL FREE TRADE AGREEMENT

In FY2022, the USAID TradeHub supported the Ministry of Commerce Trade and Industry (MCTI) in strengthening the National Trade Facilitation Committee (NTFC) by including private sector organizations, specifically five BMOs i.e., Zambia National Union of Farmers (ZNUF), Zambia

Chamber of Commerce and Industry (ZCCI), Zambia Freight Forwarders Association (ZFFA), ZAM and Transporter Association of Zambia. The public private partnership has been successful in increasing notifications to the WTO on how trade reforms will be carried out and timelines were included in the notification. Further, the government also partnered with the private sector in the development of the Zambia Trade Information Portal⁵ (ZTIP), a one stop-shop for updated trade-related information, including trade laws, regulations and procedures that aim to guide the local and international business community on how to trade in or with Zambia. In addition, the USAID TradeHub facilitated the creation of a third public and private partnership through formation of the national Time Release Study (TRS) Technical Working Group (TWG), that conducted border procedure analysis at Chirundu and has continued to oversee other border time release studies. One major recommendation of the Chirundu TRS was mandatory pre-clearance of goods which was accepted and is now being implemented nation-wide at all border posts in Zambia. To date, the TRS TWG carried out analyses of border procedures at Kazungula, Kenneth Kaunda International Airport, Livingstone, Mwami and Nakonde. Furthermore, the USAID TradeHub created capacity for the ZAFFA to create awareness on the WTO TFA among its members, which resulted in awareness sessions in the Copperbelt Province in Zambia. Capacity was also created in the Ministry of Agriculture to create awareness around SPS measures, with the Permanent Secretary of the Ministry of Agriculture involved in the activity. The estimated number of viewers for the televised SPS awareness campaign in Q4 of FY2022 was 963, 828 people. Finally, the USAID TradeHub carried out a Training Needs Assessment (TNA) for customs Zambia and supported the development of priority modules (Trade Facilitation, Post Clearance Audit, Enforcement and Risk Management) to ensure training of customs' officials are capable of implementing TFA protocols.

IMPACT8: STRENGTHENING SPS STANDARDS

- The USAID TradeHub's approach to strengthening SPS standards included working with the Zambia public and private sectors to procure laboratory equipment and train laboratory analysts. The USAID TradeHub support helped three Zambian laboratories to address capacity gaps that limited the effectiveness of SPS testing and inspection services on priority food and agricultural commodities exported to South Africa and the United States.
- The USAID TradeHub provision of technical training of 20 laboratory analysts from nine public and private laboratories improved their competencies and service delivery, as they were involved in testing and certification of agricultural and food products for local consumption and export.
- The government of Zambia had realized the importance of having relevant laboratory equipment and training its laboratory staff to effectively perform SPS testing and export certification for private sector traders and exporters. The government therefore welcomed the parallel support provided towards the acquisition of laboratory equipment, training of laboratory staff, training of Zambian manufacturers and exporters on food safety and U.S. entry requirements, review and printing of veterinary guidelines and maps, designing and placement of SPS billboards, radio and TV awareness programs to sensitize the traders and exporters and upgrading of the Phytosanitary Information Management System (PIMS) to improve its efficiency. These both individually and in their provision in tandem were important means of improving SPS compliance.

IMPACT 9: ENHANCING AGRI-COMMODITIES TRADE

In FY2022, the USAID TradeHub facilitated the Lusaka Securities Exchange (LuSE)'s merger with the Zambia Commodity Exchange (ZAMACE). The merger aimed to implement a commodities exchange

⁵ <https://tfadatabase.org/members/zambia>

business within LuSE for price discovery, agricultural and non-agricultural commodities trading and an efficient and effective settlement system to enhance agri-commodities trade. The USAID TradeHub engaged an expert to undertake a gap analysis report of the spot market infrastructure and legislative structure and develop contracts that have been loaded on the stock exchange. In FY2021/2022, the USAID TradeHub also supported development of standard operating procedures on trading, clearing settlements, and surveillance of marketed derivatives and facilitated capacity-building of LuSE staff, some bank personnel, brokers, and other stakeholders. The Zambian Government, through its regulator the Securities and Exchange Commission, and private-sector stakeholders, including ZAMACE, Grain Traders Association of Zambia (GTAZ), Bankers Associations of Zambia (BAZ), and Insurers Association of Zambia (IAZ), were all keen on having a functional commodities exchange for enhanced market systems in Zambia. Market consultations in both FY2021 and FY2022 with commercial banks, insurers, and traders on production of standard operating procedures on trading, clearing, settlements, and surveillance of derivatives marketed, led to the development, and loading of contracts on the trading system as well as a surveillance and enforcement manual at LuSE. The outcome was applauded by stakeholders, including the BAZ and IAZ, as a positive step toward enhancing market systems and business practices in Zambia.

Lessons Learned

1. **Government departments need to take ownership over interventions and work closely with relevant private-sector actors to ensure sustainability of trade-enhancing initiatives**, and the USAID TradeHub has worked diligently to encourage such cooperation. This public-private approach is particularly vital with regard to national SPS measures and the WTO reforms, both of which profoundly affect trade on an ongoing basis.
 2. **Co-creation engagements, including webinars and co-organized events with regional and local TPSPs, are generating traction for trade facilitation and export deals.** Zambia Development Agency (ZDA) and ZAM have been effective partners for such co-created events, enhancing the understanding of how best to export to the United States and South Africa.
- **Involvement and consultations with public and private sectors at project planning stage would greatly improve and strengthen linkages between the two sectors.** This would further result in smooth implementation of activities. Many times, activities and budgets are developed without planning with or consulting the public sector, resulting in implementation usually being a challenge.

MONITORING, EVALUATION, AND LEARNING (MEL)

In FY2017, the USAID TradeHub started MEL related activities with the development of a Performance Monitoring and Evaluation Plan (PMEP) to help monitor the performance of the project's progress. The PMEP focused on exports, private sector investment, job creation, warehousing, and its storage capacity, applied improved technology, international grades and standards, policy development and time and cost. A total of 22 indicators were developed and 11 of these were achieved. In FY2019, the existing PMEP was revised resulting in 13 indicators instead of 22 to be subsequently monitored. In FY2020, the project changed its strategy to focus on three objectives and disaggregated results by country and sector resulting in a revised PMEP with a new set of indicators. The performance against these targets have been reviewed annually until the final implementation year FY2022.

In FY2022, the USAID TradeHub worked to ensure that the pace of activities aligned to meet with the program's contractual goals, continuing to institutionalize tools and offering training to assist staff with measuring the impact of their work and make adjustments where necessary. The USAID TradeHub also built on the interventions it had undertaken over the past year to bolster data consistency, adaptive management, and staff capacitation. The USAID TradeHub continued with the refinement of its robust systems to ensure that results are captured quickly, accurately, and as systematically as possible.

MEL INFORMATION MANAGEMENT SYSTEM

The USAID TradeHub at project inception had a plan to improve the MEL information management system, and thus developed a Microsoft Excel database for capturing activity data. This database was stored on the Microsoft SharePoint for easy access by the project team. In FY2020, the USAID TradeHub conducted extensive work on improving the MEL information management system, which was a critical component of its project implementation. Improvements entailed upgrading the online data collection tools and then transferring the FY2020 data from a spreadsheet into the online database. An automated system (online web database) for capturing and verifying data was developed. The database allowed for notification messages to the MEL team for verification, as well as timely approval or rejection of any transaction. It further allowed the verifier to detail reasons why data was being declined.

Following this, the USAID TradeHub MEL team conducted several training sessions on the use of the database, including a refresher training course on its tools. This process was also used to identify any limitations within the system, and as such further improvements into the database were made. These improvements included an addition of a validation process for all data collection tools, fixing bugs within the data collection tools, and ensuring that the system was able to extract data on export to other countries elsewhere in Africa (outside of the Southern Africa region), Europe, and the rest of the world. The reporting functions were also improved with the addition of a consolidated results report.

In the first quarter of FY2022, a data migration process of the previous indicator data from FY2016-2019 was conducted and all data was captured into the online database. Following this, users were able to access previous data and generate reports from previous financial years. Furthermore, this process involved the merging of data from the previous PMEP and aligning it to the current indicators where possible, i.e., indicators on exports and investments from FY2017-FY2019 were merged with the current indicators.

In FY2022, further enhancements were made to the MEL information management system whereby the system could detect and eliminate duplications if reported. Another enhancement was the inclusion of the HS codes into the system to automatically determine if an export made to the United States is AGOA-eligible. The HS code is a standardized numerical method used to classify traded products used by customs authorities around the world to identify products when assessing

duties and taxes. The changes in the system were replicated in the export-sale supplier form, used by firms to submit export information. The form was modified to include information on HS codes and indicate whether exports were facilitated through a TPSP or a firm.

PERFORMANCE MONITORING AND REPORTING

To improve performance reporting, the USAID TradeHub MEL team sought to delineate lessons learned, identifying under-reported areas, and deploying strategies to correct this. Continuous quarterly learning sessions on the indicator definitions were conducted and amendments to the PMP were made and shared. These sessions covered capacity-building efforts provided to firms to improve business practices and sustainability. This performance monitoring process assisted the MEL team to better prepare for the end-of-year evaluations as they heavily depend on quarterly records of these capacity-building activities. The MEL team further observed that all non-AGOA exports to the United States—per PMP definitions and outlines—were not being reported in the indicator performance. The team consulted the PMP and noted that disaggregation for reporting on the export-related indicator is also inclusive of Region to United States: non-AGOA. As such, the USAID TradeHub started including all exports to the United States as the top-line export figure with AGOA exports as a disaggregation.

Consequently, all previous non-AGOA exports were reported and in addition, the USAID TradeHub included a memo—per the ADS 201 guideline—documenting U.S. export data from previous quarters. This clarification also included the cumulative U.S. export figures from FY2020 and FY2021, disaggregated by AGOA. Country-specific preliminary performance results sessions were conducted every quarter. The discussions that ensued focused on indicators performing well and those performing poorly, and on interventions yielding good results and those yielding poor results. The discussions teased out causes of performance variation, and measures for improvement were discussed, developed, and implemented. Moreover, performance monitoring sessions heightened the appreciation of intended and unintended positive outcomes and impact.

The USAID TradeHub has ensured timely submission of its quarterly and annual contractual deliverables such as, quarterly reports, the AidTracker, the Development Information Solution (DIS) report, annual reports and the Feed the Future reports. From FY2017 and FY2022, the USAID TradeHub fulfilled its obligations for the submission of all the above-mentioned reports and these were approved. As a norm, extensive data verification sessions were conducted prior to submission. This process followed the five dimensions of data quality, namely, validity, precision, reliability, timeliness, and integrity and included reviewing all captured datasets for missing data, incomplete data, and duplicates. Verification sessions on individual countries were conducted among the relevant USAID TradeHub's project teams as part of ongoing data certification, to ensure that data reported was verified and matched what had been captured in the database.

EVALUATION AND LEARNING

As part of the MEL collaborative interventions, the USAID TradeHub MEL team conducted quarterly progress sessions to review quarterly data and to inform programming and planning for the next quarters. The quarterly progress review led to a discussion on the USAID TradeHub's interventions that were yielding results, and those that were not. This pause-and-reflect session prompted a performance analysis of project indicators. The discussion teased out causes of over- or underperforming indicators and lessons learned from those causes. Outcomes of the quarterly performance reflection session entailed that the MEL team continue to conduct evaluations of certain interventions to better appreciate their outcomes and impact, and to then evaluate underperforming areas, to determine how these could be improved. Over the implementation years, the USAID TradeHub conducted a series of activities and outcome evaluations to inform adaptive management. Some of these evaluations were recommendations that stemmed from quarterly program review sessions conducted during the year. These evaluations were conducted to

understand how interventions were faring and what impact they were having. Below is a list of some evaluations conducted, including outcomes and key lessons learned.

1. Price competitiveness affecting deal closure

One of the indicators where the USAID TradeHub overperformed was Indicator 14: Number and value of export deals facilitated (Custom). Upon close examination, it was realized that while deal facilitation was high, many deals fell through before closure, particularly in the agricultural sector for suppliers seeking to export to South Africa. Price competitiveness was often cited as the main reason for this failure. In FY2021 Q2, the USAID TradeHub reviewed 30 export deals to evaluate how price competitiveness was affecting deals. The evaluation revealed that many issues besides price were thwarting deals. Some factors hampering deals were misalignment with buyer requirements, a high number of requests for products to be made under private labels, lack of exporter readiness to respond to buyer requirements, and seasonality of products, which could cause misalignment with buyers' expectations. Another element was that some "buyers" were in fact intermediaries, who sometimes lost interest in concluding a deal once their demand was met.

2. Action research

The USAID TradeHub conducted an evaluation of 11 firms, in Q1 of FY2021, to ascertain their perception of skills and knowledge gained, successes, challenges, and lessons learned as a result of exporting to South Africa. The firms (eight Ag and three non-Ag) were from various sectors, including specialty foods, cosmetics, textiles, apparel, and handicrafts and accessories. Respondents indicated that they had acquired increased knowledge in marketing strategies, certification, labelling review procedures, production capacity, regional market trends, and market linkages (understanding of buyer requirements, supply and demand, and relationship building). Successes noted by respondents included improvements in the ability to secure long-term deals, better trust and relationships with buyers, a more effective digital footprint, as well as increased knowledge of online trading and procedures for return orders. Challenges noted by respondents included difficulties with border control and clearances (particularly related to import value-added tax (VAT), delayed payments from buyers, lack of distribution space, burdensome export-import regulations and certification requirements, lack of availability of trade finance, lack of raw materials for production, lack of knowledge on packaging and labelling requirements, poor communication between buyer and seller during deal facilitation, as well as a decrease in sales due to COVID-19. With regard to lessons learned, the importance of adequate marketing was cited, as was the need to be familiar with market barriers, commodity requirements, and specific trade guidelines.

3. Evaluation of use of PIMS

The USAID TradeHub undertook an evaluation exercise in in Q1 of FY2022, at nine Zambian border towns, to assess how plant health inspectors were utilizing the PIMS database in their daily work. The evaluation assessed the effect of PIMS on the trade process of agricultural commodities to and from Zambia, with 10 plant health inspectors participating in the survey. The survey indicated the importance of the PIMS database as used by inspectors in their daily work and is a key resource for accessing updated and harmonized information on import and export requirements for agricultural commodities. Furthermore, PIMS has shortened service delivery time, as traders are now issued with plant import permits faster.

Regarding recommendations, an improvement of the system would be to upgrade it to enable it to fully cover exports of agricultural commodities and incorporate information from traders submitting online applications. PIMS also needs to be integrated with other trade facilitation tools such as the Zambia Electronic Single Window (ZESW) and ZTIP for it to be more effective and sustainable.

4. Netcampus Digital Financial Education Solution

The USAID TradeHub MEL team noted a relatively low completion rate in the Netcampus Digital Financial Learning solution course, and an assessment was conducted in Q1 of FY2022, to ascertain the reasons behind this. The course completion rate among firms supported by the USAID TradeHub was approximately 20 percent, while Netcampus had indicated that the overall industry completion rate was about 30 percent, and this is inclusive of participants that were paying for the course themselves.

The following were noted as some of the reasons behind the low completion rate:

- The content of the modules added later was found to be more demanding and challenging compared to the earlier modules as these focused on what capital providers were looking for in funding applications.
- The course participants also cited high internet data requirements and poor internet infrastructure overall as hindrances to course completion, especially considering that some participants were based in rural areas.
- Portuguese speaking learners from Mozambique and Angola cited language difficulties as the course was only offered in English initially.

Recommendations were therefore for the course to be translated into Portuguese to accommodate Lusophone speakers, and for the selection criteria to tailor the course content more closely to the audience by assessing their education needs and providing the relevant skills they require.

5. Regional Cross-Border Trade Toolkit

The Regional Cross-Border Trade Toolkit ToT workshops were assessed in Q2 of FY2022. The purpose of the workshops was to train TPSPs on the toolkit so they can pass onto firms the guidance it provides on how to effectively conduct trade across borders, particularly trade from regional countries into South Africa. Preparing TPSPs in this way aimed to bolster the sustainability of the USAID TradeHub project's knowledge and resources and strengthen the trade market system. The ToT workshops were conducted in all nine USAID TradeHub-focus countries, with a total of 174 attendees participating virtually or in-person. The MEL team conducted an evaluation after each training session through a survey that was shared with participants to assess the workshop process, key takeaways, and areas of improvement.



Findings from the assessment were grouped into two themes: what participants liked about the workshop, and areas for improvement. Participants liked the useful information on shipping, required documentation, and market-entry requirements, from the workshops. There was an overall appreciation of the clarity of information given. Aspects cited for improvement included providing more information for workshop preparation by attendees, and conducting additional workshops on areas deemed insufficiently covered, such as payment systems and Incoterms.

6. Training for laboratory analysts in Zambia

Following the procurement of equipment for laboratories in Zambia to be used for testing and certifying products for exports, a training program was scheduled for 20 laboratory analysts. The USAID TradeHub conducted an evaluation exercise in Q3 of FY2022, to assess the adequacy of laboratory training, the usefulness of training, adequacy of knowledge acquired, workshop delivery and logistics, as well as key learnings.

All participants found the sessions useful, and further indicated the need for adequate knowledge on ISO 17025, method validation, measurement uncertainty, risk-based sampling, and quality management systems. Over 90 percent of participants rated the course methodology, time management, and training material used favorably.

Participants indicated the need for additional training on the following: good laboratory practices, useful software, managing a laboratory as a business, how to set up a new laboratory, laboratory waste disposal, and laboratory safety.

In summary:

- The laboratory training was useful to participants, and they are confident that they will be able to apply the knowledge acquired in their workplaces.
- The two practical sessions were highly appreciated (i.e., ISO 17025 /internal auditing, and risk-based sampling methods).
- Participants believed they acquired adequate knowledge on the various topics covered, as detailed above.
- The facilitator was knowledgeable and delivered the training well.
- The training atmosphere was interactive, and participants appreciated the opportunity to connect with one another.

LOP INDICATOR TABLE: TARGETS AND PERFORMANCE

Indicators		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported
		1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance ⁶	N/A	\$466,580.90	\$15 mil	\$25,065,421.10	\$30 mil	\$52,090,721.75	\$14.8 mil	\$29,116,793.70	\$13.1 mil	\$59,813,048.80
								Region-SA: \$8.4 mil	Region-SA: \$557,688.50	Region-SA: \$6.7 mil	Region-SA: \$7,416,410.93	Region-SA: \$3.6 mil	Region-SA: \$59,959,963.30
								Region to U.S. AGOA: \$6.4 mil	Region to U.S. AGOA: \$28,559,105.20	Region to U.S. AGOA: \$6.4 mil	Region to U.S. AGOA: \$40,375,851.40	Region to U.S. AGOA: \$22.7 mil	Region to U.S. AGOA: \$35,107,466.45
								Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: \$12,020,786.47	Region to U.S. Non-AGOA: \$4.5 mil	Region to U.S. Non-AGOA: \$5,857,274.60
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]							\$3.7 mil	\$8,858,254.98	\$5.9 mil	\$69,135,676.68	\$13.7 mil	\$72,535,070.50
								Region-SA: \$2.1 mil	Region-SA: \$665,457.43	Region-SA: \$2.1 mil	Region-SA: \$17,560,537.91	Region-SA: \$2.8 mil	Region-SA: \$35,024,196.83
								Region to U.S. AGOA: \$1.6 mil	Region to U.S. AGOA: \$8,192,797.55	Region to U.S. AGOA: \$3.8 mil	Region to U.S. AGOA: \$51,345,134.73	Region to U.S. AGOA: \$10.7 mil	Region to U.S. AGOA: \$11,029,227.56

⁶ Between FY2017 until FY2019, the USAID TradeHub collected data for inter and intra-regional exports in addition to Region to U.S. In FY2020, new objectives focused on exports from the targeted Southern Africa regional countries to S.A. and the U.S.

Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported
								Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: N/A	Region to U.S. Non-AGOA: \$229,143.71	Region to U.S. Non-AGOA: \$0,16 mil	Region to U.S. Non-AGOA: \$26,481,646.11
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	N/A	N/A	5%	56%	10%	28%	25%	26%	25%	92%	25%	24%
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	85%	70%	87%	70%	89%
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	63%	70%	92%	70%	92%
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged	N/A	\$20,270,200.00	\$21 mil	\$62,803,946.95	\$24 mil	\$11,089,140.00	\$11.2 mil	\$20,000,000.00	\$6 mil	\$2,334,839.63	\$891,480.00	\$1,180,860.00

	Indicators												
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported
	by the USG to support food security and nutrition												
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	\$8,000,000.00	\$14 mil	\$22,734,760.00	\$16 mil	\$28,283,114.37	\$2.8 mil	\$4,000,000.00	\$1.5 mil	\$1,700,297.05	\$93,840.00	\$723,402.10
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	\$5mil	\$0.00	\$10 mil	\$40,000.00	\$4.8 mil	\$0.00	\$14 mil	\$8,766,850.00	\$16,043,198.00	\$1,992,286.00
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$1.2 mil	\$0.00	\$3.4 mil	\$17,865,000.00	\$4,943,325.00	\$2,802,500.00
10	Number of agricultural firms that have applied improved organization-level technologies or	N/A	15	41	8	51	98	61	119	80	188	100	189

	Indicators												
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported
	management practices with USG assistance [Custom]												
I1	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	27	24	35	32	48	15	28	20	236	67	190
I2	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	81	146	120	290	110	372
I3	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with	N/A	N/A	N/A	10	N/A	N/A	20	33	30	333	75	341

	Indicators												
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported
	USG assistance [Custom]												
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70	70	224	602	169	366
			N/A	N/A	N/A	N/A	N/A	N/A deals: Region – SA	55 deals: Region – SA	N/A deals: Region – SA	252 deals: Region – SA	80 deals: Region – SA	220 deals: Region – SA
			N/A	N/A	N/A	N/A	N/A	N/A deals: Region – U.S.	15 deals: Region – U.S.	N/A deals: Region – U.S.	350 deals: Region – U.S.	89 deals: Region – U.S.	146 deals: Region – U.S.
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	37	39	60	140	22	130
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	88	82	404	N/A	N/A	153	547	400	996	327	964
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	204	1296	600	1736	482	2063
18	Number of PPPs formed with hub assistance	N/A	N/A	12 PPPs	17 PPPs	12	38	12 PPPs	38 PPPs	6 PPPs	11 PPP's	0 PPPs	16 PPPs

STRATEGIC COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

By the end of the USAID TradeHub program in FY2022, the Communication and Knowledge Management portfolio was serving as a support structure for the project's knowledge management and reporting needs and supporting country teams to adhere to USAID's branding and style guidelines. This involved working across all structures of the organization to develop success stories, learning pieces, factsheets, and other marketing collateral, and disseminating and archiving these materials accordingly. In rising to the challenge of the COVID-19 pandemic, and with country teams working remotely, there was a move to more digitized communications workflows that entailed planning or executing online or hybrid events, increased digital marketing and communication collateral production, as well as the production of profile videos to depict project successes and lessons across digital platforms. In terms of reporting, the Communications team has been central in the project's reporting activities, such as the development of weekly highlights reports, annual, and quarterly reports (country and program-level), providing technical and editorial support since FY2017. The project activities and developments that took place from FY2017 to FY2022, required growth in the department's use of digital platforms as knowledge tools, thereby increasing content on the website and knowledge management portal, and ensuring this information was disseminated to partners, regional firms, and country teams. In FY2021, a structured media monitoring process was incorporated into the project's strategic communications workflow to effectively track and report on the project's media footprint. As the project drew to a close in FY2022, all these processes were ramped up, to significant results.

CONTENT DEVELOPMENT

From FY2017, the USAID TradeHub team supported country teams with professional writing, editing, and design services, ensuring program deliverables, including presentations, reports, and key publications, complied to the USAID style guide and branding guidelines, and the USAID TradeHub's programmatic aims. In FY2018, a robust strategic communications and outreach program was put into place to create a platform that allowed for more engaged participation in program activities and critical initiatives. Therefore, the USAID TradeHub's communications strategy was reinvigorated with new content and communications products that were increasingly focused on business success stories, transaction cases, and videos to enhance visibility of its impact and to provide a roadmap to export firms aimed at increasing enterprise competitiveness, capability, and capacity (including technology and skills transfer), with a particular focus on exports to the South African and U.S. markets, with the latter through improved AGOA utilization. These activities and content collateral offered clear opportunities to highlight the role of USAID through the USAID TradeHub in private sector focused, enterprise-led development.

One of the key contractual deliverables in the reporting and content development component is the weekly highlights reports that have been developed since FY2017, which involved collaboration between multiple teams, reporting on technical activities in the eight USAID TradeHub countries, with the later inclusion of Angola in FY2021. The weekly highlights originate from the country teams, are verified by the MEL team, copyedited by the Communications team, and finalized by the office of the COP for submission to USAID. The approach taken by the Communications team since FY2021 was to create a virtual discussion platform (weekly meeting) where authors of weekly highlights could pitch and discuss planned weekly reports with all those in the review chain, in advance through a weekly feedback and filter session. This was to ensure that a clear rationale of reporting and standard of writing is established as well as the inclusion of elements such as sustainability and impact of activities in the ecosystem are part of reporting, toward the end of the project. This worked well as it allowed for the submission of more impactful highlights and saved the Communications team

time in the editing process. Between FY2017 and FY2022, the Communications team submitted approximately 1,200 weekly highlights reports to USAID.

From early FY2021, the weekly highlights were supplemented with weekly media monitor reports, which is a compilation of current news reports on or related to USAID TradeHub supported activities in the nine focus countries. Reports were extracted from country digital, print newspapers and social media pages such as Twitter and Facebook using keywords and hashtags related to AGOA, USAID TradeHub, USAID and country-specific activities during the reporting period. A total of 101 media clips were submitted to USAID from FY2021 to FY2022.

From the start of the project, in FY2017, knowledge products were created and published on the USAID TradeHub Knowledge Management Portal (Intranet site) and website. These covered stories such as newly closed deals from the region with South African firms, the impact of Zambia Trade Information Portal (ZTIP) in FY2019, and more recently in FY2022 guidelines on how to design and present virtual events, and case studies such as the digital impact study which were regularly shared with trade promotion partners in the region. In terms of sustainability, these will serve as information that informs future programming by regional partners, and the shared lessons learned will enable them to continue their work with a rich resource base that is founded on sound research and practical examples. These knowledge products have been archived on the DAI SharePoint and will be stored there after the knowledge management portal and website are no longer active at the end of the USAID TradeHub project.

In FY2021 and FY2022, the Communications team produced six comprehensive videos. These were the USAID TradeHub profile video, a video each highlighting work on exports to the South Africa and U.S. markets videos, a two-part video series on USAID TradeHub experiences and overview of the project in the past six years, and a video of the AGOA Regional Peer Learning event that took place in March 2022. Within this period, over 20 specialized videos were commissioned to showcase export firms in the running for the various national exporter of the year awards, product send offs, and Namibian charcoal exports. These videos remain valuable knowledge tools that document the role of the USAID TradeHub in achieving all three of its objectives in the region and are available on YouTube.

DIGITAL PLATFORMS

The USAID TradeHub website was redesigned and reorganized in FY2018. This entailed the inclusion of content such as country profiles of the eight USAID TradeHub countries (at that time), sector profiles on trade facilitation, business enabling environment and export competitiveness, finance and investment, as well as the Zambia Buy-in program information. Other information resources such as the USAID TradeHub factsheet, success stories and learning pieces were developed and updated annually. Website management was outsourced since FY2017, using the services of a web manager who also manages the Knowledge Management Portal (Intranet), a password protected Intranet site hosted on the Squarespace platform. Content on both website and Intranet are similar, however the Intranet hosts internal documents such as country annual work plans, annual reports and Human Resource documents available to USAID TradeHub staff only. Other resources intended for public consumption, such as the AGOA country utilization strategies, press releases, webinar recordings and the Regional Cross-Border Trade Toolkit, were published on the USAID TradeHub website.

In FY2021, the content on the website was expanded to include an image and video gallery showcasing events across the various program countries, as well as the educational videos created to digitally showcase the content in the Regional Cross-border Trade Toolkit and the AGOA Export Manual. These videos are hosted on YouTube and can be viewed and downloaded by external audiences, technical teams, and stakeholders across the nine focus countries. The USAID TradeHub's digital platforms and the information resources on them will however not be sustained

beyond the life of the project, therefore vigorous sharing of these content at events and engagement opportunities has been done between June and September 2022. This ensures that all stakeholders have the necessary resources they need to continue with their programmatic work and can sustain the knowledge and best practices that have been shared with them over the years.

EVENTS

From FY2017 to FY2022, the USAID TradeHub technical work included various public-facing technical events such as tradeshows and buyer missions, exporter awards, product send-offs, and handover of equipment and facilities. Successful execution of these involves branding and marketing support to ensure that the standard of such USAID TradeHub public-facing events represent the USAID brand in a positive light. Prior to FY2020, USAID TradeHub events were fully in-person, with the on-set of the COVID-19 pandemic in early 2020 necessitating that these events became fully virtual or hybrid. Over that period up until the end of the project in FY2022 (between May 2020 to July 2022) more than 151 webinars and virtual and hybrid events were held. These webinars and events focused on various trade-enhancing services such as the Regional Cross-border Trade Toolkit Training of Trainers, AGOA subcommittee meetings, information on buyer requirements and preferences as well as training on various certifications required to export to the U.S. and South Africa markets, among others.

Various thematic events were successfully rolled-out in all nine USAID TradeHub countries by FY2022 such as the national and regional Exporter Awards which were rolled-out in partnership with local TPSPs. The annual highlights were the Southern Africa Regional Exporter awards in FY2021 and FY2022, held in collaboration with the Eastern Cape Development Corporation (ECDC), which involved the participation of high-level USG, South African, and other regional government representation. Starting in FY2021, virtual presentation of buyer missions and tradeshows also began to take place, to include the Summer and Winter Fancy Food Shows 2021 and 2022, as well as virtual buyer missions with U.S. partners such as Bhavana World Project and regional partners such as SWIFT (rebranded as Fair & Square). Some of the recordings and photos of these events were uploaded on the website and intranet as knowledge tools.

The key impact of hosting virtual events has been the creation of a more inclusive learning platform, as webinars became accessible to a broader audience in all nine countries, not limited to a particular country for example. The inclusion of Angola as a USAID TradeHub focus country, accelerated the use of simultaneous translation into Portuguese during webinars, increasing the audience reach furthermore. Virtual presentation of events meant that expert and specialist speakers from the U.S. and the Southern Africa region could participate more easily at little to no cost, with the utmost advantage to regional firms and TPSPs, who benefited from these webinars and events by gaining knowledge and technical expertise on trade-enhancing services, AGOA, cross-border trade policies in the various countries, allowing them to be able to effectively grow their businesses beyond the life of the USAID TradeHub project. This was principally attributed to the growth in the use of digital platforms such as Zoom, HopIn, YouTube and Microsoft Teams to livestream events to regional and international audiences and share this knowledge with technical teams and external service providers across the region and in the United States. Many of these virtual events and buyer missions resulted in market linkages between regional firms, assisted firms to create their own networks, both with U.S. specialist speakers and make contacts intra-regionally, to further their projects and programs.

From FY2020, the USAID TradeHub produced special publications and side activities to support tradeshows such as the Summer and Winter Fancy Food Shows, one of the biggest tradeshows in North America growing from the initial 12 firms until its peak of over 40 Southern African firms who have exhibited at each event under the USAID TradeHub sponsored Africa Fine Foods pavilion, and one for the SADC marketplace webinar (held in September 2021). The SADC marketplace was an information-sharing webinar, to promote exports from the region to the U.S., in the agricultural and agro-processing sectors. This was attended by more than 150 people including High Commissioners

and Ambassadors of SADC in the United States. The event featured panel discussions between buyers and exporters, and fast tracking of business leads that could come through the various SADC consulates and embassies in the United States. The publications, principally product brochures, served to create brand awareness of the various firms and to enable creation of market linkages between U.S. buyers and regional firms.

SUCCESS STORY AND LEARNING PIECES INVENTORY

In FY2018, the USAID TradeHub developed short success stories and/or lengthier learning pieces, producing two per quarter on average. A total of 31 success stories and learning pieces were subsequently produced as stand-alone articles between FY2020 and FY2022, showcasing stories from the various USAID TradeHub countries on achievements such as U.S. Food and Drug Administration (FDA) labelling reviews for South African and Zambian firms, cashew nut exports to South Africa from Mozambique, food safety certification to export Namibian biltong, Namibian charcoal exports to the United States, Exporter Awards, the success of regional women owned firms that are exporting to the U.S. and the support for Malawian small holder farmers, among others. The approach taken to generate success stories was through research, as well as collaboration with technical teams and relevant stakeholders. This partnered method of planning and executing success stories has made for impactful narratives that represent the actors accurately and highlights the impact of the USAID TradeHub’s assistance. The success stories were disseminated through publishing on the USAID TradeHub website, and shared directly with partner firms directly or with stakeholders during relevant in-person and hybrid events that took place in FY2022, in the various countries.

Inventory of Success Stories and Learning Pieces

Article	Country	Category
260 Brands brings healthy Zambian snacks to U.S. consumers	Zambia	Success story
Namibian cosmetics manufacturer breaks into South African market with USAID support	Namibia	Success story
Mozambique cashew nuts find success in the South Africa market	Mozambique	Success story
Blazing trails and American barbecues: Namibia exports the world’s “greenest charcoal”	Namibia	Success story
Southern African handcrafted accessories making it big on the U.S. market	South Africa	Success story
Southern Africa Regional Exporter Awards, celebrating export achievements in a challenging year	Regional	Success story

Article	Country	Category
FDA Labelling Review gives COTi Chocolates access to U.S. market	South Africa	Learning piece
FDA Labeling Review gives 260 Brands access to U.S. market	Zambia	Learning piece
Food Safety Certification the key to Closwa Biltong export growth	Namibia	Learning piece
With USAID Support, One Malawian Grain Trader Is Giving Back to Smallholder Farmers in His Country	Malawi	Success story
With USAID Support, Zambia Brings Trade-Related Information Online	Zambia	Success story
A 'win-win-win' for food security	Malawi	Success story
Warehouses to increase food security	Malawi	Success story
Exporters find the taste of success at Summer Fancy Food Show	Not specified	Success story
More business is MAGIC for apparel companies	Not specified	Success story
Launch of the Botswana AGOA National Response Strategy	Botswana	Success story

Article	Country	Category
Bringing major funds to Southern Africa builds potential for significant impacts	Not specified	Success story
Bringing major funds to Southern Africa builds potential for significant impacts	Not specified	Success story
The sweet taste of success is Zambian honey – brought to you by AGOA	Zambia	Success story
Kibo Capital Announces Hub- Sponsored Acquisition of Tropigalia, S.A.	Mozambique	Success story
Strengthening associations helps ensure women entrepreneurs’ success	Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland and Zambia	Success story
Almost US\$100 million in “commitments” to promote food security for millions	Zambia	Success story
Molasses proverbially slow moving - but no longer at Botswana-Zambia border	Botswana, Zambia	Success story
Southern African Countries Shine	Botswana, Mozambique, Namibia, South Africa, Zambia	Success story
AGOA: sustaining dazzling prospects in Zambia	Zambia	Success story
Women Exporters from Southern Africa Make Gains at Major International Tradeshow	All USAID TradeHub-target countries	Success stories
USAID TradeHub Support to the Zambian Government and Private Sector Strengthens Sanitary and Phytosanitary Standards, reducing Trade Barriers and Boosting Export Potential	Zambia	Learning Piece
Lessons Learned in Planning and Executing Webinars that Provide Valuable Trade-related Information to Market Actors	Not specified	Learning piece

Article	Country	Category
Learning Piece on Facilitation of Access to Finance based on Trade activities of the USAID TradeHub	Not specified	Learning Piece
Trends analysis: The digitalization of trade in the agriculture sector in Southern Africa	Not specified	Learning piece
Lifecycle of an export deal	Not specified	Learning piece

OPERATIONS

The Operations department, as of the end of the USAID TradeHub project in September 2022, included the subdivisions of Human Resources (HR) and Administration, Procurement (including Subcontracts), and Finance. This final report sub-section therefore offers an overview of the program's recruitment, procurement, and finance activities during the life of the project. During the six years of the project, the Operations team worked with the USAID TradeHub Technical, MEL, and Communications departments to implement the procurement requirements as well as initiate steps toward successful project close out. In the final year – FY2022 – the Operations department worked closely with the DAI Closedown Manager to develop the close-out plan to ensure that the project inventory disposition, contractual obligations, IT systems, office space and all project procurements were closed successfully.

The Operations department played a key role in assisting the USAID TradeHub to maintain the momentum of the project technical activities as outlined in the project approved Annual Work Plans. Since FY2017, the Operations department has undertaken a variety of in-depth training sessions on various project procurement systems, the Technical and Administrative Management Information System (TAMIS) and the DAI Field Operations Manual (FOM) to ensure project staff understand and comply with DAI policies and procedures.

HUMAN RESOURCES AND ADMINISTRATION

As at the start of project implementation in FY2017, the USAID TradeHub maintained operations through offices in Gaborone, Botswana, and Pretoria, South Africa and a satellite presence in Lusaka, Zambia and Lilongwe, Malawi. Human resources comprised of a mix of short-term technical assistance (STTA), and long-term technical assistance (LTTA), to fulfill the operational and technical requirements of the project. For example, in FY2018, the team successfully recruited and fielded a Country Director and SPS Specialist in Zambia to support implementation of the Zambia TFA Program, funded through a project buy-in from USAID Zambia.

In FY2018, as part of the USAID TradeHub refocusing efforts, the project closed its Gaborone, Botswana office in September 2018. Multiple Botswana-based team members departed the project, including the Trade Facilitation Specialist, Monitoring and Evaluation Specialist, and Project Administrator. Uncertainty regarding the USAID TradeHub's funding stream required several adjustments to the project's scope of work (SOW), activity prioritization, and monthly burn rate. As a result, several staff members and some key personnel were retrenched over the year. Further streamlining and cost cutting measures included the decision not to replace the then Deputy Chief of Party (DCOP).

Changes in the technical requirements of the project led to operational level realignment accordingly. For example, an increase in emphasis on transaction activities, a downgraded priority on trade facilitation, and certain program elements that did not deliver the expected results (e.g., agricultural exports) led DAI to embark on a significant program realignment and reorganization. This included a revised and upgraded approach to monitoring and evaluation, a more focused and tactical transaction-oriented development strategy, increased emphasis on capturing and collating transaction data, information, and research for dissemination to the public, and a "One Hub" model where the team was fully integrated, functioning as a whole rather than by deal, component or geographic focus.

Also, in FY2018, there was an increased emphasis on donor compliance. Working with the Contracting Officer's Representative (COR) ensured across the board compliance with the protocol requirements introduced in FY2018 to ensure bilateral USAID Missions and other USG agencies were appropriately informed of and engaged in regional travel and activities in their respective countries.

In FY2020 for example, in parallel with a major recruitment drive (including seven Country Representative and Country Program Assistant positions with full time staff, and hiring an Operations Specialist, and a Communications Associate), the USAID TradeHub efficiently reorganized its organizational structure and strengthened the team by identifying skills possessed by staff and developed in-house professional staff development sessions as part of imparting knowledge and transferring skills among project staff. Following the performance review cycle for 2019-2020, the Operations team extracted the following indications from staff members on key areas in which staff wish to receive training or require capacity building: 1) adaptive management, 2) SOW preparation, 3) report writing, 4) time management, 5) data analysis, 6) USAID rules and regulations, 7) effective communication, 8) market systems development, 9) procurement, and 10) personnel record management. Four sessions out of the ten above were conducted in Q4, FY2020. The remaining sessions were undertaken in FY2021.

This period also marked a major shift in the project's operation, with the onset of the COVID-19 pandemic. The global pandemic affected the traditional working method of the USAID TradeHub. Teleworking commenced and was maintained throughout the year due to rising numbers of new COVID-19 cases. The Operations team continued to support the teleworking model and strengthened connectivity by providing data support to staff. To manage and minimize stress caused by COVID-19 as well as teleworking, the Operations team continued to roll out the staff wellness plan, which offered services like mental health, nutrition, legal, fitness, and counselling services, and financial management. This staff support yielded positive results as staff morale increased, resulting in the growth of productivity and improved quality of deliverables. The Operations team continued to organize workshops for staff on mental wellness, including a social hour, which became a fixed feature in the USAID TradeHub every Friday. During this hour, the team played virtual games and quizzes, among other activities, as part of team building, which kept staff socially connected under teleworking arrangements.

In mid FY2022, the USAID TradeHub navigated a return to work to counter the disruptions caused by the COVID-19 pandemic's surges. The implementation of the USAID TradeHub's Risk Assessment Tool (RAT) and the staggered return to office modalities continued through the final quarter of project implementation with employees returning to office at least twice a week. Additionally, the department continued to monitor developments and ensured consistency to the laid-out guidelines for safe conduct by staff members as they return to office. Following the directive to repeal the necessity to wear masks with immediate effect from June 22, operations within the country significantly improved during the reporting period and continued yielding positive results in the improvement of movement of people, goods, and services throughout the region. Remote hybrid work policy and guidelines still enabled most USAID TradeHub program activities to continue in Q4 of FY2022, with consistent delivery.

Also, during this period (Q4 of FY2022), the Operations team worked with the USAID TradeHub Technical, MEL, and Communications teams to initiate steps toward project closure. During Q3 and Q4, the Operations department worked closely with the Closedown Manager throughout the various phases, ensuring that all close-out requests were addressed, and project records were properly filed in TAMIS and SharePoint.

As at the time of closure, the USAID TradeHub project had 33 LTTAs and 13 STTAs.

Long-Term Technical Assistance

The HR department ensured adequate staffing, including an increased staff complement since the first year of the project. As the project drew to a close, some staff resigned from the project. The remaining team contracts all ended in either August or September.

STTA

During the life of the project, the HR team was active in the recruitment of personnel to fill short-term positions. STTAs were recruited annually as reported in the table below. The HR team was responsible for recruiting STTAs based on the experience and expertise these short-term hires bring to fields related to the USAID TradeHub’s program objectives. The STTAs worked on specific areas, with specific scopes of work, and specific timelines. For the USAID TradeHub, this approach was an effective way to manage deliverables. STTAs use their knowledge and skills to move projects along more swiftly, reducing bottlenecks and minimizing delays. Their employment offered technical support to meet project objectives and plug any talent gaps in the USAID TradeHub structure. The STTAs also contributed to the program’s overall knowledge by transferring skills to staff members. The table below summarizes the number of STTA recruited annually during the life of the project.

Summary of USAID TradeHub STTAs and LTTAs during the life of the project.

Year	Detail	Resigned/Terminated	New Hire	Carryovers	Total
2017	STTA	0	9	0	9
	LTTA	2	27	0	25
Total Annual Staff Complement					34
2018	STTA	0	2	9	11
	LTTA	7	6	25	24
Total Annual Staff Complement					35
2019	STTA	1	9	9	17
	LTTA	4	10	24	30
Total Annual Staff Complement					47
2020	STTA	0	22	14	36
	LTTA	3	23	30	50
Total Annual Staff Complement					86
2021	STTA	0	10	13	23
	LTTA	9	5	50	46
Total Annual Staff Complement					69
2022	STTA	0	3	16	19
	LTTA	4	2	46	44
Total Annual Staff Complement					63

Challenges

The project experienced some key staff transition during the life of the period which impacted the timeous delivery of some program activities while the vacant positions were being filled. The Botswana office when closed, left the Logistics/Program Manager to support the USAID TradeHub remotely, and singlehandedly; and some structural management positions changed such as the replacement of the COP and the non-replacement of a DCOP temporarily during FY2018. FY2020 experienced the rise of the COVID-19 pandemic which led to a disruption in business as usual, and

the USAID TradeHub had to adjust to adhere to the strict regulations and started working remotely.

Lessons learned

Hiring of STTAs to increase capacity and harnessing the local skills bases in various fields has been a key success factor in achieving the technical program performance targets. Due to increasing digitalization globally, the USAID TradeHub also needed to adapt and even enhance its delivery mechanisms, which have proven successful. Despite some staff members departing before the completion of the project, the Operations team leveraged various divisions within the departments to successfully deliver on the project objectives. The positive impact of the internal capacity building led to a commendable growth in knowledge and skill transfer without incurring additional costs. Additionally, the recruitment of Country Representatives and Country Program Assistants across the program countries proved really useful, as it would have been very difficult to navigate COVID-19 without people on the ground, and also made the project more effective in terms of managing relationships with export firms, TPSPs and USAID country missions.

PROCUREMENT

During the life of the project, the USAID TradeHub Procurement team supported the technical department in meeting the procurement targets as per the approved annual work plans. The procurement team made significant progress in reducing order cycles and strengthening the procurement systems to ensure timely delivery of good and services. Speedy resolution of complex procurement procedures has been achieved through collaboration with the technical department and the Home Office. At the same time, the Procurement team continued to focus on maintaining full compliance with DAI Field Operation Manual guidelines and USAID procurement regulations.

Over the six years of the project, the procurement team has worked with several partners, subcontractors and grantees across the nine USAID TradeHub focus countries to advance the project key objectives. The following table lists a summary of the USAID TradeHub key implementing partners and the value of the awards during the life of the project.

Partner firms	Description of service rendered	Total Award Budget
5Minutes2Town	South Africa market-entry support: Informal trade and spaza shop distribution channel	\$5,272
African Motion Picture Company	Two thematic video series on experiences, and trends observed from staff, TIPAs, BMOs, TPSPs, firms, and government partner agencies on working on/with the USAID TradeHub project.	\$26,064
Albert Scott LLC	Albert Scott – E-Commerce-Exporting to the U.S. via Amazon	\$234,875
Alder Technik (PTY) Ltd	Second wave – Product Testing and Registration for South Africa Adler Technik (Pty) Ltd	\$14,079
Alex Displays	Appointing a U.S. Contractor to Build the Africa Fine Foods Pavilion at the Fancy Food Shows	\$364,037
American Apparel and Footwear Association	Collaboration with American Apparel and Footwear Association to Support Marketing of Southern African-Produced Personal Protective Equipment to U.S. Buyers	\$25,000

Partner firms	Description of service rendered	Total Award Budget
American Chamber of Commerce Zambia	Membership to American Chamber of Commerce Zambia	\$3,108
AWIEF	AWIEF Information Booth Space	\$4,230
Bhavana World Project Inc	Facilitate buyer/seller linkages with U.S. buyers in Apparel, home décor, accessories and consumables	\$135,460
BioServices	Product Testing by Bio Services	\$3,058
BSI Group South Africa (Pty) Ltd	FSSC 22000 and ISO 22000 Certification	\$22,095
Bulletproof Media Inc	Oryx Desert Salt Public Relations Campaign – Provision of technical assistance and support for the activation of targeted products in the Unites States via a public relations campaign	\$11,400
Bureau Veritas South Africa	ISO22000 Certification by Bureau Veritas	\$4,025
Cadivision (PTY) LTD t/a Catalyze	Southern Africa Development Community (SADC) Market Place Webinar taking place on September 28-29, 2021	\$238,066
Cape Aloe (Pty) Ltd	Product Testing	\$3,169
Certification Environmental Standard SA t/a CERES Cert	Organic Certification	\$5,622
Corporate Council on Africa	Sponsorship for CCA- U.S.-Africa Business Summit	\$18,000
DMG Exhibition Management Services (Pty) Ltd	Engaging trade promotion service providers to host virtual events and related services to enable export deals between South African buyers and regional exporters	\$159,829
Ecocert South Africa	Certification	\$31,384
EnterAfrica (Pty) Limited	E-Commerce Management TPSP to Support Regional Suppliers to List on South Africa E-Commerce Online Platforms	\$11,188
Eastern Cape Development Corporation	Catalyzing an industry-led Annual Awards Competition for Trade and Investment	\$67,249
Evolution Participacoes SA	Audio visual and livestreaming for Mozambique Annual Exporters Award Event	\$19,290
FFF Associates, Inc.	FFF Associates Inc Linkages and sector market requirements on food and food ingredients	\$38,900
Genesis Analytics	SATIH Baseline Study Design and Analysis	\$146,821
GlobaltrackAfrica Limited	SATIH Baseline "Time Across Corridors" Design and Analysis	\$36,839

Partner firms	Description of service rendered	Total Award Budget
IDF Capital Pty Ltd	Task Order for Capital Provider - Marketing strategy, Onboarding and Launch	\$24,918
Ikapadata (PTY)Ltd	SATIH Baseline Survey Implementation	\$143,427
iKraal Web Solutions cc	Video production – How to Trade with South Africa and the United States of America	\$102,447
International Trade Institute of Southern Africa	Procurement of International Trade Institute of Southern Africa (ITRISA) to appoint Project Administrators	\$10,205
Intertek Certification Limited	FSSC 22000 by Intertek	\$8,072
KL Analytical Services t/a Labserve	Product Testing by Labserve Analytical Services	\$3,407
Leaders in Trade Exhibitions	Source Africa Sponsorship	\$12,475
MA Solutions, Lda.	Certification Awareness – Positioning Mozambique Firms for Export Success	\$16,772
Malone Holdings, Inc DBA Spring Regulatory Sciences	Registration by Spring Regulatory Sciences	\$2,460
Microchem Laboratory Services	Product Testing	\$1,375
Namibia Chamber of Commerce and Industry	SWAITEX Partnership Sponsorship - USAID/TradeHub Business Seminar October 9-11, 2019, in Swakopmund, Namibia	\$2,331
National Association of Securities Professionals	Sponsorship of U.S Delegation attendance at the Africa Investor (Ai) CEO African Pension and Sovereign Wealth Fund Leaders' Summit, Durban, South Africa, May 2-3, 2017	\$10,000
Nations Capital Projects Pty Ltd	Transaction Advisory Services	\$452,756
Netcampus (Pty) Ltd	Development of a solution to improve access of users to websites and information of various Financial Service Providers through an interactive process and development of an electronic module of the current supplier's development guide for exports to complement the digital Financial Modules.	\$65,734
Neu Capital Africa Services (Pty) Ltd	Capital Provider – Marketing strategy, Onboarding and Launch	\$153,015
NONZêRO Africa	Marketing agency to develop marketing collateral for at least 28 regional export firms	\$413,275
NSF Africa (Pty) Ltd t/a NSF International	Food Safety and Quality Certification	\$12,167
NSF International	FSSC 22000	\$4,874

Partner firms	Description of service rendered	Total Award Budget
Ontdek CPG, Inc.	Ontdek CPG, Inc.: Export linkages and deal facilitation by listing exporters with U.S. Retailers and Distributors	\$82,847
Primority Ltd t/a Global Import Agent	U.S. FDA Product Certification and Label Reviews by Global Import Agent (U.S.)	\$16,560
Registrar Corp	Certification and Training Services – Support ZAM with a Private Sector Stakeholders Awareness Creation Sensitization/Training on U.S. Market Entry Requirements and FDA Regulations.	\$136,354
Return on Investment Media (Pty) Ltd	E-Commerce Management TPSP to Support Regional Suppliers to List on South Africa E-Commerce Online Platforms	\$26,024
Roediger Agencies	Migration Analysis Testing	\$7,124
South African Trade Promotions (Pty) Ltd	Organic and Natural Products Expo – online presence and virtual event 2020	\$8,139
Sebvest Capital Partners	Strengthening a digital trade marketplace through marketing and incentives	\$796,451
Second Edition Investments	Multimedia Production, Audio-visual services, Marketing and Media Publicity for the Regional AGOA Exporter of the year awards July 26, 2022	\$27,986
SGS Moçambique, LDA	ISO 22000 Certification by SGS Mozambique	\$6,172
SGS South Africa (Pty) Ltd	Certification	\$9,464
Sound Idea Advertising t/a Sound Idea Digital	Multimedia Production and Audio-visual services for the South African AGOA Exporter of the year awards	\$52,074
South Africa Trade Promotions	Regional Export Linkages and Deal Closure by Buyer-Facing South African trade promotion service provider	\$27,692
South African Bureau of Standards	Certification by the South African Bureau of Standards (SABS) to FSSC 22000, ISO9001, and SABS I 657	\$5,121
Specialised Exhibitions Montgomery (Pty) Ltd	Booth Space for Hostex Africa's Food, Drink & Hospitality Trade Expo 2020	\$17,978
Specialty Food Association	Sponsoring Southern African firms to exhibit at the annual Fancy Food Shows and annual membership	\$301,319
Fair & Square	Assist Southern Africa companies to meet target Handcrafts markets requirements and increase exports to South Africa and United States under AGOA	\$51,570
Synergy Tracking Solutions Limited	Technical Support Plant Quarantine and Phytosanitary Service to upgrade the Zambia PIMS	\$20,880
TekniQa Studios	Regional Cross-Border Trade Toolkit Training of Trainer Workshop	\$10,337

Partner firms	Description of service rendered	Total Award Budget
The Good Charcoal Company	Provision of technical assistance and support for the activation of targeted products in the United States	\$30,000
Tide Media Consultancy	Video Production: Analyst on trade documentation requirements when importing into, exporting out of and when transiting through Zambia	\$4,198
UBM Fashion (Advanstar Communications/Sourcing at Magic)	Magic Trade Show 2019 Exhibition Space	\$6,400
US Import Agent	Product Labeling and Review	\$9,780
VentureLift Africa	Facilitate export deals from the USAID TradeHub focus countries through the recruitment of U.S. buyers interested in products from these countries, organize buyer-seller virtual meetings and produce deals that can be closed. The engagement will increase exports to the United States under AGOA	\$60,000
Crickmay & Associates (Pty) Ltd	CPMS Systems Maintenance and Analytical Reporting	\$122,660

GRANTS

The USAID TradeHub worked with following grantees in the implementation of the Grants in the below table. These Grants are in line with the USAID New Partnerships Initiative.

Grantee	Description of service provided	Total Award Budget
Central Veterinary Research Institute (CVRI)	The USAID TradeHub supported the CVRI with the acquisition of a Triple Quadruple Mass Spectrometer to provide laboratory analysis to test and certify commodities as safe for domestic consumption and/or to meet importing country requirements under a Grant In-kind.	\$240,000
National Institute for Scientific and Industrial Research (NISIR)	In-kind Grant for acquisition of two sets of desktop computers (with monitor and printer) for coupling SpectraMax M2 Microplate Reader.	\$4,000
VetLab	In-kind Grant for acquisition of the Atomic Absorption Spectrophotometer (AA) to strengthening the technical capacity of VetLab to effectively perform sanitary and phytosanitary (SPS) testing and export certification procedures for private sector exporters.	\$51,612
Eswatini Kitchen	Fixed Amount Award to Eswatini Kitchen for FSSC 22000 certification audit through South Africa Bureau of Standards (SABS).	\$2,184
Netcampus	Provide Financial Education through Digital Platform training modules in English and Portuguese.	\$93,630
AWIEF	Enhanced Women SMEs Investment and Export Readiness through a Digital Platform.	\$135,097

Grantee	Description of service provided	Total Award Budget
Cala Capital South Africa	USAID TradeHub supported two components of this project. Cala Capital Africa under Component 1 will support Horizon Equity Partners (HEP) raise at least \$7 million for investment and governance support in the sub \$1 million investments. Under Component 2, Cala Capital Africa developed experimental capital matching rules in the Zoho customer relationship management (“CRM”) database to automatically match the capital seeker with identified partners.	\$46,400
Sebvest Capital Pty Ltd	Increase the number of SMEs trading on the ATP and attract more SMEs through the rewards program and the marketing of the ATP.	\$225,000
ZTIP	Develop a trading platform	\$34,380
AmCham	Support for the American Chamber of Commerce in South Africa (AmCham SA) to conduct a research capacity assessment to establish the research capabilities support that AmCham requires and how the USAID TradeHub can provide customized support in that regard.	\$48,300
Trade Law Centre (Tralac)	Provide support to maintain the AGOA.info website and various supporting services.	\$106,000

SUBCONTRACTS

The USAID TradeHub worked with the subcontracts as noted in the below table during the life of the project. These subcontracts are in line with the USAID New Partnerships Initiative.

Subcontractor	Period of Performance	Status
Genesis Analytics	(Original) Nov 3, 2016 – Aug 12, 2021 (Modification) November 3, 2016 – September 30, 2022	Active
Ndarama works	Mar 18, 2019 – Sept 30, 2021	Closed
Nathan Associates		Closed
Cross Boundary		Closed
Dev Results		Closed

FINANCE

The USAID TradeHub’s Finance team oversees budget development, reporting, and compliance with the program’s activity implementation. The Finance team also managed the financial reporting for the USAID TradeHub, submitting bi-monthly financial reports to the DAI Home Office for client invoices to be prepared, and to ensure the project meets its contractual reporting requirements in areas such as the VAT, income tax, and quarterly accruals.

In FY2020, the Finance team developed an Annual Work Plan Budget Monitoring Report (AWPBMR). The tool closely monitors technical implementation progress through tracking of the activity Gantt charts and the cost of implementation, giving an indicator of whether the activities have been delivered at a reasonable cost and on schedule. The tool helps the project team to make robust decisions in volatile situations through making available relevant and accurate information and for the Senior Management Team to make timely project decisions. The AWPBMR was rolled out in FY2021.

During the life of the project, the Finance department played a critical role in supporting technical project implantation, through prudent cash-flow management and timely processing of payments to

vendors, grantees, and subcontractors. In FY2022, the team worked tirelessly maintaining proper records for the past six years to ensure the project closedown process would run smoothly. This approach enabled the team to identify gaps and ensure these are filled and confirmed completeness of voucher sequencing. Although the last two quarters of FY2022 focused greatly on winding down activities and closing out the project, the finance team focused their energy on ensuring payments and reimbursements for activities implemented were executed in a timely manner to ensure efficient attainment of set results by the USAID TradeHub team. Finance continued engagement with the South African Revenue Service (SARS) through the company secretaries to secure reimbursement of Input Tax that has been outstanding for the past year. Efforts are ongoing to recover the outstanding reimbursement before the end of September 2022.

ANNEX I: ANGOLA COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation, in particular the two implementation years during which the project was operational in Angola. As such, it also provides an in-depth summary of achievements in these two years (FY2021 and FY2022), under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

Angola was brought into the USAID TradeHub project in 2021, toward the end of the program. Being a new target country meant that participants required education on the project's purpose and methods. Language barriers presented challenges in this regard from the onset, since much of the program was delivered in English. Portuguese is the country's official language, but 46 other languages are also spoken. To overcome language difficulties, close collaboration has been required with local officials, trade promotion service providers (TPSPs), business membership organizations (BMOs), and trade and investment promotion associations (TIPAs).

Most online platforms promoted by the USAID TradeHub are in English, including the African Trade Platform (ATP) and the Netcampus financial learning portal. Support from the USAID TradeHub has therefore been crucial to overcome hesitancy about joining these platforms, and to encourage their use prior to the translation of the Netcampus content into Portuguese in the final year of the project.

Broadening out communication to include more business associations and private initiatives has resulted in more effective advancement of the program. Some initial difficulties encountered in consolidating relations with TPSPs were resolved by improving the clarity of messaging, which has led to quicker results.

After the relaxation of COVID-19 restrictions, more in-person engagements could take place. This added a welcome element of warmth to many events. But hybrid events, such as the webinars on the Regional Cross-Border Trade Toolkit, have also been successful, enabling communication across distances, saving time and money. The lesson learned is that both approaches, astutely utilized, can be useful to achieve effective results.

While we did not see any trade or investment deals come to fruition over the life of the project, USAID TradeHub has developed a pipeline valued at \$1 million for 10 AGOA trade deals. As Angola had less than two years to implement the project, deals were not yet closed, however, progress was made including through creating market linkages and supporting firms to access trade enhancing services through Angola TPSPs. Foodcare and Nutriboty both obtained FDA listing to enable them to access the U.S. markets for food ingredients and organic cosmetics respectively. Following the SFF participation, Foodcare is in discussion with U.S. clients for commodities such as cassava starch exports. Exporters are also in discussion with buyers in South Africa, with some at sample review stage for commodities that include cassava flour, baobab powder, honey and other processed foods. Agricultural production and postharvest processing of agricultural products aligned to import substitution are the most attractive investment opportunities. Similarly for investment and finance, there is a pipeline of \$45.8 million in eight term sheet offers (varying between \$1 and \$15.5 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$6.9 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

PREPARATORY WORK IN FY2020

During FY2020, the USAID TradeHub began working on an Angola implementation plan, at the request of USAID, with a view to beginning project activities in FY2021. On November 18, 2020, the USAID TradeHub kicked off a series of meetings with South African food manufacturers to better understand their requirements for raw material and to bolster the role of the USAID TradeHub in facilitating linkages between regional suppliers and South African buyers. The South African companies identified 24 raw inputs that could potentially be procured from regional countries. Building off this effort, the USAID TradeHub began developing a pipeline tracker to pair Angola exporters with South African buyers in FY2021. Toward this end, the USAID TradeHub initiated engagements with Angolan TPSPs, the Chamber of Commerce of Angola (CCIA), and the National Institute of Support for Micro, Small, and Medium Enterprises (INAPEM).

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

The USAID TradeHub officially began its activities in Angola in FY2021. On July 7, 2021, the USAID TradeHub made its first presentation to representatives of the USAID Mission in Angola, where the USAID TradeHub laid out its objectives and implementation mechanisms. Activities highlighted during the presentation included the rollout in July 2021 of the Digital Financial Learning Solution and the African Trade Platform (ATP), in collaboration with the Netcampus and Foxfin (formerly Sebvest Capital Partners), respectively. A roadmap was put in place to formally launch USAID TradeHub activities in collaboration with USAID Angola later in the year.

The USAID TradeHub also engaged with 12 Angolan firms to understand their export readiness through administering the Enterprise Information Tool (EIT), to ready them for linkages with South African buyers. The firms engaged were: Foodcare, Ioka Tapioca Prestação de Serviços, Sicopal, Hectarea Uno, Angocaju, Nutriboty, Baobab Angola, Ima-Artesã, Couro Artes e Sapataria-O.K.B., Nampak, Galinha do Kikolo, and Black Star. The key gaps identified were lack of certification, improper labeling, and limited knowledge of the South African market.

A regional trade-promotion stakeholder group, the Southern Africa Trade and Investment Promotion (TIP) Forum, was launched on March 26, 2021, and began planning a peer-learning event with support from the USAID TradeHub. In Q3, the group developed terms of reference to define its structure and purpose, consulting with regional TPSPs to gain consensus. The secretariat of the group, the Eastern Cape Development Corporation (ECDC), and Botswana Exporters and Manufacturers Association (BEMA) met on September 23, 2021, and agreed to host the regional event for the Forum in 2022, with the involvement of the relevant TPSPs across the region, and with the support of the USAID TradeHub. This group was later renamed Southern Africa Trade and Investment Service Providers (TISP) Forum.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos included: information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. This video series was finalized and disseminated in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In Q4, the USAID TradeHub continued to work with Foxfin, which was brought on as a financial service provider (FSP) partner in Q3, to ensure the advancement of the ATP so that it reaches sufficient maturity to safeguard sustainability. The ATP is a virtual marketplace that brings together suppliers, buyers, trade finance providers, logistics companies, and other market actors in a safe operating environment. Registered users are able to browse the site but can only trade once their supporting documentation is verified by Foxfin.

One highlight of activities undertaken in Q4 is the presentation of the ATP and Netcampus Digital Financial Learning Solution to Angolan stakeholders on August 12, for which Julie Nenon, the USAID Country Representative for Angola, was in attendance. The webinar, presented in English with simultaneous translation in Portuguese, was attended by seven Angolan firms along with firms from other countries. The webinar presented the Netcampus material aimed at helping small and medium enterprises (SMEs) improve their business acumen. The presentation on the ATP provided participants with information on how the platform connects potential traders with each other and with support services, such as finance and logistics providers. Following the webinar, the USAID TradeHub scheduled meetings to provide firms with more information to recruit them to both platforms. Subsequently, one firm, SPPFA Kapata, was registered on both the Netcampus platform and the ATP.

On September 8, 2021, the USAID TradeHub held its first meeting with the Chamber of Commerce and Industry (CCIA), as part of the program's kick-off activities in Angola. The aim of the meeting was to establish a partnership with CCIA and to present information about the two online resources, ATP and Netcampus. CCIA had 828 members at that time and could therefore share information about these resources widely.

Also in Q4, the USAID TradeHub held meetings with two Angolan firms, Foodcare and Ioka Tapioca Prestação de Serviços, where a need was identified for assistance with post-harvest storage and logistics.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2021, the USAID TradeHub assisted the Angolan Government with preparations to develop the country's AGOA Utilization Strategy, with planned follow-on training to be delivered in FY2022 for the planned AGOA Steering Committee. However, this did not materialize, and by the end of the project, Angola did not have an AGOA Utilization Strategy.

In Q4, the USAID TradeHub introduced Angola firms to Fair & Square, a TPSP tasked with establishing linkages with U.S. buyers. As a result, a Fair & Square-facilitated buyer mission for handicrafts and accessories took place on September 20. Two Angola firms attended this buyer mission, Baobab Angola and Ima Artesã, and presented their products to five buyers from the United States. The five U.S. buyers (AOW Handmade, Jsbri Trading, Bridge for Africa, Global Girlfriend, and Mimi Robinson Design) collectively have access to approximately 2,000 retail outlets in the United States.

In July 2021, the USAID TradeHub contracted Fair & Square to build the capacity of 33 Southern African suppliers in the handicraft sectors to improve their marketing materials, organizational capacity, and sales. Fair & Square analyzed the export readiness of the firms involved in home decor, leather goods, fashion, and natural skincare from across the region. This analysis culminated in including the suppliers, such as Baobab Angola, in the Southern Africa Handmade LookBook

produced by Fair & Square, which was shared with buyers in the United States and South Africa. The USAID TradeHub and Fair & Square then supported the export firms with price negotiations and navigating logistical arrangements as they advanced discussions with the firms from the buyer mission.

The first-ever virtual Southern Africa Development Community (SADC) Market Place was held on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States. The two-day affair featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business (B2B) event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration, the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors had the opportunity to connect and engage with U.S. buyers, importers, and distributors and showcase their products in virtual showrooms. Eight firms from Angola participated, namely Girassol, Sicopal, Angonabeiro, Zeepack, Grupolider, Angocaju, Vimel, and Nampak.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At end of Q4, drafts of the AGOA video series were under review. The videos were finalized and launched in Q1 of FY2022.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

FY2022 began with the reappointments of Fair & Square, Catalyze, and South African Trade Promotions, as buyer-focused TPSPs tasked by the USAID TradeHub with supporting suppliers from the region to export to buyers in South Africa.

On March 31, in line with the USAID TradeHub sustainability push to transfer knowledge and tools to trade ecosystem actors, a TPSP engagement session was held with Fair & Square and local TPSPs. The session enabled Fair & Square to share their approach to capacity-building and market development with TPSPs from across the region and to forge connections between market actors. This transfer of knowledge and tools to regional TPSPs is in line with the USAID TradeHub's sustainability focus in its final implementation year. From Angola, CCIA participated in the session. Baobab Angola and Nutriboty also participated in an ISO 9001 quality-management training offered by Fair & Square, which took place virtually over four months, from February 8 to June 6.

Fair & Square also held three educational webinars for exporters from the region, which were conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. From Angola, Baobab Angola and Nutriboty attended both sessions.

In Q3, Fair & Square finalized the creation of two new LookBooks for natural cosmetics and food, and updated its LookBook for handcrafted products. The three LookBooks feature 81 firms from across Southern Africa. These LookBooks are instrumental in the linkage process as they are used to establish rapport with buyers and to gauge interest in products and firms. More detailed catalogs can then be shared with selected buyers on request. Participating from Angola in the LookBooks were Baobab Angola and Ima-Artesã. In addition, Fair & Square helped Nutriboty to create a product catalog, further increasing the marketing collateral for the exporter.

In Q2 and Q3, Fair & Square facilitated a virtual buyer mission for handicraft firms. The buyer mission, hosted in partnership with the USAID TradeHub, enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. Suppliers from Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, and South Africa presented their product offerings to five independent retailers with significant access to the South African and U.S. markets. Participating from Angola was Ima-Artesã.

The virtual buyer missions built off digital approaches to business-to-business linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square supported the export firms with price negotiations and logistical arrangements in discussions with potential buyers from the buyer missions. For the engagements among natural cosmetics and food firms, the two LookBooks created in Q3 were shared with 12 South African buyers to match them with the regional suppliers for one-on-one meetings to discuss potential deals. From Angola, Baobab Angola, Nutriboty, and Foodcare were included in the LookBooks and introductions.

Following the reappointment of Catalyze (a South African based buyer-focused TPSP), over 100 applications were received from regional firms for support with market development in South Africa using Catalyze's B2B online platform, Engage Trade Africa. A selection process was carried out to identify 40 proactive firms with potential for tapping into the South African market based on their competitiveness and the demand in South Africa. The selection included a focus on fast-moving consumer goods, including food and cosmetic products. Catalyze used the platform to present suppliers to buyers and to stimulate interest in further deal-making. From Angola, Foodcare was chosen to benefit from the Engage Trade Africa support offered by Catalyze and as a result, introductions between Foodcare and South African buyers were concluded in Q3. Foodcare met with Rush Nutrition and Soaring Free Superfoods, and the company was requested to share samples with both. Deal negotiations are still in progress as the supplier tries to find a pricing solution that meets the requirements of the buyers.

In Q2, South African Trade Promotions, a TPSP, hosted a virtual conference and business-to-business (B2B) networking event, on March 29. The event, titled "Getting Deals Done," was attended by about 50 participants from USAID TradeHub-project countries. As part of the event, the South African Organic Sector Organisation introduced participants to the broader landscape of the organic and natural products sector within the Southern African Development Community, and requirements for export. Additionally, 13 firms from seven USAID TradeHub-target countries introduced themselves and showcased their products on the webinar's B2B platform. This was followed by linkage sessions that enabled one-on-one meetings between firms. From Angola, Foodcare and Nutriboty were part of these sessions and met with buyers.

In Q2, the USAID TradeHub, in partnership with CCIA, held a training-of-trainers (ToT) session on the Regional Cross-Border Trade Toolkit. The USAID TradeHub had developed the toolkit in FY2021 as a comprehensive resource providing information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. The toolkit was launched in March 2021, and on March 4, 2022, the ToT workshop was held in Angola as part of the USAID TradeHub's sustainability plan to transfer skills and tools to TPSPs. The training session, conducted in hybrid format, was attended by 10 participants physically in Luanda, Angola, including representatives of CCIA, AIPEX, and the private sector, with individuals from other countries attending virtually.

In Q2, in the USAID TradeHub co-hosted a webinar on organic certification, along with its partners, the Namibia Network of the Cosmetics Industry (NANCI), and Natural Products Association of Botswana (NPAB). The webinar, which drew 27 participants (firms and TPSPs) from across the region, explored how firms in the natural-products sector can obtain organic certification. The webinar's main presentation was delivered by Ecocert, a certification body with global accreditation in organic certification headquartered in Europe that conducts inspections in over 80 countries. Ecocert focused on the opportunities and challenges for regional firms in obtaining organic certification. One firm from Angola, Baobab Angola, participated in the webinar.

The USAID TradeHub also partnered with the ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called the Trade and Investment Promotion forum. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. The USAID TradeHub, ECDC, ZAM, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors. Participating in the webinar from Angola were Foodcare and the Angola Private Investment and Export Promotion Agency.

Again in Q3 of FY2022, the USAID TradeHub, in collaboration with NONZēRO Africa, hosted a webinar on June 21, 2022, on advanced search-engine optimization, lead-generation tactics, social media marketing using LinkedIn and other business-to-business digital platforms. The webinar was attended by 123 participants from the region and six firms from Angola participated.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Angola in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held on March 4, 2022. The videos, with Portuguese subtitles, summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized four success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Angolan firms.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies

adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Angola, Foodcare, Galinha do Kikolo, and Ima-Artesã were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Angola trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

During FY2022, Foxfin, a USAID TradeHub-contracted transaction advisor, continued its engagement with various Angola firms seeking financing and technology to expand exports to South Africa and the United States. In Q3, IMs for eight firms were completed. These firms were: Foodcare, Agricola Kwenda, Conservare A&S, Armo Mazamexi, Convio, Beverages Comercio e Indstrio, Gest Agro, and Jomdelfis Empreendimentos. These IMs were presented to five capital providers, Foxfin, Geddes Capital, Loinette Capital, Impact Tank and Grovest. Unfortunately, only Foxfin has responded favorably to all eight IMs with indicative terms sheets. The capital seekers are required to raise 15 percent as their own contribution to debt sought, and currently all eight capital seekers are in the process of raising this money.

In FY2022, in Q2, the USAID TradeHub awarded grants to four financial services providers. The first grant, to Cala Capital Africa (formerly Neu Capital) was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF), was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners from export firms who completed five masterclass training sessions. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters Noluvo Nela and Akuzike Kafwamba from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter [REDACTED], creator of Foodpreneur; 4) Masterclass on exporting, with presenter [REDACTED], founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Angola, Foodcare participated in these masterclasses.

During FY2022, the USAID TradeHub supported the registration of 11 additional Angolan export firms on the ATP. Of these 11 registrations, 10 have been verified so the firms can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by CCIA.

The USAID TradeHub also assisted with registering 25 new learners on the Netcampus learning portal, which enables learners to improve their financial and business literacy through the study of education modules. This activity was also supported by CCIA and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case studies that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. The piece was disseminated through TPSP and FSP partners for learning in Q4.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, as well as TPSP partners such as ATP and Netcampus. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Angolan trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In January 2022, the USAID TradeHub met with the Angola Private Investment and Export Promotion Agency (AIPEX) to discuss an agreement on implementation of the AGOA Utilization Strategy. AIPEX is the Ministry of Commerce entity responsible for imports and exports, and thus a point of contact for implementation of AGOA. The agency is involved in numerous export-development activities that align with USAID TradeHub objectives. AIPEX supports companies across multiple sectors, aiding exports that include coffee, vegetables, tubers, honey, fish, fish derivatives, and iron ore. A USAID TradeHub partnership with AIPEX benefits a wide range of Angolan firms and can contribute to the sustainability of export promotion after the expiry of the USAID TradeHub project.

Two firms, Nutriboty and Foodcare, received cost-share support to undertake U.S. Food and Drug Administration (FDA) certification. The USAID TradeHub supported the firms by linking them to the agencies that provide this service. The USAID TradeHub covered 60 percent of the expense, while the firms covered the balance. FDA certification is finalized for both firms, and the FDA label review for Foodcare is planned to be completed by end of September 2022.

In February 2022, the USAID TradeHub supported two Angolan export firms, Baobab Angola and Nutriboty, to finalize agreements with Fair & Square. The agreements commit Fair & Square to provide capacity-building support to the two firms to improve their export competitiveness. The two firms are the first from Angola to have received Fair & Square support and stand to benefit from the organization's extensive network of buyers and distributors in Southern Africa and the United States.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). From Angola, CCIA and Foodcare participated in the event.

TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. Participating from Angola was Foodcare, whose stand received a visit from the Angolan Consul General in New York, Augusta Dos Anjos Carneiro Mangureira Bessa. At the show, Foodcare established contacts with numerous buyers interested in their products, especially their plantain fufu flour, peanut butter, and tapioca starch.

On June 1, 2022, the USAID TradeHub, in collaboration with FFF Associates hosted a webinar on linkages and market-entry requirements for firms exporting food products and cosmetics to the United States. The webinar featured experienced U.S. specialists discussing U.S. market entry from a practical perspective. Presentations on import and export of food, food ingredients, and cosmetic ingredients, were given by [REDACTED], the Executive Vice President of Smirk's, [REDACTED], a cosmetics industry consultant, and [REDACTED], President and CEO of Blue Pacific Flavors. The webinar was attended by 55 participants from the region, including Foodcare, Nutriboty, and Baobab Angola from Angola. In July 2021, the USAID TradeHub had contracted FFF Associates to help boost exports from Southern Africa to the United States under AGOA. As part of this support to exporters, on August 17, 2021, the USAID TradeHub and FFF Associates hosted a webinar on export opportunities, market-entry requirements, and procedures.

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Summer Fancy Food Show, the Fair & Square handicraft buyer missions, cosmetics events arranged by SACG-NY in Q2, and the FFF Associates webinar.



Foodcare, an Angola-based producer of organic food products, obtained on May 25, 2022, a food-safety registration license in accordance with U.S. Food and Drug Administration regulations. Foodcare received this certification in time to ship samples to the United States for exhibit at the 2022 Summer Fancy Food Show in New York (a first-ever for the company). The company received USAID TradeHub support and partial financial assistance both for the certification process and the tradeshow exhibition. The food-safety license opens up broad possibilities for the company's export prospects both to the United States and other markets.

[REDACTED] (right) CEO, Foodcare, at the Summer Fancy Food Show. June 12-14, 2022

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the inaugural Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from government, the private sector,

and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms, including from Angola.

The USAID TradeHub and the ECDC also hosted the Regional Exporter Awards, 2022 in Gqeberha, South Africa, at The Boardwalk Casino and Hotel on July 26, 2022. Angolan stakeholders joined other regional audiences to follow the event, which was live streamed via YouTube.

The USAID TradeHub held discussions with CCIA on hosting the first Angola Exporter of the Year awards ceremony, planned for later in 2022. However, this could not move forward within the remaining timeframe of the USAID TradeHub project.

On June 15, numerous TPSPs and firms participated in a session hosted at the SACG-NY offices in New York, to share lessons and experiences related to the SFF 2022 show. These TPSPs were to share these observations at a future TISP Forum to be led by ECDC and Wesgro. From Angola, Foodcare participated in this session. However, the TISP Forum was unable to be held before the end of the USAID TradeHub project.

In Q2, the USAID TradeHub launched four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual, which were developed by the USAID TradeHub-appointed video production company iKraal Web Solutions in FY2021. The videos were launched at the AGOA Regional Peer Learning Event in Cape Town on March 8-9, 2022, and shared with all participants at the event for onward dissemination. The video series, which was updated with Portuguese subtitles, is also available on the USAID TradeHub website and promoted frequently in engagements with TPSPs and export firms.

In FY2022, the USAID TradeHub produced a learning product titled “The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors.” This tool, translated into Portuguese, provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show of women-led firms, including the Angolan firm Foodcare. The stories were disseminated to the USAID TradeHub’s TPSP partners and firms to share lessons for Angolan firms.

LOP COUNTRY PERFORMANCE TABLE: ANGOLA

	Indicators													Cumulative Reported	
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported		
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$1.10 million	\$0.00	\$750,000.00	\$170.00	\$170.00
		Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: \$1 mil	Angola to SA: \$0.00	Angola to SA: \$675,000.00	Angola to SA: \$0.00	Angola to SA: \$0.00
		Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: \$100,000.00	Angola to U.S. AGOA: \$0.00	Angola to U.S. AGOA: \$75,000.00	Angola to U.S. AGOA: \$90.00	Angola to U.S. AGOA: \$90.00
		Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: \$0.00	Angola to U.S. Non-AGOA: \$80.00	Angola to U.S. Non-AGOA: 80.00
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$50,000.00	\$0.00	\$120,000.00	\$0.00	\$0.00
		Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: N/A	Angola to SA: \$50,000.00	Angola to SA: \$0.00	Angola to SA: \$50,000.00	Angola to SA: \$0.00	Angola to SA: \$0.00
		Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: N/A	Angola to U.S. AGOA: \$0.00	Angola to U.S. AGOA: \$0.00	Angola to U.S. AGOA: \$70,000.00	Angola to U.S. AGOA: \$0.00	Angola to U.S. AGOA: \$0.00
		Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: \$0.00	Angola to U.S. Non-AGOA: 0.00	Angola to U.S. Non-AGOA: N/A	Angola to U.S. Non-AGOA: N/A
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25%	0%	25%	23%	N/A	

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	80%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$1.44 million	\$0.00	\$0.00	\$125,764.00	\$125,764.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$360,000.00	\$0.00	\$0.00	\$49,656.00	\$49,656.00
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$3.36 million	\$0.00	\$578,000.00	\$0.00	\$0.00

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$840,000.00	\$0.00	\$122,400.00	\$0.00	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	9	1	9	12	13
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	0	5	4	4
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	NA	N/A	N/A	NA	N/A	N/A	N/A	12	1	12	26	27
13	Number of individuals in the non-agriculture system who have applied improved	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2	0	7	10	10

Indicators	FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	management practices or technologies with USG assistance [Custom]												
14 Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27	0	22	12	12
		Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A	Angola to SA N/A
		Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. N/A	Angola to U.S. 0 deals	Angola to U.S. 12 deals	Angola to U.S. 10 deals	Angola to U.S. 10 deals
15 Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8	0	8	11	11
16 Number of firms receiving USG funded technical assistance [Custom]	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	55	15	45	21	36
17 Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	70	15	60	42	57
18 Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	3	1	1

ANNEX 2: BOTSWANA COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

A lesson that emerged in the course of the program has been the value of helping Botswana firms to improve their company profiles. The profiles are information packages detailing a firm's history, products, quality standards, production capacity, management systems, and references from existing buyers. Having well-organized profiles in place increases a firm's chances to meet export requirements, obtain assistance, and qualify for funding.

Implementation of AGOA can be hampered by government departments not working together in harmony. The USAID TradeHub has devoted considerable time to cultivating its partnerships with stakeholders in the public and private sectors to improve coordination for AGOA export promotion.

The Botswana AGOA Steering Committee has made significant strides developing the country's AGOA Export Masterplan, engaging stakeholders in a workshop to establish partnerships for implementation of this plan. The Masterplan is based on private-sector associations taking the lead in developing activities to boost exports to the United States under AGOA. This is accompanied by seeking buy-in from Botswana government agencies and non-government agencies to assist with these activities. The Botswana AGOA Steering Committee shared this approach with other regional countries at a learning event last year.

Deals involving small and medium enterprises (SMEs) require considerable time to raise capital. These enterprises often struggle to find favor with capital providers because of small deal size, irregular revenue streams, and low upfront equity contributions by owners. To ease this problem, the USAID TradeHub has sought to improve documentation from these companies and build up the revenue and cash flow streams of SMEs to support loan repayments by linking SMEs with credible buyers.

Over the life of the project, the USAID TradeHub achieved cumulative exports from Botswana to South Africa of \$19,903,461.485 (\$195,950.44 in the agriculture and \$19,707,511.04 in non-agriculture sectors); and \$129,023 from Botswana to the United States. Strong Botswana to South Africa export results were recorded by firms identified during the Annual Exporter Awards in FY2021. Strong opportunities exist in niche value add agricultural products such as green mung beans, weaner exports, animal feed products, organic fertilizers and other agricultural inputs. Similarly for investment, the USAID TradeHub achieved \$11,424,313.94 of investment (\$185,558.00 in agriculture and \$11,238,755.94 in non-agriculture sectors). There is an active pipeline of \$3.5 million in two term sheet offers (varying between \$1 and \$2.5 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is in raising 15 percent (\$0.5 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, U.S. Ambassador Earl R. Miller launched the country office of the USAID TradeHub (then known as the Hub) in Gaborone, with Permanent Secretary Peggy Serame of the Botswana Ministry of Investment, Trade and Industry (MITI) in attendance. During this first year, the USAID TradeHub conducted a value-chain study on livestock in Botswana that identified entry points to leverage increased regional trade of livestock and meat products, which are key non-staple products in the region. Additionally, a Memorandum of Understanding (MoU) was signed with Absa Bank's Africa Enterprises and Supply Chain Development team to support a pilot project looking at financing small and medium enterprises (SMEs) that are in the supply or distribution chains of their corporate customers. The purpose of the partnership between the USAID TradeHub and Absa was to foster lending solutions to mitigate risk for Botswana SMEs. In the first year of the pilot, it was envisaged that a total of \$1 millions of Absa's balance sheet would be extended in the form of loans to 25 SMEs in Botswana and Zambia.

The National Action Plans for Investment (NAPIs) for Botswana and Zambia were also validated at this time. The overall objective of the Botswana NAPI is to help improve the investment environment by mainstreaming investment across a broad range of policy areas. It attempted to create a clear link between region-wide policies and their domestic adoption in line with national policies. Ultimately, NAPI validation was an important step toward getting the policies ready for SADC review and potential approval.

In FY2017, to explore the export potential of regional firms, 48 factory-level assessments were conducted across USAID TradeHub-target countries. This assessment included the Botswana firms Premier Clothing, Western Apparel, and Glam Collections. All export requirements were documented and communicated with the firms. Following this, Glam Collections was linked with Classique Quilters, which resulted in fabric orders from the South African company to the Botswana woman-owned enterprise.

The USAID TradeHub also co-sponsored the Source Africa Trade Show (now Allfashion Sourcing) in Cape Town, and secured booths for five exhibiting manufacturers, including Kal-Ahari Fashions from Botswana. At the show, 127 linkages were established for all the USAID TradeHub-sponsored exhibitors.

The Botswana AGOA National Response Strategy was completed during the fiscal year and approved by the AGOA Reference Group in March 2017. The following September, more than 100 public- and private-sector stakeholders participated in the launch of the strategy, including U.S. Ambassador Earl R. Miller. Prior to this, the USAID TradeHub collaborated with the U.S. Embassy in South Africa to give a seminar in Johannesburg on how the private sector can take advantage of AGOA. In attendance were 46 participants, including 22 women, representing public- and private-sector organizations in Botswana, South Africa, Lesotho, Eswatini, Zambia, Zimbabwe, Germany, and the Netherlands. The seminar, part of SADC Industrialization Week, was co-facilitated by South Africa's Department of Trade and Industry (DTI). [REDACTED] of DTI and [REDACTED] [REDACTED], SADC's Acting Director of Industrial Development and Trade, participated in the seminar.

The USAID TradeHub also provided technical advice to Botswana at a workshop on validation of non-tariff measures (NTMs). The workshop's purpose was to enhance the ability of regulatory authorities to validate data collected by the country's developing NTM database. The development of the database involved building a compendium of all NTMs that affect regional and international trade, with this information then made publicly accessible through the Tripartite Online System. During this workshop, the USAID TradeHub had a side meeting with the administrator of the Non-Tariff Barriers Tripartite Online System, who gave her views regarding support required to reduce

non-tariff barriers (NTBs) in the region. Some conclusions were that issues involving NTBs take long to resolve because of weak institutional structures, a lack of awareness by government agencies of the impact of these barriers on the economy, and a lack of technical and financial resources by member states to develop strategies in this area.

Additionally, the USAID TradeHub conducted a workshop on the World Trade Organization Trade Facilitation Agreement (WTO TFA). The workshop, on August 21-22, 2017, was for the Botswana Technical Committee on Trade Facilitation (TCTF). The two-day workshop included 28 participants from 15 government ministries and public- and private-sector organizations. The workshop educated participants on the WTO TFA, clarified the role of the TCTF, and advanced development of work plans for WTO TFA implementation, including measures to reduce trade barriers. The workshop assisted Botswana to prepare work plans for the 2017 and 2018 fiscal years to meet commitments under the WTO-TFA.

Finally, the USAID TradeHub helped Botswana with legislative reforms on excise taxes and customs. Working with the Botswana Unified Revenue Service (BURS), draft versions of new excise acts were submitted to various customs administrations in May 2017. Each administration work-shopped the acts, and proposed final versions. Also, in cooperation with BURS, the USAID TradeHub prepared a framework for establishing customs regulations to support requirements prescribed in a draft customs bill. Specifically, regulation was stipulated for “arrival and departure of means of transport, goods and persons,” including unloading and storage. The framework included a methodical process for BURS to use when drafting future regulations, a list of reference materials needed for drawing up regulations, and a checklist to help ensure the procedure is systematic.

FY2018 SUMMARY

During FY2018, the USAID TradeHub held workshops to provide market-entry support to regional firms. Worldwide Responsible Apparel Production (WRAP) social-compliance-awareness workshops with the U.S.-based WRAP accreditation body were held in four countries, benefiting 38 exporting manufacturers from Botswana, Eswatini, Lesotho, and Zambia. The cost of WRAP certification remains a major hurdle for many firms. An initiative by the USAID TradeHub and WRAP to assist in training regional accredited auditors was carried out, with a view to reducing the cost of certification significantly in the long term.

The USAID TradeHub, in collaboration with Registrar Corp, conducted U.S. Food and Drug Administration (FDA) awareness sessions in Botswana, Eswatini, and Lesotho, attended by 114 participants from the target sectors of specialty foods and cosmetics. Organic-certification workshops were also conducted in Lesotho, Botswana, and Eswatini, and over 100 people participated. Furthermore, the USAID TradeHub, in collaboration with Swaziland Fair Trade (SWIFT) (now Fair & Square) and the Botswana Investment and Trade Centre (BITC), organized a workshop on U.S. market-entry requirements for the arts and crafts sector, on September 27, 2018, in Gaborone, which was attended by approximately 45 participants.

Building off work in FY2017, the USAID TradeHub partnered with Absa Bank to develop and pilot an enterprise finance product for the SME sector in Botswana, disbursing \$3.9 million to investee companies, against a target of \$1 million. This SME pilot was Absa’s first in the SADC region.

The USAID TradeHub also completed a report on the beef value chain and presented the results to the Government of Botswana. The recommendations from the report were adopted, with technical implementation planned to begin in FY2019. The USAID TradeHub also sought to deepen awareness of the Truck Monitoring System (TMS), formerly known as the Corridor Performance Monitoring System, by delivering presentations to public- and private-sector audiences across the region, including Botswana. The objective was to inform participants about the benefits of TMS as an

advocacy platform and planning tool for supply chains and routes. These events helped increase the number of TMS users by 25 percent during the year.

Other highlights from FY2018: The USAID TradeHub conducted nationwide road shows in Botswana related to the AGOA Utilization Strategy. In line with this approach, the USAID TradeHub also held an awareness workshop on organic certification and another on marketing of arts and crafts. At the behest of the MITI, the Botswana Meat Corporation, Business Botswana, and Ministry of Agriculture Development and Food Security, the USAID also completed a report assessing the country's beef sector, with recommendations on gaining access to the U.S. market through AGOA.

FY2019 SUMMARY

Following the migration of the USAID TradeHub project team to Pretoria and the resultant closure of the office in Botswana at the end of FY2018, the USAID TradeHub's activities were greatly reduced. Nevertheless, some activities continued. A deal note was signed with the Zambian export firm COMACO that resulted in \$170,000 worth of exports of peanut butter from Zambia to Botswana. The USAID TradeHub also provided support to other trade actors to explore intra-regional trade, with help given to the Botswana Meat Commission being an example. It was noted that potential markets for Botswana beef were untapped because these markets require production according to a farm-assured scheme, that is, production that follows principles of quality assurance. The USAID TradeHub therefore developed a document on farm-assured rules and standards for Botswana beef. The scheme was launched in Q2 FY2020 (modeled on a similar scheme in Namibia).

Other highlights from FY2019: The USAID TradeHub supported 25 exhibitors from seven regional countries, including Maungo Craft from Botswana, to participate in the Summer Fancy Food Show in New York City, in partnership with the South African Consulate General in New York.

FY2020 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

During FY2020, the USAID TradeHub made progress toward building a relationship with the BITC, a key actor in the Farm Assured Botswana Beef (FABB) program. The FABB program, with support from the USAID TradeHub, made progress toward the development of a FABB manual, with input from major players such as the Botswana Meat Commission and the Botswana National Beef Producers Union. The USAID TradeHub hosted awareness workshops on the FABB program in collaboration with these two organizations.

The USAID TradeHub continued to issue subcontracts to TPSPs to address product demand in South Africa. The USAID TradeHub signed agreements with the Botswana Exporters and Manufacturers Association (BEMA), the Botswana Textile and Clothing Association (BTCA), BITC, and Fair & Square to train potential exporters to fulfill demand. Skills transfer to TPSPs from the USAID TradeHub to TPSPs was realized through sharing of tools, discussions on refinement of supplier-development models, and collaboration in hosting webinars with buyers from South Africa and the United States. The USAID TradeHub also developed a comprehensive checklist for regional exporters to South Africa, complementing a similar guide for exporters to the United States.

The USAID TradeHub held a virtual meeting with MITI (as it was then known) to plan a biennial review of the country's AGOA Utilization Strategy. The review, which included consultations with a range of public- and private-sector stakeholders, took place remotely in October 2020 to comply with COVID-19 travel restrictions.

During FY2020, the USAID TradeHub identified five firms (DLG Naturals, Kalahari Donkey Milk Industries, Kalahari Chocolate, Just Ginger Beverages, and Maungo Craft) for cost-share support

with certifications. By quarter three, this was narrowed to two firms (DLG Naturals and Maungo Craft) deemed ready to receive support with certification in 2021. Cost-sharing grants to attain these standards were initiated in Q4.

COVID-19 restrictions affected activities such as TPSPs providing technical support to firms seeking to improve business practices and expand to new markets. The USAID TradeHub found alternative ways of executing these activities and linking exporters with buyers, making increasing use of virtual and hybrid meetings, webinars, and trade missions.

During the year, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, from 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult, but lucrative informal market through local *spaza* shops (unofficial stores). 5M2T claimed to engage with 60,000 outlets per month, and had broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including two from Botswana, had the opportunity to engage with the distributor on how to access the informal market. One firm from Zambia pursued a pilot with 5M2T, but decided not to go ahead based on the viability of the distribution agreement.

The USAID TradeHub hosted a webinar for firms from across Southern Africa on exporting to South Africa, at which 17 Botswana firms participated. The webinar featured information researched beforehand through interviews with market actors on different approaches to cross-border trade, including challenges and strategies. During the webinar, selected export firms shared their experiences as well. The event brought together export firms, BMOs, and TPSPs. In Q4, the USAID TradeHub developed case studies as part of a learning piece emerging from the event.

In response to of COVID-19 restrictions, the USAID TradeHub, in partnership with BITC, pursued virtual means to bring together buyers and sellers, and to build capacity within the trade ecosystem. These linkages were largely achieved through webinars on a range of issues, as summarized in the webinars annex.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three financial service provider partners (FSPs), Foxfin (then known as Sebvest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA) to facilitate finance and investment to regional exporters through transaction advisory services. Shortly thereafter, the USAID TradeHub held online meetings with DLG Naturals, Donkey Milk Industries, Moringa Technology Industries, Earth Vitamins, Sleek Foods, Lerato Heritage, Dobi Foods, Romantic Coffee, Kalahari Chocolate, Just Ginger, Nubian Seeds, Senn Foods, and Tsina Tota to assess the firms' export, finance and investment, and technology needs.

The FSPs conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analysis of target enterprises in Botswana. They developed a deal pipeline that included seekers of equity, debt, trade finance, and technology. In FY2020, the

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy, and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

USAID TradeHub prioritized 21 deals in Botswana valued at \$28.58 million for further facilitation through the USAID TradeHub FSP partners. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool developed in FY2020. The USAID TradeHub used the data to engage FSPs as a preliminary means of assessing firms and to prepare the SMEs to apply for funding with the capital providers. About 87 percent of the requested financing related to technology, such as equipment to improve manufacturing, irrigation and packaging.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub recruited and appointed four FSP capital providers – Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions (BFS), and IDF Capital – to service finance and investment from the deal pipeline.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub provided technical assistance to conduct a review of the Botswana AGOA Strategy, in line with a recommendation from the U.S. Trade Representative to ensure that the strategy was still relevant to Botswana's export objectives. On August 3, 2020, the USAID TradeHub concluded the first draft of a revised strategy. Updates to the strategy were informed by stakeholder consultations with private-sector representatives of six sectors – jewelry and semi-precious stones, indigenous and natural products, textiles and apparel, arts and crafts, leather and leather products, and agro-processing. Seven public-sector institutions also contributed to the new draft, which assessed progress toward AGOA related export goals and recommended ways for the country to leverage AGOA's benefits. The request for this review came from MITI.

The USAID TradeHub continued to strengthen supply-side actors to deliver services through trade and investment promotion agencies, such as BITC and Botswana Beef Producers Union. Following up on activities of the farm- assured Botswana beef (FABB) guidelines launched in Q2, the USAID TradeHub received a FABB economic analysis report from the FABB committee, which was approved by USAID in Q4.

In Q4, the USAID TradeHub, working with Registrar Corp, a U.S. partner, helped earn FDA waivers for a number of Southern African firms seeking to export personal protective equipment (PPE) to the United States. The 13 firms, including three from Botswana, received USAID TradeHub support to repurpose their manufacturing operations in response to the COVID-19 pandemic. The FDA waivers, which expired in December 2020, applied to washable face masks, surgical caps, surgical suits, and non-surgical isolation gowns.

On the heels of a June 30, 2020 webinar, "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies, including two from Botswana were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. Donkey Milk Industries from Botswana was among the five pilot listings. The USAID TradeHub shared a portion of the costs of these listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub- appointed U.S.-based TPSP partner, Bhavana World Project, concluded introductions between nine Southern African

textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club, Chico's, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships; however, no deals were concluded for Botswana firms through this activity.

In August 2020, the USAID TradeHub, in partnership with the South African Consulate General in New York (SACG-NY) brought together cosmetics trade associations from Botswana, Namibia, and South Africa to plan an upcoming webinar, scheduled for early in FY2021, on exporting to the United States. On hand for the planning session were representatives of the Cosmetic Export Council of South Africa, the Tshwane Economic Development Agency, the Namibia Network of Cosmetics Industry, and the Botswana Natural Products Association. Also participating in the discussion was Registrar Corp, a U.S. firm and USAID TradeHub partner that helps companies comply with FDA import regulations. The USAID TradeHub worked with its partners to structure the webinar as a panel discussion featuring a U.S.-based customs broker, a U.S. buyer, and a representative from Registrar Corp.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2021, the USAID TradeHub worked with its partners to increase opportunities for 37 Botswana companies to export to South Africa. This was done through facilitating a total of 12 export deals, assisting the firms to overcome market-entry barriers, such as those posed by certification requirements for entering the South African market.

The USAID TradeHub also assisted three firms to prepare for obtaining the financing needed to improve business operations and scale up. One such case was that of the Organic Fertilizer Manufacturers Botswana (OFMB), which carried out increased exports to South Africa of organic fertilizer. Meanwhile, B&M Garments has continued to export apparel to South Africa.

The USAID TradeHub, working with its partners, increased opportunities for Botswana companies to export to South Africa by providing trade-enhancing services and market-entry support. This assistance included identifying new South African retail buyers, as well as introducing suppliers to buyers with which the USAID TradeHub already had an established relationship (Makro, Avon, Pick n Pay, Clicks). One such new introduction was between the Botswana light bulb manufacturer The Bulb World and the South African hardware retailer Power Build. The Bulb World has since listed with Power Build and at Q4 FY2022 was preparing stock for fulfilling orders from the Power Build network. The USAID TradeHub also worked with numerous partners to develop their capacity for sustained development. These partners included Business Botswana, Natural Products Association of Botswana (NPAB), the Pandamatenga Commercial Farmers Association (PCFA), the Botswana Exporters and Manufacturers Association (BEMA), and the National Beef Producers Union (NBPU).

Between July 8 and 14, 2021, OFMB exported follow-on orders of organic fertilizer products to South African distributor Medcom Trading, a bulk-commodity distribution and sales company that operates across Southern Africa. The shipment consisted of organic fertilizer in two consignments, each weighing 35 metric tons, sent to Medcom South Africa and Medcom Eswatini. On August 3, 2021, OFMB also dispatched an order of 34 tons of organic fertilizer granules for blending purposes to DFert Bothaville, a South African fertilizer company now using OFMB products as raw material. These exports follow USAID TradeHub support to OFMB to access the South African market. On August 24, 2021, OFMB sent a second consignment of 34 tons of organic fertilizer granules to DFert Bothaville. The exports were valued at \$11,324.

The USAID TradeHub also appointed two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to four firms in Botswana. Nine firms in Botswana expressed interest in receiving cost-share support with certifications, product registration and product testing. These were DLG Naturals, Blue Pride, Cliffin, Organic Natural Skin Care, Donkey Milk Industries, Organic Fertilizer Manufacturers Botswana, Kalahari Honey, Earth Vitamins, and Maungo Craft. At the close of FY2021, the USAID TradeHub continued to support five Botswana firms (Maungo Craft, OFMB, Earth Vitamins, Donkey Milk Industries, and Organic Naturals Skincare) with certifications, product registrations and product testing initiated in Q2, to meet South African market-entry requirements. More specifically, Donkey Milk Industries completed testing of samples submitted to BioServices, to ensure its products meet standards such as shelf-life stability. Maungo Craft continued to prepare for its food-safety audit (Hazard Analysis and Critical Control Point), having made payment for co-financing, and was awaiting the certification body Intertek to confirm the date of the audit. Earth Vitamins withdrew from the audit process after their stage one audit. In addition, Organic Natural Skincare was supported to conduct product testing by Cape Aloe, with all the tests concluded as required by South African buyers.

The USAID TradeHub supported OFMB to access the South African market by preparing dossiers for submission to the South African authorities for product registration of a range of products. The USAID TradeHub also worked with OFMB to support its organic certification by Ecocert, potentially opening up new markets.

As a result of preparatory work by dmg events, two deals were facilitated between South African buyers and Botswana-based apparel manufacturers. Mr Price (South Africa) was linked to two Botswana textile and apparel firms, Nortex and B&M Garments. Makro (South Africa) was linked to B&M Garments. Catalyze also facilitated linkages between Moringa Technology (Botswana) and South African buyers.

The USAID TradeHub carried out needs assessments for two firms (Flotek and Chloride Exide) seeking to export to South Africa. Both firms were introduced to NONZēRO Africa, a USAID TradeHub-appointed marketing agency tasked with improving selected firms' digital footprint. The firms were also introduced to Medcom/Power Build to explore potential new markets in South Africa. Medcom/Power Build expressed interest in meeting both Flotek and Chloride Exide on their next trip to Botswana. Chloride Exide requires assistance with the South African Bureau of Standards (SABS) certification of some of their automotive battery products to help them increase sales. The USAID TradeHub has started investigating service providers to assist with this process.

The USAID TradeHub also supported seven regional firms to attend two co-located virtual tradeshows – the SAITEX and Africa's Big 7 (AB7). The trade events both took place August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow cost, while firms paid the balance. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven participating firms in pre-show sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. A total of 32 trade linkages were facilitated during the events between the seven firms and potential buyers. From Botswana, Flotek participated in these events and made valuable contacts.

In Q4, the USAID TradeHub continued to support the condiment manufacturer Maungo Craft with follow-up related to food-safety standards required to meet buyer standards. Maungo Craft also sent requested product samples to Pick n Pay (South Africa). In addition, the USAID TradeHub continued to make market linkages and provide deal care for the PCFA and Botswana Agricultural Marketing Board (BAMB), related to introductions to commodity traders (JLR Trading, Nutritrade, and Expanding Africa).

The USAID TradeHub also focused on improving market positioning and marketing collateral among regional exporters. This need has been accentuated by the COVID-19 crisis. In Q3, the USAID TradeHub appointed NONZĒRO Africa, a South Africa-based marketing agency, to develop the marketing capacity of at least four export firms in Botswana, to enhance their digital presence and positioning within the South African and U.S. markets. In Q4, NONZĒRO Africa concluded six assessments of the firms' existing marketing materials and activities to identify gaps and recommend areas for improvement. The eight firms (Just Ginger, Donkey Milk Industries, Lebang Setso Leather, Clifflin, Flotek, Chloride Exide, Health Partners and SNEHA) were provided with individual proposals for consideration. NONZĒRO Africa will support the firms in designing and producing marketing materials that include videos, websites, brochures, posters, fact sheets, case-study presentations, exhibition displays, logos, and product catalogs. Firms that accept the marketing assistance will pay a 40 percent cost-share, with the USAID TradeHub paying 60 percent.

By the end of the year, two firms had concluded trade-enhancing service activities against a target of three. DLG Naturals attained its organic certification, and Clifflin concluded the product testing needed to expand market entry to South Africa. A further three firms are in the process of preparing for audits or product testing and the USAID TradeHub has agreed to provide cost-share support for these actions (Maungo Crafts, Earth Vitamins, Donkey Milk Industries). The support was focused on Hazard Analysis Critical Control Point (HACCP) certification, organic certification, and product testing.

The USAID TradeHub continued to explore the possibility of face-to-face buyer missions and trade events when the operating environment permits from a health-and-safety point of view. The USAID TradeHub, working with TPSPs, urged Botswana firms to innovate and test approaches that extend beyond a short-term, event-driven business model to foster the longer-term sustainability of projects and activities.

The USAID TradeHub developed the Regional Cross-Border Trade Toolkit as an advice-packed resource that provides guidelines to firms from USAID TradeHub-affiliated countries seeking to export to South Africa. Following this, the USAID TradeHub collaborated with BEMA to organize a seminar attended by 62 participants representing 42 Botswana companies, to introduce the toolkit to exporters. The toolkit provides firms with easy-to-use, step-by-step guidelines on exporting to South Africa, covering topics such as export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements.

A regional trade-promotion stakeholder group, the Southern Africa Trade and Investment Promotion (TIP) Forum, was launched on March 26, 2021, and began planning a peer-learning event with support from the USAID TradeHub. In Q3, the group developed terms of reference to define its structure and purpose, consulting with regional TPSPs to gain consensus. The secretariat of the group, the Eastern Cape Development Corporation (ECDC), and Botswana Exporters and Manufacturers Association (BEMA) met on September 23, 2021, and agreed to host the regional event in 2022, with the involvement of the relevant TPSPs across the region, and with the support of the USAID TradeHub.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. This video series was earmarked for finalization and dissemination in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub continued working with its two appointed transaction advisors, Foxfin and Nations Capital Projects and facilitated the pipeline of 21 finance and investment deals in Botswana with the preparation of financial, legal, and marketing documentation required to develop Investment Memoranda (IMs). Out of the 21, USAID TradeHub generated eight finance deals that would progress to deal-note status to a value of \$27.4 million, five in the non-agriculture sector valued at \$26.5 million, and three in the agriculture sector valued at \$900,000, as follows: DLG Naturals, Donkey Milk Industries, Silverpack Investments T/A Earth Vitamins, Tsina Tota, Organic Fertilizer Manufacturers Botswana, Arona Natural Foods, KS Business Solutions, and Bilhen Group/Converttek. The deal notes detail plans through which the IMs could be formulated. Out of the eight deals, the USAID TradeHub, in consensus with its transaction advisors, worked toward formulating three IMs to a value of \$4.8 million (one in agriculture with a value of \$300,000, and two in non-agriculture with a value of \$4.5 million), predominantly for trade finance and debt finance.

The IMs provide an overview and a detailed description of each business, its future growth strategy, historical financial position, anticipated cash flows, and financing or investment application needs. The three prepared IMs were presented to capital providers for funding consideration with a value of \$4.8 million, and include the following three Botswana firms: OFMB, Arona Natural Foods, and Bilhen Group/Converttek Botswana.

The USAID TradeHub also facilitated access to trade finance for the fertilizer manufacturer OFMB, introducing the firm to Foxfin, and further supported OFMB by introducing the firm to potential customers in South Africa.

The FY2021 annual target for investments in agricultural and non-agricultural firms was \$600,000. A cumulative investment of \$318,486.23 was achieved in FY2021, including in-kind USG investments toward business-development services, market-development services, and business certifications.

The USAID TradeHub also continued to work with the natural cosmetics exporter DLG Naturals in support of venture capital investment with the fund Enyigma Ventures, following on from a webinar held on April 14, 2021.

In Q4, the USAID TradeHub also continued to work with Drafstap Farm (South Africa) on a prospective dairy investment into Botswana. Drafstap Farm continued discussions with the Botswana Government authorities, BITC, and the Special Economic Zone (SEZA) authorities, with strong support from the USAID TradeHub. The investment would involve bringing approximately \$2.5 million in investment to establish a 1,000-hectare farm for irrigated fodder production at one of three identified sites in Botswana. Drafstap Farm also maintains its funding discussions with the U.S. Development Finance Corporation (DFC), with respect to the technical assistance and finance and investment linkage provided to Drafstap Farm by the USAID TradeHub and USAID Botswana. The Drafstap transaction has progressed to a practical case study, with interviews held with the Dairy Association of Botswana, several Botswana-based dairy farmers, and Drafstap to provide a research plan for promoting the dairy industry in Botswana, articulated in a document, the Dairy Development Roadmap. However, the Botswana Government sentiment has shifted away from allocating land in the Pandamatenga district to foreign investors. Therefore, the sub-activity related to developing the Pandamatenga Investor Roadmap was not actively pursued by the USAID TradeHub.

In Q4, after several meetings with Croco Leather (a South Africa-based crocodile leather production and tanning company), the USAID TradeHub provided recommendations on company structure and

shareholding related to the firm's interest in partly or wholly relocating from South Africa to Botswana.

In Q4, three Botswana companies concluded analysis for potential technology transfer, and were linked to South African-based providers, against a target of three technology transfers and \$200,000. The three companies (Blue Pride, Kalahari Honey, and Donkey Milk Industries) have a total assessed need for technology of only \$15,000, meaning that the target of \$200,000 has not been reached.

In Q4, the USAID TradeHub continued to work with Foxfin on advancing the ATP, the online trade marketplace, so that the ATP reaches sufficient maturity to safeguard its sustainability. The USAID TradeHub supported Foxfin to enhance the ATP by incorporating a rewards program to incentivize registration and responsible usage of the platform by all participants. Foxfin tested and rolled out in Q4 this rewards program. As of the end of Q4, 12 Botswana export firms had registered on the ATP, with three new firms (Organic Naturals Skincare, Cutikles, and Earth Vitamins Food) registering in Q4. A total of seven Botswana firms were verified in FY2021, (a step beyond registration) on the ATP and are thus eligible to fully engage in trade and link to services. Work is also planned to bring onto the ATP buyers for Botswana's niche products, such as natural oils.

In FY2021, 22 learners from Botswana were registered on the Netcampus learning system, against an overall target of 30. The online platform aims to provide small- and medium-sized businesses with basic knowledge needed to run a business, access financing, and explore expansion opportunities. In Q4, Netcampus added two new learning modules to its course, bringing the annual total to 12.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Concurrently with supporting MITI to launch the country's revised AGOA Utilization Strategy, the USAID TradeHub continued to collaborate with TPSPs to identify export firms. New TPSPs identified were Business Botswana, the Women in Business Association (WIBA), and the Natural Products Association of Botswana (NPAB). Additionally, the USAID TradeHub collaborated with Business Botswana at the Leadership Forum to raise awareness of AGOA at the executive level. Also in FY2021, Donkey Milk Industries successfully listed and began selling on Amazon.com through a USAID TradeHub pilot project with a U.S.-based e-commerce management firm, Albert Scott LLC. Two additional e-commerce candidates were identified, Kalahari Honey and Nubian Seed.

On April 29, 2021, the Botswana Ministry of Investment, Trade, and Industry (MITI), in collaboration with the USAID TradeHub, presented the country's revised AGOA Utilization Strategy and Action Plan. The U.S. Ambassador to Botswana, and the Minister of Investment, Trade and Industry, officially launched the strategy, emphasizing the role AGOA will play in Botswana's future economic development.

In FY2021, seven TPSPs (five U.S.-based, two Botswana-based) were engaged to support Botswana firms with meeting U.S. market-entry support. The engaged TPSPs were VentureLift Africa, Fair & Square, Bhavana World Project, FFF Associates, Ontdek, BITC, and BEMA.

During the fiscal year, eight virtual buyer missions were organized by the USAID TradeHub working in collaboration with TPSP partners, including the seven partners noted above. These buyer missions were: the Southern Africa Handbag and Accessories (SAFLEC) Expo on November 12, 2020; two handicraft trade mission by Fair & Square on September 13 and November 19, 2020; Specialty Food Live on January 19-22, 2021; the Virtual Western Cape Agriculture Export Week in March 2021; the Bhavana World Project webinar on June 10, 2021; the Organic and Natural Products Expo in June 2021; and finally, the first-ever virtual Southern Africa Development Community (SADC) Market

Place on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States.

The last-mentioned event, the SADC Market Place, was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business (B2B) event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.



“Working with the USAID TradeHub has been really integral to our growth, especially in the U.S. market. First off – we got to understand all the requirements that needed to be met before one can export. Our listing on Amazon happened, again through USAID TradeHub contracting the very knowledgeable U.S. based e-commerce agent Albert Scott LLC. This has seen us export and sell products worth several U.S. dollars, as our products were well received by American consumers. We are very positive about the future.”

[REDACTED], Founder, Secret Kalahari, at Donkev Milk Industries in Gaborone. Botswana

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration (FDA), the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors, which included nine firms from Botswana (PCFA, Cliffin, DLG Naturals, Blue Pride, OFMB, Arona Naturals, Maungo Craft, Kalahari Honey and Moringa Technologies), had an opportunity to engage with U.S. buyers, importers, and distributors, and showcase their products in virtual showrooms.

In FY2021, FFF Associates (a U.S.-based international trade, marketing, and food consulting firm) was contracted by the USAID TradeHub to provide buyer-seller linkages and support regional firms to meet U.S. market requirements in the food and food-ingredients sector. The USAID TradeHub and FFF Associates jointly hosted a webinar to assist Southern African firms to meet requirements such as those of the FDA, the Food Safety and Modernization Act (FSMA), and the Foreign Supplier Verification Program. Prior to the webinar, the USAID TradeHub surveyed five firms (DLG Naturals, Blue Pride, Cliffin, Moringa Technology, and Business List) to inform the assessment by FFF Associates of the firms’ export readiness.

Donkey Milk Industries continued to trade on the Amazon platform and added a second product to its listing. The company's Amazon listing has been supported by the USAID TradeHub through collaboration with its partner, Albert Scott LLC, a U.S.-based e-commerce management firm. Albert Scott support includes help with warehousing and distribution, and assistance with marketing and pricing on Amazon.

U.S.-based buyer Swahili Modern placed a pilot order for 100 flat baskets by Botswana-based supplier WIBA Maun. The order followed discussions held between June and July 2021, facilitated by the USAID TradeHub between Swahili Modern, which trades in African crafts, and WIBA Maun, a Botswana basket aggregator.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At end of Q4, drafts of the AGOA video series were under review. The videos were expected to be finalized and launched in Q1 of FY2022.

The USAID TradeHub, in collaboration with Business Botswana, Grant Thornton Botswana, and the Botswana Investment and Trade Centre (BITC), hosted the inaugural Botswana Exporter of the Year Awards. The Botswana Assistant Minister of Investment, Trade, and Industry, Molebatsi Molebatsi, and the USAID Botswana Country Representative, Alyson McFarland, officiated at the virtual event. The event was attended (virtually) by approximately 70 people.

Other highlights in FY2021: Following (virtual) organic certification by DLG Naturals in Q2, the firm is required to undergo an on-site audit to maintain this certification. In Q3, the USAID TradeHub agreed to support the follow-up audit, and has contracted the certification body.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with NPAB, the American Business Council (ABC), Business Botswana, BITC, BEMA, and the Botswana Textile and Clothing Association (BTCA) on various information-sharing and knowledge-transfer activities. This included collaboration with three buyer-focused TPSPs – SWIFT (rebranded itself as Fair & Square), Catalyze, and South African Trade Promotions – that were reappointed in FY2022 to build on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for Botswana-based exporters.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food, and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business (B2B) linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square subsequently supported the export firms with price negotiations and logistical arrangements

as they undertake discussions with potential buyers from the buyer missions. Utilizing these different approaches in Botswana, Fair & Square facilitated over 30 linkages between Botswana suppliers and prospective buyers. Of these, Gantsi Craft sent a pilot order of painted ostrich eggshells to HomeGoods (United States), Chobe Basket Weavers Cooperative Union entered price negotiations with Montebello Designs (South Africa), and Maungo Craft entered discussions with HomeGoods (United States) on a prospective order.

Catalyze, used its B2B online platform, Engage Trade Africa (engagetrade.africa) to present five Botswana suppliers (Botswana, Blue Pride, The Bulb World, Flotek, DLG Naturals, and OFMB) to buyers and to stimulate interest in further deal-making. The selection of firms to promote included a focus on fast-moving consumer goods, including food and cosmetic products. Other products, such as light bulbs, irrigation pipes, and packaging, were included on an exceptional basis. Five introductory meetings between Botswana suppliers and South African buyers were concluded in Q3. The Bulb World met with Build It and Mesmerize Lighting, and the company was requested to share samples with Build It. Flotek (a pipe and PVC manufacturer) provided samples and a demonstration to Build It, Flotek held an introductory meeting with Mesmerize Lighting, and DLG Naturals held an introductory meeting with Soaring Free Superfoods (a food and cosmetics ingredients buyer).

Catalyze also provided capacity-building and market development support for Botswana TPSPs, such as NPAB, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries, of which five participants were from Botswana (Organic Natural Skincare, Nubian Seed, Donkey Milk Industries, Skin Free Soaps, and Maungo Craft). The TPSP also assisted the Botswana firms Donkey Milk Industries, DLG Naturals, Maungo Craft, and Nubian Seed to list on its organic and natural products online portal.

On April 11, 2022, OFMB sent a truckload of organic fertilizer weighing 34 metric tons and valued at \$15,000 to Medcom, its South Africa-based distributor. This was OFMB’s eighth shipment since the USAID TradeHub began supporting the company to engage with Medcom in FY2020. The USAID TradeHub support to OFMB has included assisting it with product registration with South Africa’s Department of Agriculture and organic certification through Ecocert. Most of the firm’s products are organically certified, a designation increasingly important to meet customer demand. OFMB was also pursuing listing in Power Build stores, and is providing products as part of Foundations for Farming smallholder starter packs. Foundations for Farming is an NGO that aids smallholder farmers to improve production.

On May 12, 2022, Organic Naturals Skincare went live for sale on the Takealot online platform, after its shipment of 300 units of cosmetic products valued at \$4,200 reached South Africa through the e-commerce management firm Enter Africa. The listing on Takealot follows support from the USAID TradeHub, initially by linking the supplier to Enter Africa through a webinar in December 2021 on exporting to South Africa via e-commerce. Following the linkage, in January 2022, the USAID TradeHub paid 60 percent of the cost of testing nine of the exporter’s products, with the cosmetics firm covering the balance. The testing was for product safety, quality, and label compliance, and its successful completion positioned the firm to sell regionally, with a focus on the major market of South Africa.

Following the first e-commerce webinar in December 2021, two Botswana firms listed on Takealot.com – Donkey Milk Industries and Organic Naturals Skincare. These frontrunner firms spurred interest among others and in Q3, the USAID TradeHub hosted a follow-up workshop titled “Selling in South Africa via E-Commerce,” held in collaboration with the South Africa-based e-

commerce management firms Enter Africa, Legalese, and E-commerce Forum Africa. Six Botswana-based firms (Shedol Group, Premier Clothing, Impact Fund, Glam Collections, Lebang Setso, and Nubian Seed) showed interest in listing with ecommerce platforms such as Takealot, Makro, and Superbalist, but were unable to take advantage of this opportunity in the timeframes available for implementation. This approach builds off the USAID TradeHub's experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

Overall in FY2022, the USAID TradeHub made significant progress with advancing trade-enhancing services, both building off its own work and deepening its partnership with BITC to foster the project's sustainability. Fourteen Botswana firms thereby received support with various trade-enhancing services to enter the South African market against an annual target of four. Services supported included those focused on certification, product testing, product registration, marketing-collateral enhancement, and e-commerce listing. For example, the USAID TradeHub worked with BITC to support DiTec Mobile with product registration (Independent Communication Authority of South Africa certification), to meet South African market-entry requirements. The USAID TradeHub provided cost-share support of 60 percent of the associated fees, with BITC covering the balance. The USAID TradeHub also supported OFMB with organic certification, Maungo Craft with a Hazard Analysis and Critical Control Point (HACCP) audit, and Donkey Milk Industries with product testing to meet South African requirements.

The USAID TradeHub also continued to work with the marketing agency NONZēRO Africa to enhance exporters' marketing collateral, building off the work started in FY2021 to develop marketing tools for these firms. On May 13, 2022, Just Ginger, a Botswana beverage firm, completed its first phase of work to upgrade its marketing collateral under NONZēRO. The USAID TradeHub covered 60 percent of NONZēRO's costs, while Just Ginger covered the remaining 40 percent. To enhance Just Ginger's branding and social media marketing, NONZēRO developed a comprehensive style guide, a social media content strategy, social media templates, and branded label templates. These marketing tools aim to enable Just Ginger to present a compelling brand, promote its business more effectively on social media, and advance its digital presence with South African and U.S. buyers. In Q3, a second phase of work was concluded with Just Ginger focused on product photography, a company product brochure, and a website. At industry-level, similar support was provided by NONZēRO to the American Business Council in Botswana (ABC), with attention given to a revamped logo, corporate identity, an email newsletter template, a company brochure, a company PowerPoint deck, and a social media strategy.

The USAID TradeHub also partnered with the ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum (then called Trade and Investment Promotion [TIP]) by the ECDC and the USAID TradeHub. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants (26 from Botswana), drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors.

In FY2022, the USAID TradeHub, the NPAB, and the Namibia Network of the Cosmetics Industry (NANCI), co-hosted a webinar titled "Organic Certification of Natural Plant Ingredients from Southern Africa: Opportunities and Challenges." The webinar drew 27 participants, including Botswana and Namibian cosmetic firms and TPSPs. The purpose of the webinar was to explore how firms in the natural products sector can obtain organic certification, a vital requirement for

exporting organic products. The main presentation was delivered by Ecocert, the organic certification organization.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Botswana in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held February 10, 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Botswana firms. The stories were finalized and disseminated in Q4.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Botswana, BITC, NPAB, Maungo Crafts, and OFMB were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Botswana trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with three Investment Memoranda (IMs), OFMB, Arona Natural Foods, and Bilhen Group/Converttek, that had previously been approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors, and added in a fourth firm, DLG Naturals for a purchase order trading finance, to a total funding need of \$4.97 million. These IMs were submitted to the USAID TradeHub's contracted capital providers, Cala Capital Africa (previously called Neu Capital Africa) and Foxfin, and shortly thereafter to at least 12 other independent capital providers. These transactions are at various stages of evaluation. Overall, of the four IMs, three firms are still under assessment by the various capital providers, translating to six deal assessments still in play, and seven declines by capital providers. Foxfin approved three applications for funding and presented term-sheet offers to the capital seekers DLG Naturals, OFMB, and Arona Natural Food, which were to be negotiated in Q4. OFMB's IM was submitted to five capital providers for financial assessment. One of these capital providers has issued OFMB with a term sheet for consideration (a provisional offer), while Cala Capital is still assessing the application, and declined by three independent capital providers namely Lionette Capital, Impact Tank, and Afreximbank. Arona Natural Foods' IM was presented to six capital providers. The application is still under assessment by Foxfin, the Taylor Family Office, Dubai Civils and Grovest, but was declined by Afreximbank and Impact Tank. Additionally, the Bilhen Group application was reconsidered by Foxfin, but was declined.

One of the term sheets between DLG Naturals and Foxfin was signed and disbursed in Q4. The finance deal, valued at \$15,421 to DLG Naturals, for a purchase order to a value of \$21,416, was to inject cash into the business necessary to fulfill a significant export order of marula oil.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship

Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters Noluvo Nela and Akuzike Kafwamba from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter Ester Luongo Psarakis, creator of Foodpreneur; 4) Masterclass on exporting, with presenter Tal Edgar, founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Botswana, nine firms participated, including Selawe Poultry, Target Meat Industries, and Nutria.

During FY2022, the USAID TradeHub supported the registration of 29 additional Botswana export firms on the ATP. Of these 29 registrations, 16 have been verified so that they can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by the Business Botswana and the NPAB, who were registered on the ATP to facilitate export trades for Botswana.

The USAID TradeHub also assisted with registering 30 new learners on the Netcampus learning management system, allowing learners to improve their financial and business literacy through the study of education modules. This activity was also supported by Business Botswana and NPAB and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. This piece was disseminated through TPSP and FSP partners for learning in Q4, following the necessary approvals.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). From Botswana, the Ministry of Investment, Trade and Industry, NPAB, and DLG Naturals participated in the event.

TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Botswana trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In June 2022, the USAID TradeHub supported the Botswana AGOA Steering Committee and key entities on this committee – the Ministry of Trade and Industry (MTI) and the American Business Council – to review the implementation of the country's AGOA Masterplan. The review followed a workshop on February 16-17, 2022, to plot implementation of the AGOA Masterplan in the priority sectors of natural products, leather and leather goods, textiles and apparel, and jewelry. The June meeting was attended by 34 people from the public and private sectors and was initiated by private sector. The participants reviewed the current status of AGOA measures, and discussed how to accelerate implementation. The workshop resulted in consensus on the current status of implementation for the four targeted sectors, and on the follow-up work that is required.

In April 2022, marula hot sauces from Maungo Craft went live for sale on Amazon. The USAID TradeHub had supported the export of the firm's products to the United States by providing market-entry guidance and paying the firm's e-commerce management fee of \$5,000 to Albert Scott. The shipment, valued at \$8,000, was marked by a send-off event attended by the USAID/Botswana representative, Anne Dix. To prepare Maungo Craft to meet U.S. requirements, the USAID TradeHub guided the firm on its compliance with AGOA, provided technical assistance on obtaining a certificate of origin, and advised the firm on U.S.-compliant label reviews.

Following an introductory session by Albert Scott in February 2022, the USAID TradeHub selected and signed deal notes with 17 regional firms to receive support with listing on Amazon. Botswana firms that were selected for support under this activity were Impact Fund, Blue Pride, and Organic Naturals Skincare. In Q3, the USAID TradeHub and BITC agreed to support four additional Botswana firms with listing on Amazon through Albert Scott. Maungo Craft was the only firm that was able to conclude their listing and send consignments before the project closure. The BITC will continue to provide support to the balance of the firms post USAID TradeHub closure.

The USAID TradeHub, in collaboration with BITC, also conducted meetings with Botswana firms to identify those that could best benefit from support on U.S. market-entry requirements, and resolved to assist the following firms: DLG Naturals (organic certification), Shedol Group (FDA label review), and Eagle Medical Industries (FDA registration). The USAID TradeHub covered 60 percent of the costs and BITC covered the balance. BITC will continue to support these firms with FDA registration and reviews through September 2022.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. Representing six Botswana-based firms (Maungo Craft, Divine Morula, Kalahari Honey, Sweet

Sensation, MK Foods and SMETCHAR) were the Botswana Investment and Trade Centre (BITC) and the Natural Products Association of Botswana (NPAB). Exhibitors from Botswana reported 13 leads generated from the show.

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, the Fair & Square handicraft buyer missions, the cosmetics events arranged by SACG-NY in Q2, and the FFF Associates ingredients event.

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from government, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms. Flotek, the winner of the Botswana Exporter of the Year 2021 award, represented Botswana at the event.

During the program year, the USAID TradeHub continued discussions with Grant Thornton on hosting the Botswana Exporter of the Year Awards as part of Grant Thornton's industry awards event in November/December 2022. Grant Thornton, along with its partners BITC and Business Botswana, is committed to including the additional category of Exporter of the Year as part of its existing awards event. The USAID TradeHub and the ECDC also hosted the Regional Exporter Awards, 2022 in Gqeberha, South Africa, at The Boardwalk Casino and Hotel on July 26, 2022. BITC emerged as the first runner-up in the category of TPSP of the Year.

On June 15, numerous TPSPs including Wesgro, ECDC, BITC, and NPAB participated in a session hosted at the SACG-NY offices in New York, to share lessons and experiences related to the SFF 2022 show. These TPSPs planned to share these observations at a future TISP Forum to be led by ECDC and Wesgro.

In FY2022, the USAID TradeHub produced a learning product titled "The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors." This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show of women-led firms, such as Botswana's Maungo Craft, and help given to firms such as Botswana's Donkey Milk to get successfully listed on Amazon. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Botswana firms.

LOP COUNTRY PERFORMANCE TABLE: BOTSWANA

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	\$0.00	N/A	\$230.00	N/A	\$0.00	\$1.78 mil	\$0.00	\$0.2 mil	\$19,544.84	\$0.2 mil	\$176,175.60	\$195,950.44
		Botswana to SA: N/A	Botswana to SA: \$0.00	Botswana to SA: N/A	Botswana to SA: \$230.00	Botswana to SA: N/A	Botswana to SA: \$0.00	Botswana to SA: \$1.4 mil	Botswana to SA: \$0.00	Botswana to SA: \$0.15 mil	Botswana to SA: \$19,544.84	Botswana to SA: \$0.2 mil	Botswana to SA: \$169,608.00	Botswana to SA: \$189,382.84
		Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: \$0.3 mil	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: \$0.05mil	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: \$5,000.00	Botswana to U.S. AGOA: \$6,567.60	Botswana to U.S. AGOA: \$6,567.60
		Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: \$0.00	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: \$0.00	Botswana to U.S. Non-AGOA: \$0.00
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	\$0.00	N/A	\$131,821.26	N/A	\$488,827.61	\$0.34 mil	\$599.74	\$0.6 mil	\$7,481,291.38	\$0.4 mil	\$11,604,971.05	\$19,707,511.04
		Botswana to SA: N/A	Botswana to SA: \$0.00	Botswana to SA: N/A	Botswana to SA: \$131,821.26	Botswana to SA: N/A	Botswana to SA: \$488,827.61	Botswana to SA: \$0.26 mil	Botswana to SA: \$599.74	Botswana to SA: \$0.3 mil	Botswana to SA: \$7,393,200.00	Botswana to SA: \$0.325 mil	Botswana to SA: \$11,570,607.00	Botswana to SA: \$19,585,055.61
		Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: N/A	Botswana to U.S. AGOA: \$0.8 mil	Botswana to U.S. AGOA: \$0.00	Botswana to U.S. AGOA: \$0.3 mil	Botswana to U.S. AGOA: \$87,391.38	Botswana to U.S. AGOA: \$75,000.00	Botswana to U.S. AGOA: \$33,864.05	Botswana to U.S. AGOA: \$121,255.43
		Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: \$700.00	Botswana to U.S. Non-AGOA: N/A	Botswana to U.S. Non-AGOA: \$500.00	Botswana to U.S. Non-AGOA: \$1,200.00
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	N/A	N/A	N/A	N/A	N/A	25%	N/A	25%	70%	25%	28%	N/A	

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	57%	70%	100%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	66%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	N/A	\$1.3 mil	\$0.00	\$0.48 mil	\$99,965.00	\$0.00	\$85,592.00	\$185,557.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	N/A	N/A	N/A	N/A	\$10,649,179.71	\$0.3 mil	\$0.00	\$0.12 mil	\$218,521.23	\$12,240.00	\$185,498.00	\$11,053,198.94
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$0.8 mil	\$0.00	\$1.12 mil	\$0.00	N/A	N/A	\$0.00

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	\$0.00	\$0.2 mil	\$0.00	\$0.28 mil	\$0.00	N/A	N/A	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	1	8	3	2	14	2	16	34
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	1	N/A	5	N/A	0	2	3	4	24	2	29	63
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	11	3	3	20	2	20	43
13	Number of individuals in the non-agriculture system who have applied improved	N/A	N/A	N/A	N/A	N/A	N/A	2	3	4	36	2	47	86

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	management practices or technologies with USG assistance [Custom]													
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	1	7	3	29	65	13	64	133
			N/A	N/A	N/A	N/A	Botswana to SA: 1 deal	Botswana to SA: 7 deals	Botswana to SA: 3 deals	Botswana to SA: N/A	Botswana to SA: 35 deals	Botswana to SA: 10 deals	Botswana to SA: 42 deals	Botswana to SA: 81 deals
			N/A	N/A	N/A	N/A	Botswana to U.S. 0 deals	Botswana to U.S. 0 deals	Botswana to U.S. 0 deals	Botswana to U.S. N/A	Botswana to U.S. 30 deals	Botswana to U.S. 3 deals	Botswana to U.S. 22 deals	Botswana to U.S. 52 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	1	4	2	8	20	2	7	30
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	1	N/A	1	N/A	0	15	41	40	131	10	83	257
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	1	20	84	60	243	15	153	483
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	17 PPPs	N/A	38 PPPs		3 PPPs	2 PPPs	3 PPPs	0 PPPs	0 PPPs	61 PPPs

ANNEX 3: ESWATINI COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

A lesson brought home repeatedly in the course of the project was the importance of follow-up assistance. Such was the case, for example, with tradeshows. After Eswatini companies attended tradeshows, they often needed considerable support to be able to respond to buyer requests in an effective and timely manner. The USAID TradeHub has sought to empower locals TPSPs to play this supportive role after the end of the USAID TradeHub project.

Participation in USAID TradeHub activities in Eswatini was notably improved by working through TPSPs such as the Small Enterprises Development Company and Royal Science and Technology Park, which were able to draw from their existing databases, contacts, and understanding of the local environment.

In FY2020, the USAID TradeHub, in partnership with the Eswatini Investment Promotion Authority (EIPA) and members of the Eswatini Textiles and Traders Association (ETTA), began supporting manufacturers to produce personal protective equipment (PPE) in response to the COVID-19 pandemic. The effort was designed to save jobs in the critical textiles sector while providing protective gear to Eswatini, South Africa, and potentially, the United States. This experience brought home the importance of flexibility in response to upheavals in the marketplace.

After the relaxation of COVID-19 restrictions, more in-person engagements could take place. This added a welcome element of warmth to many events. Previously virtual events became more often hybrid, enabling both broad participation through virtual contact, and the more personable experience of face-to-face encounters. The lesson learned is that both approaches, intelligently utilized, can be useful to achieve effective results.

Over the life of the project, USAID TradeHub achieved cumulative exports from Eswatini to South Africa of \$7,791,515.51 (\$1,049,704.09 in the agriculture and \$6,741,811.42 in non-agriculture sectors); and \$3,725,838.71 from Eswatini to the United States. Most of the firms were at the start of their export, Swazi Candles has shipped an initial order for listing on Amazon, Eswatini indigenous products is still working to finalise FDA listing and once they have completed the process, they should be able to send consignments of organic cosmetics to the U.S. markets, and firms working with Fair & Square are working on finalizing deals with U.S. buyers for shipment once this has been concluded. Commodities that exporters are engaged with South African buyers include chilli peppers, jams, chutneys, sauces and pestos, baby vegetables, cosmetics and home goods and handicraft, all at different stages of deal progression. Similarly for investment, the USAID TradeHub achieved \$983,287.23 of investment (\$645,107.00 in agriculture and \$338,180.23 in non-agriculture sectors). There is an active pipeline of \$0.5 million in three term sheet offers (varying between \$90,000 and \$0.3 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$77,250) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, the USAID TradeHub co-sponsored the Source Africa Trade Show in Cape Town, and secured booths for five exhibiting manufacturers, including House of Diva Fashions from Eswatini (then called Swaziland). At the show, 127 linkages were established for all the USAID TradeHub-sponsored exhibitors.

A partnership between the Produce Marketing Association and the USAID TradeHub allowed growers to establish new buyer networks and close a banana-export deal. LNL Fresh Produce negotiated a deal with a large South Africa buyer to export \$1.5 million worth of bananas in FY2018.

Twelve companies from Eswatini, South Africa, and Zambia exhibited at the Summer Fancy Food Show in New York, in June 25-27, 2017, under the USAID TradeHub-developed Africa Fine Foods brand. Six of the companies were owned by women, and it was first time for some to exhibit at an international show. From Eswatini, Black Mamba Foods was represented by Mark Andrew Pocock. The companies reported 100 leads, and within three months of the show, \$33,000 in exports were made.

In FY2017, the USAID TradeHub hosted two U.S. buyer missions for specialty foods and apparel. A specialty foods buyer mission to South Africa, Eswatini, and Zambia resulted in \$100,000 of exports from seven Southern African firms to Try the World, a U.S. company. Try the World then piloted a “South Africa Box,” comprising eight South African products. A handicraft and fashion accessories buyer mission, made up of four U.S. buyers, met companies in Eswatini, South Africa, and Namibia.

FY2018 SUMMARY

In FY2018, the USAID TradeHub held a number of workshops to provide market-entry support to regional firms. Worldwide Responsible Apparel Production (WRAP) social-compliance-awareness workshops with the U.S.-based WRAP accreditation body were held in four countries, benefiting 38 exporting manufacturers from Eswatini, Botswana, Lesotho, and Zambia. The cost of WRAP certification remains a major hurdle for many firms, although an initiative by the USAID TradeHub and WRAP to assist in training regional accredited auditors aims to reduce the significantly in the long term.

The USAID TradeHub, in collaboration with Registrar Corp, conducted awareness sessions on the standards and procedures of the U.S. Food and Drug Administration. These sessions, held in Eswatini, Botswana, and Lesotho, were attended by 114 participants from the target sectors of specialty foods and cosmetics. Organic-certification workshops were also conducted in Eswatini, Lesotho, and Botswana, and over 100 people participated.

The USAID TradeHub assisted with the adaptation to domestic markets of SADC technical trade barrier (TBT) policies in Eswatini, Malawi, and Zambia. This included supporting the harmonization of regional TBT policies. In collaboration with government ministries concerned with commerce and justice in these countries, the USAID TradeHub worked to enhance stakeholder awareness of the statutory instruments for domestication of the TBT Annex to the SADC Protocol on Trade.

The USAID TradeHub collaborated with the Eswatini Investment Promotion Authority (EIPA) to conduct seminars on AGOA awareness and USAID TradeHub support services in Mbabane.

The USAID TradeHub began the AGOA Utilization Strategy stakeholder consultation process in Eswatini (in close collaboration with the U.S. Embassy).

FY2019 SUMMARY

The USAID TradeHub, in partnership with Messe Frankfurt, the American Apparel Footwear Association, and the Office of the U.S. Trade Representative, collaborated to host the Source Africa Trade Show in June 2019 in Cape Town, South Africa. The tradeshow attracted top South African apparel retailers, featured more than 300 exhibitors from 18 countries, and brought in more than 3,000 visitors, 15 percent of whom were buyers and sourcing managers.

FY2020 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

During FY2020, the USAID TradeHub continued developing a strong relationship with Fair & Square a TPSP and experienced actor in the handicrafts and fashion accessories sector. In partnership with Fair & Square, the USAID TradeHub hosted a webinar on U.S. market-entry requirements. Eighteen Eswatini handicraft companies were in attendance.

The USAID TradeHub continued to issue subcontracts to TPSPs to address product demand in South Africa. The USAID TradeHub signed agreements with the EIPA and Fair & Square to train potential exporters to fulfill demand. Skill transfer to TPSPs from the USAID TradeHub to TPSPs was realized through sharing of tools, discussions on refinement of supplier-development models, and collaboration in hosting webinars with buyers from South Africa and the United States. The USAID TradeHub also developed a comprehensive checklist for regional exporters to South Africa, complementing a similar guide for exporters to the United States.

During FY2020, the USAID TradeHub provided cost-share support to three firms, Eswatini Kitchen, Black Mamba Foods, and Sdemane Farming, to defray the cost of acquiring certifications.

During the year, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, from 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult, but lucrative, informal market through local *spaza* shops (unofficial stores). 5M2T claims to engage with 60,000 outlets per month and has broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including two from Eswatini, which are Eswatini Kitchen and LnL Fresh Produce had the opportunity to engage with the distributor on how to access the informal market.

The USAID TradeHub hosted a webinar for firms from across Southern Africa on exporting to South Africa, with Eswatini firms in attendance. The webinar featured information researched beforehand through interviews with market actors on different approaches to cross-border trade, including challenges and strategies. The event brought together export firms, BMOs, and TPSPs. In Q4, the USAID TradeHub developed case studies emerging from the event, which it published in Q1 of FY2021.

In response to of COVID-19 restrictions, the USAID TradeHub increasingly relied on virtual means to bring together buyers and sellers, and to build capacity within the trade ecosystem. These linkages were largely achieved through webinars on a range of issues, as summarized in the webinars annex.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin, Nations Capital, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings to

assess the export, finance, and technology needs of the following firms: Eswatini Kitchen, LNL Fresh Produce, Smiling Through Investments, FTM Garments, The Soap Factory, Gone Rural, Arro-P, One Global Brands, Promenade, Eswatini Indigenous Products, and Fresco Farm.

The transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analyses of the Eswatini firms. From this, they developed a deal pipeline that included seekers of equity, debt, trade finance, and technology. In FY2020, the USAID TradeHub prioritized 11 deals in Eswatini valued at \$12 million for further facilitation through the financial advisors. During the fiscal year, nine finance deals progressed to deal-note status to a value of \$11.8million – one in the non-agriculture sector valued at \$3.0 million, and three in the agriculture sector valued at \$1.2 million. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the SMEs to apply for funding with the capital providers. Much of the requested financing related to technology, such as equipment to improve manufacturing, irrigation, and packaging.

In addition, the USAID TradeHub worked toward institutionalizing how capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the ATP, an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub recruited and appointed four capital providers: Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions, and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub provided technical assistance to develop Eswatini's AGOA Utilization Strategy, in line with a recommendation from the U.S. Trade Representative to ensure that the strategy was relevant to Eswatini's export objectives. The AGOA Strategy was developed and circulated by Ministry of Commerce Industry and Trade (MCIT) for review by stakeholders, and approved in Q4.

The Steering Committee to lead implementation of the AGOA Strategy was organized at the end of FY2020 and convened its inaugural meeting in early FY2021.

In Q4, the USAID TradeHub, working with Registrar Corp, a U.S. partner, helped earn

On August 24, 2020, more than 150 people, including trade stakeholders from Eswatini, joined the second in a three-part webinar series, supported by the USAID TradeHub, exploring exports to the United States under AGOA. The virtual event focused on the textiles and apparel sector. The event was hosted by trade promotion service provider Messe Frankfurt, organizers of a November 2020 fashion sourcing event. The diverse panel of participating experts consisted of a USAID TradeHub-appointed U.S. customs law expert, a USAID TradeHub apparel linkages consultant, a sector manager at Trade and Investment Kwa-Zulu Natal, and the chairman of the Lesotho Textile Exporters Association. Topics included an overview of the legal framework underpinning AGOA, practical insights into U.S. market trends, and the perspectives of a manufacturer in Lesotho with experience exporting to the United States.

U.S. Food and Drug Administration (FDA) waivers for 13 Southern African firms seeking to export personal protective equipment (PPE) to the United States. The firms, including two from Eswatini (Far East Garments and Clockwork Giants), received USAID TradeHub support to repurpose their manufacturing operations in response to the COVID-19 pandemic. The FDA waivers, which expired in December 2020, applied to washable face masks, surgical caps, surgical suits, and non-surgical isolation gowns.

On the heels of a June 30, 2020 webinar, “E-commerce Made Simple: Exporting to the U.S. via Amazon.com,” the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies, including two from Eswatini, which Black Mamba Foods and Eswatini Kitchen, were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. The USAID TradeHub shared a portion of the costs of these listings. Black Mamba Foods from Eswatini was among the five pilot listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana World Project, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ’s Price Club, Chico’s, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships, although no deals were concluded from this particular buyer mission.

FY2021 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2021, the USAID TradeHub worked with its partners to increase opportunities for 16 Eswatini companies to export to South Africa. This was done through facilitating a total of six export deals and assisting the firms to overcome market-entry barriers, such as those posed by certification requirements for entering the South African market. The USAID TradeHub assisted two Eswatini firms to close deals. Eswatini Kitchen closed a deal with a South African buyer, Spar, worth an estimated \$400,000. Black Mamba Foods concluded a deal with Faithful to Nature, an organic, e-commerce company, worth about \$5,000 (chili sauces, pastes, and jams).

The USAID TradeHub, working with its partners, increased opportunities for Eswatini companies to export to South Africa by providing trade-enhancing services and market-entry support. This assistance included identifying new South African retail buyers, as well as introducing suppliers to buyers with which the USAID TradeHub already had an established relationship (Makro, Avon, Pick n Pay, Clicks). New introductions included those of

On August 20, 2021, Eswatini Kitchen, a natural foods manufacturer, closed a deal with a South African buyer, Spar Group, worth an estimated \$400,000. The successful deal followed linkages established by the USAID TradeHub between the two firms in 2020. The USAID TradeHub also invited Eswatini Kitchen to participate in webinars and tradeshows to increase its business acumen. The USAID TradeHub further supported the firm to maintain its food-safety certification (FSSC 22000), which is mandatory to export to Spar. The certification audit was undertaken by the South African Bureau of Standards on August 16-17, 2021, with the USAID TradeHub cost-sharing the audit fee.

three Eswatini firms (Eswatini Kitchen, Black Mamba Foods, and Smiling Through Farming) with the South African food retailer Pick n Pay.

The USAID TradeHub also worked with TPSPs and other partners to develop their capacity for sustaining support efforts in the longer term, beyond the expiration of the USAID TradeHub project. These partners included Catalyze, EIPA, National Agriculture Marketing Board (NAMBoard), and Eswatini Water and Agricultural Development Enterprise.

The USAID TradeHub appointed two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to ten firms in Eswatini. Additionally, through cost-sharing grants for product testing, product registration, and certification, the USAID TradeHub provided certification support to five Eswatini firms (Black Mamba Foods, Eswatini Indigenous Products, Artemis Agri, Smiling Through Farming, and NAMBoard).

On August 25, 2021, the USAID TradeHub supported Eswatini Indigenous Products, a cosmetics manufacturer, to complete an audit to acquire Organic and Natural Cosmetics Certification (COSMOS) by Ecocert. The internationally recognized certification affirms that consumer products designated organic have been produced according to organic standards. The certification enables the firm to sell organic cosmetics and export its products to South Africa. The USAID TradeHub covered 60 percent of the audit costs.

At the close of FY2021, the USAID TradeHub continued to support five Eswatini firms (Eswatini Indigenous Products, Artemis Agri, Black Mamba Foods, Smiling Through Investments and NAMBoard) with certifications and product testing initiated in Q2, to meet South African market-entry requirements. More specifically, Black Mamba Foods completed recertification on food safety (FSSC 22000) through NSF International, to ensure its products meet standards such as shelf-life stability. As mentioned, Eswatini Indigenous Products attained COSMOS certification. Smiling Through Investments and NAMBoard continued to prepare for certification audits with Control Union and BSI, respectively. Finally, Artemis Agri, which undertook a Global Good Agricultural Practices (Global GAP) stage-one audit, was working on correcting non-conformities flagged during the procedure.

The USAID TradeHub carried out needs assessments for one firm and one TPSP (Eswatini Indigenous Products and Fair & Square, respectively) seeking to export to South Africa. Both firms were introduced to NONZēRO Africa, a USAID TradeHub-appointed marketing agency tasked with improving selected firms' digital footprint. This need has been accentuated by the COVID-19 crisis. In Q3, the USAID TradeHub appointed NONZēRO Africa to develop the marketing capacity of at least three export firms in Eswatini, to enhance their digital presence and positioning within the South African and U.S. markets. In Q4, NONZēRO Africa concluded three assessments of the firms' existing marketing materials and activities to identify gaps and recommend areas for improvement. Fair & Square, Sdemane Farming and Eswatini Indigenous Products were provided with individual proposals for consideration. Only Fair & Square and Eswatini Indigenous Products signed deal notes, with Eswatini Indigenous Products being assisted with the design of a marketing and branding strategy.

The USAID TradeHub also supported seven regional firms to attend two co-located virtual tradeshows – the SAITEX and Africa's Big 7 (AB7). The trade events both took place August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow cost, while firms paid the balance. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven participating firms in pre-show sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. A total of

32 trade linkages were facilitated during the events between the seven firms and potential buyers. From Eswatini, NAMBoard and Eswatini Indigenous Products participated in these events.

The USAID TradeHub developed the Regional Cross-Border Trade Toolkit as an advice-packed resource that provides guidelines to firms from USAID TradeHub-affiliated countries seeking to export to South Africa. Following this, the USAID TradeHub collaborated with EIPA to organize a toolkit seminar, attended by 25 participants from Eswatini that included TPSPs such as Youth Enterprise Revolving Fund (YERF), the Federation of Eswatini Business Community, and Business Eswatini. The toolkit provides firms with easy-to-use, step-by-step guidelines on exporting to South Africa, covering topics such as export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements.

A regional trade-promotion stakeholder group, the Southern Africa Trade and Investment Promotion (TIP) Forum, was launched on March 26, 2021, and began planning a peer-learning event with support from the USAID TradeHub. In Q3, the group developed terms of reference to define its structure and purpose, consulting with regional TPSPs to gain consensus. The secretariat of the group, the Eastern Cape Development Corporation (ECDC), and Botswana Exporters and Manufacturers Association (BEMA) met on September 23, 2021, and agreed to host the regional event in 2022, with the involvement of the relevant TPSPs across the region, and with the support of the USAID TradeHub. The group was later renamed the Trade and Investment Service Providers (TISP) Forum.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. This video series was earmarked for finalization and dissemination in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub facilitated 14 finance and investment deals in Eswatini. Out of the 14, USAID TradeHub generated nine deal notes with a value of \$11.8 million. The deal notes detail a plan through which Investment Memoranda (IMs) could be formulated. Out of the nine deals, the USAID TradeHub formulated four IMs with a value of \$4.2 million (three in agriculture with a value of \$1.2 million, and one in non-agriculture with a value of \$3.0 million), predominantly for debt finance.

The USAID TradeHub also made an in-kind investment of \$136,054.00 toward business development services, and \$207,779 toward business certifications and market development services.

The USAID TradeHub also continued to work with the natural agricultural exporter Farm-to-Table in support of venture capital investment with the fund Enygma Ventures, following on from a webinar held on April 14, 2021.

In FY2021, the USAID TradeHub made progress with technology transfer efforts. In Q4 for example, six Eswatini companies concluded analyses for potential technology transfer, and were linked to South African-based providers, against a target of eight technology transfers and \$200,000. The six companies (FTM Garments, Eswatini Kitchen, Eswatini Indigenous Products, One Global Brandz, Smiling Through Investments, and LnL) have a total assessed need for technology of \$67,354.50, meaning that the target of \$200,000 was not reached.

In FY2021, the USAID TradeHub continued to work with Foxfin (then known as Sebvest) on advancing the ATP, the online trade marketplace, so that the ATP reaches sufficient maturity to safeguard its sustainability. The USAID TradeHub supported Foxfin to enhance the ATP by incorporating a rewards program to incentivize registration and responsible usage of the platform by all participants. Foxfin tested and rolled out in Q4 this rewards program. By the end of Q4, five Eswatini firms had registered on the ATP, and three of these firms verified (a step beyond registration) and are thus eligible to fully engage in trade and link to services. Buyer-seller linkages via the ATP continued in Q4, with two linkages taking place on the platform leading to \$19,900.00 in export sales.

In FY2021, 78 learners from Eswatini were registered on the Netcampus learning portal, against an annual target of 30. The online platform aims to provide small- and medium-sized businesses with basic knowledge needed to run a business, access financing, and explore expansion opportunities. In Q4, Netcampus added two new learning modules to its course, bringing the total to 12 modules.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Concurrently with supporting MCIT to launch the country's revised AGOA Utilization Strategy, the USAID TradeHub continued to collaborate with TPSPs to identify export firms. New TPSPs recruited were the Youth Revolving Enterprise Fund and Eswatini National Industrial Development Corporation. Additionally, the USAID TradeHub collaborated with EIPA, which is the secretariat of the Eswatini AGOA Steering Committee, to conduct a rapid needs assessment of 13 of its 25 members who were available for the assessment. Also, in FY2021, Black Mamba Foods successfully listed and began selling on Amazon.com through a USAID TradeHub pilot project with Albert Scott LLC, a U.S.-based e-commerce management firm. One additional e-commerce candidate was also identified, Eswatini Kitchen.

On March 29, 2021, the Eswatini Ministry of Commerce, Industry and Trade (MCIT), in collaboration with the USAID TradeHub, launched the country's AGOA Utilization Strategy and Action Plan. U.S. Ambassador to Eswatini Jeanne M. Maloney, in her opening remarks for the launch, emphasized the role AGOA will play in Eswatini's future economic development.

In FY2021, seven TPSPs were engaged to support Eswatini firms with meeting U.S. market-entry requirements. The TPSPs were: VentureLift Africa, Bhavana World Project, FFF Associates, and Ontdek (all U.S.-based), and Fair & Square (Eswatini-based).

During FY2021, Eswatini firms participated in six virtual buyer missions organized by the USAID TradeHub working in collaboration with TPSP partners. These buyer missions were: two handicraft trade missions by Fair & Square on September 13 and November 19, 2020; Specialty Food Live on January 19-22, 2021; the Bhavana World Project webinar on June 10, 2021; the Organic and Natural Products Expo in June 2021; and finally, the first-ever virtual Southern Africa Development Community (SADC) Market Place on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States.

The last-mentioned event, the SADC Market Place, was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the

Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration (FDA), the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors had an opportunity to engage with U.S. buyers, importers, and distributors, and showcase their products in virtual showrooms. Participating from Eswatini were 10 firms: Sdemane Farming, Smiling Through Investments, LnL Fresh Produce, Artemis Agri, Eswatini Indigenous Products, ARRO-P, Farm-to-Table, Frosty Foods, Eswatini Kitchen, and Black Mamba Foods.

Black Mamba Foods was listed on Amazon as of July 14, 2021. The first consignment of specialty sauce from the firm arrived at the Amazon warehouse in the United States on July 4, 2021, to trade on the Amazon platform. The company's Amazon listing has been supported by the USAID TradeHub through collaboration with its partner, Albert Scott LLC, a U.S.-based e-commerce management firm. Albert Scott's support includes help with warehousing and distribution, and assistance with marketing and pricing on Amazon. By the end of FY2021, Black Mamba had achieved Amazon sales of \$7,793.80.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At the end of Q4, drafts of the AGOA video series were under review. The videos were finalized and launched in Q1 of FY2022.

The USAID TradeHub, in collaboration with EIPA and Business Eswatini, hosted the Eswatini Exporter of the Year Awards. The virtual event was jointly officiated by the U.S. Ambassador Jeanne Maloney, and Eswatini's Minister of Commerce, Industry and Trade, Manqoba Khumalo, and the USAID Eswatini Country Representative. The event was attended (virtually) by approximately 50 people.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with EIPA, BE, the Youth Enterprise Revolving Fund, and the Eswatini National Industrial Development Corporation on various information-sharing and knowledge-transfer activities. This included collaboration with three buyer-focused TPSPs – Fair & Square, Catalyze, and South African Trade Promotions – that were reappointed in FY2022 to build on work carried out in FY2021.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two

new LookBooks for natural cosmetics and food, and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms, and a further two with natural cosmetics and food buyers that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square further supported the export firms with price negotiations and logistical arrangements as they continued to undertake discussions with potential buyers from the buyer missions.

Utilizing these different approaches, Fair & Square facilitated over 30 linkages between Eswatini suppliers and prospective buyers. Swazi Candles and Zoggs Design (home decor) sent orders to HomeGoods (United States). Amarasti and Tsandza Weaving received orders from A Bridge for Africa (United States). Introductions have been made between Black Mamba Foods and Whole Foods Market (United States). Tsandza Weaving shipped an order to Montebello Designs. Zoggs Design is in price negotiations with Montebello Designs (South Africa), Tsandza Weaving and Tintsaba Crafts shipped orders to The Old House (South Africa). Zoggs Designs received an order from African Craft Trust (South Africa). Zoggs Design and Tsandza Weaving received an order from Ashanti Designs (South Africa).

Catalyze used its B2B online platform, Engage Trade Africa (engagetrade.africa), to present five Eswatini suppliers (LnL Fresh Produce, Sdemane Farming, Black Mamba Foods, Montigny Investments, and Eswatini Indigenous Products) to buyers and to stimulate interest in further deal-making. The selection of firms to promote included a focus on fast-moving consumer goods, including food and cosmetic products. Five introductory meetings between Eswatini suppliers and South African buyers were concluded in Q3. Eswatini Indigenous Products met with Aeon Skincare, and the company shared samples with the buyer and is awaiting a response. Rush Nutrition held an introductory meeting with Sdemane Farming. Rush Nutrition also held a meeting with LnL Fresh Produce and agreed on longer-term planting and supply programs. Sdemane Farming and LnL Fresh Produce held a meeting with AGT Foods. Dynamic Intertrade met with Sdemane Farming and samples were sent, and negotiations got underway. Hey Gorgeous requested Tea Tree oil samples from Montigny Investments. Black Mamba Foods is to meet with Soaring Free Superfoods (a food and cosmetics ingredients buyer) and also sent samples to The Refillery. Eswatini Kitchen secured a deal with Dynamic Intertrade and made a shipment of processed chili pepper valued at \$5,414.67.

Catalyze also provided capacity-building and market development support for Eswatini TPSPs, such as EIPA, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries, of which four participants were from Eswatini (Eswatini Indigenous Products, Eswatini Kitchen, Black Mamba Foods, and Sdemane Farming). The TPSP also assisted the Eswatini firms Eswatini Indigenous Products, Eswatini Kitchen, Black Mamba Foods, Sdemane Farming, LnL Fresh Produce, and Smiling Through Investments to list on its organic and natural products online portal to reach more buyers.

In Q3, the USAID TradeHub continued to advance e-commerce opportunities in South Africa, following a December 2021 webinar hosted by the USAID TradeHub titled “Selling in South Africa via E-Commerce,” held in collaboration with the South Africa-based e-commerce management firms Enter Africa, Legalese, and E-commerce Forum Africa. This approach builds off the USAID TradeHub’s experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

Overall, in FY2022 the USAID TradeHub made significant progress with advancing trade-enhancing services, both building off its own work and deepening its partnership with TPSPs to foster the project's sustainability. Five Eswatini firms received support with various trade-enhancing services to enter the South African market against an annual target of four. Services supported included those focused on certification, product testing, product registration, marketing-collateral enhancement, and e-commerce listing. For example, the USAID TradeHub supported Eswatini Indigenous Products with organic certification, Smiling Through and Sdemane Farming with product testing, Eswatini Kitchen with halaal certification, and Black Mamba Foods with nutritional analysis to meet South African market-entry requirements.

The USAID TradeHub also continued to work with the marketing agency NONZēRO Africa to enhance exporters' marketing collateral, building off the work carried out in FY2021. In Q3, Eswatini Indigenous Products received support from NONZēRO to update its social media strategy, website, and branding.

On July 18, 2022, NONZēRO completed its marketing upgrade of Fair & Square, which included a name change for the company (from SWIFT to Fair & Square). NONZēRO developed for the company a style guide, a social media content strategy, social media templates, and branded label templates. These marketing tools aim to enable Fair & Square to present a compelling brand, promote its business more effectively on social media, and advance its digital presence. This should enable Fair & Square to reach more U.S. and South African buyers, opening up new sales avenues for itself and the local South African firms it represents. The USAID TradeHub covered 60 percent of NONZēRO's costs, while Fair & Square covered the remaining 40 percent.

The USAID TradeHub partnered with the ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called the Trade and Investment Promotion Forum. The event served as a platform for regional TPSPs, including from Eswatini, to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Eswatini in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held January 26-27, 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Eswatini firms. From Eswatini, Fair & Square was featured in the success stories, which were finalized and disseminated in Q4.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies

adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Eswatini, Smiling Through Farming and Fair & Square were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Eswatini trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with four Investment Memoranda (IMs) with a value of \$4.97 million that had previously been approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors. These IMs were submitted to the USAID TradeHub's contracted capital providers, Cala Capital Africa (previously called Neu Capital Africa) and Foxfin (also previously called Sevest Capital). These transactions are at various stages of evaluation. Overall, out of the four IMs, three firms are still under assessment by capital providers. These firms are LnL Fresh Produce, Smiling Through Investments, and Eswatini Kitchen. This translates to one deal assessment still in play, and two declines by capital providers. Foxfin approved one application for funding and presented term-sheet offers to the capital seeker. Typical reasons for deal declines by capital providers were insufficient immediate free cash flow, irregular forecasted cash flow growth, and inadequate upfront owner equity in the deal application.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter [REDACTED] of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters [REDACTED] and [REDACTED] from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter [REDACTED] Psarakis, creator of Foodpreneur; 4) Masterclass on exporting, with presenter [REDACTED], founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Eswatini, two firms, Du Green Investments and Sinatsisa Lubombo, participated.

During FY2022, the USAID TradeHub supported the registration of 22 additional Eswatini export firms on the ATP. Eight firms have been verified so that they can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by Fair & Square and NAMBoard, who were registered on the ATP to facilitate export trades for Eswatini.

The USAID TradeHub also assisted with registering 88 new learners on the Netcampus learning portal, allowing learners to improve their financial and business literacy through the study of education modules. This activity was also supported by Business Eswatini and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. This piece was disseminated through TPSP and FSP partners for learning in Q4, following the necessary approvals.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos detail the USAID TradeHub approach toward achieving the project's finance and investment objectives, strategies adopted toward developing and sustaining partnerships with the ATP and Netcampus, the project's unique value add, and the key lessons, successes and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Eswatini trade-promotion actors.

On June 9, 2022, the USAID TradeHub, in collaboration with the AGOA Steering Committee Secretariat of Eswatini, which is EIPA, conducted a capacity-building workshop for the Interim Steering Committee. The event, held at Sibane Hotel in Ezulwini, had 11 in-person participants, including representatives from the Ministry of Agriculture and the Eswatini Standards Authority. Also present were representatives of the trade promotion service providers EIPA, the Small Enterprises Development Company, Business Eswatini, the Federation of Eswatini Business Community, Eswatini Leather Association, and Fair & Square. This workshop followed a March 17, 2022, meeting between the USAID TradeHub and the AGOA Secretariat EIPA, to put in place a structure to drive implementation of the AGOA Strategy and to provide training and guidance to the Interim Steering Committee.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In June 2022, the USAID TradeHub supported the Eswatini AGOA Steering Committee and key entities on this committee – the Ministry of Commerce Industry and Trade (MCIT) and the AGOA Steering Committee Secretariat – to review the implementation of the country's AGOA Masterplan. The review followed a workshop on June 9, 2022, to plot implementation of the AGOA Masterplan in the priority sectors of agricultural and non-agricultural sectors. The June meeting was attended by 11 people from the public and private sectors. The participants reviewed the current status of AGOA measures and discussed how to accelerate implementation. The workshop resulted in consensus on the current status of implementation for the four targeted sectors, and on the follow-up work that is required.

On April 22, 2022, Black Mamba Foods, an Eswatini-based chili and chili condiments manufacturer, shipped its second consignment of specialty hot sauces to the United States for sale on Amazon. The shipment, valued at \$7,980.00, followed a sold-out first shipment on April 16, 2021, worth \$17,500. The USAID TradeHub has assisted Black Mamba Foods throughout this process, working chiefly through its partner Albert Scott LLC, a U.S.-based e-commerce consultancy.

Following an introductory session by Albert Scott in February 2022, the USAID TradeHub signed deal notes with 17 regional firms to receive support with listing on Amazon. Eswatini firms supported under this activity were Eswatini Kitchen and Black Mamba Foods. In Q3, the USAID TradeHub and EIPA agreed to support two additional Eswatini firms with listing on Amazon through Albert Scott: Ngwenya Glass and Swazi Candles. The listing process for the two firms is currently

underway, with a Swazi Candles shipment dispatched on August 4, 2022, and listing to be finalized when this shipment arrives at the Amazon warehouse.

The USAID TradeHub also conducted meetings with Eswatini firms to identify those that could best benefit from support on U.S. market-entry requirements, and resolved to assist the following firms with FDA label review: Eswatini Indigenous Products, and Eswatini Kitchen. The USAID TradeHub covered 60 percent of the cost of this review.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. From Eswatini, Black Mamba Foods participated in this event.



Black Mamba Foods, an Eswatini-based chili sauce company, shipped an \$8,000 consignment of hot sauce to the United States for sale on Amazon on April 22, 2022, after selling out its first shipment of \$18,000. The exports, made under the favorable trade conditions of AGOA, and the company's listing on Amazon, were achieved through USAID TradeHub support.

[REDACTED], Co-Founder and CEO of Black Mamba Foods

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, the Fair & Square handicraft buyer missions, the cosmetics events arranged by SACG-NY in Q2, and the FFF Associates ingredients event.

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the inaugural Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from government, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms. Far East Textiles, the winner of the Eswatini Exporter of the Year 2021 award, was designated the first runner-up for Regional Exporter of the Year at the event.

The USAID TradeHub, in partnership with EIPA and Business Eswatini (BE), hosted the second Annual Eswatini Exporter Awards, at the Sibane Hotel in Ezulwini on May 18, 2022. The hybrid event was jointly officiated by four people: the U.S. Ambassador to Eswatini, Jeanne M. Maloney, the Minister of Commerce, Industry and Trade, Manqoba Khumalo, and the Chief Executive Officers of EIPA and BE, [REDACTED] and [REDACTED], respectively. Thirty-six participants attended the event in-person, with 37 participants joining virtually. The USAID TradeHub supported the design of award certificates, created marketing collateral, and provided logistical support, including the booking and payment of the venue. BE and EIPA, in turn, advertised the event, invited nominations, and appointed the judging committee, consisting of key market actors such as the Ministry of Commerce, Industry and Trade, and members of BE and EIPA. The Awards recognized high-performing export firms from Eswatini, incentivizing their continued excellence and encouraging new export firms. The winners were presented in various categories. The top award, Overall Best Exporter of the Year, went to Montigny Investments, with Royal Eswatini Sugar as runner-up. Some other highlights: Gone Rural won Woman Entrepreneur of the Year; Far East Textiles won Top Businesswoman Exporter of the Year; Tinotsise NGO won Top Social Impact; Royal Eswatini Sugar won Top Economic Impact; and Smiling Through Farming won Young Entrepreneur Exporter.

The USAID TradeHub also worked with the EIPA and BE to prepare for the Southern Africa Regional Exporter Awards, which was held in July 2022, in Gqeberha, South Africa. The region-wide event was the grand finale of the national Exporter Awards held in individual USAID TradeHub-focus countries and brought together nominees who were overall winners from these national awards, and nominees in other categories. Nominees from Eswatini were Montigny Investments, and Fincorp, which emerged first runner up under the category of Capital Provider of the Year.

On June 15, partner TPSPs including Wesgro, ECDC, BITC, and NPAB participated in a session hosted at the SACG-NY offices in New York, to share lessons and experiences related to the SFF 2022. These TPSPs planned to share lessons learned at a future TISP Forum to be led by ECDC and Wesgro. This TISP forum, however, did not materialize as at the end of the USAID TradeHub project.

In FY2022, the USAID TradeHub produced a learning product titled “The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors.” This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success of Fair & Square, a woman-led TPSP deeply involved in the promotion of handicrafts and related products not only in Eswatini but throughout Southern Africa. The stories were disseminated to the USAID TradeHub’s partners to share lessons for Eswatini firms and TPSPs.

LOP COUNTRY PERFORMANCE TABLE: ESWATINI

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	\$656,259.15	N/A	\$1,535,394.00	\$3,040,000.00	\$547,421.26	\$900,000.00	\$401,290.49	750,000.00	\$312,123.81	\$2,796,229.56
		Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: \$74,336.00	Eswatini to SA: \$1,440,000.00	Eswatini to SA: \$344,938.00	Eswatini to SA: \$600,000.00	Eswatini to SA: \$385,181.28	Eswatini to SA: \$450,000.00	Eswatini to SA: \$245,248.81	Eswatini to SA: \$1,049,704.09
		Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: \$656,259.15	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: \$1,600,000.00	Eswatini to U.S. AGOA: \$202,483.26	Eswatini to U.S. AGOA: \$30,000.00	Eswatini to U.S. AGOA: \$16,109.21	Eswatini to U.S. -AGOA: \$300,000.00	Eswatini to U.S. -AGOA: \$66,875.00	Eswatini to U.S. AGOA: \$941,726.47
		Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: \$1,461,058.00	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. - Non-AGOA: \$0.00	Eswatini to U.S. - Non-AGOA: \$0.00	Eswatini to U.S. Non-AGOA: \$1,461,058.00
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	\$864,582.94	N/A	N/A	\$760,000.00	\$362,949.91	\$500,000.00	\$5,772,092.67	\$1,100,000.00	\$1,065,240.14	\$8,064,865.66
		Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: NA	Region-SA: N/A	Eswatini to SA: N/A	Eswatini to SA: \$360,000.00	Eswatini to SA: \$51,652.36	Eswatini to SA: \$200,000.00	Eswatini to SA: \$5,714,143.00	Eswatini to SA: \$1,000,000.00	Eswatini to SA: \$976,016.06	Eswatini to SA: \$6,741,811.42
		Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: N/A	Eswatini to U.S. AGOA: \$400,000.00	Eswatini to U.S. AGOA: \$311,297.55	Eswatini to U.S. AGOA: \$300,000.00	Eswatini to U.S. AGOA: \$34,833.00	Eswatini to U.S. -AGOA: \$100,000,000.00	Eswatini to U.S. -AGOA: \$34,833.00	Eswatini to U.S. AGOA: \$380,963.55
		Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: \$864,582.94	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: N/A	Eswatini to U.S. Non-AGOA: \$23,116.67	Eswatini to U.S. Non-AGOA: \$0.00	Eswatini to U.S. - Non-AGOA: \$54,391.08	Eswatini to U.S. Non-AGOA: \$942,090.69
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	25%	0%	25%	100%	25%	23%	N/A
4	CBLD-9 Percent of USG-assisted organizations with improved	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	70%	100%	N/A

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
	performance													
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	70%	80%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	N/A	\$1,400,000.00	\$0.00	\$720,000.00	\$588,427.00	\$145,000.00	\$56,680.00	\$645,107.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$400,000.00	\$0.00	\$180,000.00	\$223,383.23	\$0.00	\$114,797.00	\$338,180.23
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$960,000.00	\$0.00	\$1.68 million	\$19,900.00	\$327,533.00	\$0.00	\$19,900.00

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$240,000.00	\$0.00	\$420,000.00	\$0.00	\$574,600.00	\$0.00	\$0
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	2	N/A	1	N/A	N/A	14	3	8	13	6	9	38
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	2 firms	N/A	1	N/A	N/A	7	3	2	22	10	20	48
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	NA	N/A	N/A	N/A	N/A	18	7	10	18	6	60	85
13	Number of individuals in the non-agriculture	N/A	N/A	N/A	N/A	N/A	N/A	4	2	3	35	10	62	102

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
14	system who have applied improved management practices or technologies with USG assistance [Custom]													
	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	11	5	29	49	15	36	90
		Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: N/A	Eswatini to SA: 21 deals	Eswatini to SA: 10 deals	Eswatini to SA: 22 deals	Eswatini to SA: 43 deals
	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: N/A	Eswatini to US: 28 deals	Eswatini to US: 5 deals	Eswatini to US: 14 deals	Eswatini to US: 42 deals	
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	37	5	6	15	2	5	25
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	1 firm	N/A	57	N/A	1	30	34	41	92	9	82	267
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	38	42	60	161	18	195	416
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7 PPPs	1	2	2 PPPs	2 PPPs	3 PPPs

ANNEX 4: LESOTHO COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

The importance of digital marketing tools became increasingly evident in the course of the project. For example, six Lesotho handicraft companies were profiled in the Southern Africa Handmade LookBook, developed in USAID TradeHub partnership with the TPSP Fair & Square (formerly known as Swaziland Fair Trade (SWIFT)), and promoted online. Five companies were also supported with participation in the Silo Agriculture Expo, and these companies developed marketing tools such as videos and enhanced PowerPoint presentations.

The amount of time required for nurturing deals often proves longer than anticipated. One reason is many business proposals submitted by suppliers are not structured in a manner attractive to capital providers. Suppliers seeking capital therefore require transaction advisory services and multiple meetings to agree on and refine deal structures. This takes a significant amount of time and, coupled with delays in submission of information by suppliers, contributes to lengthy turnaround for deals.

Repeatedly, the importance of personal contact and frequent communication has been evident in developing and fine-tuning deals. The USAID TradeHub implemented actions to ensure a smooth flow of information between all parties involved in the deal process, that is, capital seekers, transaction advisers, capital providers, and the USAID TradeHub team. Regular check-in meetings resulted in significantly improved information flow between these parties.

Trade deals involving smaller companies require considerable time to raise capital. These enterprises often struggle to find favor with capital providers because of small deal size, irregular revenue streams, and low upfront equity contributions by owners. To ease this problem, the USAID TradeHub has sought to improve documentation from these companies and build up their revenue and cash flow streams to support loan repayments by linking the companies with credible buyers.

Over the life of the project, USAID TradeHub achieved cumulative exports from Lesotho to South Africa of \$16,926,174.55 (\$229,462.85 in the agriculture and \$16,696,711.70 in the non-agriculture sectors); and \$94,402,098.00 from Lesotho to the United States. The non-agricultural sector in Lesotho has performed beyond targets as the country is strong in this area, with most exports driven by a well-developed textile sector. Deals in the pipeline for exports from Lesotho include leather and craft to both the U.S., where Jalad Africa is in the process of sending consignment to the U.S. for listing and sale on Amazon. In South Africa, the deal is between Jalad Africa and Avon, a South African buyer for handbags for the Southern Africa market. Other sectors where deal progression is ongoing include honey, herbs, dry beans and groundnuts, all with South African buyers. Selected agricultural products, textiles and apparels remain the most attractive sectors for trade and investment. Similarly for investment, the USAID TradeHub achieved \$606,487.23 of investment (\$222,821.00 in agriculture and \$383,666.23 in non-agriculture sectors). There is an active pipeline of \$17.2 million in three term sheet offers (varying between \$50,000 and \$17 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$2.6 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the

15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, nine Southern African companies – seven from Lesotho and two from South Africa – participated at the MAGIC fashion tradeshow in Las Vegas, which attracted more than 25,000 buyers and included more than 2,000 exhibitors. The companies participated under “The African Advantage” initiative, a collaboration involving the East, West, and Southern Africa Trade and Investment Hubs. The Africa Advantage presented information on key selling points to buyers, trade preferences under AGOA, support to buyers by the USAID TradeHub, and delivery from Africa. The Africa Advantage booth, showcasing more than 60 companies, attracted hundreds of buyers, and featured an Ethiopian coffee ceremony, which raised visibility and interest. Show participation was the culmination of months of preparation. The USAID TradeHub collaborated with public- and private-sector partners in Lesotho and South Africa to identify suitable apparel companies, prepped the companies to participate effectively, and created marketing material. Buyer meetings were arranged both before and after the show.

During the show, Lesotho companies established 50 contacts from sourcing companies, industry associations, and network organizations. Fashion designer Leigh Schubert, a South African manufacturer, received five orders (valued at \$12,500) from boutiques in the United States. Three Lesotho companies, Long River, TZICC, and Fantastic Clothing entered negotiations with buyers as a result of linkages, but deals did not ultimately materialize.

In FY2017, USAID TradeHub provided feedback to apparel manufacturers in Lesotho, Malawi, Botswana, Mozambique, South Africa, and Zambia after comprehensive assessments. Technical factory assessments were completed in Lesotho (Mountain Printers, Shining Century, Lucky Manufacturing, Liberation Clothing, Nanabolela, Formosa, Seshoeshoe Productions, Precious Garments, Afri-Expo Textiles), Malawi (Macoa, Mapeto Textiles, Nu Line Textiles, Win Win Garments, Exclusive Fashions, Knitwear Industries, Crown Fashions), Botswana (Premier Clothing, Western Apparel, Glam Collections), Mozambique (Moztex, Maputo Clothing, Moz Cotton Manufacturing, Nova Texmoque), South Africa (TCI Apparel, Durban Overalls, Allwear Industries, Golden Wheel, SA Cloth, JJM Fashions, Versatile Fashions, Saravana, NNTE, Saddler Belts, JMV Textiles, Solarsport, Ohtwo Clothing, Triton Clothing, Favourite Fashions) and Zambia (Unity Garments, Amalgamated Dress, Mukuba Textiles, Lusaka Clothing, City Clothing, Excel Textiles). All requirements were documented and communicated with the manufacturers. Seshoeshoe Productions, one of the factories assessed in Lesotho, has benefited by being linked to a new zipper supplier in South Africa. A long-term relationship was established with Speed Zipper, which offers a faster delivery service.

In FY2017, private-sector associations and government ministries in Lesotho were informed about WTO Trade Facilitation Agreement collaboration models to improve regional and international trade.

FY2018 SUMMARY

In FY2018, the USAID TradeHub provided firm-level assistance to 14 workwear export-ready firms in Lesotho, South Africa, Eswatini, Zambia, and Botswana. A U.S.-based market expert was further engaged in FY2021 to target U.S. workwear retailers and distributors. Potential sales from the export-ready firms were estimated at \$8 million.

During FY2018, the USAID TradeHub held a number of workshops to provide market-entry support to regional firms. Worldwide Responsible Apparel Production (WRAP) social-compliance-

awareness workshops with the U.S.-based WRAP accreditation body were held in four countries, benefiting 38 exporting manufacturers from Lesotho, Botswana, Eswatini, and Zambia. The cost of WRAP certification remains a major hurdle for many firms, although an initiative by the USAID TradeHub and WRAP to assist in training regional accredited auditors will reduce the cost of certification significantly.

The USAID TradeHub, in collaboration with Registrar Corp, conducted U.S. Food and Drug Administration (FDA) awareness sessions in Lesotho, Botswana, and Eswatini attended by 114 participants from the target sectors of specialty foods and cosmetics.

Organic-certification workshops were also conducted in Lesotho, Botswana, and Eswatini, and over 100 people participated.

FY2019 SUMMARY

The USAID TradeHub, in partnership with Messe Frankfurt, the American Apparel and Footwear Association (AAFA), and the Office of the U.S. Trade Representative (USTR), collaborated to host the Source Africa Trade Show in June 2019 in Cape Town, South Africa. The tradeshow attracted top South African apparel retailers, more than 300 exhibitors from 18 countries, and over 3,000 visitors, 15 percent of whom were buyers and sourcing managers. AAFA and USTR participated in a panel discussion at the event on AGOA with other stakeholders from the Lesotho National Development Corporation, the South African Department of Trade and Industry, and the Mauritius Economic Development Board.

FY2020 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2020, a workshop on supplier development strategies was conducted with the Lesotho National Development Corporation (LNDC) and the Lesotho Chamber of Commerce and Industry (LCCI). Four strategies that acknowledge the capacity of potential exporters were developed with LCCI and one with the Water Bottling Federation of Lesotho.

During FY2020, the USAID TradeHub identified three Lesotho firms (Phokeng Natural Spring Water, Lekhalong Natural Spring Water, and Florratt Cosmetics) for cost-share support with certifications. By the end of the fiscal year, the three companies were unable to proceed with the certifications, citing the cost and a lack of offtake agreements.

During the year, COVID-19 restrictions affected many trade-related activities, such as TPSPs providing technical support to firms seeking to improve business practices. The USAID TradeHub found alternative ways of executing these activities and linking exporters with buyers, making increasing use of virtual and hybrid meetings, webinars, and trade missions.

In response to COVID-19 disruptions, the USAID TradeHub, in partnership with the Lesotho National Development Corporation, and in collaboration with the U.S. Embassy in Lesotho, piloted a program to support textile and apparel companies in the country to produce personal protective equipment (PPE). The initiative sought to buttress Lesotho's textiles sector through four aims: 1) assist manufacturers willing to shift their production to PPE; 2) save some jobs lost to the pandemic; 3) ensure healthcare workers and the general population have access to masks and other essential equipment; and 4) support PPE exports to South Africa and the United States. In FY2020, the USAID TradeHub facilitated FDA registration for four firms (Liberation Clothing, Maseru E Textiles, Afri-Expo Textiles, and Seshoeshoe Productions) in preparation for PPE exports to the United States.

During the year, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, from 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult but lucrative informal market through local *spaza* shops (unofficial stores). 5M2T claims to engage with 60,000 outlets per month and has broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including four from Lesotho, had the opportunity to engage with the distributor on how to access the informal market. In quarter four, the USAID TradeHub developed a regional learning piece emerging from the event.

The USAID TradeHub facilitated a virtual workshop on supplier-development strategies that was conducted with the LCCI and LNDC. Four pilot strategies to enhance the capacity of potential exporters were developed with LCCI, and two were developed with LNDC.

The USAID TradeHub further analyzed companies for certification support and shortlisted two firms (Florrratt Cosmetics and the Water Bottling Federation of Lesotho) to receive cost-share funding for this purpose. The firms, however, did not pursue certifications because of challenges with financial resources.

The USAID TradeHub hosted a webinar for firms from across Southern Africa on exporting to South Africa, at which 13 Lesotho firms participated. The webinar featured information researched beforehand through interviews with market actors on different approaches to cross-border trade.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin (then known as Sebvest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings to assess the export, finance, and technology needs of the following 11 Lesotho companies: Amstern, Jalad Africa, MG Commodities, Seshoeshoe Productions, Johane Garments, Afri-Expo Textiles, Leeto Ventures, Nat Effect, Guilletta Farms, PBL Farm Produce, and Tripharm Pharmaceuticals.

The appointed transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analysis of target enterprises in Lesotho. They developed a deal pipeline that included seekers of equity, debt, and trade finance, as well as technology. In FY2020, the USAID TradeHub prioritized 11 deals in Lesotho valued at \$43.66 million for further facilitation through the financial advisors. During the fiscal year, all 11 deals progressed to deal-note status – seven in the non-agriculture sector valued at \$42.96 million, and four in the agriculture sector valued at \$697,000. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool developed in FY2020. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the SMEs to apply for funding with the capital providers. Most of the requested financing related to technology, such as equipment to improve manufacturing, irrigation, and packaging.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub recruited and appointed four capital providers: Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions, and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub supported the formulation of a second Millennium Challenge Corporation (MCC) compact with Lesotho and contributed studies on horticulture and irrigation schemes to support the identification of horticulture as a high potential, priority sector under the compact. The USAID TradeHub also helped develop an investor teaser to be used during road shows in anticipation of normal travel resuming.

In FY2020, U.S. Ambassador to Lesotho Rebecca E. Gonzales joined the Minister of Trade and Industry Halebonoe Setšabi to launch the Lesotho AGOA Utilization Strategy. Developed with support from the USAID TradeHub, the AGOA Strategy includes specific recommendations for diversifying Lesotho's exports under AGOA, which offers reduced duties on imports to the United States from qualifying African countries. In addition, the USAID TradeHub formalized partnerships with TPSPs by signing deal notes to recruit, develop, and support exporters in predefined services.

In FY2020 The USAID TradeHub further provided technical assistance by working with LNDC to establish the Lesotho AGOA Reference Group/Steering Committee and identify the AGOA priority issues and potential areas for capacity-building. LNDC submitted a proposed institutional structure as proposed in the AGOA Strategy for approval. Capacity-building areas for the Secretariat were also identified. The USAID TradeHub continued to strengthen both the LNDC as the Secretariat and the AGOA Reference Group to ensure effective implementation of the AGOA Strategy.

The USAID TradeHub continued to strengthen supply-side actors to deliver services through trade and investment promotion agencies, such as LNDC, LCCI, the Basotho Enterprises Development Corporation (BEDCO), and the Lesotho Textile Exporters Association (LTEA).

The USAID TradeHub, working with Registrar Corp, a U.S. partner, helped earn U.S. Food and Drug Administration (FDA) waivers for 13 Southern African firms seeking to export personal protective equipment to the United States. The 13 firms, including four firms from Lesotho, received USAID TradeHub support to repurpose their manufacturing operations in response to the COVID-19 pandemic. The FDA waivers, which expired in December 2020, applied to washable face masks, surgical caps, surgical suits, and non-surgical isolation gowns.

On the heels of a June 30, 2020, webinar, "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies, including four from Lesotho, were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana World Project, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club, Chico's, and Diane von Furstenberg. The TPSP presented the production

capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships, although no specific deals resulted from these linkages.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

USAID TradeHub, working with its partners, increased opportunities for Lesotho companies to export to South Africa by providing trade-enhancing services and market-entry support. This assistance included identifying new South African retail buyers, as well as introducing suppliers to buyers with which the USAID TradeHub already had an established relationship (Makro, Avon, Pick n Pay, Clicks). One such new introduction was between the Jalad Africa and Avon, which only started picking up pace in FY2022. Avon has yet to conduct a site visit and no deal has been concluded.

The USAID TradeHub also worked with numerous partners to develop their capacity for sustaining support activities over the longer term. These partners included LNDC, LCCI, and BEDCO who were all capacitated through the Cross-Border Trade Toolkit training-of-trainers workshop on February 8-9, 2022. The USAID TradeHub also co-hosted with LCCI a virtual workshop on supplier development on April 1, 2022. LCCI subsequently piloted a supplier-development framework with two potential exporters, PBL Farm Products and Mazenod Rural Tannery, to help them understand the details of exporting.

The USAID TradeHub also appointed two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to a supplier (Wild Plants Growers) in Lesotho. Furthermore, through Catalyze, USAID TradeHub facilitated two new deals between Wild Plants Growers and two South African buyers (Hey Gorgeous and Le Naturel) for export of rosehip oil.

Through cost-sharing grants for product testing, product registration, and certification, the USAID TradeHub provided support to one firm (Wild Plants Growers). An additional three firms (Afri-Expo Textiles, Liberation Clothing, and Long River Garments) were in the process of preparing for WRAP certification. By the end of the year, one firm (Wild Plants Growers) had concluded trade-enhancing service activities against a target of three.

The increasing importance of digital marketing tools was evident throughout the year. Assisted by the USAID TradeHub, six handicraft companies were profiled and included in the Southern Africa Handmade LookBook, developed in partnership with Fair & Square.

As a result of preparatory work by dmg events, two deals were facilitated between South African buyers and Lesotho-based apparel manufacturers. Mr Price (South Africa) was linked to two Lesotho textile and apparel firms, Afri-Expo Textiles and Lucky Manufacturing. Makro (South Africa) was linked to Maseru E Textiles. Catalyze also facilitated linkages between Wild Plants Growers and South African buyers.

Five companies were also supported with participation in the Silo Agriculture Expo, and these companies were assisted to develop marketing tools such as videos and enhanced PowerPoint presentations. Suppliers in Lesotho generally require considerable support to prepare material and be properly responsive to buyer inquiries. Most suppliers need assistance to develop company

profiles for presentation to buyers, and many agricultural suppliers in particular do not meet buyers' requirements for this documentation, even for cross-border regional trade.

At the close of FY2021, the USAID TradeHub continued to support a Lesotho firm (Wild Plants Growers) with organic certification to meet South African market-entry requirements. Sixteen Lesotho firms were also listed on the ATP, and 12 of them were verified to commence trading on the platform. The verified firms were: Afri-Expo Textiles, Johane Garments, MG Commodities, Mertrux Holdings, KS Fresh Produce, Wild Plants Growers, Florratt Cosmetics, Liberation Clothing, Seshoeshoe Productions, RoommsStudio, Healthwise, and Jalad Africa.

The USAID TradeHub also focused on improving market positioning and marketing collateral among regional exporters. This need has been accentuated by the COVID-19 crisis. In Q3, the USAID TradeHub appointed NONZĒRO Africa, a South Africa-based marketing agency, to develop the marketing capacity of at least three export firms in Lesotho, to enhance their digital presence and positioning within the South African and U.S. markets. In Q4, NONZĒRO Africa concluded three assessments of the firms' existing marketing materials and activities to identify gaps and recommend areas for improvement. The three firms (Afri-Expo Textiles, Florratt Cosmetics, and Seshoeshoe Productions) were provided with individual proposals for consideration; however, none of the firms proceeded to work with NONZĒRO Africa as they indicated that they were not ready at that stage.

The USAID TradeHub continued to explore the possibility of face-to-face buyer missions and trade events when the operating environment permits from a health-and-safety perspective. Meanwhile, the USAID TradeHub, working with TPSPs, urged Lesotho firms to innovate and test approaches that extend beyond a short-term, event-driven business model to foster the longer-term sustainability of projects and activities.

The USAID TradeHub supported seven regional firms to two co-located virtual tradeshows – the SAITEX and Africa's Big 7 (AB7). The trade events both took place August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow cost, while firms paid the balance. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven participating firms in pre-show sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. A total of 32 trade linkages were facilitated across the region during the events between the seven firms and potential buyers. From Lesotho, African Medallion Group participated as an exhibitor in these events.

The USAID TradeHub developed the Regional Cross-Border Trade Toolkit as an advice-packed resource that provides guidelines to firms from USAID TradeHub-affiliated countries seeking to export to South Africa. Following this, the USAID TradeHub collaborated with LNDC to organize a seminar, attended by 29 participants, to introduce the toolkit to exporters. The toolkit provides firms with easy-to-use, step-by-step guidelines on exporting to South Africa, covering topics such as export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. This video series was finalized and disseminated in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub worked with two transaction advisors, Foxfin and Nations Capital Projects, to complete 11 Investment Memoranda (IMs) with a value of \$46 million. The IMs are detailed descriptions of a company, providing an overview of the business, its future growth strategy, financial position, anticipated cash flow, investment application needs, and other information sought by investors. A total of five of these IMs have been presented to capital providers for consideration for funding with a value of \$39 million (one agricultural firm with a value of \$300,000; four non-agricultural firms with a value of \$38,700,000). The following five Lesotho firms have been presented to capital providers for funding and investment consideration: MG Commodities, Amstern, Afri-Expo Textiles, Jalad Africa, and Johane Garments.

The FY2021 annual target for investments in agricultural and non-agricultural firms was \$900,000. A cumulative investment of \$553,851 was achieved in Q4.

In Q4, additional in-kind U.S. Government investments were committed toward business-development services, market-development services, and business certifications, with a total value of \$227,261.

On September 13, 2021, BEDCO signed a Memorandum of Understanding (MoU) with Enygma Ventures, following a linkage created by the USAID TradeHub between the two parties. BEDCO is a Lesotho parastatal that establishes and develops indigenous Lesotho-owned enterprises. Enygma Ventures is a Southern Africa-focused investment fund targeting access to finance for women entrepreneurs. Both entities attended a USAID TradeHub-hosted webinar on April 14, 2021, during which Enygma presented investment opportunities for women-owned enterprises. The five-year MoU, which covers the period through 2026, enables BEDCO and Enygma Ventures to continue engagement beyond the USAID TradeHub project. Under the terms of the MoU, Enygma Ventures will support local SMEs in Lesotho to meet investment requirements and access funding through non-traditional means, namely venture capital, to grow their businesses. Qualifying SMEs are to receive capital injections ranging from \$25,000 to \$975,000. BEDCO will support SMEs with business-proposal development aligned to Enygma Ventures' requirements.

In Q4, three Lesotho companies concluded analysis for potential technology transfer, and were linked to South African-based providers, against a target of three technology transfers to the value of \$300,000. The three companies (MG Commodities, Wild Plants Growers, and Johane Garments) had a total assessed need for technology of \$567,000, meaning that the target of \$300,000 was exceeded.

In Q4, the USAID TradeHub continued to work with Foxfin on advancing the ATP, the online trade marketplace, so that the ATP reaches sufficient maturity to safeguard its sustainability. The USAID TradeHub supported Foxfin to enhance the ATP by incorporating a rewards program to incentivize registration and responsible usage of the platform by all participants. Foxfin tested and rolled out in Q4 this rewards program. As of the end of Q4, 16 Lesotho firms and one TPSP (LCCI) had been registered on the ATP. The firms are: Afri-Expo Textiles, MG Commodities, Johane Garments, Seshoeshoe Productions, Tripharm Manufacturing, Liberation Clothing, Agri Vel Agencies, Florratt Cosmetics, Wild Plants Growers, Metrux Holdings, Anovuyo Fakade, Jaguar Shoes, Jalad Africa, RoommsStudio, Healthwise, and Amstern. At the end of the year a total of 15 Lesotho firms were verified (a step beyond registration) on the ATP and are thus eligible to fully engage in trade and link to services.

In FY2021, 122 learners from Lesotho were registered on the Netcampus learning system against a target of 75. The online platform aims to provide small- and medium-sized businesses with basic

knowledge needed to run a business, access financing, and explore expansion opportunities. In Q4, Netcampus added two new learning modules to its course, bringing the total to 12.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

On August 30, 2021, the USAID TradeHub joined LNDC in drafting the AGOA Utilization Strategy progress-position paper for Lesotho ahead of the country's AGOA Utilization Strategy midterm review. The paper provides an overview of the implementation undertaken between January and June 2021 of the country's AGOA Utilization Strategy. The USAID TradeHub supported the Lesotho Government to draft the AGOA Strategy in 2019, and launch it in 2020. The paper was a central resource featured in the virtual AGOA Utilization Strategy midterm review, which took place September 8-9, 2021. The Ministry of Trade and Industry of Lesotho attended the midterm review, along with other key stakeholders, including members of the AGOA Steering Committee. The purpose of the midterm review was to assist Lesotho to conduct an evaluation to develop a joint position on the future of Lesotho-U.S. trade and economic relations prior to the AGOA Forum with the United States and other AGOA beneficiary countries in October 2021.

During the fiscal year, eight virtual buyer missions were organized by the USAID TradeHub working in collaboration with TPSP partners. These buyer missions were: the Southern Africa Handbag and Accessories (SAFLEC) Expo on November 12, 2020; two handicraft trade mission by Fair & Square on September 13 and November 19, 2020; Specialty Food Live on January 19-22, 2021; the Virtual Western Cape Agriculture Export Week in March 2021; the Bhavana World Project webinar on June 10, 2021; the Organic and Natural Products Expo in June 2021; and finally, the first-ever virtual Southern Africa Development Community (SADC) Market Place on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States.

The last-mentioned event, the SADC Market Place, was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business (B2B) event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration (FDA), the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. Participating from Lesotho were 10 exhibitors: MG Commodities, Wild Plants Growers, JMM Beekeeping, Litsoamobung Fresh Crop, Limomonane Products, HealthWise, Vel AgriHub Agencies, PBL Farm Products, Lekhalong Natural Spring Water, and The Silo.

On August 13, 2021, Fair & Square, an Eswatini-based TPSP then known as Swaziland Fair Trade (SWIFT) that promotes African handicrafts and accessories, led a one-on-one coaching session with Jalad Africa, a Lesotho-based leather handbag supplier, on pitching business concepts to buyers,

customer perceptions, and the elevator pitch. The USAID TradeHub contracted the TPSP to assist with the marketing and brand positioning of Southern African artisans as they prepare to export their products. A registered fair-trade member, Fair & Square has a network of buyers in the United States, South Africa, the European Union, and the Middle East.

On September 27, 2021, four handicraft exporters from Lesotho presented their product offerings to five U.S. buyers and independent sourcing agents through a virtual tradeshow, which was facilitated by the USAID TradeHub and Fair & Square. The four firms were Jalad Africa, Leribe Craft Centre, Maseru Tapestries and Mats, and Lesotho Handmade. The virtual buyer mission built off digital approaches to business-to-business linkages tested by the USAID TradeHub in FY2020. In July 2021, the USAID TradeHub had contracted Fair & Square to build the capacity of 33 Southern African suppliers in the handicraft sector to improve their marketing materials, organizational capacity, and sales. Fair & Square analyzed the export readiness of firms involved in home decor, leather, fashion, and natural skincare from across the region. This analysis culminated in including nine suppliers in the Southern Africa Handmade LookBook produced by Fair & Square, which was shared with buyers from the United States and South Africa.

The Fair & Square tradeshow also involved USAID TradeHub partner BEDCO. BEDCO provided the Lesotho suppliers with a venue for the virtual showroom, and an Internet connection to ensure a smooth pitch to the buyers. The five U.S. buyers (Stacy Edgar, AOW Handmade, Jasbri Trading, Bridge for Africa, and Mimi Robinson Design) collectively have access to approximately 2,000 retail outlets in the United States. Following the buyer mission, the USAID TradeHub and Fair & Square supported the nine exhibiting firms to advance discussions with buyers. Although, there were no successful linkages made in this buyer mission, the event set up subsequent linkages that are being pursued.

In Q2, four TPSPs and 13 exporters participated in the “Revitalizing Lesotho's Export Manufacturing Industry” event on February 11. The purpose of the event was to provide insight to export manufacturing companies in Lesotho on competitiveness requirements of the U.S. market. A USAID TradeHub market-linkage specialist in the United States was among the panelists providing information on U.S. buyer requirements and vendor compliance.

Wild Plants Growers was supported with 60 percent cost-share support to attain organic certification. The supplier implemented organic certification requirements and an audit was undertaken in Q1 FY2022. The USAID also agreed to support Long River Garments with a 60 percent cost-share for Worldwide Responsible Accredited Production (WRAP) certification. However, the certification audit was deferred to FY2022 due to rising COVID-19 cases in the Long River Garments factory.

In Q3, the USAID TradeHub onboarded regional firms on Amazon. On May 24, Albert Scott LLC, a U.S.-based e-commerce management firm contracted by the USAID TradeHub, held an onboarding meeting with 20 regional firms, including Jalad Africa from Lesotho. In FY2020, the USAID TradeHub contracted Albert Scott to assist firms to export to the United States through Amazon, thereby growing exports to the United States under AGOA. Albert Scott presented a step-by-step guide on how the Amazon platform operates, how to manage brands on the platform, and what the USAID TradeHub support includes. The USAID TradeHub agreed to provide cost-sharing support for the firms by paying their Amazon listing costs with Albert Scott, worth \$5,000 per firm. The exporting firms, in turn, were to cover logistics costs to the Albert Scott warehouse in New York. Albert Scott agreed to provide handholding assistance to the firms for three months, explicitly supporting the launch of their products on Amazon and maximizing their online presence to build brand awareness and sales. Should firms require support after the initial three months, they can engage Albert Scott directly. In Q4, the USAID TradeHub assisted Senqu Holdings for listing of rosehip products on Amazon through Ontdek. Albert Scott continues to work with Jalad Africa toward completing this listing.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At end of Q4, drafts of the AGOA video series were under review. The videos were finalized and launched in Q1 of FY2022.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with the LNDC, BEDCO, and LCCI on various information-sharing and knowledge-transfer activities. These included collaboration with three buyer-focused TPSPs – SWIFT (rebranded itself as Fair & Square), Catalyze, and South African Trade Promotions – which were reappointed in FY2022 to build on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for Lesotho-based exporters.

On March 31, in line with the USAID TradeHub sustainability push to transfer knowledge and tools to trade ecosystem actors, a TPSP engagement webinar was held with Fair & Square. In attendance at this session from Lesotho were two TPSPs, BEDCO and Khathang Tema. The session enabled Fair & Square to share its approach to capacity-building and market development with TPSPs from across the region and to foster connections between regional market actors. On March 31, 2022, Fair & Square also enrolled as a facilitator on the ATP, enabling it to register buyers of handmade goods, natural cosmetic products, and specialty foods on the online trade platform.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business (B2B) linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square subsequently supported the export firms with price negotiations and logistical arrangements as they undertake discussions with potential buyers from the buyer missions. The contract with Fair & Square specifically included working in Lesotho with BEDCO, Lesotho Handmade, and Sesiu Consultants. Fair & Square further finalized selection of three Lesotho firms for support, (Sebatatso Lanolin and Cosmetics, Black Hair, and Florratt Cosmetics). Fair & Square collected the firms' logos, product photos, and company information and developed two new LookBooks, focused on cosmetics and specialty food firms, and a product catalog for Sebatatso Lanolin and Cosmetics.

Catalyze used its B2B online platform, Engage Trade Africa, to present five Lesotho suppliers (Mazenod Rural Tannery (leather and hides), JMM Beekeeping and Bee Life Producer Farm (honey), VEL AgriHub (dried fruit), and Futhong Brothers (dried fruit) to buyers and to stimulate interest in further deal-making. The selection of firms included a focus on fast-moving consumer goods, including food and cosmetic products. Five introductory meetings between Lesotho suppliers and South African buyers were concluded in Q3. Although a total of five firms were submitted to Catalyze, linkages were forged for JMM Beekeeping and Beelife Producer Farm only. The Beelife

Producer Farm met with Meant to Bee and Forest Fairies, and JMM Beekeeping met with Meant to Bee for supply of honey. There is ongoing communication between the firms and Catalyze.

Catalyze also provided capacity-building and market-development support for Lesotho TPSPs, such as LNDC and BEDCO, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries, of which two participants were from Lesotho (Florratt Cosmetics and Sebatatso Lanolin and Cosmetics). The TPSP also assisted the Lesotho firms Florratt Cosmetics and Sebatatso Lanolin and Cosmetics to be linked with Faithful to Nature. Ongoing discussions are happening between SATP and the firms, however, no deal has been concluded.

In Q2, the USAID TradeHub provided deal care to Jalad Africa for the export of leather handbags to Avon in South Africa following the introduction in FY2021. Jalad Africa sent samples and a price list to Avon, and a due-diligence meeting was held on January 25, 2022. Avon was happy with the samples and planned to conduct a site visit to Jalad Africa’s production facility in Lesotho later in the year (in September 2022). Meanwhile, Jalad Africa is in the process of acquiring bigger factory space to scale up production.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Lesotho in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held February 8-9, 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub’s TPSP partners and firms to share lessons for Lesotho firms.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub’s approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Lesotho, Liberation Clothing was featured. The videos were finalized in Q4 and disseminated widely to share lessons for Lesotho trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with five IMs to a value of \$39.52 million that had previously been approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors. These IMs were submitted to the USAID TradeHub’s contracted capital providers, Cala Capital Africa (previously called Neu Capital Africa), Foxfin (previously Sevest Capital) and independent capital providers such as Loinette Capital, Impact Tank and Grovest. Overall, out of the five IMs, three firms are still under assessment by capital providers. These firms are Amstern, Johane Garments, and MG Commodities. The IMs from Afri Expo and Jalad Africa have been declined by a number of the capital providers. The typical reason for deal declines by capital

providers are insufficient immediate free cash flow, unpredictable forecasted cash flow growth, and inadequate upfront owner equity in the deal application. Declines by capital seekers tend to be around disagreement on proposed terms and conditions.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter ██████████ of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters ██████████ and ██████████ from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter ██████████, founder and Executive Chairman of the GBSH Consult Group; 4) Masterclass on exporting, with presenter ██████████, founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Lesotho, five firms participated, including Iconics Lesotho, Florratt Cosmetics, Wild Plants Growers, Association of Women in Small Business and Farm Workers Association.

During FY2022, the USAID TradeHub supported the registration of 20 additional Lesotho export firms on the African Trade Platform, 17 of which have been verified so that they can fully trade on the platform. These registrations were achieved through TPSPs and direct engagements with USAID TradeHub-supported export firms.

The USAID TradeHub also assisted with registering 56 new learners on the Netcampus learning management system, allowing learners to improve their financial and business literacy through the study of education modules. This activity was also supported by the BMOs Khathang Tema and Mantsopa Institute and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. The case study was disseminated through TPSP and FSP partners for learning in Q4.

The USAID TradeHub also developed two experience-sharing videos. The first video, which feature key USAID TradeHub team members, as well as TPSP partners such as ATP and Netcampus, detail the USAID TradeHub approach toward achieving the project's finance and investment objectives, strategies adopted toward developing and sustaining partnerships with the ATP and Netcampus, the project's unique value add, and the key lessons, successes and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Lesotho trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In Q2, the USAID TradeHub continued engagements with the AGOA Secretariat in Lesotho, providing guidance on suggested capacity-building interventions for the AGOA Steering Committee and Lesotho export firms, drawing on experience from the region. On February 10, 2022, the USAID TradeHub made a presentation to the Lesotho Department of Civil Aviation at a stakeholder engagement workshop on USAID TradeHub support to Southern African firms to export to the United States under AGOA. The USAID TradeHub's presentation followed an invitation from the U.S. Embassy in Lesotho to present its work on promoting exports from the region. The workshop brought together representatives from the Ministry of Trade and Industry, and from the banking, aviation, and private business sectors. The USAID TradeHub, in its presentation, explained the support it mobilizes through TPSPs, as well as the direct assistance it gives for trade-enhancing services, market linkages, and utilization of AGOA. The Department of Civil Aviation has been designed to transport exported goods out of Lesotho and, it is hoped, that it will play a key role in boosting exports to the United States under AGOA.

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). The four participants from Lesotho were from the Lesotho National Development Corporation, the Ministry of Trade and Industry, and Lesotho Textiles Exporters Association.

In Q2, the USAID TradeHub began providing cost-share support to Liberation Clothing to attain FDA registration, as well as began providing deal care for a U.S. market deal of \$500,000 worth of personal protective equipment (PPE). This is part of an effort to help the country diversify exports. This will be the first PPE export from Lesotho to the U.S. market, should the deal, which is still ongoing, be successful. The FDA registration was successfully completed in Q3.

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the inaugural Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from the government, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms. Liberation Clothing, the winner of the Lesotho Exporter of the Year 2021 award, represented Lesotho at the event.

On June 22, the USAID TradeHub, in partnership with the LNDC and the Lesotho PostBank (LPB), hosted the second Annual Lesotho Exporter Awards, at Avani Lesotho Hotel. The hybrid event was jointly officiated by chargé d'Affaires of U.S. Embassy Lesotho Keisha Toms Boutaleb, the Principal Secretary of the Ministry of Trade and Industry Dr. Francis Tlhophoho Sefali, and the Acting General Manager of Corporate Services at the LNDC, Mrs. Mamoiloa Raphuthing. Fifty-four participants attended the event in person, with 64 participants joining virtually from Lesotho and South Africa.

Jalad Africa won best emerging exporter, while best exporter for market and product diversification was awarded to Centimetre. Jalad Africa again emerged the best exporter in market sustainability, LeafGlow was adjudged the most innovative and versatile exporter, and Liberation Clothing was winner under the category of High Impact Exporter. The overall exporter of the year was awarded to Jalad Africa.

The USAID TradeHub and the ECDC then hosted the Regional Exporter Awards, 2022 in Gqeberha, South Africa, at The Boardwalk Casino and Hotel on July 26, 2022. Lesotho National Development Corporation (LNDC) emerged as the winner in the category of the Capital Provider of the Year and the Lesotho Postbank emerged as the second runner-up in the same category. LNDC emerged as the second runner-up in the category of TPSP of the Year. Jalad Africa was crowned the Regional Exporter of the Year 2022.



The USAID TradeHub worked closely with the Lesotho National Development Corporation (LNDC) and Lesotho Post Bank (LPB) to prepare their entries for the Southern Africa Regional Exporter Awards held July 26, 2022, in Gqeberha, South Africa. Four other USAID TradeHub-focus countries were also in the running for the various prizes, including the ultimate Regional Exporter of the Year award. Lesotho did quite well, being recognized in four categories: LNDC won the Capital Provider of the Year award, and LPB was second runner-up in the same category; LNDC was second runner-up in the category of TPSP of the Year, while Jalad Africa, a Lesotho leather bag and accessories manufacturer, won the overall award of Regional Exporter of the Year 2022.

LNDC Acting CEO, [REDACTED] (left) receives their award at Regional Exporter Awards in Gqeberha, July 26, 2022

In FY2022, the USAID TradeHub produced a learning product titled “The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors.” This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about Liberation Clothing’s entry to the U.S. market. The stories were disseminated to the USAID TradeHub’s TPSP partners and firms to share lessons for Lesotho firms.

LOP COUNTRY PERFORMANCE TABLE: LESOTHO

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	\$44,772.51	N/A	N/A	\$2,640,000.00	\$0.00	\$150,000.00	\$184,690.34	\$75,000.00	\$0.00	\$229,462.85
		Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: \$44,772.51	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: \$1,040,000.00	Lesotho to SA: \$0.00	Lesotho to SA: \$150,000.00	Lesotho to SA: \$184,690.34	Lesotho to SA: \$70,000.00	Lesotho to SA: \$0.00	Lesotho to SA: \$229,462.85
		Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: \$1,600,000.00	Lesotho to U.S. AGOA: \$0.00	Lesotho to U.S. AGOA: \$0.00	Lesotho to U.S. AGOA: \$0.00	Lesotho to U.S. AGOA: \$5,000.00	Lesotho to U.S. AGOA: \$0.00	Lesotho to U.S. AGOA: \$0.00
		Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: \$0.00	Lesotho to U.S. Non-AGOA: \$0.00	Lesotho to U.S. Non-AGOA: N/A
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	NA	N/A	N/A	\$660,000.00	\$8,225,701.33	\$2,950,000.00	\$55,315,040.01	\$11,000,000.00	\$47,558,068.36	\$111,098,809.69
		Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: N/A	Lesotho to SA: \$260,000.00	Lesotho to SA: \$305,701.33	Lesotho to SA: \$950,000.00	Lesotho to SA: \$4,451,642.01	Lesotho to SA: \$1,000,000.00	Lesotho to SA: \$11,939,368.36	Lesotho to SA: \$16,696,711.70
		Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: N/A	Lesotho to U.S. AGOA: \$400,000.00	Lesotho to U.S. AGOA: \$7,920,000.00	Lesotho to U.S. AGOA: \$2 million	Lesotho to U.S. AGOA: \$50,863,398.00	Lesotho to U.S. AGOA: \$10,000,000.00	Lesotho to U.S. AGOA: \$10,043,000.00	Lesotho to U.S. AGOA: \$68,826,398.00
		Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: N/A	Lesotho to U.S. Non-AGOA: \$0.00	Lesotho to U.S. Non-AGOA: \$25,575,700.00	Lesotho to U.S. Non-AGOA: \$25,575,700.00
3	Percent of firms/organizatio	N/A	N/A	N/A	N/A	N/A	N/A	25%	0%	25%	100%	25%	100%	N/A

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	ns with increased profitability or increased self-sufficiency [Custom]													
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	70%	50%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	70%	80%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	N/A	\$1,440,000.00	\$0.00	\$72,000.00	\$217,509.00	\$0.00	\$5,312.00	\$222,821.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-	N/A	N/A	N/A	N/A	N/A	N/A	\$360,000.00	\$0.00	\$180,000.00	\$336,342.23	\$81,600.00	\$47,324.00	\$383,666.23

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	agricultural targeted sectors [Custom]													
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$960,000.00	\$0.00	\$1,680,000.00	\$0.00	\$132,000.00	\$0.00	\$0
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$240,000.00	\$0.00	\$420,000.00	\$0.00	\$1,151,594.00	\$0.00	\$0
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	1	12	5	2	17	5	10	33
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	11 firms	N/A	1	N/A	2	2	3	5	42	5	22	70

	Indicators														
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported	
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	NA	N/A	N/A	N/A	N/A	9	3	23	20	5	27	50	
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	5	7	76	36	5	57	101	
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	2	29	53	16	13	68	
			Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA N/A	Lesotho to SA 24 deals	Lesotho to SA 10 deals	Lesotho to SA 10 deals	Lesotho to SA 34 deals
			Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. N/A	Lesotho to U.S. 29 deals	Lesotho to U.S. 6 deals	Lesotho to U.S. 3 deals	Lesotho to U.S. 32 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	6	4	8	15	2	17	36	
16	Number of firms receiving USG funded technical	N/A	1 firm	N/A	25	N/A	1	15	46	55	86	10	64	223	

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	assistance [Custom]													
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	21	233	70	155	10	178	575
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	4 PPPs	0 PPPs	0 PPPs	N/A PPPs	0 PPPs	N/A	4

ANNEX 5: MALAWI COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

After the USAID TradeHub facilitates introductions between buyers and sellers, negotiations between them sometimes stagnate, not progressing to conclusion. This lack of progress underscores the need for third-party facilitation beyond the matchmaking process. Providing deal support on both the buyer and supplier sides is critical to clinching deals. Important issues to clarify in deal negotiations, among others, are product price, product quality, documentation readiness, and logistical arrangements. Going forward, local TPSPs in Malawi have been encouraged to play this facilitation role.

Most Malawian firms exporting to the United States do so in bulk and do not require U.S. Food and Drug Administration (FDA) label reviews, hence the low response rate to activities in this area. This situation illustrates the need to tailor trade-enhancing services to the needs of market actors rather than applying a one-size-fits-all approach. For instance, exporters in Malawi may need certification support because they are new to global trade, whereas those in South Africa may need label review support as they are more focused on the retail sector.

The USAID TradeHub has placed a great deal of emphasis on introducing capital seekers to transaction advisors, with a view to developing Investment Memoranda (IMs). Strong follow-up is needed to ensure that the information needed for the IMs is properly compiled. Such follow-up calls for skillful relationship management from the USAID TradeHub, including reminding firms that seeking financial support is a multi-step process that requires time and patience.

The process of registering people and firms on the African Trade Platform (ATP) and the Netcampus learning system started off slowly in Malawi. Regular follow-up and coordination from the USAID TradeHub were required to increase participation on these two online resources, and this persistence paid off, as evidenced by the number of registrations ultimately achieved.

Working with TPSPs enabled the USAID TradeHub to reach out to more export-ready firms, some in sectors that the USAID TradeHub would not have reached on its own. For instance, by collaborating with Fair & Square, the USAID TradeHub was able to engage with many new export-ready firms in the arts and craft sector in Malawi.

Over the life of the project, USAID TradeHub achieved cumulative exports from Malawi to South Africa of \$2,055,203.70 (\$2,054,843.70 in the agriculture and \$360.00 in the non-agriculture sectors); and \$4,712,262.13 from Malawi to the United States. The agricultural sector continues to demonstrate the most significant results and potential for the future for Malawi. Non-genetically modified grains is one area of potential, although higher value products are more competitive in the South African and U.S. markets. Demand for higher value agricultural products such as macadamia nuts, mangoes, coffee, chia seeds, herbs, spices (ginger) and flavorants (e.g., hibiscus) was identified and there are several deals in the pipeline that may still close. Similarly for investment, the USAID TradeHub achieved \$56,536,947.73 of investment (\$56,304,493.50 in agriculture and \$232,454.23 in non-agriculture sectors). There is an active pipeline of \$12.8 million in 11 term sheet offers (varying

between \$0.1 million and \$3.5 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$1.9 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, the USAID TradeHub facilitated a credit line from the European Investment Bank (EIB) to the National Bank of Malawi (NMB) to develop warehouses. This credit line was for \$35 million of purely private-sector investment into warehousing, to complement other interventions in Malawi, including in a warehouse management company, in regulatory development, and in warehouse insurance to mitigate risks holding back bank participation. The EIB disbursed an initial tranche of \$19.5 million to NMB, which then lent \$8.25 million to four approved agribusinesses (KU Distributors, CP Feeds, Rab Processors, and Agora Pride Commodities). The aim was to bolster warehousing facilities for commodities.

In addition, the USAID TradeHub facilitated a linkage between the First Merchant Bank (FMB) and the Musika Project of the U.S. Department of Agriculture (USDA) to discuss \$2 millions of investment funding for the horticulture value chain. The USAID TradeHub also engaged with FMB on a rural warehousing investment facility to support management decision-making on financing options. The USAID TradeHub also supported the Agricultural Commodity Exchange for Africa (ACE) by developing a profitability tool for their pre-harvest finance initiative that reflects overall performance considering a range of assumptions on donor support, farmer uptake and retention, cost variability, and diversification into non-tobacco food and cash crops.

Forty-eight factory-level technical assessments were conducted for textile and apparel firms in Botswana, Lesotho, Malawi, Mozambique, South Africa, and Zambia to establish export readiness for linkages with South African and U.S. buyers. In Malawi, assessments were conducted for seven firms (Win-Win Garments, Exclusive Fashions, Knitwear Industries, Crown Fashions, Nuline Textiles, Mapeto Textiles, and Malawi Council for the Handicapped). The assessments focused on quality standards, government policy regarding textile production, stakeholder engagement, and gaps within the sector. The USAID TradeHub also provided technical assistance to a number of additional small textile firms during the year. The firms were introduced to Edcon and Mr Price and other South African buyers, however these did not materialize into deal closures.

A draft AGOA Response Strategy, aligned to the Malawi National Export Strategy (NES), was completed in June 2017. This was a result of consultations with stakeholders and a review of the previous Malawi AGOA Strategy (2010-2015). The process was under the supervision of the Principal Secretary for the Malawi Ministry of Industry, Trade and Tourism (MoITT). The Ministry and the USAID TradeHub collaborated to consult public- and private-sector stakeholders and institutions such as Malawi Mangoes, Mzuzu Coffee, Highlands Macadamia Cooperative Union Sugarcane Growers Association of Malawi, and Tropha Estates.

During the year, the USAID TradeHub initiated its support for the establishment of an authorized economic operator (AEO) program for movement of goods in Malawi, with the development of a concept note, roadmap and action plan. The action plan provided a comprehensive list of activities to be undertaken to achieve a manageable AEO program to reduce the time and cost of cross-border trade and improve the revenue collection by the Malawi Revenue Authority through higher levels of compliance and cooperation.

FY2018 SUMMARY

The USAID TradeHub worked with national governments and the private sector to develop and launch AGOA Utilization Strategies for Zambia, Malawi, and also for Mozambique in conjunction with the USAID Speed Plus project. The AGOA Strategy for Malawi proposed priority products for export under the AGOA program. The proposed products were: macadamia nuts and handicrafts for the short term; honey for the medium term (2-5 years); and mangoes and tea for the long term.

In 2018, the USAID TradeHub facilitated the disbursement of \$15 million as the second tranche of the line of credit from the European Investment Bank to the National Bank of Malawi, which in turn provided credit to agribusinesses to build new warehouses. The aim was to reduce post-harvest loss and thereby improve smallholder farmer income and general food security.

The USAID TradeHub helped design and develop a platform to support B2B interregional commodity auctions based on collaboration with four commodity exchanges: Agricultural Commodity Exchange for Africa (ACE, Malawi), Zambia Commodity Exchange (ZAMACE, Zambia), Johannesburg Stock Exchange (JSE, South Africa), and the East Africa Exchange (EAX, Rwanda).

The USAID TradeHub also provided technical assistance to close a \$5 million loan between FDH Bank and Rab Processors that was collateralized with ACE warehouse receipts and collateral management services.

The USAID TradeHub partnered with the Malawi Revenue Authority (MRA) to launch the authorized economic operator (AEO) pilot program to improve compliance with customs while reducing delays at border crossings. In response to MRA's request, the USAID TradeHub provided assistance to develop AEO guidelines, develop an implementation plan, and start supply-chain assessments. The pilot AEO program began working with seven importers and one exporter involved dealing in products such as automobiles, tea, tobacco, building supplies, steel, and general merchandise. The importers were Toyota, Eastern Produce, Game Discount Stores, Japan Tobacco International, Steel Supplies, Castel Malawi (Southern Bottlers), and CFAO Malawi, and the exporter was Link Building. The pilot program was based on draft AEO templates and policies developed with the USAID TradeHub's assistance to test the companies' compliance with the AEO criteria.

During the year, the USAID TradeHub established partnerships to support innovative financing deals on anchor farms and rural warehousing in Malawi between NASFAM and the African Fertilizer and Agribusiness Partnership (AFAP).

FY2019 SUMMARY

Through a USAID TradeHub-facilitated buyer mission in FY2017, Red River Foods secured its first container of macadamia nuts from Malawi's Namingomba Estates in FY2019, and approved Conforzi Plantations as a vendor for FY2020 (macadamia nuts). Exports from Conforzi Plantations to Red River Foods have continued and were still underway in FY2022.

In FY2019, the USAID TradeHub embarked on identification of firms and partners in organic products. Key partners in this process were Ecocert, the South Africa Organic Sector Association, the Organic Producers and Processors Association of Zambia, and the Malawi Organic Growers Association (MOGA). Following this activity, USAID TradeHub and MOGA signed a TPSP agreement in FY2020 to advance trade activities in the organic sector in Malawi. However, MOGA turned the linkage down as they are already working with Control Union and have some exclusivity arrangements in this regard.

The USAID TradeHub piloted an innovative electronic trading platform and supported regional commodity exchanges using a one-stop electronic trading portal. This included identification of 44

firms targeting intra-regional trade of 25 different products/services valued at \$38 million. Malawi's Agricultural Commodity Exchange (ACE) participated in the initiative.

FY2020 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2020, the USAID TradeHub partnered with the African Agri Council (AAC) to host a specialty-food buyer-seller linkage event, connecting South African buyers and regional suppliers. The event, held virtually, was attended by 15 buyers representing eight South African companies, 41 USAID TradeHub-supported exporters from the Southern Africa region, and seven capital providers from four firms. The event, hosted on the digital platform HopIn, mirrored an in-person trade event, with a plenary, breakaway sessions, business-to-business (B2B) meetings, and exhibition booths profiling regional products and services. The USAID TradeHub provided cost-sharing support to AAC to organize the event and establish virtual exhibition booths for the regional food suppliers. Exhibitors were grouped into four pavilions: specialty and gourmet foods, organic and natural products, ingredients and beverages, and agricultural commodities. The breakaway sessions were dedicated to exhibitor discussions, engagement with buyers, and peer-learning opportunities. Participating from Malawi were the suppliers Thanthwe Farms, Agrocomm Trade, Satemwa Estates, and Sunseed Oil.

The USAID TradeHub collaborated with the World Bank to organize a country-level workshop on the soybean value chain and a half-day B2B side event to identify and share information on regional trade and investment opportunities and barriers. The events touched on the constraints to expanding Malawi's soybean production, with an eye to eventually boosting sales of the product to South Africa.

The USAID TradeHub facilitated a trial soybean export deal between Dalitso, a Malawian grain trader, and Impilo Products, a South African soybean-product manufacturer. The deal marked Dalitso's first entry into the South African market. Impilo Products agreed to purchase three monthly orders of Dalitso soybeans on a trial basis, after which the South African buyer said it would consider extending the arrangement. Dalitso also agreed to supply 210 tons per month of non-GMO soybeans to Irwing Soya, another South African buyer and soybean-product manufacturer. The five-month deal (May 1-September 30, 2020) was estimated to be worth approximately \$525,000.

The USAID TradeHub also signed agreements with the Malawi Organic Growers Association and the Ministry of Industry, Trade, and Tourism to collaborate on trade promotion.

On September 1, 2020, in collaboration with dmg events, the USAID TradeHub moderated the first of six virtual events that were part of dmg event's eFood & Hospitality Next Digital Summit – a 30-day e-learning, webinar, and virtual event series. The USAID TradeHub-led session focused on the market-entry requirements of large South African retailers, including Shoprite, Pick n Pay, and Woolworths. The webinar targeted regional exporters, sharing trends in the South African consumer market and how best to leverage these trends. Panelists included Pick n Pay's Innovation and Trend Specialist Vicky Jacobs and Health Category Buyer Wandile Bakaco. Both offered practical tips on how regional exporters can list their firms with the retailer, the subsequent market testing process, and the benefits of Pick n Pay's SME development program. Dmg events also began securing introductions for the USAID TradeHub with Food Lovers' Market and Clicks Group.

On September 10, 2020, also in collaboration with dmg events, the USAID TradeHub moderated a virtual webinar entitled, "Commercializing African Natural Products Sourced from Across Southern Africa." African natural products such as moringa, baobab, morula, and devil's claw bring a unique ingredient to specialty foods, pharmaceutical products, and cosmetics manufactured in the region. Exploring the natural products value chain, participants learned about sustainable harvesting and

cultivation; processing and packaging; and marketing, distribution, and retailing. Regional exporters DLG Naturals, Swati Secrets, and Moringa Initiative shared insights on market preferences in the natural products category, including the importance of organic certification. Attendees included the Innovation Hub of South Africa, Cosmetic Export Council of South Africa, Foxfin, Prospero of Zambia, University of Mpumalanga in South Africa, Stellenbosch University in South Africa, DLG Naturals of Botswana, Parceval of South Africa, Mzuzu Coffee of Malawi, Afrique Rising Trading of South Africa, Chizango Trading of Namibia, Desert Hills/Nara Natural Cosmetics of Namibia, Seba Foods of Zambia, Pick n Pay of South Africa, and Nando's of South Africa.

The USAID TradeHub this year also developed a comprehensive checklist for regional exporters to South Africa. The checklist complemented a guide for exporters to the United States released early in FY2021, and drew on lessons from the program's facilitation of two recent export deals from Malawi. Those deals, from Malawian soy producer Dalitso Products to South African buyers Impilo Products and Ilanga Oils, included USAID TradeHub support with cross-border procedures. The USAID TradeHub had linked the firms by presenting non-GMO soybean samples to the South African buyers. The checklist, finalized at the end of quarter four, served as the basis of the Regional Cross-Border Trade Toolkit, which was later developed by the USAID TradeHub, and provides extensive guidance on importing into South Africa from surrounding countries.

In September 2020, the USAID TradeHub awarded a contract to the U.S.-based certification firm NSF International to facilitate food-safety certification for Malawi's Conforzi Plantations, a producer of macadamia nuts, black tea, and other products. The FSSC 22000 certification on food-safety allowed Conforzi to complete an export deal to U.S. tree-nuts importer Red River Foods.

In FY2020, the USAID TradeHub hosted a regional learning webinar on exporting to South Africa from surrounding countries. The webinar focused on 10 successful trade deals reflecting different approaches, which had been researched through interviews with deal participants. The event brought together export firms, BMOs, and TPSPs from the region. In quarter four, the USAID TradeHub developed case studies from the deals, which were published in quarter one of FY2021.

During the year, COVID-19 restrictions hampered many activities. Nevertheless, the USAID TradeHub found alternative ways of executing these activities, continuing to work with its partners and link exporters with buyers through increasing use of virtual and hybrid meetings, webinars, and trade missions.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin, Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings with firms to assess their export, finance, and investment needs. Malawi firms contacted for this purpose were Mzuzu Coffee Planters Cooperative Union, Chombe Foods Limited, Lakeshore Agro-Processors Enterprise,, The Village Farms, Thanthwe Farms, TeeBees Investment, Moringa Miracles, 5 Queens Investments, Maleta Gems and Jewels, Priory Investments, Dalitso General Suppliers, Agrocomm Trade, Sunseed Oil, Rab Processors, Rose General Dealers, Orbit Business Enterprise, Nuline Textiles Manufacturing, Takompha Enterprise, Homes

Following a January 17-18, 2022, training-of-trainers (ToT) workshop on the Regional Cross-Border Trade Toolkit conducted by the USAID TradeHub, GTPA and Planetarium Institute have adopted the resource, and have since become the go-to in-country resource persons in Malawi. The TPSPs are serving as trainers, imparting knowledge to Malawian firms on exporting to South Africa, especially in high-performing Malawian sectors such as macadamia nuts and soybeans.

Industries, and Linga Fine Foods and Winery.

The appointed transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analysis of the target Malawi enterprises. These advisors developed a deal pipeline that included seekers of equity, debt, trade finance, and technology. In FY2020, the USAID TradeHub prioritized 20 deals in Malawi valued at \$27.4 million for further facilitation through the financial advisors. During the fiscal year, 16 finance deals progressed to deal-note status to a value of \$15.2 million, 11 in agriculture with a value of \$12.5 million, and five in non-agriculture with a value of \$2.6 million. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool developed in FY2020. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the SMEs to apply for funding with the capital providers. Much of the requested financing related to technology, such as equipment to improve manufacturing, irrigation and packaging.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Foxfin (then known as Sebvest Capital Partners) and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub also recruited and appointed four capital providers, Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions (BFS), and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub provided assistance to establish the National AGOA Steering Committee of Malawi. On March 31, 2020, the National AGOA Steering Committee held its first ever meeting to approve the terms of reference of the Steering Committee, discuss the implementation of key activities in the country's AGOA Action Plan, and share knowledge on exporting to the United States. The meeting was presided over by the Director of Private Sector Development from the Ministry of Industry and Trade.

The USAID TradeHub continued to strengthen the supply-side actors to deliver services through trade and investment promotion agencies. On September 23, 2020, the USAID TradeHub signed a TPSP agreement with the Malawi Investment and Trade Centre to enhance collaboration and leverage their resources especially on issues regarding AGOA utilization and trade-how participation by Malawian firms.

On the heels of a June 30, 2020, webinar, "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," where eight firms from Malawi attended, the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. The USAID TradeHub shared a portion of the costs of these listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers (Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise). The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club, Chico's, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. The USAID TradeHub facilitated six deals for six Malawian firms through this buyer mission, however no exports were concluded. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

The USAID TradeHub continued collaboration with market specialists to establish relationships between Malawian exporters, and South African buyers such as Power Build, Food Lover's Market, Mr. Price Home, Makro, Avon, Pick n Pay, and Clicks. Additionally, two USAID TradeHub-appointed TPSPs based in South Africa (dmg events and Catalyze) continued to provide mentorship, coaching, and business-linkage support to Malawian firms. Some highlights included South Africa's Milele Agro and Malawian supplier Agro Input Suppliers reaching agreement on a deal for a supply of groundnuts, sugar beans, and soybeans. Additionally, Malawi Mangoes and Mimetes Group reopened discussions in September to explore the prospective supply of mango products in FY2022.

On August 26, 5Queens Investments and JLR International Trading agreed to a pipeline export deal of an estimated 2,000 metric tons of non-GMO soybeans, worth \$972,000. On August 28, 2021, Mzuzu Coffee Planters Cooperative Union and South Africa's Marunic Trading, agreed to a 49-metric-ton export deal of coffee beans worth over \$150,000. By the end of Q4, Mzuzu Coffee had shipped 25 tons of the green coffee beans worth \$92,410 to Marunic Trading, with the remaining 24 tons to be shipped in early FY2022.

In FY2021, the USAID TradeHub facilitated 46 export deals between Malawian suppliers and South African buyers against an annual target of 16 deals.

Five Malawian firms (Agrocomm Trade, Satemwa Estates, Thanthwe Farms, Chombe Foods and Dalitso General Suppliers) applied for support to develop marketing and branding materials. On August 24, 2021, Agrocomm Trade, a Malawian agro-commodities exporter, finalized an agreement with NONZēRO Africa, a South Africa-based marketing agency, to develop its marketing collateral to enhance the firm's brand positioning and export readiness. The USAID TradeHub contracted NONZēRO Africa on May 26, 2021, to develop the marketing capacity of at least 28 export firms in seven of the USAID TradeHub's target countries, to enhance their digital presence and branding within the South African and U.S. markets. Agrocomm Trade is the Malawian firm the USAID TradeHub linked to NONZēRO Africa. Under the agreement, NONZēRO Africa developed its marketing collateral such as a brand review, branded stationery pack, company brochure, social media strategy, company video, product catalog, and social media strategy, a digital strategy and toolkit. The USAID TradeHub covered 60 percent of the cost of this support; and Agrocomm covered the remaining 40 percent. Ahead of the marketing assistance, NONZēRO conducted a needs assessment of Agrocomm Trade that included reviewing its brand identity, social media, and marketing materials. Improving digital presence and brand positioning are essential to helping Malawian firms compete in international markets.

At the end of FY2021, four firms (against an annual target of three) were in the process of being supported with different certifications with a view to expanding market entry into South Africa

(Satemwa Tea and Coffee Estates, Conforzi Plantations, Thanthwe Farms, and The Village Farms). The support was focused on obtaining the needed certifications to enter these markets, including Hazard Analysis Critical Control Point certification, Rain Forest Alliance Certification, and FSSC 22000 certification on food safety. These audits were completed and reported in FY2022.

The USAID TradeHub supported NALI Ltd to attend two co-located virtual tradeshows – the Southern Africa International Trade Exhibition (SAITEX) and Africa’s Big 7 (AB7). The trade events both took place August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa’s food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow cost, while firms paid the remaining 40 percent. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train seven firms in sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. Participating firms were: Eswatini’s Agricultural Marketing Board; Botswana’s Flotek Pipes and Irrigation; Lesotho’s African Medallion Group; Mozambique’s Limpho Produtos Alimentares, and Mathária Empreendimentos; Namibia’s Namib Desert Jojoba Oil Producers; and Malawi’s NALI. A total of 32 trade linkages were facilitated during the event between these seven firms and potential buyers. Following the event, the USAID TradeHub supported the firms through one-to-one mentorship to advance potential deals toward closure.

This brings to five the buyer missions achieved in FY2021: Fair & Square’s Buyer Mission (November 19, 2020), Organics and Natural Products Africa Expo (June 22-23, 2021), AB7/SAITEX (August 23-25, 2021), Fair & Square’s Virtual Tradeshow (September 20, 2021) and Catalyze Engage Africa events (July to September 2021).

On August 31, 2021, the USAID TradeHub, in collaboration with Malawi’s GTPA, hosted a webinar to inform Malawian firms on guidelines for exporting to South Africa. The webinar, attended by 11 participants primarily from the agricultural-commodity sector, was the third in a series of similar webinars in different USAID TradeHub-target countries. The purpose of the webinar was for the USAID TradeHub to introduce its Regional Cross-Border Trade Toolkit. The toolkit covers guidance on topics such as export procedures, contracts for the international sales, payment methods, Incoterms, and commodity-specific requirements. The webinar attendees included exporters, trade promotion service providers, and representatives of business membership organizations. As Malawi’s economy is heavily agricultural, improving trade in agricultural commodities is of great significance to the country.

In Q4, the USAID TradeHub continued to work with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. This activity aims to digitize existing tools to improve the accessibility and impact of the information being shared with firms seeking to export to South Africa. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. At the end of Q4, the videos were still in production and due to be launched early in FY2022 in a webinar.

In Q4, the USAID TradeHub continued to work with Foxfin to advance the use of the ATP. The ATP is an online trade portal that went live in November 2020 and that seeks to bring together buyers, sellers, finance providers, logistics firms, and other market actors in a safe, easy-to-use trade environment. Registered users are able to browse the site but can only engage in trade once their supporting documentation has been verified by Foxfin. In Q4, the USAID TradeHub promoted the registration and verification of additional users on the platform. Linkages and trade activity will continue in FY2022 as the verified users become more familiar with the portal and more market actors participate in the virtual marketplace.

As of the end of Q4, 24 Malawian export firms had registered on the ATP, and a total of 14 Malawian firms were fully verified on the ATP, and thus eligible to engage in trade and link to services. In Q4, one B2B linkage was facilitated on the ATP between the agricultural commodity supplier 5Queens Investments, and the South African buyer JLR International Trading, leading to an export deal of 2,000 metric tons of non-GMO soybeans. In the same quarter, the USAID TradeHub monitored buyer-seller linkages made via the ATP where two export deals valued at \$33,000 were reported. These trade deals are signs of the virtual marketplace gaining traction.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub continued to work with two transaction advisors, Foxfin and Nations Capital Projects, resulting in 20 finance deals being facilitated in Malawi. Of the 20 deals, the USAID TradeHub generated 18 deal notes to a value of \$30.4 million that detailed plans through which Investment Memoranda (IMs) could be formulated. Out of the 18 deal notes, six were in the non-agriculture sector valued at \$2.75 million, and 12 in the agriculture sector valued at \$27.6 million. The IMs are detailed descriptions of a company, providing an overview of the business, its growth strategy, financial position, anticipated cash flow, investment application needs, and other information sought by investors. A total of 16 of these IMs has been presented to capital providers for consideration for funding with a value of \$15.97 million (11 for agricultural firms with a value of \$12.65 million; five for non-agricultural firms with a value of \$3.32 million), predominantly for trade and debt finance. The following 16 Malawian firms were presented to capital providers for funding and investment consideration: TeeBees Investments, Village Farms, Mzuzu Coffee, Thanthwe Farms, Moringa Miracles, 5Queens Investments, Maleta Gems and Jewels, Priory Investments, Sunseed Oils, Rose General Dealers, Orbit Business Enterprise, Nuline Textiles Manufacturing, Takompha Enterprise, Home Industries, Linga Fine Foods and Winery, and Dalitso General Suppliers.

In addition to the debt finance progress reported above, the FY2021 annual target for investment finance in agricultural and non-agricultural firms was set at \$1.5 million, with a target of \$300,000 for Q4. A cumulative investment of \$392,454 was achieved in Q3. In Q4, additional in-kind USG investments toward business development services, market development services, and business certifications, with a value of \$340,194, was committed. The cumulative performance was 49 percent of the target.

The USAID TradeHub identified technology needs of 13 prioritized firms in Malawi (against a target of seven) that was used to specify transfer needs to suppliers in South Africa. The Malawian firms identified were: Mzuzu Coffee Planters Cooperative Union, Village Farms, Thanthwe Farms, Chombe Foods, Lakeshore Agro-Processors Enterprise, TeeBees Investment, Agrocomm Trade, Agro Input Suppliers, Smallholder Tea Company, AFMAK, Dalitso General Dealers & Suppliers, Crops Processing, and Maleta Gems and Jewels. These identified technology transfers will be fulfilled upon closure of finance deals.

In Q4, the USAID TradeHub continued with the testing of debt and equity business models in the form of two resources. First, the Cala Capital matching platform, which is a gateway to institutional investors, helping established mid-market African companies and professional investors find each other and work out deals rapidly. Second, the ATP, which is an online trade portal that matches buyers and sellers and other market participants, enabling efficiency, security, and cost-saving. The two online platforms aim to increase understanding of different trade options available in the market, and to match capital providers in South Africa with capital-seeking exporters in countries targeted by the USAID TradeHub.

In Q4, seven new ATP registrations (PC Merchants, KEM Trust, Songiso and Maalas General Suppliers and Traders, Linga Fine Foods and Winery, Alinafe Online, NALI, and Usingini Upland Coffee), were added to the 17 previously reported registrations, bringing the total to 24 ATP registrations against a target of 20. Out of the 24 registrations, 14 Malawian export firms were accepted as verified suppliers and thus able to engage in trade activities with buyers and service providers.

Trade finance with a value of \$12,550 was raised through the ATP to partially finance export sales generated on the ATP valued at \$33,000 for Malawian export firms.

In Q4, the USAID TradeHub supported Foxfin to enhance the ATP by incorporating a rewards program to incentivize registration and responsible usage of the platform by all participants. Foxfin tested and rolled out in Q4 this rewards program. Ongoing testing continued in FY2022 to determine if it is effective in producing the desired behavior by users.

In Q3, the USAID TradeHub conducted a virtual workshop to introduce the ATP to representatives of government agencies, TPSPs, business membership organizations, and export firms in Malawi. The workshop gave participants information on the platform, its benefits, and the onboarding process. The ATP links buyers, sellers, financiers, and logistics service providers to enable a smooth trade process and expand access to new markets. Following the workshop, the USAID TradeHub onboarded seven Malawian firms to the ATP, bringing the total of Malawian firms on the platform to 20.

In Q4, Netcampus worked to enhance its existing digital learning platform by adding two modules, bringing the total number of online modules to 12. The new modules were launched in Q4 and required an additional 75 Malawian learner registrations on the Netcampus learning management system. In FY2021, 35 learners from Malawi were registered on the Netcampus learning system. The online platform aims to provide small- and medium-sized businesses with basic knowledge needed to run a business, access financing, and explore expansion opportunities. A total of 88 learning modules were either completed or were in progress by the 35 registered users.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

On July 13, 2021, the USAID TradeHub, in collaboration with Malawi's Ministry of Trade, facilitated a capacity-building workshop for AGOA Steering Committee. The purpose of the AGOA Steering Committee is to drive the implementation of the National AGOA Response Strategy and Action Plan for Malawi, which were developed with support from the USAID TradeHub in FY2018. Following the development of the strategy and action plan, the USAID TradeHub assisted the Ministry in establishing an AGOA Steering Committee, launched on March 31, 2020. After its launch, the Steering Committee identified key capacity gaps and challenges hindering the sustainable utilization of AGOA opportunities in Malawi, leading to the capacity-building workshop. The USAID TradeHub supported the Ministry in hosting the workshop by covering the costs of the venue and associated facilities, and co-creating the workshop agenda, facilitation guidelines, and presentations. The USAID TradeHub co-facilitated workshop sessions with the Ministry of Trade, the Malawi Bureau of Standards (MBS), and the Malawi Revenue Authority (MRA). The capacity-building workshop was attended by 16 representatives of member institutions of the AGOA Steering Committee, including the MBS, the MRA, the National Association of Small and Medium Enterprises, the Malawi Investment and Trade Centre, the Ministry of Trade, the Malawi Confederation of Chambers of Commerce and Industry, the Agricultural Commodity Exchange, the Auction Holdings Limited Commodities Exchange, and the Department of Arts. Participants developed short-, medium-, and long-term actions to boost the capacity of the AGOA Steering Committee to implement AGOA. Key actions were developed around four thematic areas: marketing and

promotion, finance and investment, business capacity development and entrepreneurship, and standards and compliance. The next steps include consolidating the action plan and rolling out the implementation of the planned activities.

In Q4, extensive work was carried out by the TPSP Fair & Square, (then known as Swaziland Fair Trade (SWIFT)) to prepare handicraft firms for U.S. market entry. A series of online learning events were carried out with firms listed in a LookBook, including a session on “What Buyers Want.” The work culminated in a virtual trade event where five Malawi craft and home decor manufacturers (Maleta Gems and Jewels, Nomonde Designs, Dedza Pottery, MACOHA, and Zathu Arts) presented their products to six buyers from five U.S. firms representing more than 2,000 retail outlets. Deal care to support any promising leads was subsequently provided by the USAID TradeHub and Fair & Square into FY2022. In Q4, VentureLift Africa provided market linkage opportunities for four Malawian suppliers (Conforzi Plantations, Satemwa Estates, Mzuzu Coffee, and Namingomba Estates) to pursue export deals with a U.S.-based importer, Bennett Wholesale Distributors, for the supply of a wide range of tea and coffee products. The four Malawian suppliers sent samples of their products (coffee and tea) to Bennett Wholesale Distributors for testing and analysis.

In Q4, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. In Q4, iKraal developed detailed storyboards outlining screenshots for both video series. The video crew also filmed footage in various countries to be used alongside animated content. At end of Q4, drafts of the AGOA video series were under review. The videos were scheduled to be finalized and launched in Q1 of FY2022.

In Q4, the USAID TradeHub supported 16 Malawian firms to participate in three U.S. tradeshows. These were Fair & Square’s Virtual Trade Show (Maleta Gems and Jewels, Malawi Council for the Handicapped (MACOHA), Dedza Pottery, Nomonde Designs, Zathu Arts) on September 20; SADC Market Place (NALI, Satemwa Estates, Sunseed Oil, AISL, Malawi Mangoes, Mzuzu Coffee, Thanthwe Farms, and Village Farms), on September 28-29; and Fancy Food Show (Mzuzu Coffee), on September 27-29. On September 20, 2021, the USAID TradeHub and Fair & Square hosted a virtual buyer mission that enabled 10 arts and crafts suppliers from Malawi, Mozambique, and Angola to present their product offerings to five buyers and independent sourcing agents from the United States. The suppliers included five firms from Malawi (Nomonde Designs, Dedza Pottery, Zathu Arts, Maleta Gems and Jewels, MACOHA), four firms from Mozambique (Woogui, Miombo, Ruum Gallery, and Zoya), and one firm, [REDACTED], from Angola. The five buyers and sourcing agents (Global Girlfriend, AOW Handmade, Jasbri Trading, Bridge for Africa, and [REDACTED] Design) collectively have access to approximately 2,000 retail outlets in the United States, representing significant market exposure for the regional suppliers. The virtual buyer mission builds off digital approaches to B2B linkages tested by the USAID TradeHub in FY2020 to refine and enhance buyer and seller linkages. In July 2021, the USAID TradeHub contracted Fair & Square to build the capacity of 33 Southern African suppliers in the arts and crafts sector to improve their marketing materials, organizational capacity, and sales. Fair & Square analyzed the export readiness of the firms involved in handmade home decor, leather, fashion and accessories, and natural skincare from across the region. This analysis culminated in including the 10 arts and crafts suppliers in the Southern Africa Handmade LookBook produced by Fair & Square, which was shared with buyers from the United States and South Africa. The LookBook was also shared with the buyers targeted for the FY2021 virtual buyer mission.

The first-ever virtual SADC Market Place was held September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States. The two-day event featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and B2B event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen

Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended the event included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu. Their respective remarks highlighted the importance of the trade relationship between the SADC region and the United States. They underlined the importance of platforms such as the SADC Market Place to increase access to the U.S. market for SADC export firms. The event, which marketed SADC as a “Source of Fresh, Quality Food Products,” aimed to increase the awareness and compliance of SADC firms with U.S. market-entry requirements and promote exports of agricultural and agro-processed products from the region into the United States. Day one of the event drew 78 participants, and day two welcomed 83. Speakers from the United States Trade Representative (USTR), United States Food and Drug Administration (U.S. FDA), United States Department of Agriculture (USDA), and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including the opportunities under AGOA, labeling, food safety, and shipping and logistics. The event also featured first-hand accounts from regional firms that are now supplying consistently to the U.S. market. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors, which included 10 Malawian firms (NALI, Satemwa Estates, Sunseed Oil, AISL, Malawi Mangoes, Mzuzu Coffee, Thanthwe Farms, LAPE, Moringa Miracles, and Village Farms), had the opportunity to engage with U.S. buyers, importers, and distributors and showcase their products in virtual showrooms. The event platform was developed by the trade promotion service provider Catalyze, under contract from the USAID TradeHub, as part of the program’s support to SADC in delivering the event.

From September 27 to October 8, 2021, the USAID TradeHub supported Mzuzu Coffee and 23 other regional specialty food firms to exhibit at the Fancy Food 24/7 virtual tradeshow under the Africa Fine Foods pavilion. The virtual trade event, which replaced the traditional, physical Summer Fancy Food Show, enabled regional specialty food exporters to showcase their product offerings to U.S. buyers and create export linkages. The USAID TradeHub held a pre-event session on September 23, 2021, in partnership with the Specialty Food Association (SFA), to prepare the firms for showcasing their products during the virtual event. The USAID TradeHub covered 60 percent (\$375 per firm) of the virtual exhibition costs (\$595 per firm) for the 24 firms, while the firms covered the remaining 40 percent. The regional exhibitors will be supported to follow up on leads generated from Fancy Food 24/7 in Q1 of FY2022.

On August 17, 2021, the USAID TradeHub and FFF Associates hosted a webinar entitled “Linkages and Sector Market Requirements on Food Products and Food and Cosmetics Ingredients,” to assist Southern African firms to meet market requirements. The webinar addressed key requirements of interest to Malawian firms, such as those of the U.S. Food and Drug Administration (FDA), the Food Safety and Modernization Act (FSMA), and the Foreign Supplier Verification Program. Three Malawian firms Satemwa, Naming'omba, and Mzuzu Coffee were subsequently assessed by FFF Associates to establish their export readiness. FFF Associates advised that the firms did not meet buyer requirements and no linkages materialized for Malawian firms.

In Q4, NSF International, Standard Global Services (SGS) South Africa, and Ecocert Southern Africa continued to provide certification services to targeted exporters to acquire globally recognized certification. Under a cost-sharing arrangement, the USAID TradeHub covered 60 percent of the cost of these certification services and the exporters covered the remaining 40 percent. Six Malawian export firms signed deal notes for USAID TradeHub support with certification, namely Satemwa Estates (FSSC 22000), Mzuzu Coffee (organic certification), Conforzi Plantations (FSSC 22000), Thanthwe Farms (HACCP certification), and The Village Farms (Rainforest Alliance certification). At the end of Q4, Conforzi Plantations had completed FSSC 22000 certification audits and been awarded the corresponding certificate. Satemwa Estates had completed the stage one

audit, however, due to COVID-19 travel restrictions, the required six-month window to address nonconformities expired, and Satemwa Tea Estates will need to re-do the stage one audit. Agrocomm and Mzuzu Coffee have withdrawn their request for assistance until they are ready to undergo the audit.

In Q4, the USAID TradeHub supported a Malawian firm to ship rice to a U.S. wholesale buyer. While not AGOA-eligible, this was nonetheless an important export for the firm's export growth and building its reputation in the U.S. market. On August 11, 2021, Homes Industries, a women-owned Malawian agro-processing firm, shipped 12,000 kilograms of rice worth \$28,040 to a U.S.-based wholesaler and distributor, Yambani. Homes Industries works with over 1,500 smallholder farmers to grow rice, sunflowers, and groundnuts, which are then processed into brown and white rice, cold-pressed sunflower oil, peanut flour, and peanut butter for domestic and export markets. To achieve the export to the U.S. buyer, the USAID TradeHub supported Homes Industries with deal facilitation, troubleshooting, and post-deal care support. The USAID TradeHub also provided direct technical assistance to the company to prepare for the export. The USAID TradeHub will continue to support the firm and help identify opportunities for trade financing.

In Q4, NALI embarked on e-commerce listing on the Amazon platform, with USAID TradeHub support through Albert Scott LLC. NALI intends to export its hot sauces to the United States through the online platform. Albert Scott is working to enhance the firm's profile on Amazon, provide advice on pricing, and support warehousing and distribution. NALI was also still in the process of finalizing its globally accredited FSSC 22000 certification with SGS South Africa to be eligible to export and to complete its product listing on Amazon.

On July 29, 2021, the Exporter Awards event for Malawi was held. This event, honoring exporters, was the first of its kind and is slated to become annual. The event was hosted jointly by the USAID TradeHub, the GTPA, the Planetarium Institute, and the Malawi Organic Growers Association (MOGA). The event recognized outstanding performances by Malawian exporters and their efforts to overcome market-entry hurdles and achieve successful trade. The event was jointly hosted by Anna Tones, the USAID/Malawi Deputy Mission Director, and Mufwa Munthali, the Deputy Director of Foreign Trade in the Ministry of Trade. Approximately 45 participants attended the event, with four joining physically from Malawi and others joining virtually from Malawi, South Africa, and other regional countries. The Planetarium Institute convened the panel to judge the award nominees, while other partners marketed the event and urged their members to complete nomination forms. The USAID TradeHub provided administrative support and covered the cost of newspaper advertisements, the venue, the online platform, a performance by a local artist, a videographer to document the event, and the director of ceremonies to coordinate the program. The event recognized export firms under three categories. The first award, Exporter of the Year (South Africa market), was won by Homes Industries. The second award, Exporter of the Year (U.S. market), was won by Conforzi Plantations, which also won the third and overall award, Malawi Exporter of the Year 2021. As the overall winner, Conforzi Plantations competed against other winners from USAID TradeHub project countries at the region-wide Exporter of the Year Awards event in September 2021. For the region-wide event, the Malawian TPSP partners that implemented the country's local event coordinated with the South-Africa based Eastern Cape Development Corporation (ECDC), the organizer of the broader event. The ECDC held meetings with GTPA, the Planetarium Institute, and MOGA on August 25 to plan for Malawi's participation at the regional awards.

FY2022 SUMMARY

In FY2022, the USAID TradeHub reappointed two buyer-focused trade promotion service providers (TPSPs) – Fair & Square and Catalyze – to continue with the work carried out in FY2021. The USAID TradeHub also engaged Malawian TPSPs and BMOs such as GTPA, National Association for Small and Medium Enterprises (NASME), Cross Border Traders Association of Malawi (CBTAM), Visual Arts Association of Malawi (VAAM), and the Planetarium Institute to further develop existing collaboration. The contracts with Fair & Square and Catalyze specifically included working with these TPSPs to transfer to them knowledge, skills, and networks. The contract for Fair & Square was finalized in Q1 while that of Catalyze was finalized in Q2.



Homes Industries, a women-owned Malawian agro-processing firm, secured financing worth \$50,000 on April 12, 2022, for processing equipment to enhance its rice exports to South Africa and the United States. Home Industries works with over 1,500 smallholder farmers, including many women farmers, and processes not only rice but also sunflower seeds and groundnuts, as well as manufacturing peanut butter. The funding, from local Malawi financing institutions, followed assistance from Sevest Capital Partners, a collaborator with the USAID TradeHub. Sevest guided Home Industries to develop a well-structured Investment Memorandum and to present it convincingly to the capital providers.

██████████, CEO, Homes Industries displays their products

At the start of Q1, the USAID TradeHub carried forward from FY2021 a total of 47 pipeline export deals with South Africa buyers. These pipeline deals form the basis for transferring networks and skills to national TPSPs. To this end, the USAID TradeHub worked with TPSPs to provide deal care and support to export firms with deals in the pipeline. The GTPA provided deal care to firms in the agricultural sector, and the Planetarium Institute provided deal care related to the ATP virtual marketplace. As of the end of Q1, the Planetarium Institute was approved as a verified facilitator on the ATP to help match Malawian suppliers with buyers and provide deal care and support.

In Q1, work continued with the 16 IMs with a value of \$15.2 million that were approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors. These IMs were submitted to the USAID TradeHub's contracted capital providers, Foxfin, and Cala Capital Africa for consideration for funding. To date, Foxfin has various capital providers from its network assessing 11 of the IMs, while Nations Capital has introduced the remaining five IMs to its own network of capital providers.

Also, in Q1, the USAID TradeHub and the South African TPSP Eastern Cape Development Corporation (ECDC) hosted the Regional Exporter Awards, which was the culmination of the national Exporter Awards events held individually in eight USAID TradeHub-target countries between June and November 2021. The Regional Exporter Awards hosted dignitaries from governments, the private sector, and the development community at a venue in East London, South Africa, and had a large online audience viewing across multiple platforms. Conforzi Plantations, the winner of the Malawi Exporter of the Year 2021, represented Malawi at the event.

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with the GTPA, VAAM, CBTAM, NASME, and Planetarium Institute, on various information-sharing and knowledge-transfer activities. This included collaboration with three buyer-focused TPSPs – Fair & Square, Catalyze, and South African Trade Promotions – that were reappointed in FY2022 to build on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for Malawi-based exporters.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms, and a further two with natural cosmetics and food buyers that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business (B2B) linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square subsequently began supporting the export firms with price negotiations and logistical arrangements as they undertake discussions with potential buyers from the buyer missions. Utilizing these different approaches in Malawi, Fair & Square facilitated over 26 linkages between Malawian suppliers and prospective buyers.

Catalyze, used its B2B online platform, Engage Trade Africa, to present seven Malawian suppliers (Conforzi Plantations, Paanachi Nutri, Mzuzu Coffee, MoringaAcres, Thanthwe Farms, Malawi Mangoes, and Satemwa Estates) to buyers and to stimulate interest in further deal-making. The selection of firms to promote included a focus on fast-moving consumer goods, including food and cosmetic products. Paanachi Nutri met with Soaring Free Superfoods and Nutriseed, and the company was requested to share samples with Soaring Free Super Foods. Thanthwe Farms shipped product samples to Dynamic Intertrade, MoringaAcres held introductory meetings with Bright Mountains Oils and So African, and Conforzi Plantations sent product specifications to Forest Fairies and MM Nuts.

Catalyze also provided capacity-building and market development support for Malawian TPSPs, such as Planetarium Institute, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries, of which three participants were from Malawi (Thanthwe Farms, Planetarium Institute, and GTPA). The TPSP also assisted the Malawian firms Thanthwe Farms, Moringa Miracles, Mzuzu Coffee, and Satemwa Estates to list on its organic and natural products online portal.

In Q3, the USAID TradeHub continued to advance e-commerce opportunities in South Africa, following a December 2021 webinar hosted by the USAID TradeHub titled “Selling in South Africa via E-Commerce,” held in collaboration with the South Africa-based e-commerce management firms Enter Africa, Legalese, and E-commerce Forum Africa. Following the webinar, two Malawian firms (Mzuzu Coffee and Conforzi Plantations) engaged Enter Africa to list on South African business-to-consumer platforms, such as Takealot, Makro, and Superbalist. This approach builds off the USAID

TradeHub's experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

Four firms that had started the process of acquiring certifications with a view to expanding market entry into South Africa (Satemwa Tea and Coffee Estates, Conforzi Plantations, Thanthwe Farms, and The Village Farms) in FY2021 continued the certification audit processes in FY2022, including Hazard Analysis Critical Control Point (HACCP) certification, Rain Forest Alliance certification, and FSSC 22000 on food safety. Conforzi Plantations was awarded the FSSC 22000 certification, while Thanthwe Farms completed the audit, they did not conform to HACCP certification requirements. Both Satemwa and The Village Farms failed to complete the certification audit processes due to various challenges including COVID-19 travel restrictions for auditors and the seasonality of their production cycles.

The USAID TradeHub also continued to work with the marketing agency NONZēRO Africa to enhance exporters' marketing collateral. In May 2021, the USAID TradeHub had engaged NONZēRO to assess the most important marketing needs of selected regional firms, to present recommendations on how to address these needs, and to develop marketing tools for these firms. Thanthwe Farms and Agrocomm Trade, subsequently completed their marketing upgrade under NONZēRO in FY2022. The USAID TradeHub covered 60 percent of NONZēRO's costs, while Thanthwe Farms and Agrocomm Trade covered the remaining 40 percent. To enhance the companies' branding and social media marketing, NONZēRO developed a comprehensive style guide, a social media content strategy, social media templates, and branded label templates. These marketing tools aim to enable the companies to present a compelling brand, promote their business more effectively on social media, and advance their digital presence with South African and U.S. buyers.

The USAID TradeHub also partnered with ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum (then called Trade and Investment Promotion [TIP] forum). The forum was established by the USAID TradeHub and the ECDC. The webinar served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors. Four participants were from Malawi (GTPA, Planetarium Institute, Visual Association of Malawi, and Nyasa Mining Cooperative Association).

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Malawi in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held on January 17-18, 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Malawian firms.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Malawi, GTPA and Agrocomm Trade were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Malawi trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with 16 IMs with a value of \$4.97 million that has previously been approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors. These IMs were submitted to the USAID TradeHub's contracted capital providers, Cala Capital Africa and Foxfin, and shortly thereafter to at least 12 other independent capital providers. These transactions are at various stages of evaluation. Overall, out of the 16 IMs, nine firms are still under assessment by the capital providers, translating to 14 deal assessments still in play, and 28 declines by capital providers. Foxfin approved 11 applications for funding and presented term-sheet offers to the capital seekers Thanthwe Farms, The Village Farms, Homes Industries, and Dalitso General Dealers and Suppliers. These term sheets are still being negotiated.

One of the due diligence assessments underway between TeeBees Investments and Nations Capital is valued at \$100,000. TeeBees Investments seeks to inject cash into the business necessary to improve warehousing and acquire production machinery.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) masterclass on financing and enterprise growth, with presenters [REDACTED] and [REDACTED] from the firm Business Partners; 3) masterclass on AGOA and the U.S. FDA, with presenter [REDACTED] Psarakis, creator of Foodpreneur; 4) masterclass on exporting, with presenter [REDACTED], founder and Executive Chairman of the GBSH Consult Group; and 5) masterclass on product certification requirements and standards. From Malawi, seventeen firms participated, including Home Industries, Africa Agriculture Holdings, Mzuzu Dairy, BetterLife Products, Honey Products, Thanthwe Farms, Worthy General Supplies, and TeeBees Investments.

During FY2022, the USAID TradeHub supported the registration of 29 additional Malawi export firms on the ATP. Of these 29, eight were verified to fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through partner TPSPs including Planetarium Institute and GTPA, who facilitated exporter

engagement sessions in all three regions of the country. In addition, Planetarium Institute was registered and verified on the ATP to promote exports from Malawi.

The USAID TradeHub also assisted with registering 33 new learners on the Netcampus learning management system in Malawi in FY2022. This activity was also supported by the Planetarium Institute, NASME, and GTPA, and involved exporter engagement sessions and direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlight how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. These pieces were disseminated through TPSP and FSP partners for learning in Q4, following the necessary approvals.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Malawi, GTPA and Agrocomm Trade were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Malawi trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In June 2022, the USAID TradeHub supported the Malawi National AGOA Steering Committee and key entities on this committee – the Ministry of Industry and Trade (MoIT), Malawi Bureau of Standards (MBS) and the Malawi revenue Authority (MRA) – to facilitate a hybrid exporter-engagement session simultaneously in Blantyre and Lilongwe as well as virtually attended by over 66 representatives of export firms, TPSPs, BMOs and other stakeholders. The session was organized to achieve three key outcomes: 1) Enhanced linkages and collaboration among market actors – exporters, BMOs, TPSPs, promotion service providers, and other stakeholders; 2) Appreciation of exporters' capacities and constraints in utilization of AGOA export opportunities; 3) Increased knowledge of available tools and resources. The presentations included one on AGOA import processes by BDP

International, one on U.S. export procedures and Incoterms by Mary Gounder, one on support to export firms by the Malawi Bureau of Standards, and one on the AGOA Toolkit video series.

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). The three participants from Malawi, were Ministry of Trade, Conforzi Plantation and Malawi Investment and Trade Centre.

Following an introductory session by Albert Scott in February 2022, the USAID TradeHub selected and signed deal notes with 17 regional firms to receive support with listing on Amazon. Malawi firms supported under this activity were Mzuzu Coffee, NALI, and Conforzi Plantations.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show.

Exhibitors from Malawi, Thanthwe Farms and Homes Industries reported eight leads generated from the SFF show. Following the show, both Thanthwe Farms and Homes Industries sent product samples to U.S. buyers, Green Shutter Teas and Schiff Food Products, respectively. In addition, Thanthwe Farms and a U.S.-based broker, Get to the Shelf Growth Advisers, sealed an agreement to collaboratively develop a program to launch Thanthwe products in the U.S. market.

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, Fair & Square's handicraft buyer missions, the cosmetics webinars facilitated by SACG-NY in Q2, and the FFF Associates ingredients virtual event.

In Q1 of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from governments, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms. The USAID TradeHub and the ECDC also hosted the Regional Exporter Awards, 2022 in Gqeberha, South Africa, at the Boardwalk Casino and Hotel on July 26, 2022.

During the program year, the USAID TradeHub continued discussions with MITC on hosting the Malawi Exporter of the Year Awards. MITC is the secretariat for the Exporter Awards organized jointly with private-sector institutions.

In FY2022, the USAID TradeHub produced a learning product titled "The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors." This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show of women-led firms, such as Thanthwe Farms and Homes Industries. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Malawi firms.

LOP COUNTRY PERFORMANCE TABLE: MALAWI

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$2.64 mil	\$1,580,140.76	\$1.3 mil	\$2,593,927.93	\$0.975 mil	\$2,577,594.11	\$6,751,662.80
		Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: \$1.04 mil	Malawi to SA: \$79,850.00	Malawi to SA: \$1.0 mil	Malawi to SA: \$905,131.50	Malawi to SA: \$0.75 mil	Malawi to SA: \$1,069,862.20	Malawi to SA: \$2,054,843.70
		Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: \$1.6 mil	Malawi to U.S. AGOA: \$1,500,290.76	Malawi to U.S. AGOA: \$0.3 mil	Malawi to U.S. AGOA: \$1,070,871.86	Malawi to U.S. AGOA: \$0.225 mil	Malawi to U.S. AGOA: \$1,308,479.91	Malawi to U.S. AGOA: \$3,879,642.53
		Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: \$617,924.57	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: \$199,252.00	Malawi to U.S. Non-AGOA: \$817,176.57
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$1.5 mil	\$0.00	\$0.5 mil	\$7,194.00	\$0.25 mil	\$9,643.03	\$16,837.03
		Region-SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: N/A	Malawi to SA: \$1.2 mil	Malawi to SA: \$0.00	Malawi to SA: \$0.2 mil	Malawi to SA: \$160.00	Malawi to SA: \$0.1 mil	Malawi to SA: \$200.00	Malawi to SA: \$360.00
		Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: N/A	Malawi to U.S. AGOA: \$0.3 mil	Malawi to U.S. AGOA: \$0.00	Malawi to U.S. AGOA: \$0.3 mil	Malawi to U.S. AGOA: \$0.00	Malawi to U.S. AGOA: \$0.15 mil	Malawi to U.S. AGOA: \$945.00	Malawi to U.S. AGOA: \$945.00
		Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: \$6,000.00	Malawi to U.S. Non-AGOA: N/A	Malawi to U.S. Non-AGOA: \$8,498.03	Malawi to U.S. Non-AGOA: \$14,498.03
3	Percent of firms/organizations with increased	N/A	N/A	N/A	N/A	N/A	N/A	25%	N/A	25%	100%	25%	33%	N/A

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	profitability or increased self-sufficiency [Custom]													
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	100%	70%	100%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	100%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	\$20,270,200.00	N/A	\$15,419,270.50	N/A	N/A	\$1.24 mil	\$20,000,000.00	\$1.2 mil	\$500,194.00	\$400,520.00	\$114,829.00	\$56,304,493.50
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural	N/A	N/A	N/A	N/A	N/A	N/A	\$0.32 mil	\$0.00	\$0.3 mil	\$232,454.23	\$0.00	\$0.00	\$232,454.23

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	targeted sectors [Custom]													
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	\$9,280,000.00	N/A	\$7,530,000.00	N/A	N/A	\$0.83 mil	\$0.00	\$2,8 mil	\$12,550.00	\$952,000.00	\$0.00	\$16,822,550.00
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$0.2 mil	\$0.00	\$0.7 mil	\$0.00	\$238,000.00	\$0.00	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	8	13	9	23	18	21	57
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	2	4	1	14	11	13	31
12	EG.3.2-24	N/A	N/A	N/A	N/A	N/A	N/A	9	19	12	36	22	32	87

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance													
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	2	4	2	28	13	15	47
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	11	29	92	20	56	159
			N/A	N/A	N/A	N/A	N/A	Malawi to SA: 0 deals	Malawi to SA 3 deals	Malawi to SA N/A	Malawi to SA 47 deals	Malawi to SA 10 deals	Malawi to SA 46 deals	Malawi to SA 96 deals
			N/A	N/A	N/A	N/A	N/A	Malawi to U.S. 7 deals	Malawi to U.S. 8 deals	Malawi to U.S. N/A	Malawi to U.S. 45 deals	Malawi to U.S. 10 deals	Malawi to U.S. 10 deals	Malawi to U.S. 63 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	4	4	10	22	2	37	63
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	32	47	44	86	33	144	277

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	42	50	65	130	49	188	368
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	0 PPPs	5 PPP's	1 PPPs	1 PPP's	0 PPP's	0 PPPs	6 PPPs

ANNEX 6: MOZAMBIQUE COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

As relationships developed between the USAID TradeHub and both sellers and buyers, the project came to better understand challenges faced by these partners. Some deals, for example, fell through because of what buyers perceived as high pricing and inadequate communication. The USAID TradeHub, therefore, worked with suppliers on developing appropriate and well-presented price structures, while also improving the negotiation skills of these suppliers.

In following up on deals, timely responses from suppliers are essential. Some deals failed because suppliers simply took too long to respond. New exporters often need handholding to meet the challenges they typically face, such as respecting deadlines, meeting quality specifications, determining suitable pricing, and providing proper documentation.

While many firms want to have certifications to be able to access the U.S. market, they are not always prepared for, or knowledgeable about, what it takes to be certified. For example, to enter the U.S. market, U.S. Food and Drug Administration (FDA) registration and certification are often requirements, but many companies are challenged when attempting to acquire these because of a lack of knowledge and the cost of certification. The USAID TradeHub has addressed these problems by providing information sessions and offering cost-share arrangements for qualified exporters.

Given that a lot of sensitive information is shared on trade and investment activities, non-disclosure agreements (NDAs) should be signed when appropriate. This bolsters trust, which is a key element in many transactions.

As sustainability has come to the forefront of the USAID TradeHub activities, it has been vital to allow partner firms and organizations to guide processes in accordance with their own capabilities, so as to give them the knowhow and confidence to carry on after the expiration of the USAID TradeHub project. This calls for a delicate balance of encouraging autonomy while also providing the support and guidance needed for the USAID TradeHub to attain its own objectives.

Over the life of the project, USAID TradeHub achieved cumulative exports from Mozambique to South Africa of \$1,222,173.40 only in agriculture; and \$3,923,744.91 from Mozambique to the United States. Mozambique has seen a strong performance in agriculture sector exports to South Africa and the U.S. There were no non-agriculture exports from Mozambique, however, following linking exporters to the South Africa and U.S. market through Fair & Square, there are ongoing deal negotiations for handicraft and home goods to both markets from Mozambique firms. Sectors with potential for growth are within agriculture, which include nuts, beans, soybeans, and different types of tea, all of which have had exporters linked to buyers in South Africa and the U.S. directly or facilitated by market-facing TPSPs such as Catalyse and South African Trade Promotions. Similarly for investment, the USAID TradeHub achieved \$4,682,176.23 of investment (\$534,033.75 in agriculture and \$4,148,143.23 in non-agriculture sectors). There is an active pipeline of \$66.6 million in four term sheet offers (varying between \$0.1 million and \$60 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$9.1 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own

contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, to explore the export potential of regional firms, 48 factory-level assessments were conducted across six USAID TradeHub-target countries, including Mozambique. All export requirements were documented and communicated with the firms.

Also, in FY2017, the USAID TradeHub launched Africa Fine Foods at Gulfood 2017, which took place between February 26-March 2, 2017, at the Dubai World Trade Centre in the United Arab Emirates (UAE). The Gulfood Show is one of the biggest annual food tradeshows in the world. Six companies from four countries exhibited under the Africa Fines Foods pavilion. Africa Fine Foods was a brand initiative of the USAID TradeHub under which processed foods from the region are supported and promoted. The six exhibiting companies – Eco-MICAIA (Mozambique), Pereira Fishing (Namibia), Forest Fruits (Zambia), Minnies Food Enterprises, Great Hearts of Africa and Nutribands (South Africa) – generated more than 40 business-to-business linkages. From Mozambique, Eco-MICAIA followed up on linkages with Brazilian and UAE companies, although deals did not ultimately materialize.

In FY2017, export sales of \$119,630 were realized in Mozambique by USAID TradeHub-supported firms.

FY2018 SUMMARY

The USAID TradeHub collaborated closely with the Mozambican Investment and Exports Promotion Agency regarding promotion of AGOA and investment in export-oriented businesses.

On May 14, 2018, the USAID TradeHub collaborated with the USAID Support Program for Economic and Enterprise Development (SPEED+) project in Mozambique to organize an official launch of the Mozambique AGOA Utilization Strategy. The Strategy was launched by the Mozambique Ministry of Industry and Commerce (MIC) and attended by the U.S. Ambassador to Mozambique Dean Pittman and various stakeholders from private and public sector. The U.S. Government, through the USAID Speed+ project, helped the Government of Mozambique develop the Strategy, and the USAID TradeHub engaged with Mozambican companies to promote increased bilateral trade and investment.

By the end of the fiscal year, the USAID TradeHub surpassed its agricultural investment target by facilitating the conclusion of four agribusiness transactions in the Southern Africa region. The investment transactions targeted a diversity of sub-sectors including wheat milling, wholesale fisheries, warehouses and warehouse receipt systems (WRS), and horticulture in Mozambique, Zambia, Malawi, and Namibia.

The USAID TradeHub supported the creation of a sustainable, private-sector-driven warehouse receipt system in Mozambique through technical assistance toward the design of WRS software, training manuals, and processes. This activity will support the Zambia Commodity Exchange (ZAMACE) and the Africa Commodity Exchange-Malawi (ACE) by increasing the volume of grain marketed through their respective WRS systems. This activity was to be closely coordinated with the USAID SPEED+ program in Mozambique.

FY2019 SUMMARY

In FY2019, Sunshine Nut Company, a Mozambique-based cashew processor that exports to the United States, was supported by the USAID TradeHub to prepare its business plan to raise funds for expansion. The USAID TradeHub conducted an operational due diligence of the company's value chain and capacity constraints, as well as prepared combined financials for Sunshine Nut. The USAID TradeHub further performed a financial analysis to understand and convey historic performance, working capital cycle with scenario analysis to determine how best to reduce Sunshine Nut's cash constraints, as well as prepared a macro-economic overview of global cashew supply and demand, and a high-level business plan template for Sunshine Nut.

FY2020 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2020, the USAID TradeHub partnered with the African Agri Council (AAC) to host a specialty-food buyer-seller linkage event, connecting South African buyers and regional suppliers. The event, held virtually, was attended by 15 buyers representing eight South African companies, 41 USAID TradeHub-supported exporters from the Southern Africa region, and seven capital providers from four firms. The event, hosted on the digital platform HopIn, mirrored an in-person trade event, with a plenary, breakaway sessions, business-to-business (B2B) meetings, and exhibition booths profiling regional products and services. The USAID TradeHub provided cost-sharing support to AAC to organize the event and establish virtual exhibition booths for the regional food suppliers. Exhibitors were grouped into four pavilions: specialty and gourmet foods, organic and natural products, ingredients and beverages, and agricultural commodities. The breakaway sessions were dedicated to exhibitor discussions, engagement with buyers, and peer-learning opportunities. Participating from Mozambique were the suppliers Sunshine Nut Co., Baobab Products Mozambique (ECOMICAIA), Mozambique Honey Company, Matharia Empreendimentos, Mozambique Good Trade, Finana LDA, Produtos Meia Tigela (Tsokotsa), Nutriverd Okala, INVXT Agro Investimentos, Dream AgroBusiness, Afrifruta LDA, Fundação Minhembeti, Kuvanga – Cooperativa de Agroprocessamento, Limpho Produtos Alimentares, FiveStar Distributors, Torradinhas and Sociedade AgroFlorestal.

On September 1, 2020, in collaboration with dmg events, the USAID TradeHub moderated the first of six virtual events that were part of dmg event's eFood & Hospitality Next Digital Summit – a 30-day e-learning, webinar, and virtual event series. The USAID TradeHub-led session focused on the market-entry requirements of large South African retailers, including Shoprite, Pick n Pay, and Woolworths. The webinar targeted regional exporters, sharing trends in the South African consumer market and how best to leverage these trends. Panelists included Pick n Pay's Innovation and Trend Specialist Vicky Jacobs and Health Category Buyer Wandile Bakaco. Both offered practical tips on how regional exporters can list their firms with the retailer, the subsequent market testing process, and the benefits of Pick n Pay's SME development program. DMG Events also began securing introductions for the USAID TradeHub with Food Lovers' Market and Clicks Group.

During the year, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, from 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult, but lucrative, informal market through local *spaza* shops (unofficial stores). 5M2T claimed to engage with 60,000 outlets per month and had broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including Mozambican firms, had the opportunity to engage with the distributor on how to access the informal market.

In FY2020, the USAID TradeHub hosted a regional learning webinar on exporting to South Africa from surrounding countries. The webinar focused on 10 successful trade deals reflecting different approaches, which had been researched through interviews with deal participants. The event

brought together export firms, BMOs, and TPSPs from the region. In quarter four, the USAID TradeHub developed case studies from the deals, which were published in quarter one of FY2021.

The USAID TradeHub this year also developed a comprehensive checklist for regional exporters to South Africa. This complemented a guide for exporters to the United States released early in FY2021. Further to that, the checklist, finalized at the end of quarter four, served as the basis of the Cross-Border Trade Toolkit, which was later developed by the USAID TradeHub, and provides extensive guidance on importing into South Africa from surrounding countries.

In response to of COVID-19 restrictions, the USAID TradeHub, in partnership with Confederation of Economic Associations (CTA) of Mozambique, pursued virtual means to not only to bring together buyers and sellers, but to also build capacity within the trade ecosystem. These linkages were largely achieved through webinars on a range of issues, as summarized in the webinars annex.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin (then known as Sebvest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings with 11 Mozambique firms to assess the firms' export, finance, and technology needs.

The appointed transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analyses of target enterprises in Mozambique. They developed a deal pipeline that included seekers of equity, debt, trade finance, and technology. The USAID TradeHub assessed the needs of Mozambique exporters and established a pipeline of 11 deals, of which 10 deals valued at \$66.3 million were prioritized for linkage to financial service providers. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool developed in FY2020. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the small and medium enterprises (SMEs) to apply for funding with the capital providers. Most of the requested financing related to technology, such as equipment to improve manufacturing, irrigation, and packaging.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Sebvest Capital Partners, now Foxfin, and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub recruited and appointed four capital providers: Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions, and IDF Capital.

On January 13, 2022, the Mozambican TPSP, Confederation of Economic Associations (CTA), was successfully registered as a facilitator on the ATP. CTA will support the ATP in matching Mozambican suppliers with international buyers and facilitate trade deals on the platform. CTA will also share information with their member firms on potential buyers on the platform to entice potential suppliers to register on the platform. Working with the ATP represents the CTA's first direct engagement with buyers on the international market. As a TPSP that works with organizations across most of Mozambique's industries and sectors, CTA can expand ATP's service offering and potentially increase Mozambican exports from various sectors.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub collaborated with the USAID SPEED+ program to conduct a survey of the Mozambique manufacturing sector to gauge the level of export-readiness and the willingness to export to the United States under AGOA. In quarter two, the USAID TradeHub prioritized the formalization of partnerships with business membership organizations and TPSPs to identify and help recruit export-ready firms for assistance with linkages and deals. The USAID TradeHub signed partnerships agreements with two TPSPs: the Institute for Promotion of Small and Medium Enterprises (IPEME), and the Agency for Promotion of Investments and Exports (APIEX). Also, the USAID TradeHub initiated support for the Mozambique AGOA Reference Group and Steering Committee to promote implementation of the country's AGOA Response Strategy.

In Q3, the USAID TradeHub and the Mozambique Ministry of Trade and Industry began fast-tracking implementation of the country's AGOA Strategy. The momentum followed the establishment of a local USAID TradeHub office in Maputo, which worked with the ministry to reinvigorate its AGOA working group. To kick-start deliberations, the ministry has since reached out to working-group stakeholders, including CTA, which is the main private-sector association, and the Mozambique Chamber of Commerce, the Tax Authority, the Ministry of Agriculture and Rural Development, and the Ministry of the Sea, Internal Waters, and Fisheries. Also in quarter three, the USAID TradeHub signed a TPSP agreement with CTA to help recruit export-ready firms for assistance with linkages and deals.

In FY2020, the USAID TradeHub re-engaged the process of bringing the AGOA Reference Group together to increase utilization of the program, an activity the Mozambique Government was keen to explore. Following consultations, the USAID TradeHub developed terms of reference, translated them to Portuguese, and shared them with the Director of External Trade at the Ministry of Trade and Industry. A meeting was held to discuss the support required to assist the Reference Group, and a scope of work for such assistance was developed. The first meeting of the AGOA Reference Group was held at the Ministry of Trade during quarter three.

Additionally, during quarter three, priority issues were identified by the AGOA Reference Group. The working group subcommittee defined goals for an AGOA Action Plan. The USAID TradeHub subsequently created a tracking mechanism to note implementation of tasks in the Action Plan.

On the heels of a June 30, 2020 webinar, "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," where seven firms from Mozambique attended, the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. The USAID TradeHub shared a portion of the costs of these listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers (Apparel Sourcing International, American Textile and Apparel, and

Vishal Enterprise). The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club, Chico's, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships.

FY2021 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2021, the USAID TradeHub in Mozambique was focused on consolidating market linkages created the previous year, stemming from trade events, business-to-business webinars, and general demand in South Africa. In Q1, the USAID TradeHub facilitated 11 export deals from Mozambique to South Africa in collaboration with TPSPs, particularly CTA and IPEME. The deal facilitation was done through activities that include providing skills on access to markets, negotiations and knowledge of trade enhancing services

The USAID TradeHub continued collaboration with market specialists to establish relationships between Mozambique exporters, and South African buyers such as Shoprite, Makro, Pick n Pay, and Clicks. Additionally, two USAID TradeHub-appointed TPSPs based in South Africa (dmg events and Catalyze) continued to provide mentorship, coaching, and business-linkage support to six Mozambican firms. During 2021, one deal between INVXT and South Africa buyer Dynamic Intertrade Agri was closed to the value of \$235,000 and more than 20 facilitated with buyers in South Africa. During Q3 and Q4 of FY2021, the project provided post-deal care for concluded deals, and follow-up on linkages made toward deal closure.

The USAID TradeHub undertook numerous webinars to promote trade-enhancing services. The webinars included one on certification assistance that was attended by nine firms (Mathária Empreendimentos, EcoEnergia, Produtos Naturais Gorogonsa, Nutriverd OKala, Maeva Group, Baobab Products Moçambique, ETG World, MozTex, and Manica Cotton Company). Another key webinar was on food-safety management certification, in partnership with Standard Global Services-South Africa.

In collaboration with two TPSPs (Catalyze and dmg events), the USAID TradeHub provided support to regional firms seeking to break into the South African market. Specifically, dmg events worked with INVXT AgrolInvestimentos, Malambe Comercial, Cashew Yetu, and Matharia Empreendimentos on establishing market linkages with South African buyers. Catalyze worked with Condor Nuts and Mozambique Good Trade to not only establish market linkages but also to develop marketing material, including videos, product catalogs, webpages, and social media.

In Q4, the USAID TradeHub continued to work with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. This activity aims to digitize existing tools to improve the accessibility and impact of the information being shared with firms seeking to export to South Africa. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. At the end of Q4, the videos were still in production and due to be launched early in FY2022 in a webinar.

In Q4, the USAID TradeHub continued to work with Foxfin, the financial service firm that developed and manages the African Trade Platform (ATP). The ATP is an online trade portal that went live in November 2020 and that seeks to bring together buyers, sellers, finance providers, logistics firms, and other market actors in a safe, easy-to-use trade environment. Registered users

are able to browse the site but can only engage in trade once their supporting documentation has been verified by Foxfin. In Q4, the USAID TradeHub promoted the registration and verification of additional users on the platform.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub facilitated 11 finance and investment deals in Mozambique. Out of the 11, USAID TradeHub generated seven deal notes with a value of \$56.3 million. The deal notes detail plans through which Investment Memoranda (IMs) could be formulated.

Out of the 11 deals, the USAID TradeHub formulated seven IMs with a value of \$45.4 million, predominantly for debt finance, for agriculture business, because the firms are generally not at an advanced enough stage to attract equity investors.

The USAID TradeHub also made in-kind investments of \$165,517 toward business development services, and \$91,547 toward business certifications and market development services.

The USAID TradeHub facilitated \$1 million in long-term debt for African Farmer and EcoEnergi, which was seeking \$1.5 million in equity finance. The two firms were to be introduced to Cala Capital to gauge interest. And one capital seeker, Super Kick, was listed for investment support on the Enigma Ventures platform.

On September 15, 2021, the Mozambican cashew nut producer Condor Anarcadium shipped eight metric tons of “dessert wholes” (a grade of raw cashew nuts), to a South African buyer, Cape Dried Fruits Packers. The shipment, worth \$52,500, was the Mozambican supplier’s first foray into the South African market. Catalyze, a USAID TradeHub-contracted TPSP, facilitated the deal. Between July 26-30, 2021, Catalyze linked Condor to three South African buyers (Cape Dried Fruits Packers, Manolis Munchies, and Fresh Soil) to explore export possibilities. Catalyze also provided digital marketing and company profile development support to prepare Condor Nuts to advance deal negotiations with Cape Dried Fruit Packers. From August 16-20, 2021, Condor Nuts shared samples of its cashews with the buyer, who found the product suitable, leading to shipment of the consignment.

In Q4, the USAID TradeHub continued with the testing of debt and equity business models in the form of two resources. First, the Cala Capital matching platform, which is a gateway to institutional investors, helping established mid-market African companies and professional investors find each other and work out the best deal rapidly. Second, the ATP, which is an online trade portal that matches buyers and sellers and other market participants, enabling efficiency, security, and cost saving. The two online platforms aim to increase understanding of different trade options available in the market, and to match capital providers in South Africa with capital-seeking exporters in countries targeted by the USAID TradeHub.

In Q4, one new ATP registration (UniPenicela Holding Auditores & Consultores) was added to the 12 registrations of Q3, bringing the yearly total ATP registrations to 13, against a target of 20. Out of the 13 registrations, a total of seven Mozambique export firms were accepted as verified suppliers on the ATP, thus eligible to trade and link to services. Buyer-seller linkages via the ATP continued in Q4, with four linkages taking place on the platform leading to export sales. These four linkages include an export of sugar to a Ghanaian buyer (\$11.9 million), export of cashew nuts to Germany (\$750,000), an export of chicken to Zimbabwe (\$15,850), and an export of cashews to South Africa (\$17,240).

In FY2021, 45 learners from Mozambique were registered on the Netcampus learning system against a target of 20. The online platform aims to provide small- and medium-sized businesses with basic

knowledge needed to run a business, access financing, and explore expansion opportunities. In Q4, Netcampus added two new learning modules to its course, bringing the total to).

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

On September 30, 2021, the USAID TradeHub supported a capacity-building meeting for the Steering Committee of the country's AGOA Utilization Strategy, a body made up of representatives from the public and private sector. The country's AGOA Utilization Strategy was developed with the support of the USAID-funded SPEED+ project and launched in May 2018. The USAID TradeHub's support to the Mozambican Government in implementing the strategy began in 2020, when the project supported the formation of the AGOA Steering Committee. On June 23, 2021, the USAID TradeHub supported the Ministry of Industry and Commerce – the secretariat of the committee – to hold the Steering Committee's first meeting. The terms of reference for the Steering Committee were approved, and its Action Plan was drafted.

On September 30, 2021, the USAID TradeHub gave a capacity-building workshop to the Steering Committee. To prepare for the workshop, during August and September 2021, the USAID TradeHub had conducted meetings to assess the private sector's knowledge and experience with utilizing AGOA to export to the United States. Meetings were held with the AGOA Secretariat, some Steering Committee members (including APIEX and CTA), the U.S. Chamber of Commerce, and AGOA target-sector associations such as the Mozambique Sugar Producers Association and the Mozambique Association of Prawn Fishing Owners. A total of 11 participants attended the capacity-building workshop.

The first-ever Southern Africa Development Community (SADC) Market Place was held on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States. It was a two-day event that featured an information-sharing webinar focused on exporting to the United States on day one, and a virtual tradeshow and business-to-business event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the largely virtual event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration (FDA), the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors such as INVXT AgroInvestimentos, Condor Anacardium, Afrifruta, Baobab Products Mozambique, Cashew Yetu, Sunshine Nut Co., Matharia Empreendimentos, Dream AgroBusiness and Malambe Comercial, had an opportunity to engage with U.S. buyers, importers, and distributors, and showcase their products in virtual showrooms.

In FY2021, FFF Associates (a U.S.-based international trade, marketing, and food consulting firm) was contracted by the USAID TradeHub to provide buyer-seller linkages and support regional firms to meet U.S. market requirements in the food and food ingredients sector. The USAID TradeHub and

FFF Associates jointly hosted a webinar to assist Southern African firms to meet requirements such as those of the FDA, the Food Safety and Modernization Act, and the Foreign Supplier Verification Program. From Mozambique, Black Khakhela attended the webinar.

Products specifically targeted by the USAID TradeHub for possible exports to the United States included handicrafts and macadamia nuts. Engagements with the Macadamia Producers Association gave the USAID TradeHub a closer view on developments in this relatively young industry in Mozambique, which holds potential for growth. Linkages were made between Mozambique's largest macadamia producer, Macs in Moz, and U.S. buyer [REDACTED]. Other leads for export to the U.S. market involved cassava flour and cashews.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At the end of Q4, drafts of the AGOA video series were under review. The videos were launched in Q1 of FY2022.

The USAID TradeHub, in collaboration APIEX, CTA, and the Ministry of Industry and Commerce, hosted the Mozambique Exporter of the Year Awards. The Mozambique Minister of Industry and Commerce, and the USAID/Mozambique Private Enterprise Officer officiated at the in-person event, which, due to COVID-19 restrictions, was attended by only 25 people.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with APIEX, IPEME, CTA, on various information-sharing and knowledge-transfer activities. This included collaboration with three buyer-focused TPSPs – Swaziland Fair Trade (SWIFT) (rebranded itself as Fair & Square), Catalyze, and South African Trade Promotions – that were reappointed in FY2022 to build on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for Mozambique-based exporters.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square supported the export firms with price negotiations and logistical arrangements as they undertook discussions with firms from the buyer missions. Miombo one Mozambican firm that participated in the buyer mission exported samples to U.S. buyer Bridge for Africa to the value of \$174.00.

Catalyze used its B2B online platform, Engage Trade Africa (engagetrade.africa), to present five Mozambique suppliers to buyers and to stimulate interest in further deal-making. The selection of firms to promote included a focus on fast-moving consumer goods, including food and cosmetic products. Other products, such as light bulbs, irrigation pipes, and packaging, were included on an

exceptional basis. Twenty-one introductions between Mozambique suppliers and South African buyers were concluded by Catalyze in Q3.

Catalyze also provided capacity-building and market development support for Mozambique through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries including 3 from Mozambique (EcoEnergia, INVXT and Baobab Products Mozambique). Through the program with South African Trade Promotions, USAID TradeHub assisted 10 Mozambican firms to list on the Organic and Natural Products platform, namely Afrifruta, Earth Mozambique Holding, Baobab Products Mozambique, EcoEnergia, Matharia Empreendimentos, Mozambique Good Trade, Produtos MeiaTigela-Tsokotsa, Produtos Naturais da Gorongosa, INVXT AgroInvestimentos and NutriVerd Okala.

The USAID TradeHub continued to advance e-commerce opportunities in South Africa following a December 2021 webinar hosted by the USAID TradeHub titled “Selling in South Africa via E-Commerce,” held in collaboration with the South Africa-based e-commerce management firms Enter Africa, Legalese, and E-commerce Forum Africa. Following the webinar, three Mozambique-based firms applied for technical assistance to work with Enter Africa or eComplete to list on South African business-to-consumer platforms, such as Takealot, Makro, and Superbalist. This approach builds off the USAID TradeHub’s experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

The USAID TradeHub also continued to work with the marketing agency NONZêRO Africa to enhance exporters’ marketing collateral. In May 2021, the USAID TradeHub had engaged NONZêRO to assess the most important marketing needs of selected regional firms, to present recommendations on how to address these needs, and to develop marketing tools for these firms. EcoEnergia, subsequently completed their marketing upgrade under NONZêRO in FY2022 and Finana Lda is still working to complete their final edits on the marketing collateral. The USAID TradeHub covered 60 percent of NONZêRO’s costs, while EcoEnergia and Finana Lda covered the remaining 40 percent. To enhance the companies’ branding and social media marketing, NONZêRO developed a comprehensive style guide, a social media content strategy, social media templates, branded label templates upgraded corporate image and packaging design. These marketing tools aim to enable the companies to present a compelling brand, promote their business more effectively on social media, and advance their digital presence with South African and U.S. buyers. In June 2022, NONZêRO hosted a seminar on Digital Marketing Business Growth. Two participants attended from the Mozambique firm Finana Lda.

The USAID TradeHub also partnered with the ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5 of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called the Trade and Investment Promotion forum. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and BMOs from all nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors. Participating from Mozambique were CTA, MIC, PescaMoz - Afritex Ventures, Sunshine Nut Co.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Mozambique in Q2 as part of a Regional Cross-Border Trade Toolkit training-of-trainers (ToT) workshop held February 14-18, 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Mozambique firms. From Mozambique, Condor Anacardium was featured.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4, subtitled in Portuguese, and disseminated widely to share lessons for Mozambique trade-promotion actors such as CTA, APIEX, and APME.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with eight IMs with a value of \$100.43 million that has previously been approved for progression for capital raising by the USAID TradeHub and its appointed transaction advisors. These IMs were submitted to the USAID TradeHub's contracted capital providers, Cala Capital Africa and Foxfin. These transactions are at various stages of evaluation. Overall, out of the eight IMs, four firms are still under assessment by capital providers. These firms are: Limpopo Investments, Manica Cotton, Sunshine Nuts, and Poelela Fisheries. Sunshine Nut Company has an offer for funding through an alternative process and is comparing this with that of Blueprint Fund. Beluzi Bananas, meanwhile, accepted the term sheet of Cala Capital and is awaiting disbursement of funds pending the foreign-exchange control of the Mozambique Central Bank. An IM for Olifants River Estate was withdrawn due to lack of response to requests for additional information. Two IMs have been declined by all capital providers, both contracted and independent. Typical reasons for deal declined by capital providers are insufficient immediate free cash flow, unpredictable forecasted cash flow growth, and inadequate upfront owner equity in the deal application. Declines by capital seekers tend to be around disagreement on proposed terms and conditions.

The ATP has started gaining traction, and one trade finance transaction for macadamia-nut export to South Africa valued at \$401,388 by Liezegang Farms was facilitated and financed by Foxfin. This trend is expected to continue and repeat transactions of this nature are expected to continue in the future.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to three financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters [REDACTED] and [REDACTED] from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter Ester Luongo Psarakis, creator of Foodpreneur; 4) Masterclass on exporting, with presenter Tal Edgar, founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. Participating from Mozambique was Winnua, a company involved with providing meals to school children.

During FY2022, the USAID TradeHub supported the registration of 16 additional Mozambique export firms on the ATP, of which six firms were verified and can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by CTA, which is registered on the ATP to facilitate export trades for Mozambique.

The USAID TradeHub also assisted with registering 25 new learners on the Netcampus education portal, which enables learners to improve their financial and business literacy. This activity was supported by CTA and APIEX and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. This piece was disseminated through TPSP and FSP partners for learning in Q4.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Following an introductory session by Albert Scott in February 2022, the USAID TradeHub selected and signed deal notes with 17 regional firms to receive support with listing on Amazon. Participating from Mozambique was Black Khakhela. Black Khakhela was not yet able to complete the listing and ship goods to Amazon.com. However, the firm will continue to work with Albert Scott to complete listing and shipment of consignments post USAID TradeHub closure.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. Representing four Mozambique-based firms was CTA, and the Sunshine Nut Company exhibited individually, with USAID TradeHub support.



Mozambique's cashew industry contributes significantly to the domestic economy, specifically in the country's rural northern regions. Over 40 percent of Mozambican farmers grow and sell cashews, and the processing sector provides employment to more than 8,000 individuals. However, cashew suppliers from Mozambique have struggled to compete with producers from other regions, such as West Africa and Asia. The USAID TradeHub recognized that assisting these suppliers to garner the interest of major buyers in South Africa would help them become more competitive. Catalyze, a USAID TradeHub TPSP partner, linked Condor, a Mozambique cashew producer, to Cape Dried Fruit Packers, a leading South African dried fruit and nut exporter. This resulted in Condor's first cashew shipment to Cape Dried Fruit valued at \$20,000.00. This in turn led to another connection, to Manolis Munchies, another large South African distributor of dried fruits and nuts. Manolis Munchies and Condor concluded an export deal for more than \$100,000 in November 2021.

Condor Anacardium factory in Macia, Mozambique

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, Fair & Square's handicraft buyer missions, the cosmetics webinars facilitated by SACG-NY in Q2, and the FFF Associates-led ingredients virtual event.

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the inaugural Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from government, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms. The USAID TradeHub and ECDC hosted the second Southern Africa Regional Exporter Awards in Gqeberha, South Africa, at The Boardwalk Casino and Hotel on July 26, 2022. Although no Mozambican firms participated in these awards, the event was attended by the Consul General of Mozambique in Western Cape, Eastern Cape and Northern Cape, Mr. Sergio Macamo who presented the Buyer of the Year Award.

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). From Mozambique, representatives participated in the event from the Ministry of Industry and Trade, PescaMoz/AfritexVentures, CTA, and Sunshine Nuts.

Following this event, on August 11, 2022, the USAID TradeHub hosted the second Mozambique Annual Exporter Awards in partnership with the TPSPs APIEX and CTA, and the Mozambique Ministry of Industry and Commerce (MIC). The hybrid event was jointly officiated by the USAID Mission Director Ms. Helen Pataki; the Minister of Industry and Commerce, Mr. Silvino Augusto José Moreno; the director of APIEX, Mr. Gil Bires; the president of CTA, Mr. Agostinho Vuma; and the Permanent Secretary of the District of Marracuene, Ms. Calmira Sabino. There were 156 participants from the private and public sector with ten virtual participants joining from Mozambique and South Africa. Best Exporter to the U.S. Market was awarded to Chá de Magoma, Murrimo Macadâmia won Best Exporter to the South Africa Market, The Revelation Award – presented to firms that perform best in social initiatives – was presented to Sunshine Nut, Exporter of the Year Award was presented to Nova Sun, with the runner-up being Beluzi Bananas.

In FY2022, the USAID TradeHub produced a learning product titled “The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors.” This tool, translated into Portuguese, provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the achievements of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show of women-led firms. The stories were translated to Portuguese and then disseminated to the USAID TradeHub’s TPSP partners to share lessons for Mozambique firms.

LOP COUNTRY PERFORMANCE TABLE: MOZAMBIQUE

	Indicators														
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported	
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	N/A	N/A	\$1,569,800.00	\$1,780,000.00	\$0.00	\$1.1 million	\$1,051,548.87	\$1,700,000.00	\$2,524,569.50	\$5,145,918.37	
		Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: \$75,000.00	Mozambique-SA: \$1,440,000.00	Mozambique-SA: \$0.00	Mozambique-SA: \$1.0 million	Mozambique-SA: \$510,001.96	Mozambique-SA: \$200,000.00	Mozambique-SA: \$637,171.50	Mozambique-SA: \$1,222,173.46	
		Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: \$340,000.00	Mozambique to U.S. AGOA: \$0.00	Mozambique to U.S. AGOA: \$100,000.00	Mozambique to U.S. AGOA: \$541,546.91	Mozambique to U.S. AGOA: \$500,000.00	Mozambique to U.S. AGOA: \$755,410.00	Mozambique to U.S. AGOA: \$1,296,956.91	
		Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: \$1,494,800.00	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: \$1,000,000.00	Mozambique to U.S. Non-AGOA: \$1,131,988.00	Mozambique to U.S. Non-AGOA: \$2,626,788.00	
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$50,000.00	\$0.00	\$200,000.00	\$0.00	\$0.00	
		Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: N/A	Mozambique-SA: \$50,000.00	Mozambique-SA: \$0.00	Mozambique-SA: \$200,000.00	Mozambique-SA: \$0.00	Mozambique-SA: \$0.00
		Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: N/A	Mozambique to U.S. AGOA: \$0.00	Mozambique to U.S. AGOA: \$0.00	Mozambique to U.S. AGOA: \$0.00	Mozambique to U.S. AGOA: \$0.00	Mozambique to U.S. AGOA: \$0.00	
		Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: \$0.00	Mozambique to U.S. Non-AGOA: \$0.00	Mozambique to U.S. Non-AGOA: N/A	Mozambique to U.S. Non-AGOA: N/A	
3	Percent of firms/organizations with increased profitability or increased self-sufficiency	N/A	N/A	N/A	N/A	N/A	N/A	25%	0%	25%	77%	25%	16%	N/A	

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
	[Custom]													
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	85%	70%	50%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	0%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	N/A	\$1,440,000.00	\$0.00	\$1.44 million	\$464,061.75	\$213,180.00	\$69,972.00	\$534,033.75
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$360,000.00	\$4,000,000.00	\$360,000.00	\$133,798.23	\$0.00	\$14,345.00	\$4,148,143.23
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	\$100.00	\$960,000.00	\$0.00	\$3.36 million	\$12,400.00	\$4,793,474.00	\$401,338.00	\$413,836.00

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$240,000.00	\$0.00	\$840,000.00	\$0.00	\$119,000.00	\$0.00	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	5 firms	N/A	5	N/A	4	13	8	9	31	5	20	73
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	1 firm	N/A	1	N/A	N/A	3	0	1	14	3	33	48
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	NA	N/A	N/A	N/A	N/A	18	13	12	45	5	67	126
13	Number of individuals in the non-agriculture system who have	N/A	N/A	N/A	N/A	N/A	N/A	4	0	2	18	3	44	64

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
	applied improved management practices or technologies with USG assistance [Custom]													
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	12	27	117	20	70	199
			Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA N/A	Mozambique – SA 81 deals	Mozambique – SA 10 deals	Mozambique – SA 51 deals	Mozambique – SA 132 deals
			Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. N/A	Mozambique – U.S. 36 deals	Mozambique – U.S. 10 deals	Mozambique – U.S. 19 deals	AGOA 55 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	1	6	9	8	23	2	12	45
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	1 firm	N/A	11	N/A	1	34	47	55	84	15	192	336
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	44	45	70	150	15	438	635
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	0	0	5	8	11

ANNEX 7: NAMIBIA COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

A lesson driven home repeatedly throughout the project was the need to give adequate time to procedures that can be lengthier to execute than anticipated. To illustrate, activities that require involvement of senior government officials, for example, should be communicated as early as possible to allow time for these officials to follow their own internal protocols. Certifications (on food safety, organic status, and the like) are other lengthy procedures that require a step-by-step approach that can go slowly and need to be carefully planned.

Another lesson was the importance of the USAID TradeHub taking a proactive approach to communication, and not assuming that messages once sent have been fully considered by firms and partners. Regular updates and reminders to firms and officials on USAID TradeHub operations needed to be provided to ensure maximum participation in planned activities.

Over time, the USAID has learned to pay greater attention to how firms are initially selected for cost-sharing support with label reviews, product testing, and certifications. The requirements for determining readiness were increased to reduce the possibility of firms subsequently needing to delay audits to address non-conformities.

Business membership organizations (BMOs) play a key role in publicizing and organizing export-related events and activities in Namibia. Regular engagement with these organizations is necessary to understand their capabilities, limitations, and needs. These organizations include NANCi, the Namibia Charcoal Association (NCA), and the Namibia Chamber of Commerce and Industry (NCCI).

Extensive coaching and support to suppliers is often required to get them into shape to engage with prospective buyers or service providers, such as financing agencies. This support can include guiding firms to formulate a company profile, which presents the firm's history, products, quality standards, production capacity, and management systems, as well as references from existing buyers. Firms also need to conduct research on appropriate pricing for their offerings, and in many cases need help on how to pitch their products during negotiations.

Over the life of the project, USAID TradeHub achieved cumulative exports from Namibia to South Africa of \$7,932,774.76 (\$6,878,309.81 in the agriculture and \$1,054,464.95 in the non-agriculture sectors); and \$2,667,922.87 from Namibia to the United States. The indigenous natural products sector (food and cosmetics) saw advances in export readiness and first-time exports to South Africa and the United States. Charcoal exports to the United States and meat and meat products to South Africa remained strong performers, although meat exports were reduced as a result of the outbreak of foot and mouth disease in FY2022. Similarly for investment, the USAID TradeHub achieved \$3,535,945.67 of investment (\$3,183,392.00 in agriculture and \$325,553.67 in non-agriculture sectors). There is an active pipeline of \$20.2 million in three term sheet offers (varying between \$50,000 and \$20 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is raising 15 percent (\$3 million) of own contribution to

meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, the USAID TradeHub launched a range of activities to foster increased trade in different sectors across Southern Africa.

The USAID TradeHub launched the Africa Fine Foods Pavilion at Gulfood 2017, which took place from February 26 to March 2, 2017, at the Dubai World Trade Centre in Dubai, United Arab Emirates. The Gulfood show was considered one of the biggest annual food tradeshows in the world. Six companies from four countries exhibited under the Africa Fine Foods Pavilion. Africa Fine Foods is a USAID TradeHub brand under which processed foods from the region are supported and promoted. From Namibia, Pereira Fishing participated in this event.

In FY2017, the USAID TradeHub visited Fimbi Leather Art, Omba Craft, Desert Secrets, Nakara Leather and MeatCo in Namibia. The firms were all assessed and considered to be largely export-ready. The USAID TradeHub agreed to work with these firms to address issues affecting their competitiveness.

During the year, the USAID TradeHub also visited the Namibia Craft Centre, the Swakopmund Craft Centre, and carpet-making sites in the company of U.S. buyers. The buyers were interested in paper products, baskets, ostrich jewelry, and embroidered bags. The buyers' biggest concerns were the ability to scale production, quality consistency, social compliance, and timeliness of delivery.

The USAID TradeHub also organized a regional buyer mission on May 20-30, 2017, which included visits to Namibia, Eswatini, and South Africa, to expose U.S. buyers to various fashion-accessory firms in the region and to meet export-ready companies.

In FY2017, the USAID TradeHub supplemented efforts by Globaltrack (a fleet management software provider servicing Africa) by conducting surveys of transporters, customs clearance agents, and freight forwarders in seven Southern Africa Development Community member states: Namibia, Botswana, Lesotho, Malawi, Mozambique, South Africa, and Zambia. This activity included drafting excise acts for the Namibia Customs and Excise Administration (and similar documents for the Botswana authorities), which resulted in reformed customs and excise provisions in the two countries.

FY2017 also saw public- and private-sector stakeholders participate in an inter-ministerial workshop to confirm the structure of an operating authority for a National Single Window, organized by the USAID TradeHub. A "Single Window" is a customs facility enabling parties involved in trade to find information and manage documents through a single-entry point. The workshop participants deliberated over fully public or public-private options for this initiative.

The USAID TradeHub completed an assessment of the transport and logistics industry in six countries – Namibia, Botswana, Malawi, Mozambique, South Africa, and Zambia. This sector was considered essential to fulfilling the USAID TradeHub's objectives.

FY2018 SUMMARY

By the end of FY2018, the USAID TradeHub had surpassed its year one and two targets of \$40 million in new private-sector investments with the close of \$56 million in investment deals in Q4 FY2018. This raised the number of deals closed to 10, valued at a consolidated \$113 million (FY2017 and FY2018). Transactions closed were conducted in Namibia, Malawi, Mozambique, South Africa, and Zambia.

The USAID TradeHub also surpassed its annual agricultural investment target of \$21 million by facilitating the conclusion of four agribusiness transactions valued at \$63 million. The transactions targeted diverse subsectors, including wheat milling, wholesale fisheries, warehouses, warehouse receipts systems (WRS), and horticulture in Namibia, Mozambique, Zambia, and Malawi.

In FY2018, the USAID TradeHub also facilitated an investment by a South African private-equity company into a Namibian horticulture producer. The investment was used to improve the investee's productivity through a reverse osmosis plant, by adding additional greenhouse capacity, and by restructuring the investee's balance sheet. The investee aimed to enhance food security by supplying the local Namibian market and neighboring markets in the long term.

In FY2018, the USAID TradeHub also supported sanitary and phytosanitary (SPS) national enquiry points to adopt transparency provisions in Namibia, Eswatini, and Zambia by completing an assessment of SPS enquiry points for efficacy in all three countries.

In FY2018, the USAID TradeHub increased awareness of the Truck Monitoring System, formerly known as the Corridor Performance Monitoring System, by delivering presentations to audiences composed of private- and public-sector stakeholders in Namibia, Botswana, South Africa, and Zambia. Responses were positive, with an increased number of authorized users and increased potential for using the system for advocacy and supply-chain planning purposes.

As part of its engagement with Namibia's National Single Window, initiated in FY2017, the USAID TradeHub assisted in a business process reengineering (BPR) exercise for government agencies involved in the Single Window's phase two development. The USAID TradeHub collaborated with what was at that time called the Ministry of Industry, Trade, Small, and Medium Enterprises (MITSMED) to conduct BPR analyses of import and export processes managed by the Namibia Customs and Excise Department and MITSMED, to improve their effectiveness.

FY2019 SUMMARY

Following the migration of the USAID TradeHub office to Pretoria and the resultant closure of the Botswana office at the end of FY2018, the USAID TradeHub's activities were greatly reduced as the team was restructuring from the base in Pretoria. Nevertheless, some activities continued. For example, the USAID TradeHub supported 25 exhibitors from seven regional countries, including one from Namibia, to participate in the Summer Fancy Food Show in New York City, in partnership with the South African Consulate General in New York.

FY2020 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

During FY2020, the USAID TradeHub, in collaboration with the TPSP dmgs events, moderated a virtual webinar entitled, "Commercializing African Natural Products Sourced from Across Southern Africa." African natural products such as moringa, baobab, morula, and devil's claw bring a unique ingredient to specialty foods, pharmaceutical products, and cosmetics manufactured in the region.

Exploring the natural products value chain, participants learned about sustainable harvesting and cultivation; processing and packaging; and marketing, distribution, and retailing. Attendees from Namibia included Chizango Trading and Desert Hills.

Based on engagements with TPSPs throughout the region and the focus on increasing regional exports to South Africa, the USAID TradeHub also developed a comprehensive checklist for regional exporters to South Africa, complementing a similar guide for exporters to the United States.

During FY2020, the USAID TradeHub identified three Namibian firms (Taneta Investments, Chizango Trading, and Ilotu Cosmetics) for cost-share support with certifications. Cost-sharing grants for these were initiated in Q4.

During the year, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, from 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult but lucrative informal market through local *spaza* shops (unofficial stores). 5M2T claimed to engage with 60,000 outlets per month and has broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including one from Namibia, had the opportunity to engage with the distributor on how to access the informal market.

In response to COVID-19 restrictions, the USAID TradeHub pursued alternative means to bring together buyers and sellers and to build capacity within the trade ecosystem, making increasing use of virtual and hybrid meetings, webinars, and trade missions.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin (then known as Sebvest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings with numerous Namibian firms to assess their export, finance, investment, and technology needs. The firms assessed were VNA Native Foods, Desert Hills Farming and Cooking, Talamo Foods, Closwa Biltong, AvaGro, Chizango Trading, Leon Engelbrecht Design, Alindo International Engineering, Albright Investments, Groot Glass, Riverstream, Africa Burns Charcoal, Aldo Timbers, and Pektranam.

The transaction advisors conducted opportunity validation, market intelligence, due diligence, and financial analyses of the Namibian firms. From this, the USAID TradeHub developed a deal pipeline that included seekers of equity, debt, trade finance, and technology. Appointed transaction advisors then supplemented the pipeline with deals from their network. In FY2020, the USAID TradeHub prioritized 14 deals in Namibia valued at \$27.16 million for further facilitation through the transaction advisors. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool developed by the USAID TradeHub in FY2020. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the SMEs to apply for funding with the capital providers.

In addition, the USAID TradeHub worked toward institutionalizing how capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

Also during the year, the USAID TradeHub recruited and appointed four capital providers: Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions (BFS), and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub made significant progress toward the development of the Namibia AGOA Utilization Strategy. The USAID TradeHub conducted stakeholder consultations in the country and met with the then Ministry of Industry, Trade, and SME Development (MITSMED), now known as MIT. The draft strategy was later shared with MITSMED for review. The USAID TradeHub also supported the formation of an AGOA Steering Committee.

The USAID TradeHub further facilitated, in partnership with MITSMED, two workshops in Windhoek and Walvis Bay to validate the recommendations of Namibia's draft AGOA Utilization Strategy. Feedback from the workshops was incorporated into the draft and shared with stakeholders. The Namibia AGOA Utilization Strategy was completed in Q4 of FY2020. The USAID TradeHub also supported MITSMED with the formation of a properly constituted AGOA Steering Committee.

The USAID TradeHub continued to support the now MIT in building the capacity of the AGOA Steering Committee, while also formalizing partnerships with business membership organizations, trade promotion service providers, and trade and investment promotion agencies to find and prepare firms to engage in exporting.

On the heels of a June 30, 2020 webinar, "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies, including two from Namibia, were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club, Chico's, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the

In August 2020, the USAID TradeHub, in partnership with the South African Consulate General in New York (SACG-NY), brought together cosmetics trade associations from Namibia, Botswana, and South Africa to plan an upcoming webinar, scheduled for early FY2021, on exporting to the United States. On hand for the planning session were representatives of the Cosmetic Export Council of South Africa, the Tshwane Economic Development Agency, the Namibia Network of Cosmetics Industry, and the Botswana Natural Products Association. Also participating in the discussion was Registrar Corp, a U.S. firm and USAID TradeHub partner that helps companies comply with FDA import regulations. The USAID TradeHub worked with its partners to structure the webinar as a panel discussion featuring a U.S.-based customs broker, a U.S. buyer, and a representative from Registrar Corp.

USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2021, the USAID TradeHub worked with its partners to increase opportunities for 21 Namibian companies to export to South Africa. This was done by facilitating a total of 11 export deals, assisting the firms to overcome market-entry barriers, such as those posed by certification requirements for entering the South African market. One such case was Taneta Investments, which carried out its first organic certification and as a result was able to export marula oil to South Africa. The USAID TradeHub also assisted five firms to prepare to request financing needed to improve business operations and scale up.

Further assistance included identifying new South African retail buyers, as well as introducing suppliers to buyers with which the USAID TradeHub already had an established relationship (Makro, Avon, Pick n Pay, Clicks, and Woolworths). A new introduction was between Shilongo Leather and the South African retailer Woolworths. The USAID TradeHub also worked with numerous partners to develop their capacity for sustained development. These partners included Ilotu Cosmetics, Taneta Investments, Meat Corporation of Namibia (MeatCo), and Natura Africa.

The USAID TradeHub also appointed two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to six firms in Namibia. Additionally, through cost-sharing grants for product testing, product registration, and certification, the USAID TradeHub provided certification support to one firm (Taneta Investments).

As a result of preparatory work by dmg events, one deal was facilitated between a South African buyer, Hey Gorgeous, and a Namibian marula producer, Taneta Investments. Also through dmg events, Elements by Akirina signed an agreement with African Fashion International (AFI), and Ilotu Cosmetics was supported to upload a supplier profile on the Clicks supplier portal. Subsequently, Clicks requested additional information on the Ilotu product line.

In Q4, the USAID TradeHub continued to work closely with the Namibia Charcoal Association, Namibia Manufacturers Association, and the Namibia Network of the Cosmetics Industry to facilitate linkages between Namibian suppliers and South African buyers. Catalyze also facilitated linkages to South African buyers for Taneta Investments, Desert Secret, Ilotu Cosmetics, Kiyomisandz, and Elements by Akirina.

At the close of FY2021, the USAID TradeHub continued to support three Namibian firms (Ilotu Cosmetics, Plastic Packaging, and AvaGro) with certifications and product testing initiated in Q2, to meet South African market-entry requirements. Ilotu Cosmetics continued to prepare for its organic

On August 31, 2021, Taneta Investments, a women-owned organic marula oil producer, confirmed an order, payment, and shipment arrangements with Hey Gorgeous, a South-African skincare firm.

The arrangements ahead of the export were facilitated by Catalyze, a trade promotion service provider contracted by the USAID TradeHub to support selected Namibian firms, including Taneta Investments, to establish market linkages with South African buyers.

certification audit, after having received non-conformities in FY2020. AvaGro prepared for a Global Good Agricultural Practices (Global GAP) audit by putting relevant systems in place.

The USAID TradeHub also focused on improving market positioning and marketing collateral among regional exporters. This need has been accentuated by the COVID-19 crisis. In Q3, the USAID TradeHub appointed NONZĒRO Africa, a South Africa-based marketing agency, to develop the marketing capacity of at least four export firms in Namibia, to enhance their digital presence and positioning within the South African and U.S. markets. In Q4, NONZĒRO Africa concluded 10 assessments of the firms' existing marketing materials and activities to identify gaps and recommend areas for improvement. Four of the 10 firms assessed, (MeatCo, Natura Africa, Chizango Trading, and Taneta Investments) were provided with individual proposals for consideration. NONZĒRO Africa will support the firms in designing and producing marketing materials that include videos, websites, brochures, posters, fact sheets, case-study presentations, exhibition displays, logos, and product catalogs. Firms that accept the marketing assistance will pay a 40 percent cost-share, with the USAID TradeHub paying the balance.

The USAID TradeHub continued to explore the possibility of face-to-face buyer missions and trade events when the operating environment permits from a health-and-safety perspective. Meanwhile, the USAID TradeHub, working with TPSPs, urged Namibian firms to innovate and test approaches that extend beyond a short-term, event-driven business model to foster the longer-term sustainability of projects and activities.

The USAID TradeHub also supported seven regional firms to attend two co-located virtual tradeshows – the SAITEX and Africa's Big 7 (AB7). The trade events both took place August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow cost, while firms paid the balance. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven participating firms in pre-show sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. A total of 32 trade linkages were facilitated during the events between the seven firms and potential buyers. From Namibia, Namib Desert Jojoba participated in these events.

The USAID TradeHub developed the Regional Cross-Border Trade Toolkit as an advice-packed resource that provides guidelines to firms from USAID TradeHub-affiliated countries seeking to export to South Africa. Following this, the USAID TradeHub collaborated with local BMOs Namibia Manufacturers Association, and the Namibia Network of the Cosmetics Industry, and had a total of 12 Namibian companies attending a webinar to introduce the toolkit to exporters. The toolkit provides firms with easy-to-use, step-by-step guidelines on exporting to South Africa, covering topics such as export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements. This video series was earmarked for finalization and dissemination in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub continued working with its two transaction advisors, Foxfin and Nations Capital Projects, and facilitated 14 finance and investment deals in Namibia progressing through to signed deal notes to a value of \$27.16 million. Eight deal notes in the non-agriculture sector were valued at \$22.17 million, and six in the agriculture sector were valued at \$4.99 million. The deal notes were with the following companies: VNA Native Foods, Desert Hills, Talamo Foods, Closwa Biltong, AvaGro, Chizango Trading, Leon Engelbrecht Design, Alindo International Engineering, Albright Investments, Groot Glass, Riverstream, Africa Burns Charcoal, Aldo Timbers, and Pektranam. The deal notes detailed plans through which the Investment Memoranda (IMs) could be formulated. Out of the 14 signed deal notes, the USAID TradeHub formulated nine IMs to the value of \$24.55 million (five in agriculture to the value of \$4.29 million, and four in non-agriculture to the value of \$20.26 million). These nine IMs were with VNA Native Foods, Talamo Foods, Closwa Biltong, Chizango Trading, Leon Engelbrecht Designs, Alindo International Engineering, Albright Investments, Riverstream, and Pektranam. The IMs were predominantly for trade and debt finance because the firms are not yet at the advanced stage generally required to attract equity investors.

The USAID TradeHub also made additional in-kind investments toward business-development services, market-development services, and business certifications to the value of \$112,307.

In FY2021, the USAID TradeHub further assessed the technology needs of 11 Namibian firms, which included three from the group seeking capital. These firms required a range of different equipment for manufacturing and packaging, including a hydraulic press, bottle-filling machinery, embroidery-design software, and cream mixers. The needs assessment highlighted the importance of the capital-raising work, as many of the technology needs identified would require additional funding.

In Q4, the USAID TradeHub continued to work with Foxfin on advancing the ATP, the online trade marketplace, so that the ATP reaches sufficient maturity to safeguard its sustainability. In Q4, seven new ATP registrations were added bringing the total to 14 ATP registrations against a target of 14 in FY2021. Out of the 14 registrations, a total of seven Namibian export firms were accepted as verified suppliers on the ATP, eligible to trade and link to services. The USAID TradeHub supported Foxfin to enhance the ATP by incorporating a rewards program to incentivize registration and responsible usage of the platform by all participants. Foxfin tested and rolled out in Q4 this rewards program.

In FY2021, 16 learners from Namibia were registered on the Netcampus learning system against an overall target of 15. The online platform aims to provide small- and medium-sized businesses with basic knowledge needed to run a business, access financing, and explore expansion opportunities.

The USAID TradeHub assisted a Namibian charcoal supplier, Africa Burns Charcoal, to attain Forest Stewardship Council (FSC) certification on June 2, 2021. This followed the April 16, 2021, product send-off event, where the USAID TradeHub supported Africa Burns Charcoal and other trade partners to dispatch the first export of Namibian charcoal to the United States, with the U.S. Ambassador, Lisa Johnson, and Deputy Minister of Industrialisation and Trade, Verna Sinimbo, presiding. The first consignment of charcoal reached Newark, New Jersey on June 21, 2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Concurrently with supporting MIT to launch the country's AGOA Utilization Strategy, the USAID TradeHub continued to collaborate with TPSPs to identify export firms. Moreover, a new TPSP, the Namibia Investment Promotion and Development Board (NIPDB), was recruited. Additionally, the USAID TradeHub engaged MIT to explore next steps and to outline the capacity-building needs of the AGOA National Steering Committee. The committee requested a rapid needs assessment by the USAID TradeHub to guide the process.

In Q4, the USAID TradeHub continued its work with the TPSP and U.S. market specialist VentureLift Africa to facilitate linkages for Namibian exporters (SEED Namibia, Taneta Investment, Kiyomisandz, Natura Africa, Myeisha Leather, Shilongo Leather, Leon Engelbrecht Design, African Deli, Chizango Trading, Namibia Craft Centre, and Elements by Akirina). VentureLift Africa has an extensive network within the African diaspora in the United States, which is the primary focus of its buyer-recruitment strategy. VentureLift introduced SEED Namibia to a U.S. buyer of marula pulp, which resulted in a purchase order and payment for a sample shipment to the United States.

Also, in FY2021, extensive work was carried out by Fair & Square to prepare handicraft firms for U.S. market entry. The work culminated in a virtual trade event where three Namibia handicraft and leather goods manufacturers (Myeisha, Leon Engelbrecht Design, and Elements by Akirina) presented products to six buyers from five U.S. buying and sourcing firms representing more than 2,000 retail outlets. Fair & Square also developed a Lookbook featuring profiles of handicraft producers from the region, including Namibian companies.

In Q4, the USAID TradeHub's contract with U.S.-based TPSP Bhavana World Project ended. During the year, Bhavana had supported Namibian firms with U.S. market access in the home decor, fashion accessories, and consumables sectors. Bhavana had supported introductions between companies in the region (often small, women-run artisanal enterprises) and buyers in the U.S. market, using an approach that takes into account socio-economic benefits as part of the benchmarks for success. In Namibia, Bhavana World Project worked with four firms (Namibia Craft Centre, Natura Africa, Kiyomisandz, and Omba Artisan Trust) to make introductions and facilitate linkages.

In FY2021, seven TPSPs (five U.S.-based) were engaged to support Namibian firms with meeting U.S. market-entry support. The engaged TPSPs were VentureLift Africa, Fair & Square (then known as SWIFT), Bhavana World Project, FFF Associates, and Ontdek.

During the fiscal year, eight virtual buyer missions were organized by the USAID TradeHub working in collaboration with TPSP partners. These buyer missions were: the Southern Africa Handbag and Accessories (SAFLEC) Expo on November 12, 2020; two handicraft trade mission by Fair & Square on September 13 and November 19, 2020; Specialty Food Live on January 19-22, 2021; the Virtual Western Cape Agriculture Export Week in March 2021; the Bhavana World Project webinar on June 10, 2021; the Organic and Natural Products Expo in June 2021; and finally, the first-ever virtual Southern Africa Development Community (SADC) Market Place on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States.

The last-mentioned event, the SADC Market Place, was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business (B2B) event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of

the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. Food and Drug Administration, the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling and food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors, which included nine firms from Namibia (AvaGro, African Deli, Chase Flavours, Taneta Investments, VNA Native Foods, Lima Farms, Talamo Foods, MeatCo, and SEED Namibia) had an opportunity to engage with U.S. buyers, importers, and distributors, and showcase their products in virtual showrooms.

The USAID TradeHub continued to support Namibian firms to pursue certifications, usually offering to cover 60 percent of the cost of audit procedures. One such case was that of Africa Burns Charcoal, a Namibian charcoal producer that was supported to attain its Forest Stewardship Council certification, a requirement of the firm's U.S. buyer – The Good Charcoal Company. The USAID TradeHub also introduced Omuriru Firelighters to The Good Charcoal Company. Omuriru makes firelighters (flammable material used to help start barbecues) and is in discussion with The Good Charcoal Company to see if they can make a deal.

In Q4, following successful local testing of marula oil from the Namibian firm Taneta Investments, a South Africa distributor shared the samples with the U.S. head office of DoTERRA to determine if they could compile a unique African natural oil range from the region, however the deal did not move forward.

In Q4, the USAID TradeHub introduced two leather goods and fashion-accessory firms to the U.S. buyer Norton & Hodges. Norton & Hodges is a U.S. luxury accessories business that sources African traceable products for niche markets. The Namibian firms introduced were Leon Engelbrecht Design (specializing in artisan hand-stitched leather accessories) and Myeisha (specializing in luxury African design handbags).

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At end of FY2021, drafts of the AGOA video series were under review. The videos were expected to be finalized and launched in Q1 of FY2022.

The USAID TradeHub and the Namibia Manufacturing Association (NMA) jointly hosted the country's Annual Exporter Awards 2021. The virtual event was streamed from a studio in Windhoek, Namibia, and officiated by the Minister of Industrialization and Trade, Lucia lipumbu, and the Acting Country Representative of USAID/Namibia, Mark Anthony White. The event was attended (virtually) by approximately 70 participants representing the Namibian Government, and the private sector.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued to work with the Namibia Charcoal Association (NCA), the Namibia Network of the Cosmetics Industry (NANCI), and NMA to develop existing

collaboration. NANCi signed a TPSP agreement, while NMA and NCA agreed to collaborate on specific activities but did not sign TPSP agreements. A TPSP agreement was also signed by the Namibia Investment Promotion and Development Board (NIPDB). The intent of these agreements in the final year of the USAID TradeHub project was to transfer knowledge, skills, and networks to TPSPs and other partners. In the context of Objective 1, the focus was to work with TPSPs to support deals already in the pipeline, as well as to involve TPSPs in the facilitation of new deals in partnership with SWIFT (rebranded itself as Fair & Square), Catalyze, and South African Trade Promotions – which were reappointed in FY2022 to build on work carried out in FY2021.

Fair & Square, a TPSP focused mainly on handicrafts and related items, held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms, and a further two with natural cosmetics and food buyers that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business (B2B) linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square continued to support the export firms with price negotiations and logistical arrangements as they undertook discussions with potential buyers from the buyer missions. Utilizing these different approaches in Namibia, Fair & Square finalized the selection of three Namibian firms for support, and the USAID TradeHub signed deal notes to confirm the commitment with MediPlants Namibia, Taneta Investments, and Chase Flavours. Fair & Square started the collection of logos, product photos, and company information for developing a new LookBook for the cosmetics and specialty food firms, and a product catalog for MediPlants Namibia.

In Q2, The USAID TradeHub conducted a stakeholder site visit to the Natural Namibia Shop in Swakopmund owned by the NANCi Chairperson. There, NANCi expressed interest, on behalf of NANCi member firms, in South African buyer Wellness Warehouse. Direct introductions between two NANCi members (Desert Hills and Desert Secrets) and Wellness Warehouse were then facilitated by the USAID TradeHub. However, the parties were unable to reach an agreement.

Catalyze continued to support deals in the pipeline with NANCi, notably between Taneta Investments (Namibia) and buyers Hey Gorgeous, Isivuno Naturals, and Fresh Soil, as well as a deal between Elements by Akirina and African Fashion International.

Catalyze used its B2B online platform, Engage Trade Africa to present four Namibian suppliers (Silverland Vineyards, Taneta Investments, Plastic Packaging, and Mediplants Namibia) to buyers and to stimulate interest in further deal-making. The selection of firms to promote focused on fast-moving consumer goods, including food and cosmetic products. Other products, such as light bulbs, irrigation pipes, and packaging, were included on an exceptional basis. One introductory meeting between a Namibian supplier and South African buyer was concluded in Q3.

Catalyze also provided capacity-building and market-development support for Namibian TPSPs, such as NANCi, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended

by over 50 participants from USAID TradeHub-project countries, of which four participants were from Namibia (Taneta Investments, Desert Secrets, Desert Hills, and Mediplants Namibia). The TPSP also assisted the Namibian firms Namib Desert Jojoba and Mediplants Namibia to list on its organic and natural products online portal.

During a site visit to Rush Nutrition (South Africa) in Q2, as part of the AGOA Regional Learning Event, the USAID TradeHub identified a demand for medjool dates as a key ingredient in the Rush Nutrition health bars manufactured for the South African market and for export. The USAID TradeHub presented the opportunity to four Namibian date producers (Date Palm Growers Association, Silverlands Vineyards, Desert Fruit Namibia, and the Namibia Industrial Development Agency). Silverlands Vineyards expressed interest in the opportunity and was introduced to Rush Nutrition. Following the introduction, Silverlands Vineyards was unable to meet the volumes required and the USAID TradeHub is seeking alternative suppliers through the Date Growers Association.

In Q3, the USAID TradeHub continued to advance e-commerce opportunities in South Africa, following a December 2021 webinar hosted by the USAID TradeHub titled “Selling in South Africa via E-Commerce,” held in collaboration with the South Africa-based e-commerce management firms Enter Africa, Legalese, and E-commerce Forum Africa. Following the webinar, three Namibia-based firms (Taneta Investments, Be You Skin, and Fabupharm) expressed interest in working with Enter Africa or eComplete to list on South African business-to-consumer platforms, such as Takealot, Makro, and Superbalist. This approach builds off the USAID TradeHub’s experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

Overall, in FY2022, the USAID TradeHub made significant progress with advancing trade-enhancing services, both building off its own work and deepening its partnership with NANCi to foster the project’s sustainability. Forty-nine Namibian firms thereby received support with various trade-enhancing services to enter the South African market against an annual target of 30. Services supported included those focused on certification, product testing, product registration, marketing-collateral enhancement, and e-commerce listing. For example, the USAID TradeHub worked with AvaGro for Global GAP certification, Ilotu Cosmetics for organic certification, and Plastic Packaging for migration testing to meet South African market-entry requirements.

The USAID TradeHub also continued to work with the marketing agency NONZēRO Africa to enhance exporters’ marketing collateral. In May 2021, the USAID TradeHub had engaged NONZēRO to assess the most important marketing needs of selected regional firms, to present recommendations on how to address these needs, and to develop marketing tools for these firms. Namibian firms that received support under this activity included, Natura Africa, which was supported with rebranding and a social media strategy, MeatCo, which was supported with a corporate video showcasing Namibian beef, Taneta Investments, which was supported with a revamped website and online store, and Ilotu Cosmetics, which was supported with a new marketing and social media strategy. The USAID TradeHub covered 60 percent of costs of the marketing collateral review and development, with the firms covering the balance.

The USAID TradeHub also partnered with the ECDC and the Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called the Trade and Investment Promotion (TIP) forum. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, BEMA, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in

the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors. Three Namibian firms participated in the regional event (Plastic Packaging, Tuli-Line, and MeatCo).

In FY2022, the USAID TradeHub, NPAB, and NANCi co-hosted a webinar titled “Organic Certification of Natural Plant Ingredients from Southern Africa: Opportunities and Challenges.” The webinar drew 27 participants, including Namibian cosmetic firms and TPSPs. The purpose of the webinar was to explore how firms in the natural products sector can obtain organic certification, a vital requirement for exporting organic products. The main presentation was delivered by Ecocert, an organic certification organization based in Europe that conducts inspections in over 80 countries, including South Africa.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Namibia in Q1 as part of a Regional Cross-Border Trade Toolkit training-of-trainers workshop held in January 2022. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub’s TPSP partners and firms to share lessons for Namibia firms. From Namibia, Taneta Investment was featured in the first round of success stories.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub’s approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Namibia trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, work continued with seven Namibian IMs to a value of \$39.51 million. These IMs were presented to the two USAID TradeHub-contracted capital providers, Cala Capital Africa (previously called Neu Capital Africa) and Foxfin, and to 12 other independent capital providers, to determine their interest to fund the deal applications. These transactions are at various stages of evaluation. Overall, out of the seven IMs, four firms are still under assessment by the various capital providers (Closwa Biltong, Chizango Trading, Leon Engelbrecht Design, and Grownam Fine Chickens), translating to eight deal assessments still in play, and 18 declines by capital providers. Foxfin approved three applications for funding and presented the firms with term-sheet offers (Chizango Trading, Leon Engelbrecht Design, and Pektranam). Closwa Biltong also received a term sheet offer by the independent capital provider, GoGetta Capital, but declined the offer due to disagreement on terms and conditions. As of the beginning of August 2022, no deals in Namibia had yet received funding.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their

investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters Noluvo Nela and Akuzike Kafwamba from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter Ester Luongo Psarakis, creator of Foodpreneur; 4) Masterclass on exporting, with presenter Tal Edgar, founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Namibia, five firms participated: An-Nur Investments, Target Retail and Wholesale, Namibia Institute of Seeds, Chicken Village Take Away, and Zayson Manufacturing and Trading.

During FY2022, the USAID TradeHub supported the enrollment of 20 Namibian export firms on the ATP. Eight have been verified, so that they can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by Namibian partners and stakeholders.

The USAID TradeHub also assisted with registering 20 learners on the Netcampus learning management system, allowing learners to improve their financial and business literacy through the study of education modules.

During the year, the USAID TradeHub developed a knowledge case studies that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. The piece was disseminated through TPSP and FSP partners for learning in Q4, following the necessary approvals.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share export experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). From Namibia, MeatCo, Plastic Packaging, and Tuli-Line participated.

sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Namibian trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2022, the USAID TradeHub continued engagements with the AGOA Secretariat in Namibia, providing guidance on suggested capacity-building interventions for the AGOA Steering Committee and Namibian export firms. In Q2, the USAID TradeHub met with the AGOA Secretariat to detail the support available and to share ideas on capacity-building for the national Steering Committee. The USAID TradeHub and the AGOA Secretariat further met to develop a draft program for a workshop. The AGOA Secretariat held the two-part workshop series on June 8 and 15, 2022 in Windhoek.

In FY2022, the USAID TradeHub met with the U.S. Customs and Border Protection (CBP) attaché in Pretoria to identify areas of collaboration related to Southern African exports to the United States. This followed recommendations from a meeting in Q1, between the USAID TradeHub, USAID/Namibia, the U.S. Embassy in Namibia, and the U.S. Trade Representative (USTR) on assisting regional exporters with smooth customs clearance in the United States and exporting to the U.S. market under AGOA. Following the meeting with the CBP, first-time exporters began to work with the USAID TradeHub to share company information with the CBP to forward to the relevant port of entry, thus enabling exporters to establish a history with the CBP. Following the meeting, the CBP representative was invited to the AGOA Regional Peer Learning Event in Cape Town to share insights with regional exporters to assist them in anticipating the costs and time involved with exporting to the United States.

In FY2022, following an introductory session by Albert Scott in February 2022, the USAID TradeHub selected and signed deal notes with 17 regional firms to receive support with listing on Amazon. The USAID TradeHub received nine applications from Namibian firms for this opportunity. Five of the Namibian applicants were selected for support. The five firms were Taneta Investments, Fabupharm, Chizango Trading, Ilotu Cosmetics, and Be You Skincare. However, only Taneta Investments pursued the listing, given the little time remaining before the closure of the USAID TradeHub project.

In June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the Summer Fancy Food (SFF) show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. One Namibian-based firm, Desert Secrets, exhibited at the show in New York.

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, Fair & Square's handicraft buyer missions, the cosmetics webinars facilitated by SACG-NY in Q2, and the FFF Associates ingredients virtual event.

In the first quarter of FY2022, the USAID TradeHub and ECDC, a South African TPSP, hosted the Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from government, the private sector, and the development community at the venue in East London, South Africa, and had a large online audience viewing across multiple platforms.

The USAID TradeHub also engaged with the NMA through FY2022 to host the Annual Exporter of the Year Awards as part of its existing annual event. NMA are very interested in doing so subject to securing the needed funding for the event.

The USAID TradeHub and the ECDC also hosted the Regional Exporter Awards, 2022 in Gqeberha, South Africa, at The Boardwalk Casino and Hotel on July 26, 2022. NANCi was nominated in the category of TPSP of the Year.



The USAID TradeHub and its partners in Namibia, on August 3, 2022, held an event showcasing successes and lessons learned after six years of Namibian exporter development. Spotlights at the event was the development of the country's AGOA Utilization Strategy through the USAID TradeHub working with the Ministry of Trade and Investment, as well as the many activities of trade promotion service providers to forge linkages, provide guidance, and nurture trade deals. The event ended with an exhibition featuring cosmetic and food products of Namibian firms, including Namib Mills, Chase Flavours, Chizango Trading, Desert Hills, and Taneta Investments.

From left: [REDACTED], Executive Director at MIT, [REDACTED], Chargé d'Affaires, U.S. Embassy Namibia, and Macdonald Homer, USAID Namibia Country Representative, Windhoek, August 3, 2022

In FY2022, the USAID TradeHub produced a learning product titled “The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors.” This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals.

The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Namibian firms.

LOP COUNTRY PERFORMANCE TABLE: NAMIBIA

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$2.4 mil	\$1,410,416.95	\$0.4 mil	\$2,737,899.02	\$0.85 mil	\$4,140,761.64	\$8,289,077.61
		Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: \$1.2 mil	Namibia-SA: \$0.00	Namibia-SA: \$0.3 mil	Namibia-SA: \$2,737,899.02	Namibia-SA: \$0.8 mil	Namibia-SA: \$4,140,410.79	Namibia-SA: \$6,878,309.81
		Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: \$1.2 mil	Namibia to U.S. AGOA: \$1,410,426.95	Namibia to U.S. AGOA: \$0.1 mil	Namibia to U.S. AGOA: \$0.00	Namibia to U.S. AGOA: \$50,000.00	Namibia to U.S. AGOA: \$350.85	Namibia to U.S. AGOA: \$1,410,777.80
		Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: \$0.00	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: \$0.00	Namibia to U.S. Non-AGOA: \$0.00
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$0.6 mil	\$0.00	\$0.6 mil	\$104,266.23	\$0.35 mil	\$2,208,904.12	\$2,313,170.35
		Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: N/A	Namibia-SA: \$0.3 mil	Namibia-SA: \$0.00	Namibia-SA: \$0.2 mil	Namibia-SA: \$1,092.90	Namibia-SA: \$0.15 mil	Namibia-SA: \$1,053,372.05	Namibia-SA: \$1,054,464.95
		Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: N/A	Namibia to U.S. AGOA: \$0.3 mil	Namibia to U.S. AGOA: \$0.00	Namibia to U.S. AGOA: \$0.4 mil	Namibia to U.S. AGOA: \$813.00	Namibia to U.S. AGOA: \$50,000.00	Namibia to U.S. AGOA: \$378,302.07	Namibia to U.S. AGOA: \$379,115.07
		Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: N/A	Namibia to U.S. Non-AGOA: \$101,500.00	Namibia to U.S. Non-AGOA: \$0,15 mil	Namibia to U.S. Non-AGOA: \$777,230.00	Namibia to U.S. Non-AGOA: \$878,730.00
3	Percent of firms/organizations with increased profitability or increased self-sufficiency [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	25%	N/A	25%	86%	25%	25%	N/A

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	100%	70%	100%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	100%	70%	75%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	\$3,038,010.00	N/A	N/A	\$1.25 mil	\$0.00	\$0.72 mil	\$115,862.00	\$0.00	\$29,520.00	\$3,183,392.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$0.3 mil	\$0.00	\$0.18 mil	\$239,933.67	\$0.00	\$85,620.00	\$325,553.67

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$0.83 mil	\$0.00	\$1.68 mil	\$0.00	\$547,991.00	\$24,500.00	\$24,500.00
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$0.21 mil	\$0.00	\$0.42 mil	\$0.00	\$1,046,826.00	\$0.00	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	4	2	3	5	4	5	12
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	1	2	3	17	6	23	42
12	EG.3.2-24 Number of individuals in the agriculture	N/A	N/A	N/A	N/A	N/A	N/A	7	3	5	8	8	10	21

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
	system who have applied improved management practices or technologies with USG assistance													
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	2	2	5	20	10	37	59
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	1	29	52	18	22	75
			N/A	N/A	N/A	N/A	N/A	Namibia – SA 0 deals	Namibia – SA 0 deals	Namibia – SA N/A	Namibia – SA 32 deals	Namibia – SA 10 deals	Namibia – SA 12 deals	Namibia – SA 44 deals
			N/A	N/A	N/A	N/A	N/A	Namibia – U.S. 7 deals	Namibia – U.S. 1 deal	Namibia – U.S. 29 deals	Namibia – U.S. 20 deals	Namibia – U.S. 8 deals	Namibia – U.S. 10 deals	Namibia – U.S. 31 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	4	1	8	14	2	19	34
16	Number of firms receiving USG funded technical assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	5	43	35	44	30	49	136
17	Number of individuals	N/A	N/A	N/A	N/A	N/A	N/A	9	69	45	62	40	69	200

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	participating in USG assisted trade and investment related programs [Custom]													
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	38 PPPs	0 PPPs	4 PPPs	0 PPPs	0 PPPs	0 PPPs	1 PPP's	5 PPPs

ANNEX 8: SOUTH AFRICA COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the six years of the USAID TradeHub project, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

Thoughtful early planning of events, such as the Exporter Awards, assists in getting buy-in from key stakeholders and leads to fruitful interactions among participants. This in turn results in better participation from trade promotion service providers (TPSPs) and reinforces their role going forward.

One lesson that has become clear is the important role that Country Representatives (CRs) from the different USAID TradeHub-target countries have played in fostering regional trade. Employing these CRs in meetings with South African buyers proved extremely useful during the implementation of the project activities. The CRs provide follow-up and support to regional exporters and can convey a fuller understanding of the South African buyers' requirements, their questions, and the need for responsiveness.

Raising capital requires an early start by transaction advisors to prepare exporting firms for investor readiness, ahead of capital providers coming on board for potential funding. Transaction advisors also need close oversight to ensure that Investment Memoranda (IMs) are completed on time.

There was a challenge in engaging transaction advisors and financial service providers within the initial target timeframe. Clear procedures and templates for different engagements need to be in place from the beginning to enable efficiency.

The USAID TradeHub held an e-commerce webinar in 2020 that attracted 137 participants from the region and the United States, and immediately generated considerable interest. E-commerce presents a new frontier for many buyers and sellers, has grown significantly as a result of COVID-19, and is certain to continue to expand. The lesson to be learned is that e-commerce must be considered in future trade-promotion endeavors.

Over the life of the project, USAID TradeHub achieved \$127,707,712.52 cumulative exports from South Africa to the United States. Agricultural products dominated exports from South Africa to the U.S., such as sauces, dried fruits, macadamia nuts. This is attributed to initiatives such as the consistent participation at the annual Summer Fancy Food Show in New York, and inbound buyer missions from the U.S., mainly in macadamia nuts sector. Empirestate Trading's total \$11,001,678.08 in exports to the U.S. was first generated from linkages with a New Jersey (U.S.) buyer, Sunrise Commodities (www.sunrisenuts.com) for macadamia nuts in 2017. Exports by major firms such as Rugani Juice, Taste Africa Foods, Fynbos Fine Foods were a result of participating at the Summer Fancy Food Show. Selling via Amazon has opened up a new avenue for small firms such as Rush Nutrition and Oryx Desert Salt, and with further support this can generate more sales. The finance and investment activity has gained momentum, and there is an active pipeline of \$171.7 million in 40 term sheet offers (varying between \$50,000 and \$60 million) for asset-based finance that are being considered by the capital seekers. The challenge faced by the capital seekers is in raising 15 percent (\$25.8 million) of own contribution to meet all the conditions of the term sheets. These deals may be further supported with creative solutions towards raising the 15 percent own

contribution, by the incoming USAID Africa Trade and Investment (ATI) Southern Africa buy-in activity that will begin in October 2022.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

Toward achieving an enabling trade environment, the USAID TradeHub activities in FY2017 involved supporting regional and national partners to develop transparent, reliable, and cost-effective trade through both a top-down, policy-level approach, and bottom-up activities supporting traders and associations. Through assistance to stakeholders that included partners in the public- and private-spheres as well as in academia, the USAID TradeHub strengthened regional actors' ability to implement multilateral and regional trade policies and agreements to reduce barriers and boost trade.

The USAID TradeHub's efforts in South Africa were geared towards boosting intra-regional trade, increasing global competitiveness, and improving food security in the whole of Southern Africa. With these goals in mind, Try the World, a U.S. specialty foods e-commerce site, was in FY2017 linked to companies in South Africa, Eswatini (then Swaziland), and Zambia. The project also pursued partnerships with the U.S.-based Produce Marketing Association (PMA), whereby fresh produce growers from the Southern Africa region were supported to join PMA-organized business-to-business (B2B) events in South Africa. This partnership, early on in the project, enabled growers to establish new buyer networks and, in one case, to realize a \$1.5 million banana-export deal to South Africa from the region.

To support finance and investment opportunities in the region, the project established a pipeline of 23 transactions, with a potential cumulative deal value of \$230 million. The development of such a large pipeline was to help the project increase the value of private-sector investments in target sectors through the execution of transaction advisory services.

In FY2017, a Memorandum of Understanding (MoU) was signed with Absa Bank to support a pilot project looking at financing small and medium enterprises (SMEs) that are in the supply or distribution chain of their corporate customers. The purpose of the partnership was to provide lending solutions ensuring risk mitigation was developed for SMEs in countries such as Botswana and Zambia. This initiative directly contributed to an increase in the value of loans disbursed to target enterprise as a result of the USAID TradeHub engagement. To promote SMEs in the Southern African Development Community (SADC), the USAID TradeHub worked with the team at Absa/Barclays Bank to roll out a business development strategy. The primary objective for 2017 was to complete pilot projects in Botswana and Zambia, and to use the results of these projects to inform the USAID TradeHub's strategy for banking products for SMEs for 2018 and beyond.

In addition, the USAID TradeHub facilitated discussions on investment opportunities in Southern Africa with managers of major U.S. pension funds at the National Association of Securities Professionals (NASP) conference in Durban, South Africa. Collectively, the funds manage hundreds of billions of dollars. At the event, the representative of the Chicago Teachers' Pension Fund committed to investing in Africa within two years. The USAID TradeHub later facilitated a roundtable event in Johannesburg with the pension fund managers, including U.S. Embassy representatives and business leaders from South Africa and the region, and later joined USAID/Washington, and Pretoria African Private Capital Group at the annual NASP conference in Los Angeles, California, to continue to develop the partnership.

In February 2017, the USAID TradeHub developed a capital map that contained a non-exhaustive list of some 140 active investors in the Southern Africa region. This exercise was based on

comprehensive research, using a variety of sources, as well as interviews with a cross-section of investors. The capital map provided the USAID TradeHub Investment team with an in-depth understanding of investor strategies and key barriers to investments in the region. The exercise was also utilized to build an initial pipeline of potential transactions that would benefit from the project's support. The pipeline identified 22 potential transactions with a cumulative transaction value of approximately \$230 million. Of this total, the value of South Africa transactions was \$70 million.

With the premise that AGOA offered export competitiveness to regional firms, the USAID TradeHub hosted three U.S. buyer missions for both specialty foods and apparel. A specialty foods buyer mission to South Africa, Eswatini, and Zambia resulted in \$100,000 worth of exports from seven South African firms to Try the World (a U.S. company that sends subscribers a monthly sample box of gourmet food and snack products from different countries). Try the World agreed to launch a "South Africa Box," comprising eight South African products in October 2017. Prior to this, in May 2017, Try the World had sent two buyers on a mission to Southern Africa, which included visits to companies in South Africa, facilitated by the USAID TradeHub. The USAID TradeHub organized meetings with local suppliers, provided information on AGOA, and coordinated regional transportation and accommodation logistics for the buyers. The companies that the USAID TradeHub introduced to Try the World included Bakali Foods, Infanta Foods, Fynbos Fine Foods, Yswara, Wildebraam, Oryx Salt, and Braaitime.

In FY2017, a total of 48 factory-level technical assessments were conducted in South Africa, Botswana, Lesotho, Malawi, Mozambique, and Zambia. The Africa Fine Foods brand was launched by the USAID TradeHub, and firms' information was collected for the development of regional directories of these firms, to increase the visibility of textile and specialty-food companies (among others) with export potential.

From February 20-23, 2017, nine Southern African companies – seven from Lesotho and two from South Africa – participated at the MAGIC fashion tradeshow in Las Vegas, which attracted more than 25,000 buyers and included more than 2,000 exhibitors. The companies participated under "The African Advantage" initiative, a collaboration involving the East, West, and Southern Africa Trade and Investment Hubs. The Africa Advantage presented information on key selling points to buyers, trade preferences under the AGOA program, support to buyers by the USAID TradeHub, and delivery from Africa. The Africa Advantage booth, showcasing more than 60 companies, attracted hundreds of buyers, and featured an Ethiopian coffee ceremony, which raised visibility and interest. Show participation was the culmination of months of preparation. The USAID TradeHub collaborated with public- and private-sector partners in Lesotho and South Africa to identify suitable apparel companies, prepped the companies to participate effectively, and created marketing material. Buyer meetings were arranged both before and after the show.

During the show, Lesotho companies established 50 contacts from sourcing companies, industry associations, and network organizations. Fashion designer Leigh Schubert, a South African

manufacturer, received five orders (valued at \$12,500) from boutiques in the United States. Two apparel companies attended the show from South Africa, Durban Overalls and TCI. Durban Overalls had an inquiry from a Kansas-based buyer to supply 6,000 units a month.

Minnies Foods Enterprises, a Durban-based specialty food company, exported specialty sauces to the United Kingdom valued at \$27,480 in July-Sept 2017, and an additional order of \$1,600 to Kenya in October of that year. Minnies Foods Enterprises was one of six USAID TradeHub-supported exhibitors at Gulfood 2017, under the USAID TradeHub-supported Africa Fines Foods pavilion. The family business was established in 1993, with an original line of seven products. Today, Minnies Foods Enterprises manufactures over 90 products, including pasta sauces, condiments, marinades, basting, and salad dressings. In 2017, the company was also approved to supply a UAE supermarket chain they met during the Gulfood trade show.

The USAID TradeHub launched the Africa Fine Foods Pavilion at Gulfood 2017, which took place from February 26 to March 2, 2017, at the Dubai World Trade Centre in Dubai, United Arab Emirates (UAE). The Gulfood event is one of the biggest annual food trade shows in the world. Six companies from four countries exhibited under the Africa Fine Foods Pavilion. The pavilion was launched as a USAID TradeHub initiative under which processed foods from the region are promoted. The six companies (including the South African firms Great Hearts of Africa, Minnies Foods Enterprises, and Nutribrands) generated more than 40 leads. During the show, Great Hearts of Africa, a Durban-based, woman-owned company secured orders valued at \$57,200 from firms in Bahrain, Qatar, the United Kingdom, Turkey, and the UAE. Nutribrands sold a trial order of \$3,070 to a UAE-based customer.

Also, in FY2017, the USAID TradeHub assisted 12 companies from South Africa, Eswatini and Zambia to exhibit at the Summer Fancy Food (SFF) Show in New York City, from June 25-27, 2017, under the USAID TradeHub-developed Africa Fine Foods brand. The companies reported 100 leads from the show. Six of the participating companies are owned by women and it was the first time for some participants to exhibit at an international show. Within three months, \$33,000 in exports had been realized by Khoisan Tea and Rio Largo (both South African firms). During their time in New York, six representatives from five companies attended an information and training session and retail tour co-organized by the South African Consulate General (SACG) in New York on June 28, 2017. The tour included visits to some of the largest food retailers in the U.S. market, including Whole Foods, Trader Joe's and Fairways. The Consulate also provided information on the U.S. Food Safety Modernization Act, and how companies could comply, compliance categories, and deadlines.

Khoisan Tea closed an estimated \$15,000 private-label deal through Trading Queen, for sale on Amazon.com. Trading Queen is one of the best-selling brands of rooibos tea on Amazon. The first batch of rooibos and honeybush tea was shipped in October for launch on Amazon in November 2017. No activities took place further to this.

In FY2017, the USAID TradeHub co-sponsored the Source Africa Trade Show, now Allfashion Sourcing, in Cape Town, South Africa, and secured booths for five regional exhibiting manufacturers, including South Africa's Adenrobi, Ledikana Garments, and Ivili Loboya. About 130 linkages were established, and Ledikana Garments

confirmed a trial order of \$1,900 from South African-based retailers. Dedani Collection/Ivili Loboya, a natural fiber (wool and cashmere) enterprise for textile products, participated at Source Africa 2017 at the invitation of the USAID TradeHub. During Source Africa 2017, Dedani Collection established a linkage with Ditau Interiors, a South Africa-based interior design company. Both parties have recently created a joint décor line that will offer rural natural fiber farmers in the South Africa's Eastern Cape the opportunity to showcase their products in global markets.

In support of the SADC Industrialization Week, the USAID TradeHub collaborated with the U.S. Embassy in Pretoria to present information and insights on how the private sector can utilize AGOA. The U.S. Embassy's Trade and Investment Officer, answered a variety of questions from the 46 participants, including 22 women, representing public- and private-sector organizations in South Africa, Botswana, Lesotho, Eswatini, Zambia, Zimbabwe, Germany, and the Netherlands. International cooperating partners participating included German Agency for International Cooperation GmbH (GIZ), the New Partnership for Africa's Development (NEPAD), and the Organisation for Economic Co-operation and Development (OECD). The seminar, held in Johannesburg, was co-facilitated by South Africa's Department of Trade and Industry (DTI). Sandile Tyini of DTI and Dr. Lomkhosi Mkhonta-Gama, SADC's Acting Director of Industrial Development and Trade, participated in the seminar.

The USAID TradeHub supplemented the research efforts of Globaltrack by conducting surveys of transporters, customs clearance agents, and freight forwarders in South Africa, Botswana, Lesotho, Malawi, Mozambique, Namibia, and Zambia. Globaltrack is a South African provider of software on fleet tracking and management. The USAID TradeHub survey findings were analyzed by a transport economist who reported time for routes (corridors) as a whole, as well as time spent in two specific filters (border posts and ports).

The transport and logistics industry is considered an essential component for the USAID TradeHub to fulfill its trade-enhancement aims. The report resulting from the survey proposed that the project's effort going forward should focus on refining an objective measurement process rather than continuing with survey-based assessments. These measurements touch on areas such as route optimization, fuel consumption, back haulage, driver behavior, and other issues adversely affecting cross-border trade.

In further support to spur general improvements in the regional trade environment through advocacy, the USAID TradeHub confirmed with associations in South Africa, Botswana, Lesotho, and Zambia their interest in developing advocacy platforms to advance the trade-facilitation agenda and systematically address challenges to cross-border trade.

Finally, the USAID TradeHub hosted the Acting U.S. Trade Representative (USTR) for Africa, Constance Hamilton, to discuss strategies to improve utilization of AGOA and private-sector participation in regional trade facilitation, among other issues, during a visit to the USAID TradeHub's Pretoria office. Joining in the visit were Trade Officer for Africa at the U.S. Department of State, Director for Africa at the USTR's office, Minister Counselor for Economic Affairs, and Minister Counselor for Agricultural Affairs (the last two from the U.S. Embassy in Pretoria). The delegation discussed the USAID TradeHub's strategies and activities across the region, including perspectives from Lynette Chen, CEO of the NEPAD Business Forum, president and CEO of the African Fertilizer and Agribusiness Partnership, and CEO of the Cape Town Fashion Council and CEO of TCI Apparel.

The USAID TradeHub facilitated an investment by a South African private equity company into a Namibian horticulture producer. The investee, a greenhouse farmer, produces "salad bowl" products – peppers, cucumbers, and lettuce. The investment was used to improve the investee's productivity through a reverse osmosis plant, by adding additional greenhouse capacity and restructuring the investee's balance sheet. Namibia imports close to 80 percent of its fresh produce from South Africa, which was then experiencing shortages due to drought. The investee was then the only producer of colored peppers in Namibia and had achieved exponential growth as a result of the high consumer demand. The investee aimed to enhance food security by supplying the local Namibian market, and neighboring markets in the long term.

FY2018 SUMMARY

In FY2018, the USAID TradeHub, under its finance and investment objectives, implemented activities within three core strategies: 1) banking, structured trade, finance and investment; 2) finance and investment policy; and 3) investment facilitation and funding platform development.

At the end of FY2018, the USAID TradeHub had surpassed its year one and year two targets of \$40 million in new private-sector investments with the close of \$56 million in Q4. This increased the number of deals closed to 10, valued at a consolidated \$113 million (FY2017 and FY2018). Transactions closed were conducted in five USAID TradeHub priority countries: South Africa, Malawi, Mozambique, Namibia, and Zambia.

The USAID TradeHub partnered with Absa Bank to develop an enterprise development pilot product for SMEs in Botswana, disbursing \$3.9 million to investee companies.

The USAID TradeHub, along with the USAID East Africa Trade and Investment Hub, and the African Development Bank, participated in a three-city U.S. roadshow organized by the Initiative for Global Development. The roadshow offered a platform to promote trade and investment opportunities in Africa as well as highlight the hands-on support offered by USAID's Trade and Investment Hubs to assist U.S. businesses and investors in navigating the African marketplace.

The USAID TradeHub helped design and develop a platform to support B2B interregional commodity auctions based on collaboration with four commodity exchanges: Agricultural Commodity Exchange for Africa (ACE, Malawi), Zambia Commodity Exchange (ZAMACE, Zambia), Johannesburg Stock Exchange (JSE, South Africa), and the East Africa Exchange (EAX, Rwanda).

The USAID TradeHub also provided technical assistance to facilitate and close a \$5 million loan between FDH Bank and Rab Processors that was collateralized with ACE warehouse receipts and collateral management services.

Under the then USAID TradeHub Export Competitiveness component, in FY2018, the project continued implementing activities along two strategic trajectories: 1) trade and export promotion; and 2) capacity-building to increase utilization of AGOA.

In FY2018, the USAID TradeHub provided technical assistance to 206 firms to facilitate exports to the United States and other targeted markets. Through this assistance, the USAID TradeHub-supported firms, responding to a survey, indicated that they had created a total of 1,438 direct jobs: 727 full-time and 721 part-time. Furthermore, 20 out of 36 firms surveyed reported being profitable.

In FY2018, exports to the United States under AGOA by USAID TradeHub-supported companies in specialty foods, textiles, apparel, and fashion accessories totaled \$3.15 million. This was a more than eight-fold increase over FY2017's exports of \$375,338.

The USAID TradeHub assessed 27 regional export-ready workwear firms with recommendations on U.S. market-entry and regional expansion. Workwear was identified as a key niche sector for textiles and apparel, with potential for exports to the United States under AGOA.

The USAID TradeHub partnered with Messe Frankfurt on the Source Africa 2018 trade show in Cape Town, South Africa. The trade show, which focuses on textiles, apparel, and footwear, saw an increase in exhibitor space of over 200 square meters and a 45 percent increase in industry attendance compared to the previous year. The USAID TradeHub also facilitated a key buyer from the United States to visit Source Africa as a panel speaker and to investigate sourcing apparel and accessories from South Africa, Lesotho, and Eswatini.

The USAID TradeHub assessed 28 apparel companies in South Africa, Lesotho, and Zambia for export readiness, as well as technology and skill requirements. Eighteen of the companies were found to be export-ready and were marketed through inward and outward buyer missions with the remaining 10 assisted to better meet international export requirements.

The USAID TradeHub partnered with the Association of Black Securities and Investment Professionals (ABSIP) to host a career planning and advancement session through the ABSIP student chapter at the University of Witwatersrand. The training initiative was aimed at promoting the entry of more female students into the finance and investment industries. Both have an acute skills shortage as well as a lack of female representation.

The USAID TradeHub supported 17 specialty food companies from five Southern African countries to exhibit under the Africa Fine Foods Pavilion at the 2018 SFF Show in New York City, where

important linkages were established. The pavilion is an initiative of the USAID TradeHub and the South African DTI.

The USAID TradeHub continued to coordinate closely with Tralac, providing pertinent trade-related and AGOA export information and data. Tralac was also provided with the AGOA Utilization Strategies for Botswana, Zambia, and Mozambique to place on the Tralac website.

The USAID TradeHub also collaborated with the Eastern Cape Development Corporation (ECDC) to conduct a seminar on AGOA awareness and USAID TradeHub support services in East London, and cooperated with the Trade and Investment Kwa-Zulu Natal (TIKZN) to conduct a similar seminar in Durban.

Under its Agribusiness Trade objectives, the USAID TradeHub implemented activities related to four strategies to achieve the results of: 1) support for structured trading in staple food crops; 2) assistance that improves trade of inputs and services; 3) facilitating systemic use of new agricultural technologies; and 4) support for trade in key non-staple value chains.

In FY2018, the USAID TradeHub surpassed agricultural investment targets of \$21 million by facilitating the close of four agribusiness transactions valued at \$63 million.

The USAID TradeHub sponsored an investor session at the U.S.-based PMA Fresh Connections Conference in Pretoria, South Africa, to support work done by the MUSIKA Development Agency and Indaba Agricultural Policy Research Institute (IAPRI). The meeting was attended by 154 international and regional players from the fresh produce industry.

The USAID TradeHub entered into a partnership with South Africa-based Ichthys Aquaponics to support the development of a regional training program on aquaponics. Ichthys Aquaponics boasts the largest training facility in Southern Africa and is planning on establishing regional centers across Southern Africa.

Two USAID TradeHub-sponsored investor workshops were held to facilitate possible commercial partnerships between local and international horticulture and financial market actors, with a focus on triggering investments into formal and commercially viable fresh produce wholesale markets in Zambia.

The USAID TradeHub's Enabling Environment and Trade Facilitation work in FY2018 focused on the following core activities: 1) harmonizing the application of sanitary and phytosanitary (SPS) and technical barriers to Trade (TBT) measures; 2) measuring and intervening to improve the time and costs of trading along key SADC regional corridors; 3) enabling the private sector to overcome trade, logistics, and business-development constraints.

The TMS, formerly known as the Corridor Performance Monitoring System (CPMS), was repurposed and its application extended by the USAID TradeHub to SADC and the private sector. TMS accurately monitors the primary Southern Africa trade corridors to determine the time trucks take to deliver to neighboring countries, including identifying the bottlenecks, throughout 16 countries in Southern and Eastern Africa.

The USAID TradeHub further conducted TMS-awareness raising events with public- and private-sector stakeholders in South Africa, Botswana, Namibia, and Zambia. For example, the USAID TradeHub delivered a TMS presentation during the SADC Industrialization Week in Windhoek on August 1, 2018. The objective of these events was to inform participants about the benefits of TMS as an evidence-based advocacy platform and supply chain/route planning tool. These events helped increase the number of TMS users by 25 percent.

FY2019 SUMMARY

In FY2019, following the migration of the USAID TradeHub project team to Pretoria and the resultant closure of the office in Botswana at the end of FY2018, the USAID TradeHub's activities were ramped up from the Pretoria office.

AgriProtein, a global leader in large-scale “nutrient upcycling” of food waste, requested USAID TradeHub support toward fundraising to finance its first commercial-scale factory in Gauteng, South Africa. The USAID TradeHub assisted AgriProtein to structure the business and prepared the fundraising package for its first industrial-scale factory in Gauteng. The USAID TradeHub also conducted extensive due diligence on revenue drivers and associated assumptions, including a detailed financial model. The expected impact was the development of new agricultural inputs and technology, providing a sustainable alternative to fishmeal in aquaculture and agricultural feed, thereby supporting food security in the region and creating agricultural jobs in a country with a skills shortage and high unemployment.

Sanari Capital, a female-owned fund manager, required support to reduce transaction costs related to conducting due diligence on two potential transactions. Sanari had only two senior (female) transactors, limiting its ability to advance viable investments. The USAID TradeHub provided support to Sanari through market research and valuation support in relation to a new acquisition target. The USAID TradeHub integrated with Sanari's internal team and participated in its investment committee, and this support enabled Sanari to assess several live opportunities simultaneously. The targeted investment was to enhance cross-border trade of U.S. products, given its market position as a major implementation partner for U.S. software firms, including Microsoft. Sanari was planning to raise a larger dedicated fund on the back of the next successful transaction close, which directly supported female-owned businesses and new private-sector investments.

Firebird Fund Manager, another female-owned company, engaged the USAID TradeHub for assistance with preparing a business plan and market overview for submission to the South African Public Investment Corporation (PIC) to secure PIC investment as a limited partner in a new fund, Firebird Futures III. The USAID TradeHub provided support to Firebird to complete a detailed 70-page market overview for the fund's target sectors, substantiating Firebird's investment theses, and helping the fund management team to clearly articulate its approach to the PIC assessment committee. The fund was shortlisted as one of eight potential funds to receive investment from the PIC. The fund has a core focus on SMEs and job creation in South Africa and was well-positioned to introduce portfolio companies into strong supply chains of leading South African companies with extensive purchasing power. Furthermore, the fund has a core transformation focus on gender lens investing (investing while considering the benefits to women) and gender equality. While deploying capital, the firm plans to identify strong black females in the businesses in which they invest and develop them for management.

Meanwhile, SummerPlace Equity Partners, another female-owned fund-management company, required USAID TradeHub support to develop a market study assessing the school transportation industry in South Africa to facilitate the fund manager's first gender lens investment (GLI). The USAID TradeHub provided a market study and a detailed review of the investor's Investment Memorandum, and the deal reached closure. The investment was to expand the fleet of Cool Kids Cabs, to improve school transportation while increasing employment of female drivers. The transaction also intended boost international trade into South Africa, and open new markets for U.S. companies. Cool Kids Cabs procures vehicles and vehicle financing from Avis and Ford Motor Credit Company. The transaction demonstrated that the gender lens investing model can be viable in sub-Saharan Africa and can help reduce industry skepticism about GLI returns.

As a result of supplier profiling, there was identification of promising firms and partners in the area of organic products. Ecocert Southern Africa, the South Africa Organic Sector Association (SAOSA),

the Organic Producers and Processors Association (OPPA) of Zambia, and the Malawi Organic Growers Association (MOGA) emerged as key partners.

The USAID TradeHub supported EXEO Capital, a fund management company focused on growth investments in the food and agribusiness sector, seeking to acquire a 36.5 percent stake in Jumbo Brands, a South African beverage and snacks manufacturer. The USAID TradeHub conducted an operational due diligence assessing Jumbo Brands' sales, recruiting, marketing, distribution, and merchandising efficiencies. The USAID TradeHub also developed a market study of the snacks and beverage sector in South Africa and analyzed expansion opportunities in the rest of Southern Africa.

The USAID TradeHub supported a South African mid-market private equity investor to invest in Flexible Packages Converters (FPC), a flexible plastics manufacturer for fast-moving food and non-food consumer goods. The USAID TradeHub conducted a commercial due diligence, which included market research, an analysis of the plastics packaging sector, its key trends, challenges and opportunities. The investor also required a thorough understanding of the regulatory environment in which the target company currently operates, as well as relevant global regulatory trends in the plastics packaging sector to assess current compliance risk, future regulatory challenges, and regulatory considerations for regional expansion.

The USAID TradeHub supported Khulasande Capital, a black female-owned private-equity investment vehicle, seeking to acquire an 18 percent stake in Dartcom SA, a South African fiber equipment importer and assembler. The USAID TradeHub conducted a commercial due diligence analysis that included a country filter to identify priority markets for possible expansion in sub-Saharan Africa, which was a key component for the client's investment thesis. As the USAID TradeHub facilitated the first-round private-equity investments with Kleoss Capital, it was able to leverage materials to reduce transaction costs and Khulasande review timelines.

Another highlight from FY2019 was the USAID TradeHub's support to 25 exhibitors from seven regional countries to participate in the SFF Show in New York City. This initiative was in partnership with the South African Consulate General in New York, the Department of Trade and Industry, Wesgro, and Trade and Industry KwaZulu Natal.

Also, in FY2019, the USAID TradeHub supporter six regional exhibitors at the Institute of Food Technologists (IFT)

Zambia-based Jungle Beat's first export of unshelled groundnuts valued at \$25,000 arrived in South Africa. Jungle Beat bought in-shell groundnuts from a network of smallholder farmers to fulfill this deal. This formed part of a 394 metric ton consignment of groundnuts to be exported during FY2020. Jungle Nut negotiations progressed with regard to the export of shelled groundnuts to South Africa to the value of about R600,000. The higher prices paid that season to a network of small-scale farmers in the Eastern province of Zambia, provided an opportunity to grow Jungle Beat's business and capacity to meet export buyer specifications for both shelled and unshelled groundnuts for the South Africa market.

The USAID TradeHub, in partnership with Ecocert Southern Africa, and Woolworths, hosted the first Organic Trade Symposium in Pretoria on August 13, 2019. Organic products from the region include rooibos and herbal teas, wine and grapes, aloe products, pumpkins, cold pressed oils, essential oils, chilis, baobab, and moringa. Four regional countries were represented, and companies were made more aware about organic certification requirements. SAID TradeHub-supported firms are increasingly approaching Ecocert for certification.

ingredients trade show held in New Orleans. The six regional exhibitors were provided with a one-stop information booth, to follow-up on deals, and assistance to obtain organic certification.

In FY2019, the USAID TradeHub supported participation at the MAGIC fashion trade show in Las Vegas, providing an information booth, collaborating with the American Apparel and Footwear Association (AAFA) to support regional exhibitors and to develop workwear product linkages with U.S. retailers.

Finally, the USAID TradeHub, in partnership with Messe Frankfurt, AAFA, and the Office of the USTR, collaborated to host the Source Africa Trade Show in June 2019 in Cape Town. The trade show, which attracts top South African apparel retailers, featured more than 300 exhibitors from 18 countries, and brought in more than 3,000 visitors, 15 percent of whom were buyers and sourcing managers. AAFA and USTR participated in a panel discussion on AGOA with other stakeholders from the South African DTI, the Lesotho National Development Corporation (LNDC), and the Mauritius Economic Development Board.

FY2020 SUMMARY

OBJECTIVE I: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In the first quarter of FY2020, the USAID TradeHub met with numerous South African buyers to test their interest in importing from the region and to understand their requirements. This work, for example, confirmed an interest in non-genetically modified organism (GMO) soya products for human consumption, especially given the trend toward meat replacement in the high-end consumer market. This trend can benefit regional firms involved with non-GMO soya production. There was also strong potential identified for groundnut exports into South Africa, considering the ongoing trend of low production locally. For investment and finance, the USAID TradeHub focused its efforts on articulating well-defined terms of reference for both transaction advisors and capital seekers wishing to enhance their business models. In parallel, the USAID TradeHub engaged selected capital seekers to understand their capital needs, review documentation, and assess investor-readiness.

In Q2, the USAID TradeHub successfully formalized partnerships with business membership organizations (BMOs) and trade and investment promotion agencies (TIPAs) in South Africa and the region to identify and help recruit export-ready firms for assistance with linkages and deals. The USAID TradeHub supported nine regional export firms to participate in Hostex, an African trade expo for the

On August 19, 2020, the USAID TradeHub partnered with the African Agri Council (AAC) to host an event virtually linking South African buyers and regional suppliers of specialty foods. The event was attended by 15 buyers representing eight South African companies, 41 USAID TradeHub-supported exporters from the Southern Africa region, and seven capital providers from four firms. The event, hosted on the digital platform HopIn, mirrored in-person trade event proceedings – with a moderated plenary, breakaway sessions, B2B meetings, and exhibition booths profiling regional products and services.

The USAID TradeHub provided cost-share support to AAC to organize the event and to provide virtual exhibition booths for the regional food suppliers. Exhibitors were grouped into four pavilions: specialty and gourmet foods, organic and natural products, ingredients and beverages, and agricultural commodities. The breakaway pavilions were dedicated to exhibitor discussions, engagement with buyers, and peer-learning opportunities for exporters and buyers. The platform also created an opportunity for regional suppliers to market their products virtually and network with South African buyers.

food, drink, and hospitality sectors. In addition, the USAID TradeHub focused on developing an appropriate procurement approach for identifying transaction advisors and capital providers capable of advancing results both at the level of individual transactions and within the broader trade ecosystem.

In Q3, with support from the USAID TradeHub, South Africa-based buyer Impilo Products received satisfactory delivery of an inaugural order of non-GMO soybeans from Dalitso General Suppliers of Malawi. The 30-ton truckload, the first of 13 negotiated with assistance from the USAID TradeHub, arrived in South Africa on Saturday, June 8, 2020. The remaining shipments were estimated to yield approximately \$150,000 in sales for the Malawi-based producer. Dalitso also made its first delivery of non-GMO soybeans to South Africa-based Ilanga Oils. That delivery consisted of three 30-ton truckloads.

COVID-19 restrictions affected activities such as TPSPs providing technical support to firms seeking to improve business practices and expand to new markets. The USAID TradeHub found alternative ways of executing these activities and linking exporters with buyers, making increasing use of virtual and hybrid meetings, webinars, and trade missions. An example of this flexibility was a regional learning webinar the USAID TradeHub hosted in Q3. Prior to the webinar, the USAID TradeHub sought to gather information on existing knowledge, experience, and practice in facilitating trade from Southern Africa to South Africa. For this, the USAID TradeHub interviewed market actors to compile a shortlist of 10 effective cross-border trade deals that had succeeded using different approaches. The findings were disseminated at the webinar through a panel discussion and interactive sessions involving export firms, BMOs, and TPSPs.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin (then known as Sebvest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings with regional firms to assess the firms' export, finance, and technology needs.

The appointed transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analyses of target enterprises across the region. They developed a deal pipeline that included seekers of equity, debt, and trade finance, as well as technology.

In FY2020, the USAID TradeHub assessed the needs of a significant number of regional exporters and established an active pipeline of 107 deals, of which 47 deals valued at \$58.3 million were prioritized for linkage to financial service providers. In FY2020, a total of 39 finance deals were facilitated. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool (EIT) developed in Q2. The USAID TradeHub used the data to engage TPSPs, who in turn can use it to assess regional export firms and prepare them to be linked with appropriate capital providers.

On September 9, 2020, the Foxfin team, led by Group Executive Director [REDACTED] and Digital Development Head [REDACTED], held an internal workshop and virtual demonstration for the USAID TradeHub team, showcasing the functionality of the ATP. The online platform aims to simplify and accelerate the export trade process by linking market players more efficiently. The workshop was attended by 40 staff members of the USAID TradeHub from throughout the region.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the

ATP, an innovative online marketplace that brings together buyers and sellers, as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub recruited and appointed four capital providers: Sebvest Capital Partners (now Foxfin), Neu Capital Africa (now Cala Capital), and Business Financial Solutions, and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy, and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

Based on strategic guidance from USAID in FY2020 Q2, a decision was made to focus on the implementation of opportunities related to AGOA utilization rather than a national strategy. Going forward, therefore, USAID TradeHub AGOA efforts in South Africa focused on raising awareness of AGOA's benefits with specific industry bodies at a sectoral level as well as with TIPAs and TPSPs.

In Q4, the USAID TradeHub, working with Registrar Corp, a U.S. partner, helped earn U.S. Food and Drug Administration (FDA) waivers for a number of Southern African firms seeking to export personal protective equipment (PPE) to the United States. The 13 firms received USAID TradeHub support to repurpose their manufacturing operations in response to the COVID-19 pandemic. The U.S. FDA waivers, which expired in December 2020, applied to washable face masks, surgical caps, surgical suits, and non-surgical isolation gowns.

On the heels of a June 30, 2020, webinar on "E-commerce Made Simple: Exporting to the U.S. via Amazon.com," the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies were assessed by Albert Scott, and five of the 17 were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. The USAID TradeHub shared a portion of the costs of these listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4 of FY2020, a USAID TradeHub-appointed U.S.-based TPSP partner, Bhavana World Project, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ's Price Club,

On August 24, 2020, more than 150 people joined the second in a three-part webinar series, supported by the USAID TradeHub, exploring exports to the United States under AGOA. The virtual event focused on the textiles and apparel sector. The event was hosted by TPSP [REDACTED], organizers of a November 2020 Allfashion Sourcing event. The diverse panel of participating experts consisted of a USAID TradeHub-appointed U.S. customs law expert, a USAID TradeHub apparel linkages consultant, a sector manager at Trade and Investment Kwa-Zulu Natal, and the chairman of the Lesotho Textile Exporters Association. Topics included an overview of the legal framework underpinning AGOA, practical insights into U.S. market trends, and the perspectives of a manufacturer in Lesotho with experience exporting to the United States.

Chico's, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships.

The USAID TradeHub had planned to organize a regional workshop to reflect on how countries were performing with their individual AGOA strategies and share success stories and lessons learned from implementing these strategies. The activity was put on hold, however, as it was dependent on the completion of an AGOA Toolkit, which was only made public in Q1 of FY2021.

Despite this constraint, in August 2020, the USAID TradeHub, in partnership with the South African Consulate General in New York (SACG-NY), brought together cosmetics trade associations from South Africa, Botswana, and Namibia to plan an upcoming webinar, scheduled for early FY2021, on exporting to the United States. On hand for the planning session were representatives of the Cosmetic Export Council of South Africa (CECSA), the Tshwane Economic Development Agency (TEDA), the Namibia Network of Cosmetics Industry (NANCI), and the Natural Products Association of Botswana (NPAB). Also, participating in the discussion was Registrar Corp, a U.S. firm and USAID TradeHub partner that helps companies comply with U.S. FDA import regulations. The USAID TradeHub worked with its partners to structure the webinar as a panel discussion featuring a U.S.-based customs broker, a U.S. buyer, and a representative from Registrar Corp.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

The first quarter of FY2021 began with a strong focus on procuring additional resources to support trade activities. In addition to certification services, the USAID TradeHub identified a need for improved marketing collateral among regional exporters. This need has been accentuated by the COVID-19 crisis. The USAID TradeHub worked with NONZēRO Africa, a South Africa-based marketing agency that was appointed to develop the marketing capacity of export firms and enhance their digital presence and positioning within the South African and U.S. markets. NONZēRO Africa proposed its services to 55 firms in FY2021, 13 of which accepted the proposal. These six were: The Anthill Kitchen/Thwala, (Zambia), Just Ginger (Botswana), Afriseed (Zambia), Eco Energia (Mozambique), Agrocomm Trade (Malawi), and Natura Africa (Namibia). The firms began working with NONZēRO Africa on the development of at least three marketing tools (e.g., catalog, website, corporate video).

The USAID TradeHub also engaged a video production company, iKraal, to develop educational videos for disseminating information about trade and export procedures. One video series iKraal developed features the contents of the USAID TradeHub AGOA Export Manual; the other features the contents of the Regional Cross-Border Trade Toolkit. By Q4 FY2021, iKraal had created storyboards for both video series, which were approved by the USAID TradeHub, and the company continued production work. On September 21-23, 2021, the iKraal team traveled to Eswatini to shoot footage for the videos. Finalization of the video project was rolled over to Q1 of FY2022, followed by a training workshop on the videos.

These activities all supported the USAID TradeHub's intention to digitize parts of its service offering as part of its broader sustainability strategy.

A Regional Cross-Border Trade Toolkit was developed in Q1 to guide exporters, importers, TPSPs, and BMOs on how to conduct trade across borders. In Q2, this toolkit was presented in two webinars. In Q4, the market specialist who developed the toolkit was re-contracted to host Cross

Broder Trade Toolkit training-of-trainers (ToT) sessions in all nine USAID TradeHub focus countries. In South Africa, the training took place on March 3, 2022. These training sessions assisted regional firms to get export-ready and to understand the processes of exporting to South Africa, which will enhance their ability to further expand their market penetration into South Africa as they understand the legislation and cross-border requirements. It will also assist South African importers to understand the same legislative requirements of exporters in the region.

In FY2021, the USAID TradeHub continued to nurture relationships with buyers introduced by market-linkage specialists. These specialists were appointed to establish relationships between South African buyers and regional exporters. The South African buyers that were linked to regional firms included Woolworths, Makro, Avon, Pick n Pay, and Clicks. In Q3, three new South African buyers were also identified (Power Build, Food Lover's Market, and Mr Price Home). The USAID TradeHub continued to work with two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to 32 regional firms. Catalyze introduced regional suppliers to the following South African buyers: Shoprite, Manolies Munchies, Rush Nutrition, Good Hope International Beverages, and Hey Gorgeous. In the same quarter, dmg events introduced regional suppliers to the following buyers: Shoprite, Avon, Makro, Rila Impex, and Expanding Africa.

Also, in FY2022, the USAID TradeHub contracted Fair & Square, then Swaziland Fair Trade (SWIFT), to conduct buyer missions on food and cosmetic sectors. Fair & Square, a TPSP based in Eswatini, aims to enhance the knowledge and skills of entrepreneurs so they can build businesses in ways that result in dignified, sustainable, and meaningful employment. Fair & Square introduced six South African firms from the food and cosmetics sectors to be included in a Fair & Square LookBook. The firms were Fynbos Fine Foods, SoZo, Fontis Skincare, Botanica Naturals, Katavi Botanicals, Suki Suki. Fynbos Fine Foods is in talks with a U.S. buyer, HomeGoods. The exporter is already preparing product imagery and pricing to HomeGoods.

In Q4, the USAID TradeHub continued to work with 5Minutes2Town (5M2T) to define the market positioning of regional products in the informal trade sector in South Africa. 5M2T, based in South Africa, is a quick-to-market solution for commercial brands and regional export firms wanting to access the difficult but lucrative informal market through *spazas* (informal shops), beauty salons, barber shops, and pharmacies. The TPSP worked with 260 Brands, a Zambia-based firm, to position their products in the spaza-shop segment in South Africa. In all, 241 deals were facilitated between South African buyers and regional exporters in FY2021.

In Q4 FY2021, the USAID TradeHub supported seven Southern African firms to attend two co-located virtual tradeshows – the Southern Africa International Trade Exhibition (SAITEX) and Africa's Big 7 (AB7). Both trade events took place from August 23-25, 2021. SAITEX is a multi-sector tradeshow that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a tradeshow oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the tradeshow costs, while firms paid the remaining 40 percent. The two tradeshows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven firms in sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. Participating firms were: Eswatini's Agricultural Marketing Board; Botswana's Flotek Pipes and Irrigation; Lesotho's African Medallion Group; Mozambique's Limpho Produtos Alimentares, and Mathária Empreendimentos; Namibia's Namib Desert Jojoba Oil Producers; and Malawi's NALI Ltd. A total of 32 trade linkages were facilitated during the event between these seven firms and potential buyers.

Region-to-South Africa trade continued to be modest, although some advances were made with linkages forged during an event hosted by the AAC in August 2020, and introductions made to Faithful to Nature and Absolute Organix. Both firms had an interest in Zambian honey, dried fruits, nuts, and other natural products that could be marketed into a health-conscious consumer base in South Africa. The outcome was that Dalitso General Suppliers (Malawi) continued to supply Ilanga Oils (Meyerton) with non-GMO soybeans in Q1. Black Mamba Chilli (Eswatini) also successfully listed with Food Lover's Market and with Faithful to Nature in Q1.

The USAID TradeHub facilitated webinars, B2B meetings, deal care support, one-on-one handholding meetings, and buyer-seller introductions between regional exporters and South African buyers to advance deals toward closure. The USAID TradeHub provided information on the South African market to regional suppliers with webinars such as one on "Regional Agri Commodity Export Learning" and another on "Regional Garment Export Learning." The USAID TradeHub took a market systems approach, engaging with a wide array of market actors, including TPSPs, BMOs, private-sector firms, and government agencies.

The USAID TradeHub also continued to deepen engagement with TPSPs and partners and to strengthen exporter awareness by hosting webinars, identifying potential exporters, and providing cost-sharing support to exporters for certifications and other export needs. These TPSPs included the Limpopo Economic Development Agency (LEDA), North West Development Corporation, CECSA, ECDC, Wesgro, TEDA, Trade Investment KwaZulu Natal (TIKZN), and Northern Cape Economic Development Agency.

The USAID TradeHub continued working with the American Chamber of Commerce (AmCham) and developed a survey that was administered by AmCham members to establish companies' import needs from the region, as well as companies' technology and investment interests. The survey, which was administered through a questionnaire to AmCham members, was undertaken in Q4. The targeted firms included Avon Justine, Coca Cola, Colgate Palm-Olive, Estee Lauder Companies, Health Products Association, Herbal Life, Hilton Sandton, Intertek, Kelloggs, KFC, Mars Consumer Products, Massmart Holdings, Merrill Lynch, Mondelez, MSA Dev Co/McDonalds, NBA SA Basketball, Nike SA, PMB Health and Safety Services, Radisson Blu Hotel Sandton, Revlon SA, Sandton Sun Hotel, Saxon Hotel, SIMBA, United Airlines, and, Zurcom International. Firms seeking investment support in the region included, AGCO SA, BNP Paribas, Cargill SA, Caterpillar Africa, CITI, Coca Cola, Estee Lauder, Fall Creek Farm & Nursery, GE SA, Google, Health Products Association, Intertek, JP Morgan Chase, Merrill Lynch, NMVE Capital, Second Stage Capital Partners, and Valley Irrigation SA. Two separate surveys were created for the import and investment needs identification, and questions sent out to representatives from pre-selected firms.

The survey findings were used to link firms with regional suppliers for the South African and U.S. markets. The findings were also be used to link firms with capital and technology seekers in USAID TradeHub project countries.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, in line with the objective of increasing capital and technology out of South Africa to the region, the USAID TradeHub worked with financial service providers to advance these aims in the target countries. The transaction advisors Foxfin and Nations Capital, with the assistance of the USAID TradeHub, assessed the investor-readiness gaps of individual regional export firms and developed plans to remedy these gaps. Eighty deal notes were arranged for firms, and the transaction advisors then worked with these firms to prepare 80 Investment Memoranda (IMs) – 44 with Foxfin, and 36 with Nations Capital. The IMs were to be presented to capital providers to request funding, initially through a one-page anonymous investment teaser to protect the firms'

confidentiality. Interested capital providers will then enter into non-disclosure agreements to move forward with funding applications.

The USAID TradeHub's efforts focused on the development and implementation of the Foxfin (then Sebvest Capital) and the Cala Capital (then Neu Capital) debt and equity business models. The digital platforms of both financial service providers are live and accepting registrations. Work also started on the design of a rewards system to create incentives for market traders to be integrated into the ATP.

Throughout the year, the USAID TradeHub saw success from two online resources: 1) the Cala Capital (then Neu Capital) matching platform, a gateway to institutional investors, helping establish African mid-market companies and professional investors find each other and work out the best deal rapidly, and 2) ATP, an innovative marketplace that matches buyers and sellers, enabling efficiency and cost improvements in the trade process. The digital platforms aim to increase understanding of different capital options available in the market, and match like-minded capital providers in South Africa with capital seekers in USAID TradeHub priority target countries, helping them to export to South Africa and the United States. In Q4, a presentation to promote the ATP trade portal was held in Angola (August 2021), and a webinar was held for Botswana, Namibia, and Malawi in September 2021. A similar webinar for South Africa was conducted with the Small Enterprise Development Agency in September 2021. Over 120 sales were concluded on the ATP of which 57 transactions were financed with a value of \$14.25 million between Q2 and Q4.

Furthermore, in Q4 FY2021, the USAID TradeHub continued to work with Foxfin to promote the advancement of the ATP, such that the platform reaches sufficient maturity to safeguard sustainability. As of the end of Q4, 192 regional and South African export firms had registered on the ATP against a regional target of 110, with 54 new firms registering in Q4. A total of 119 firms were accepted as verified suppliers on the ATP, and thus eligible to engage in trade and link to services. Progress continued on the marketing of the ATP through TPSP and BMO partners to catalyze the use of the platform by regional exporters and other market actors.

During the year, the USAID TradeHub and Netcampus organized webinars across its targeted countries to introduce BMOs and TPSPs to the Netcampus financial education program. Under contract from the USAID TradeHub, Netcampus designed the program modules to enable capital seekers to make more informed choices about types of capital available and requirements to access them. The USAID TradeHub registered 151 learners on Netcampus (against a target of 100). Learners can access 12 financial education modules and can complete the program in three months. (The number of modules was later expanded to 18). The USAID TradeHub and Netcampus agreed to provide registered learners with a promotional voucher that covers the cost of all modules undertaken before the end of July 2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

South African firms continued to contribute in FY2021 to strong results in terms of AGOA exports, with many USAID TradeHub-supported export deals stemming from specialty food companies in South Africa shipping to the United States. The USAID TradeHub supported Taste Africa Foods to exhibit at the Specialty Food Live! 2021 virtual event, where they met a U.S. buyer and subsequently shipped a consignment valued at an estimated \$80,000 in Q2. Taste Africa Foods, which markets spices, sauces, olives, and cake mixes, is among 17 South African exporters that received USAID TradeHub cost-sharing support toward exhibiting at the Specialty Foods Live event, which was focused on U.S. market entry. To boost the knowledge of trade-enhancing services by regional firms, the USAID TradeHub and its partners hosted three webinars: "How to Export Clothing and Textiles to the United States under AGOA," in partnership with Wesgro, BCE Africa, and Bhavana World

Project; “Bhavana Buyer Mission,” in partnership with the Bhavana World Project; and “Food Safety Management System,” in partnership with Standard Global Services (SGS) South Africa.

In FY2021, the USAID TradeHub awarded a grant valued at of \$106,000 to Tralac to provide support in maintaining the AGOA.info website (<https://agoa.info>). Tralac is a South Africa-based public-benefit organization that works to inform, capacitate, and empower stakeholders to enhance trade and integration governance for Africa, and engages in applied trade law and policy analysis to address the most pressing trade matters for countries in the region.

The USAID TradeHub grant enabled Tralac to update the AGOA.info website, the go-to website for information on AGOA. Tralac also uploaded to the site all national AGOA Utilization Strategies of countries, many of which were developed with support from the USAID TradeHub. This portal serves as a credible source for firms and TPSPs seeking information on AGOA. Under the previous iteration of the USAID TradeHub from 2010-2015, Tralac was supported to develop the AGOA.info website. The FY2021 grant covered hosting, consulting, research, and maintenance costs. This activity was vital in ensuring sustainable access to the valuable AGOA resources developed during the USAID TradeHub project.

In August 2021, Cape Cobra Leathercraft, a South African company that specializes in the production of luxury exotic handcrafted leather goods, shipped samples of 150 pieces of crocodile-skin wallets to Albert Scott LLC for a trial listing on the Amazon platform. In April 2021, the USAID TradeHub engaged Albert Scott to support firms such as Cape Cobra to enter the U.S. market by listing on Amazon. On June 29, Cape Cobra successfully signed on to Amazon. The USAID TradeHub covered 100 percent of the management fee of Albert Scott (worth ██████████), with Cape Cobra covering the cost of logistics and shipping of products to the United States. The 150 wallets, valued at \$14,077, were required by Amazon to list the company on their e-commerce platform on a trial basis to test the product on the market before proceeding to a full listing.

In Q4, the USAID TradeHub continued its fruitful partnerships with TPSPs based in the United States: Albert Scott LLC, Bhavana World Project, FFF Associates, Ontdek, Specialty Food Association, and VentureLift Africa. These U.S.-based TPSPs collectively facilitated a significant number of buyer-seller linkages for Southern African firms and brought with them deep knowledge of the U.S. market.

In 2021, the USAID TradeHub, in partnership with the Small Enterprise Development Agency (SEDA) of South Africa, hosted a webinar on U.S. market access and export opportunities. The webinar, which drew 233 attendees, provided to smaller enterprises information on the ATP, exporting to the United States under AGOA, trading on Amazon, and accessing market linkages. The USAID TradeHub enlisted its U.S.-based TPSP partners Albert Scott and Ontdek to present e-commerce and route-to-market linkages, respectively. By co-creating the webinar with SEDA, the USAID TradeHub aimed to strengthen the sustainability of B2B linkages as it

The USAID TradeHub supported total of 24 regional firms to exhibit under the USAID TradeHub-sponsored Africa Fine Foods Pavilion at the Fancy Food 24/7 show, organized by the Specialty Foods Association (SFA), which took place September 27-October 8, 2021. Of the 24 exhibitors Fancy Food 24/7, 19 were from South Africa, namely, Ambassador Foods, ATP, Banhoek Chilli Oil, Chocwell/COTi, Fynbos Fine Foods, Goedgedacht Trading, Kaukou, Khayelitsha Cookies, Mamusa Marketing, Nutrised, Origin Organics, Oryx Desert Salt, Real Food Factory, Robinson & Sinclair, Rozendal Farm, Rugani Juice, Rush Nutrition, Taste Africa Foods, and Van Loveren. Results from this event were monitored from Q1 of FY2022.

transfers tools and knowledge to the agency. The next steps in this partnership include a meeting between the USAID TradeHub, SEDA, and the She Trades South Africa Hub, to explore the possibility of co-hosting the next webinar together. She Trades is an organization established by the International Trade Centre (ITC) to help South African women entrepreneurs increase their international competitiveness and connect to national, regional, and global markets.

In September 2021, the USAID TradeHub co-hosted with the SADC embassies in the United States, the first ever SADC Market Place. This was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one, and a virtual tradeshow and B2B event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu. At the SADC Market Place event, speakers from the Office of the USTR, the U.S. FDA, the U.S. Department of Agriculture (USDA), and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors from South Africa were: Carmien Tea, Chaloner, Chocwell/COTi Chocolate, EcoProducts, Forest Fairies Sweet Company, Herbivore Earthfoods, Magwa Enterprise Tea, Monatea, Nova Chocolate, Rugani Juice, and Superinga/Your Best Choice.

Finally, iKraal progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. iKraal developed detailed storyboards outlining screenshots for the video series. The video crew also filmed footage in various countries to be used alongside animated content. The videos were finalized and launched in Q1 of FY2022.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub reappointed three buyer-focused TPSPs – Fair & Square, Catalyze, and South African Trade Promotions – to expand on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for regional exporters.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food, and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handicraft firms, and a further two with natural cosmetics and food buyers that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off

digital approaches to B2B linkages that had been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square continued supporting the export firms with price negotiations and logistical arrangements as they undertook discussions with firms from the buyer missions.

Catalyze used its B2B online platform, Engage Trade Africa, to present regional suppliers to buyers and to stimulate interest in further deal-making. The selection of firms to promote included a focus on fast-moving consumer goods (FMCG), including food and cosmetic products. Other products, such as light bulbs, irrigation pipes, and packaging, were included on an exceptional basis. For example, introductory meetings between suppliers and South African buyers were concluded in Q3 such as the Bulb World meeting with Build It and Mesmerize Lighting, and the company was requested to share samples with Build It. Catalyze also provided capacity-building and market development support for TPSPs, such as NPAB, ZAM, Chamber of Commerce and Industry of Angola (CCIA), LNDC, Eswatini Investment Promotion Authority (EIPA) and NANCi, through webinars and engagement sessions during the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries. The TPSP also assisted regional firms to list on its organic and natural products online portal.

In Q1 FY2022, the USAID TradeHub conducted a training-of-trainers (ToT) workshop on the Regional Cross-Border Trade Toolkit. The workshop took place on March 2-3, in two half-day sessions in a hybrid format, with South Africa participants gathering in Pretoria and other parties participating virtually. Participating entities included ECDC, TEDA, LEDA, TIKZN, Mpumalanga Economic Growth Agency (MEGA), Northern Cape Department of Economic Development and Tourism, and Cosmetic Export Council of South Africa (CECOSA). Presenters were Catalyze, and importers such Global Trade Solutions and Import-Export Experts. During the session, the USAID TradeHub launched the four 3-4-minute videos featuring the contents of the Regional Cross-Border Trade Toolkit. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms or International Commercial Terms (Incoterms), financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also partnered with the ECDC and Zambia Association of Manufacturers (ZAM) to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called the Trade and Investment Promotion forum. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, Botswana Exporters and Manufacturers Association (BEMA), and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants drawn from TPSPs and BMOs in the nine USAID TradeHub-affiliated countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors.

In Q2, the USAID TradeHub continued advancing the marketing and digital footprint of firms from the targeted Southern African region. In May 2021, the USAID TradeHub had engaged NONZêRO Africa to assess the most important marketing needs of selected regional firms, to develop recommendations on how to address these needs, and to develop marketing tools for these firms. The additional beneficiary firms included Just Ginger (Botswana), Fair & Square (Eswatini), Agrocomm Trade and Thanthwe Farms (Malawi), Eco Energia /The Feeling Good Company and Finana (Mozambique), MeatCo, Taneta Investments, Ilotu Cosmetics, and Chizango Trading

(Namibia), and Afriseed and The Anthill Kitchen/Twala Farming (Zambia). In Q2, USAID TradeHub, in collaboration with NONZĒRO Africa, extended the opportunity to develop marketing collateral to South African exporters to enhance their capability to attract U.S. buyers and partners. Sixteen South African firms applied and conducted one-on-one consultations with the agency to review their current marketing collateral, discuss their company objectives, and identify their current needs. A proposal tailored to each firm was then made. The USAID TradeHub covered 60 percent of the cost of the marketing collateral review by NONZĒRO Africa, while supported firms covered the balance.

In June 2022, the USAID TradeHub in collaboration with NONZĒRO Africa hosted a webinar on how businesses can boost the impact of their digital marketing. In May 2021, the USAID TradeHub had contracted NONZĒRO to help regional firms upgrade their marketing strategies and collateral. The June webinar provided knowledge on search engine optimization, generating leads, and social-media marketing through outlets such as LinkedIn. Presentations were made by the firm's co-founders, Desiree Brouwer and Tania Habimana. The webinar was attended by 123 participants from across the region. This webinar was in line with NONZĒRO Africa's mandate to assist regional firms to enhance their trade with South African and U.S.-based buyers by analyzing existing marketing materials and then providing guidance on improvements. The USAID TradeHub linked interested webinar participants to NONZĒRO Africa so they can work directly with the company.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for regional firms and South African buyers.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From South Africa, the SACG-NY, Ecocert, and Catalyze were featured. The videos were finalized in Q4 and disseminated widely to share lessons for South Africa trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

By end Q3 of FY2022, the USAID TradeHub and its contracted transaction advisors, Foxfin (formerly Sebvast Capital Partners) and Nations Capital, had introduced 565 IMs to a value of \$254 million to the South African financial-services market. These IMs were to request funding for SMEs in USAID TradeHub-affiliated countries. The transaction requests were assessed by two contracted USAID TradeHub capital providers (Foxfin and Cala Capital Africa (formerly Neu Capital) and 12 independent capital providers (Geddes Capital, Africa Framing Equipment, Taylor Family Office, Plane Tree Capital, Loinette Capital, Impact Tank, Grovest Capital/GoGetta, IDC South Africa, Business Partners South Africa, NORSAD, Dubai Civils South Africa, and Afreximbank South Africa). These transactions were at various stages of evaluation by the end of the USAID TradeHub project in September 2022. Overall, 88 firms are still under assessment by various capital providers (some deals are being assessed by more than one capital provider), capital providers have declined 98 deal assessments, and 34 term-sheet offers to a value of \$131.52 million were issued to capital seekers to fund business development. By the USAID TradeHub project closeout, the 56 IMs had received a total of 220 introductions with the various capital providers. Two of the five term-sheet offers made by GoGetta but declined by capital seekers in Q2, were reintroduced for assessment to Foxfin, which offered term sheets for funding considerations to Arona Naturals Botswana and Mulberry

Mongoose Zambia. None of these were successful as all capital seekers are still trying to raise the 15% required.

Foxfin issued 33 term sheets to businesses in the USAID TradeHub focus countries valued at \$125.53 million as follows:

- Three in Botswana for \$3.52 million (DLG Naturals, Organic Fertilizer Manufacturers Botswana, Arona Natural Foods).
- Eleven in Malawi to a value of \$12.75 million (Village Farms, Mzuzu Coffee Planters Cooperative Union, Thanthwe Farms, 5 Queens Investments, Rose General Dealers, Orbit Business Enterprise, Nuline Textiles Manufacturing, Takompha Enterprise, Home Industries, Linga Fine Foods and Winery, Dalitso General Suppliers).
- Three in Namibia valued at \$20.15 million (Chizango Trading, Leon Engelbrecht Designs, Pektranam).
- Seven in Zambia for \$11.22 million (Luapula Energy, Sky Dutch Company, Zambezi Mushrooms, Jaja Farms, Kuleni-Supergold, Quantum Leap Farm, Zambian Commodity Solutions, Mumwa Crafts Association).
- Three in Mozambique valued at \$60.22 million (Limpopo Produtos, Manica Cotton Company, Limpopo Investments).
- Three in Eswatini for \$515,000 (Eswatini Kitchen, Smiling Through Investments).
- Three in Lesotho valued at \$17.15 million (Johane Garment Manufacturers, MG Commodities, Amstern).

In addition to the term sheets above, in September 2022, Cala Capital Africa was in final negotiations regarding a legal agreement for a banana processing transaction in Mozambique for \$6 million, to be funded by an agricultural-focused investor. TeeBees Investments in Malawi was in detailed due diligence with the capital provider Business Partners South Africa to a value of \$100,000. Closwa Biltong in Namibia declined the GoGetta term sheet offer for \$35,000, and instead the owner has chosen to liquidate a personal real estate asset and self-fund his business. Finally, Angola, despite joining the USAID TradeHub project in August 2021, by September 2022 had eight IMs introduced for assessment with capital providers, to a value of \$45.80 million.

In Q3, seven exports trades (digital) under the ATP were completed, one export from Zambia to South Africa valued at \$563,680, and six regional exports to the United States valued at \$748,920.

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) masterclass on financing and enterprise growth, with presenters Noluvo Nela and Akuzike Kafwamba from the firm Business Partners; 3) masterclass on AGOA and the U.S. FDA, with presenter Ester Luongo Psarakis, creator of Foodpreneur; 4) masterclass on exporting, with presenter Tal Edgar, founder

and Executive Chairman of the GBSH Consult Group; and 5) masterclass on product certification requirements and standards.

The USAID TradeHub aimed to recruit facilitators tasked with promoting registration and use of the ATP, with at least one facilitator from each of the USAID TradeHub-connected countries. In Q3, the project registered and verified 23 regional facilitators, of which 14 are based in South Africa. As of June 20, 2022, the USAID TradeHub had supported the registration of 198 additional regional export firms on the ATP (69 from South Africa), against the FY2022 target of 180. Of this total of 198 registrations, 105 have so far been verified (a step beyond registration), against the FY2022 target of 72, and 42 of these verifications are in South Africa. These enrollments were achieved through direct engagements with USAID TradeHub-supported export firms and country-level TPSP facilitators.

Netcampus, for its part, has increased the number of its financial-literacy education modules on its online platform from 12 to 18, and has made these 18 modules available in English and Portuguese. The USAID TradeHub also assisted with registering 315 additional learners on the Netcampus learning management system, exceeding the FY2022 target of 215. The Netcampus online platform enables learners to improve their financial acumen and business-management skills through the study of 18 modules.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries.

The piece was disseminated through TPSP and FSP partners for learning in Q4, following approval.

The USAID TradeHub also produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From South Africa, the ATP and Netcampus were featured.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In March 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition).

Following the AGOA Regional Peer Learning Event held in Cape Town, South Africa, on March 8-9, 2022, the USAID TradeHub developed a summary video for dissemination. The video aimed to capture the essence of the discussions among the 52 on-site and numerous online participants,

including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. Following this, representatives from South Africa Gauteng Growth and Development Agency (GGDA), TIKZN, and the Northern Cape Department for Economic Development and Tourism, held two provincial-focused webinars on exporting to the United States on May 24 with GGDA, and June 9, with the MEGA.

In Q2, the USAID TradeHub reappointed Albert Scott LLC to support regional firms with listing on Amazon. On February 10, 2022, the USAID TradeHub and Albert Scott hosted an introduction session for a third group of firms in the process of being onboarded to the Amazon platform with support from the USAID TradeHub. (Albert Scott had supported two previous groups). Following the session, the USAID TradeHub selected and signed deal notes with 17 regional firms to receive support with listing on Amazon. As in the previous agreements, the USAID TradeHub covered the \$7,665 Albert Scott's e-commerce management fee, while the firms covered shipping and logistics costs. Albert Scott's support to these firms funded by the USAID TradeHub includes product listing, reputation management, marketing, facilitating the transfer of products to the Amazon warehouses after arrival in the United States, and product activation on Amazon. A contract modification to enable Albert Scott to assist an additional 15 firms was finalized in Q3, and work under the new contract continued into Q4. A cumulative \$102,464.23 in sales was reported as of June 30, 2022, by all 13 firms currently trading on Amazon.

On April 13, 2022, a delegation from USAID Southern Africa Regional Economic Growth Office (REGO) and the U.S. Consulate General/Johannesburg, led by Consul General Vincent Spera, toured the Rugani Juice facilities. Rugani Juice is a manufacturer of natural fruit and vegetable juices, in Tarlton, South Africa. The USAID TradeHub facilitated the visit. The USAID TradeHub has supported Rugani Juice since 2017, when the program covered Rugani Juice's exhibition fees at the SFF Show in New York City. During the 2017 event, Rugani Juice met Kayco, a U.S.-based distributor of kosher products, and the two parties began discussing a possible deal. This eventually led to Rugani Juice's first U.S.-bound exports as the company shipped three 40-foot containers of juice to Kayco between December 2018 and January 2019. In June 2019, Rugani Juice again exhibited under the USAID TradeHub-sponsored Africa Fine Foods Pavilion at the Summer Fancy Food Show. The USAID TradeHub continued its market-entry support to the firm by linking it in May 2021 to Ontdek, a U.S.-based TPSP, and Catalyze, a South Africa-based TPSP. Through these linkages, Rugani Juice exhibited at the SADC Market Place in September 2021, and at Fancy Food 24/7 – the virtual component of the SFF Show – in September-October 2021. In these engagements, Rugani Juice was linked to several U.S. buyers. More recently, on March 8-9, 2022, Rugani Juice participated in the USAID TradeHub-organized Regional AGOA Peer Learning Event in Cape Town, South Africa, where it shared its experiences on exporting to the United States. The USAID TradeHub coordinated the April 2022 factory visit and led the discussions between the U.S. Government delegation and the management of Rugani Juice.

In January 2022, Rugani Juice shipped 72,000 litres of vegetable juices (carrot, beetroot, carrot and ginger, and carrot and pineapple) to Kayco, a kosher products distributor in the United States. The USAID TradeHub facilitated the export, which weighed 85 metric tons and was valued at \$84,000. USAID TradeHub support to Rugani Juice dates back to June 2017 and has continued up to the present.

In Q3, FFF Associates, a U.S.-based TPSP that was contracted to assist Southern Africa firms to meet U.S. requirements in the food and cosmetics sectors, continued to meet with firms to assess their readiness to be linked to U.S. buyers. During the quarter, FFF Associates also assisted relevant regional firms exhibiting at the SFF Show with U.S. FDA registration and technical assistance. On June 1, 2022, the USAID TradeHub, in collaboration with FFF Associates, hosted a webinar on U.S. market-entry requirements for food and cosmetics. Presentations were given by Donny Edson, the Executive Vice President and Chief Strategy Officer from Smirk's, [REDACTED], a cosmetics industry

consultant, and Donald Wilkes, President and CEO of Blue Pacific Flavors. The webinar was attended by 55 participants from across the region.

In June 2022, the USAID TradeHub, in partnership with the International Trade Institute of Southern Africa (ITRISA), and with support of the Department of Trade, Industry, and Competition (DTIC), hosted the second annual South Africa AGOA Exporter Awards. The hybrid event, held at the African Pride Irene Country Lodge outside Pretoria, was jointly officiated by the Mission Director of USAID Southern Africa Andy Karas, the Acting Deputy Director General for DTIC Willem Van Der Spuy, and the Executive Director of ITRISA Rose Blatch. Forty-six participants attended the event in-person, with 170 others joining virtually from South Africa and beyond. To support ITRISA in leading the event, the USAID TradeHub covered the cost of developing marketing materials, including promotional and winner videos, and procured the photographer, videographer, décor services, trophies, and certificates. The USAID TradeHub also paid for the venue, entertainment, and the master of ceremonies. ITRISA in turn, advertised the event, invited nominations, and appointed the adjudication committee, consisting of seasoned market actors such as Tradobar CEO Leyya Nihal, EY-Cova CEO [REDACTED], and the Director of the Turner Center for Entrepreneurship at Bradley University [REDACTED], who also delivered remarks at the event. [REDACTED] former president of NASBITE International (the North American Association of Small Business International Trade Educators) delivered the keynote address virtually, while [REDACTED], the CEO of Veldskoen, which won last year's award in the small-sized exporter category, delivered words of encouragement.

This second edition of the South Africa Exporter Awards built on inaugural event held on November 19, 2021, which had also been a collaboration between the USAID TradeHub and ITRISA. As with the 2021 event, the 2022 Awards again recognized high-performing South African export firms, incentivizing their continued excellence and encouraging other export firms to follow their example. The winners were presented in seven categories, with the top prize, Exporter of the Year, going to Cape Classics. Other awards went to Cape Hot House Vegetables trading as Fynbos Fine Foods (best female-owned exporter to the U.S. market under AGOA); One of Each (best Black-owned exporter); Erica Shaik of Pepperdew (best youth in exports); Reflex Business Systems trading as Mia Mélange (best small-sized exporter); Cape Classics (best medium-sized exporter); and Jendemark Automation (best large-sized exporter). The 2022 event saw a notable growth in nominations, with a total of 42 nominations received in the various categories, double last year's total. The partnership between the USAID TradeHub and ITRISA enabled a transfer of knowledge and skills, encouraging sustained delivery of the awards in coming years, beyond the closure of the USAID TradeHub.

On December 8, 2021, the USAID TradeHub and South African trade promotion service provider ECDC hosted the first Southern Africa Regional Exporters Awards. The event recognized businesses and trade promotion agencies from the eight participating countries of Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, and Zambia, for their outstanding trade performance, efforts to overcome market entry hurdles, and achievement of successful and consistent trade. The regional event was the culmination of the national exporter awards held in all eight countries between June and November 2021, organized by the USAID TradeHub and industry partners in the eight countries. The hybrid regional awards event hosted dignitaries from government, the private sector, and the development community in East London, South Africa, and had a large online audience viewing across multiple platforms. The Eastern Cape Member of the Executive Committee (MEC) for Economic Development, Environmental Affairs and Tourism, Mlungisi Mvoko, delivered the welcome remarks, while Eastern Cape Premier, Oscar Mabuyane, delivered the keynote address. Acting Consul General from the U.S. Consulate in Cape Town, Will Stevens, delivered remarks that highlighted the U.S. Government's continuing commitment to supporting the growth of the private sector across the region. The overall winner was Namibia's Plastic Packaging, clinching the Regional Exporter of the Year award, ahead of the first and second runners-up Technical Systems (Pty) Ltd. from South Africa and Far East Textiles (Pty) Ltd. from Eswatini, respectively. In the category of Trade Promotion Service Provider of the Year, South Africa's Wesgro emerged as the winner, with

the South African Footwear and Leather Export Council, and Lesotho National Development Corporation, in second and third place respectively. Absa Bank, South Africa, won the Capital Provider of the Year award, with the African Trade Platform, also from South Africa in second place, and Post Bank, Lesotho, in third place. In the final category of Buyer of the Year, U.S.-based African Dream Foods was the overall winner, with Crouching Tiger Ventures (United States) and Moringa Initiative Limited (South Africa), placing second and third respectively. By partnering with the industry leaders such as ECDC to organize the event, oversee marketing, logistics, and the nominations process, the USAID TradeHub has strengthened their capacity to run the Exporter Awards events in future beyond the life of the USAID TradeHub project.

In July 2022, the USAID TradeHub and ECDC hosted the second Southern Africa Regional Exporters Awards. The event recognized businesses and trade promotion agencies that have achieved or promoted export excellence in the nine participating countries of South Africa, Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, and Zambia. The regional awards event hosted dignitaries from government, the private sector, and the development community with a total of 82 participants at the venue in Gqeberha, South Africa, and a large online audience (over 350) viewing on the YouTube channel. The Eastern Cape Member of the Executive Committee (MEC) for Economic Development, Environmental Affairs and Tourism, Mlungisi Mvoko, delivered the welcome remarks, while Consul General of the U.S. Consulate in Cape Town, Todd P. Haskell, delivered remarks that celebrated the growth of the private sector across the region. Other dignitaries included Deputy Minister of the Department of Trade, Industry and Competition of South Africa, [REDACTED]; Executive Mayor of the Nelson Mandela Bay Metro, Councillor Eugene Johnson; Consul General of Namibia in Cape Town, Selma Nghinamundova; and Consul General of Mozambique in Western Cape, Eastern Cape, and Northern Cape, Cristovao Gemo.

The awards were presented in four categories and were adjudicated by a panel of industry leaders from across the region, representing both the private and public sector. The overall winner was Lesotho's Jalad Africa, clinching the Regional Exporter of the Year award, ahead of the first and second runners-up, Zambia Sugar and South Africa's Cape Classics, respectively. In the category of Trade Promotion Service Provider of the Year, Exporters Eastern Cape (South Africa) emerged as the overall winner, with BITC and LNDC in second and third place, respectively. For the Capital Provider of the Year, LNDC's Finance Unit emerged the winner, with Eswatini's Fincorp and Lesotho's PostBank in second and third place, respectively. In the final category of Buyer of the Year, the winners were all South Africa-based firms, with Moringa Initiative clinching the top award, and Beck Trading and Cecil Vinegar Works in second and third place, respectively. By partnering with the industry leaders such as ECDC to organize the event, oversee marketing, logistics, and the nominations process, the USAID TradeHub has strengthened their capacity to run the Exporter Awards events in future beyond the life of the USAID TradeHub project.

In FY2022, the USAID TradeHub produced a learning product titled "The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors." This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show of women-led firms, such as Oryx Desert Salt of South Africa. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons in South Africa and throughout the region.

LOP COUNTRY PERFORMANCE TABLE: SOUTH AFRICA

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	\$369,652.41	N/A	\$2,438,992.04	N/A	\$13,265,685.95	\$2 mil	\$25,817,904.23	\$5.3 mil	\$47,595,228.84	\$25 mil	\$37,312,204.02	\$126,799,667.49
		Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A
		SA to U.S. AGOA: N/A	SA to U.S. AGOA: \$369,652.45	SA to U.S. AGOA: N/A	SA to U.S. AGOA: \$2,438,992.04	SA to U.S. AGOA: N/A	SA to U.S. AGOA: \$13,265,685.95	SA to U.S. AGOA: \$0.36 mil	SA to U.S. AGOA: \$25,817,904.23	SA to U.S. AGOA: \$5.3 mil	SA to U.S. AGOA: \$38,231,981.44	SA to U.S. AGOA: \$21.5 mil	SA to U.S. AGOA: \$32,903,849.42	SA to U.S. AGOA: \$113,028,065.53
		SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: \$9,363,247.40	SA to U.S. Non-AGOA: \$3.5 mil	SA to U.S. Non-AGOA: \$4,408,354.60
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	\$666.00	N/A	\$246,618.20	\$0.5 mil	\$0.00	\$0.2 mil	\$365,634.39	\$0.25 mil	\$295,135.44	\$908,054.03
		Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A	Region-SA: N/A
		SA to U.S. AGOA: N/A	SA to U.S. AGOA: N/A	SA to U.S. AGOA: N/A	SA to U.S. AGOA: N/A	SA to U.S. AGOA: N/A	SA to U.S. AGOA: \$246,618.20	SA to U.S. AGOA: \$0.5 mil	SA to U.S. AGOA: \$0.00	SA to U.S. AGOA: \$0.2 mil	SA to U.S. AGOA: \$358,699.35	SA to U.S. AGOA: \$0.24 mil	SA to U.S. AGOA: \$289,295.44	SA to U.S. AGOA: \$894,612.99
		SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: \$666.00	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: \$0.00	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: N/A	SA to U.S. Non-AGOA: \$6,935.04	SA to U.S. Non-AGOA: \$10,000.00	SA to U.S. Non-AGOA: \$5,840.00	SA to U.S. Non-AGOA: \$13,441.04
3	Percent of firms/organizations with increased profitability or	N/A	N/A	N/A	N/A	N/A	N/A	25%	N/A	25%	95%	25%	28%	N/A

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	increased self-sufficiency [Custom]													
4	CBILD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	78%	70%	100%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	70%	67%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	N/A	N/A	\$7,492,410.00	\$1.24 mil	N/A	\$6 mil	\$0.00	\$0.00	\$505,771.00	\$7,998,181.00
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural targeted sectors	N/A	N/A	N/A	\$14,754,760.00	N/A	\$17,633,934.66	\$0.32 mil	N/A	\$1.86 mil	\$0.00	\$0.00	\$19,657.00	\$32,408,351.66

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	[Custom]													
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	\$0.83 mil	N/A	\$17.4 mil	\$0.00	\$0.00	\$0.00	\$0.00
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	\$0.2 mil	N/A	\$4.3 mil	\$0.00	\$0.00	\$0.00	\$0.00
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	6	N/A	16	N/A	20	30	29	12	40	35	46	157
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	14	N/A	21	N/A	19	8	8	3	80	20	19	161

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	N/A	N/A	N/A	N/A	N/A	39	28	15	50	21	55	133
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	10	8	5	84	20	19	111
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	10	10	23	156	30	48	214
			N/A	N/A	N/A	N/A	N/A	Region – SA N/A	Region – SA N/A	Region – SA N/A	Region – SA N/A	Region – SA N/A	Region – SA N/A	Region – SA N/A
			N/A	N/A	N/A	N/A	N/A	SA – U.S. 10 deals	SA – U.S. 10 deals	SA – U.S. 23 deals	SA – U.S. 156 deals	SA – U.S. 30 deals	SA – U.S. 48 deals	SA – U.S. 214 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
16	Number of firms receiving USG funded technical assistance	N/A	N/A	N/A	N/A	N/A	N/A	82	144	40	254	150	155	553

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	[Custom]													
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	109	327	60	392	175	234	953
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	11	N/A	19 PPPs	0 PPPs	10 PPPs	2 PPPs	2 PPPs	0 PPPs	2 PPPs	44 PPPs

ANNEX 9: ZAMBIA COUNTRY UPDATE

This country annex starts with a reflection on lessons learned during program implementation over the past six years, and then provides a brief summary of achievements under the first three years of the project (FY2017 to FY2019). It concludes with a more in-depth summary of achievements in the final three years, under the three new objectives established following realignment of the project's strategic focus, with an accompanying indicator table for achievements under these three objectives.

LESSONS LEARNED

The Annual Exporter Awards, co-implemented by Zambia Association of Manufacturers (ZAM) has now been recognized as a national trade event, and is being fully integrated into the trade calendars of the Zambia Development Agency (ZDA), the Ministry of Commerce, Trade and Industry (MCTI), and ZAM. The USAID TradeHub's collaboration with business membership organizations (BMOs) during the planning of the event clearly fostered a sense of ownership among the Zambian partners. The plan is for ZAM to carry on with the awards program after the end of the USAID TradeHub project.

The success of 260 Brands in finalizing its U.S. Food and Drug Administration (FDA) registration, attaining ISO 22000 food-safety certification, and listing on Amazon.com has become an exemplary case of results obtained with USAID TradeHub assistance. The firm's success story has impressed other members of ZAM, who are now interested in entering the U.S. market.

The USAID TradeHub push to register Zambian firms and individual learners on the Netcampus entrepreneurial education platform has resulted in a greater appreciation of how to improve business practices and access trade-enhancing services, including financing.

Government departments need to take ownership over interventions and work closely with relevant private-sector actors to ensure sustainability of trade-enhancing initiatives, and USAID TradeHub has worked diligently to encourage such cooperation. This public-private approach is particularly vital with regard to the national Sanitary and Phytosanitary (SPS) measures and the World Trade Organization (WTO) reforms, both of which profoundly affect trade.

Over the life of the project, USAID TradeHub achieved cumulative exports from Zambia to South Africa of \$57,652,970.99 (\$56,699,676.99 in the agriculture and \$953,294.00 in the non-agriculture sectors); and \$1,687,118.65 from Zambia to the United States. Agricultural products dominated exports from Zambia to South Africa. Export products included grains such as soya beans and maize, sugar, honey, moringa powder as well as crafts and jewellery. Market linkages support between Zambian and South African companies by the USAID TradeHub were instrumental in increasing export volumes. In addition, product certification-support for Zambian firms contributed to the good export performance. However, there were and still are challenges in the logistics' chain especially with regard to AGOA certification issuance by Zambian authorities which still requires streamlining⁷. On the other hand, deals in the pipeline for honey exports from Zambia to the United States include from Luano Honey who are engaging with Tyson Foods (U.S.) and Traviium Suppliers

⁷ COMACO, a Zambian company that exported honey and other goods to the U.S. in February 2021 could not be issued with an AGOA certificate which they applied for from the Zambian Revenue Authority – Customs division (the issuing authority). Instead, they were issued with GSP certification. Similarly, Tribal Textiles Ltd had challenges obtaining AGOA certification from customs, and the matter was referred to the AGOA Steering Committee at the Ministry of Commerce Trade and Industry for assistance to resolve it.

who are engaging Dollar Tree. Similarly for investment, the USAID TradeHub achieved \$18,795,276.60.

SUMMARY ACTIVITY HIGHLIGHTS

FY2017 SUMMARY

In FY2017, the USAID TradeHub established collaborative arrangements with trade and investment agencies (TIPAs) in the project focus countries to boost export competitiveness. ZDA was among these TIPAs, and it made its conference and meeting facilities available for buyer-seller meetings with organizations such as U.S. buyer Try the World, as well as providing other logistical support. During the year, numerous export workshops were held, one example being a processed-food workshop held in Lusaka for 53 participants. The workshop presented information on export/buyer requirements and trade-show participation.

In FY2017, the USAID TradeHub collaborated with the South African Consulate General (SACG) in New York to support firms to participate in the Summer Fancy Food (SFF) Show. The support included a 50-50 cost-share arrangement to pay marketing costs. Zambia's Sylva Food Solutions and 11 other firms from the Southern African region participated in the New York show.

Also, in FY2017, the USAID TradeHub launched advisory support for microfinance investment in Zambia and Malawi. The USAID TradeHub partnered with investors involved with microfinance in these two countries to provide assistance with analysis of loans and associated controls, to enable microfinance firms accurately to price credit risk.

FY2018 SUMMARY

In FY2018, Zambia officially launched the AGOA Utilization Strategy. The USAID TradeHub facilitated the development of the strategy through consultations with key stakeholders, including the MCTI, ZDA, the Zambia Revenue Authority (ZRA), and private-sector representatives. More than 40 public- and private-sector stakeholders participated in the launch of the strategy in June 2018, including the U.S. Embassy in Zambia. Prior to this, in 2017, the USAID TradeHub had collaborated with the U.S. Embassy in South Africa to give a seminar on how the private sector can take advantage of AGOA. In attendance were 46 participants, including 22 women, representing public- and private-sector organizations in Zambia, Botswana, South Africa, Lesotho, Eswatini, Zimbabwe, Germany, and the Netherlands.

During FY2018, the USAID TradeHub held a number of workshops to provide market-entry support to regional firms. Worldwide Responsible Apparel Production (WRAP) social-compliance-awareness workshops with the U.S.-based WRAP accreditation body were held in four countries, benefiting 38 exporting manufacturers from Zambia, Botswana, Eswatini, and Lesotho. WRAP certification concerns safe, lawful, and ethical production conditions within the garment industry. The cost of WRAP certification remains a major hurdle for many firms. The initiative by the USAID TradeHub and WRAP to assist in training regional accredited auditors aimed to reduce the cost of certification significantly.

FY2019 SUMMARY

In FY2019, a deal note was signed between a Zambian export firm, COMACO, and Botswana firms that resulted in \$170,000 worth of exports of peanut butter from Zambia to Botswana. The USAID TradeHub also provided support to other trade actors to explore intra-regional trade.

FY2020 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2020, regional export firms began exploring ways to enter the informal market sector in South Africa. The interest was spurred by a presentation in June, facilitated by the USAID TradeHub, by 5Minutes2Town (5M2T), a South Africa-based firm that assists brands to access the difficult but lucrative, informal market through local *spaza* shops (unofficial stores). 5M2T claims to engage with 60,000 outlets per month, and has broad geographical reach in South Africa. At the June webinar, 38 exporters and trade promotion partners, including two from Zambia, had the opportunity to engage with 5M2T on how to access the informal market. The USAID TradeHub then facilitated an introductory meeting between Zambia-based 260 Brands and 5M2T. 5M2T subsequently tested and reported positively of customer reaction to 260 Brands products in the South African informal sector.

During the year, COVID-19 restrictions hampered activities such as trade promotion service providers (TPSPs) providing technical support to firms seeking to improve business practices. The USAID TradeHub, however, found alternative ways of executing these activities and linking exporters with buyers, making increasing use of virtual and hybrid meetings, webinars, and trade missions. In particular, the USAID TradeHub worked with its partners ZAM and ZDA to organize virtual webinars on a range of trade-related issues.

During the year, the USAID TradeHub hosted a webinar for firms from across Southern Africa on exporting to South Africa, at which eight Zambia firms participated. The webinar featured information researched beforehand through interviews with market actors on different approaches to cross-border trade, including challenges and strategies. The event brought together export firms, BMOs, and TPSPs. In quarter four, the USAID TradeHub developed case studies emerging from the event, which it published in quarter one of FY2021.

In FY2020, the USAID TradeHub facilitated a partnership between a South African firm, Kalinda Trading and a Zambian peanut producer, COMACO. Kalinda Trading, based out of Pretoria, uses advanced technology to clean, blanch, and process groundnuts. The technology is specifically designed to clean ungraded nuts to reduce aflatoxin levels, enabling access to markets that would otherwise be out of reach. Following the USAID TradeHub introduction, COMACO identified an opportunity for Kalinda Trading to support the blanching, processing, and packaging of organic certified nuts on the Zambian firm's behalf. This was technology transfer from South Africa to Zambia in line with Objective 2 of the USAID TradeHub, providing an opportunity to increase exports from Zambia to the South African and U.S. markets.

During FY2020, in collaboration with dmG events, a TPSP, the USAID TradeHub moderated a webinar entitled, "Commercializing African Natural Products Sourced from Across Southern Africa." The webinar was the third of six virtual events supported by the USAID TradeHub as part of the eFood & Hospitality Next Digital Summit, a 30-day e-learning, webinar, and virtual event series. African natural products such as moringa, baobab, morula, and devil's claw bring a unique ingredient to specialty foods, pharmaceutical products, and cosmetics manufactured in the region. Exploring the natural products value chain, participants learned about sustainable harvesting and cultivation; processing and packaging; and marketing, distribution, and retailing. Regional exporters DLG Naturals, Swati Secrets, and Moringa Initiative of Zambia shared experiences and insights on market preferences in the natural products category, including the importance of organic certification. Other attendees from Zambia included Prospero and 260 Brands. Moringa Initiative achieved its organic certification in FY2020

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2020, the USAID TradeHub appointed three transaction advisors, Foxfin (then known as Sevest Capital Partners), Nations Capital Projects, and Startup CEO Advisory (SUCA). Shortly thereafter, the USAID TradeHub held online meetings with the Zambia firms Zdenakie, Kalomo Grain Marketing, and Afriseed to assess their export, finance and investment, and technology needs.

The appointed transaction advisors conducted opportunity validation, market intelligence, fundraising support, due diligence, and financial analysis of target enterprises in Zambia. USAID TradeHub developed a deal pipeline that included seekers of equity, debt, trade finance, as well as technology. During the fiscal year, eight finance deals progressed to deal-note status to a value of \$27.4 million – five in the non-agriculture sector valued at \$26.5 million, and three in the agriculture sector valued at \$900,000. This deal pipeline was built on data gathered for this purpose through an Enterprise Information Tool (EIT) developed in FY2020. The USAID TradeHub used the data to engage transaction advisors as a preliminary means of assessing firms and to prepare the small and medium enterprises (SMEs) to apply for funding with the capital providers. Much of the requested financing related to technology, such as equipment to improve manufacturing, irrigation and packaging.

On September 9, 2020, the Foxfin team, led by Group Executive Director Warwick Blamey and Digital Development Head Dean Cassey, held an internal workshop and virtual demonstration for the USAID TradeHub team, showcasing the functionality of the ATP. The online platform aims to simplify and accelerate the export trade process by linking market players more efficiently. The workshop was attended by 40 staff members of the USAID TradeHub from throughout the region.

In addition, the USAID TradeHub worked toward institutionalizing the means by which capital seekers and capital providers connect. Foxfin and the USAID TradeHub partnered to establish the African Trade Platform (ATP), an innovative online marketplace that brings together buyers and sellers as well as providing links to financing, logistics, and other trade-related services.

During the year, the USAID TradeHub also recruited and appointed four capital providers, Foxfin, Cala Capital (then known as Neu Capital Africa), Business Financial Solutions (BFS), and IDF Capital.

In FY2020, Netcampus, a developer of software for financial and business education, was contracted by the USAID TradeHub to create learning modules for smaller, export-focused firms. The company began assessing the needs of SMEs, capital providers, and transaction advisors across the targeted countries of Southern Africa. The aim was to design training modules to boost entrepreneurial and financial literacy, and increase the chances of these companies accessing capital and building strong businesses. These education modules were launched in FY2021.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2020, the USAID TradeHub, working with Registrar Corp, a U.S. partner, helped earn U.S. Food and Drug Administration (FDA) waivers for a number of Southern African firms seeking to export personal protective equipment (PPE) to the United States. The 13 firms, including three from Zambia, received USAID TradeHub support to repurpose their manufacturing operations in response to the COVID-19 pandemic. The U.S. FDA waivers, which expired in December 2020, applied to washable face masks, surgical caps, surgical suits, and non-surgical isolation gowns.

On the heels of a June 30, 2020, webinar, “E-commerce Made Simple: Exporting to the U.S. via Amazon.com,” the USAID TradeHub followed up on potential collaboration between webinar attendees and presenter Albert Scott LLC, a U.S.-based TPSP. Seventeen regional companies, including two from Zambia, were assessed by Albert Scott, and five of the 17 firms were identified to participate in a pilot listing on Amazon, enabling these firms to market their products online. 260 Brands from Zambia was among the five pilot listings. The USAID TradeHub shared a portion of the costs of these listings.

In the face of continued challenges related to COVID-19, the USAID TradeHub found ways of conducting buyer missions without travel. During Q4 of FY2020, a USAID TradeHub- appointed U.S.-based TPSP partner, Bhavana World Project, concluded introductions between nine Southern African textile and apparel suppliers with three U.S. buyers – Apparel Sourcing International, American Textile and Apparel, and Vishal Enterprise. The buyers represent brands such as Ralph Lauren, U.S. Polo, BJ’s Price Club, Chico’s, and Diane von Furstenberg. The TPSP presented the production capacities, certifications, and product offerings of the USAID TradeHub-supported exporters, marking a first step toward discussions between the market players. By presenting U.S. buyers with alternative countries to consider for sourcing their products, the USAID TradeHub aimed to raise interest in Southern African exporters and pave the way for sustainable trade relationships.

On September 3, 2020, the USAID TradeHub presented an overview of AGOA and its benefits to members of the American Chamber of Commerce in Zambia. The presentation was delivered as part of an AmCham-hosted webinar for new members, many of whom were unfamiliar with AGOA. The USAID TradeHub also shared details of the Generalized System of Preferences, which, together with AGOA, enables duty-free import of some 6,400 products from Zambia to the United States. Potential Zambian products qualifying for these favorable terms include honey, processed foods, leather and leather products, crafts, and horticultural products. Prior to this, in 2018, the USAID TradeHub assisted Zambia to develop an AGOA Utilization Strategy as a way of stimulating Zambian exports to the United States.

FY2021 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2021, the USAID TradeHub worked with its trade promotion partners to increase opportunities for 17 Zambia companies to export to South Africa. This was done through facilitating a total of 12 export deals, assisting the firms to overcome market-entry barriers, such as those posed by certification requirements for entering the South African market.

On March 5, following the USAID TradeHub introduction in 2017, 260 Brands dispatched samples of textured soya protein and powdered health beverage to 5M2T in South Africa for onward distribution to consumers through the *spaza* distribution channels (informal markets) of 5M2T. The USAID TradeHub facilitated the communication between 260 Brands and 5M2T, which specializes in distribution through informal markets. The goal of the arrangement was to test customer interest in the products of 260 Brands in this widespread market environment. The USAID provided cost-share support to 260 Brands.

The USAID TradeHub, working with its partners, increased opportunities for Zambia companies to export to South Africa by providing trade-enhancing services and market-entry support. This assistance included identifying new South African retail buyers, as well as introducing suppliers to buyers with which the USAID TradeHub already had an established relationship (Makro, Avon, Pick n Pay, Clicks). One such new introduction was between Lake Kariba Harvest and Afritex Ventures of South Africa for the export of processed tilapia fish to South Africa. The USAID TradeHub also

worked with New Dawn to explore export markets for rice to South Africa through Pick n Pay chain stores and product manufacturer Bakali Foods. The USAID TradeHub also worked with numerous partners to develop their capacity for supporting sustained development. These partners included ZAM, ZDA, and the Grain Traders Association of Zambia (GTAZ).

The USAID TradeHub also appointed two South African-based TPSPs (dmg events and Catalyze) to provide mentorship, coaching, and business-linkage support to four firms in Zambia. Additionally, through cost-sharing grants for product testing, product registration, and certification, the USAID TradeHub provided certification support to four firms (206 Brands, Moringa Initiatives, Kasisi Agriculture Training Centre and Ecobee Africa Natural Products).

The USAID TradeHub-affiliated TPSPs forged numerous other linkages in the course of the year. As a result of preparatory work by dmg events, two deals were facilitated between South African buyers and Zambia-based manufacturers. Mr Price (South Africa) was linked to the Zambian firms Traviium Investment and Access Africa. Catalyze also facilitated linkages between Jagoda Gems, Kariba Minerals and South African buyers. The USAID TradeHub also linked three Zambian export firms (260 Brands, Vamara, and Mushili Beans) to Pick n Pay South Africa for consideration. The USAID TradeHub further linked Kalomo Grain Traders with Dremecius in South Africa for the supply of 1,000 metric tons of sunflower cooking oil.

The USAID TradeHub carried out needs assessments for two firms seeking to export to South Africa, Afriseed and Anthill Kitchen (also known as Twala Farms). Both firms were introduced to NONZĒRO Africa, a USAID TradeHub-appointed marketing agency tasked with improving selected firms' digital footprint.

The firms were also introduced to Medcom/Power Build to explore potential new markets in South Africa. Medcom/Power Build expressed interest in meeting both firms on their next trip to Zambia.

In Q4 of FY2021, the USAID TradeHub through Engage Trade Africa, a Catalyze initiative, arranged buyer-seller linkages and deal facilitation for Kalahari Natural Oils, 260 Brands, Mulberry Mongoose and Jewel of Africa, with market access into South Africa. Catalyze was also responsible for program management, marketing, and consulting services. In this regard, Jewel of Africa was linked to a South African buyer (One Day Only) for the supply of 30 rings, valued at \$12,000. In FY2021, the USAID TradeHub further through Catalyze linked Kalahari Natural Products with MAMOA a South Africa skin care company a possible supply of a range of natural oils from Kalahari Natural Products to South Africa.

In FY2021, the USAID TradeHub supported the export of agricultural products from Zambia to South Africa with a total value of \$2,673,962. These exports were from soybean producers operating through the GTAZ, honey producers (led by Ecobee Natural Products), Moringa

The USAID TradeHub also supported seven regional firms to attend two co-located virtual trade shows – the Southern Africa International Trade Exhibition (SAITEX) and Africa's Big 7 (AB7) from August 23-25, 2021. SAITEX is a multi-sector trade show that facilitates buyer-supplier linkages and product exhibitions from African exporters to international buyers. AB7 is a trade show oriented toward Africa's food and beverage sector, with similar linkage and exhibition goals to those of SAITEX. The USAID TradeHub covered 60 percent of the trade show cost, while firms paid the balance. The two trade shows were organized by dmg events, an international exhibition firm. The USAID TradeHub contracted dmg events to train the seven participating firms in pre-show sessions on August 10 and 18, 2021, on how to exhibit their products in virtual showrooms and engage with buyers. A total of 32 trade linkages were facilitated during the events between the seven firms and potential buyers. From Zambia, Traviium Supplies participated in these events.

Initiatives, 260 Brands, and COMACO (peanut butter). Non-agricultural exports totaled \$40,300 and came from two companies – Tribal Textiles and Mulberry Mongoose.

By the close of FY2021, the USAID TradeHub continued to support four Zambia firms (260 Brands, Moringa Initiatives, Kasisi Agriculture Training Centre, and Ecobee Natural Products) with the conclusion of certifications and product testing initiated in Q2. More specifically, on September 30, 2021, 260 Brands undertook its first ISO 22000 audit on food safety through Bureau Veritas. The USAID TradeHub also supported the certification of Kasisi Agricultural Training Centre (KATC) for its Ecocert organic certification. This certification for KATC bolstered its market access within the domestic and export markets. In the domestic market, KATC finalized a 20-metric-ton organic soybean sale to 260 Brands for onward processing. The trade-enhancing service activities by the four firms were against an annual target of six such activities. A further three firms are being prepared to undergo certification or product testing.

The USAID TradeHub also focused on improving market positioning and marketing collateral among regional exporters. This became more urgent because of the COVID-19 crisis and lockdown regulations that hindered normal business. In Q3, the USAID TradeHub appointed NONZĒRO Africa, a South Africa-based marketing agency, to develop the marketing capacity of at least four export firms in Zambia, to enhance their digital presence and positioning within the South African and U.S. markets. In Q4, NONZĒRO Africa concluded seven assessments of the firms' existing marketing materials and activities to identify gaps and recommend areas for improvement. The seven firms (260 Brands, Afriseed, Chankwakwa, Kasisi, Mushili Corporation, Natures Nectar, and Twala Farms) were provided with individual proposals for consideration. NONZĒRO Africa planned to support the firms in designing and producing marketing materials that include videos, websites, brochures, posters, fact sheets, case-study presentations, exhibition displays, logos, and product catalogs. Two firms (Afriseed and Twala Farms) accepted the marketing assistance and paid a 40-percent cost-share, with the USAID TradeHub paying the balance.

The USAID TradeHub developed the Regional Cross-Border Trade Toolkit as an advice-packed resource that provides guidelines to firms from USAID TradeHub-affiliated countries seeking to export to South Africa. Following this, the USAID TradeHub collaborated with ZDA to organize a seminar attended by 32 participants to introduce the toolkit to exporters. The toolkit provides firms with easy-to-use, step-by-step guidelines on exporting to South Africa, covering topics such as export procedures, contracts for the international sale of goods, Incoterms, payment methods, and commodity-specific requirements.

A regional trade-promotion stakeholder group, the Southern Africa Trade and Investment Promotion (TIP) Forum, was launched on March 26, 2021, and began planning a peer-learning event with support from the USAID TradeHub. In Q3, the group developed terms of reference to define its structure and purpose, consulting with regional TPSPs to gain consensus. The secretariat of the group, the Eastern Cape Development Corporation (ECDC), and ZAM met on September 23, 2021, and agreed to host the regional event later in the upcoming year. The name of this forum was later changed to the Trade and Investment Service Providers (TISP) Forum.

Finally, the USAID TradeHub worked with iKraal Web Solutions, a USAID TradeHub-appointed video production firm, to develop a four-part video series to summarize the content of the Regional Cross-Border Trade Toolkit. The content of the videos reflects the content of the toolkit, including information on export procedures, contracts for the international sale of goods, International Commercial Terms (Incoterms), payment methods, and commodity-specific requirements. This video series was finalized and disseminated in Q1 of FY2022.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2021, the USAID TradeHub facilitated 16 finance and investment deals in the agricultural sector in Zambia. Out of the 16, USAID TradeHub generated seven deal notes to a value of \$17 million, which detailed plans through which Investment Memoranda (IMs) could be formulated. Out of the seven deal notes, the USAID TradeHub formulated seven IMs at a total value of \$10.5 million requested. The IMs are detailed descriptions providing an overview of each business, its future growth strategy, financial position, anticipated cash flows, and investment application needs. These IMs were predominantly seeking to raise debt finance. \$7.7 million was raised on one of the IMs. In addition, \$1,022,000 in trade finance was raised for three trade transactions on the ATP by Foxfin.

In FY2021, the USAID TradeHub facilitated 15 finance and investment deals in the non-agricultural sector. Out of the 15, USAID TradeHub generated eight deal notes to a value of \$25.7 million which detailed plans through which IMs could be formulated. Out of the eight deal notes the USAID TradeHub has gone ahead to formulate seven IMs at a total value of \$25.6 million of debt finance requested. \$16.5 million was raised on one of the IMs, and \$1,365,000 was raised for technology transfer from South Africa to Zambia for a mining wash plant and solar equipment.

In Q4, the firm Now Import and Export Zambia, was supported by the USAID TradeHub through Foxfin to procure a wash plant valued at \$1.365 million. The firm signed an additional Investment Promotion and Protection Agreement with the ZDA to invest \$20 million to set up processing plants for copper, cobalt, silver, and gold in Chongwe and Mkushi Districts of Zambia. In addition, the company has expressed interest to take over operations of Mopani Copper Mines and has applied for an additional \$3 million in debt financing with Foxfin.

In Q4, the USAID TradeHub continued with the testing of debt and equity business models in the form of two resources. First, the Cala Capital matching platform, which is a gateway to institutional investors, helping established mid-market African companies and professional investors find each other and work out the best deal rapidly. Second, the ATP, which is an online trade portal that matches buyers and sellers and other market participants, enabling efficiency, security, and cost-saving. The two online platforms aim to increase understanding of different trade options available in the market, and to match capital providers in South Africa with capital-seeking exporters in countries targeted by the USAID TradeHub.

Buyer-seller linkages via the ATP continued in Q4, with three linkages taking place on the platform leading to \$1,022,000.00 trade finance being raised. Furthermore, a total of \$436,000 in export sales for Zambia firms was realized by Zambian firms on the ATP. In Q4, progress continued on the marketing the ATP through TPSP and BMO partners to catalyze the use of the platform by regional exporters.

In FY2021, the USAID TradeHub, working through Foxfin supported one Zambian firm by providing transaction advice leading to the firm securing a trade finance for successfully importing improved macadamia seedling procured from South Africa at a value of \$177,907. By the end of FY2021, cumulatively the value of private-sector investment for technology transfer facilitated for Zambia stood at \$1,542,907.00.

In FY2021, the USAID TradeHub collaborated with the USAID Enterprise Development and Growth Enhanced (EDGE) project to host a meeting on August 31, 2021, where the USAID TradeHub and its partner service provider, Netcampus, introduced the Netcampus Digital Financial Learning Solution to SMEs. The Netcampus online platform aims to provide SMEs with basic knowledge needed to run a business, access financing, and explore expansion opportunities. This presentation emanated from a request from USAID Zambia for the USAID TradeHub to extend the Netcampus

offering to firms being supported by USAID EDGE in Zambia. Forty-one SMEs were onboarded to the Netcampus platform after the meeting, bringing the total of Zambian firms and participants on the platform to 68.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In FY2021, seven TPSPs (five U.S.-based, and ZDA and ZAM) were engaged to support Zambia firms with meeting U.S. market-entry support. The engaged TPSPs were VentureLift Africa, Swaziland Fair Trade (SWIFT), now Fair & Square, Bhavana World Project, FFF Associates, and Ontdek.

During the fiscal year, eight virtual buyer missions were organized by the USAID TradeHub working in collaboration with TPSP partners, including the seven partners noted above. These buyer missions were: the South African Footwear & Leather Export Council (SAFLEC) Southern Africa Handbag and Accessories Expo on November 12, 2020; two handicraft trade mission by Fair & Square on September 13 and November 19, 2020; Specialty Food Live on January 19-22, 2021; the Virtual Western Cape Agriculture Export Week in March 2021; the Bhavana World Project webinar on June 10, 2021; the Organic and Natural Products Expo in June 2021; and finally, the first-ever virtual Southern Africa Development Community (SADC) Market Place on September 28-29, 2021, as a collaboration between the USAID Southern Africa Regional Mission and 14 SADC Embassies in the United States.

The last-mentioned event, the SADC Market Place, was a two-day affair that featured an information-sharing webinar focused on exporting to the United States on day one and a virtual tradeshow and business-to-business (B2B) event on day two. SADC Embassies, U.S. Government agencies, and private-sector firms from the SADC region and the United States attended the event. The South African Ambassador to the United States, Nomaindiya Cathleen Mfeketo, and the U.S. Ambassador to Botswana, Craig Cloud, officially opened the event. Other dignitaries who attended included the Malawian Ambassador to the United States Edward Sawerengera, the Ambassador of the Democratic Republic of Congo to the United States Francois Nkuna Balumuene, the USAID Southern Africa Mission Director Andy Karas, the Ambassador of Mozambique to the United States Carlos dos Santos, and a representative of the Ambassador of Eswatini to the United States, Njabuliso Busisiwe Gwebu.

At the SADC Market Place event, speakers from the Office of the United States Trade Representative, the U.S. FDA, the U.S. Department of Agriculture, and South Africa-based logistics firm Turners Shipping presented on various U.S. market-entry requirements, including opportunities under AGOA, labeling, food safety, shipping, and logistics. The event platform was developed by Catalyze, under contract from the USAID TradeHub. More than 90 exhibitors from SADC countries participated in the virtual tradeshow, including specialty food suppliers and gourmet food firms. The exhibitors, which included seven firms from Zambia (COMACO, Forest Fruits, 206 Brands, Luano Honey, Kalahari Natural Products, Anthill Kitchen, and Natures Nectar), had an opportunity to engage with U.S. buyers, importers, and distributors, and showcase their products in virtual showrooms.

In FY2021, FFF Associates (a U.S.-based international trade, marketing, and food consulting firm) was contracted by the USAID TradeHub to provide buyer-seller linkages and support regional firms to meet U.S. market requirements in the food and food ingredients sector. The USAID TradeHub and FFF Associates jointly hosted a webinar to assist Southern African firms to meet requirements such as those of the U.S. FDA, the Food Safety and Modernization Act (FSMA), and the Foreign Supplier Verification Program. Prior to the webinar, the USAID TradeHub surveyed five firms (Travium

Supplies, 206 Brands, Luano Honey, Kalahari Natural Products, and Anthill Kitchen) to inform the assessment by FFF Associates of the firms' export readiness.

During the year, 260 Brands continued to trade on the Amazon platform and their Golden Goodness product was ranked as a best seller in its category within 45 days of listing. The product is non-genetically modified organism (GMO), soy-based, and made from textured vegetable protein; it is part of a broad range of soy-based vegan foods produced by the Zambian firm. The company's Amazon listing was supported by the USAID TradeHub through collaboration with its partner, Albert Scott LLC, a U.S.-based e-commerce management firm. Albert Scott's support includes help with warehousing and distribution, and assistance with marketing and pricing on Amazon.

On September 23, 2021, the USAID TradeHub, in partnership with the Small Enterprise Development Agency (SEDA), an agency of South Africa's Department of Small Business Development, hosted a webinar on U.S. market access and export opportunities. The webinar provided information to smaller enterprises (SMMEs) from Southern Africa on the African Trade Platform, AGOA, Amazon listing, and market linkages. The event, which drew 233 attendees, included three Zambian firms, namely, Umoyo Natural Products, Wuchi Wami, and Anthill Kitchen.

During FY2021, the USAID TradeHub-appointed video production company iKraal Web Solutions progressed with the production of a series of four 3-4-minute videos featuring the contents of the USAID TradeHub AGOA Export Manual. At end of Q4, drafts of the AGOA video series that complement this manual were under review. The videos were expected to be finalized and launched in Q1 of FY2022.

FY2021, the USAID TradeHub in partnership with the ZAM, hosted the Zambia Annual Exporter Awards, the first awards event of its kind in the country. The event aimed to motivate Zambian firms to take advantage of export opportunities to South Africa and, in particular, to the United States under AGOA. The hybrid event was jointly officiated by the USAID Zambia Mission Representative, Anafrida Bweenge, and the Permanent Secretary of the Ministry of Commerce, Trade and Industry, Mushuma Mulenga. Also in attendance were officials from ZAM, ZDA, and other trade-related organizations. The prize for Outstanding Trade Performance was won by Metal Fabricators of Zambia. The prize for Best Emerging Exporter was won by Moringa Initiative. The prize for Greatest Social Impact was won by Zambia Sugar. That of Most Collaborative Exporter was won by 260 Brands. That of Best AGOA Exporter was won by Jewel of Africa. And that of Most Progressive Exporter was won by the Trade Kings Group.

FY2022 SUMMARY

OBJECTIVE 1: INCREASED EXPORTS TO SOUTH AFRICA FROM THE REGION

In FY2022, the USAID TradeHub continued working closely with ZAM, ZDA, Zambians Encouraging Sustainable Trade (ZEST), and GTAZ on various information-sharing and knowledge-transfer activities. This included collaboration with three buyer-focused TPSPs – Fair & Square (formerly SWIFT), Catalyze, and South African Trade Promotions – that were reappointed in FY2022 to build on work carried out in FY2021. The three TPSPs, using different strategies, achieved significant results in expanding market opportunities for Zambia-based exporters.

Fair & Square held three educational webinars for exporters, conducted virtually in April and May 2022. The first webinar, on April 22, was on storytelling, social media, and photography. The second, on May 4, was on how to make a TikTok video, how to position brands adeptly on social media, and how to take advantage of online algorithms to grow a brand. And the third, on May 18, had a focus on social media generally, and was geared toward helping brands move up the Google search engine

ranking by increasing their participation on social media platforms. Fair & Square also produced two new LookBooks for natural cosmetics and food and updated its LookBook for handcrafted products.

Fair & Square also facilitated three buyer missions for handcraft firms, and a further two with natural cosmetics and food buyers that enabled 27 suppliers of handmade handbags and accessories from Southern Africa to engage with South African and U.S. buyers. The virtual buyer missions built off digital approaches to business-to-business linkages that have been fine-tuned by the USAID TradeHub since FY2020. The USAID TradeHub and Fair & Square are now supporting the export firms with price negotiations and logistical arrangements as they undertake discussions with potential buyers from the buyer missions. Utilizing these different approaches in Zambia, Fair & Square facilitated six linkages between Zambia suppliers and prospective buyers. Of these Mulberry Mongoose sent a pilot order of handcrafted accessories to HomeGoods (United States), and both Kalahari Natural Oils and Luano Honey entered price negotiations with South African buyers.

Catalyze, used its B2B online platform, Engage Trade Africa (engagetrade.africa) to present five Zambia suppliers (COMACO, Luano Honey, 260 Brands, Kalahari Natural Oil, and Anthill Kitchen) to buyers and to stimulate interest in further deal-making. The selection of firms to promote focused on fast-moving consumer goods, including food and cosmetic products. Other products, such as light bulbs, irrigation pipes, and packaging, were included on an exceptional basis. Twelve introductory meetings between Zambia suppliers and South African buyers were concluded in Q3. Anthill Kitchen met with Rush Nutrition, and the firm sent samples of banana flour to Rush Nutrition for analysis. COMACO met with Soaring Free Superfoods (South Africa), and the firm sent samples of dried mushrooms and brown rice.

Catalyze also provided capacity-building and market development support for Zambia TPSPs, such as ZEST, through webinars and engagement sessions throughout the year. The webinars shared lessons and tips on selecting exporters to support in entering new markets.

South African Trade Promotions, for its part, hosted a virtual conference and B2B networking event for the organic and natural products sector. The event, titled “Getting Deals Done,” was attended by over 50 participants from USAID TradeHub-project countries, of which three participants were from Zambia (206 Brands, Moringa Initiatives and Luano Honey). In Q3, South African Trade Promotions, a buyer-facing TPSP, assisted three Zambian firms (260 Brands, Luano Honey, and COMACO) to list on its organic and natural products online portal (organicandnaturalportal.com). 260 Brands subsequently provided South African Trade Promotions with the firm’s product list, ingredients list, and suggested wholesale and retail prices. South African Trade Promotions is discussing with COMACO about a potential monthly supply of five metric tons of pre-cooked rice flour to a South African buyer.

In Q3, the USAID TradeHub continued to advance e-commerce opportunities in South Africa, following a December 2021 webinar hosted by the USAID TradeHub titled “Selling in South Africa via E-Commerce,” in collaboration with the South Africa-based e-commerce management companies Enter Africa, Legalese, and E-commerce Forum Africa. Following the webinar, three Zambian firms (Umoyo Health Solutions, Anthill Kitchen, and Luano Honey) applied for assistance to work with Enter Africa or eComplete to list on South African business-to-

Apart from facilitating deals through TPSPs, the USAID TradeHub also continued to make direct introductions to South African buyers where possible. On May 9, 2022, the USAID TradeHub introduced GTAZ to Mimetes Group for a potential supply of non-GMO organic soybeans. On June 22, 2022, the USAID TradeHub also introduced Luano Honey, Wuchi Wami, and Nature’s Nectar to Meant to Be (South Africa) for potential supplies of raw organic honey. Additionally, the USAID TradeHub supported a market linkage between 260 Brands and Infinite Foods, a company that connects regional plant-based food brands with consumers in South Africa via e-commerce.

consumer platforms, such as Takealot, Makro, and Superbalist. This approach builds off the USAID TradeHub's experience of listing firms on Amazon with support from Albert Scott, and enables firms to test the South African market in a relatively low-risk manner.

Overall, in FY2022, the USAID TradeHub made significant progress with advancing trade-enhancing services, both building off its own work and deepening its partnership with ZAM and ZDA to foster the project's sustainability. Fourteen Zambia firms thereby received support with various trade-enhancing services to enter the South African market against an annual target of four. Services supported included those focused on certification, product testing, product registration, marketing-collateral enhancement, and e-commerce listing.

The USAID TradeHub also partnered with ECDC and ZAM to host a webinar on May 5, 2022, of the Southern Africa Trade and Investment Service Providers (TISPs) Forum, the first regional event since the establishment in April 2021 of the forum – then called Trade and Investment Promotion (TIP) forum. The event served as a platform for regional TPSPs to share their experiences in facilitating exports and navigating the transition from in-person to virtual and hybrid events. ECDC, ZAM, the USAID TradeHub, the Botswana Exporters and Manufacturers Association, and the Plant Based Foods Association (PBFA) of the United States delivered presentations to the 88 webinar participants, drawn from TPSPs and business membership organizations in the nine USAID TradeHub-target countries. The webinar highlighted aspects of trade and investment promotion in the region, presented key challenges in online trading, provided information on how Southern African entities can engage with PBFA, and promoted collaboration among trade ecosystem actors.

In FY2022, the USAID TradeHub, the Natural Products Association of Botswana (NPAB), and the Namibia Network of the Cosmetics Industry (NANCI), co-hosted a webinar titled “Organic Certification of Natural Plant Ingredients from Southern Africa: Opportunities and Challenges.” The purpose of the webinar was to explore how firms in the natural products sector can obtain organic certification, a vital requirement for exporting organic products. The main presentation was delivered by Ecocert, an organic certification organization based in Europe that conducts inspections in over 80 countries, including South Africa. The webinar drew 27 participants, including Kalahari Natural Oils from Zambia.

During the year, the USAID TradeHub launched four 3-4-minute videos featuring the contents of its Regional Cross-Border Trade Toolkit. The video series was launched in Zambia in Q2 as a follow-up to the Regional Cross-Border Trade Toolkit training-of-trainers (ToT) workshop held in FY2021. The videos summarize the content of the toolkit, providing information on importing into South Africa, Incoterms, financing, contracts, and useful guidelines for importers and exporters.

The USAID TradeHub also finalized three success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Zambia firms. From Zambia, 206 Brands was featured. The stories were finalized and disseminated in Q4.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The videos feature USAID TradeHub team members, institutional partners, and representatives from TPSPs, BMOs, and private companies. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. From Zambia, ZAM and 206 Brands were featured. The videos were finalized in Q4 and disseminated widely to share lessons for Zambian trade-promotion actors.

OBJECTIVE 2: INCREASED INVESTMENT OUT OF SOUTH AFRICA TO THE REGION

In FY2022, in Q2, the USAID TradeHub awarded four grants with a total value of \$500,130 to four financial services providers. The first grant, to Cala Capital Africa for \$46,400, was to facilitate capital raising for a fund to promote the investability and good governance of SMEs seeking funding of less than \$1 million. The second grant, to the Africa Women Innovation and Entrepreneurship Forum (AWIEF) for \$135,100, was to provide training and guidance to SMEs to improve their investability and governance. The third grant, to software-developer Netcampus for \$93,630, was to increase the number of the company's financial-literacy education modules from 12 to 18 on their learning portal, and to translate all 18 modules from English to Portuguese. The fourth grant, to Foxfin for \$225,000, was to fund the establishment of an aggregation facility to support and encourage the participation of SMEs on the ATP.

In June 2022, AWIEF held a graduation ceremony to honor learners who completed five masterclass training sessions for export firms. The trainings covered topics such as investment, export-readiness, networking, business growth, and scaling opportunities as follows: 1) Masterclass on agribusiness, with presenter Samantha Skyring of Oryx Desert Salt, a USAID TradeHub partner; 2) Masterclass on financing and enterprise growth, with presenters Noluvo Nela and Akuzike Kafwamba from the firm Business Partners; 3) Masterclass on AGOA and the U.S. FDA, with presenter Ester Luongo Psarakis, creator of Foodpreneur; 4) Masterclass on exporting, with presenter Tal Edgar, founder and Executive Chairman of the GBSH Consult Group; and 5) Masterclass on product certification requirements and standards. From Zambia, 21 firms participated.

During FY2022, the USAID TradeHub supported the registration of 19 additional Zambia export firms on the ATP, of which 11 were verified so that they can fully trade on the platform. These registrations were achieved through direct engagements with USAID TradeHub-supported export firms and through promotion of the ATP by TPSPs.

The USAID TradeHub also assisted with registering 29 new learners on the Netcampus learning management system, allowing learners to improve their financial and business literacy through the study of education modules. This activity was also supported by the Zambia Freight Forwarders Association (ZAFFA) and involved direct follow-up with firms to assist with the registration process.

During the year, the USAID TradeHub developed a knowledge case study that highlights how the USAID TradeHub's unique partnership with selected financial service providers has sustainably supported ecosystem players to increase investment of capital and technology out of South Africa to targeted Southern African countries. The two piece was disseminated through TPSP and FSP partners for learning in Q4, following the necessary approvals.

The USAID TradeHub produced two sets of experience-sharing videos, one on general ecosystem change through partnerships, and the other on accessing new markets. The first video features key USAID TradeHub team members, as well as TPSP partners such as ATP and Netcampus. The videos present the USAID TradeHub's approach to achieving objectives, strategies adopted to forge strong and sustainable partnerships, lessons learned, successes, and overall impact. The videos were finalized in Q4 and disseminated widely to share lessons for Zambian trade-promotion actors.

OBJECTIVE 3: SUSTAINABLE AGOA UTILIZATION BY SOUTHERN AFRICAN COUNTRIES

In June 2022, the USAID TradeHub supported the Zambia AGOA Steering Committee and key entities on this committee with capacity-building training on AGOA. The training was attended by 40

participants from the public and private sector. The training included information on AGOA benefits, AGOA eligibility criteria, local-content rules, textile and apparel preferences, as well as an assessment of Zambia's AGOA performance and general international trade profile.

In August 2022, the USAID TradeHub supported MCTI with AGOA workshops in eight locations in Zambia. The purpose was to make stakeholders aware of AGOA features and benefits. The workshops also served as an opportunity to sound out residents in provincial areas on their local concerns and recommendations related to trade issues.

The USAID TradeHub, in collaboration with ZAM, also conducted meetings with Zambia firms to identify those that could best benefit from support on U.S. market-entry requirements, and resolved to assist the following firms: Luano Honey and Umoyo Natural Health (U.S. FDA registration).

Also, in June 2022, the USAID TradeHub, in collaboration with the South African Consulate General in New York (SACG-NY), supported 38 Southern Africa export firms under the Africa Fine Foods Pavilion at the SFF show, the largest specialty foods event in the United States. The 38 firms were a 52 percent increase over the 25 firms that the USAID TradeHub had supported to exhibit at the 2019 SFF Show, the last time firms participated physically at the show. To prepare the Southern African firms for participation, the USAID TradeHub and SACG-NY conducted a pre-show session (May 18), a market-intelligence session (June 9), and a retail and warehouse tour to a distribution center in New York and four retailers in New Jersey (June 10), for the companies. The USAID TradeHub also provided overall logistical and marketing support to participants. The Africa Fine Foods Pavilion, first developed by the USAID TradeHub in 2017, has since become a recognized brand, and is the only pavilion from the continent at this show. Four Zambians firms (260 Brands, Nature's Nectar, Luano Honey, and Travium Supplies) exhibited at the show, and reported of 18 leads generated from the event.

The USAID TradeHub's annual target was to support exporters to participate in four sector-based buyer missions/tradeshows in the United States. This target was exceeded, with participation in the Winter Fancy Food Show, the Summer Fancy Food Show, the Fair & Square handicraft buyer missions, the cosmetics events arranged by SACG-NY in Q2, and the FFF Associates ingredients event.

On March 8-9, 2022, the USAID TradeHub, supported by the South Africa-based TPSP Wesgro, hosted the AGOA Regional Peer Learning Event in Cape Town, South Africa. The event was hybrid and thus enabled participants from across the region and the United States to extract lessons and share exporting experiences. The event furthered the aims of deepening engagement with trade promotion agencies by sharing success stories demonstrating the journey of successful exports from the region, thereby facilitating peer learning and encouraging best practices. It brought together 52 on-site participants (with many more joining virtually), including representatives of TPSPs, BMOs, AGOA reference groups, and import and export firms. The USAID TradeHub used the occasion to introduce its new four-part video series highlighting the contents of the AGOA manual. The USAID TradeHub also created and disseminated a summary video following the event. As part of the event, participants toured the facilities of six Cape Town-based exporters (WEEF, One of Each, Cape Cobra Leathercraft, Pura Beverages, Oryx Desert Salt, and Rush Nutrition). From Zambia, 260Brands, Luano Honey and ZDA

In the first quarter of FY2022, on December 8, 2021, the USAID TradeHub and ECDC, a South African TPSP, hosted the inaugural Southern Africa Regional Exporter Awards, which was the culmination of the national Exporter Awards held individually in eight USAID TradeHub-target countries between June and November 2021. The regional awards event hosted dignitaries from governments, the private sector, and the development community at a venue in East London, South

Africa, and had a large online audience viewing across multiple platforms. Zambia Sugar, the winner of the Zambia Exporter of the Year 2021 award, represented the country at the event and was adjudged the first runner-up for Regional Exporter of the Year 2021. The second Southern Africa Regional Exporters Awards was held on 26 July in Gqeberha, South Africa. Awards were presented in four categories, with a particular focus on exporters. Lesotho's Jalad Africa emerged as Exporter of the Year, ahead of the first and second runners-up Zambia Sugar Plc and South Africa's Cape Classics Incorporated, respectively. These three firms were the Exporter of the Year in their respective countries. The awards were part of a collaboration between the USAID and ECDC. They incentivize and encourage export firms from the nine TradeHub focus countries to explore innovative ways of improving their regional and global competitiveness.

In FY2022, the USAID TradeHub produced a learning product titled, "The USAID TradeHub Experiences in Planning and Executing Webinars that Provide Valuable Trade-Related Information to Market Actors." This tool provides step-by-step guidance on how the USAID TradeHub executes high-impact virtual and hybrid events. The USAID TradeHub also developed five success stories that highlight the success of regional export firms, tracing their journey with the USAID TradeHub as they received market-entry guidance, technical assistance, and linkages that ultimately resulted in successful export deals. The stories included details about the success at the Summer Fancy Food show and about the assistance given to firms such as 260 Brands to list and trade successfully on Amazon. The stories were disseminated to the USAID TradeHub's TPSP partners and firms to share lessons for Zambian firms.



ZAMBIA BUY-IN

FY2017 SUMMARY

The USAID TradeHub provided support to a business-to-business (B2B) trade facilitation event held on June 28, 2017, in Lusaka, Zambia, in collaboration with the USAID East Africa Trade and Investment Hub, to promote the export of Zambia's surplus maize of 1.2 million tons to drought-hit parts of East Africa, particularly Kenya. In addition to signed commitments, the then Zambia Minister of Finance, Felix C. Mutati, who spoke at the event, abolished Zambia's export ban and declared the immediate removal of the 10 percent export tax on maize and the simplification of agricultural export requirements.

Furthermore, to ensure the success of the event, the Minister traveled to East Africa during the first week of July to discuss the relaxation of trade barriers. The USAID TradeHub team provided input on sanitary and phytosanitary (SPS) issues, among other matters. The team collaborated with the East Africa Trade and Investment Hub and other stakeholders to facilitate transportation of grain committed to affected areas.

During FY2017, the USAID TradeHub participated in the review of the draft National Food Safety Policy for Zambia developed by the Ministry of Livestock and Fisheries. This policy supports the implementation of control measures from "farm-to-fork" that harmonize inter-agency efforts. The policy is consistent with the SPS Annex to the Southern African Development Community's (SADC) Protocol on Trade, the WTO Agreement on the Application of Sanitary and Phytosanitary Measures, and other international requirements. Effective implementation of this policy will improve food safety in Zambia and the SADC region.

The USAID TradeHub further discussed Zambia's National Enquiry Point for animal health on the implementation of notification obligations as required by the SPS Annex to the SADC Protocol on Trade, and the WTO SPS Agreement. This comes following suspension of poultry imports from countries affected by the bird flu virus (H5N8).

The USAID TradeHub also collaborated with the SADC Seed Center in Lusaka and the USAID Feed the Future (FTF) Seed Trade Project for the regional symposium on harmonization of phytosanitary regulations to be held in November 13-17, 2017. The purpose of the project was to reduce costs related to the seed trade and encourage safer and faster movement of seed across borders.

The USAID TradeHub discussed a future partnership with the SADC Cooperation in Standardization (SADCSTAN) and the Zambia Bureau of Standards (ZABS) to support the national implementation of harmonized regional fish and fisheries standards, which SADC member states must follow within the SADC free-trade area.

FY2018 SUMMARY

In FY2018, the USAID TradeHub helped harmonize SPS inspection processes at seven major border posts across Zambia and developed draft customs manuals for plant health. The USAID TradeHub further supported SPS national enquiry points to adopt transparency provisions in Namibia, Eswatini, and Zambia by completing an assessment of SPS enquiry points for efficacy in all three countries. This included obtaining the acceptance in Eswatini of the East African regional phytosanitary information database for customization.

During FY2018, the USAID TradeHub completed a pest risk analysis for the export of citrus and citrus planting materials from Eswatini to the United States. Training (300 person-hours) was then delivered on pest risk analysis to participants drawn from academia, the national agricultural

marketing board, the National Plant Protection Organization (NPPO), and the Ministry of Environment. A list of pests for citrus was compiled and stakeholder consultations facilitated. In the same year, the USAID TradeHub assisted with the domestic adaptation of SADC technical barriers to trade (TBT) policies in Zambia, Malawi and Eswatini. This included support for harmonizing these policies regionally. In collaboration with the ministries and government departments responsible for commerce, trade, and industry and the Ministry of Justice, the USAID TradeHub facilitated stakeholder awareness of the statutory instruments for domestication of the TBT Annex to the SADC Protocol on Trade.

In addition, the USAID TradeHub supported the National Trade Facilitation Committee (NTFC) with adoption of best practices, including incorporation of the private sector in the committee. This led to incorporation of business membership organizations such as the Zambia Chamber of Commerce and Industry and the Zambia Farmers' Union. Legislation was also passed to back the NTFC's existence. At the same time, the USAID TradeHub collaborated with MCTI and other trade regulatory agencies in collating information for the Zambia Trade Information Portal (ZITP). A ZITP Steering Committee was created with the support of the USAID TradeHub and the committee decided to use the World Bank toolkit for the portal website.

FY2019 SUMMARY

In FY2019, the USAID TradeHub convened an SPS awareness workshop with 21 participants from the livestock industry. The workshop focused on international animal health standards and SPS best practices. Another workshop on food safety was attended by 50 participants involved with producing, processing, and transporting food. This workshop also covered U.S. FDA regulations and U.S. market-entry requirements, and aimed to improve understanding of international SPS standards among traders, exporters, and other stakeholders.

During the fiscal year, the USAID TradeHub also trained 20 national plant protection officials from the Zambia Agriculture Research Institute (ZARI) on the use of the Phytosanitary Information Management System (PIMS). PIMS was also handed over to ZARI at a ceremony attended by 70 participants from the public and private sectors. PIMS is an online database that assists plant health inspectors at border posts and the international airport with information on pests and the export and import of agricultural products. PIMS generates pest-risk analysis, provides farmers with information on pests, and provides traders with information on import-export procedures. It is expected that PIMS will help to streamline the clearance of plants and plant products at border points.

In addition, the USAID TradeHub worked with the ZRA to improve the customs curriculum and to develop four priority modules (coordinated border management, trade facilitation, post clearance audit, and enforcement techniques). The USAID TradeHub also assisted the MCTI with the development of the Trade Facilitation Agreement (TFA) protocols' implementation matrix, analysis of risks that might arise during the implementation of these protocols, a possible mitigation measure. The country later made the notification to the WTO. The notification included the indicative dates for implementation of the WTO-TFA protocols. In addition to these activities, the USAID TradeHub socialized trade reforms in different locations of Zambia and carried out a training needs assessment (TNA) for the Zambia Revenue Authority Customs division.

During FY2019, other activities included the development of a coordinated border management draft policy. Furthermore, the USAID TradeHub continued collaborating with the MCTI and other trade regulatory agencies in gathering information for development of ZITP.

On the other hand, the USAID TradeHub assisted the MCTI through the Business Regulatory Review Agency (BRRA) to assess fees and charges imposed on importation and exportation with a view of making the country compliant with the WTO regime on fees and charges.

FY2020 SUMMARY

Even though the COVID-19 pandemic reduced in-person meetings during the year, the USAID TradeHub devised alternative ways of communicating about SPS standards. These included the creation of SPS brochures, pop-up stands, posters, and other material for distribution to the traders, exporters, and the general public.

The USAID TradeHub also supported the Department of Veterinary Services (DVS) in the Ministry of Fisheries and Livestock to review and update animal health documents. Some of these updated documents were developed into informational material, including import-export guidelines for animals and animal products, and awareness-promotion material on foot-and-mouth disease and African swine fever. The USAID printed brochures for DVS on these two diseases.

During FY2020, the USAID TradeHub conducted a laboratory gap analysis and needs assessment to understand the testing requirements for Feed the Future and AGOA-priority export commodities. The USAID TradeHub identified seven private and public laboratories in Zambia that can offer the testing and inspection services needed to support import and export of priority Feed the Future and AGOA commodities. The USAID TradeHub further conducted an online survey among 17 laboratory practitioners to determine major challenges faced by laboratories. From this analysis, the two areas that emerged as most urgent were the need for additional laboratory equipment and more laboratory-staff training.

The USAID TradeHub also assisted the Government of Zambia (GoZ) to finalize the gap analysis report on domestication of SADC SPS policies, for wider dissemination to USAID and other key stakeholders. The report was widely shared and distributed among SPS stakeholders.

The USAID TradeHub further supported the development of the PIMS, which had been launched the previous year, but was hosted on a temporary site. ZARI reached out to the USAID TradeHub during 2020 to request the program's support with the migration of PIMS to a permanent host server.

During FY2020, the USAID TradeHub also supported the Ministry of Agriculture (MoA) by conducting an organizational capacity assessment (OCA) of the current functioning of the National SPS Committee in terms of its legal and policy framework, structure, procedures, and effectiveness. Data from key members of the committee were collected using a capacity-assessment tool developed and administered by the USAID TradeHub. The OCA report highlights findings and recommendations to improve the functioning of the National SPS Committee.

In FY2020, the USAID TradeHub continued with awareness campaigns on the WTO-TFA across various provinces including Northern, Luapula and Muchinga province. In addition, the USAID TradeHub developed and launched the Zambia Trade Information Portal in collaboration with the MCTI. The launch was followed by an awareness campaign through print and electronic media. In addition, the USAID TradeHub assisted the Zambian government with analysis of border procedures (Time Release Study (TRS) at Chirundu as well as in building capacity in the TRS methodology among public and private sector economic actors. The USAID TradeHub also collaborated with MCTI in the formation of the TRS National Technical Working Group that has since over seen other TRS activities in Zambia's borders including at Kazungula, Kenneth Kaunda International Airport and Livingstone.

FY2021 SUMMARY

In FY2021, the USAID TradeHub supported the Ministry of Health (MoH) with the procurement of SPS sensitization material, including banners, reflector vests, caps, and T-shirts. The MoH, being the national competent authority on food safety in Zambia, will work closely with ZAM, ZNFU, and the

Millers Association of Zambia (MAZ) to distribute these materials and use them to sensitize their members on food safety, and import and export requirements.

In addition, the USAID TradeHub, in collaboration with the Department of Plant Quarantine and Phytosanitary Service (PQPS), conducted six local radio SPS sensitization interviews in Livingstone, Kazungula, Chirundu, Ndola, Nakonde, and Chipata. These activities were intended to improve awareness of the WTO SPS Agreement, international SPS standards, and local SPS regulations that affect producers, processors, and traders involved in cross-border trade in Zambia. Due to COVID-19 restrictions, the USAID TradeHub could not convene physical workshops.

In Q4 of FY2021, the USAID TradeHub, in collaboration with PQPS, conducted a virtual evaluation of the use of the PIMS at nine border towns or entry points of Zambia. The purpose of the evaluation was also to assess how plant health inspectors are utilizing the PIMS system, and to assess the effect of PIMS on the trade of agricultural commodities between Zambia and countries. The evaluation revealed that PIMS has become an important tool for the daily work of inspectors, helping them to access accurate, updated information. The system has also sped up service delivery, providing traders more quickly with import permits and other required documentation.

The USAID TradeHub, in collaboration with the Zambian Ministry of Agriculture (MoA), further carried out an organizational capacity assessment (OCA) of the National SPS Committee in order to assist it with the development of a strategic plan. The USAID TradeHub facilitated the hosting of a virtual stakeholder workshop on April 30, 2021, to validate the findings of the OCA and the draft strategic plan for Zambia's national SPS Committee. The SPS Committee coordinates public and private efforts in resolving SPS issues affecting regional and international trade in collaboration with the NTFC. It also monitors Zambia's capacity to implement SPS measures and makes recommendations for cooperation in the country on SPS matters. The validation workshop was attended by 10 SPS members and facilitated by the USAID TradeHub. The strategic plan defines milestones and determines the coordination mechanism of each of the committee's member agencies.

The USAID TradeHub also supported the Department of Veterinary Services in the Ministry of Fisheries and Livestock and BMOs, namely, the Veterinary Association of Zambia, the Poultry Association of Zambia, and the Dairy Association of Zambia, with procurement of provincial veterinary atlases and posters of Zambia. The assistance aims to improve the control and management of livestock diseases of economic importance.

The USAID TradeHub also supported the MCTI in creating awareness around the WTO-TFA as well as in disseminating information about the ZTIP. There were 10 advertisements broadcast on television aimed at creating awareness on ZTIP across Zambia. In addition, the USAID TradeHub created ZTIP awareness through placement of billboards at five key border posts (Chirundu, Kazungula, Kasumbalesa, Nakonde, and Mwami). The USAID TradeHub also supported the design, printing, and handover of 100 ZTIP posters and 10,000 ZTIP brochures to the MCTI. In addition, the USAID TradeHub built capacity in the MCTI and other trade regulatory agencies with regard to monitoring and evaluation of the ongoing trade reforms under the WTO-TFA and the Africa Continental Free Trade Area. Finally, the USAID TradeHub collaborated with MCTI in the analysis of trade documentation with the objective of streamlining the documents required when trading across borders.

FY2022 SUMMARY

During FY2022, the USAID TradeHub supported officials from MCTI to conduct physical campaigns on the WTO, TFA in five provinces: Copperbelt, Northwestern, Lusaka, and the Southern provinces. Female participation in the awareness campaigns was strong. The number of attendees at these awareness campaigns is shown in the following table.

Table 1: WTO-TFA awareness workshop participation

#	Town	Male	Female	Total Number of Participants
1	Ndola	13	7	20
2	Kasumbalesa	12	5	17
3	Solwezi	9	7	16
4	Chipata	9	15	24
5	Livingstone	12	13	25
6	Luangwa	15	11	26
		70	58	128

The purpose of the campaigns was to inform stakeholders on current trade reforms, particularly in relation to the WTO-TFA protocols being introduced in Zambia. Participants were also encouraged to participate in future trade reforms being undertaken in Zambia under the WTO-TFA regime.

During FY2022, the USAID TradeHub supported PQPS and Zambia Fruit and Vegetable and Traders association (ZFVA) and Cross Border Traders Association (CBTA) with the design and placement of three billboards at Chirundu, Nakonde, and Kasumbalesa border posts, promoting awareness of sanitary and phytosanitary issues. Following positive feedback, the MoA requested additional USAID TradeHub support for three more billboards – at Victoria Falls, Mwami, and Katima Mulilo border posts. This was achieved in Q2 and Q3 of FY2022. The main objective of this activity was to create awareness among local and international traders on plant health, and on requirements when transporting plants and plant products.

The USAID TradeHub supported costs of the SPS billboards for the PQPS Department’s ongoing efforts to raise awareness of SPS issues in trade across Zambian borders. The placing of the billboards follows the USAID TradeHub support to the department to print SPS- related brochures, as well as to obtain reflector vests to increase the visibility of food-safety personnel at Zambian borders. This is all part of an awareness campaign to inform food importers and exporters of preparation, treatment, and storage requirements for food products entering or exiting the country.

The USAID TradeHub further supported PQPS with production of TV and radio programs to sensitize merchants, farmers, traders, customs brokers, and the general public on SPS requirements. Broadcasting of the TV and radio programs on ZNBC was done in Q4 of 2022.

On March 10, 2022, the USAID TradeHub presented the National Institute for Scientific and Industrial Research (NISIR) at the Zambia Ministry of Technology and Science with two desktop computers and monitors to be used in food-safety analysis, such as detecting food toxins, including aflatoxins in groundnuts. This equipment was connected to NISIR’s existing spectrometer for easy reading of laboratory analysis results. The use of new computers provides instant laboratory results and also brings revenue to laboratories, as tests are conducted for a fee to traders who require certificates of analysis.

On June 2-3, 2022, the USAID TradeHub presented laboratory equipment to the Central Veterinary Research Institute (CVRI), a national reference laboratory in the Ministry of Fisheries and Livestock, and the private laboratory Vetlab Zambia. The equipment provided to CVRI was a triple quadrupole mass spectrometer and its accessories, valued at \$222,793.85. The equipment was officially received

by ██████████, Deputy Director of Research and Epidemiology in the Department of Veterinary Services, Ministry of Fisheries and Livestock, at a ceremony held at the CVRI laboratory in Balmoral, Chilanga.

The new laboratory equipment for Vetlab Zambia consisted of a spectrometer and its accessories, valued at \$41,088.77, which was received by ██████████ Business Development Manager at Vetlab Zambia in the Lusaka Showgrounds. The transfer of the equipment purchased by the USAID TradeHub followed a gap analysis and needs assessment conducted by the USAID TradeHub in February 2019 to understand testing requirements for priority commodities, such as those featured under the AGOA, and to determine the capability of testing service providers in Zambia. Building on the 2019 analysis, the USAID TradeHub conducted a survey in June 2020 to understand the challenges faced by local laboratories in testing products for certification to meet export requirements for the South Africa and U.S. markets. The findings from the 2019 analysis and 2020 survey ultimately recommended that the program strengthen the technical capacity of four institutions – CVRI, Vetlab Zambia NISIR, and ZARI – to effectively perform SPS testing. Such testing support export-certification procedures for private-sector exporters.



The USAID TradeHub presented laboratory equipment to CVRI, a national reference laboratory in the Ministry of Fisheries and Livestock. The equipment, handed over to CVRI on June 2-3, 2022, was a Triple Quadrupole Mass Spectrometer and its accessories, valued at \$222,794. The advanced equipment will allow for accurate and fast test results, increasing the export of certified products from Zambia to markets such as South Africa and the United States. The upgraded testing aims to boost health and safety standards as well as provide reassurance to buyers of agricultural and food products emanating from Zambia.

USAID TradeHub DCOP ██████████ hands over lab equipment to ██████████, Deputy Director: Research, CVIR, June 2-3, 2022

The new equipment will provide revenue to the testing facilities, as tests are conducted for a small fee. The money raised will be used for maintenance of the equipment. The modern equipment will bolster confidence among traders and other clients regarding the accuracy of test results.

Between April 25 and May 27, 2022, the USAID TradeHub supported the training of 20 laboratory analysts from nine public and private agencies in Zambia. The in-person training, conducted over five weeks, took place in Lusaka and covered topics such as ISO 17025 internal auditing, method validation, measurement uncertainty, risk-based sampling methods, and quality management systems. The USAID TradeHub contracted a Standards and Quality Assurance Expert to conduct the training, and covered the costs of the venue, food, and transportation of trainees. Other institutions also participated in the training: The Food Science Department of the University of Zambia; the National Food Laboratory of the Ministry of Health; the Seed Control and Certification Institute of the Ministry of Agriculture; and the Zambia Bureau of Standards in MCTI. On May 27, the 20 laboratory analysts received certificates of participation from the USAID TradeHub. The certificates were presented by USAID TradeHub Country Representative ██████████ and the guest of honor, Paul Fandamu, Deputy Director from the Ministry of Fisheries and Livestock.

Overall, this support will strengthen the technical capacity of laboratories to perform SPS testing and export certification for private-sector exporters and traders in Zambia. This aims to expand market access and trade for the country's agriculture and food products.

In Q2 of FY2022, the USAID TradeHub further supported PQPS by contracting a local IT consulting firm to upgrade the PIMS. A kick-off meeting for upgrading PIMS with the key stakeholders (PQPS and Smart Zambia Institute) and the consulting firm (Synergy Tracking Solutions) was held March 16, 2022. The meeting resulted in the formation of a team to support and monitor the progress of the activity.

In Q3 of FY2022, the USAID TradeHub supported PQPS with further upgrading of PIMS to make it more efficient for Plant Health Inspectors using it in border areas and traders using it to access phytosanitary information. The USAID TradeHub's support to PQPS aims to improve its service delivery through integrated and updated electronic systems that provide plant health information and phytosanitary documentation for trade facilitation. PQPS, working closely with the SMART Zambia Institute, will continue to maintain and update PIMS and ensure that the system is used by plant health inspectors beyond the end of the USAID TradeHub project.

In Q2 of FY2022, the USAID TradeHub supported ZAM, in collaboration with DVS and MoH, with a two-day food-safety workshop for 31 ZAM members from 26 Zambian firms involved with food processing, producing, selling, and trading. This activity, held virtually, aimed to improve awareness of the WTO SPS Agreement, relevant international SPS standards, national SPS regulations, and food import/export requirements.

Overall, in FY2022, the USAID TradeHub continued to work closely with MCTI as the National Notification Point on Trade Facilitation (especially on placement of SPS billboards at border posts). The USAID TradeHub also supported PQPS to upgrade PIMS, which has enabled PQPS staff to upload harmonized information on plant-health requirements that is accessible across the country. In Q3, the USAID TradeHub also supported institutions involved in testing food and agricultural products for export, with training of laboratory analysts. The training focused on topics such as ISO 17025 internal auditing, method validation, measurement uncertainty, risk-based sampling methods, and quality management systems. Institutions that participated in the training were: Central Veterinary Research Institute; Vetlab Zambia; Zambia Agriculture Research Institute; National Institute for Scientific and Industrial Research; Department of Plant Quarantine and Phytosanitary Service; Food Science Department of the University of Zambia; National Food Laboratory of the Ministry of Health, Seed Control and Certification Institute; and the Zambia Bureau of Standards.

In Q3 of FY2022, the USAID TradeHub finalized its support to the Lusaka Security Exchange (LuSE) for development of sample contracts to be traded on LuSE, loading of contracts on the trading system, and market sensitization on the products created. Johannesburg Stock Exchange (JSE) contract specifications for agricultural products were shared with LuSE for the organization to base its contracts on. LuSE has made some progress on configuring the derivative system for the spot market. The USAID TradeHub worked alongside LuSE to prepare user access to the exchange, warehouse operators, and issuance of receipts. The USAID TradeHub and LuSE are now awaiting approval of the derivatives rules by the regulator (the country's Security and Exchange Commission) to start configuration of the system for derivatives. The USAID TradeHub further supported LuSE with the development of a guide on derivative products, providing recommendations to LuSE on the structure of the products to bring to market, particularly considering feedback from stakeholders.

During 2022, the USAID TradeHub finalized its support to LuSE with the development of standard operating procedures on trading, clearing, settlements, and surveillance of derivatives marketed, and fully developed contracts have since been loaded on the trading system at LuSE. This support to LuSE saw the development of a tool kit and key performance indicators (KPI) for surveillance and

self-regulation of a commodity exchange once it is launched at LuSE. The USAID TradeHub in Q3 supported LuSE to develop a surveillance and enforcement manual for the implementation of a market derivatives system in Zambia. The USAID TradeHub further supported LuSE to develop clearing operations, funds flow, and surveillance manuals, and ran training sessions with the exchange, banks, brokers, and the regulator (Securities and Exchange Commission).

In FY2022, the USAID TradeHub supported MCTI in its campaigns aimed at strengthening awareness of ZTIP among key stakeholders in Zambia. The awareness campaign was undertaken in collaboration with BMOs, including the provincial Chambers of Commerce and the Cross-border Traders Association. It aimed at increasing use of the ZTIP website to enhance compliance with trade laws and reduce border processing times and the cost of trading across borders. The overall objective is to improve the competitiveness of the country's export-ready firms as well as to improve the general business environment. The campaign also provided an opportunity for the private sector to provide feedback to the MCTI staff on challenges faced by traders. A total of 103 people participated in the awareness campaign as highlighted in the table below:

Table 2: Zambia Trade Information Portal awareness workshops

#	Town	Male	Female	Total Number of Participants
1	Ndola	10	6	16
2	Solwezi	17	6	23
3	Kasumbalesa	18	9	27
4	Chirundu	16	5	21
5	Livingstone	11	5	16
	Total	72	31	103

In addition to physical meetings, the USAID TradeHub supported ZTIP campaigns via radio broadcasts. An estimated half a million people listened to ZTIP radio broadcasts that were conducted via community radio stations across the country. Furthermore, the USAID TradeHub also supported the MCTI with placement of ZTIP billboards at Mwami and Chanida border posts.

HIGHLIGHTS OF LOP PERFORMANCE: ZAMBIA BUY-IN

Activity Description	Milestone	Level of Framework	Framework Area/Sector	Gender Inclusive	Comment
Activity 4.1: Strengthen the National Trade Facilitation Committee	Creating WTO awareness among stakeholders in five provinces of Zambia	National – public and private	WTO-TFA	Yes – 45% (58/128) of participants were women	This activity was in partnership with MCTI and Business membership organizations such ZACCI
Activity 4.2.1: Support the uptake and utilization of SPS standards.	Placement of PQPS billboards at Mwami, Victoria Falls, Chirundu, Kasumbalesa, Nakonde, and Katima Mulilo border posts	National – public and private	WTO-TFA	Not applicable	Government will continue to pay council subscription fees for the billboards after closure of the project.
Activity 4.3.1: Support public laboratory institutions in Zambia through a grant for procuring the priority laboratory equipment and reagents/consumables.	Acquisition of laboratory equipment for Vetlab Zambia, NISIR, and Central Veterinary Research Institute (CVRI)	National – public and private	Trade facilitation	Not applicable	The new laboratory equipment will assist improve the efficiency in laboratory testing and further increase the scope of agricultural/food commodities analyzed.
Activity 4.3.2: Support SPS national institutions with tailored technical training of laboratory staff	Technical training of 20 laboratory analysts from 9 Zambian public and private institutions	National – public and private	Trade facilitation	Yes – 50% (10/20) of participants were women	The technical trainings of laboratory analysts will assist in improving their competences and service delivery as they are already involved in testing and certification of agricultural and food products for local consumption and export.
Activity 4.4.1: Support PQPS with upgrading of the Phytosanitary Information Management System (PIMS)	PIMS upgraded	National – public and private	Trade facilitation	Not applicable	Upgraded PIMS will enable Plant Health Inspectors to serve traders/exporters more efficiently and save time.
Activity 4.5.3: Support to Zambia Association of Manufacturers to conduct create awareness on food-safety standards for ZAM members.	Awareness creation among food producers, processors and exporters	National – public and private sector	WTO-TFA	Yes – 65% (20/31) of participants were women	This activity was in partnership with ZAM, MoH, DVS and PQPS

Activity Description	Milestone	Level of Framework	Framework Area/Sector	Gender Inclusive	Comment
Activity 4.5.4: Support to Zambia Association of Manufacturers with training on U.S. Food and Drug Administration (FDA) regulations and U.S. market-entry requirements for ZAM members.	Create awareness/train Zambian food producers, processors and exporters on the U.S. market-entry requirements focusing on U.S. Food and Drug Administration (FDA) compliance	National – public and private sector	WTO-TFA	Yes – 42% (15/36) participants were women	This activity was in partnership with ZAM and Registrar Corp
Activity 4.6 Strengthen the SPS Committee to Domestic Regional Protocols	Organizational Capacity Assessment (OCA) for the SPS Committee	National – public and private	SPS	Yes – 23% (3/13) participants were women	The SPS committee comprises both public and private sectors and will assist with directing Zambia agricultural-products trade.
Activity 4.7.1: Provide technical assistance support to LuSE with marketing and implementation of developed market derivatives products.	Sample contract drafted and the loading of contracts on the trading system commenced. Further, mechanisms for market sensitizations on the products created.	National – public and private	Commodity exchange	Not applicable	The activity was in partnership with Lusaka Stock Exchange (LuSE).
Activity 4.8: Support Dissemination and uptake of ZTIP	Creating ZTIP awareness among stakeholders in four provinces of Zambia	National – public and private	WTO-TFA	Yes – 30% (31/103) of participants were women	This activity was in partnership with MCTI and Business membership organizations such ZACCI and Cross Border Association of Zambia
Activity 4.8: Support Dissemination and uptake of ZTIP	Placement of ZTIP billboards at Chanida and Katima Mulilo border posts	National – public and private	WTO-TFA	Not applicable	Subscription fees have also been paid to respective Katete and Sesheke municipal councils.

LOP COUNTRY PERFORMANCE TABLE: ZAMBIA

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
1	EG.3.2-23 Value of targeted agricultural commodities exported with USG assistance	N/A	N/A	N/A	N/A	N/A	\$360,153.00	\$2,640,000.00	\$142,900.00	\$1.050 million	\$3,429,303.97	\$540,000.00	\$53,881,105.67	\$57,813,462.64
		Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: \$195,153.00	Zambia-SA: \$1,440,000.00	Zambia-SA: \$132,900.00	Zambia-SA: \$1.0 million	Zambia-SA: \$2,673,961.99	Zambia-SA: \$500,000.00	Zambia-SA: \$53,697,662.00	Zambia-SA: \$56,699,676.99
		Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: \$165,000.00	Zambia to U.S. AGOA: \$1,200,000.00	Zambia to U.S. AGOA: \$10,000.00	Zambia to U.S. AGOA: \$50,000.00	Zambia to U.S. AGOA: \$515,341.98	Zambia to U.S. AGOA: \$40,000.00	Zambia to U.S. AGOA: \$65,843.67	Zambia to U.S. AGOA: \$756,185.65
		Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia-U.S. Non-AGOA: N/A	Zambia-U.S. Non-AGOA: \$240,000.00	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: \$117,600.00	Zambia to U.S. Non-AGOA: \$357,600.00
2	Value of targeted non-agricultural commodities exported with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	\$175,000.00	\$660,000.00	\$48,000.00	\$300,000.00	\$90,158.00	\$100,000.00	\$9,793,109.00	\$10,106,267.00
		Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: N/A	Zambia-SA: \$360,000.00	Zambia-SA: \$48,000.00	Zambia-SA: \$200,000.00	Zambia-SA: \$300.00	Zambia-SA: \$50,000.00	Zambia-SA: \$9,484,634.00	Zambia-SA: \$9,532,934.00
		Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: \$175,000.00	Zambia to U.S. AGOA: \$300,000.0	Zambia to U.S. AGOA: N/A	Zambia to U.S. AGOA: \$100,000.00	Zambia to U.S. AGOA: \$0.00	Zambia to U.S. AGOA: \$50,000.00	Zambia to U.S. AGOA: \$248,988.00	Zambia to U.S. AGOA: \$423,988.00
		Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia to U.S. Non-AGOA: N/A	Zambia-U.S. Non-AGOA: N/A	Zambia-U.S. Non-AGOA: \$89,858.00	Zambia to U.S. Non-AGOA: \$0.00	Zambia to U.S. Non-AGOA: \$59,487.00	Zambia to U.S. Non-AGOA: \$149,345.00
3	Percent of firms/organizations with increased profitability or	N/A	N/A	N/A	N/A	N/A	25%	0%	25%	95%	25%	18%	N/A	

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
	increased self-sufficiency [Custom]													
4	CBLD-9 Percent of USG-assisted organizations with improved performance	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	88%	70%	89%	N/A
5	Percent of USG-assisted non-agriculture organizations with improved performance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	70%	0%	70%	100%	70%	100%	N/A
6	EG.3.1-14 Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition	N/A	N/A	N/A	\$6,346,666.45	N/A	\$350,000.00	\$2,400,000.00	\$0.00	\$720,000.00	\$348,820.88	\$132,600.00	\$187,420.00	\$7,232,907.33
7	Value of new USG commitments and private sector investment leveraged by the USG to support economic growth in non-agricultural	N/A	\$8,000,000.00	N/A	\$2,980,000.00	N/A	N/A	\$600,000.00	\$0.00	\$180,000.00	\$315,864.23	\$0.00	\$266,505.10	\$11,562,369.33

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	targeted sectors [Custom]													
8	EG.3.2-27 Value of agriculture-related financing accessed as a result of USG assistance	N/A	N/A	N/A	N/A	N/A	\$40,000.00	\$1,600,000.00	\$0.00	\$1.68 million	\$8,722,000.00	\$7,882,000.00	\$1,566,448.00	\$10,328,448
9	Value of non-agriculture-related financing accessed as a result of USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	\$400,000.00	\$0.00	\$420,000.00	\$17,865,000.00	\$1,394,000.00	\$2,802,500.00	\$20,667,500.00	
10	Number of agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	1	N/A	10	N/A	49	19	52	35	44	15	50	206
11	Number of non-agricultural firms that have applied improved organization-level technologies or management practices with USG assistance [Custom]	N/A	1 firm	N/A	4	N/A	4	5	1	1	23	5	27	60

	Indicators													Cumulative Reported
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	
12	EG.3.2-24 Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	N/A	NA	N/A	N/A	N/A	N/A	25	68	60	89	15	75	236
13	Number of individuals in the non-agriculture system who have applied improved management practices or technologies with USG assistance [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	1	2	36	5	50	93
14	Number and value of export deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	10	16	29	18	15	45	79
		Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA N/A	Zambia – SA 12 deals	Zambia – SA 10 deals	Zambia – SA 36 deals	Zambia – SA 48 deals
		Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. N/A	Zambia – U.S. 6 deals	Zambia – U.S. 5 deals	Zambia – U.S. 9 deals	Zambia – U.S. 15 deals
15	Number and value of finance deals facilitated [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	7	14	12	31	2	22	67
16	Number of firms receiving USG	N/A	1 firm	N/A	92	N/A	2	29	143	90	204	25	171	613

	Indicators													
		FY2017 Target	FY2017 Reported	FY2018 Target	FY2018 Reported	FY2019 Target	FY2019 Reported	FY2020 Target	FY2020 Reported	FY2021 Target	FY2021 Reported	FY2022 Target	FY2022 Reported	Cumulative Reported
	funded technical assistance [Custom]													
17	Number of individuals participating in USG assisted trade and investment related programs [Custom]	N/A	N/A	N/A	N/A	N/A	N/A	18	333	170	428	100	539	1317
18	Number of PPPs formed with hub assistance	N/A	N/A	N/A	N/A	N/A	N/A	2	0	3	1	0	5	

ANNEX 10: EVENTS LIST (FY2020-FY2022)

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
Certification: Organic Certification and Food Safety Certification (including required preparation)	Virtual	BSI South Africa	May 29,2020
Conduct internal staff training webinar on financial wellness for savings and retirement investing. [First of a two-part training session]	Virtual	USAID TradeHub	June 4, 2020
ZTIP Publicity/Launch: involving private sector, governments trade agencies, ZRA staff, media houses and the Hub.	Virtual	Zambia	June 23,2020
Existing SA buyer introduction (e.g., Talane Agric Investments, Wema Foods, MassMart) to five regional suppliers	(Virtual	USAID TradeHub, and 5m2t	June 23, 2020
A webinar of SA market-entry requirements in the textiles, apparels and handicrafts (one or two events?) sector for regional TIPAs and export firms	Virtual	USAID TradeHub/South Africa	June 26, 2020
Sharing the results of the learning process underway being led by Golden and Chris	Virtual	USAID TradeHub	June 30,2020
Conduct internal staff training webinar on financial wellness for savings and retirement investing. [Second of a two-part training session]	Virtual	USAID TradeHub	July 9,2020
Buyer/Seller Linkage Webinar: Specialty Foods xI, Food Ingredients xI (including packaging & labelling)	Virtual	USAID TradeHub	August 6, 2020
Learning on capital provider deal selection and credit approval application process		USAID TradeHub	August 13, 2020
SAFLEC Footwear and Leather B2B Event	Virtual	SAFLEC and USAID TradeHub	August 172020
The 101 on shipping products to the US under AGOA	Virtual	USAID TradeHub	August 19, -2020
AGOA toolkit dissemination series for AGOA steerco, TIPAs, TPSPs and other actors	Virtual	USAID TradeHub	August 24, 2020
New SA buyer introduction: Dischem, YuppieChef to five regional suppliers	Virtual	African Agri-Council Virtual Tradeshow	August 31, 2020
AGOA toolkit dissemination series for AGOA steerco, TIPAs, TPSPs and other actors (Importing Textiles and Apparels into the United States)	Virtual	USAID TradeHub	September 1, 2020
AGOA toolkit dissemination series for AGOA steerco, TIPAs, TPSPs and other actors (Food and Beverages)	Virtual	USAID TradeHub	September 1, 2020
What U.S. buyers look for in products	Virtual	Bhavana, Messe Frankfurt and	September 3,

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
imported to America from African suppliers		WRAP (External)	2020
SA buyer meeting - Getting organic and natural products on the shelves	Virtual	DMG Events	September 8, 2020
Certification: Organic Certification and Food Safety Certification (including required preparation)	Virtual	BSI South Africa	September 9, 2020
US market-entry requirements in cosmetics & accessories webinar	Virtual	SA Consulate General, NY	September 10, 2020
AGOA - Fireside conversation on how to take advantage of the AGOA and import to the US	Virtual	DMG Events	September 14, 2020
African Natural Products	Virtual	DMG Events	September 15, 2020
Access to SME finance and Mobilization of private capital financing	Virtual	USAID TradeHub and DMG Events	September-15, 2020
Conduct launch of the AGOA Utilization Strategy for Namibia.	Virtual	Ministry of Industrialisation and Trade and USAID TradeHub	September 15, 2020
Cross Border Toolkit creation Workshop	Virtual	USAID TradeHub	September 16, 2020
Export Promotion Benchmarking Session	Virtual	USAID TradeHub	September 17, 2020
Why African fashion trends matter	Virtual	Messe Frankfurt	September 18 2020
Getting your Sales Pitch right!	Virtual	DMG Events	September 21, 2020
Sustainability lead fashion - myth or reality.	Virtual	Messe Frankfurt	September, 21, 2020
Time Release Study	Virtual	USAID TradeHub	September 22, 2020
Making the most of social media when virtual presence is crucial for promoting your product and brand	Virtual	DMG Events	September 22, 2020
Cross Boarder Toolkit and Market information database co-creation workshop	Virtual	USAID TradeHub	September 23, 2020
Laptops handover Zambia	In-Person	USAID TradeHub	September 29, 2020
What US Buyers look for in products imported to America from African suppliers and how AGOA effectively drives and promotes textile market-lead economic growth in sub-Saharan Africa.	Virtual	Messe Frankfurt	October 22, 2020
SFA Specialty Food Virtual Trade Show	Virtual	Specialty Food Association	October 29, 2020
Organic Certification Webinar		USAID TradeHub	November 12,

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
			2020
Botswana AGOA Strategy Validation Workshop	Virtual	USAID TradeHub	November 19 2020
Collaborative event focused on linking regional handbag and leather manufacturers with U.S. buyers in partnership with SAFLEC	Virtual	USAID TradeHub	November 26, 2020
Building sustainable buyer relationships – what buyers need from suppliers (Handicrafts)	Virtual	USAID TradeHub	November 30 2020
Launch of the Sebvest 'African Trade Platform'	Hybrid	Sebvest	December 3,2020
USAID TradeHub and AGOA presentation to members of the Nelson Mandela Bay Business Chamber (NMBBC)	Virtual	NMBBC	December 8,2020
Meet and greet - regional trade makers!	Virtual	USAID TradeHub	December 19, 2020
The Role of Digital Platforms Webinar, Held in partnership with Sebvest Capital and Neu Capital	Virtual	USAID TradeHub	December 16, 2020
Leadership Forum: Transitioning to an Export-led Economy and Access to International Trade (Botswana)	Virtual	Business Botswana and MITI	January 192021
Honey Importing Webinar	Virtual	USAID TradeHub	February 11,2021
Presentation on e-commerce opportunity via Albert Scott LLC/Amazon to Zambia Associations Manufacturers	Virtual	USAID TradeHub	March 2, 2021
SFA Specialty Food Virtual Trade Show market information with firms in the region, via webinars and	Virtual	Specialty Food Association	March 4, 2021
Ag Commodities	Virtual	USAID TradeHub	March 9, 2021
Lesotho Industry Event in partnership with Lesotho World Bank and Prime Ministers office	Virtual	USAID TradeHub and World Bank	March 16, 2021
Food Safety Webinar	Virtual	USAID TradeHub	March 24, 2021
Botswana AGOA Strategy launch	Hybrid	USAID TradeHub	March 24, 2021
Cross-border Toolkit webinar	Virtual	USAID TradeHub	March 26, 2021
SFL Marketing and Branding Feedback Session	Virtual	USAID TradeHub	March 29, 2021
Digitized AGOA Toolkit launch	Virtual	USAID TradeHub	March 31, 2021
FSP co-creation workshop	Virtual	USAID TradeHub	April 14, 2021
Enyigma Ventures Webinar	Virtual	USAID TradeHub	April 20, 2021

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
NeuCapital Africa	Virtual	Neu Capital Africa	May 6, 2021
Partner Event: Webinar on Clothing and Textiles	Virtual	Wesgro	May 27, 2021
African Trade Platform and Netcampus Financial Learning Solution Webinar	Virtual	African Trade Platform	June 3, 2021
Virtual Buyer missions - Bhavana Webinar	Virtual	USAID TradeHub and Bhavana World Projects	June 10, 2021
Zambia Annual Exporter Awards	Hybrid	USAID TradeHub and ZAM	June 17, 2021
Lesotho Annual Exporter Awards	Hybrid	USAID TradeHub and LNDC	June 18, 2021
Mozambique Annual Exporter Awards	Hybrid	USAID TradeHub and APIEX	June 18, 2021
AGOA Steering Committee Capacity Building workshops in Botswana	Hybrid	USAID TradeHub	June 22, 2021
Partner Virtual Event – Organic and Natural Virtual Talk Shop	Virtual	South African Trade Promotions	Jun2 22, 2021
Eswatini Annual Exporter Awards	Hybrid	USAID TradeHub and EIPA	June 23, 2021
Food Safety Webinar	Virtual	USAID TradeHub	June 30 2021
Botswana Annual Exporter Awards	Hybrid	USAID TradeHub and Grant Thornton	June 30, 2021
AGOA Steering Committee Capacity Building workshops in Malawi	Hybrid	USAID TradeHub	July 13, 2021
Webinar on U.S. Market Entry Requirements	Virtual	USAID TradeHub and Eastern Cape Development Corporation (ECDC)	July 14, 2021
Engage Trade Africa Webinar	Virtual	Catalyze	July 28, 2021
JCII “Women in International Trade” webinar	Virtual	JCII	Date not indicated
Malawi Annual Exporter Awards	Hybrid	USAID TradeHub and Planetarium Institute and GTPA	July 29, 2021
Cross-Border Trade Toolkit Malawi	Virtual	USAID TradeHub	August 3, 2021
Namibia Annual Exporter Awards	Hybrid	USAID TradeHub and MIT	August 4, 2021
Angola African Trade Platform and Netcampus Financial Learning Solution Webinar	Hybrid	USAID TradeHub and Netcampus	August 12, 2021
Cross-Border Trade Toolkit Eswatini	Virtual	USAID TradeHub and EIPA	August 24, 2021
Presentation on Financial Education Support Initiative via Netcampus	Virtual	USAID TradeHub	Date not indicated
SWIFT Virtual Buyer missions	Virtual	USAID TradeHub	September 13, 20 and 27, 2021
Messe Frankfurt Virtual Buyer missions	Virtual	USAID TradeHub	Date not indicated

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
SFF Live 2021	Virtual	USAID TradeHub	September 27-29, 2021
MAGIC Virtual Buyer missions	Virtual	MAGIC and USAID TradeHub	Date not indicated
WESGRO Virtual Buyer mission	Virtual	USAID TradeHub and WESGRO	
Organic sector webinar II	Virtual	USAID TradeHub and SACG	September 30, 2021
Cross-Border Trade Toolkit Botswana	Virtual	USAID TradeHub and BEMA	September 8, 2021
Cross-Border Trade Toolkit Mozambique	Virtual	USAID TradeHub	September 14, 2021
Cross-Border Trade Toolkit Zambia	Virtual	USAID TradeHub	September 16, 2021
SADC Marketplace and B2B event	Virtual	USAID TradeHub and SADC Embassies in the U.S.	September 29, 2021
Namibia AGOA Strategy Workshop	Hybrid	USAID TradeHub	October 14, 2021
WRAP Compliance webinar	Virtual	USAID TradeHub and WRAP	November 29, 2021
Southern Africa Regional Exporter Awards	Hybrid	USAID TradeHub and ECDC	December 8, 2021
Selling in South Africa via E-Commerce	Virtual	USAID and ECommerce Forum Africa, Legalese and Enter Africa	December 14, 2021
Cross-Border Trade Toolkit TOT Lesotho	Hybrid	USAID TradeHub	January 8, 2022
Cross-Border Trade Toolkit TOT Namibia	Hybrid	USAID TradeHub	January 19, 2022
Cross-Border Trade Toolkit TOT Malawi	Hybrid	USAID TradeHub	January 17, 2022
Cross-Border Trade Toolkit TOT Botswana	Hybrid	USAID TradeHub	February 10, 2022
Cross-Border Trade Toolkit South Africa	Hybrid		March 2, 2022
Cross-Border Trade Toolkit TOT Zambia	Hybrid	USAID TradeHub	March 28, 2022
Cross-Border Trade Toolkit TOT Mozambique	Hybrid	USAID TradeHub	January 10, 14 2022
Cross-Border Trade Toolkit TOT Eswatini	Hybrid	USAID TradeHub	January 26, 2022
Botswana AGOA Steering Committee Workshop	Hybrid	USAID TradeHub	February 16, 2022
Exporting to the United States	Virtual	USAID TradeHub	February 23, 2022
Organic certification of natural plant ingredients from Southern Africa:	Virtual	NANCI and NPAB and USAID	February 9, 2022

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
Opportunities and Challenges			
AGOA Regional Peer Learning Event	Hybrid	USAID and WESGRO	March 8-9, 2022
ENGAGE TRADE AFRICA - TPSP Capacitation - Workshop Sourcing Exporters	Virtual	USAID TradeHub and Catalyze	March 11, 2022
Malawi Business Breakfast	In-Person	Malawi	March 15, 2022
Understanding the Market to Source the Right Exporters	Virtual	Catalyze	March 18, 2022
SWIFT- South Africa Buyer Mission	Virtual	SWIFT	March 28, 2022
The "Getting Deals Done" event	Virtual	USAIDD TradeHub and SA Trade Promotion	March 29, 2022
Zambia - US FDA training	Virtual	ZAM USAID TradeHub and Registrar Corp US	March 29 and 30, 2022
SWIFT Engagement Introductory Session			
Developing Exporters through Market Insight	Virtual	FFF Associates	April 1, 2022
SWIFT Handicraft South Africa Buyer Mission	Virtual	SWIFT	April 4, 2022
Lesotho - AGOA Steering Committee Capacitating workshop	In-person	LNDC	April 9, 2022
SWIFT Handicraft South Africa Buyer Mission	Virtual	SWIFT	April 11, 2022
Angola Presentation	Hybrid	USAID TradeHub and CCIA	April 14, 2022
Regional Trade and Investment Service Providers (TISP) Forum	Virtual	USAID TradeHub, ECDC, ZAM	May 5, 2022
Linkages and sector market requirements on food products, food ingredients, and cosmetic ingredients	Virtual	FFF Associates	May 11, 2022
ENGAGE TRADE AFRICA Webinar	Virtual	Catalyze	May 18, 2022
Summer Fancy Food Show 2022 - Preparing for Results	Virtual	WESGRO	May 18, 2022
Eswatini Export Readiness Training Workshop	Hybrid	USAID TradeHub and EIPA	June 7, 2022
AGOA Capacity Building Workshop 1 - Namibia	Hybrid	USAID, Namibia AGOA National Steering Committee and Private sector firms.	June 8, 2022
AGOA Capacity Building Workshop 2- Namibia	Hybrid	USAID, Namibia AGOA National Steering Committee and Private sector firms.	June 15, 2022
Digital trends Webinar	Hybrid	USAID TradeHub	June 27, 2022
Actioning and Follow-ups for Return on Investment	Hybrid	CATALYZE	June 28, 2022

Title of Event	Format (Virtual, In-person, Hybrid)	Host/Country	Date
Eswatini AGOA Capacity Building Workshop	Hybrid	USAID TradeHub, EIPA, Ministry of Commerce Industry and Trade, Business Eswatini and SWIFT	June 9, 2022
Certification Awareness – Positioning Mozambique Firms for Export Success	Virtual	CTA, INNOQ, Bureau Veritas, SGS and Intertek	June 9, 2022
Exporting to the US with MEGA	Virtual	USAID TradeHub	June 9, 2022
Zambia Exporter Awards	Hybrid	USAID TradeHub and ZAM	July 8, 2022
Business Growth Digital Marketing Seminar	Virtual	NONZēRO	June 21, 2022
Lesotho Exporter Awards	Hybrid	LNDC, LPB	June 22,2022
Malawi Trade-Enhancing Services Webinar with SGS South Africa	Hybrid	USAID TradeHub	June 28,2022
Malawi AGOA Exporter Awareness Sessions (Blantyre and Lilongwe)	Hybrid	USAID TradeHub	June 28,2022
SA AGOA Exporter awards	Hybrid	ITRISA	June 29,2022
Digital Trends Webinar	Virtual	USAID TradeHub	July 7, 2022
Regional Exporter awards	Hybrid	USAID TradeHub	July, 26, 2022
Mozambique Exporter Awards	Hybrid	APIEX, CTA	August 11, 2022
USAID TradeHub successes and lessons from Namibia	Hybrid	Ministry of Industrialisation and Trade	August 8, 2022
Launch of Foxfin Warehouse Aggregation	In-person	Sebvest and USAID TradeHub	August 16, 2022

ANNEX II: SUCCESS STORIES, LEARNING PIECES AND BROCHURES



ANNEX 12: LIFECYCLE OF AN EXPORT DEAL

LIFECYCLE OF AN EXPORT DEAL

From 2016 – 2022, the USAID Southern Africa Trade and Investment Hub (USAID TradeHub) supported firms in Southern Africa to export to South Africa and the United States. Throughout its implementation, the program has supported export deals at different stages and has learned of the various success and challenging factors to successful export deal closures. To visually depict the lifecycle of an export deal, the program studied successful and failed deals that originated from four sources: tradeshows, buyer missions, business-to-business (B2B) linkages established by an intermediary such as a trade promotion service provider (TPSP) or the USAID TradeHub, and deals prospected independently by export firms.

STAGES AND AVERAGE DURATION IN THE LIFECYCLE OF AN EXPORT DEAL

LEAD GENERATION

During this stage, export (supplier) firms prospect (seek) and aim to secure a lead or interest in their product from import (buyer) firms in the target market.

Export deals originating from tradeshows

In deals originating from tradeshows, the lead generation consists of export firms showcasing products to potential buyers in an exhibition location. The USAID TradeHub supported firms' participation in large international tradeshows such as the Summer Fancy Foods Show (specialty foods), Africa Big 7 (food and beverages) and South African International Trade Exhibition (SAITEX; multi-sector). Prospecting was preceded by target market intelligence activities (such as market intel research and workshop sessions with export firms) to support the export firm in their prospecting and to eventually secure interest in their product. At tradeshows, export firms are expected to have a clear narrative of their product offering, samples, branding, production capacity, and an understanding of the target market. This stage, which includes preparatory work for participation at the exhibition, prior market intelligence, promo blasts, and research can take between **three and six months**.

Export deals originating from buyer missions

Export firms (suppliers) are visited by one or more buyers at their facilities for buyers to get an understanding of the product offering, the firm's background, production and supply capacity, ground-truth claims, and to establish a rapport. In some cases, suppliers undertake visits to buyers or send samples as part of the buyer mission. The USAID TradeHub has supported firms to participate in both physical and virtual buyer missions, where the latter is characterized by having the USAID TradeHub support the firms to join online Zoom or Microsoft Teams meetings on video and showcasing their firms and products. Prospecting takes place through the export firm

showcasing their offering to the buyer, typically at the exporter’s facilities, or through video-meetings. Securing the lead is influenced by the impression of the buyer during the physical or virtual visit. This stage, which includes itinerary preparation, sampling, acquainting the firm with the digital platform and readying their presentation, may last **between two and four months**.

Export deals originating from B2B linkages between firms facilitated by an intermediary (TPSP or the USAID TradeHub)

The intermediary introduces the exporter to the buyer either in person or virtually. Prospecting takes place by the intermediary as they establish the connection between the supplier and potential buyer. Communication and initial trust building between buyer and seller is supported by the intermediary at the start, but the parties continue exploring interest independently. Ahead of the introduction, the firm is expected to refine information to be buyer-ready; a facilitator (TPSP or USAID TradeHub) supports the export firm’s efforts to present their product offering in line with buyer requirements. Formal introduction of a supplier to a buyer should only take place once the export firm has been prepared, as unprepared suppliers lead to buyers losing interest. This stage may last **two to two and a half months**.

Export deals originating from independent prospecting by an export firm

Firms explore leads independently, and therefore the time required varies due to sector requirements, export firm readiness and sale/prospecting channels engaged to prospect and secure a lead. Prospecting can range from “cold emails or calling”, to using platforms on which exporters can meet potential buyers. In the USAID TradeHub experience of supporting firms, this stage may last **between two and four months** and includes follow-up after initial contact has been established.

LEAD CONVERSION

During this stage, firms pitch specific product offerings to buyers, that could lead to a deal proposal. Firms also assess whether they meet the required standards or entry requirements of the export market.

The successful conversion of potential leads into deal discussions (not yet closure), is subject to the exporter having secured buyer interest and verifying whether the export firm meets target market entry requirements. Irrespective of how the deal originated, the conversion stage may include all or a subset of the following sub-activities:

1. Ensuring export firm meets target market requirements for products. This includes compliance such as U.S. Food and Drug Administration (FDA) and compliant packaging and labelling. This step may last **three to six months**.
2. Buyers will conduct due diligence and background checks on the export firm. This may last **six months**.
3. Exporters may investigate applicable target market trade preference programs which affect products to be exported (such as to the United States under the African Growth and Opportunity Act, AGOA). This may last **a week**.

4. Exporters may send product samples of proposed products in the prospective deal. This may last a month. Buyers may need to do own product testing after receipt of samples: this can include products being adapted or refined, packaging modified, and private label prototypes developed and agreed to, etc., which adds **another month to the process**.
5. Discussing product transport, shipment, and related logistics as inclusive/exclusive in the ensuing deal proposal. Very often, this may lead to deal success or failure. The buyer and exporter discuss and agree to which aspects of the product transport, shipment, and related logistics (e.g., warehouse storage and distribution in target market) each would be responsible for. For example, if a buyer is not acquainted with importing products, the supplier might take the lead on delivering the products and spur on trust with the buyer as other suppliers may not be willing or able to do this.
6. In compiling the deal terms, the exporter starts structuring the offer by detailing the proposed product consignment in terms of product range, quantities, value, and other sale terms. The exporter responds to queries and further requests for information, including lead times, delivery schedules, delivery options and suitability of proposals by the buyer. This usually takes up to **two weeks** and is an important part of the start of negotiations.

Depending on which of activities 1-6 were undertaken, this stage may last **between six and 13 months**, if not longer for first-time exporters.

EXPORT DEAL CLOSURE

During this stage, deal closure is subject to how well the negotiation and discussions go between buyer and exporter after the deal proposal is issued. Irrespective of how the deal originated, the deal closure stage may include all or a subset of the following sub-activities:

1. After receipt of the deal proposal, the buyer reviews and prepares questions for the exporter on the deal terms.
 - In several cases, the buyer and exporter have jointly established the terms of the deal during the previous stage (lead conversion). This is advisable as it shortens the negotiation steps and reduces deal closure delays significantly.
 - In other cases, the buyer may expect a proposal independently developed by the exporter, which they can discuss and negotiate.

The negotiations may include pricing, quantity/ volumes, product range, packaging, and International Commercial Terms (incoterms; a set of internationally recognized rules that define the responsibilities of buyers and sellers in export transactions) and are estimated at around **one month**. If the supplier is not ready, this may take longer.

2. If a tentative understanding is reached, the buyer may request samples. Typically, this is where the bulk of the work is done, unless the product is off the shelf (i.e., no special development required). This may take **two to three months** as product development and packaging commences and there is discussion on the sample. More time may be required if more samples are required (i.e., for tasting/testing) and subject to the procurement processes of large retailers.

3. In cases where the exporter issued product samples, the buyer may review the samples along with the structured deal proposal to also prepare questions on quality of the products.
4. The exporter ensures that all requirements (such as certification for food safety in case of food product exports) are in place. This includes ensuring product testing and that batches to be shipped are within the accepted export standards.
5. Product transport, shipment, and related logistics are undertaken. The buyer and exporter discuss and agree to which aspects of the product transport, shipment, and related logistics each party is responsible for.
 - In cases where the exporter is unable to pay for aspects of the transaction, the exporter may seek trade finance, which can further lengthen the deal closure stage.
6. The export deal is finalized, and the purchase order issued.

The deal closure stage may last between **six and 12 months**.

SUCCESS FACTORS

LEAD GENERATION

1. Using the most appropriate sales channel or prospecting platform is key to generating leads. Firms should therefore first understand their target buyer and their preferred, most active or relevant platform before engaging on any platform to meet prospective buyers.
2. With the rise in conscious consumerism, buyers are increasingly approaching sellers that “have a story” behind their products and that engages different (often marginalized) groups such as women, youth, differently abled in their supply chains. Leads are often generated from buyers who are interested in products and firms with “authentic stories”.
3. Export firms should conduct market intelligence activities (research) before engaging any sales channel or platform to generate leads. Especially in the case of tradeshows where several buyers may be present, export firms need to have insight on their destination market and consumer preference.
4. Having high quality marketing material helps establish the prospecting firm as a credible and serious potential trade partner. Generating leads are supported by having product information available through high quality marketing materials both physical (print) and digital.
5. Export firms should be transparent and avail information to prospective buyers at their request. The earlier more information is available, the quicker a lead or interest can be established. Additionally, the more information is known about buyer requirements and the supplier capabilities, the better matchmaking can happen in the lead conversion stage.

6. Trade enhancing services, such as support to attend tradeshows, introductions during buyer missions and sharing the cost to feature in e-catalogues – assists Southern African exporters to increase their exposure exponentially. The USAID TradeHub provided trade enhancing services that enabled Southern African export firms to participate in international tradeshows and buyer missions, and featured firms in sector-specific e-catalogues that reach niche markets.

LEAD CONVERSION

1. After buyer interest is secured, export firms should ensure consistent communication with the buyer, especially as the firms prepare the deal proposal.
2. Samples shipment helps buyers get an appreciation for the product proposed in the deal. The buyer can assess the quality of the product – if they have not yet done so during the lead generation stage. Samples shipment also gives exporters and buyers an understanding and appreciation of the logistics and planning required when the full consignment is shipped in future.
3. Meeting target market certification and other compliance requirements help expedite the firm’s finalization of the deal proposal. Firms should timeously prepare different applications for target market entry requirement compliance. The USAID TradeHub has supported firms to obtain required certification and target market entry compliance by cost-sharing; TPSPs can achieve the same through cost-share arrangements with their export firm members to obtain the required certification and meet other compliance requirements.
4. Having prior export experience is not a requirement but does contribute to an export firm’s understanding of a buyer in the target market, and the duration of deals. It also gives the firm an appreciation of the various compliance requirements of the target market.
5. Employ digital means to fill gaps where physical meetings are not possible. For example, the use of video meetings for virtual factory visits or showcasing products to buyers, in case follow-up visits are not possible.

EXPORT DEAL CLOSURE

1. During negotiation, export firms should have realistic pricing expectations, and should ideally have worked with their prospective buyer during the lead conversion stage to discuss the different terms of the deal, including quantities and values.
2. Consistent communication and transparency are key in the negotiation stage.
3. Firms who can access trade finance are able to pay for aspects such as product shipment and other logistics costs.

CHALLENGES

LEAD GENERATION

1. Matchmaking of firms is challenging when buyer needs, and preferences are not well known. These requirements often emerge as part of a courtship process between the buyer and supplier in a

series of trade-offs between the parties in the negotiation process.

2. Lack of product photos, professional product brochures, and company profiles delay timely information sharing requested by buyers. If a buyer showed interest, the supplier should provide the requested information quickly to maintain the interest in the prospective supplier.
3. Lack of digital skill hampers effective participation in all online sales / prospecting channels, including virtual tradeshows and virtual buyer missions.
4. Targeting and finding the right buyer who understands Southern Africa dynamics. Import / buyer firms often do not understand the challenges in the region and may not have the necessary skill or interest to take discussions beyond lead generation stage.
5. There is limited support by regional trade and investment promotion agencies to support buyer missions, trade shows or other arrangements that allow for buyer-seller linkages. In the USAID TradeHub experience, these platforms allow for significant exposure to leads for export firms.

LEAD CONVERSION

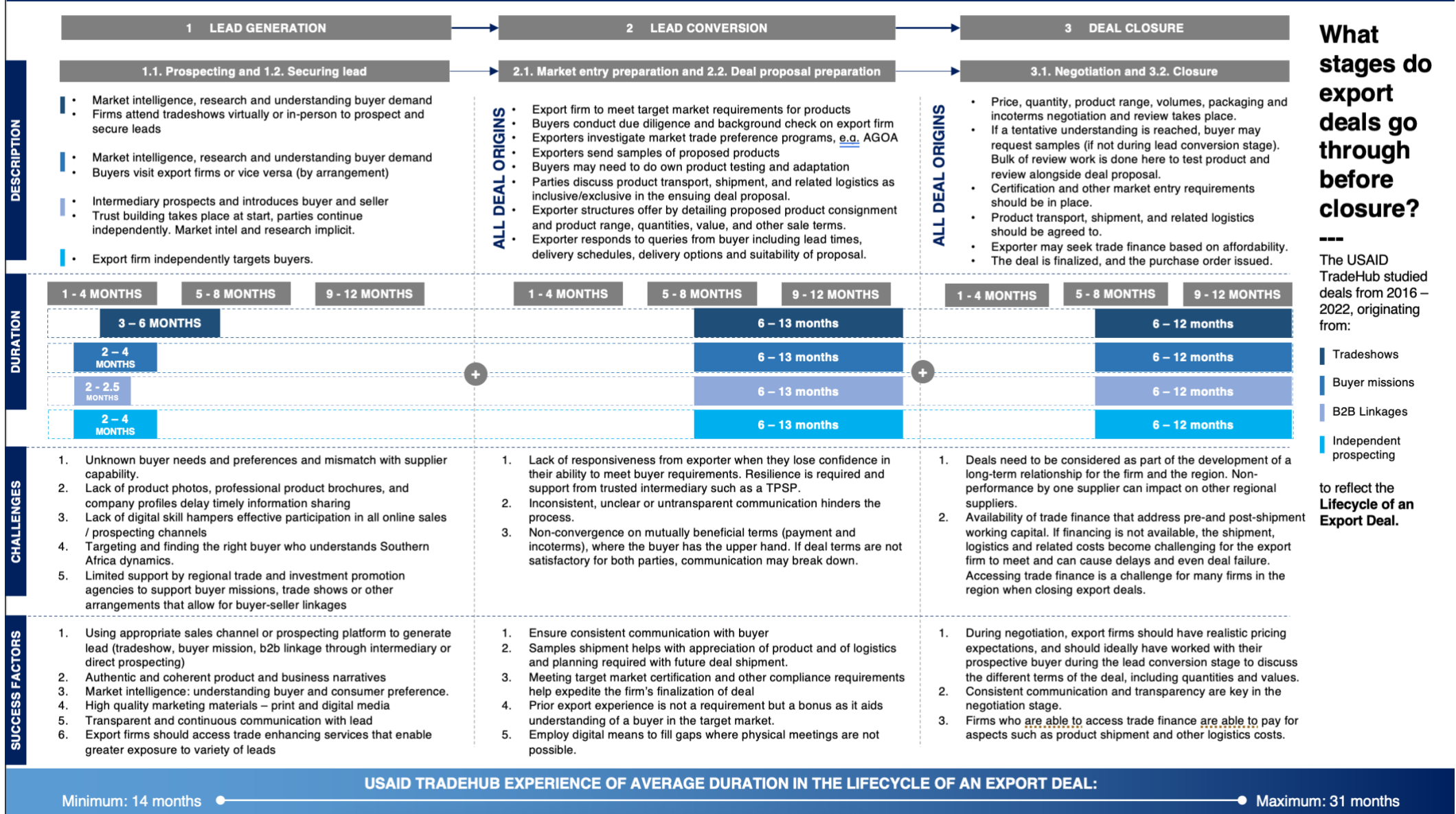
1. Suppliers tend to lose interest and responsiveness deteriorates when they lose confidence in their ability to meet the buyers' requirements. Resilience is required to navigate through the process and communicate in the face of adversity. Additionally, having a trusted intermediary such as a TPSP provide the necessary support to navigate the challenges, will assist the firm in staying the course.
2. There is a myriad of issues that can go wrong or changes that can happen during the lead conversion stage. Parties to the agreement need to maintain open lines of communication to ensure the lead progresses. Inconsistent, unclear or untransparent communication hinders the process.
3. This stage often fails due to non-convergence on mutually beneficial terms (payment and incoterms), where the buyer has the upper hand, and the seller is desperate for a deal. If the deal terms are not satisfactory for both parties, these need to be revised until there is convergence and agreement on terms that benefit both parties.

EXPORT DEAL CLOSURE

1. Export deals need to be considered as part of the development of a long-term relationship for the firm and the region. Non-performance by one supplier can impact other regional suppliers. This is not often well understood and can undo delicate relationship management in the Southern Africa region.
2. Availability of trade finance that address pre-and post-shipment working capital is critical to deal closure. If financing is not available, the shipment, logistics and related costs become challenging for the export firm to meet and can cause delays, and even deal failure. Accessing trade finance is a challenge for many firms in the region when closing export deals.

LIFECYCLE OF AN EXPORT DEAL

Experiences from the USAID Southern Africa Trade and Investment Hub in facilitating export deals from Southern African countries to South Africa and to the United States, 2016 – 2022.



What stages do export deals go through before closure?

The USAID TradeHub studied deals from 2016 – 2022, originating from:

- Tradeshows
- Buyer missions
- B2B Linkages
- Independent prospecting

to reflect the Lifecycle of an Export Deal.

USAID TRADEHUB EXPERIENCE OF AVERAGE DURATION IN THE LIFECYCLE OF AN EXPORT DEAL:

Minimum: 14 months ●

● Maximum: 31 months