



CONNECT AND LEARN FOR SUSTAINABLE ASSOCIATIONS (CLOSA)

In sub-Saharan Africa USAID has supported several private sector associations, which play a critical role in helping business owners, service providers and practitioners overcome common challenges and obstacles. However, sufficient priority has not been given to organizational capacity and management to be member-driven and financially self-reliant to sustain their core operations. In addition, some private sector associations have shifted their priorities to attract donor funding versus appropriately representing the evolving needs of their membership.

PROGRAM DESCRIPTION

The Connect and Learn for Sustainable Associations (CLOSA) project is a USAID funded locally led initiative that aims to (i) connect private sector associations in West Africa with peer associations and private sector experts and (ii) implement and scale up best practices to support and prepare private sector associations to become financially sustainable, commercially viable, and self-reliant.

With a focus on mentoring and coaching and strengthening connections between associations, CLOSA aims to support an adaptive learning process that leverages local and regional expertise and connections to test, adapt and apply evidence from a robust multi-country knowledge-base on building sustainable private sector associations in West Africa.

PROGRAM COMPONENTS

CLOSA aims to strengthen private sector associations by offering a balanced set of activities

- **INCREASE INTERACTIONS**

Increase the capacity of associations to interact within the local systems and governments, leveraging the power of connections.

- **LEVERAGE CONNECTIONS**

Strengthen local networks that connect local needs with local resources.

- **EVIDENCE GENERATION**

Generating evidence of best practices around financial sustainability by utilizing rigorous context specific research methods, which can be adapted for multi-country, transboundary and/or regional associations.

- **ENHANCE PERFORMANCE**

Working with Private Sector Associations (PSAs) in West Africa to improve capacity and performance across several domains including financial management and membership offering.

OUR APPROACH

To meet this vision, CLOSA – led by Health Strategy and Delivery Foundation and its core partners of the American Business Council (ABC), the Center for International Private Enterprise (CIPE) and the Federation of West Africa Chamber of Commerce and Industry (FEWACCI), synthesizes and catalyzes the adoption of best practices, contextually relevant and practical tools for association development.

This is accomplished by leveraging existing structures and offering strong technical and managerial approaches through local experts, coaching and mentoring. While supporting private sector associations to build upon their current member-engagement and business strategies, we also use systems thinking to understand the current association ecosystem, identify root causes of underperformance, and develop context-specific and locally informed strategies and solutions to increase sustainability and improve commercial viability across three sectors (agricultural, health, and entrepreneurial) and across three countries (Ghana, Nigeria, and Senegal).

Our robust partner network are the primary mechanisms through which we will deliver technical assistance and support through learning labs, networks, and exchanges. They offer their technical expertise, ingenuity, and local systems knowledge in critical market areas.

Program Information

Goal:

To increase sustainability and commercial viability of private sector associations in West Africa by developing a robust multi-country knowledge-base on building sustainable private associations and supporting adaptive learning across multiple associations

Life of Program:

Four years (2022 – 2026)

Total USAID Funding:

\$1,990,404

Geographic Focus:

West Africa Region

Activity Locations:

- Ghana
- Nigeria
- Senegal

Implementing Partners:

Health Strategy and Delivery Foundation (HSDF)