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USAID AFRICA TRADE AND INVESTMENT (ATI)

QUARTER I YEAR I PROGRESS REPORT
SEPTEMBER 25, 2021 – DECEMBER 31, 2021

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ABOUT ATI

A CONTINENTAL SCOPE

The USAID Africa Trade and Investment (ATI) program is designed to bolster USAID's ability to boost trade and investment to, from, and within the African continent. The continent-wide program is **USAID's flagship effort under the Prosper Africa initiative** and will expand and accelerate two-way trade and investment between African nations and the United States.

TO FUNDAMENTALLY TRANSFORM MARKETS

The USAID Africa Trade and Investment program will do this through a sector-agnostic, continental approach, representing a **fundamental shift** in how USAID normally programs resources. Supply chains cut across regions and countries, with the private sector evaluating the opportunities of markets rather than countries. The USAID Africa Trade and Investment program mirrors the private sector's approach and enables USAID to be **more responsive to private sector needs than ever**. The program will work hand-in-hand with the private sector to identify opportunities that deliver on USAID's impact, bring value to the private sector, and position the continent for future growth.

MARKET INTELLIGENCE, ASSESSMENTS, & FEASIBILITY STUDIES

Mapping trade and investment opportunities



MARKET LINKAGES & TRADE SERVICES

Trade competitiveness support, match making, transaction support



FUND & FINANCIAL INSTRUMENT DESIGN & STRUCTURING

Fund/instrument structuring, capital raising support



FINANCIAL ADVISORY SERVICES

Feasibility studies, transaction advisory, capital markets advisory



CAPACITY BUILDING SERVICES

Technical assistance, improving access to finance



POLICY & REGULATORY SERVICES

Policy analysis, regulatory impact assessments, reform support

What the USAID Africa Trade and Investment Program Offers

A PARTNER-CENTRIC APPROACH

Since its launch, the USAID ATI program has focused on building an efficient, evidence-based continental platform. The ability to attract the private sector to respond to the program's partnership opportunities is at the heart of its long-term success.

In its first three months, ATI has expanded the partner network to over **716 participants**, templated processes that will appeal to private sector offerors, and embedded its first grant calls with opportunities for sustained co-creation throughout. Looking ahead, the team will continue to build its network, including local firms who have never worked with USAID.

OUR PARTNERSHIP BUILDING PRINCIPLES

- 1 Demand driven to ensure that buy-in responds to real needs
- 2 At the speed of business, because deals don't last forever
- 3 Easy to engage with clear language, timesaving pitch decks, rapid time to award
- 4 Pay for results that motivate firms to go the extra mile
- 5 Iterative and co-designed to ensure business is always heard
- 6 Tailored use of grants or subcontracts to pivot to any opportunity

INNOVATION-MINDED OPERATIONS

Operating USAID's first continental-wide program requires an innovative, adaptive approach to operations. In the first quarter, ATI laid the foundation for scaling up U.S. and pan-African operations through:

- **Localized recruitment** – with fourteen posted positions, the program sourced 1,880 applications across the United States, Kenya, and South Africa
- A **partner-focused grants systems** – ATI launched a concept intake platform that enables organizations to respond to the Annual Program Statement and USAID/Kenya East Africa addendum, as well as future addenda
- **Standard templates and tools** – initial framework tools, such as buy-in scope of work templates, provide clear guidance to USAID Missions and other USAID teams looking to access the program's services

Lessons learned include:

- Having a diverse team that has worked on different trade and investment projects continent-wide, allowing for rich information sharing on lessons learned and best practices
- Prioritizing a few early buy-ins in order to have concrete examples that demonstrate how to use the mechanism to other potential buy-ins
- Defining a clear set of criteria for identifying continental services and identifying opportunities to scale up bilateral and regional concepts to a continental level when it makes sense

KEY ACCOMPLISHMENTS

ATI'S REACH

WASHINGTON, DC

Committed Buy-Ins

- Africa WASH
- Africa Health

Incoming Buy-Ins

- DDI/ITR
- DDI/GenDev

Buy-Ins Under Discussion

- Global Health

USAID MISSIONS

Committed Buy-Ins

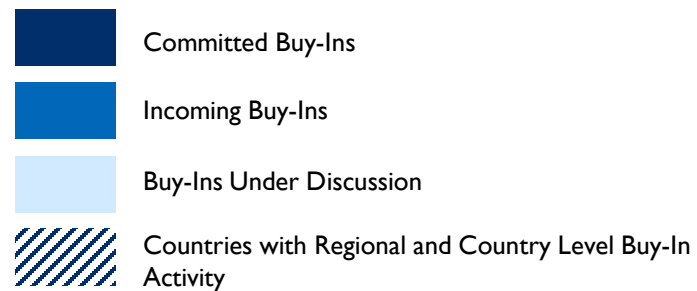
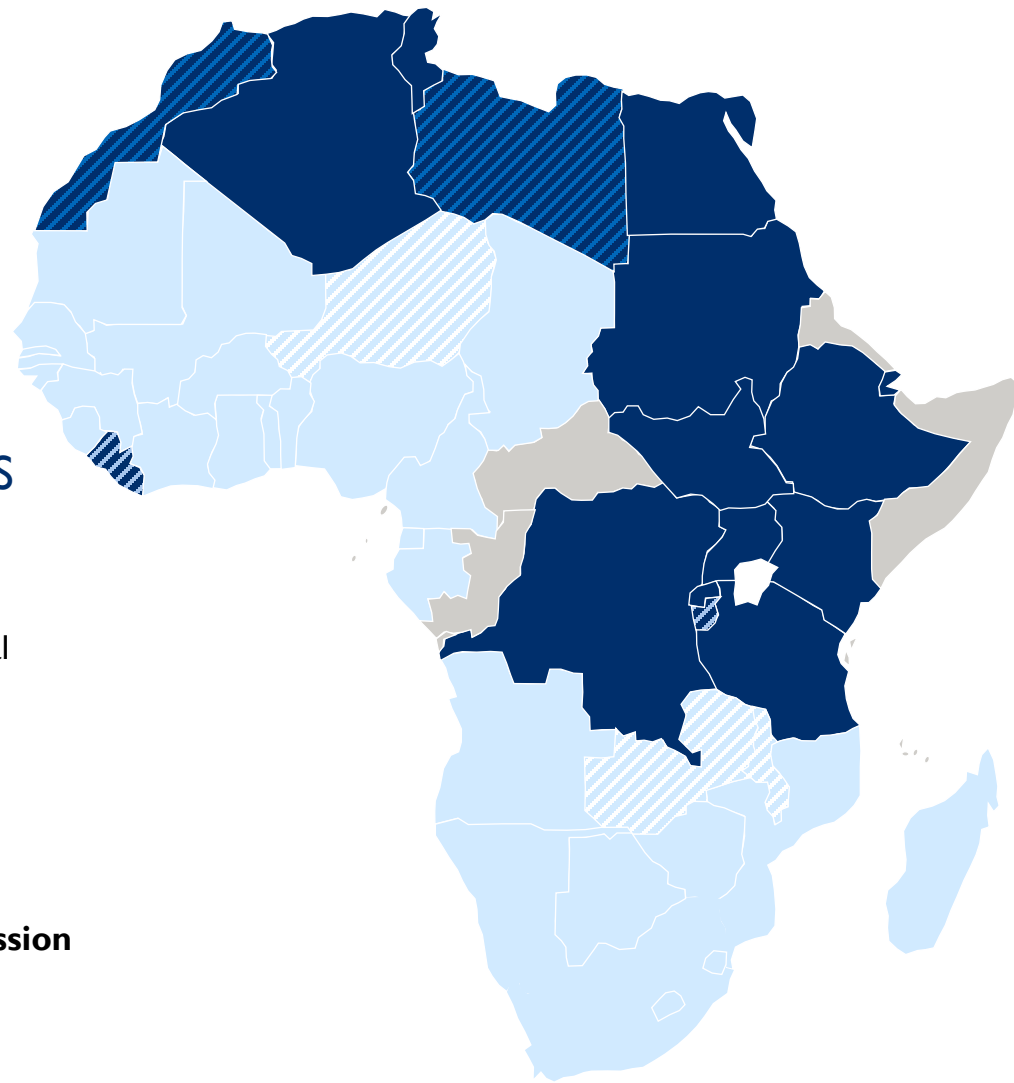
- Kenya East Africa
- Middle East Regional
- Liberia

Incoming Buy-Ins

- Libya
- Morocco

Buy-Ins Under Discussion

- Zambia
- Southern Africa
- Malawi
- Niger
- West Africa
- Burundi



LAUNCHING ATI: FIRST DELIVERABLES

1. START-UP WORKSHOP & WORKPLAN

Brought together participants from Africa Bureau, MER, Prosper Africa, Regional Missions to shape the program and lay out a detailed strategy and process for ATI's rollout

2. GRANTS MANUAL & ANNUAL PROGRAM STATEMENT

Establishes the guiding framework for sourcing, issuing, and managing grants for the entire program with a Year One Annual Program Statement calling for partnerships

3. ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK

Embeds key issues deep into planned activities and processes

4. COMMUNICATIONS STRATEGY

Actualizes the principle that communications is at the heart of ATI's success

5. MONITORING, EVALUATION, AND LEARNING PLAN

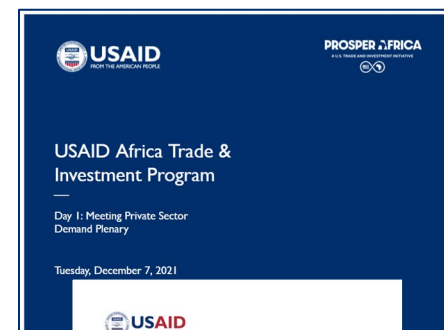
Elaborates the framework for gathering evidence, measuring impact, and capturing learning

I. STARTUP WORKSHOP & WORKPLAN

Throughout the first quarter, the USAID Africa Trade and Investment program embarked on a dedicated period of consultation and co-creation to build the structures, processes and relationships needed to kickstart implementation. With learning gained in previous mechanisms, the program leaptfrogged quickly into activating the **initial 5 buy-ins** funded in December.

Through an intensive series of consultations with USAID Missions, Bureaus, and the Prosper Africa Secretariat, the program also began identifying knowledge gaps, brokering connections, and managing the strategic program design.

This effort informed the work plan and led to identifying 10 potential buy-ins for finalization in Quarter 2. It also culminated in a startup workshop in December, which brought key internal stakeholders together to refine the USAID Africa Trade and Investment program's approach to meeting private sector demand, shape the regional work plans, and lay the foundation for its monitoring, evaluation, and learning approach and its communication strategy.



Tuesday, December 7, 2021



AT1 December Workshop Readout
January 2022



USAID Africa Trade & Investment Program

Day 2: Operationalizing a Continental Model

December 8, 2021

LESSON LEARNED

Holding a start-up workshop not only built connections among key partners but also collectively validated the program's vision and strategic approach while identifying areas where additional effort would be needed to achieve consensus on priority actions and uses for Prosper Africa funding.

2. GRANTS MANUAL & ANNUAL PROGRAM STATEMENT

In December 2021, the USAID Africa Trade and Investment program launched its first continental [Annual Program Statement \(APS\)](#) ([link](#)). This APS offers the private sector the opportunity to partner with USAID to work towards increasing trade, driving investment, and improving the business environment. These performance-based grants will generally range between \$150,000 and \$5 million although smaller and larger grants may be considered.

In partnership with USAID/Kenya East Africa, the USAID Africa Trade and Investment program simultaneously released its [first addendum](#) to that APS ([link](#)). This East Africa-focused addendum offers awards for partnerships that support economic growth across the East African region.

In its first two weeks, the program received **7 completed concept notes** with **90 more** in progress.

The launch of the Year One APS follows the program's completion of its Grants Manual, which established the framework for sourcing, issuing and managing grants for the entirety of the program. It ensures compliance while also allowing for flexibility and options in order to effectively engage the private sector and meet various buy-in needs.



USAID AFRICA TRADE AND INVESTMENT PARTNERSHIPS OPPORTUNITY:
APPLY NOW

USAID Africa Trade and Investment (ATI) Notice of Funding Opportunity

Funding Opportunity: Through this Annual Program Statement (APS) via APS-ATI-001 ([click here for the full APS](#)), the USAID Africa Trade & Investment Program is offering partners the opportunity to partner with USAID to work towards one or multiple of the following overarching objectives and related target outcomes for each:

Objective 1: Increased Trade

Objective 2: Increased Investment

Objective 3: Improved Business Environment

Cross-cutting objectives & outcomes:

- Creation of private sector jobs
- Empowerment of women and youth
- More resilient, inclusive economic ecosystems across countries, regions and the continent
- Value chain activities that span countries and crowd in various enterprises



USAID AFRICA TRADE AND INVESTMENT PARTNERSHIPS OPPORTUNITY:
USAID KENYA EAST AFRICA (USAID/KEA) APS ADDENDUM

LESSON LEARNED

Once additional buy-ins have indicated commitment to issuing grants, it will be important to increase the marketing and dissemination of the APS to ensure concepts span regions and sectors. To date, the APS structure is allowing a quick activation option for buy-ins versus developing a unique opportunity for each.

3. ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK

Fostering environmentally and socially responsible investment is more than just a question of compliance; instead, it is an opportunity for the USAID Africa Trade and Investment program to demonstrate that vibrant, forward-looking development does not have to come at an environmental cost. In developing the Environment and Social Management Framework (ESMF), the team considered opportunities to embed good practices and high environmental and social standards across the program life cycle and collaborated with USAID to bring a vision of environmentally- and socially-responsible investment to life.

LESSONS LEARNED

Focused expertise: Given the importance of environmental and social standards when the U.S. Government engages with the African continent, the USAID Africa Trade and Investment program must have dedicated expertise available at all times that can capture the myriad of opportunities offered through the program and ensure they align with the ESMF framework.

Compliance: When developing the ESMF, the team looked closely at other, similar frameworks. This review informed the underlying principles for environmental and social risk management. However, the need to balance these broader principles with USAID policies and recommendations meant that the specific steps and templates within the ESMF itself needed to align very closely with traditional environment compliance requirements and with the ADS.

4. STRATEGIC COMMUNICATIONS

ATI communications are foundational support for the technical work across the portfolio, working hand-in-hand with USAID and the Prosper Africa Secretariat to tell a compelling narrative about investment, trade, and partnership with the private sector.

In its first quarter, ATI program communications focused on laying the groundwork for its communications approach, including drafting a branding and marking plan, designing a communications strategy, creating program one pagers and supplemental documents, and starting a regular newsletter.

LESSON LEARNED

Successful communications requires embedding communications staff within both ATI's technical team and with their counterparts at USAID and the Prosper Africa Secretariat. Without this staffing structure, communications risk becoming an add-on rather than a core component of technical implementation. Furthermore, communications is vital to structuring the right messages needed to promote a buy-in mechanism internally and must be in place from the beginning.



**THE USAID AFRICA TRADE AND INVESTMENT PROGRAM:
ABOUT US**

WHO WE ARE

The USAID Africa Trade and Investment (ATI) program is a five-year, flexible buy-in mechanism managed by USAID's Bureau for Africa. As USAID's flagship effort under the Prosper Africa initiative and in line with USAID's Private Sector Engagement Policy, ATI will boost trade and increase investment to, from, and within the African continent. ATI works to achieve development outcomes across North and sub-Saharan Africa, by mobilizing enterprise-driven solutions and supporting healthy business climates.

As a demand-driven mechanism, ATI is flexible and responsive. ATI brings together a trusted network of partners that can work across the intersection of trade and investment, deploying proven approaches, testing new trade and finance solutions, and building partnerships for sustainability and scale.

WHAT WE OFFER

ATI is designed to drive billions in exports and investments and generate thousands of jobs across African nations and the United States. We work hand-in-hand with USAID operating units to shape activities that unlock business opportunities and meet private sector needs particularly those that drive trade and investment into and out of African markets. Illustrative services available include:


- Provide market intelligence, such as trade and investment landscapes, capital mapping, trade demand mapping, and more;
- Identify policy roadblocks to unlock transactions;
- Source, review, and support deal opportunities, particularly those with a U.S. nexus;
- Facilitate and promote trade opportunities;
- Structure new finance solutions, such as blended finance models;
- Organize investor and buyer missions;
- Engage trade facilitation service providers;
- Creating a grant facility to help mitigate risk and
- Design and implement private sector-led partnerships and other activities.

WORK WITH US

ATI's streamlined buy-in process makes it easier than ever to tap into trade, investment, and private sector engagement support—whether for a stand-alone deal or longer-term strategic support. To engage ATI:

1. Contact ATI's COR, Patterson Brown (pbrown@usiid.gov), and ATI's alternate COR, Cory O'Brien (co'Brien@usiid.gov) with your potential activity.
2. If your activity fits within ATI's mandate, the operating unit they work directly with the ATI team to develop the initial buy-in scope of work.
3. Once the buy-in scope of work is fully approved, the operating unit transfers funding into the mechanism and ATI begins implementation.

For any questions, please contact ATI COR Patterson Brown at pbrown@usiid.gov.



News from ATI

Administrator Power Launches the Africa Trade and Investment Program (ATI) at the AGOA Forum! ATI is a five-year, flexible buy-in mechanism managed by USAID's Bureau for Africa Office of Sustainable Development. As USAID's flagship effort under the Prosper Africa initiative, and in line with USAID's Private Sector Engagement Policy, ATI will boost trade and increase investment to, from, and within the African continent. [Announced by the Administrator](#) at the African Growth and Opportunity Act (AGO) Ministerial, ATI formally kicked off implementation in late September and has secured \$81 million in initial funding, with buy-ins from Libya, Morocco, Tunisia, East Africa, AFR/SD, DDI/GenDev and DDI/ITR.

To learn more about ATI, please see the [ATI one-pager](#) and [frequently asked questions](#).

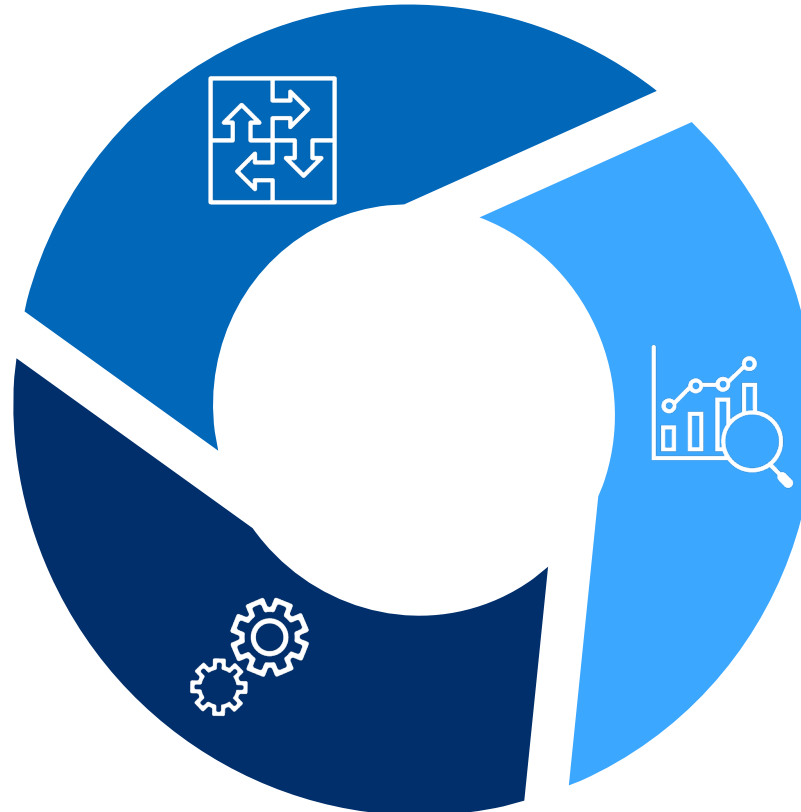
5. ESTABLISHING AN INTEGRATED MONITORING, EVALUATION, AND LEARNING (MEL) PLAN

INTEGRATING ACROSS PROSPER AFRICA AND USAID

In developing its MEL plan, the USAID Africa Trade and Investment program aligned with the results frameworks used by Prosper Africa, the USAID/East, West, North and Southern Africa Regional Development Cooperation Strategies, and with USAID's Private Sector Engagement Policy.

DEVELOPING ATI INDICATORS

Project staff will monitor and report on 23 performance indicators with detailed information on each indicator captured in a Performance Indicator Reference Sheets (PIRS). Each PIRS includes a clearly stated definition of the indicator, data sources, methodology for collecting relevant data, data collection responsibilities, and plans for analysis.



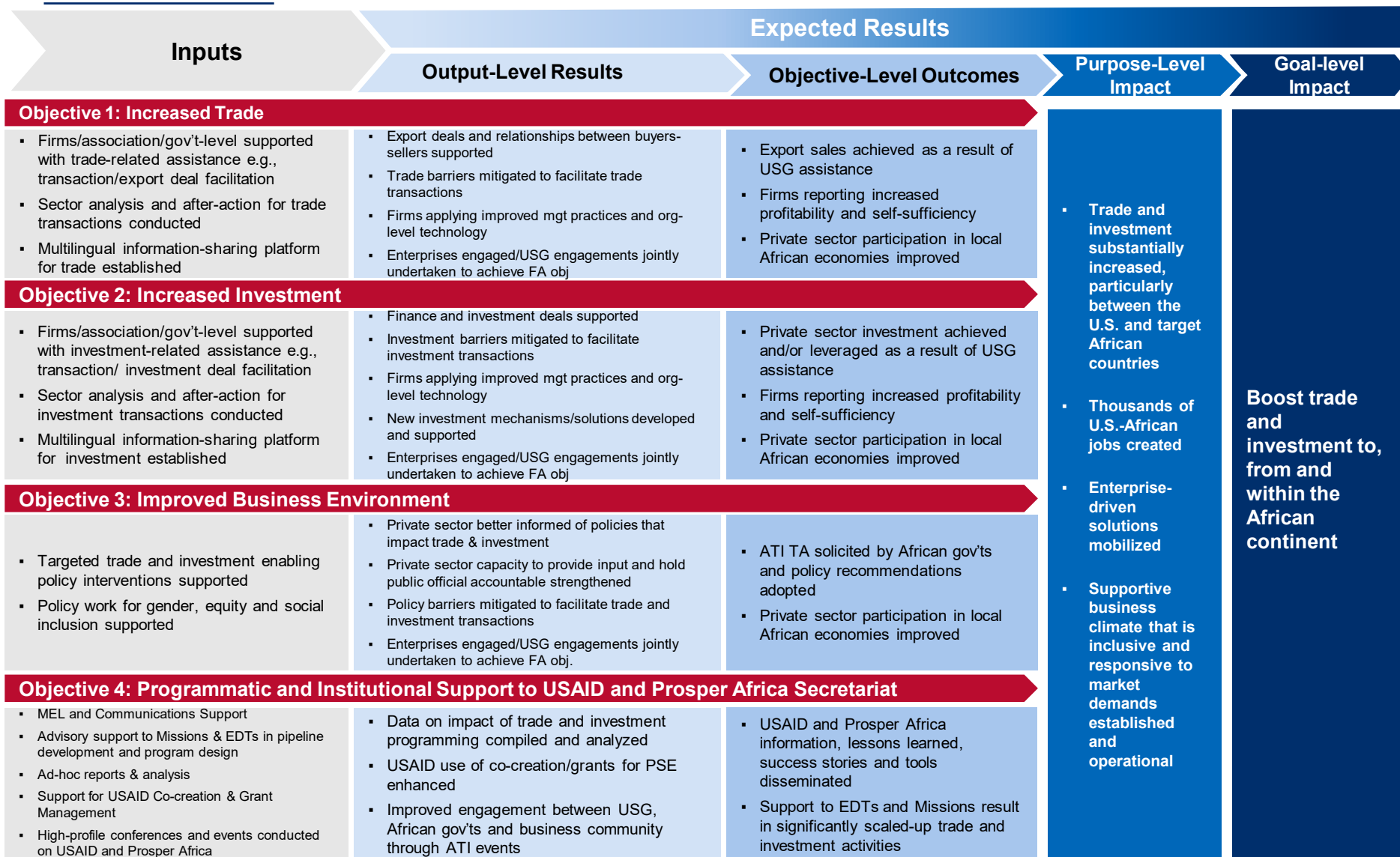
CREATING A LEARNING AGENDA

The USAID Africa Trade and Investment program developed learning questions, based on the theory of change and knowledge gaps, to ensure that the project remains effective and grounded in local realities. The program will hold monthly evidence and learning meetings to review results and the opportunities pipeline, reflecting on performance and making any necessary pivots. In addition, it will hold quarterly pause-and-reflect sessions to review progress against indicator targets, draw out lessons learned, and identify potential opportunities and risks not otherwise captured through routine monitoring.

5. MEL PLAN - WHAT IT WILL DO

A tool for learning and adaptive management	Gender and youth inclusion	Climate and environmental considerations	Communication
<p>This MEL plan will enable ATI and USAID to systematically collect and analyze the information needed to track progress toward USAID’s objectives and results while also using knowledge and learning to adjust approaches and activities, as needed. The MEL plan provides a roadmap for how the program will integrate data and evidence to inform project decision making and adaptations that lead to better development results.</p>	<p>Wherever possible, the MEL plan will capture sex and age-disaggregated indicator data, analyze the data, and draw lessons learned. These learnings will be used to improve the design of interventions throughout implementation. ATI will consistently undertake data interpretation and analysis from a sex/gender perspective (among other approaches) to identify tacit gender relations that affect development problems and solutions addressed by the program.</p>	<p>USAID has determined that ATI has a moderate climate risk, and therefore requires due diligence relating to the climate risk of program activities, particularly in the areas of agriculture, public health and industry. In addition, many small and medium enterprises have not had to consider the environmental and social impacts of their activities. Thus, they may not be operating within their local environmental regulations and may be unaware of the expectations that international lenders have with respect to environmental compliance or other potential social impacts. With regards to these considerations, the MEL plan will capture data and learnings to ensure the program’s implementation is environmentally-sound.</p>	<p>The MEL plan is designed to enable the communication of results achieved—or not—to advance organizational learning and tell the ATI program’s story. A separate communication plan illustrates the main approaches that the program will use to package and share results, from high-level development outcomes tracked through performance indicators to success stories of individuals and groups served by the program collected through impact mapping.</p>

5. MEL PLAN - RESULTS FRAMEWORK



Boost trade and investment to, from and within the African continent



5. MEL PLAN - LESSONS LEARNED ON MEL PLANNING

CO-CREATION AND LEARNING

Embedding the USAID Africa Trade and Investment program MEL team with their counterparts at USAID and the Prosper Africa Secretariat allows for co-creation, integration and learning. In the absence of the collaborative exercises that have taken place in Quarter I, MEL would risk being an add-on rather than a core component of technical implementation.

TARGET SETTING

The program's target setting will be iterative based on buy-ins and the particular focus each of the buy-ins take while remaining focused on the overall theory of change to increase trade and investment deals and enhancing how the U.S. Government engages with the African continent.



USAID AFRICA TRADE AND INVESTMENT PROGRAM
ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN
December 2021

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DEFINING PROGRAMMATIC PRIORITIES



CO-CREATING ATI PROGRAM PRIORITIES

START-UP WORKSHOP

Technical consultations in December 2021 to agree on program priorities with AFR/SD, MER, Regional Missions, and Prosper Africa

PROGRAMMATIC PRIORITIES BY OBJECTIVE

Co-design of the program's priorities by objective and establishment of objective working groups

TRADE AND INVESTMENT LANDSCAPE MAPPING

Co-design of the trade and investment landscape mapping priorities and approach

ANNUAL PROGRAM STATEMENT

Year One Annual Program Statement (APS) released, calling for partnerships in trade and investment across buy-ins



PROGRAMMATIC PRIORITIES: BOOSTING TRADE

CONTINENTAL TRADE OPPORTUNITIES

Scale trade interventions with large U.S. buyers

- *Examples:* identifying U.S. buyers requiring products and services from Africa and work to build African firms export competitiveness; Vertically integrating continental value chains such as cashew nuts to build economies of scale and scope

Enhance Africa firms processing capabilities

- *Examples:* Supporting large scale processors on the continent for value addition and enhancing intra-regional trade; Supporting eco-industrial parks that can serve processing centers and create large scale jobs

Enable U.S. firms to expand in Africa

- *Examples:* supporting U.S. firms already invested in Africa to expand continentally for intra-Africa trade and technology transfer

Support export firms access to trade finance

- *Examples:* Supply chain first loss facility for African firms doing first-mile procurement of raw materials processing to service export orders; Partnerships between the U.S. Government and African financial and trade institutions to create a de-risking facility that accelerates export order financing

Support deepening of ecommerce reach

- *Examples:* Supporting e-commerce trade platforms that promote two-way trade; Supporting digital trade platforms that enable buyer-seller discovery and transactions

Leverage the implementation of the Africa Continental Free Trade Area for intra and extra- Africa Trade

- *Examples:* supporting African firms trade with the U.S. firms and within the continent

BOOSTING TRADE

LOOKING FORWARD

- Identify and assess trade/sourcing opportunities through the trade and investment landscape assessment
- Develop a buyers and exporters database to help facilitate trade transactions
- Support select high-profile deals, as identified by Embassy Deal Teams, USAID Missions, and the Annual Program Statement
- Strengthen ecosystem actors to enhance their delivery of trade enhancing services

WHY IT MATTERS

- Implementation of trade deals at scale requires a demand-pull effect of large U.S. buyers
- Continental opportunities that deliver development impact must be strategically assessed and prepared
- U.S. Government agencies need to work together to bring their multiple competencies and tools to enhance continental trade deals at scale
- Market actors need to drive trade activities for sustainability purposes



PROGRAMMATIC PRIORITIES: DRIVING INVESTMENT

CONTINENTAL INVESTMENT OPPORTUNITIES

Deepening African Capital Markets and Linkages to International Markets

- *Examples:* Strengthening credit rating ecosystems; Facilitating scale-level; Building linkages between global and local capital markets through stock exchange partnerships, cross-listings and addition of African stocks to global indexes

Investor Relationship Deepening

- *Examples:* Investor delegations; building capacity of local intermediaries; Deepening donor-investor coordination in structuring facilities and instruments

Supply Chain Investment

- *Examples:* Supply chain first loss facility for African firms doing first-mile procurement of raw materials to service export orders; Support for companies committed to improving supply chains (e.g., greener, better labor practices)

Catalytic Capital Facility

- *Examples:* Provide catalytical capital to de-risk market intermediaries with demonstrated SME pipeline and are actively raising capital

DRIVING INVESTMENT

LOOKING FORWARD

- Investment Technical Working Groups will engage USAID Missions to further define Year 1 priorities
- Stand up of a Deal Concierge function to support Embassy Deal Teams and investment and trade deals with U.S. nexus
- Identify and assess key private sector partners and opportunities for increased investment in alignment with Prosper Africa priorities through the trade and investment landscape assessment
- Support select high-profile deals, as identified by Embassy Deal Teams, USAID Missions, and the Annual Program Statement

WHY IT MATTERS

- To deliver on the USAID Africa Trade and Investment program's continental opportunity, the program will need to focus its initial efforts on areas with greatest potential to deliver impact and position the African continent for future growth
- Alignment with private sector interests/constraints will be key to sustainability of efforts
- There is not a one-size-fits-all approach to engaging private sector partners. To be private-sector driven will require multiple windows/approaches that are both responsive and proactive.

PROGRAMMATIC PRIORITIES: IMPROVING THE BUSINESS ENVIRONMENT

CONTINENTAL TRADE FACILITATION OPPORTUNITIES

ATI Comparative Advantage

- *Examples:* Work with partners with specialist trade facilitation capabilities (e.g., TradeMark East Africa to avoid duplication of efforts)

Trade facilitation

- *Examples:* Trade facilitation agenda remains unfinished and will need to be a key feature of ATI in an opportunistic way to deliver on trade and investment deals at scale

Annual AGOA and GSP Review

- *Examples:* Possible changes to upcoming and new labor, gender, and environmental requirements that may trigger the loss of AGOA and GSP eligibility for some countries; USAID Africa Trade and Investment program support to countries to meet new thresholds to maintain AGOA and GSP trade preferences may be required

Trade Facilitation and Investment

- *Examples:* Shift in focus on the relationship between trade facilitation and investment with digital infrastructure priorities becoming part of trade facilitation; USAID Africa Trade and Investment program to consider the embeddedness of trade facilitation in trade and investment deals

IMPROVING THE BUSINESS ENVIRONMENT

LOOKING FORWARD

- Trade and investment landscape assessment to identify and assess enabling environment issues linked to trade & investment opportunities
- Support private sector business membership organizations/associations to advocate for enabling business environment
- Provide business enabling environment support to private sector high-profile deals to remove obstacles to trade and investment deal closure
- AGOA support for buyers and sellers to utilize the facility

WHY IT MATTERS

- Successful implementation of trade and investment deals at scale requires a good business environments/enabling environments
- Continental opportunities that deliver development impact need strategic enabling environment facilitation
- The USAID Africa Trade and Investment program will need other ecosystem actors that have a comparative advantage in enabling environment matters
- AGOA support to firms requires ongoing technical assistance that should be institutionalized at a continental level

PROGRAMMATIC SUPPORT

OVERVIEW

Achievements in QI allow us to set the groundwork for future activities that will enable ATI to effectively share knowledge, networks, and opportunities and deliver high-quality results that build on the past experiences of USAID and our partners.

HIGHLIGHTS

Operational

- Developed program-wide MEL plan, which will be actively used to monitor, iterate, and disseminate learnings to key stakeholders
- Building a strong foundation for strategic communications, including branding and marking plan, communications strategy, ATI collateral documents (one-pagers, FAQs, etc.), and a regular newsletter.
- Established a grants management process, built on USAID and DAI experience

Technical

- Providing advisory services to over 13 Missions, Bureaus, and Operating Units on buy-in development
- Providing advisory services to Prosper Africa Secretariat on technical activities, sector opportunities, strategic communications, deal intake and support, and prioritization criteria
- Standing up Technical Working Groups by Technical Objective (see Investment, Trade and Enabling Environment for more)
- Outlining deal support and identification ("deal concierge function") based on lessons learned from predecessor pilots and other USAID activities (e.g., Trade Hubs)

PROGRAMMATIC SUPPORT

LOOKING FORWARD

- Establishing the USAID Africa Trade and Investment program's communication arm for the East Africa region
- Finalizing the program's performance indicators and developing a learning agenda
- Developing a sub-award framework that will guide decision making on the use of grants and sub-contracts and capture best practices
- Developing new windows of opportunities/points of entry for the diversity of private sector actors to engage with the USAID Africa Trade and Investment program (e.g., local SMEs, diaspora, women-owned/led, etc.)
- Using decision-making framework (prioritization criteria, technical working groups) to progress support for high-priority opportunities

WHY IT MATTERS

- Successful communications requires a nuanced understanding of the audiences and communications landscape in each region
- MEL allows for the program to monitor performance, report on the progress made, identify successes and limitations, and allow activity managers to make timely, evidence-based decisions
- Showcasing operational best practices alongside technical work will enable the program to effectively engage the private sector
- Inclusive engagement of diverse actors across Africa and the United States will result in more sustainable and impactful work
- Creating responsive avenues for USAID and U.S. Government engagement and support (e.g., deal concierge and continental APS) is critical to being a private-sector driven program

ANNEX



MEL PLAN - PERFORMANCE INDICATORS

Performance Indicators

Core Indicators

1. Value of sales achieved as a result of USG assistance
2. Value of new USG commitments and private sector investment leveraged by the USG to support economic growth
3. Value of financing accessed as a result of USG assistance
4. Number of agriculture and non-agriculture jobs created or maintained with USG assistance

Outcomes Indicators (Improved practices, increased profitability and deal facilitation)

5. Percentage of firms/organizations with increased profitability or increased self-sufficiency
6. Percentage of USG-assisted organizations with improved performance
7. Number of firms that have applied improved organization-level technologies or management practices with USG assistance
8. Number of assisted firms/associations meeting international grades and standards to export
9. Number and value of export deals identified or supported
10. Number and value of finance deals identified or supported
11. Number of firms receiving USG-funded technical assistance

MEL PLAN - PERFORMANCE INDICATORS

Performance Indicators

Enabling Environment Indicators

- 18. Number of milestones in improved institutional architecture for trade and investment achieved with USG support [Multi-Level]
- 19. Number of non-tariff barriers mitigated as a result of USG assistance (cross-cutting)

Environmental Risk and Social Management Indicators

- 20. Number of activities screened for environmental risk
- 21. Number of screened activities to ensure proposed mitigation have been implemented
- 22. Number of entities assisted by ATI to strengthen environmental and social risk policies
- 23. Percent of ATI activities reporting environmental and social compliance data accurately and timely

MEL PLAN - PERFORMANCE INDICATORS

Performance Indicators

Private Sector Engagement Indicators

12. Number of engagements jointly undertaken with the private sector to achieve a U.S. foreign assistance objective

13. Number of private sector enterprises engaged with the USG to support U.S. foreign assistance objectives

14. Number of private sector enterprises with improved participation in the local economy as a result of USG assistance

ATI Process Indicators

15. New trade and investment mechanisms/solutions developed and supported

16. Number of trade and investment related events held with ATI assistance

17. Number of products produced and disseminated by ATI

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Contract Number: 7200AA21C00056

Activity Start and End Date: 09/25/2021 - 09/24/2026

USAID COR Name: Patterson Brown

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