Elevate Africa

Trade Desk
BY ELEVATE AFRICA



MEMBER EDITION

The Elevate Africa Trade Desk

Connecting capital with opportunity.

Come and build with us.

We have sat in more rooms than we can count where Africa's money and Africa's ideas were a handshake apart, and never met. The capital was there. The business was real. The project was worth building. And still nothing moved, because nobody at the table could be sure of anybody else.

We have watched that for long enough, and we believe you have too. The continent has signed the agreement that makes it one market; what remains is to turn that policy into practice, one real transaction at a time. Our own people, at home and far away, are looking at Africa as the opportunity rather than the risk. This is the moment to build the bridge, and we would rather build it with you than for you.

So this is an invitation. Bring what you hold: your capital, your business, your pipeline, your corridor. Meet the one standard we hold everyone to. And take your place in a room where every person you meet has cleared the same gate you did. We take no side in your decision. Our reward is an Africa that trades with itself in practice, and not only on paper.

What we promise you is the room, the introduction, and our word that we will then get out of the way.

The pages that follow are short on purpose. Read them, and then come and find us.

Ogiame Atuwatsé III and Olorì Atuwatsé III

CO-FOUNDERS, ELEVATE AFRICA

The Desk on one page

The whole Desk, in the time it takes to finish your coffee.

WHAT IT IS	A neutral bridge, convenor and trust-builder for intra-African trade and investment. It verifies participants against one published standard, introduces them to one another, and then steps out of the way.
WHO IT IS FOR	Investors and capital holders. African businesses and project owners seeking capital. Companies that want to trade with one another across borders. Governments with a pipeline of projects to bring to market.
WHAT YOU RECEIVE	Introductions to counterparties who have cleared the same gate you did, matched to what you actually seek. A room you can trust. Candid feedback when something falls short. Convenings where your market gathers.
WHERE IT STOPS	At the introduction. Every transaction is negotiated, structured, priced and concluded by the parties themselves, on their own terms and in their own contract.
WHAT IT COSTS	Two separate things. A membership fee, paid for the service around the Desk. And, only on an investment deal that closes, a small fixed participation fee paid equally by both sides. A trade match is free of any fee.
HOW TO BEGIN	Take the published standard, prepare, and submit a short profile: a Mandate Profile if you hold capital, a Trade Profile if you hold an opportunity or trade. A prepared company can be introduced within **30 to 45 days**.



01

The case for a Trade Desk

A deficit of trust

Africa has a shortage of capital and a shortage of infrastructure. Beneath both sits a deeper deficit, and it is the one thing that can grow the other two: *trust.*

Those who hold funding and those who hold credible projects have no reliable way of finding one another, and no reliable way of knowing, when they do meet, that the other side is what it claims to be. Capital stays away, and infrastructure stays unbuilt.

A neutral convenor

Brokers and advisers exist in abundance.

What intra-African trade has lacked is a neutral convenor with a published standard and no stake in the outcome: an institution that can put a government minister, a diaspora fund manager and a manufacturer in one room without any of them wondering what the convenor is taking off the table.

The Elevate Africa Trade Desk is *that institution.*

It sells nothing except trust, and everything described in this note is designed so that the trust is earned by the way the Desk is built rather than by what it promises.

What changes when the Desk works

Trust compounds. Every introduction that lands makes the next one easier to make, and easier to accept.

Today, Africa's opportunities are not short of merit; they are short of a trusted route to the people who could act on them. Investors cannot tell a prepared business from an unprepared one without months of their own work, so many never look. Businesses are turned away without being told why.

The Desk changes the first link in that chain. It publishes one standard for what "credible" means and holds everyone to it. Businesses and countries that were unprepared become ready, because the standard is public and the feedback is specific. Investors receive a small flow of verified opportunities that fit their mandate, instead of a mailing list.

Then the introductions are taken up, because both sides know the other has cleared the same gate. A share of them progress to trade or investment, on terms the parties set for themselves. Country pipelines become legible to the market, and hear candidly why they moved or did not.

Over time, an introduction from the Desk comes to mean something. More African capital flows into African opportunity, more African businesses trade with one another across borders, and the continent's opportunities stand as visible, credible and investable on their own merits.

All of it rests on the Desk staying neutral.

Which is why the standard is the same for everyone, why the people who verify and match work from the standard alone with every question of fees and funding kept away from them, and why the Desk would rather turn away ten participants than admit one it should have declined. We have built those commitments into how the Desk is funded and governed, so that they hold whether or not you take our word for them.



02

What the Desk means for you

Four kinds of participant. Turn to your own page.

If you hold capital

Curated deal flow, matched to your mandate. The Desk narrows your search and vouches for the room; the return is yours to judge.

YOU BRING

- A Mandate Profile: sectors, ticket size, instruments, geographies, horizon and hard exclusions
- Verified standing as to entity, source of funds and regulatory position
- A commitment to answer yes, no or not yet within fifteen business days
- Discretion: written consent before the Desk's name appears in any solicitation

YOU RECEIVE

- Deal flow filtered to your mandate, each opportunity verified for existence, ownership and completeness
- Direct introductions to project owners and, where relevant, to the ministry above them
- Convening access, a peer network of other capital holders, and country intelligence that is hard to come by anywhere else
- The right to walk away at any point, with no obligation

The Desk verifies that an opportunity exists, is owned by who it says and is documented completely. Whether it is worth your money is your judgement, and diligence remains entirely yours.

If you hold an opportunity

Meet the standard, and the Desk will put you in front of people who have been looking for exactly what you hold.

YOU BRING

- A Trade Profile: what you offer, the capital you seek, its use, and the commercial basis in revenue, offtake, contracts and market evidence
- Registration, beneficial ownership, two to three years of financials and regulatory standing
- A risk register written honestly; reviewers read candour as competence
- A named contact who has authority to respond

YOU RECEIVE

- Matching against investor Mandate Profiles, and a written introduction when there is a fit
- If you fall short, structured feedback naming the section that fell short, the kind of feedback most enterprises have long been owed
- Free templates with worked examples, and readiness clinics alongside convenings
- Platform slots and curated briefings once you are Desk-Ready

The Desk teaches the standard, and the submission stays yours to prepare. Reaching Desk-Ready earns an introduction, and the negotiation that follows is entirely between you and your counterparty.

If you trade

A verified counterparty across the border, matched to your corridor and your capacity.

YOU BRING

- A Trade Profile: what you sell or seek, volumes, standards and certifications, corridors of interest and the terms you will consider
- Verified standing: the same pack as everyone else
- Evidence of capacity in production, fulfilment or purchasing
- The same response discipline and name protection as every participant

YOU RECEIVE

- Introductions to counterparties matched to your corridor and capacity, one at a time
- The assurance that every counterparty has cleared the same gate: existence, ownership and standing confirmed
- Access to convenings where your corridor's buyers, producers and logistics actors gather
- The right to transact entirely on your own terms, free of any fee to the Desk

The Desk confirms that your counterparty exists, is owned by who it says and is in good standing. Inspection of goods, performance and the settlement of any dispute rest with the parties and their own contract.

If you govern

Bring a pipeline and a focal point, and the Desk will bring you a market.

YOU BRING

- A defined pipeline: projects, concessions, supply-chain gaps or offtake needs, with the enabling framework in place
- A focal point with authority to respond
- Regulatory clarity investors can rely on: incentives, repatriation terms, approvals and timelines
- The discipline to answer within the response window

YOU RECEIVE

- A Country Lane: a standing channel into the capital network, refreshed quarterly
- A pipeline brief that presents your opportunities in a form investors can read in one sitting
- Structured access to Elevate Africa convenings, including the Presidential Roundtable
- Candid feedback on what the market said about your pipeline, and why it moved or did not

The Desk offers reach and credibility. A pipeline moves in proportion to how legible and reliable its enabling environment is, and that part stays in the government's hands.

Governments engage through a Country Partnership Agreement rather than membership, and a Country Lane is only as ready as the projects inside it: a pipeline of intentions is Tier 1; a pipeline of dossiers is a market.



03

How a connection happens

Four tiers, six steps, and the days between them.

Four tiers, six steps

Participation is earned in four tiers, each defined by what has been verified. Every step up the ladder is earned by verification alone.

TIER 0

Readiness Lane

Free, open to all. Prepare against the published standard.

TIER 1

Registered

Identity, jurisdiction, sector, named contact. Convenings and intelligence.

TIER 2

Verified

Ownership, financials, standing, screening. Listed in the pipeline.

TIER 3

Desk-Ready

Complete, coherent profile. Direct introductions.

A prepared company moves from registration to introduction in 30 to 45 days. A country's journey to a live Country Lane is typically 120 to 180 days, paced by how quickly its focal point can gather documents from the ministries that hold them.

THE CONNECTION PROTOCOL

I — DAYS 1–5
Intake
Submit through the portal; tier assigned

2 — DAYS 5–20
Verification
Completeness and screening; tier confirmed in writing

3 — ROLLING
Matching
Judgement, by people

4 — DAYS 20–30
Introduction
Written, to both parties; the Desk steps out

5 — DAY 60 & 180
Follow-up
Did you engage? Did it progress?

6 — WITH CONSENT
Amplify
The connection becomes a story

Every introduction carries the same line: *Elevate Africa confirms that this information was provided and checked for completeness. Commercial viability, and the decision to transact, rest entirely with the parties.*

Why you can trust it

The Desk's running costs are met before any match exists, and everything about how it is paid is kept away from the people who verify and match.

1 **Membership pays for service around the Desk.** Your membership fee buys response times, relationship support, readiness help and access. It is paid before any match exists, and verification, matching and introductions are decided on the standard alone.

2 **A fixed, published fee on investment deals only.** Separately, on an investment deal that closes, the Desk receives a small participation fee, the same for every participant and paid in equal part by both sides. It is handled away from those who verify and match, so every introduction rests on the standard alone. A trade match is free of any fee.

3 **The Desk belongs to its standard.** Every funder, member and sponsor is held below forty percent of its annual budget, and verification is funded only by parties who stand outside matching. The referee is paid by people who stay off the pitch.

4 **Everyone inside it stands clear.** Every officer, director and ambassador of Elevate Africa declares annually that they stand clear of every deal the Desk has introduced.

5 **Your information stays yours.** Profiles are shared only with a specific counterparty and only with your consent, and they stay yours. Use of the Elevate Africa name in any solicitation follows prior written consent.

6 **It removes more readily than it admits.** Sanctioned parties, undisclosed ownership, active proceedings for fraud or corruption, and extractive projects without community consent are removed permanently. The Desk's only asset is that an introduction from it means something.

7 **It publishes its own record.** Each year the Desk publishes a transparency report covering participants, introductions, engagement, contributions, funding mix and removals, whatever it says. Complaints have a published channel and a thirty-day response.



04

Membership

Service around the Desk. Never position inside it.

Three ways to belong

A fee buys service around the Desk, and the standard stays the same for everyone.

Every member seeking an introduction follows exactly the tiers and the Connection Protocol described above and is assessed against the same standard as a non-member. What membership changes is the service around that process: response times, relationship follow-up, event access, visibility and support in becoming ready. Tiers are priced on the intensity of service alone.

Community

For founders, professionals and emerging businesses who want to become ready.

The published readiness resources, selected clinics and workshops, guidance on the standard and the profiles, and defined response times for readiness enquiries. Elevate Africa Connect remains the free, open front door, and Connect members receive a courtesy discount.

Business

For established businesses and professional firms that want a closer relationship.

A named relationship contact, defined service response times, regular check-ins and follow-up beyond the standard protocol, selected roundtables, briefings and closed member sessions, eligibility to be invited on trade and investment missions, and enhanced profile visibility.

Institutional

For corporates, banks, funds and financial institutions that want a dedicated relationship.

Dedicated relationship management with agreed service levels and scheduled reviews, enhanced presence at Trade Desk convenings, institutional roundtables, premium visibility and a structured flow of information. A higher level of service, with the same access as everyone.

Membership is separate from the participation fee on investment deals: one is paid for service, the other only when an investment closes, and neither affects the other. Governments engage through a Country Partnership Agreement rather than membership. Membership makes you eligible to be invited on missions, each on its own terms, and any introduction that arises still passes through the Connection Protocol. Advisory support of every kind stays outside membership, with an arm's-length Adviser Panel.

The people behind the Desk

A small team, chosen for transaction fluency and zero transaction interest.



Olorì Atuwatsé III

CO-FOUNDER AND EXECUTIVE CHAIR, ELEVATE AFRICA

Queen Consort of the Warri Kingdom, barrister, author and convenor. Co-founded Elevate Africa with His Majesty Ogiame Atuwatsé III to elevate Africa's self-image and global standing, and leads the Trade Desk as its founding champion.



Sarah Goroh

LEAD, ELEVATE AFRICA TRADE DESK

Sarah Goroh is a strategist, project director, business development consultant and African Union Commission Simulation (AUCS) Agenda 2063 Ambassador, from Namibia. She has years of experience in senior leadership, organisational development, strategic planning and stakeholder engagement. She is also a youth advocate who has championed initiatives in entrepreneurship and community development.

As Trade Desk Lead at Elevate Africa, she oversees the strategic coordination and development of the Trade Desk, facilitating engagement between governments, businesses, investors and institutions across Africa. Her role focuses on identifying trade and investment opportunities, building strategic partnerships and connecting stakeholders to advance meaningful economic collaboration across the continent and beyond.



Dr Rex Idaminabo

CHIEF PARTNERSHIP OFFICER, ELEVATE AFRICA

Leads Elevate Africa's partnerships with governments, institutions and capital, and with the Desk Lead concludes the Trade Desk's founding partnerships and country relationships.

Verification and matching are matters of judgement, and the Desk is run by people who stand clear of everything it introduces.

Five ways in

i

If you hold capital, submit a Mandate Profile.

Tell us precisely what you seek, and we will stop sending you everything else.

ii

If you hold an opportunity, submit a Trade Profile.

Meet the standard, and we will put you in front of people who have been looking for exactly what you hold.

iii

If you trade, submit a Trade Profile.

Tell us what you sell or seek, and we will introduce you to a verified counterparty across the border.

iv

If you govern, open a Country Lane.

Bring us a pipeline and a focal point, and we will bring you a market.

v

If you are still preparing, take the standard.

It is published, it is free, and it is the same one everyone else is held to. Come back when you meet it.

Write to **tradedesk@weelevateafrica.org** and tell us which of the five you are. The standard, the templates and the dates of the next readiness clinic will come back to you.



06

For those who want the detail

The profiles, the pathways, the Adviser Panel and the safeguards, in full.

The profiles

Two short, standardised documents turn a network into a system. Both rest on the same Tier 2 verification.

Mandate Profile

For a capital holder.

Its regulatory standing and source of capital; the sectors, geographies, ticket range and instruments it will consider; its hard exclusions; its decision process and a realistic timeline; the value it brings beyond capital; and a contact with authority to respond.

Trade Profile

For a company seeking capital, trade partners or both.

What it offers or seeks; the commercial basis in revenue, offtake, contracts and market evidence; its capacity, standards and certifications; the corridors and terms it will consider; a risk register named honestly by the owner; and a contact with authority to respond.

Country Trade Profile

For a government.

Its enabling environment, namely incentives, repatriation terms, approvals and timelines, and a pipeline brief of at least three projects that are individually Desk-Ready, with a focal point who has authority to respond.

> A capital holder is matched to a company through its Mandate Profile. Two trading companies are matched to each other through their Trade Profiles. A company may hold one profile for both routes. Profiles are refreshed every six months, verification annually, and material changes disclosed within thirty days.

Two pathways, the same gates

The tiers form a ladder, and there are two of them, walked separately but through the same gates.

SOVEREIGN PATHWAY

120–180 *days*

A country self-assesses its pipeline against the standard and names a focal point with authority; documents what investors need to rely on and signs a Country Partnership Agreement that opens its Country Lane; and reaches Desk-Ready with a pipeline brief of at least three projects that are individually Desk-Ready.

Staying at tier means refreshing the brief each quarter. A Lane whose dossiers expire reverts to Tier 2.

PRIVATE COMPANY PATHWAY

30–45 *days*

A prepared company registers, assembles its verification pack, is checked for completeness and screening, and then completes its Trade Profile for the capital route, the trade route or both.

Staying at tier requires annual re-verification, a refresh of the profile every six months and disclosure of material changes within thirty days.

What speeds the climb

Self-assessing against the published standard before submitting anything. A named contact who actually has authority to respond, rather than one who must escalate every question. A risk register written honestly. Documents that already agree with each other. Choosing the route, capital or trade, that matches this year's real need.

Readiness, advice and a boundary

Most opportunities that fall short at verification are simply unprepared.

Closing that gap is among the most valuable things the Desk does. The standard is published in full so that anyone can self-assess before applying. Templates for each profile, with worked examples, are free. A participant that falls short receives structured feedback naming the section that fell short. Readiness clinics run in cohorts alongside convenings. The Desk teaches the standard, and the submission stays the participant's own.

The Adviser Panel

Because the Desk gives no transaction advice, participants who need specialist support are referred to an Adviser Panel that operates at arm's length under published rules. The Panel is a vetted roster of equals. **The Desk gives three names or none, because one name is steering and three is a choice.** Every referral is made free of any fee, every participant stands in the same place at verification and matching whether or not they engage an adviser, and the participant contracts the adviser directly. Where a panel adviser has prepared a profile, an unrelated verifier reviews it, so that the preparer and the verifier are always two different people.

On credit readiness, the Desk convenes.

Ratings, debt issuance, guarantees and risk cover are regulated, politically charged and consequential at national scale. The Desk's part is to convene the country with the institutions whose mandate this is: the African Development Bank, Afreximbank, the Economic Commission for Africa, ATIDI and MIGA. Convening rather than advising is the difference between being useful for a decade and being unwelcome after one mistake.

Our Partners

SCAN TO REGISTER

The deal is yours to make.

We will make the introduction, and then get out of the way.

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