

**Detailed Implementation Plan  
for  
Pan-African Artisan Enterprise Development Program**

**2001 Matching Grant- Cooperative Agreement No. HFP-A-00-01-00023-00  
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**Country sites and Beneficiary populations: Mozambique 1350, Tanzania 500,  
and South Africa 700.**



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## LIST OF ACRONYMS

ATA	Aid to Artisans
AMKA	AMKA Registered Trustees(Tanzania)
ANARTE	National Artisans Association (Mozambique)
AMRT	African Market Readiness Training program
BAT shop	Bartel Arts Trust Shop
DIP	Detailed Implementation plan
EOP	End of Program
HQ	PVO Headquarters
LOP	Length of program
MRT	Market Readiness Training program (NY)
M & E	Monitoring and Evaluation
NYIGF	New York International Gift Fair
NGO	Non- Governmental Organization
PAED	Pan-African Artisan Enterprise Development Program
PVO	Private Voluntary Organization
RISE	Regional Initiatives for Southern African Enterprises
RFD	Regional Field Director
SARCDAA	South African Retail and Drug Association
SME	Small and Medium Enterprises
USAID	United States Agency for International Development

## **A: Executive Summary**

The PAED program is a follow-on program to ATA's first matching grant program in Southern Africa, RISE (1998- 2001). During RISE, artisans in Mozambique and Tanzania benefited from business training, product development and market link connections that ATA established. The PAED program is designed to further expand ATA's services and reach to artisans in Southern Africa.

Though the PAED program will be directly implemented in Mozambique, Tanzania and South Africa, it is designed so that artisans from other African countries will also be able to participate in the program and benefit from it. Under the Pan African Market link component of the PAED program ATA will be able to work with more market ready African producers. These producers will contribute towards the cost of the marketing services provided to them and therefore help ATA introduce cost-recovery practices as a means towards sustainability. ATA aims that by the EOP ATA would have established a system through which African artisans would be able to receive marketing services from ATA on a fee for services basis even after the PAED program is over. Under PAED, ATA will also promote the use of information and communication technology in product development and design.

To strengthen and expand ATA's training program, in addition to ATA's current Market Readiness Training program (MRT) that is held twice every year in conjunction with the NYIGF, ATA will implement MRT in South Africa (AMRT) that will be held once a year in conjunction with SARCD, the prestigious South African trade show.

Under PAED, ATA will develop and promote the Pan-African market link program in the US, Europe and South Africa by adding new tradeshows to its existing portfolio of tradeshows. In addition to the NYIGF and SFIFG, the African products will be exhibited at Ambiente (Germany), Sources and the Atlanta Gift Fair (USA) and SARCD (South Africa), thus expanding the market and sales opportunities for African artisans.

### **Key objectives for PAED**

The capacity building objectives for PAED include:

- 1) Increase the operational and training capacity at the headquarters and country level.
- 2) Capitalize on the existing information technology.
- 3) Increase ATA's earned income and revenue.

The Service Delivery objectives for PAED include:

- 1) Expand market and sales opportunities for African artisans.
- 2) Provide artisans with business training and design assistance.
- 3) Continue to develop market-driven products.

Objectives towards achieving sustainability are:

- 1) At the headquarters level, continue to diversify funding sources and build strategic alliances.
- 2) At the country level train artisans/ artisan organization and partner organization to provide effective customer service to commercial markets to maintain and

expand markets after the PAED project ends. 4) Train artisans to develop quality products for international export independent of ATA.

**Country-Specific Implementation Plan:** The existing infrastructure and the needs of the artisan sector in each of the three project countries varies to a large extent, so ATA developed need driven implementation plan for each of the three program countries.

**Mozambique:** ATA established a regional office in Maputo, Mozambique in 1998 under RISE. The Regional Field Director and a staff of four focus on capacity building, strengthening a recently formed artisan organization and developing the Mozambican export sector. Local staff is being trained in customer service, fundraising and financial management to take over from the US regional field director after Y2, when the RFD phases out.

**Tanzania:** The artisan sector in Tanzania is far more developed than Mozambique. Therefore the Tanzania program will end in 2004, prior to the five-year PAED program ends. In Tanzania, ATA will work directly with artisan-based enterprises and Tanzanian businesses rather than with AMKA as central in-country partner as was proposed originally and as under RISE. However ATA may provide services to AMKA on a fee-for-services basis. Craft-based small and medium enterprises in Tanzania have been identified and evaluated to work with on a business services basis. A recently hired Dar based local coordinator will provide the logistical support by following up with producers/ companies and coordinating all marketing and product development activities.

**South Africa:** ATA will partner with the BAT shop, a for-profit organization based in Durban. The BAT shop will work with ATA to provide the South African artisans with design and marketing assistance. The BAT shop will work with ATA staff to set up AMRT at the SARCD trade show. In addition to the BAT shop, the Marketing Manager for PAED will be based in Johannesburg to supervise and coordinate all marketing activities.

Artisans in all three countries will be trained in business management practices through in-country business workshops and also through ATA's MRT program both in South Africa and the US. Product development and design services will be provided to artisans both through in country design workshops and long distance design work.

	<b>Mozambique</b>	<b>Tanzania</b>	<b>South Africa</b>
Program Dates	Oct 2001 to Sep 2006	Oct 2001 to Sep 2004	Oct 2001 to Sep 2006
Beneficiary Population	1350	500	700
Partnerships	Artisans enterprises	SMEs	The BAT shop
Level of AID funding	1,273,210	296,278	278,613
Proposed match	947,891	270,676	323,651

## **PAED's contributions to ATA's vision**

ATA has worked at the grassroots level to develop artisan enterprises around the world for over two decades now. Many of the artisans and micro enterprises trained through ATA projects have now evolved into small and medium enterprises (SMEs) and with that has evolved ATA's SME vision. ATA realizes that political, economic and social instability, especially in countries that are shifting from a centrally planned system to a market economy, has undermined the growth of the private sector in many developing nations. Poor quality of products, inefficient production processes and technology, insufficient knowledge of market structures, trends and expectations, and lack of access to buyers have left artisan SMEs struggling for survival.

**The Pan African Market Link component of PAED complements ATA's SME vision** to improve Artisan Capacity to develop their businesses and compete in a rapidly expanding and increasingly competitive global market.

ATA believes that with appropriate technical assistance, artisan SMEs in developing countries can improve their productivity, enhance their export competitiveness and compete successfully in global markets. Once they have gained a foothold in the market, SMEs have the capacity to create employment for a large number of people.

Under PAED ATA will help artisan SMEs access global markets through an integrated strategy of product development and design, training in business skills and organizational development and market links, which is part of ATA's larger strategy.

PAED will also play a crucial role in strengthening ATA's MRT program. As mentioned above ATA will start an African MRT in Y1 of the PAED program which will not only build and expand on the existing training program but will also fortify ATA's ability to respond and offer need-based training to artisans' communities.

### **B: Program Design**

The PAED program has been designed to improve and expand the services delivered under the RISE program, and to expand ATA's reach in South Africa and, in a more modest way, to the rest of the continent.

#### **B1 Overall program approach**

PAED was designed to enable ATA to bring growing craft businesses from all over the continent to the South African market and forge links for the artisans that due to their relative affordability, can be more easily sustained.

South Africa is the continent's largest economy and attracts significant tourism. To reach craft buyers in South Africa, SARCDA, a South African trade show has been included to the existing roster of trade shows, providing the African artisans an opportunity to market their products in three markets: US, Europe and South Africa.

PAED's African Market Readiness Training, AMRT to be held in conjunction with SARCDCA once a year, will provide a less expensive training venue than NY. Therefore it would provide African artisans a more cost-effective exposure to consumer markets. The AMRT program will be open to artisans from both within and outside the project countries.

The Pan African Market Link component of the program capitalizes on ATA's highly developed marketing services by offering market access to qualified African businesses on a fee for services basis. The basic methodology for PAED is to link artisans with the private sector for long-term sustainability

Though ATA has a regional office in Mozambique, it is difficult to have management benefit from it because of travel and communication hazards. Therefore the country programs in Tanzania and South Africa will be managed from headquarters. However the Field director who is based in Mozambique will oversee that the overall programmatic activities are implemented in all three program countries. In addition, a marketing manager who will be based in Johannesburg would coordinate all marketing activities for the three project countries.

The overall program objectives are to strengthen ATA and its partner organizations and build their capacity to provide design and business training and expand market and sales opportunities for the African artisans.

Specific details on country-specific objectives, activities and indicators are detailed in the planning matrices in section B4.

### **B1.1 Organizational Capacity Building**

For the organizational capacity building objectives of the PAED program the following baseline studies and methods were used to assess organizational capacity needs.

#### **Baseline studies**

At the end of the ATA's three-year matching grant RISE that ended in September 2001, ATA conducted an external final evaluation in Mozambique and Tanzania. The findings of the evaluation provided ATA with objective insight into the program, partners and beneficiaries and their areas of need. The evaluator was engaged to review the implementation and management of RISE over the life of the program and comment on:

- Sustainability,
- Partnerships and cooperation,
- Strategic approach,
- Monitoring & evaluation practices,
- Management systems, and
- Lessons learned and recommendations for the follow-on program.

ATA also conducted the following activities to gather information:

- Field interviews to assess basic business knowledge, satisfaction, and attitudes of the program clients and partners.
- Review and assessment of communications between ATA HQ and field offices.
- Interviews with ATA HQ and field staff
- Review of buyer records at the field offices to assess satisfaction of customers
- Buyer interviews by email and phone.
- Review of monitoring and evaluation systems and data collection systems.

The findings and recommendations of the final evaluation plus some additional information serve as the baseline for PAED. Other than the final evaluation, ATA identified constraints and problems from its field experiences across programs, conversations with the field staff, buyers and artisans. The lessons learnt during RISE are also basis upon which targets and indicators for PAED were developed.

ATA's Project Director's visit to the region in February 2002 and the Project's Officer's subsequent visit in June 2002 provided ATA with a more current and first hand understanding of the field situation.

**The key findings** from the final evaluation and the lessons learnt from the RISE program **that impact the baseline** for the PAED program are:

- Indicators must be designed with practical data gathering and analysis methods in mind.
- Program indicators and M&E systems need to be clearly articulated at the beginning of the program.
- Quantitative data must be complimented with qualitative data.
- Annual targets provide a good benchmark for measuring growth.
- Limited staff can serve a limited number of businesses, therefore it is better to work with a number of groups intensively in a select geographic area each year verses working with many groups in many different regions all at once.
- Access to markets is still limited.
- ATA's NY based Market readiness training is useful but expensive.
- In Mozambique artisans have low levels of literacy and numeracy.
- AIDS and Malaria have substantial impact on the artisans and the program staff.

### **Implication of the findings**

The findings and the understanding of the actual conditions and the effectiveness of the interventions made during RISE led to certain adjustments to the PAED program.

Certain specific systems and processes have been set up to facilitate the integration of the learning into ATA's management decisions and that include:

- Program indicators for PAED have been revised.
- ATA is monitoring a limited carefully selected indicator set.
- There is a standard data collection system and format in all three countries to ensure the consistency of the data collected.
- ATA to design and conduct a market readiness training program in a more regional context that would be more cost effective and affordable for the artisans.

- ATA will make a concerted effort to improve and expand ATA's ability and effectiveness in training artisans.

Based on new information and changes in situation since the PAED proposal was written, some program elements in PAED have been added or changed.

- To strengthen and consolidate market activities for the region a new regional marketing position has been created. PAED Marketing Manager will be based in Johannesburg to back up the RFD and oversee all marketing activities for the region.
- The website for African products will be used as a marketing tool to market products in-between trade shows and to expand reach to buyers that are not reached through the trade shows rather than as a direct market venue to increase sales as proposed originally. ATA's experience has shown that the wholesale website can provide information on products and create inquiries, however buyers need to contact the producer/company and see the physical product in hand before placing an order.
- The program elements in Mozambique and South Africa remain the same as proposed originally but in Tanzania ATA has changed its work strategy. ATA continued to partner with AMKA in Tanzania in the first six months of the PAED program in an effort to resolve problems and agree on priorities. Despite ATA's concerted efforts in these six months, ATA had to decide the most effective use of PAED funding was to work directly with Tanzanian businesses. During RISE both ATA and AMKA struggled to have a functional communication system. At the time when the PAED application was written ATA believed that problems in communication could be solved. Year one into RISE, ATA changed the reporting structure to accommodate AMKA, but without result. In August 2001, during face to face meetings in CT, AMKA's Managing Director and ATA developed yet another communication system. When this too failed ATA determined that it could no longer work effectively through AMKA. However maintaining cordial relationship with AMKA remains of importance to ATA.
- Under the revised work strategy, craft based small and medium enterprises in Tanzania have been identified, evaluated and selected to work with directly. In Y1, ATA will work with two SMEs but the number of businesses that will participate in the PAED program will increase in the following years. As mentioned above a local coordinator has been hired to work as a link between the producer companies and ATA. This Coordinator will work under the supervision of the Regional field director in Maputo, Mozambique and the Marketing Manager in Johannesburg.
- At ATA's home office there has been some restructuring at the management level due to personnel shifts. ATA's Director of Program Initiatives, a position that developed new programs and funding sources, left the organization for health reasons. ATA has restructured senior management to comprise an Executive Vice President for Project, Program Initiatives, and Legal, Finance, and Administration and a Vice President for Marketing, Development, and Public Relations. See organizational chart in Attachments. The department of Program Initiative will still raise matching funds for PAED.

### **Organizational capacity strengthening program objectives at the HQ level**

**Objective 1: Improve ATA's ability to produce training and deliver training to artisans and business partners.**

Currently ATA has strong basic training materials, including its Export Manual that are being utilized at headquarters and in the field. But lesson plans developed at the field level are not available to other field sites. During PAED, ATA will improve on the quality of field-based training by providing workshop guidelines and sharing among field offices. ATA will outline a full curriculum for artisan enterprise development by compiling training materials from current and past projects, reviewing and analyzing the current training curriculum, and identifying gaps in it and developing standard, more user-friendly modules.

Three new components will be established to respond to the gaps in artisan business skills. The first is a production mentoring training program for artisans who need assistance expanding their production capacity. The program will match a small producer with a larger producer with media-specific production. Site visits to the mentoring locations will provide artisans with hands on training on production. The second component will be preparing training modules for training exporters. Mozambican exporters will be used as initial trainees as ATA develops a brief guide to nurturing the export sector. The third component will be the establishment of an African Market Readiness Training Program (AMRT) that will provide quality training in a regional context.

ATA's Training Officer will network with peer NGOs and share resources and curricula. Accomplishment of this objective will allow ATA to provide structured and efficient curriculum and respond effectively to artisans' specific training needs. It will also provide ATA with a networking opportunity with other NGOs.

**Objective 2: Capitalize on existing information technology to supplement ATA's marketing efforts and develop product lines cost effectively.**

During PAED ATA will develop a website to integrate with and support existing marketing efforts. In addition to the website, ATA will develop and test ways to use the Internet and digital technology to successfully develop marketable product lines. ATA's consultants will electronically submit prototype specifications (dimensions, color, design, construction, etc) to project artisans, along with any technical information necessary to create product samples. With assistance from the local staff, the artisans will produce samples, digital photographs of which will be sent back to ATA's design consultant with information on dimensions, estimated time to produce, ex-works cost, and any other issues or information that may affect the artisans' ability to produce the samples. Once the design consultant has reviewed this information and made any necessary adjustments, the process will be repeated, and new samples will be created incorporating the changes. Distant-designing is not only cost effective; it also enhances local capacity in design by encouraging artisans to develop products independently with guidance from designers without their physical presence.

**Objective 3:** Increase ATA's earned income. All three training components (African Market Readiness Program, the production mentoring program and the exporter training) are expected to break even by the end of the program. Financial records and cost analysis will enable ATA to determine fees for each program. All three components will be offered to African artisans for a fee. As mentioned above ATA will open the Pan-African Market Link to market-ready African producers outside project countries for a fee, so that they can access regional and international markets and ATA can introduce cost-recovery practices as a means towards sustainability. This is part of ATA's overall strategic plan and is broader than just PAED.

As part of capacity building for ATA, ATA will be reviewing past ATA projects to gather lessons learnt and also to assess level of sustainability. ATA has recently been awarded a grant by the Ford Foundation for this two year long project.

**Organizational capacity strengthening program objectives at country level**  
(Implementing partners and other community based organizations)

**In South Africa, capacity building objectives for country partner BAT shop include:**

**Objective 1. The BAT Shop to respond effectively to market demands.** The BAT Shop staff is experienced dealing with large orders from a variety of clientele, the staff has been involved in international markets and has a history of providing good customer service. The majority of the BAT Shop's buyers at retail are South African or European. To acquaint staff with the US market, staff will attend US trade shows and sell in ATA's booth. BAT Shop staff will also attend ATA's MRT program in the US and South Africa.

**Objective 2. Building BAT shop's operational and training capacity.** During PAED the BAT shop will work in partnership with ATA staff to set up the AMRT at SARCD. ATA will transfer the organization and implementation of AMRT to Bat shop by Y4 and expects the BAT shop to manage the AMRT independently by EOP.

**Objective 3. ATA continues to build a network of strategic alliances in South Africa** ATA and BAT shop will strengthen relationships with craft organizations and expand existing network. During the RISE the majority of research and contacts made were in Kwa-Zulu Natal. In the PAED program, ATA will research and make contacts in other provinces with the goal of identifying future partners for ATA or who would be interested in participating in ATA's training programs. ATA will visit and assess 20 craft organizations; those with market-ready products will be invited to participate in the Pan-African Market Link. ATA will also expand its use of talent from southern Africa. Southern African designers qualified to offer product design and development will be hired to and provide design technical assistance to African artisans.

In Mozambique and Tanzania ATA does not have implementing partners. However, capacity strengthening for community based organizations is a very important component of the program in both these countries.

**In Mozambique, organizational capacity building objectives include:**

Objective 1. Strengthen the organizational structure of artisans addressing key weaknesses that create obstacles to their development. ATA will collaborate with a local NGO, LINK, and other local consultants, to assist ATA provide organizational development training to ANARTE, the National Artisan Association currently in formation with ATA assistance.

Objective 2. Strengthen the exporter infrastructure. ATA will intensify its efforts with Mozambican exporters by providing an internship program at its Maputo offices that will enable the exporters to gain knowledge and experience necessary to maintain and cultivate market links independently.

**In Tanzania, the key organization capacity building objectives include:**

**Objective 1. Improve productivity and enhance the export competitiveness of the participating SMEs to compete successfully in global markets.** ATA’s training activities for the SMEs will focus on entrepreneurial and organizational development that will enhance the local capacity to access local and international markets, cultivate and maintain relationships with buyers and key actors in the artisan sector, and respond to market trends and expectations in the production and marketing of crafts.

**Objective 2. Strengthen the export sector.** ATA will train the exporters through its export training program and mentor program to enable them to continue market links independently of ATA.

**Organizational Development Indicators, yearly targets and method of measurement**

The organizational development objectives will be monitored by the key indicators that are listed below. The measurement and data management methods include key buyer interviews, ATA’s consultant database, website analysis, evaluations completed by trainees, the mid-term and final evaluation, artisan interviews, monthly marketing and M& E field reports, trade show reports and sales figures. These indicators will be supplemented by qualitative information.

**Organizational Development indicators and yearly targets**

Indicator	Criteria for judgement	Baseline and Yearly targets
<b>Capacity building indicators</b>		
Completion of standard training modules and use of central training units in field.	Have the modules been revised and made available to the field to use.	Review Y1 Accessible to the field by Y2
Number of times curriculum used in the field.	The curriculum is a working document and is referred to.	At least once a year for each artisan group.
ATA website developed	To capitalize on the existing	Baseline: Nil

with 400 products.	technology and get any market links or inquiries through the site the site has to be up and running.	Y1: site developed Number of products on the site. Y2: 100, Y3: 200, Y4: 300, Y5: 400 products
Number of competent exporters available to artisans.	In Mozambique there is no export infrastructure and unless there are trained exporters the sustainability of ATA's efforts remains bleak.	Baseline: 0 Y1: Identify potential exporters Y2: Train 2 exporter Y3: Train 2 exporters Y4: Train 2 exporters Y5: 4 Trained exporters, with three exporters available to the artisans.
Number of groups with MOU that have a bank account	This implies that the training is actually changing their business practices.	Baseline: 56% (Mozambique) Y1: 60%, Y2: 70%, Y3: 80%, Y4: 90%, Y5: 100%
Number of businesses with written financial records	After being trained in bookkeeping and business management practices how many artisan groups actually start to keep written financial records.	Baseline: 5.5% (Mozambique) Y1: 10%, Y2: 15%, Y3: 20%, Y4: 35%, Y5: 50%
Actual business knowledge gained by participants in MRT ( NY and South Africa)	Attending a training program does not necessarily mean that there has been a gain in knowledge and it is being used. Therefore actual gained knowledge will be measured by a craft business knowledge test that will be given before and immediately after the end of the MRT and then again six months afterwards.	Baseline: Nil (Mozambique) Annual target: 20-point increase every year.
Number of local funders developed by local staff	This is a good indicator of how well the local staff is trained for the RFD phase out in Y2.	Baseline: Nil (Mozambique) Y1: 1, Y2: 2, Y3: 3, Y4: 4, Y5: 5

Number of proposals developed by local staff with the help of HQ and RFD.	The actual number of proposals written indicates progress in this area.	Baseline: Nil (Mozambique) Y1: 1, Y2: 3, Y3: 6, Y4: 8, Y5: 10
Transfer the organization and implementation of the AMRT to the BAT shop by Y4.	This shows that the BAT staff ahs been trained enough to manage the show on their own, independent of ATA.	
Number of craft organizations visited and assessed in South Africa.	This is a good indicator of how well ATA is building a network of strategic alliance	Baseline: 2 ( South Africa) Y1: 6, Y2: 9, Y3: 13 Y4: 17, Y5: 20
Number of actively participating South African or other regional designers to provide design and technical assistance.	The number indicates how involved and linked is the regional talent to the artisans.	Baseline: 0 ( South Africa) Y1: 2, Y2: 4, Y:6, Y7: 8, Y5: 20.
<b>Service delivery indicators</b>		
Number of craft businesses with exposure in International markets	The increase in number of craft business with International exposure goes to show that more artisans are being exposed to International markets.	Baseline: 10 (Mozambique) Y1: 15, Y2: 20, Y3: 25, Y4: 30, Y5: 35  Baseline: 3 ( South Africa) Y1: 3, Y2: 6, Y3: 10, Y4: 17, Y5: 21
Number of craft enterprises with exposure in local fair.	Artisans have gotten good sales in the local fair, making it an important market for them. ATA intends more artisans to benefit from it by participating in it.	Baseline: 10 (Mozambique) Y1: 18, Y2: 26, Y3: 34, Y4: 47, Y5: 60
Annual sales at the local fair ( US \$).	Increase in sales is a direct indicator of growth.	Baseline: 2163 (Mozambique) Y1: 3,500 Y2: 5,500 Y3: 7,000 Y4: 10,000 Y5: 15,000
Total Cummulative sales in USD.	Increase in sales is a direct indicator of growth.	Baseline: 33,000 (Mozambique) Y1: 75,000 Y2: 125,000 Y3: 175,000 Y4: 250,000 Y5: 325,000

		Cumulative EOP sales 950,000
Number of artisans served during the program.	Indicates ATA's program reach in providing product development, business and marketing services.	Baseline:1350 (Mozambique) Y1: 1800 Y2: 2250 Y3: 2500 Y4: 2750 Y5: 3000 Baseline:700 Y1: 800 Y2: 900 Y3: 1000 Y4: 1100 Y5: 1250
Number of Importer visits	The number of buyer visits indicate the linkages being made between the buyer and the producers	Baseline: 3 (Mozambique) Y1: 4 Y2: 5 Y3: 6 Y4: 7, Y5: 8 Baseline: 6 ( South Africa) Y1: 6 Y2: 7 Y3: 8 Y4: 9, Y5: 10
<b>Sustainability Indicators</b>		
New product lines accepted in International markets	This indicates that the product development services generated market driven products.	Baseline: 0 ( counting starts over - Mozambique) Y1: 14 Y2: 28 Y3: 42 Y4: 56 Y5: 70
% of wholesale buyers who reorder within 9 months	After ATA trains the artisans in business management practices, customer services and how to meet production requirements, how many orders actually meet with the required buyer quality control standard.	Baseline: 50% (Mozambique) Y1: 60%, Y2: 75%, Y3: 75%, Y4: 75%, Y5: 75% Baseline: 100% (South Africa) Maintain the existing % of current BAT buyers. Target for new buyers: 90%
% of orders that meet buyer quality control standards.	This measures buyer satisfaction that is the key to continuing business with any buyer.	Baseline: 60% (Mozambique) Y1: 65%, Y2: 70%, Y3: 75%, Y4: 85%, Y5: 85% Baseline: 78% ( South Africa) Y1: 78%, Y2: 80%, Y3: 82%, Y4: 84%, Y5: 85%
Number of participants who	The training is well talked	Baseline: Nil

pay for ATA training	about and is valued enough to pay for then it must be helping the artisans	Y1: 1, Y2: 3 Y3: 4 Y4: 5, Y5: 7
Non- Program businesses pay for 30% of pan- African market link trade show.	The participation must prove beneficial to the artisans and enterprises to want to pay for the ATA's marketing services.	Baseline: 0 Y1: 5%, Y2: 10% Y3: 20%, Y4: 25%, Y5: 30%

In addition to the above listed quantitative indicators **some qualitative indicators** should also be considered. These include such components as the effect and motivation that a trainee receives during his first visit to the US MRT, the contacts that a trainee makes during MRT, the booth display, and other customer service related knowledge that the artisans gain by attending local fairs and the trade shows.

**Objectives, indicators and activities stated in the application that have been changed in the DIP:**

The following objectives have been changed in the DIP:

- 1. Local staff and partners use ATA's website as a market tool to supplement existing marketing activities rather than it being a transactional site.** This has already been discussed above in section B1.1.
- 2. The change in program elements for Tanzania:** This has already been discussed above in section B1.1.

**The following indicators have been changed in the DIP:**

**Training indicators:** In the original proposal training indicators such as number of trainees that attend MRT or workshops did not really indicate anything other than the number itself. This was revised to make sure that the indicators reflect the effectiveness of the training and not just its reach. To ensure measurement of a higher-level result, ATA designed a new indicator for business knowledge gained. To measure to measure the knowledge gained and used, artisans will be asked to take a craft business knowledge test as part of the MRT application before and immediately after the end of the MRT program and then again 6 months afterwards.

Also indicators such as artisans' groups with bank account and written financial records were added to measure the effectiveness of the business training provided to the artisans. Instead of just the number of artisans attending the workshops now ATA will make an effort to measure what percentage of the participants actually implement what they learn in the training.

**Repeat buyers indicators:** The definition of repeat buyers was modified to get a more accurate figure on repeat customers. ATA felt it would be more effective measurement of repeat buyers if only those buyers who place a repeat order with a 9-month period are counted as opposed to anyone who ever repeated an order.

## **B1.2 Country Programs**

### **B1.2.1 South Africa**

In South Africa ATA will partner with the BAT shop for the five years of the PAED program. The BAT Shop is affiliated with the Bartel Arts Trust (BAT), an art development and community center in Durban. It is a for-profit enterprise, focusing almost exclusively on product development, marketing and sales of high quality innovative craft made in South Africa.

Under PAED, artisans in the KwaZulu Natal area will be provided with design and business development services. Technical and design training will be provided both through in-country workshops and long distance Internet design work. Business training will be provided through regional workshops and participation in ATA's MRT both in South Africa and NY.

During PAED BAT staff will work with ATA to implement AMRT, building BAT's organizational capacity to a level whereby in Y4, ATA will transfer the management of AMRT to BAT. To develop and expand marketing and sales opportunities for the South African artisans, existing and new BAT products will be exhibited at International tradeshows in the US, Europe and South Africa.

On the onset of PAED, the BAT Shop provided training in product design to rural women and markets goods on behalf of 700 craft producers from throughout the province. Craft producers reside in remote and inaccessible rural areas or in peri-urban informal settlements. Reliant on minibus taxi's for transport, often walking some way to reach the road. Floods can cut off communities and poor roads make traveling hazardous. It is estimated that a million people move to the cities in search of employment annually, most are forced to live in informal shack settlements where conditions are extremely poor. Provision of adequate water and sewerage services and tarred roads are almost non-existent.

The BAT Shop is based in Durban, with not only the largest port in Africa, but also occupied by one of the most diverse urban populations on the continent. Here a hybrid culture is developing between Zulu, European and Indian as the segregationist history of Apartheid collapses.

#### **Situational Analysis**

Political environment: South Africa is a stable democracy with a free market economy but faces enormous challenges regarding its social and economic recovery following the Apartheid years. Although political violence has decreased since 1994, faction fighting remains in parts of KwaZulu Natal. Many rural areas of KZN fall under the jurisdiction of tribal authorities with patriarchal social structures and where polygamy is still practiced. Violent crime remains high and on the increase, mainly due to high unemployment levels and socioeconomic disparity. (South Africa also benefits under the

African Growth and Opportunity Act (AGOA) where many products enter the US market duty free. This includes handcrafted products.)

Infrastructural challenges: South Africa has a well-developed international trade infrastructure, sophisticated financial institutions and capital markets, good communications infrastructure and a good transportation network. However crafters in rural areas have no access to these resources, with the nearest bank and fax facility often 200kms or more away. Homesteads are traditional with no water and electricity access in most instances. The growth in cellular networks is improving access to communication, yet remains too expensive for survivalist producers.

Cultural environment: Despite colonialism, apartheid and urbanization, indigenous cultures have survived due to the active promotion of cultural heritage. Many craft objects that had been consumed exclusively by local communities have been adapted to fit an increasingly varied market. Contemporary domestic wares – basketry, beadwork, pottery and woodcarvings – reflect the transition of indigenous societies and cultures; yet remain firmly rooted in historic traditions. Zulu craftspeople have a high level of technical expertise that is recognized internationally. In addition South Africa is one of the countries worst affected by AIDS, an estimated 4.7 million people are HIV positive, with KZN having the highest infection levels.

Craft skills are passed from generation to generation and while the sale of craft products plays an important role in maintaining rural livelihoods, current earnings from crafts remain at the survivalist level. Of critical importance is the need to build the self-reliance and capacity of the crafters to produce saleable crafts in larger volumes.

The BAT shop will help ATA implement the PAED program in South Africa and facilitate ATA in providing design and business training services to the artisans. ATA will work with the Bat shop's current producers as well as work together with the BAT shop to identify other potential craft organizations to work with in order to expand PAED's reach to South African artisans.

Baseline data for South Africa is derived from the current sales and reach figures of the BAT shop. The BAT shop and ATA have worked closely to decide on realistic targets for the country program for South Africa. A key buyer interview was conducted with the current BAT shop buyers to assess the level of customer satisfaction and areas of need where the Bat staff could benefit from training. Basis the results of the interviews conducted baseline figure and yearly targets for buyer standards were decided. Please refer to the planning matrix in section B4.

In relation to the planning matrix submitted with the application, the attached revised planning matrix reflects a few changes made mostly in relation to the targets. The country objectives remain the same, with the exclusion of one objective that was outlined under Capacity Building in the application, namely *BAT staff uses ATA's website to create market links and sales*. As discussed above in B1.1, this was removed as a major

objective and transferred to the objective *Develop and expand marketing and sales opportunities for South African artisans leading to revenue generation* as an activity.

Beneficiaries: South Africa has 43.5 million people and unemployment is pegged at 36%. The program is aimed at craft producers and micro enterprises in rural and peri-urban areas of KwaZulu Natal, all of whom are historically disadvantaged.

As mentioned above KZN has the highest numbers of AIDS cases. The AIDS epidemic has negative effects on South Africa's skills base and economy. Costly traditional burials are a burden on families, and many have to take on the additional responsibility of AIDS orphans and homecare for family members with AIDS. This is placing severe strain on the rural and peri-urban population that live on subsistence level incomes. It is projected that by 2010 six million people will have died from AIDS related illnesses and it would cost South Africa 17% in GDP growth. Cholera, Malaria and TB are also prevalent in most rural areas of KZN. Government interventions have led to a decrease in Malaria in Northern KZN, TB and Meningococcal is often HIV related.

**Other providers:** Bat is part of several other craft and community development programs and has a good relationship with their implementing organizations.

1. The largest co-coordinated Craft Development Program in KZN has been implemented under the Lubombo Special Development Initiative (LSDI) and funded by SA National Government. The program has been running for 2 years and funding has been committed until 2004. The BAT Shop has been contracted on an ongoing basis to provide Product Development Training and Market linkages to some 400 crafters in the Greater St. Lucia Wetlands Park region of KZN.

2. The KAGISO Trust supports and funds Community Development projects in KZN. The BAT Shop has been contracted to do Product Development at the Thandani Mazizi Craft Center, a co-operative situated at the entrance to the Royal Natal National Park. ATA input under PAED could assist in building capacity and market linkages.

3. The SIYAZIZA Trust, based in Johannesburg, is involved in a number of smaller craft development projects in KZN. The BAT Shop has good relationships with them and ATA can explore areas of co-operation.

4. An integrated Development plan is being developed for the MVOTI region in central KZN, incorporating Craft Centers and Heritage sites around Tourism infrastructural development. The BAT Shop has been approached as a service provider and for Craft Development Strategy input. This is under the auspices of the Department of Economic Development and Tourism for KZN province.

In addition to these organizations that the BAT shop already has good working relationship with, ATA's goal is to expand ATA's network in Southern Africa by finding and collaborating with other African organizations and including African designers in the ATA network.

### **B1.2.2 Mozambique**

In Mozambique, ATA will build on its training, product development and marketing activities developed under RISE with an increased focus on marketing and exporter development. Under PAED, it is critical to ensure sustainability so that the artisans and exporters can continue to develop and maintain market links long after the ATA project ends. To this end, one of ATA's key objectives is to strengthen the organizational structure of both the artisans and the exporters, addressing key weaknesses that create obstacles to their development. As mentioned above, ATA will collaborate with a local NGO, LINK, and other local consultants, to assist ATA provide organizational development training to ANARTE, the National Artisan Association currently in formation with ATA assistance. Additionally, ATA will intensify its efforts with Mozambican exporters by providing an internship program at its Maputo offices that will enable the exporters to gain knowledge and experience necessary to continue the market links independently. Artisans will begin to work directly with the exporters to execute their orders resulting from trade shows in South Africa, the United States and Europe. They will strengthen their ability to develop marketable products through participation in internet design dialogue, one-on-one design workshops with ATA design consultants, and gaining a first hand look at both the US and South African markets through our Market Readiness Training (MRT) program.

ATA will also continue to provide business development training locally through regional workshops and increased distribution of its artisan information bulletin *As Mãos Falam* (The Hands Speak). There will be a strong focus on small bookkeeping and financial management, which is an area of weakness and thus sustainable success for the artisan enterprises. Pilot projects that create strategies for the sustainable use of precious wood in craft production will be implemented and artisans sensitized to the importance of ensuring that their raw material is environmentally managed. Artisans' products will be promoted locally through its annual local fair, *As Mãos* (The Hands), where artisans not only gain revenue but also learn how to provide excellent customer service and create effective booth displays. ATA expects that both the bulletin and the local fair will be taken over by ANARTE by the end of the project. Local staff will be mentored to take on increasing responsibilities, develop proposals for local fundraising and work together with ATA's home office in the development of proposals to raise matching funds once the US national currently serving as Regional Field Director (RFD) is phased out. A part-time accountant and local country Director will be added to the local staff to ensure strong management after the RFD phase-out.

Baseline data for the indicators to be monitored during PAED was determined by the final data collected under the RISE program. Both the mid-term and final evaluations conducted under RISE contributed to the planning of PAED and the development of indicators that provide useful and relevant information to ATA staff. These will help to modify program direction and activities as needed to ensure the attainment of our objectives and those of the artisans/exporters.

On the onset of PAED, ATA was assisting a client base of approximately 1,350 artisans through its monthly artisan information bulletin, *As Mãos*. Through this bulletin, ATA

provides information specific to the artisan sector on costing and pricing, small bookkeeping and other relevant topics related to enterprise development. It highlights an artisan each month, creating role models within the artisan community and provides space for ANARTE to share any announcements it may have with its constituency. ATA plans to expand the distribution of this bulletin to reach approximately 3,000 artisans by the end of PAED. Of these 1,350 artisans, ATA has provided hands on business training through our National Artisan Workshops to 525 artisans (37% women), ranging in age from 18 – 50. 150 of them (30% women) receive comprehensive services from ATA's program; this includes product development and design, business training and the market link. Our comprehensive services are provided to artisans from three provinces; Maputo, Sofala and Nampula. ATA plans to expand our comprehensive services within the same provinces under PAED. The majority of the artisans come from economically poor families and have limited educational background, usually only up to the fifth grade. Most of them use a local language as their mother tongue, with Portuguese being their second language used to conduct their business. Their written capacity of the Portuguese language ranges from none to fair. None of the artisans speak English fluently, which substantially limits their direct interaction with the international business community. They live in both rural and suburban communities, usually without electricity or running water. Craft production has been a long-time tradition so artisans' skills are very strong, mostly in the area of wood carving and turning. This is an asset to the program as the artisans are quick to learn new designs and techniques that will improve their work.

A recent trend of annual floods in Mozambique has created difficulty for artisans to obtain raw materials, mostly due to lack of access and transport to areas of collection. Should this trend continue, it could affect some of the artisans' abilities to meet deadlines. The geographical distance between provinces often means less hands-on monitoring of activities. However, under RISE, the provincial artisans have grown enormously, some have purchased phones and found access to a fax machine, enabling them to communicate on an ongoing basis with our local staff. They have shown tremendous commitment to communication and ATA sees this as an important indicator of progress. Under PAED, ATA plans to provide more consistent attention to the provincial groups in the area of quality control, meeting deadlines and improved production systems through the use of a wood expert based in Sofala.

The attached revised planning matrix in B4 reflects a few changes from the application made mostly in the targets. The country objectives remain the same, with the exclusion of one objective that was outlined under Capacity Building in the application, namely *Field staff uses ATA's website to create market links and sales as described in B1.1*. This was removed as a major objective and transferred to the objective *Develop and expand marketing and sales opportunities for Mozambican artisans leading to revenue generation* as an activity. In addition ATA added a major activity under the objective *Strengthen organization of artisan and export sectors and address key weaknesses*, that being to provide organizational development training the National Artisan Association (ANARTE) currently in formation, as it is a major activity not emphasized in the application that assists in the sustainability of ATA's work long after PAED ends. ATA also decided that it is more important to measure knowledge gained from participation in

ATA's MRT programs rather than the number trained, and therefore changed this indicator under its relevant objective. Furthermore ATA felt it important that at least five enterprises formalize their activity through registering with the Ministry of Finance. All targets were refined based on final results of RISE evaluation and ATA's situation analysis a year after submission of the application. The targets are more realistic yet also provide sufficient challenge to achieve success and sustainability under PAED.

### **B1.2.3 Tanzania**

In Tanzania, ATA worked with AMKA for 2 ½ years, under RISE, ATA's prior matching grant. Although project goals were largely met, the partnership was difficult. As described above in section B1.1 ATA made several management changes in the program during RISE based on discussions with AMKA but the key problems could not be resolved. After making concerted efforts in the first six months of PAED, ATA reluctantly concluded that to further build on its activities developed under RISE, ATA needs to work directly with Tanzanian businesses rather than AMKA as central in-country partner. To this end the Program Director and the Regional Field Director met with the AMKA board members in February 2002 where the partnership was brought to a close officially.

The new work strategy for Tanzania is two pronged. The first is based on the overall movement of ATA towards Private sector development that has become a top priority for many countries in the developing world.

As mentioned above the Tanzanian artisan sector is far more developed than Mozambique and has more market ready producers, however, these artisan SMEs have not had the financial and non-financial resources to develop their businesses and compete in a rapidly expanding and increasingly competitive global market. Poor quality of products, inefficient production processes and technology, insufficient knowledge of market structures, trends and expectations, and lack of access to buyers have left artisan SMEs struggling for survival.

In line with ATA's SME vision (explained above in section B1), in Tanzania under PAED these SMEs will be provided with appropriate technical assistance to enhance their export competitiveness and compete successfully in global markets. ATA conducted a very thorough selection procedure to select the SMEs that will participate in PAED. The selection included an application process followed by a Diagnostic process that led to the final selection of the enterprises. A number of SMEs were shortlisted and were invited to apply for participation. A total of 8 applications were sent out for Pan African Market Link. The interested SMEs sent the applications back to ATA along with other marketing material that ATA had requested.

A detailed diagnostic was developed for each of these SMEs which was reviewed jointly by the Marketing, Projects and Projects Development Department of ATA. The diagnostic consists of two parts: Detailed Assessment and a scorecard. The key criteria covered in the diagnostic included Marketing, Production Capacity, Export readiness, Business Management and Situational analysis. The scorecard both rated and weighed an

evaluation of the key criteria. Based on ATA's expertise, knowledge of the SMEs and information from the applications these diagnostics were completed and evaluated to make the final selection. The participating SMEs will contribute towards the cost of services provided to them by ATA.

The three companies that were selected in Tanzania are:

- Mikono Industries.
- Marvelous Batik.
- Shah Industries.

Mikono and Marvelous are based in Dar Es Salaam and Shah Industries located up north in Moshi. Though all three companies qualified to participate in the program, only two companies will actively participate in Year 1. Shah Industries was unable to join the program this year primarily because currently they are facing serious raw material problems (accessing leather). On her recent visit to Tanzania, the ATA Project Officer had a detailed dialogue with the Director of Shah Industries who shared with her that they will soon be able to resolve this issue by importing leather from Kenya. ATA expects Shah Industries to join PAED in Year 2. A memorandum of understanding has been signed between ATA and the two enterprises to clearly define role and responsibilities. See MOU in the attachments.

ATA has evaluated the business plans for all three SMEs in order to customize a product development and marketing strategy for each of them. As mentioned above in section A, under the Pan African market link program, these producers will contribute to the cost of marketing work. These enterprises will get technical and design assistance and training in Business Skills and Organizational Development.

While product development and design activities will focus on creating products and product lines that have market potential, ATA's training activities will focus on entrepreneurial and organizational development that will enhance the local capacity to access local and international markets, cultivate and maintain relationships with buyers and key actors in the artisan sector, and respond to market trends and expectations in the production and marketing of crafts.

The Tanzanian products will be exhibited in the European, US and South African Trade shows. The companies will be offered business training both in-country and at ATA's MRT program, both in NY and South Africa. This will enable them to gain a better sense of what the market demands, in terms of quality, price, function and design. It will also assist participants to meet first-hand potential buyers. The more artisans/exporters understand, the better able they are to develop marketable products and provide consistent and excellent customer service to ensure repeat orders.

Under the Pan African market link component of PAED, SMEs from non- project countries such as Ghana will also be participating in the tradeshow and attending ATA's MRT. A great emphasis will be paid on the sharing of information, experiences, and ideas among participating SMEs. During MRT, SME trainees will be expected to share

their perspectives on and experiences related to the topic under discussion with the other participants. ATA expects that this kind of exchange will not only enrich the training experience, but also strengthen networks among artisan SMEs in the region. Participants will share their experiences and the lessons learned at training sessions with the other artisans in their own businesses when they return home in order to expand the reach and impact of the training.

In addition to the selected companies, ATA will also work with Kwanza Collection Co. (AMKA's trading wing) on a fee for service basis. Though the ownership and future plans of Kwanza are unclear to artisans and ATA staff, ATA has placed an order with Kwanza for baskets so that the rural basket producers do not lose market as a result of ATA and AMKA fall out.

For on ground logistical support, ATA has hired a local coordinator in Dar Es Salaam who would be the central link between these enterprises and ATA. He will follow up on all orders, consolidate and ship them to ATA. The coordinator will report to both to the Mozambique based Regional Field Director and the Marketing Manager who is based in Johannesburg. The Marketing Manager, as mentioned earlier, will oversee marketing for all three program countries and will visit Tanzania on a regular basis to meet with the producers and facilitate PD and other ATA training activities.

**Baseline data** for the indicators to be monitored during PAED were initially based on the final data collected under the RISE program. However since ATA has changed its work strategy in Tanzania, some of the figures that pertained to AMKA and its producers are no longer relevant. Therefore the baseline figures and the indicators for Tanzania have changed from those proposed originally.

Two oversight visits to Tanzania in 2002 by ATA staff and information collected directly from the enterprises provided the basis upon which the baseline and target figures were determined. In addition ATA conducted buyer interviews of the current buyers of Tanzanian products. Please see buyer Interview form in attachments. The results of the interviews indicated that Tanzanian producers need training in the area of customer service. Under PAED, ATA plans to provide more consistent attention to the producer groups in the area of quality control, meeting deadlines and improved production systems.

In addition to enterprises located in mainland Tanzania, ATA is also planning to work with craft enterprises in the island of Zanzibar. ATA has identified a local non-government organization based in Zanzibar called Aid Net Zanzibar. ATA has begun a dialogue with them to see how ATA could collaborate with them to reach and work with craft enterprises in Zanzibar. ATA is planning on working with Aid Net as an in-country central partner that would provide an organizational infrastructure and will work on behalf of craft producers in Zanzibar. Project officer and the Marketing Manager for the program visited Tanzania in June 2002 to meet with the craft organizations and explore possibilities of working with them.

In Zanzibar they met with AidNet and Uwazi (Zanzibar Association of small producers). A total of 94 producers are members of Uwazi, and over 75% of them are women. The Project Officer and the Marketing Manager visited and interviewed a number of producers. ATA will make the final selection of these craft producers with the help of Aid Net and Uwazi, basis raw material accessibility, skill levels, production capacity and willingness to work with ATA.

Should ATA and Aid Net arrive at an agreement, a formal MOU will be signed defining roles and responsibilities of the two organizations.

ATA is also planning on conducting an assessment of Tanzanian export capacity and infrastructure as well as project implementation partner possibilities.

## **B2 Partnership Plan**

### **B2.1 South Africa**

The BAT shop will help ATA implement the PAED program in South Africa and facilitate ATA in providing design and business training services to the artisans. ATA will work with the BAT shop's current producers and will work together with the BAT shop to identify other potential craft organizations to work with - to expand PAED's reach to South African artisans.

BAT Shop producers currently sell at retail through the shop and through South Africa wholesale orders and limited export orders. Currently the BAT staff does not actively seek or promote products in tradeshow venues or to international buyers. Under the PAED program, new products will be developed and ATA and the BAT Shop will work together to introduce BAT products into the world marketplace. The resulting sales and market links will allow the BAT Shop to meet its goals of impacting more artisans and creating more artisan income.

Since currently the majority of the BAT Shops buyers are South African or European. As part of the organizational capacity strengthening, to acquaint staff with the US market, BAT staff will attend tradeshow and sell in ATA's booth. ATA's marketing staff will make introductions on their behalf, help familiarize staff with the expectations and demands of the US markets and highlight differences between the US and European and/or South African markets.

ATA and the BAT shop have defined their mutual rights and obligations in connection with the BAT shop's provision of institutional and financial support and ATA's partnering relationship with the BAT shop's work in South Africa. The BAT shop offices in Durban, South Africa will be base of operations for the PAED program in South Africa in addition to the Johannesburg based Marketing Manager. During the LOP of the project ATA will offer the BAT shop and their associated artisan enterprises Product development services and business training.

The BAT shop will assist ATA in implementing the program in South Africa. It will monitor the program and collect monthly data on indicators. It will facilitate the product development workshops both in-country as well as those that will be done via the Internet. ATA and the BAT shop will work together to strengthen relationships with craft organizations and expand existing network. The BAT shop is expected to implement the AMRT by the end of the project. Please refer to the MOU in the appendices.

The DIP was developed after several discussions and brainstorming sessions between ATA and the BAT shop.

## **B2.2 Mozambique**

In the absence of any formal NGO or an artisan association to partner with in Mozambique, ATA's regional office has created collaborative agreements directly with the artisan enterprises. MOUs that spell out the respective roles and responsibilities of ATA's field office and the producer groups have been developed. The field office provides marketing, product development and design and training assistance and in return the **producer groups/ artisans' enterprises** share information for monitoring and evaluation indicators and attend various trainings provided by ATA. At the beginning of the PAED program ATA had 19 active MOUs, that means that 19 enterprises have signed on to ATA's program and receive design assistance, business training and/or the market link. Please refer to the artisan MOU in the attachments.

In Mozambique, ATA has also been working towards stimulating a sense of community amongst the Artisan Sector through the development of a national artisan association, ANARTE to ensure a sustainable, successful and growth-orientated artisan sector. **This is not a formal partnership** but an important one, since the national artisan association will provide a supportive platform for artisans to address and resolve issues concerning the sustainable development of their enterprises. Twenty-eight enterprises, representing approximately 268 artisans are part of this association. In addition to the business development training, ATA provides space for artisans to dialogue and begin to organize themselves in order to gain a stronger place in the community, improve their businesses and develop a strategy that will keep them in the market long after the end of ATA's project. Currently the ATA office serves as the association's hub between workshops and Maputo artisans use the office to meet in order to keep the results of the workshops in motion

ATA's Regional Field Office has played a key role in providing infrastructure for all the program activities under RISE. As mentioned above, the regional office was strategically placed in Mozambique due to the lack of infrastructure and local partner. ATA will continue with this approach under PAED, while simultaneously working with ANARTE in its efforts to become an official, legal association serving the artisan sector. In this regard, ATA regional office will collaborate with the local NGO LINK<sup>1</sup> and hire local consultants to assist ANARTE with its much-needed organizational development training. LINK is also in the position to assist ATA in the areas of small bookkeeping and

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<sup>1</sup> LINK is a membership umbrella organization that serves the larger NGO community through networking and technical assistance.

financial management by reviewing its current training materials and helping ATA to provide training to its member groups, including the development of long-term plans per member group. In addition, ATA will continue to collaborate with the Ministry of Agriculture and Rural Development's Lecuati project in its effort to ensure successful management of the Djabula Community Forest and the community's accord to provide access to a sustainable source of sandalwood and other precious woods for ANARTE members. ATA will partner with a local company based in Sofala to begin similar efforts to ensure the sustainable use of African Blackwood and other alternative species. In addition to the above ATA will continue to seek new partners and ways to collaborate with them.

The DIP was developed after careful consideration of artisan/exporter needs identified during discussion and brainstorming sessions during ATA's national artisan workshops, the experience gained and relationships built under the RISE program, and the results of ATA's final evaluation and analysis of its data collected under the same.

### **B2.3 Tanzania**

Currently ATA is working directly with the selected SMEs without any central in-country partner. However in Y1, ATA intends to implement an in-depth assessment of local institutions and potential partner organizations that work in craft development, economic development or microenterprise. This assessment will also investigate export-oriented enterprises to assess how ATA could collaborate with a business-oriented organization. The identified partner organization (NGO or for profit, like the BAT shop) will help ATA implement the country program by facilitating and coordinating project activities such as; quality control, marketing services, business training services, monitoring and evaluation.

As mentioned above, a dialogue has already been started with a Zanzibar based NGO, Aid Net, to explore possibility of a partnership to facilitate ATA's work with the craft producers located in the island of Zanzibar. But ATA will wait for the results of the assessment to make a final decision on this.

### **B2.4 Headquarters**

At headquarters, ATA will expand partnerships with businesses through its ATA market makers program, a group of socially conscious businesses who work in decorative arts, textiles, home furnishings and fashions, and other businesses who also support ATA financially. Through involvement in the program, ATA market makers access new product sources, increase networking opportunities, and participate in unique projects throughout the world. Currently, the program is primarily comprised of US importers and wholesalers who have worked with ATA in past projects. Expansion of the ATA market makers' program will provide ATA with an additional source of income, more trade contacts and a stronger network of potential buyers and market outlets.

**Funding partners:** In ATA's previous matching grant, the RISE program, and a range of funding partners were brought into the program. Partners included: the Ford Foundation, the West Foundation, the IFC, UMCOR, McKnight Foundation, the Rausing Foundation and numerous small family foundations and individual donors. Under PAED ATA will

continue to maintain relationships with these funders and keep them informed of its work in Africa as well as explore possibilities for future collaborations.

**Production mentors:** New relationships will be created through establishment of ATA's production mentoring training program. ATA will evaluate import businesses and production facilities with experience in hosting international visitors and expertise in training, and add potential sites for production mentoring. ATA and the site will agree on a general scope of work and detail the roles and responsibility of each party with financial implications prior to the mentoring activity. The mentor will be compensated for their services.

**E-commerce partner:** After a lot of research on potential partners and how to develop an Internet strategy, ATA has finally started working in collaboration with the Parson's school of design in NY. Parson's services will help ATA develop a wholesale website for ATA that will be used as a marketing tool to supplement ATA's current marketing efforts.

**In-country technical specialists:** In addition to ATA's existing pool of consultants whose expertise ATA's draws upon for providing technical services to the artisans, under PAED, ATA will also actively look for local talent within Africa to work with the African artisans. ATA will identify South African designers who are qualified to provide design and technical services to the artisans. Through involvement in the program, ATA is hoping to increase regional networking opportunities.

**Stakeholders involved in the DIP preparation:** The ATA field staff, its partner organization (The BAT shop) and the ATA HQ staff worked as a team to prepare the DIP for the PAED program. The draft matrices for the HQ program and Tanzania program was developed by the projects team at ATA headquarters, whereas the matrices for the country program in Mozambique and South Africa were developed by the field staff and the BAT shop respectively.

While defining objectives of PAED and deciding on the activities to meet those objectives, the original PAED proposal, the final RISE evaluation, Final Annual report from RISE and the field reports were referred to. In addition a program oversight trip to the region in February 2002 by the Projects Director provided an opportunity to observe and discuss issues with the field staff and the partner organization on a one-to-one basis. It was also an opportunity to meet and talk to the artisans directly. In South Africa the current market reach of the BAT shop and its knowledge of the South African craft sector (in KwaZulu Natal area) helped decide on prioritization of activities and goals for South Africa in the next five years.

Trip reports from design consultants who worked with artisans in-country were also helpful in ascertaining the areas of need in each country and therefore formulating the implementation plan. Artisan interviews and buyer interviews were also conducted to determine and select appropriate indicators and activities. Please see appendices for the buyer interview form.

### **B3 Plan to Achieve Sustainability**

Sustainability is the key underlying theme of all ATA activities. Sustainability refers to artisans' capacity to develop marketable product lines, maintain current and create new market links, manage their business and finances, and manage natural resources used in the development of their handmade products, all of this independent of ATA. Under RISE, ATA developed a strong foundation, but it is under PAED over the next five years where ATA's efforts will begin to impact and ensure success in its overall goals of developing a sustainable artisan sector in the program countries.

#### **B3.1 South Africa**

Under PAED, it is critical to ensure sustainability so that the artisans and producer groups can continue to develop and maintain market links long after the ATA project ends. To this end, one of our key objectives is to strengthen the organizational capacity of Bat shop so that the Bat shop can continue to provide training, design and market link services to the artisans after EOP. In addition during PAED, ATA and the Bat shop will identify South African designers who due to their regionality will be more accessible and cost effective to the artisans. ATA and BAT will work towards creating a network of local talent that due to its affordability will be more sustainable.

ATA will offer its Market Readiness Training program, currently offered in the United States, in South Africa. This will enable more artisans, as well as exporters, to gain a better sense of what the market demands, in terms of quality, price, function and design. It will also assist participants to meet first-hand potential buyers. The more artisans/exporters understand, the better able they are to develop marketable products and provide consistent and excellent customer service to ensure repeat orders. Under our objective of building BAT shop's operational and training capacity, the BAT shop staff will work with ATA staff to set up AMRT at Sarcda and ATA aims to transfer the management of the AMRT to the BAT shop by EOP.

For more details on the activities and indicators on the sustainability objectives please refer to the planning matrix in section B4.

#### **B3.2 Mozambique**

In Mozambique, ATA will focus its efforts on assisting ANARTE to become a legal and functional association that provides a platform for artisans to address obstacles to their development and creates a "home" for the artisan sector. Through ANARTE, artisan members will receive training, promotion of their products and have an advocate within the community and political structure to ensure the smooth development of their sector. Artisans have come together under RISE to develop ANARTE after identifying common interests and problems that could be solved from a united approach. Artisans identified the following as obstacles to their development: lack of markets, lack of or difficulty in accessing raw materials and appropriate tools to increase their production capacity and

efficiency, difficulties in obtaining licenses to use natural resources, custom constraints, lack of training, absence of organized local fairs, and difficulty in accessing credit.

In an effort to assist ANARTE address their needs, ATA will collaborate with a local NGO and consultants to assist ATA provide organizational development training to ANARTE members. Representatives from ANARTE will visit craft associations in Tanzania to get a better sense of the type of structure they want their association to adopt. The nationally distributed bulletin and annual local fair currently organized by ATA will be handed over to ANARTE, which will help the association to gain immediate credibility with not only the artisan sector but the public at large. Additionally, ATA will intensify its efforts to develop local strategies for the sustainable use of precious wood, continuing with its efforts to ensure that the Djabula Community as a managed source of sandalwood and other alternatives woods for Maputo province wood carvers. We will assist with a local project in Sofala that aims at creating a managed source of African Blackwood for carvers and turners based in the Dondo and Nhamatanda areas. We will conduct our trainings in regional workshops rather than national workshop enabling us to reach more artisans from each region and provide more hands-on training that meets the specific needs of each group. A strong focus will be place on financial management and small bookkeeping so that artisans will be able to not only earn revenue from sales but also manage the revenue to ensure their ongoing growth.

In addition to the AMRT that ATA will offer to the artisans in South Africa, ATA will also offer an export internship program in its Maputo office and provide mentoring to Mozambican exporters that will strengthen their capacity to serve the international marketplace, instill confidence, and create a sustainable link between the importer and the producer.

Although all the objectives outline in the planning matrix for Mozambique contribute to ATA's overall sustainability plan, the following objectives address more specifically ATA's overall approach to sustainability. Their corresponding indicators, targets and activities can be found in the attached planning matrix:

Activities:

- 1) Strengthen organization of artisan and export sectors and address key weaknesses
- 2) Provide artisans with business development services

Goals:

- 1) Artisan entrepreneurs continue to reach and expand markets after PAED project ends
- 2) Artisan able to develop quality products for international export independent of ATA.

### **B3.3 Tanzania**

Unlike Mozambique and South Africa, in Tanzania ATA is working with SMEs and these enterprises, ATA feels are in a better position to sustain ATA's efforts during PAED then micro or real small producers.

However the key to these enterprises being able to continue to sell in International market after EOP lies in their ability to:

1. To make marketable product independent of ATA

2. To have strong trade contacts and market outlets.
3. To have good business management skills
4. To provide satisfactory customer services to retain their buyers.

ATA's approach towards sustainability in Tanzania includes focusing on enabling the enterprises to perform all the above listed activities. The market linkage services for the participating SMEs will provide them with a stronger network of potential buyers and market outlets. The SMEs will be trained to produce marketable product for export independent of ATA so that they can continue to sell in the International market after the program ends. The Tanzanian producers will be trained to provide effective customer service so that they can maintain and cultivate buyer relationships. In addition, ATA will also work towards strengthening the export infrastructure.

The SMEs are also expected to contribute towards the cost of the services provided to them by ATA, thus inculcating a habit of paying for market and design services. There are many buyers and importers who could provide the producers with the design assistance that would help them produce market ready products. The linkage and the willingness to pay for professional services on the producer's part, ATA feels will play a very crucial role in sustainability of the efforts made under PAED.

However varying constraints and assumptions made can inhibit the success of ATA's proposed approach. These consist of the following: a low educational level within the artisan sector; no or little knowledge of the universal business language, English; cultural obligations and poor health due to lack of education and local conditions that can interrupt production and cause delays in shipments; a limited pool of exporters willing and able to promote and export handmade products; lack of transparency between exporter and producer; growing trust between the importer and local exporter; and a political structure willing and able to address the needs of the artisan sector. ATA's capacity building and training objectives aim to remove constraints and create an enabling environment among stakeholders.

### **B3.4 Headquarters**

Sustainability at the HQ level consists of ensuring sustainability of ATA as an organization and, consequently, the sustainability of the services it provides to artisans worldwide. This leads to the chosen sustainability objectives that include:

- Diversify funding resources and build strategic alliances.
- Increase ATA's earned income and revenue received through cost recovery.
- Diversify funding resources and build strategic alliances: Under ATA's last matching grant, the RISE program, ATA brought in a variety of new funding partners (the Ford Foundation, the McKnight Foundation, the West Foundation, UMCOR, IFC and numerous in-kind local funders and families). During the PAED program, ATA's chief indicator in this objective is to develop or renew 30 relationships with non-USAID funding source, including 25 in the private sector.

It was originally planned and proposed that ATA's Director of Program Initiatives (DPI), a position created in October 2000, will have primary responsibility for achieving this target. The DPI position was created in an effort to improve ATA's institutional sustainability and lower its reliance on USAID funding. However since then ATA's home office has undergone some restructuring at the management level due to personnel shifts. ATA's Director of Program Initiatives, a position that developed new programs and funding sources, left the organization for health reasons. ATA has restructured senior management to comprise an Executive Vice President for Project, Program Initiatives, and Legal, Finance, and Administration and a Vice President for Marketing, Development, and Public Relations. The department of Program Initiative will still raise matching funds for PAED. ATA's Development Director heads the fundraising efforts from private donors and small foundations.

Increase ATA's earned income and revenue received through cost recovery: ATA's training programs have long been a source of non-project income, and every year a few more artisans find \$5,000 to \$7,500 to participate in the NYMRT. Under PAED, ATA will start the South African version of MRT, the AMRT. This will be publicized to craft organizations in Africa who will be able to participate in it for a fee. In addition these producers will be offered to participate in SARCDCA for a fee. By the end of the program, ATA expects the Pan-African Market Link to cover 30% of its costs through fees.

ATA's training programs (African Market Readiness Program, the production mentoring program and the exporter training) are also designed and expected to break even by the end of the program. Financial records and cost analysis will enable ATA to determine fees for each program. All three training programs will be offered to African artisans for a fee, thus increasing ATA's earned income.

**B4 Planning Matrix:** See attachments for matrices.

## **B5 Performance Measurement**

### **B5.1 Program Monitoring**

The most important indicator both for ATA and for the program is overall sales leveraged, which will be gathered at the export (FOB) level by field staff and cross-checked for accuracy at the importer level. Local sales data are gathered by local staff quarterly, as part of regularly scheduled visits associated with other program activities. Local sales and export sales at FOB are added together to produce an overall sales number. ATA has found that given the confidential nature of private sector transactions, many businesses are hesitant to provide sales data or provide inaccurate data, often under-reporting in an effort to avoid taxes.

Sales are the key to sustained benefit from the program, because businesses must be successful for artisans to maintain their incomes after the project has ended. Sales are a gross and inexact measure for program management, however, because many things can contribute to poor sales (global market crash, unattractive products, high price,

unsatisfactory customer service, natural disasters such as floods, etc.) but many things need to work right for sales to grow.

Across all projects, ATA's monitoring plan includes ongoing analysis of activities in the field combined with semi-annual planning exercises after each six-month market cycle and annual detailed analysis of indicators. The project officer, based in Connecticut, is responsible for gathering all sources of information and compiling them. Key sources of information for PAED are:

- *Key buyer interviews*, a new questionnaire that ATA will pilot for this program and expand out to other programs as well. This simple phone or email survey gathers client satisfaction, project ability to meet demand, and importer plans to re-order on a systematic basis. It is conducted twice a year between the shows, by headquarters staff. Field staff will interview regional buyers. Please see appendices for a copy of the interview form.
- *Training test*. In order to ensure that training participants learn from their experience, ATA is developing medium-length business skills test that will be part of our Market Readiness Training application. This will assist us in targeting the training sessions at the right level. The same test will be re-administered at the end of the training and six months later in the field, to see what knowledge change there has been.
- *Consultant reports*: Each consultant is required to submit a detailed report that includes: number and gender of artisan clients; daily log of activities; discussion of trip's success, obstacles and recommendations of next steps.
- *Trade show reports* a standard tool to share information on trade show results: After each show cycle, marketing staff compile a report detailing all marketing contacts, feedback from buyers/customers, total sales figures, and analysis of most successful products by units sold and dollar amount sold. This is used to refine the product development plan for the next six months.
- *Marketing reports*: The marketing team provides monthly reports to field staff and partners. The reports focus on new relationships and leads.
- *Field reports*: The field office and partners provide headquarters with a monthly update of activities. Information generally includes an update on orders in production, training, and fundraising efforts. Field staff in Mozambique will review artisans' accounts, as they become more sophisticated.
- *Financial statements*: Existing financials show costs and revenues associated with training, the Pan-African Market Link, and new earned income activities are used to determine fees.

## **B5.2 Program Evaluation**

ATA generally plans formal evaluations approximately every three years in its programs. PAED has an internal mid-term evaluation and an external final evaluation planned. In addition, senior management staff (Executive Vice President, Vice President for Marketing, or Projects Director) visit the project approximately every 18 months for oversight and internal evaluation. The goal of all evaluations, both formal and informal, is to analyze past project performance and the causes for success and failure, draw lessons learned, and to inform programmatic decisions and activities for the future.

To prepare for formal evaluations, ATA has an evaluation scope of work that was originally modified from the PVC office SOW. The evaluator reads all relevant background material, including annual reports, data charts, field reports, marketing reports, and consultant reports, and then conducts interviews with home office staff and buyers prior to traveling to the region. While in the field, the evaluator spot checks data for accuracy, interviews field staff and a sample of artisans determined jointly by the evaluator and field staff.

Each country in the matching grant has a different situation on the ground from an M&E perspective, but ATA has made an effort to keep indicators and their definitions consistent across countries so that data can be reported for the entire matching grant. ATA has developed extensive in-house notes to carefully and rigorously define each indicator.

In the three countries of PAED, our partners' ability to do M&E—and our expectations for them—are very different. In South Africa, the BAT shop will gather information as part of other, ongoing activities and as part of its business record keeping, in particular sales information. During the project a special emphasis will be placed on gathering gender information on producers. The BAT Shop is well organized and capable. In Mozambique, the local office gathers business-level information as part of regular site visits, and summarizes that information for the home office. Mozambican staff was trained in M&E during the RISE project. In Tanzania, without the partner in-country, the Johannesburg-based Marketing Manager will follow up on indicators at the business level, with assistance from the home or regional office as needed. Our structure in Tanzania is currently a weakness and ATA is exploring various options for effective and cost-efficient on-the-ground support. The accuracy of this information will be spot checked during every site visit by ATA staff and consultants.

Several staff members are responsible for the accuracy of the findings: field coordinators and partners gather basic data, which is reviewed for quality control and validity by the Mozambique-based regional field director and US-based project officer. The information is also reviewed for validity by the Projects Director. In all of ATA's programs, we are able to verify the accuracy of our most important indicator, sales, by crosschecking information with buyers in the US and Europe, which happens informally every market cycle, and more deliberately if a problem is suspected. In addition, the key buyer interviews formalize this process in PAED.

ATA is constantly updating procedures and practices based on lessons learned in current and past projects. Best practices are currently disseminated in ATA's newsletter, in occasional conferences in which ATA presents, and in personal meetings with funders and peers. Ford Foundation has just granted an award to ATA for proposal to formally review several past projects and share the best practices widely within the development community.

## **C: Program Management**

## **C1 Human Resources and Organizational Structure**

**Clare Brett Smith**, *ATA President*, is experienced in every facet of the craft import/export industry. Before joining ATA in 1986, she owned and managed Primitive Artisan, a New York-based import firm specializing in the handcrafts of developing countries.

**Jill Kassis**, *ATA Executive Vice President*, is responsible for the day-to-day operations of Aid to Artisans, with emphasis on projects, program initiatives, development, finance and administration. She is the former Executive Director of King Hussein Foundation International chaired by HM Queen Noor, and has extensive experience working with non-profits overseas.

**Mary Cockram**, *ATA Projects Director*, leads ATA's Projects team, which designs and implements craft-sector development projects. She has a Master's degree in international agriculture, and has worked in Brazil, Haiti, Russia, and Bolivia, living in Cochabamba for a year. She coordinated ATA's project in Peru, and speaks Spanish and Portuguese.

**Lorraine Johnson**, *ATA Regional Field Director*, is based in Maputo and oversees implementation. Ms. Johnson will be replaced by a Mozambican country director during Y2.

**Sonu Rangnekar**, *ATA Project Officer for Africa*, manages ATA's Africa portfolio. She coordinates all program activities between the field staff, partners and the ATA HQ staff. She has worked in India for many years on various Public Health and Family Welfare projects.

**Marisa Fick-Jordaan**, is the Visual Arts Development Manager of Durban's BAT Center (Bartel Arts Trust) since its inception in August '95, and initiator of its now internationally renowned BAT Shop. Marisa has a BA Honours Degree in Politics, Law, Languages and Fine Art at University of Natal, a three year Diploma in Fashion Design at Natal Technikon. She is now combining all her experience in a career focused on the development of craftspeople from informal city and rural settlements throughout KwaZulu-Natal.

**Mary Orcutt**, *ATA Director of Administration*, Finance and Legal Affairs, is responsible for ATA's financial management, legal affairs and administrative services. She reviews benefit plans and policies, provides internal advice and oversight on legal matters and coordinates office systems.

**Jane Griffiths**, *Vice President of Marketing (Incoming)*, has an extensive and successful background in merchandise planning, product design, and catalog development. She is well positioned to work with ATA on a full-time basis, leading the marketing team in country assessments, marketing planning, product development, and targeted selling. She has previously conducted two market assessments and product development initiatives in Bolivia.

**Keith Recker**, *ATA Vice President Marketing, Development, and Public Relations (Outgoing)*, is responsible for Aid to Artisans' marketing and product development operations. A specialist in merchandising, he has held senior management positions at Gump's by Mail, Doncaster/Tanner Companies, Saks Fifth Avenue and CARE. He speaks French and Italian

**Colleen Pendleton**, *ATA Marketing Director*, facilitates the linking of artisan producer groups and products with buyers and importers in the US and international markets

through trade shows and other activities. She owned and managed a high-end gallery of handmade products for a decade.

**Frances Potter**, *ATA Marketing Manager for PAED*, coordinates all marketing activities for the three program countries.

## **C2 Contingency Planning**

There are disaster and security concerns throughout the program area. All of sub-Saharan Africa, including Mozambique, Tanzania, and South Africa, has been seriously affected by the AIDS epidemic. In South Africa in particular, training must include more people than are needed to do the work, as some will be lost to AIDS. Malaria also has substantial effects on the productivity and health of artisans. Neighboring countries, including Zimbabwe, are in political turmoil. Drought has caused food insecurity and could lead to refugee migration. The South African Rand has been dropping for two years. Floods remain a danger in Mozambique.

Mozambique and South Africa are both high-crime countries. The Mozambique office has 24-hour security. ATA has distributed the World Vision Security Manual to field staff and they know that they should evacuate to a safe place immediately should they believe their security is threatened. No activities are planned to mitigate conflict

## **C3 Financial Management**

Most funding is received by Aid to Artisans, and disbursed monthly to the field. Some match funding, which is raised in-country, is received and spent in-country. In Mozambique, the field office receives the wires; in South Africa, the BAT Shop does; and in Tanzania, the exchange is of technical assistance more than cash. The SMEs are expected to pay a participation fee to ATA, and ATA pays directly for some other costs. In the ATA home office, field office, and BAT Shop, there is a separation of duties to prevent any fraud or losses. The field sends monthly financial reports that are reconciled with the previous month's advance. To reduce the exposure to embezzlement and bank failure, ATA does not wire more than one month of expenses at any time.

The estimated cost/beneficiary: Mozambique: 561 per artisan, South Africa: 365 per artisan and Tanzania: 859 per artisan. The change in Tanzania is a result of no longer partnering with AMKA.

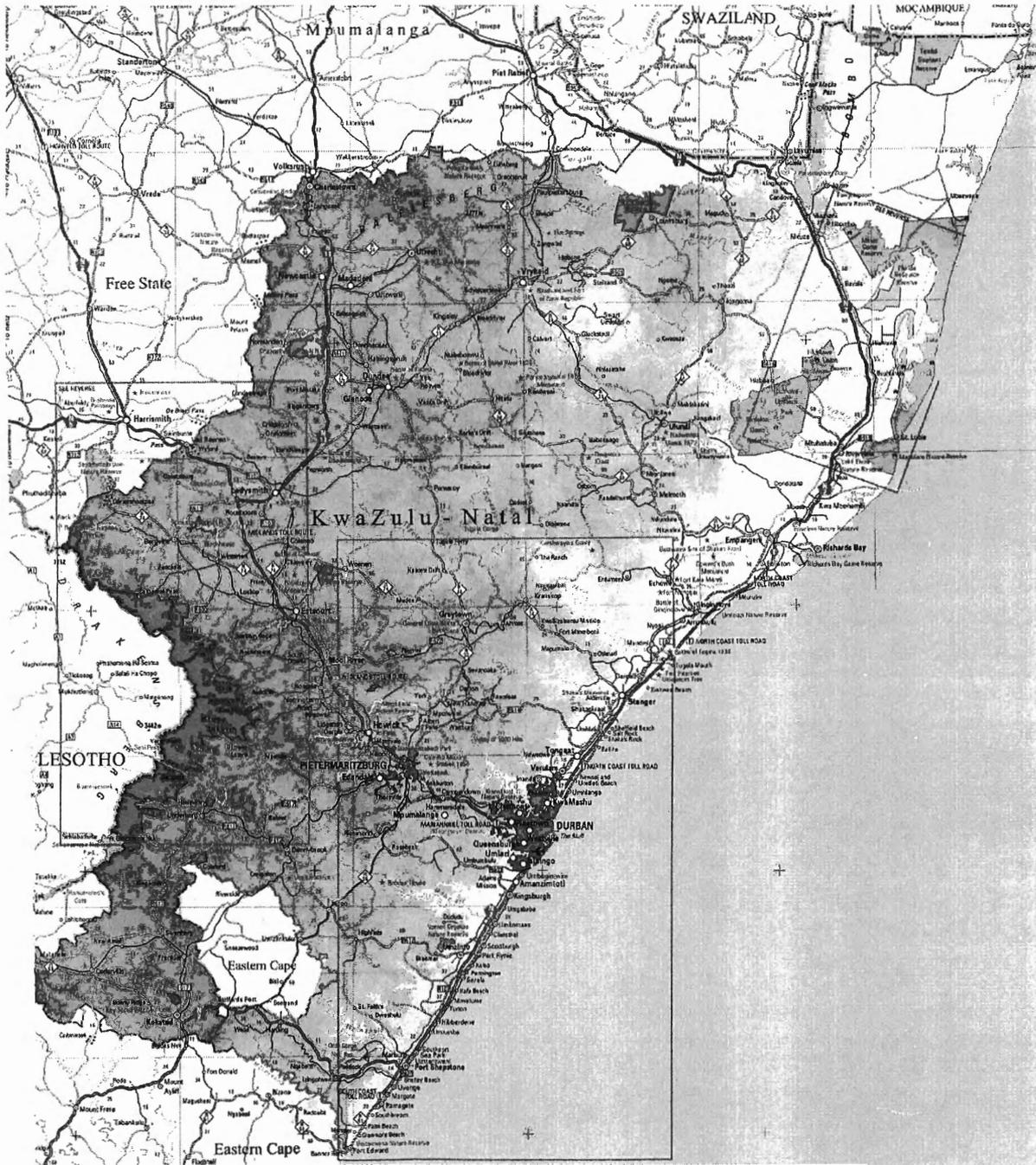
## **Appendices**

1. Maps of each proposed program area with a scale
2. Copies of MOU with partners
3. Program organizational structure
4. Short resumes of key staff
5. Calendars, program matrices and implementation plan
6. Key Buyer Interview form

# Mozambique



# South Africa: Area of Focus



Tanzania



## **Memorandum of Understanding**

**Between**

**Aid to Artisans, Inc**

**And**

**The BAT shop**

This Memorandum of Understanding (hereinafter "Agreement"), and its attachment #1 "ATA/BAT Shop Financial Understanding" are entered into by and between The BAT shop, 45 Maritime Place, Small Craft Harbour, P.O Box 6064, Durban 4000, South Africa and Aid to Artisans, Inc. (hereinafter "ATA") with its corporate headquarters at 331 Wethersfield Avenue, Hartford, CT 06114 USA.

WHEREAS, Aid to Artisans is a non-profit organization with programs in Africa, Europe, Central and Latin America and recently began the second phase of its program in southern Africa.

WHEREAS, The BAT shop is a for - profit, Craft Development and Marketing enterprise that provides services to rural crafters and helps them market their products.

WHEREAS, ATA and the BAT shop wish to define their mutual rights and obligations in connection with the BAT shop's provision of institutional and financial support and ATA's partnering relationship with the BAT shop's work in South Africa.

WHEREAS, ATA recognizes the BAT shop's experience in marketing South African products and wishes to join efforts to increase the range of services offered to artisan enterprises and the number of enterprises assisted.

ATA has received a grant # HFP- A-00-01-00023-00 from the US Agency for International Development for the purpose of assisting artisan enterprises in southern Africa. Implementation of this grant requires the signing of this subordinate agreement between ATA and the BAT shop. In keeping with the terms of the grant between ATA and USAID, USAID's standard provisions that apply to ATA are hereby incorporated and made party of this sub-agreement.

**IT IS MUTALLY AGREED THAT:**

### **1. Project Implementation**

The BAT shop offices in Durban, South Africa will be the base of operations for ATA's Pan-African Artisan Enterprise Development (PAED) country program in South Africa in addition to the Marketing Coordinator who will be based in Johannesburg.

**During the life of this PAED project # HFP- A-00-01-00023-00, as it relates to South Africa (October, 2001 – September, 2006), ATA will offer the BAT shop and their associated artisan enterprises:**

- 1.1 Market – Driven Project Development and Design Workshops:** Artisan enterprises identified by the BAT shop and ATA will participate in design workshops. Members of ATA staff and ATA consultants will work hand in hand with the artisans/artisan enterprises to develop and improve the marketability and quality of their products. Products will be merchandized by ATA's marketing team prior to participation in any ATA-related marketing activities.
- 1.2 Craft Business Training:** Trainings will be offered in costing/pricing, production techniques, quality control, packaging, exporting, customer service and craft business management. Trainings will be conducted by ATA consultants and staff.
- 1.3 Market-link:** ATA will subsidize exhibit space at local, regional and international Gift Fairs for artisan enterprises who have received design and business training.
- 1.4 Institutional Strengthening:** Members of BAT staff will be trained with a goal of overall capacity building for BAT shop.

**During the life of the PAED project # HFP- A-00-01-00023-00, as it relates to South Africa (October, 2001 – September, 2006), the BAT shop will provide the following assistance to the PAED program and ATA:**

- 1.5 Coordination:** BAT shop will advise on activities, people and institutions and will coordinate day to day activities.
- 1.6 Identification:** The BAT shop will assist ATA in identifying artisan producers and assessing their training needs and in identifying and assessing South African designers.
- 1.7 Monitoring and Evaluation Efforts:** The BAT shop will share business information, including monthly sales figures and buyer contacts to help ATA monitor and evaluate their interventions.
- 1.8 Information sharing:** The BAT shop will share other relevant information ATA might need to develop its craft training program in South Africa and measure accomplishments of the project.
- 1.9 Protocol:** All communication with funding organizations, including USAID, will be routed through ATA, and/or communicated in conjunction with ATA..
- 1.10 Financial Understanding:** The BAT Shop and ATA will provide financial support for key activities as outlines in Attachment #1 "ATA/ The BAT shop's Financial Understanding". This support will be a combination of cash and in-kind donations.

BAT shop will invoice ATA quarterly for expenses and provide a financial report of expenses and in-kind contributions

**1.9 Fundraising:** ATA and BAT shop will jointly pursue funding leads and attempt to develop proposals that meet agreed upon objectives. ATA will take the lead on US funders and BAT shop will pursue SA funders.

## **2. Non Solicitation Agreement**

During the term of this Agreement, neither party involved shall, directly or indirectly, hire or attempt to hire any employee of the other party by any means other than a subcontract arrangement with the other party for a period of six months after this agreement is terminated except by mutual consent in writing.

## **3. Use of Proprietary Information**

**3.1** The parties anticipate that in order to perform this agreement, it may be necessary for either party to transfer to the other information of a proprietary nature. Proprietary information shall be clearly identified at the time of disclosure; provided however, that all information relating to the cost/price structure is determined to be proprietary whether or not identified.

**3.2** Each of the parties agrees that it will use reasonable efforts to protect the proprietary information of the other party. Disclosure of such information shall be restricted to those individuals who are participating in the project efforts identified herein.

**3.3** Neither party shall be liable for the inadvertent or accidental disclosure of proprietary information if such disclosure occurs despite the exercise of the same degree of care as such party normally takes to preserve and safeguard its own proprietary information.

**3.4** The provisions under this heading shall survive any Agreement termination for twelve months.

## **4. Restrictions**

**4.1** This agreement shall relate only to the Pan-African Artisans Enterprise Development (PAED project) and to no other effort being currently undertaken by the parties jointly or separately.

**4.2** This Agreement may not be assigned or otherwise transferred to a party.

**4.3** This Agreement shall not preclude either party from bidding or contracting independently from the other on any other Funding Agency or industry program

## **5. Duration of the Agreement**

This Agreement shall be in full force and effect from the date hereof and shall be terminated upon the advent of any one of the following:

- a) By mutual agreement of both parties in writing.
- b) Any significant change in the financial capability of either party which, in the opinion of the other party, seriously affects the party's ability to fulfill its responsibilities under this Agreement.
- c) Termination of grant, or grants by Funder. Aid to Artisans may unilaterally terminate this agreement in whole or in part if Funder exercises their termination rights in accordance with the provisions of the referenced grant.
- d) This MOU will be in effect for the period of 12 months, October 1<sup>st</sup> 2001 to September 30<sup>th</sup> 2002, at the end of which it will be reviewed and changed if necessary.

IN WITNESS THEREOF, the parties hereto, through their duly authorized officials, have executed this agreement in duplicate, each of which shall be considered an original, effective as of the day and year shown below:

The BAT shop

Aid to Artisans, Inc.

\_\_\_\_\_  
Marisa Fick - Jordaan  
Managing Director

\_\_\_\_\_  
Keith Recker  
Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## **ATTACHMENT 1 – ATA/ BAT shop's Financial Understanding**

The objective of this attachment is to highlight direct support BAT shop and ATA have agreed upon. It is not a comprehensive list of the services each partner will provide or the value attached to those services.

All expenses submitted for advance or reimbursement, must be directly related to the PAED program. Expenses not listed below must be approved by ATA prior to being expended and/or reimbursed.

### **ATA's Direct Support to PAED**

In acknowledgement that BAT shop will incur additional office related expenses while implementing the PAED program, ATA will provide the following support and financial contribution upon receipt of advance requests and financial report.

\$75.00/month for courier.

\$300.00/month for office supplies.

\$300/month for communication expenses.

\$1000/month towards the expenses of BAT staff.

In addition, ATA will provide reimbursement for, or purchase of, a computer, printer, digital camera up to \$3500 for use by the PAED program and BAT shop. Some payment for domestic travel, as agreed upon.

### **BAT shop's Direct Support to PAED**

BAT shop will provide/pay for local transport and translator services for ATA consultants and ATA staff ( PAED Regional Field Director, Regional Marketing Coordinator, ATA Executive staff) in South Africa.

BAT shop will pay for computer support, copier access, utilities, communication expense for the PAED project if expenses incurred are above and beyond ATA's stated commitment detailed above.

BAT shop will provide furnished office and warehouse space to PAED program estimated at \$ 600 a month.

## MEMORANDO DE ENTENDIMENTO

entre

**Aid to Artisans, Inc.**

e

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Este memorando de entendimento é assinado para , por, e entre **Aid to Artisans, Inc.** adiante (designada por "ATA") com sede em 331 Weathersfield Avenue, Hartford, CT 06032, USA e escritório regional da África Austral na Av. Base N'tchinga, 725, Bairro da Coop, Maputo, Moçambique, e \_\_\_\_\_ com oficina \_\_\_\_\_.

CONSIDERANDO, ATA ser uma organização sem fins lucrativos, oferece uma assistência prática a artesãos através de treinamento nas áreas de desenvolvimento do produto, produção e comercialização com o objectivo de providenciar uma sustentabilidade económica e benefícios sociais para os artesãos.

CONSIDERANDO, \_\_\_\_\_, que ocupa o nível "\_\_\_\_"( para mais detalhes quanto ao nível, veja o apêndice) que trabalha com \_\_\_\_\_, desejar consolidar e desenvolver a sua empresa artesanal.

### NESTES TERMOS É MUTUAMENTE ACORDADO QUE:

A ATA juntamente com o(s) artesão(s) acordarão em e aderirão, conforme viável, a um programa de trabalho.

A seguir serão os tópicos que poderão ser cobertos nos workshops da ATA. Os artesãos irão participar em algumas ou em todas as sessões. A participação dos artesãos será determinada pelo staff da ATA e será baseada nas necessidades e no potencial dos artesãos. As áreas de formação da ATA incluirão, mas não se limitarão a:

1. Desenvolvimento e Concepção do Produto Destinado ao Mercado: Membros do pessoal da ATA e consultores desenhadores e de mercado da ATA trabalharão em estreita colaboração com o(s) artesão(s)/empresa artesanal para o desenvolvimento e melhoramento da comercialização e da qualidade de seus produtos. Os produtos serão seleccionados pela equipa de comercialização da ATA antes de participação em qualquer evento comercial organizado pela ATA.

- 1.1. A empresa/artesão tem por obrigação, a responsabilidade de compartilhar com o montante de US\$16,00 nos custos pela criação de uma nova linha de produtos e/ou pela capacitação na área de produção,

2. Formação em Comércio de Artesanato: Formação sobre o custo/preço, técnicas de produção, controle de qualidade, embalagem, exportação, serviço de compra e gestão de comércio de artesanato.

2.1. A taxa de participação dos artesãos nos workshops da ATA realizados a nível nacional é de US\$ 9,00 por dia.

2.2. As taxas de participação de artesãos em outras formações da ATA fora de Moçambique, podem ser consultadas no apêndice.

3. Ligações Comerciais: A ATA irá trabalhar no sentido de fazer ligações comerciais a nível local, regional ou internacional para os produtos aprovados pela ATA.

3.1. A empresa/artesão, deverá pagar uma taxa de US\$20,00 para participar na feira anual local.

3.2. A empresa/artesão, deverá pagar uma taxa ainda não estipulada até ao presente momento, e logo que estipulada ser-lhe-á avisado com antecedência de 30 dias.

3.3. A empresa/artesão sujeita-se a uma multa pelo atraso na entrega das encomendas nos prazos estipulados a data da recepção( para mais detalhes, veja o anexo).

**Em troca da formação e ligação de mercado, os artesãos irão responsabilizar-se pelo seguinte:**

- Honrar o Memorando de Entendimento e honrar o desenvolvimento do seu negócio.
- Comunicação regular e pontual com a ATA e com os compradores quando, necessário.
- Participação em sessões de monitorização e de avaliação a serem levadas a cabo pelo pessoal e/consultores da ATA. Estas requererão o preenchimento de formulários de avaliação e encontros com quaisquer outros avaliadores.
- Partilha de informação comercial, incluindo o mapa mensal de registo financeiro.
- Partilha de qualquer outra informação que a ATA necessite para desenvolvimento do seu programa de formação artesanal em Moçambique e avaliação da realização do projecto.

## **ALTERAÇÕES**

- a) De acordo com a monitorização mensal que a ATA faz, trimestralmente se fará uma revisão para reenquadramento do nível do seu grupo.
- b) A ATA reserva-se o direito de proceder as alterações as taxas acima referidas, avisando-o com 30 dias de antecedência.

## **DURAÇÃO DO MEMORANDO DE ENTENDIMENTO**

Este memorando de entendimento revoga o anterior e entra em vigor a partir da data de sua assinatura, , no entanto produzirá efeitos retroactivos a partir de 1 de Março de 2001 e deverá cessar por uma das seguintes razões:

- a) Este memorando de entendimento poderá ser terminado por qualquer uma das partes por escrito com 30 dias de antecedência. A nota tem de descrever todos os motivos e datas da retirada.
- b) Pelo cumprimento do programa e objectivos do projecto.

COMO TESTEMUNHA, as partes aqui identificadas, através de seus oficiais devidamente identificados, assinaram este acordo em duplicado, devendo considerar-se cada um deles original, que entrará em vigor no dia e ano abaixo indicados:

\_\_\_\_\_  
Aid to Artisans, Inc.

\_\_\_\_\_  
Posição

\_\_\_\_\_  
Data

\_\_\_\_\_

\_\_\_\_\_  
Posição

\_\_\_\_\_  
Data

## APÊNDICE

### I. Níveis de Grupos para o Memorando de Entendimento da ATA

#### **Grupo A:**

**Mínimo de 3 encomendas para exportação com um valor superior a US\$ 2.500 à saída da fábrica e que tenha um Memorando de Entendimento com a ATA.**

Os membros do Grupo A terão de produzir três amostras de qualquer nova linha de produto, duas das quais deverão ser entregues à ATA e a terceira deverá permanecer na empresa como amostra de controlo de qualidade, não podendo ser vendida. Todos os custos (100%) de produção das amostras deverão ser suportados pela empresa de artesanato.

A empresa deverá ter uma conta bancária.

A empresa deverá ter registos contabilísticos escritos apresentando vendas, despesas e lucros, por mês.

#### **Grupo B:**

**Mínimo de 1 encomenda para exportação com um valor compreendido entre US\$ 700 e US\$ 2.499 à saída da fábrica e que tenha um Memorando de Entendimento com a ATA.**

Os membros do Grupo B terão de produzir três amostras de qualquer nova linha de produto, duas das quais deverão ser entregues à ATA. A ATA pagará 2 das 3 amostras de linhas de produto, enquanto a terceira será contribuição do artesão e permanecerá na empresa como amostra de controlo de qualidade, não podendo ser vendida.

A empresa deverá ter uma conta bancária.

A empresa deverá ter registos contabilísticos escritos apresentando vendas, despesas e lucros, por mês.

#### **Grupo C:**

**Nível de entrada, sem encomendas para exportação à data ou com um Mínimo de 1 encomenda para exportação de valor inferior a US\$ 700, que tenha recebido apoio de concepção e tenha um Memorando de Entendimento com a ATA.**

Os membros do Grupo C deverão produzir três amostras de qualquer nova linha de produto, duas das quais deverão ser entregues à ATA. A ATA financiará adiantadamente 50% dos custos de produção das três amostras das linhas de produto solicitadas, pagando o remanescente no acto de entrega. A ATA ficará com 2 das amostras e devolverá a terceira à empresa, que a deverá manter como amostra de controlo de qualidade, não podendo ser vendida.

A empresa deverá manter registo das vendas mensais.

Os membros do Grupo C não poderão permanecer neste nível mais de um ano, nem se atingirem os critérios dos Grupos B ou C. Se uma empresa não conseguir «a promoção» ao nível seguinte após um ano, deixará de receber o apoio do designer da ATA e não participará mais em feiras internacionais até conseguir demonstrar a sua capacidade concorrencial, embora possa continuar a participar nas acções de formação da ATA.

### **Grupo D:**

Nível de entrada, sem encomendas para exportação até à data e sem um Memorando de Entendimento oficial. Participa em *workshops* de formação mas não receberá apoio específico de concepção ou de ligação a mercados.

## **II. DATAS-LIMITE**

Devido ao desafio que se coloca aos artesãos no cumprimento de prazos, estabelecemos um conjunto de critérios que serão utilizados como um incentivo para cumprir tais prazos. O que se segue é aplicável a todos os grupos que receberam encomendas para exportação devido aos esforços da ATA.

### **Se o valor da encomenda à saída da fábrica for...**

**Inferior a US\$ 100** – a empresa pagará uma multa de US\$ 5,00 por cada semana (semana laboral) de atraso

**De US\$ 101 a US\$ 500** – a empresa deverá pagar 0,2% do valor da encomenda por cada dia de atraso.

**De US\$ 501 a US\$ 1.500** – a empresa deverá pagar 0,15% do valor da encomenda por cada dia de atraso.

**Mais de US\$ 1.500** – a empresa deverá pagar 0,1% do valor da encomenda por cada dia de atraso.

Por exemplo, um artesão tem uma encomenda no valor de US\$ 50 e atrasa-se uma semana; num caso destes, deverá pagar uma taxa de US\$ 5,00. A ideia subjacente é a de que se a encomenda é de um valor inferior a US\$ 100, então é porque se trata de uma encomenda pequena e o artesão deverá ser capaz de a terminar dentro do prazo.

Se um artesão tem uma encomenda de US\$ 350 e se atrasar cinco dias, então deverá pagar uma multa de \$3.50.

Se um artesão receber uma encomenda de US\$ 1.000 e se atrasar cinco dias, então deverá pagar uma multa de US\$ 7,50.

Se um artesão receber uma encomenda de US\$ 2.000 e se atrasar cinco dias, então deverá pagar uma multa de US\$ 10,00.

## **III. FEIRA LOCAL DA ATA**

Todos os artesãos, com ou sem um Memorando de Entendimento e independentemente do Nível de Grupo, deverão pagar uma taxa de US\$ 20,00 de participação na feira anual local da ATA. A participação das empresas de artesanato dependerá da qualidade e exclusividade dos seus produtos, do preço competitivo e da capacidade de criar *stocks*.

## **IV. FORMAÇÃO**

Os artesãos que participem localmente nas acções de formação da ATA deverão comprometer-se com o seguinte:

- Disponibilidade para dar formação aos seus funcionários ou membros relativa aos conhecimentos adquiridos no seu nível de grupo durante as *workshops*

- Disponibilidade para distribuir o Folheto de Educação Informal da ATA aos artesãos das suas províncias respectivas
- A taxa de participação dos artesãos nas *workshops* da ATA é de US\$ 9 por dia.

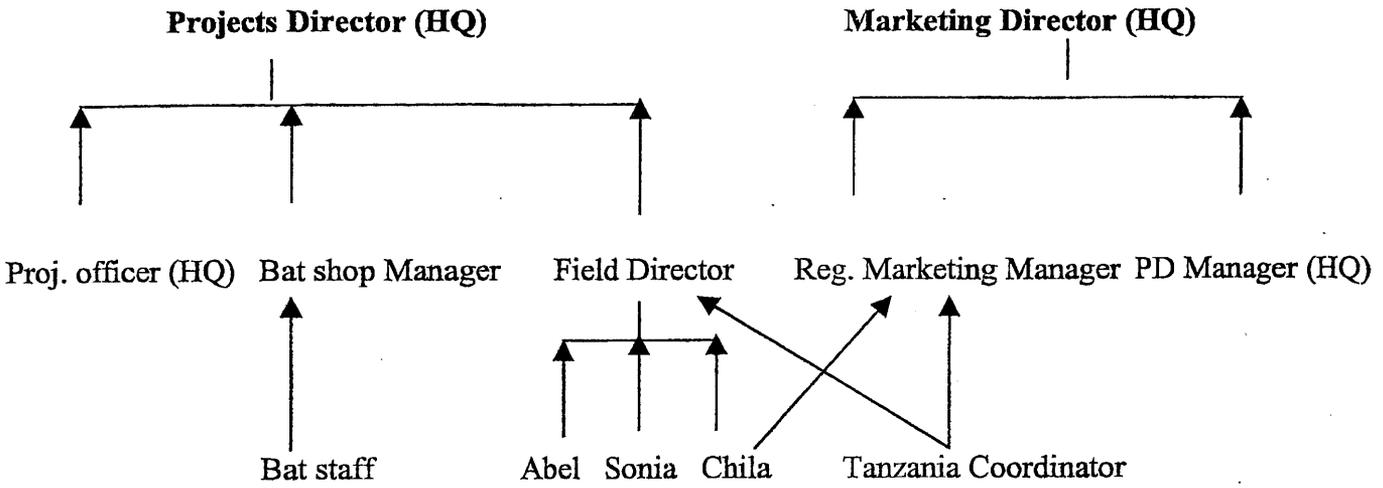
Os artesãos que participem no programa de formação em prontidão para o mercado da ATA, nos Estados Unidos, deverão:

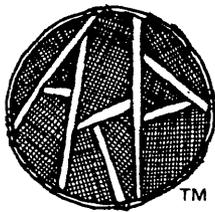
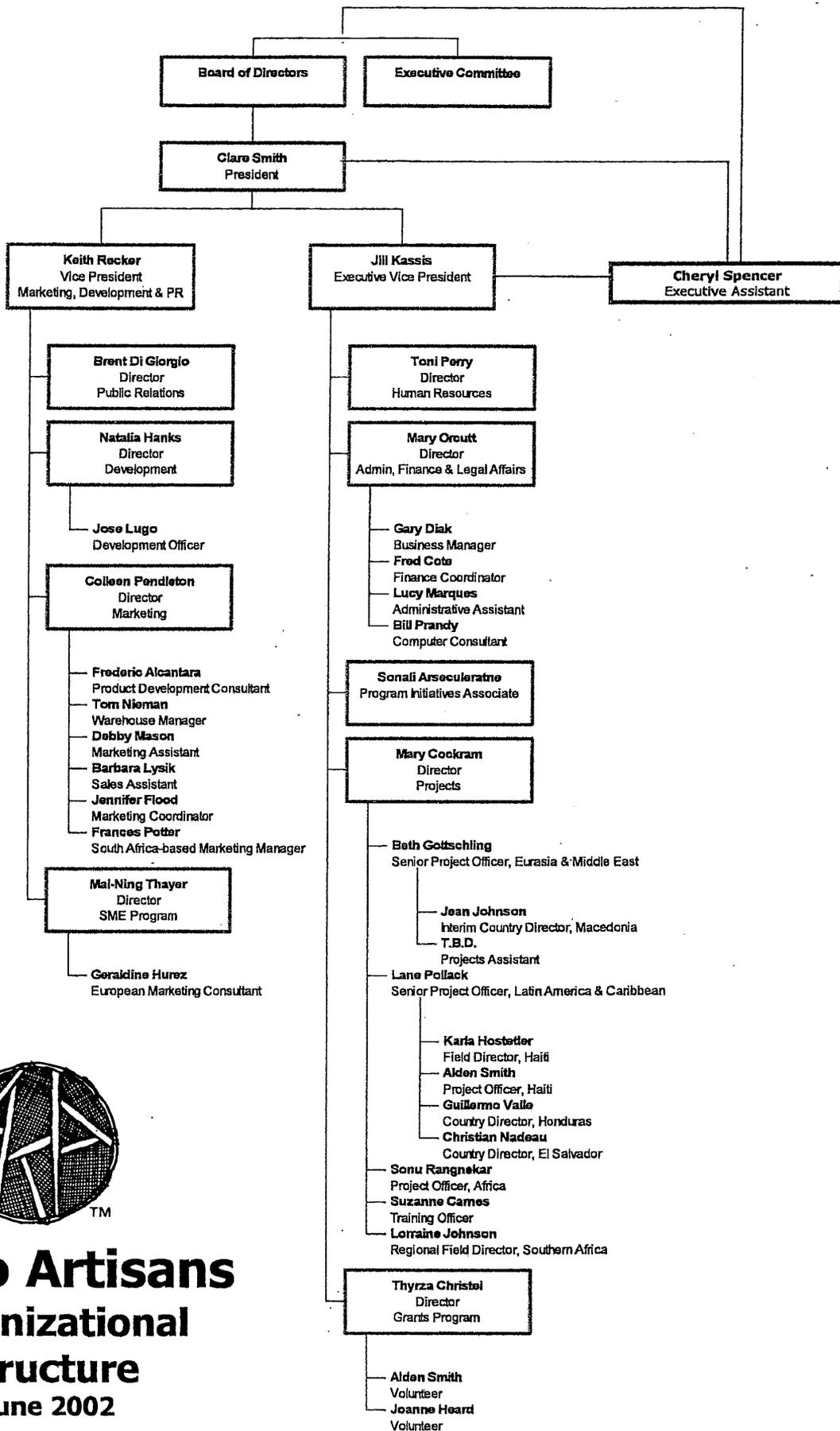
- fazer uma apresentação a outros artesãos durante as *workshops* calendarizadas da ATA
- viajar com dinheiro pessoal no valor de US\$ 100, para cobrir 2 dias de estadia em Nova York

## **V. DESENVOLVIMENTO DE PRODUTOS**

Os artesão deverão pagar US\$ 16,00 por cada nova linha de produtos criada ou pela capacitação na área da produção. Esta taxa deverá ser paga apenas pelas empresas de artesanato que tenham já criado uma nova linha de produtos com o apoio da ATA.

# PAED STRUCTURE





**Aid to Artisans**  
**Organizational**  
**Structure**  
 June 2002

## KEITH RECKER

### EXPERIENCE

Executive Director **Aid to Artisans**, Hartford, CT October 2000 – Present  
Conduct the day-to-day operations of the organization, overseeing administration, project development, long-range planning and major donor programs, guiding public relations efforts. Refocus marketing and product development efforts in the international craft arena

Vice President, General Merchandise Manager **Gump's by Mail**, Weehawken, NJ Nov 1999 – Aug 2000  
Directed merchandising efforts of \$36 million catalog and internet businesses, formulated new creative strategy to support repositioning efforts.

Executive Merchandising Consultant **Doncaster/Tanner Companies**, New York City April– Oct 1999  
Participated in the creation of an upscale gift and home collection for Tanner's network of in-home fashion sales consultants

Divisional Merchandise Manager, Folio Home **Saks Fifth Avenue**, New York City Feb – October 1998  
Director, Folio Home: July 1996 – January 1998  
Grew Folio Home from \$7.0 million in 1996 to \$18.5 million in 1998. Developed and selected all merchandise categories for catalog and in-store boutiques

Director, **Gump's by Mail Interiors**, **Gump's by Mail**, San Francisco, CA September 1994 – July 1996  
Developed concept and business plan for new home furnishings catalog, achieving \$4.0 million gross sales in 1995 and \$6.5 million in 1996

Director of Consumer Marketing, **CARE**, New York City July 1990 – August 1994

- Solely responsible for planning, execution and analysis of CARE's entry into product licensing with **MADE WITH CARE** and **Kids CARE** programs. Developed concept and business plans generating gross sales of over \$10 million, negotiated all licensee contracts, coordinated all product design and marketing.
- Responsible for CARE's first merchandise catalog, as well as for CARE's entry into cause-related marketing

**Freelance Writing and Design**: Rome, Italy and Saint Louis, MO 1988 – 1990

Export Manager, **ECOS Spa**, Rome, Italy 1987 – 1988  
Directed export sales for ECOS, Italy's largest educational manufacturer and launched high-tech educational products onto world market.

### EDUCATION

**University of Michigan, Ann Arbor, MI**: Graduate study in American literature, 1984-1985.  
MA summa cum laude, pending one elective credit.

**Carnegie Mellon University, Pittsburgh, PA**: BS cum laude, 1984.  
Triple major in Creative Writing, Communications, and French, with minor in Calculus and Statistics.

## **Jill Hobson Kassis**

Jill Kassis has been involved in international development, education and cultural exchange over a thirty year career managing international non-profit organizations, and working with educational institutions, and private and public international and US funding organizations. Currently, she is Executive Vice President of Aid to Artisans, Inc. (ATA), a 26 year old nonprofit organization which offers practical assistance to artisan groups worldwide, and provides concrete solutions to poverty by offering artisans the sustainable means to use their skills and bring their products to market.

Previously, Jill served as Executive Director of the King Hussein Foundation, International, chaired by HM Queen Noor. Conceived as the international arm of the King Hussein Foundation in Jordan which supports programs and institutions in Jordan and the region that further the legacy of the late King Hussein, she laid the groundwork to establish the foundation in the US, opened the office, managed a strategic planning process, worked with the board of directors, launched the fundraising initiatives and secured and managed foundation grants.

Between 1987 and 2000, Jill served in several roles including Vice President, Recruiting, for the International Executive Service Corps (IESC), a non-profit business development organization which provides technical and managerial assistance by volunteer experts to enterprises in developing countries. In addition to overseeing the management of the skills bank of 13,000 volunteers and the project recruitment process, she also developed new program initiatives, and field office training particularly in the Middle East.

Jill lived, studied, and worked in the Middle East between 1972 and 1985. She served as Country Director for America Mideast Education and Training Services, Inc. (AMIDEAST) in Jordan and Yemen, and as Director of Women at International College, Beirut, Lebanon.

Jill holds a B.A. in Sociology from Wilson College, Chambersburg, P.A. and completed M.A. coursework in Educational Psychology from the American University of Beirut.

She currently serves on the boards of Wilson College, Trickle Up Program, as well as the advisory council of ANERA, and is a member of a number of professional organizations including the International Women's Forum, and the Women's Foreign Policy Group.

She is married to George Kassis, a former senior officer of UNICEF and currently the Executive Director for the Endowment Fund of the Armenian Archdiocese of New York. They have two children, Nora, 26, and Raja, 24.

## Mary Cockram

### *Experience*

Aid to Artisans, Hartford, CT 11/95 - present  
Projects Director

Lead ATA's eleven-person projects team and direct project development. Lead and direct new business development. Promoted from Projects Coordinator 3/97.

L.M. Trading Co., Ithaca, NY 1/94 - 9/95  
Executive Assistant  
Managed small feed company. Wrote, designed, and produced publications for Guatemalan university.

Cornell International Institute for Food, Agriculture & Development, Ithaca, NY 10/93-5/95  
Special Projects Assistant  
Backstopped the Philippine-based agricultural development program. Analyzed alumni information and wrote reports.

Educational Concerns for Hunger Organization (ECHO), Russia 3/93-9/93  
Project Coordinator  
Adapting rooftop gardening techniques to local conditions and provided technical advice to gardeners.

International Agriculture Program, Cornell University, Ithaca, NY 1/92-1/93  
Graduate Assistant  
Managed department library: Wrote 20-year report on Master's program in International Agriculture.

New York State Integrated Pest Management, Ithaca, NY 3/91-1/92  
Assistant Editor  
Edited manuscripts; designed and produced technical manuals; wrote and produced publications.

Educational Concerns for Hunger Org., Haiti & N. Ft Myers, FL 7/89-10/90  
Tropical Agriculture Intern

### *Education*

Cornell University, Ithaca, NY 1993  
Master's degree, International Agriculture and Rural Development  
Bachelor's degree with distinction, Communication 1989  
Semester abroad: Universidade Estadual de Campinas, Brazil, 1988

### *Languages*

Good Spanish and intermediate Portuguese

**NAME: Sonu Rangnekar**

**POSITION: Projects Officer**

**EDUCATION:** Bachelor's degree, Mathematical Statistics, Delhi University, India, 1986  
Postgraduate Diploma in Advertising and Public relations,  
Delhi University, India, 1987

**EXPERIENCE:**

**1. Aid to Artisans, Hartford, CT.                      Projects Officer, May 2001 to present.**

Manage handcraft development projects in Southern Africa, Ghana and Mali including project design, proposal writing, implementation, and report writing. Also responsible for project development in Africa.

**2. Child Relief and You (CRY), Mumbai, India.    December 1995 to December 1996**

CRY is India's largest funding organization, which supports many non-government organizations in India who work with underprivileged children. CRY provides support to community development organizations in cities, villages and tribal areas all over India. Worked as a communication consultant to CRY to raise public consciousness through media projects, advertising campaigns and special events.

**2. Mobile Crèches (MC), Mumbai.                      December 1995 to December 1996**  
**Mobile Crèches (MC), New Delhi                      March 1993 to August 1995**

Mobile Crèches, a non-profit organization working for the children of migrant labor in India provides day care, education and health services to the children of construction workers and those working in the unorganized sector.

Worked as a communication-planning consultant; developed Publicity material and did strategic planning towards awareness building and fund raising events. Conceptualized and directed a film on the organization. Set up a communication-planning department, created a system of information dissemination and maintenance of donor database.

Presented a paper to Aga Khan Foundation (India) on sustainability of Non Government Organizations and their programs.

**3. Save The Children Fund, UK (SCF): London.    August 1995 to December 1995.**

Worked with the Communication department of SCF on an African project to raise awareness and relief funds in U.K for the Somali, Sudanese and Ethiopian refugee children. Produced a video film for Save the Children fund on Migrant labor and their lives in India.

**3. USAID, New Delhi, India.**

**March 1994 to August 1995.**

Worked as a consultant with the program management team on the Child Survival project, under the Private Voluntary organization for Health-II (PVOH-II) scheme of USAID. The project supported over forty organizations working on Child health in thirteen states across the country. Also was a member of the technical assistance planning and implementation team for the program.

Responsibilities included data analysis, preparing project profiles and project reports to evaluate the level of technical and managerial skills of various PVOs, reviewing programs for needs assessment and facilitating training and technical assistance.

**4. Population Services International, New Delhi.**

**March 1994 to August 1995.**

A US based voluntary organization; PSI (Population Services International) works in the field of family welfare with special emphasis on family planning and AIDS prevention, in over fifteen states in India.

Worked as a consultant on the IEC (Information, Education and Communication) component of the program for social marketing of oral contraceptives. Provided managerial support to smaller local organizations through PSI. Developed and implemented social marketing projects for oral rehydration therapy in rural areas of northern India.

**6. Contract Advertising, New Delhi.**

**February 1990 to March 1993.**

Contract Advertising, (*an affiliate of J. Walter Thompson Worldwide*), is one of the leading advertising agencies in India. Worked as a senior media planner for accounts such as Goodyear Tyres, Carrier, Kelvinator, Population services International, Usha fans. Prepared budgets for advertising spends, analyzed ad spending for various brands and product categories. Other responsibilities included market analysis, data analysis, media evaluation, reach analysis and media relations. Produced a monthly media newsletter analyzing the current media trends, happenings and their implications.

**6. The Times of India group of Publications, New Delhi.**

**July 1987 to  
February 1990.**

Worked as a marketing executive worked in the Response department of The Times of India, India's largest newspaper. Major responsibilities included concept selling, space marketing, market analysis and new brand launches.

# LORRAINE JOHNSON

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## **PROFESSIONAL PROFILE**

- Overseas development experience in rural/urban communities in Africa; Returned Peace Corps Volunteer
- Strong project development, program/project management and financial management skills; experienced proposal writer
- Analyze, design, monitor, and evaluate projects
- Strong written, cross-cultural communication and research skills
- Experienced with issues concerning micro-enterprise development, culture in development, countries in transition, global/development education and training

## **EDUCATION**

- **Master of International Administration in Development Management, Program in Intercultural Management**  
The School for International Training, Brattleboro, CT (1996)
- **Bachelor of Arts in Education with honors (cum laude), Math Major**  
Rhode Island College, Providence, RI (1987)

## **EXPERIENCE**

### **Community Development/Project Development/Administration**

- Direct ATA's Regional Initiative for Southern African Enterprises based in Mozambique
- Project Development, proposal writing, project design, strategic planning and coordination of projects for craft microenterprise development in Africa, Bosnia, Pakistan and the U.S.
- Financial Management for projects funded by USAID, the World Bank, UNESCO, DFID, NGOs, foundations and corporations
- Conducted needs assessment, and developed project/budget proposal for community agricultural project in Mozambique
- Coordinated and co-planned a Southern African sub-regional workshop and follow-up symposium focused on recognizing and enhancing the strengths of displaced (Mozambican) children and families; symposium location: Zimbabwe
- Assisted in editing and writing for monthly Mozambican news magazine in English
- Writing/editing of project reports and publications
- Facilitated and participated in community development meetings
- Monitored the construction of a community health center in rural African community
- Established and obtained funding for a school library in rural African community
- Co-produced the cassette *Kassi*, obtained funds, and coordinated concerts for the plight of Mozambican street children
- Obtained and managed research grant; recruited and managed staff hired as language interpreters

### **Education/Training/Research**

- Developed and authored global education manuscripts: *Who We Are: Voices from Mozambique* and *We Are People: Voices from Mozambique*; conducted teacher/student surveys for the development and design of manuscripts
- Designed and facilitated workshops
- Stimulated the development of students' critical thinking skills; planned and presented daily lessons
- Conducted socio-cultural research in rural/urban Mozambican communities; collected oral history
- Compiled workshop proceedings and assisted in the writing of the final report; developed project profiles for NGO

## **EMPLOYMENT HISTORY**

- Regional Field Director, Mozambique (10/98-present) & Africa/USA Projects Coordinator, CT (10/96-10/98), Aid to Artisans
- Project Coordinator, Payette Associates, Boston, MA (11/95-5/96)
- Researcher/Writer, Freelance, Mozambique (1993-1995)
- Development Consultant, Fundação para o Desenvolvimento da Comunidade, Mozambique (6/94-4/95)
- Workshop Coordinator, Save the Children (USA), Zimbabwe (6/91-3/92)
- Community Development Worker, U.S. Peace Corps, Liberia (1/88-12/89)
- Secondary Education Teacher, Ministry of Education, Liberia (1/88-12/89) & Brookline HS Summer School, MA (7/96-8/96)

## **ACHIEVEMENTS**

- Published Poet, *Beyond Peace* Award, Licensed Private Pilot
- **Languages:** Portuguese, basic Spanish; **Computer Languages:** WP for Windows, Excel, Quick Books, Lotus 123, Microsoft Project, Pagemaker, Microsoft Word, Macintosh; **International Travel:** 12 African nations, India, Mexico, Canada, Barbados, and Europe.

**Marisa Fick-Jordaan**  
**Born 1958 South Africa**

Visual Arts Development Manager of Durban's *BAT Centre (Bartel Arts Trust)* since its inception in August '95, and initiator of its now internationally renowned *BAT Shop*, has two pervading passions – social development and creative contemporary craft. She pursued them through a BA Honours Degree in Politics, Law, Languages and Fine Art at *University of Natal*, a three year Diploma in Fashion Design at *Natal Technikon*, and a spell doing research, writing and editing for *Indicator*, a publication centred on social and political change based at *University of Natal (Durban)*.

In 1991 saw the start of *African Legacy*, a clothing design and manufacturing business centred around the integration of contemporary Zulu beadwork into a classic clothing range. In 1993 she participated in the prestigious *Durban Designer Collection (DDC)* as an invited designer.

She is now combining all her experience in a career focused on the development of craftspeople from informal city and rural settlements throughout KwaZulu-Natal. *BAT Shop* training introduces them to product development, exposes them to international trends and helps them source appropriate and quality materials. The *BAT Shop* has a proven marketing record that has had significant impact on crafters' incomes.

Many of the artists she has encouraged have won national awards. Ntombifuthi Magwasa from the successful *Bat Shop/Siyanda Project* won the prestigious 1998/99 FNB VITA Craft Award for her wire baskets.

Marisa has travelled widely in North, West and Southern Africa, Europe, Britain, Australia and the United States of America. Studying in the USA for a year in '77 on an American Field Service Scholarship and then spending six months in '91 at the *Cite des Arts Internationale* in Paris, France.

In '98 she was invited by the *Department of Foreign Affairs* onto a bilateral-relations delegation visit to Mali to create linkages with the cultural industries sector. The delegation was a follow-up to visits by Nelson Mandela as President and Thabo Mbeki as Deputy.

In '99 she travelled twice to the USA. In February she received sponsorship from the *Masibambane Trust* to visit the New York Gift Fair, and in July she was selected as the South African participant in the inaugural *Craft Organisation Leader Exchange (COLE)* Program hosted by *Aid to Artisans and HandMade in America*, and funded by the *United States Information Service (USIS)* and the *Kenan Foundation for the Arts*. She is presently craft development consultant to the *Lubombo Spacial Development Initiative (LSDI)* and the *Masibambane Trust*.

Projects managed in 1999 and 2000 include:

The DIROZULU project with French contemporary artist Herve DiRosa initiated and sponsored by the *French Institute of SA* (Newtown Zebra and Seeing Ourselves (Video)).

Co-ordinated training for 60 national craft participants at the Indaba Craft Expo hosted by *NTSIKA* (Department of Trade and Industry) and the *Department of Economics and Tourism*.

Co-curated and managed *Durbs to Freo Wire and Metal Act*, an exhibition of contemporary township art and craft for the *Perth International Arts Festival*, in partnership with the *Artists Foundation of Western Australia*, the *Arts Ministry of Western Australia* and the *City of Fremantle*, the *SA National Arts Council* and the *Durban Metro*. Facilitated the attendance of three of the crafters at the exhibition opening.

Contracted to develop and manage Product Development Training for the LSDI Craft Development Program, funded by the *Department of Welfare*.

Curated and coordinated an Exhibition of Contemporary Zulu Basketry at the *Alliance Francaise Gallery* in Johannesburg with sponsorship from the *French Institute of SA* and the *Masibambane Trust*..

Personal Design Awards :

1987 Emma Smith Award for Top Student in Creative Design ( Technikon Natal)

1998 First Prize Winner in the FNB VITA/ Buy-Afrika Design an African Xmas Tree Competition.

1999 Merit Award in the STYLE DESIGN Competition for *Unplugged Lighting*

Merit Award in the Buy-Afrika Xmas Africa Design Competition.

2000 ELLE Decoration Magazine –inaugural recipient of the *ELLE says WOW toGreat SOUTH AFRICAN DESIGN Award* for ZEN ZULU wire baskets exported to Europe and the USA.

Invited to serve on the eight member panel to select future recipients of this accolade.

Merit Award in the Buy-Africa Xmas Africa Design Competition.

## MARY ORCUTT

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### *EMPLOYMENT*

Director of Administration, Finance, Legal Affairs, September 1998 - present  
Finance Manager, August 1995 – September 1998  
Aid to Artisans, Inc.  
Hartford, Connecticut

Administrative and Accounting Manager, October 1993 – June 1995  
International Center for Not-for-profit Law  
Farmington, Connecticut

### *EDUCATION*

J.D., May 1997  
Western New England College, School of Law  
Member of the Connecticut Bar Association from May 1998

Bachelors Degree in Business, 1988  
Eastern Connecticut State University

Associate Degree in Marketing Management, 1977  
Berkely College

**GARY DIAK**  
70 Parkview Drive  
Plantsville, CT 06479  
Ph: 860-628-2387

**OBJECTIVE:** Seeking a challenging position where skills of analysis, research, client relations, and communication will enable me to define new opportunities. Desire career growth based on performance and accomplishments in the accounting or financial field.

**PROFESSIONAL:** **DANBURY HOSPITAL, DANBURY, CT**  
7/99 - 1/00 **STAFF ACCOUNTANT**

Prepare financial reports to management, officers, and Board of Directors. Reconcile and analyze general ledger accounts and bank statements for two corporations within the hospital.

8/87 - 5/99 **DATAHR REHABILITATION INSTITUTE, BROOKFIELD, CT**  
**ACCOUNTING MANAGER**

Manage staff of 4 including Payroll Supervisor, Accounts Payable Supervisor, Staff Accountant, and Accounting Clerk for a non-profit rehabilitation agency. Responsible for preparing monthly financial statements, 500 employee in house payroll including all federal and state tax returns, and preparation of lead and other supporting schedules for external auditors. Managed and coordinated installation, operation, and training on ABRA Payroll Software and Peachtree Accounting software.

4/84 - 8/87 **NEWMONT EXPLORATION LIMITED, DANBURY, CT**  
**JUNIOR ACCOUNTANT**

Responsible for Accounts Payable function. Prepared general ledger journal entries for payroll and depreciation. Shared responsibility for month end closings on McCormack and Dodge accounting system.

Summer 1981 **MECHANICS SAVINGS BANK, HARTFORD, CT**  
**CREDIT ANALYST**

Reviewed loan applicants credit history via credit bureaus around the state and directly at banks and loan companies. Answered customer questions about bank policies, interest rates and loan applications.

**SKILLS:** Proficient with Excel, Word, Peachtree, and Lawson software.

**EDUCATION:** BS Degree, CENTRAL CONNECTICUT STATE UNIVERSITY  
New Britain, CT GPA 3.02, Major: ACCOUNTING, Minor: SPANISH  
Graduated, August 1983.

**REFERENCES:** Available upon request.

## PAED YEAR 1 CALENDAR: HQ

### OCTOBER 2001

- DIP orientation workshop , USAID (Oct 22-23)
- PAED priorities and planning meeting.
- Matching funds for PAED meeting.
- AMKA status review meeting.

### NOVEMBER

- PAED PD planning for Y1
- Product samples arrive, Nov 15<sup>th</sup>
- Monthly country meeting (conference call with country field staff and AMKA)
- Indicator revision for PAED.

### DECEMBER

- Annual Directors meeting , HQ ( Dec 11- 13 )
- Samples for the Aug orders arrive at HQ
- Monthly country meeting
- Baseline figures collection
- Setting targets for PAED. ( HQ, Field , partner organization)

### JANUARY 2002

- DIP draft matrices submission, Jan 15th
- NYIGF ( Jan 21-25)
- MRT Training in USA (Jan 14-26)
- Search for the Marketing manager post in Johannesburg
- Baseline figures for PAED - compilation.
- Baseline figures and indicators review with the field.

### FEBRUARY

- Oversight visit to the region: Projects Director Mary Cockram. (( Feb 12- 28)
- AMKA partnership status review.
- PD planning for the Aug shows – US and SA.
- Training curriculum development begins.

### MARCH

- Tanzania work strategy review begins
- SARCD A training curriculum development work begins.
- Parson's school of design visits ATA , Mar 20th
- Projects Director attends USAID contract workshop, Feb 25- 29
- DIP draft matrices review meeting with the PVO, Washington D.C, Feb 29<sup>th</sup>.
- ATA magazine, summer issue
- Hire Marketing Manager PAED ( Johannesburg)

**APRIL**

- Training workshop on BDS . ( Mary Mcvay, Apr 1-2)
- US buyer interviews for PAED baseline figures.
- DIP draft matrices review meeting with the PVO, April 12<sup>th</sup> .
- DIP final document submission, April 18<sup>th</sup>
- Sarcda MRT preparation, consultant search and curriculum development.
- Bat shop Manager and the new marketing manager visit HQ, Apr 23- 26.
- RFD visits HQ Apr 23- 26.
- PAED planning meetings , field staff and HQ staff (Apr 23-26)

**MAY**

- Preparation for PD workshops in SA and Mozambique in May and June.
- Oversight visit to Africa, Project officer Sonu Rangnekar.(May 22-June 5).
- Assess and finalize SMEs in Tanzania.
- Samples for the NY Aug show arrive May 15<sup>th</sup>

**JUNE**

- Preparation for the NY show.
- Invitation cards and other mailing
- MRT training material ready

**JULY**

- Invitation letters for the NYIGF
- Final price lists and coding for the show

**AUGUST**

- NYIGF ( Aug 19 – 23)
- NY MRT
- SA SARCD A
- SA MRT

**SEPTEMBER**

- PAED Annual report for Y1 by Sep 30<sup>th</sup>
- Product development planning for Y2

## PAED YEAR 1 CALENDAR: MOZAMBIQUE

<p><b>OCTOBER</b></p> <p>Textile Design Trip (3 weeks) ( PODE)</p>	<p><b>April</b></p> <ul style="list-style-type: none"> <li>• Ship orders</li> </ul>
<p><b>NOVEMBER</b></p> <p>(Terra Nuova \$) Design Trip 3 Weeks</p>	<p><b>MAY</b></p> <ul style="list-style-type: none"> <li>• Hardwood Designer Consultancy ( FREDERIC)</li> <li>• AIB-Distribution</li> </ul>
<p><b>DECEMBER</b></p> <ul style="list-style-type: none"> <li>• Local Holiday Fair (Nov 30 - Dec 2)</li> <li>• Shipping of any outstanding samples/orders</li> </ul>	<p><b>JUNE</b></p> <ul style="list-style-type: none"> <li>• Exporter Internship @ ATA regional office</li> <li>• Textile Designer ( Kellogg \$ ) (subject to change)</li> <li>•</li> <li>•</li> </ul>
<p><b>JANUARY</b></p> <ul style="list-style-type: none"> <li>• NYIGF Participation ( Kellogg/USAID)</li> <li>• Artisans/staff MRT Training in USA (14-26)</li> <li>• Softwood Design Consultancy (Jan14- Feb 10) [FORD \$]</li> <li>• ANARTE Visit to Tanzania ( 26-Feb 2) [FORD \$]</li> <li>• Collaboration with LINK begin(ongoing)</li> </ul>	<p><b>JULY</b></p> <ul style="list-style-type: none"> <li>• Organizing for SARCD A</li> <li>• Shipping of any outstanding samples/orders</li> <li>• AIB -Distribution</li> </ul>
<p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• Oversight visit: Mary C (ATA) 1 week</li> <li>• National Artisan Workshop #4 (FORD \$)</li> <li>• OD Training w/LINK (ongoing)</li> <li>• Exporter Internship @ ATA regional office( begin)</li> </ul>	<p><b>AUGUST</b></p> <ul style="list-style-type: none"> <li>• NYIGF/SFIGF ( Kellogg/USAID \$)</li> <li>• SARCD A (Kellogg \$)</li> <li>• MRT Program- USA/South Africa (Kellogg/USAID \$)</li> <li>• Scout trade venues in SA (Kellogg \$)</li> </ul>
<p><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• ANARTE meeting w/ BOD candidates</li> <li>• Textile Designer 5 weeks( Manica and Maputo) (FORD \$)</li> <li>• Djabula community &amp;Maputo wood carvers finalize accord (FORD \$)</li> <li>• AIB -distribution</li> </ul>	<p><b>SEPTEMBER</b></p> <ul style="list-style-type: none"> <li>• Exporter Internship @ ATA regional office</li> <li>• Regional workshops (FORD \$)</li> <li>• Wood Certification Evaluation( to be confirmed) AIB-Distribution</li> </ul>

## PAED YEAR 1 CALENDAR: South Africa

<p><b>OCTOBER 2001</b></p> <p>PAED planning meeting( RFD and the BAT shop)</p>	<p><b>April</b></p> <ul style="list-style-type: none"> <li>• Bat staff visit HQ, Apr 23- 26 for PAED planning.</li> <li>• Bookings for Sarcda</li> </ul>
<p><b>NOVEMBER</b></p>	<p><b>MAY</b></p> <ul style="list-style-type: none"> <li>• Internet design assistance work.</li> <li>• Designer Consultancy ( FREDERIC)</li> <li>• Oversight visit from HQ ( Project officer- Sonu)</li> </ul>
<p><b>DECEMBER</b></p>	<p><b>JUNE</b></p> <ul style="list-style-type: none"> <li>• Preparation for Sarcda</li> <li>• Ship samples for NYIGF.</li> </ul>
<p><b>JANUARY</b></p> <ul style="list-style-type: none"> <li>• NYIGF Participation Bat staff MRT Training in USA (14-26)</li> <li>• DIP draft matrix preparation</li> </ul>	<p><b>JULY</b></p> <ul style="list-style-type: none"> <li>• Organizing for SARCD A</li> <li>• Shipping of any outstanding samples/orders</li> </ul>
<p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• Oversight visit: Mary C (ATA) 2 days in Feb</li> <li>• Monthly meeting with RFD</li> <li>• PD planning for Y1</li> <li>• Interviews for Marketing manger position</li> </ul>	<p><b>AUGUST</b></p> <ul style="list-style-type: none"> <li>• SARCD A</li> <li>• MRT Program- USA/South Africa</li> <li>• Scout trade venues in SA</li> </ul>
<p><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• Search for South African Textile Designer</li> <li>• DIP document discussions</li> <li>• PD plan for May - June</li> </ul>	<p><b>SEPTEMBER</b></p> <ul style="list-style-type: none"> <li>• Regional workshops</li> </ul>

## PAED YEAR 1 CALENDAR: Tanzania

<b>OCTOBER 2001</b> <ul style="list-style-type: none"><li>• PAED planning meeting</li><li>• Country meeting ( conference call )</li><li>• PD designs work with Marvelous Batik</li></ul>	<b>April</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>NOVEMBER</b> <ul style="list-style-type: none"><li>• Samples shipment by Nov 15<sup>th</sup></li></ul>	<b>MAY</b> <ul style="list-style-type: none"><li>• Oversight visit from HQ ( Project officer- Sonu)</li></ul>
<b>DECEMBER</b> <ul style="list-style-type: none"><li>• Shipping of any outstanding samples/orders</li></ul>	<b>JUNE</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>JANUARY</b> <ul style="list-style-type: none"><li>• DIP draft matrix preparation</li></ul>	<b>JULY</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>FEBRUARY</b> <ul style="list-style-type: none"><li>• Oversight visit: Mary C (ATA) a week in Feb</li><li>• New work strategy in Tanzania</li></ul>	<b>AUGUST</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>MARCH</b> <ul style="list-style-type: none"><li>• Search for businesses in Tanzania</li></ul>	<b>SEPTEMBER</b> <ul style="list-style-type: none"><li>•</li></ul>

## PAED planning Matrix – Headquarters

Goal: To alleviate poverty in artisan communities in Southern Africa.			
Major Planned Activities	Objectives	Indicators	Measurement and data Management Methods
<i>HQ/ Capacity building</i>			
<ul style="list-style-type: none"> <li>▪ Review and analyze current training curriculum.</li> <li>▪ Identify artisan training needs and adapt existing curriculum to a more user-friendly level.</li> <li>▪ Network with peer organizations to improve and value add to the existing training materials.</li> </ul>	<p><b>Improve ATA's ability to produce training materials and deliver training to artisans and business partners.</b></p>	<ul style="list-style-type: none"> <li>▪ Standard Artisan enterprise curriculum and training modules established and accessible to field and headquarters staff by Y2</li> <li>▪ Use of central training units in the field by Y3.</li> <li>▪ Number of times curriculum used in the field.</li> <li>▪ Three training modules to be revised and modified by EOP.</li> <li>▪ Number of trainees that pay to go for training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mid-term and final evaluations</li> <li>▪ Standard Training modules</li> </ul>
<ul style="list-style-type: none"> <li>▪ Hands on training for small producers through site visits to potential mentoring locations.</li> <li>▪ Create a Market Readiness Training Program in South Africa.</li> <li>▪ Training the partner</li> </ul>	<p><b>Diversify and expand ATA's training programs</b></p>	<ul style="list-style-type: none"> <li>▪ Implement a field-based production mentoring program<sup>1</sup> for small producers in Y2</li> <li>▪ Number of participants from outside PAED project countries.</li> <li>▪ Handover the AMRT to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mid-term and final evaluations</li> <li>▪ Trainee evaluation</li> <li>▪ Standard training modules</li> </ul>

<sup>1</sup> Refer to the text for more details on the mentoring program.

organization to manage and implement the AMRT.		the BAT shop in Y4.	
<ul style="list-style-type: none"> <li>▪ Finalize relationship with an e-commerce partner, build an ATA wholesale website.</li> <li>▪ Train ATA staff in customer training and to maintain the site.</li> <li>• Conduct long distance design consultancies via the Internet.</li> </ul>	<p><b>Capitalize on existing information technology to supplement ATA's marketing efforts and develop product lines cost effectively.</b></p>	<ul style="list-style-type: none"> <li>▪ ATA wholesale Internet site<sup>2</sup> developed in Y1.</li> <li>▪ 400 products on site by EOP.</li> <li>▪ Cost savings through Internet design work.<sup>3</sup></li> <li>▪ # of times key buyers visit the site.<sup>4</sup></li> <li>▪ # number of new/potential market links through the site.<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ ATA website inventory.</li> <li>▪ Long distance design workshop reports.</li> <li>▪ Quarterly website update and maintenance by US marketing department</li> </ul>
<ul style="list-style-type: none"> <li>▪ Trade show participation</li> <li>▪ Cost analysis of trade shows.</li> <li>▪ Promote ATA's tradeshow and training programs.</li> <li>▪ Offer trades show and MRT participation to non-program businesses for a fee.</li> </ul>	<p><b>Increase ATA's total earned income.</b></p>	<ul style="list-style-type: none"> <li>▪ Non-program businesses pay for 30% of Pan-African Market Link tradeshow expenses by EOP.</li> <li>▪ ATA earns \$150,000 by Y5.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial statements.</li> <li>▪ Tradeshow reports and cost analysis.</li> <li>▪ Mid-term and final evaluation.</li> <li>▪ Training reports</li> </ul>
<b>HQ/ Service Delivery</b>			
<ul style="list-style-type: none"> <li>▪ Exhibit at major US, European, South African trade shows</li> </ul>	<p><b>Expand market and sales opportunities for African artisans.</b></p>	<ul style="list-style-type: none"> <li>▪ # of craft businesses with exposure in</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trade show reports</li> <li>▪ Website inventory</li> </ul>

<sup>2</sup> The site will serve as a marketing tool to expand reach to buyers that are not reachable through the trade shows.

<sup>3</sup> Cost savings through Internet design work as compared to the costs of in-country design consultancies.

<sup>4</sup> This would be tracked through key buyer interviews.

<sup>5</sup> This will not be tracked online, but would be ascertained through new buyer interviews by asking them how did they find ATA.

<ul style="list-style-type: none"> <li>▪ Promote ATA through PR events and its products through the website..</li> <li>▪ Promote MRT in US and SA</li> <li>▪ Develop and promote the Pan-African market link program in the US, Europe and SA.</li> </ul>		<p>international trade shows.<sup>6</sup></p> <ul style="list-style-type: none"> <li>▪ # of products on site. Baseline: Nil Midterm: 200, EOP: 400</li> <li>▪ # of <b>new</b> shows for Pan-African craft collection<sup>7</sup> Midterm: 2 EOP: 4</li> <li>▪ # of buyer visits per country<sup>8</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mid-term evaluation</li> <li>▪ Final evaluation</li> </ul>
<ul style="list-style-type: none"> <li>▪ Public relations campaign.</li> </ul>	<p><b>Influence public impressions through appearances in trade, consumer and news media</b></p>	<ul style="list-style-type: none"> <li>▪ # of media features promoting Africa as a source of innovative products. Baseline: 2 (during RISE) Midterm: 5 EOP: 10</li> <li>▪ # of product placements in a trade publication (catalogue, tradeshow directory). Baseline: 2 ( during RISE) Midterm: 5 EOP: 10</li> </ul>	<ul style="list-style-type: none"> <li>▪ Articles or features in media. (US and regional press)</li> <li>▪ Mid-term and final evaluation.</li> </ul>

<sup>6</sup> Baseline and target figures for each country are listed in the country matrices.

<sup>7</sup> New shows will include SARCD, Atlanta Gift fair, Ambiente and SIAO

<sup>8</sup> Refer to the country matrices for countrywise targets.

<p><b><i>HQ/ Sustainability</i></b></p> <ul style="list-style-type: none"> <li>▪ Research, cultivation and stewardship of potential new partners.</li> <li>▪ Develop a plan to charge artisan enterprises fee for services.</li> </ul>	<p><b>Continue to diversify ATA's funding sources and build strategic alliances.<sup>9</sup></b></p>	<ul style="list-style-type: none"> <li>▪ # of new funding relationships developed or renewed with non-USAID funding institutions. Midterm: 15, EOP: 30</li> <li>▪ # of strategic partnerships built with peer organizations Baseline:?,Midterm: 6 EOP: 12</li> <li>▪ Non program businesses pay for 30% of Pan-African Market link tradeshow expenses by EOP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial statements</li> <li>▪ Mid-term and final evaluations</li> <li>▪ MOUs with peers</li> </ul>
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<sup>9</sup> Strategic alliances or partnerships with peer organizations to join resources and efforts to do collaborative work.

## PAED Planning matrix - Mozambique

Goal: To alleviate poverty among artisans in Southern Africa by opening new markets.			
Major Planned Activities	Objectives	Indicators	Measurement and data Management Methods
<i>Mozambique/ Capacity building</i>			
<ul style="list-style-type: none"> <li>• Foster organization through artisan workshops and training</li> <li>• Train exporters through mentor program</li> <li>• Provide Organizational Development training to ANARTE, the artisans association (including development of statutes, Board of Directors, OD training, strategic plan development)</li> <li>• Transfer export activities to private sector</li> </ul>	<p><b>Strengthen organization of artisan and export sectors and address key weaknesses</b></p>	<ul style="list-style-type: none"> <li>▪ # of competent exporters available to artisans. Baseline: 0 Target Midterm: 2 Target EOP: 3</li> <li>▪ ANARTE<sup>1</sup> implementing annual local fair by EOP</li> <li>▪ # of trained exporters Baseline: 0 Target Midterm: 3 Target EOP: 4</li> <li>• # of importers by EOP Baseline<sup>2</sup>: 4 Midterm: 11 EOP: 15</li> <li>• % of wholesale buyers who re-order within 9 months Baseline: 50% Target Midterm: 75% Target EOP: 75%</li> </ul>	<ul style="list-style-type: none"> <li>• Key artisan interviews</li> <li>• Monthly marketing and M&amp;E field reports</li> <li>• ANARTE reports</li> </ul>

<sup>1</sup> Please refer to the Mozambique text in section B1.2 for more details on ANARTE, the Mozambican artisans' association

<sup>2</sup> Baseline is RISE Y3 active importers.

<ul style="list-style-type: none"> <li>• Train artisans in business management practices through in-country workshops, and MRT program in USA and SA, and production mentoring</li> <li>• Develop and produce training materials</li> </ul>	<p><b>Provide artisans with business development services.</b></p>	<ul style="list-style-type: none"> <li>• % of groups with MOU that have a bank account. Baseline: 56% Target Midterm: 80% Target EOP: 100%</li> <li>• % of groups with MOU that keep written financial records. Baseline<sup>3</sup>: 5.5% Target Midterm: 20% Target EOP: 50%</li> <li>• Business knowledge gained in SA or US MRT program<sup>4</sup> Baseline: n/a Target Midterm: 20 points increase Target EOP: 20 points increase</li> <li>• # of artisan enterprises/associations registered with the Ministry of Finance. Baseline: 0 Target Midterm: 2 Target EOP: 5</li> </ul>	<ul style="list-style-type: none"> <li>• local training &amp; MRT participation records</li> <li>• monthly M&amp;E reports</li> <li>• mid-term and final evaluations</li> <li>• access to artisans' monthly and annual financial records</li> <li>• pre-post MRT Test</li> </ul>
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<sup>3</sup> Only one group out of 18 currently keeps written financial records.

<sup>4</sup> Knowledge gained (average increase between end of show result and 6 months afterwards) will be measured by the craft business assessment tool to be prepared by HQ and field staff by end of Y1.

<ul style="list-style-type: none"> <li>• Train local staff on grant writing and fund raising strategies.</li> <li>• Mentor local staff to take on increasing responsibilities on financial management.</li> <li>• Phase out the US national at the end of Y2.</li> </ul>	<p><b>Increase the fundraising and financial management responsibility of local staff</b></p>	<ul style="list-style-type: none"> <li>• # of local funders identified/developed or renewed by the local staff. Baseline: 0 Target Midterm: 3 Target EOP: 5</li> <li>• # of proposals developed by the local staff (with HQ and RFD) Baseline: 0 Target Midterm: 6 Target EOP: 10</li> <li>• Local staff managing financial reporting independently by Y2</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly field reports</li> <li>• Proposals developed and submitted to donors</li> </ul>
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<p><b>Mozambique / Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Develop and promote the Pan-African market link program in the US, Europe and SA</li> <li>• Develop and expand local market opportunities through local annual holiday fair &amp; promotion through local retail venues.</li> <li>• Participation in MRT in US and SA</li> <li>• Mozambican products displayed on the ATA's website and updated on a quarterly basis.</li> </ul>	<p><b>Develop and expand marketing and sales opportunities for Mozambican artisans leading to revenue generation</b></p>	<ul style="list-style-type: none"> <li>• # of craft businesses with exposure in international trade shows by EOP</li> </ul> <p>Baseline<sup>5</sup>: 10 Mid term: 25 EOP: 35</p> <ul style="list-style-type: none"> <li>• # of businesses with exposure in Mozambican annual holiday fair.</li> </ul> <p>Baseline: 10 Mid term: 34 EOP: 60</p> <ul style="list-style-type: none"> <li>• Annual local fair sales in USD</li> </ul> <p>Baseline: \$ 2,200 Midterm: \$ 7,000 EOP: \$ 15,000</p> <ul style="list-style-type: none"> <li>• # of buyers visits</li> </ul> <p>Baseline: 3 Midterm: 6 EOP: 8</p> <ul style="list-style-type: none"> <li>• Total cumulative sales by EOP</li> </ul> <p>Baseline<sup>6</sup>: \$ 33,000 Midterm<sup>7</sup>: \$ 175,000 EOP<sup>8</sup>: \$ 325,000, Cummulative EOP Sales<sup>9</sup>: \$950,000</p>	<ul style="list-style-type: none"> <li>• Trade show reports</li> <li>• Website inventory</li> <li>• Buyer interviews</li> <li>• M&amp;E Monthly Reports</li> </ul>
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<sup>5</sup> RISE Y3 figure as baseline.

<sup>6</sup> Baseline is RISE Y3 sales.

<sup>7</sup> Sales figure for PAED Y3.

<sup>8</sup> Sales figure for PAED Y5.

<ul style="list-style-type: none"> <li>Review artisan groups and sign MOUs with new groups</li> <li>Expand distribution artisan information bulletin (As Mãos Falam)</li> </ul>	<p><b>Scale up and expand the impact of ATA's work in Mozambique</b></p>	<ul style="list-style-type: none"> <li># of artisans served during the LOP<sup>10</sup></li> </ul> <p>Baseline<sup>11</sup>: 1350 Target midterm: 2500 EOP: 3000</p>	<ul style="list-style-type: none"> <li>Mid-term and final evaluations</li> <li>Monthly reports</li> <li>Training reports</li> </ul>
<b>Mozambique / Sustainability</b>			
<ul style="list-style-type: none"> <li>Trade show participation.</li> <li>MRT training in US and SA.</li> <li>Scouting and national account building.</li> <li>Export sector development activities.</li> <li>Training in booth management and responding to customer inquiries at the local fair.</li> <li>Sensitizing artisans on sustainable use of hardwoods</li> <li>Implementation of 1<sup>st</sup> pilot project on forest management</li> </ul>	<p><b>Artisan entrepreneurs continue to reach and expand markets after PAED project ends</b></p>	<ul style="list-style-type: none"> <li>Annual Mozambique craft fair managed locally independent of ATA support.</li> <li>ANARTE<sup>12</sup> to publish artisan information bulletin</li> <li>Maputo wood carvers achieve FSC certification through the Djabula Community Forest Project to promote their product.</li> </ul>	<ul style="list-style-type: none"> <li>Review of exporter Purchase Orders</li> <li>After project annual evaluation (minimum of up to 2 years after EOP)</li> <li>ANARTE annual report on activities</li> </ul>
<ul style="list-style-type: none"> <li>Design consultancies both in-country and via Internet.</li> <li>Product development training workshops.</li> <li>Training in quality control and timeliness.</li> </ul>	<p><b>Artisans able to develop quality products for international export independent of ATA</b></p>	<ul style="list-style-type: none"> <li># of new product lines accepted in the international market.</li> </ul> <p>Baseline: 0 Midterm: 42 EOP: 70</p> <ul style="list-style-type: none"> <li>% of orders that meet buyer quality control standards.</li> </ul> <p>Baseline: 60% Target Midterm: 75% Target LOP: 85%</p>	<ul style="list-style-type: none"> <li>Consultancy reports</li> <li>Annual reports</li> <li>Mid-term and final evaluations</li> <li>Key buyer interviews</li> <li>Marketing reports</li> </ul>

<sup>9</sup> Cumulative sales for all five years of PAED.

<sup>10</sup> Artisans provided with business development training, product development & design, or marketing services.

<sup>11</sup> Baseline figure is the total number of artisans reached during the three years of RISE.

<sup>12</sup> Please refer to the Mozambique text in section B1.2 for more details on ANARTE, the Mozambican artisans' association.

## PAED Planning Matrix – South Africa

Goal: To alleviate poverty amongst artisans in Southern Africa by opening new markets			
Major planned activities	Objectives	Indicators	Measurement and Data Management Methods
<i>South Africa / Capacity building</i>			
<ul style="list-style-type: none"> <li>▪ Customer service and Marketing training: BAT Shop staff attends trade shows.</li> <li>▪ BAT shop staff to attend the ATA's MRT program in the US.</li> <li>▪ ATA marketing staff fosters new buyer relationships.</li> </ul>	<p><b>The BAT Shop to respond effectively to market demands.</b></p>	<ul style="list-style-type: none"> <li>▪ % of wholesale buyers place repeat orders (within 9 months). Baseline: 100% Target midterm: 90% Target EOP: 90%</li> <li>▪ # of buyers visits to South Africa. Baseline<sup>1</sup>: 6 Target Midterm: 8 Target EOP: 10</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key buyer interviews</li> <li>▪ Trade show reports</li> <li>▪ Mid term and final evaluation.</li> </ul>
<ul style="list-style-type: none"> <li>▪ BAT Shop Managing Director works in partnership with ATA Staff to plan and implement the AMRT at SARCD A</li> </ul>	<p><b>Building BAT Shop's operational and training capacity.</b></p>	<ul style="list-style-type: none"> <li>▪ Transfer the organization and implementation of the AMRT to BAT shop by Y4.</li> <li>▪ 25 trainees to attend the MRT<sup>2</sup> program by EOP. Baseline: 0 Midterm Target: 10 EOP Target: 25</li> </ul>	<ul style="list-style-type: none"> <li>▪ Detailed training reports</li> </ul>

<sup>1</sup> Baseline figure is the current BAT buyers.

<sup>2</sup> MRT both in NY and South Africa.

<ul style="list-style-type: none"> <li>▪ ATA and BAT Shop strengthen relationships with craft organizations and expand existing network within the crafts and export sector.</li> </ul>	<p><b>ATA builds a network of strategic alliances<sup>3</sup> in South Africa</b></p>	<ul style="list-style-type: none"> <li>▪ Active participation of South African designers<sup>4</sup> to use regional talent in providing design and technical assistance. Baseline:0 Target Midterm:8 Target EOP: 10</li> <li>▪ # of Craft Organizations visited and assessed<sup>5</sup> by EOP. Baseline: 2 Target midterm: 10 Target EOP: 20</li> </ul>	<ul style="list-style-type: none"> <li>▪ MOU's</li> <li>▪ Field Reports</li> </ul>
<ul style="list-style-type: none"> <li>▪ BAT Shop staff receive training in digital imagery and product specification guidelines</li> <li>▪ Training in how to use ATA's website</li> <li>▪ Customer Service Training</li> <li>▪ Quarterly update of the site.</li> </ul>	<p><b>The BAT Shop uses ATA website<sup>6</sup> as a marketing tool to supplement BAT's and ATA's marketing efforts.</b></p>	<ul style="list-style-type: none"> <li>▪ South African product information section developed by Y1</li> <li>▪ # of times key buyers visit the site.<sup>7</sup></li> <li>▪ # number of new buyers through the site.<sup>8</sup></li> <li>▪ # of email inquiries received.<sup>9</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ Training evaluations</li> <li>▪ Website review by US marketing department</li> <li>▪ Mid term and final evaluations.</li> </ul>

<sup>3</sup> Strategic alliances with designers, exporters, producers and craft organizations to build a functional regional network.

<sup>4</sup> Local designers who are qualified to offer product design and development will be identified to work with artisans.

<sup>5</sup> Depending on the assessment, ATA would include select organizations in the PAED program.

<sup>6</sup> The site will serve as a marketing tool to expand reach to buyers that are not reachable through trade shows.

<sup>7</sup> This would be tracked through key buyer interviews.

<sup>8</sup> This will not be tracked online, but would be ascertained through new buyer interviews by asking them how did they find ATA.

<sup>9</sup> No targets have been set for this, Y1 figures will become the benchmark for the following years.

<i>SA/ Service Delivery</i>			
<ul style="list-style-type: none"> <li>▪ MRT in US and SA</li> <li>▪ Participation in ATA's website</li> <li>▪ Conduct market-driven product development with artisans using information technologies</li> <li>▪ Develop and promote the Pan-African market link program in the US, Europe and SA</li> <li>▪ Develop and expand local market opportunities through local fairs &amp; promotion through local retail venues.</li> <li>▪ Exhibit existing and new market ready BAT Shop products at US, European and SA Trade Shows.</li> </ul>	<p><b>Develop and expand marketing and sales opportunities for South African artisans.</b></p>	<ul style="list-style-type: none"> <li>▪ Craft businesses with exposure in international trade shows by EOP <ul style="list-style-type: none"> <li>Baseline<sup>10</sup>: 3</li> <li>Target mid term: 9</li> <li>Target EOP: 21</li> </ul> </li> <li>▪ Increase in the # of importers. <ul style="list-style-type: none"> <li>Baseline: 8</li> <li>Target midterm: 18</li> <li>Target EOP: 24</li> </ul> </li> <li>▪ # of buyers visit.<sup>11</sup></li> <li>▪ Total cumulative sales of by EOP <ul style="list-style-type: none"> <li>Baseline<sup>12</sup>: \$ 200,000</li> <li>Target mid term<sup>13</sup>: \$ 325,000</li> <li>Target EOP<sup>14</sup>: \$ 475,000</li> <li>Target cumulative EOP<sup>15</sup>: \$ 1,700,000.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Buyers feedback</li> <li>▪ FOB sales</li> <li>▪ Trade show reports</li> <li>▪ Website inventory</li> <li>▪ Buyer interviews</li> <li>▪ M&amp;E Monthly Reports</li> <li>▪ Mid term and Final evaluation</li> </ul>
<ul style="list-style-type: none"> <li>▪ Train artisans in business management practices through in- country workshops.</li> </ul>	<p><b>Provide artisans with business development services.</b></p>	<ul style="list-style-type: none"> <li>▪ % of orders meeting buyer quality control standards by EOP. <ul style="list-style-type: none"> <li>Baseline:</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular visits to artisans and</li> <li>▪ Monthly field reports</li> <li>▪ Marketing reports</li> </ul>

<sup>10</sup> BAT shop working currently with 3 producer groups that export.

<sup>11</sup> Refer to the number of buyer visit indicator-targets in the capacity building section above.

<sup>12</sup> Baseline figure is the current yearly sales for the BAT shop.

<sup>13</sup> Yearly sales for PAED Y3

<sup>14</sup> Yearly sales for PAED Y5

<sup>15</sup> Cumulative sales for all five years of PAED.

<ul style="list-style-type: none"> <li>▪ MRT in NY and South Africa.</li> <li>▪ Participation in the production mentoring program.</li> <li>▪ Design and Production consultancies.</li> </ul>		<p>Target Midterm: 75% Target EOP: 85%</p> <ul style="list-style-type: none"> <li>▪ # of artisans served during the LOP<sup>16</sup>.</li> </ul> <p>Baseline<sup>17</sup>: 700 Target midterm: 950 Target EOP<sup>18</sup>: 1250</p> <ul style="list-style-type: none"> <li>▪ Business knowledge gained in SA or US MRT program<sup>19</sup></li> </ul> <p>Baseline: n/a Target Midterm: 20 points increase Target EOP: 20 points increase</p>	<ul style="list-style-type: none"> <li>▪ Mid-term and final evaluations</li> <li>▪ Key buyer interviews.</li> </ul>
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<sup>16</sup> Artisans provided with business development training, product development & design, or marketing services.

<sup>17</sup> Baseline figure is the total number of artisans reached currently by BAT shop.

<sup>18</sup> Impact of AIDS would effect the targets.

<sup>19</sup> Knowledge gained (average increase between end of show result and 6 months afterwards) will be measured by the craft business assessment tool to be prepared by HQ and field staff by end of Y1.

<i>SA/ Sustainability</i>			
<ul style="list-style-type: none"> <li>▪ Trade show participation and making market links.</li> <li>▪ Training in customer service and MRT training in US and SA.</li> <li>▪ The BAT Shop continues to provide increased export services to artisan sector in addition to existing domestic market.</li> </ul>	<p><b>The BAT shop provides training, design consultancies and market link services to artisans after EOP.</b></p>	<ul style="list-style-type: none"> <li>▪ ATA leveraged buyers working directly with the BAT shop on Product development and marketing by EOP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of BAT shop's Purchase Orders</li> <li>▪ After project annual evaluation (minimum of up to 2 years after EOP)</li> </ul>
<ul style="list-style-type: none"> <li>• Product development &amp; design consultancies both in-country and via Internet. Training in quality control and timeliness.</li> </ul>	<p><b>Artisans are able to develop quality products for international export independent of ATA</b></p>	<ul style="list-style-type: none"> <li>▪ # of new product lines accepted in International market. Baseline: 10 Midterm: 25, EOP: 40</li> <li>▪ % of orders meeting buyer's quality control standards<sup>20</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultancy reports</li> <li>▪ Annual reports</li> <li>▪ Mid-term and final evaluations</li> <li>▪ Key buyer interviews</li> <li>▪ Marketing reports</li> </ul>

<sup>20</sup> Refer to the quality control indicator in the service delivery section above.

## PAED Planning Matrix - Tanzania

**GOAL: To alleviate poverty amongst artisans in Southern Africa by opening new markets**

Major planned activities	Objectives	Indicators	Measurement and data methods
<i>Tanzania/ Capacity Building</i>			
<ul style="list-style-type: none"> <li>▪ Identify, evaluate, and work with craft-based enterprises on a business services basis, possibly including AMKA's trading wing, Kwanza Collection Co Ltd.</li> <li>▪ Mentor business partners on customer service</li> <li>▪ Provide services to AMKA on a fee for service basis.</li> </ul>	<p><b>ATA works directly with artisan-based enterprises that provide effective service to commercial markets.</b></p>	<ul style="list-style-type: none"> <li>▪ Increase in the number of enterprises selected<sup>1</sup>. <b>Baseline:</b> Nil (ATA has been working with producers through AMKA so far.) <b>Target Y1:</b> 2 businesses. <b>Target Y2:</b> 4 businesses. <b>Target Y3:</b> 5 businesses.</li> <li>▪ Number of businesses with repeat orders. <b>Baseline:</b> Nil. <b>Target Y2:</b> 2 businesses. <b>Target Y3:</b> 3 businesses.</li> <li>▪ Number of artisans served during LOP<sup>2</sup>. <b>Baseline:</b> nil <b>Target Y1:</b> 300, <b>Y2:</b> 400, <b>Y3:</b> 500</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key buyer interviews, quarterly</li> <li>▪ Trip reports, 2-4 times annually</li> <li>▪ Company data reporting, 2x/year</li> </ul>

<sup>1</sup> A larger number of enterprises will be identified and evaluated to then make a final selection of those who qualify to participate in the program.

<sup>2</sup> Artisans provided with business development training, product development and design & marketing services

<b>Tanzania/ Service Delivery</b>			
<ul style="list-style-type: none"> <li>▪ Product development and design consultancies, both in Tanzania and long-distance through the Internet</li> <li>▪ Market linkage services, including trade shows in US, Europe, and SA; and sales representative work.</li> <li>▪ Business training in South Africa and US</li> </ul>	<p><b>Develop and expand marketing and sales opportunities for Tanzanian artisans, leading to revenue generation.</b></p>	<ul style="list-style-type: none"> <li>▪ Total cumulative sales by EOP. <b>Baseline:</b> Actual sales for 2001 for the 2 selected enterprises \$130,000.<sup>3</sup> <b>Target Y1:</b> 160,000 <b>Target Y2:</b> 250,000 <b>Target Y3:</b> 500,000</li>   <li>▪ Number of artisans trained <b>Baseline:</b> 5 artisans and entrepreneurs trained in US in three years. <b>Target Y1:</b> 2 <b>Target Y2:</b> 5 <b>Target Y3:</b> 10 (cumulative)</li>   <li>▪ Business knowledge gained in SA or US MRT program<sup>4</sup> <b>Baseline:</b> n/a <b>Target Midterm:</b> 20 points increase <b>Target EOP:</b> 20 points increase</li> </ul>	<p>Trip reports, 2-4x/year Show reports, 2-6x/year Company data reporting, 2x/year</p>
<b>Tanzania/ Sustainability</b>			
<ul style="list-style-type: none"> <li>▪ Product Development and design consultancies both in-</li> </ul>	<p><b>Tanzanian enterprises create marketable product for export independent of</b></p>	<ul style="list-style-type: none"> <li>▪ Number of new product lines accepted in International market.</li> </ul>	

<sup>3</sup> Total sales figure includes local as well as export sales.

<sup>4</sup> Knowledge gained (average increase between end of show result and 6 months afterward) will be measured by the craft business assessment tool.

<p>country and via Internet.</p>	<p><b>ATA.</b></p>	<p>Baseline: Nil Target Y1: 5, Target Y2: 12 Target Y3: 20</p> <ul style="list-style-type: none"> <li>▪ % of orders meeting buyer's quality control standards.</li> </ul> <p>Baseline: Nil Target Y1: 60% Target Y2: 75% Target Y3: 85%.</p>	
<ul style="list-style-type: none"> <li>▪ Training in quality control and timeliness</li> <li>▪ Training in customer service and MRT training in US and SA.</li> <li>▪ Trade show participation and making market linkages.</li> </ul>	<p><b>Tanzanian enterprises provide effective service to commercial markets.</b></p>	<ul style="list-style-type: none"> <li>▪ % of wholesale buyers place repeat orders (within 9 months).</li> </ul> <p>Baseline: Nil Target Y2: 60% Target Y2: 70% Target Y3: 75%</p>	<p>Key buyer interviews, quarterly Company data reporting, 2x/year</p>

## Program Wide Implementation Plan

	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	O-D	J-M	A-J	J-S																
<b>Headquarters Program</b>																				
Review of training curriculum																				
Adaptation and development of curriculum																				
Site visits for production mentoring program																				
Implementation of production mentoring program																				
Pilot export training program established																				
Implementation of export training program																				
Promotion of new training components																				
Wholesale e-commerce site developed																				
Training of staff in website maintenance																				
Website maintenance/updated with products																				
Media appearances for African products																				
African products enter US market																				
African products enter European market																				
African products enter SA market																				
ATA identifies new African partners																				
New partners hire ATA for tradeshow promotion																				
Fundraising and partnership development																				
National account building and sales																				
US staff to field for oversight/planning																				
Evaluation																				
<b>Mozambique</b>																				
<b>Design Innovation</b>																				
International design trip																				
African designers identified																				
African-based designers used																				
Internet design assistance																				
<b>Market-link Work</b>																				
US Tradeshows																				
South Africa Tradeshow																				
European Tradeshows																				
Local staff/partner exposed to markets																				
Buyer Missions																				
<b>Business Development Training</b>																				
Local workshops																				
Trainees to SA for MRT program																				
Trainees to NY for MRT program																				
<b>Capacity Building Activities</b>																				
Organizational building in artisan sector																				
Training of export sector																				
Local staff manage office																				



## ATA Key Buyer Interview Form

Date:

Buyer:

Interviewer:

Our goal at ATA is to link producers with markets, and as part of that process we would like to talk with you about your business with \_\_\_\_\_ (country or business). The sales information you give us will remain confidential as we add all the sales by country and report on it only by country. We also want to know the things that are working well and those that are not, so that we can use this information to plan activities.

In the last six months, how many shipments have you received from \_\_\_\_\_? \_\_\_\_\_  
What was the value of those shipments (US\$ FOB)? \_\_\_\_\_

Did you place any orders in the last six months? Y N  
For how much at US\$ FOB \_\_\_\_\_

Do you intend to re-order? Y N

How many lines are you carrying from \_\_\_\_\_ now? What are they? Did you do the design?

On a scale of 1-10, with 10 being completely satisfied and 1 being never ordering again, how satisfied are you with the orders overall?

Quantity of communication  
Quality of communication  
Timeliness of communication

Packaging

Packing

Timeliness of order

Quality control

Breakage

Design

Other: \_\_\_\_\_

Overall satisfaction (if not answered earlier)

## Aid to Artisans

### Pan-African Artisan Enterprise Development Program

#### Detailed Implementation Plan, September 2002

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#### COMMENTS

Aid to Artisans (ATA) has presented a comprehensive Detailed Implementation Plan that exhibits the following strengths:

- Partners have contributed significantly to ATA DIP preparation;
- Explained major changes to the proposal;
- A clear vision of the results to be achieved by the program;
- Understands the business needs of artisans, SMEs and importers involved in production and marketing;
- Activities that combine innovation with viability;
- A strong emphasis on measures for sustaining business development services, including handover to the BAT shop, a local partner by EOP;
- Recognizes the importance of environmental sustainability in planning to assist strategies for managing wood sources (p. 29);
- Explains+ the multiplier potential of organizational strengthening, for example, the fact that South Africa's BAT Shop is " a part of several other craft and community development programs" (p. 18);
- Some baseline information, with a good part of it being generated by the final evaluation of the ATA previous MG grant; and
- A monitoring and evaluation plan that sets out to track key outputs, milestone achievements and outcomes.

Probing deeper however, the DIP has significant gaps and problems as well. These are discussed below.

#### *Beneficiary Profile*

The DIP presents this program's rationale credibly by discussing the business needs of poor artisans. Beyond this general discussion however, there is actually little information on the SME and artisan beneficiaries. Toward understanding artisans' needs more specifically and also tracking changes caused by the program over time, it would be helpful to have profile(s) of the average artisan/artisan group/SME regarding, for example:

- Annual net income and profitability ratios;

- Types of products crafted;
- Number of products manufactured and marketed per artisan/artisan group/SME;
- Typical mode(s) of labor organization;
- Number of employees per artisan enterprise and employment conditions (full-time, part-time, apprenticeships etc);
- Mode(s) of marketing and product specific marketing challenges;
- Types of labor organization and # involved in production in each household/group;
- # of sub-contractor beneficiaries per artisan enterprise;
- % breakdown of materials used into local and imported;
- Value of annual sales; and
- % contribution of income from manufacture to total household income of principal artisan.

ATA is advised to provide such information in its annual reports or in a special report that's made available to partner organizations, PVC and the program evaluators.

## *Program Design*

While the goal and objectives of this program are fairly well defined, it is not equally clear how the main interventions will play out:

How will the program make sure that SME organizational capacities will translate into benefits for poor artisans?

The program's goal is "to alleviate poverty in artisan communities in Southern Africa. Much of the technical assistance though, is targeted at a limited number of hand-picked SME's or a few individual artisans who will receive business management training, opportunities to exhibit products in cosmopolitan settings and the Pan African Market Link. The summary information available on the SME beneficiary selection process in Tanzania hints that ATA may be working with better-off businesses or more literate, higher-end artisans.

ATA and its partners appear to operate on the assumption that improved SME capacities will trickle down to poor artisans. However, the sad truth is that middlemen or intermediary organizations often ruthlessly exploit small-scale producers. While the DIP makes out that the program will impact positively on large numbers of artisans in each country, it does not clearly explain how these hundreds and thousands of artisans will actually benefit from this program during the MG period. ATA has defined "artisans served" in the most general way, as the "ATA program reach in providing product development, business and

marketing services.” But this again appears to be an assumption, since ATA has no indicators and targets for showing actual impact on artisans. This impact could have been captured if the DIP had indicators and targets relating to, for example:

- Increased per capita sales income of artists served (adjusted for inflation);
- % change in the number of items produced per artisan/group owing to increased market demand;
- % change in number of items produced annually per artist/group owing to improved technologies introduced by the program;
- Number and % of artisans/groups whose product designs were improved by MG program.

In order to get artisan feedback on program impact, ATA may want to carry out a formal sample survey of artisans served in the mid-term as well as during the final year of the program. If carried out systematically with the intention of collecting key impact data, these surveys would help ATA and PVC to determine whether the program is indeed yielding expected poverty alleviation results.

### Training Curricula Content and Methods?

ATA has provided useful summaries of training needs and the general purposes of training. But ATA needs to elaborate on the content of curricula and methods used to reach different trainee groups. For example, how is the internship program for SME's structured? Who in the SMEs will actually benefit? What will they learn? For how long? How will this learning be disseminated within the SME organization and concomitant improvements measured? How will less literate artisans (in Mozambique) for example, be trained?

### Participation of Designers

More information could be provided on how designers will be mobilized by this program regarding for example:

- Types of design changes anticipated in products;
- The types of working relationships designers would practically establish with SMEs and individual artisans;
- How outreach to a larger number of artisans and multiplier effects would be ensured.

This information too, should be described in greater detail in annual reports and survey reports.

## *Other Issues To Be Discussed In Annual Reports and Program Evaluations*

### Partnerships and Program Management

Interestingly, this program has adopted different approaches to program management. In Southern Africa, ATA is working with a well-established for-profit organization. In Mozambique, ATA operates through its Regional Office that is moving toward indigenous staff management. In Tanzania, ATA is adopting a new approach of working directly with SMEs via a coordinator. There is potential for success as well as pitfalls associated with each approach. ATA is advised to monitor these different management approaches and the partner relationships carefully, more carefully than in its previous grant where the learning on partnerships has not been culled adequately. For example, ATA shrugs off its unsuccessful relationship with AMKA in Tanzania as being “difficult” without a thoughtful analysis of what went wrong from the ATA perspective as well as from the AMKA perspective. This is in fact, a gap in its situational/baseline analysis for the current grant. Especially, since building the organizational capacities of indigenous organizations through PVO partnerships is a PVC key objective under the new PVC strategic plan, ATA needs be mindful of the strengths and weaknesses of its in-country relationships.

### Impact of the African Growth and Opportunity Act (AGOA)

While the AGOA is controversial, its passing was welcomed by most US legislators and African governments. One stated purpose of this act is to increase trade between the US and Africa by helping African producers. However, there is little evidence of how AGOA has benefited African artisans, a group that is likely to gain from this act as ATA points out. ATA stands to make a valuable contribution if its performance monitoring system can yield reliable data about how AGOA is impacting African artisans (both positively and negatively). PVC/PDM would greatly welcome this information.

## *Planning Matrix*

This DIP's planning matrix is weaker than the other sections. This is a matter for concern since the planning matrix serves as the central summary and results frame of the program. The planning matrix has to be set-up to facilitate analysis of progress made toward achieving results at the mid-term and during the final evaluation. It is necessary for ATA to improve its indicators and provide more information on measurement and data management methods. **An improved planning matrix should be submitted to PVC as soon as possible.**

### Indicators

It is good that ATA has indicators that are set-up to capture different aspects of objective achievement. Also, ATA's indicators strive to measure objective achievement at different levels: as outputs, milestones and outcomes. Of these indicators, the ones attempting to measure performance at the highest level, i.e. outcomes/results are the most difficult to operationalize. But ATA has outcome-oriented indicators that are quite promising, such as, "% of wholesale buyers placing repeat orders (within 9 months)" (South Africa p. 1), "Non-program businesses pay for 30% of pan-African market link trade show," and "% of groups with MOU that keep financial records." Plans to measure the impact of training, through before and after training testing of knowledge (p. 15) are also promising.

However, there are significant problems with ATA's indicators, such as:

1. Criteria for key indicator terms need to be defined clearly. **ATA staff, partner organizations and future evaluators need to know exactly what is being measured, or what is being counted.** In most instances, the information in the "Criteria for judgment" column does not serve the purpose, since this information tends to describe the indicator's rationale or measurement method, i.e. telling the reader why the indicator is important, as in "Attending a training program does not necessarily mean that there has been a gain in knowledge and it is being used. Therefore actual gained knowledge will be measured by a craft business test...." (p. 15).

**ATA is advised to review and revise (if necessary) their matrix indicators.** Many indicators in the matrix need to have their key terms defined, so that program managers and evaluators will have a clear understanding of exactly what is being measured by the indicator. This may be done in footnotes or by adding a new column to the matrix (a new column maybe squeezed into the matrix by reducing existing column widths and the margins, plus left-justifying bullets). Criteria need to be defined for example, for the following indicator terms:

<b>Indicator (terms that need further definition have been italicized)</b>
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<b>What do these terms mean or stand for? Define briefly and clearly in footnotes or in a separate column</b>
Number of times <i>curriculum</i> used in the field
Completion of <i>standard training modules</i> and use of <i>central training units</i> in field
ATA Website <i>developed</i> (What sections have to be prepared and what standards have to be met to decide if the Website is indeed developed?)
Number of <i>competent exporters</i> available to artisans (How would we know that an exporter is competent?)
Number of <i>groups</i> with MOU that have a bank account (Who are the members of a group?)
Actual <i>business knowledge</i> gained by participants in MRT (What kind of business knowledge and what level of knowledge will ATA measure)
Number of <i>actively participating</i> South African or other regional designers to provide design and technical assistance
Annual <i>sales</i> at the <i>local fair</i> (Sales by whom? What is a local fair?)
New <i>product lines</i> accepted in International markets (What qualifies as a product line here – just about anything in the basket making line, or would each kind of basket be counted as one product line? ATA staff, partners and the evaluators need to be informed clearly upfront so that they know what to count)
% of orders that meet buyer <i>quality control standards</i> (Broadly, what are the quality control standards?)

- It would be clearer for ATA, partner, PVC managers and evaluators, if ATA **consolidated indicator information regarding criteria, baseline and yearly targets in the matrix table**. At present, it is cumbersome to refer detailed information in two places. Also, The matrix format suggested

in the PVC DIP guidelines may have to be modified by ATA to accommodate the new information. This is fine, as long as the revisions help to clarify the matrix.

3. Present baseline data, annual or mid-term and EOP targets for each indicator. In the case of new indicators, if there is no baseline data available that's in direct line with the targets, describe the baseline situation (relevant situation at start of program) briefly to enable understanding of before and after conditions. If it's difficult to find baseline data for an indicator, or set targets for it, ATA may want to just get rid of it.
4. Consider removing or revising weak indicators. Retain for the matrix only those indicators that are really capable of measuring significant outputs, milestones or relevant outcomes. For example, just measuring increases in sales or cumulative sales says little about poverty alleviation. What is illuminating are estimated changes in per capita sales or sales per artisan/SME assisted given the rate of inflation (denominators and numerators need to be specified).
5. In order to understand the magnitude of benefit, indicators counting numbers should also provide percentages and vice versa.

### Measurement and Data Management Methods

ATA is advised to review and if necessary revise the "Measurement and data management methods" column. The phrases here don't always make sense. Sources of data (Training reports), have been mixed in with data management procedures, such as "Quarterly website update and maintenance by US marketing department. There is scope for providing more information here that would help program managers and evaluators to understand where the information comes from and how it was measured. Some of this information is available on page 32, but the narrative does not explain all the cryptic terms in the matrix column. It is suggested that information be broken up meaningfully in this column, either against each indicator, or if this results in repetition, under relevant sub-categories, such as documentary sources, data collection or data verification procedures etc. for each objective.

## *Monitoring and Evaluation*

### Data Sources

ATA has diverse sources of data that would be helpful in getting information on highly select groups of beneficiaries such as buyers, trainees and product

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September 23, 2002

exhibitors. But data sources/data collection methods for getting information on the general population of artisans to be served have not been discussed. This makes the reader wonder how the program's impact on poverty alleviation would be assessed. This omission reflects an imbalance in ATA's approach to measuring the results of this program. As mentioned earlier, ATA may want to consider carrying out client satisfaction/impact survey(s) that include the larger population to be served.

#### M&E Manager(s)

Who will manage and take responsibility for the monitoring and evaluation work across the program? Are there any plans to train field personnel (ATA staff and partner organization staff) in doing M&E work for this program. This would be essential to safeguard the quality of the data and ensure a regular supply of data.

#### Mid-Term and Final Evaluations

As a grantee with a five-year PVC cooperative agreement, ATA is required to conduct two formal evaluations – a mid-term and a final evaluation. These evaluations must be led by external evaluator(s). Also, ATA needs to budget ahead for these evaluations. **It is not clear whether ATA has budgeted for its mid-term and final evaluations in the proposal and DIP materials submitted to PVC so far.**