



USAID
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GROWING ETHIOPIAN MARKETS (GEM)

WORK PLAN January-March 2005

March 31st 2005

This publication was produced for review by the United States Agency for International Development. It was prepared by Development Alternatives, Inc.

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

1. INTRODUCTION

The Growing Ethiopian Markets (GEM) project is designed to provide capacity building, practical problem solving and organizational support to Ethiopian agribusinesses, trade associations and their private sector members across key commodity groups with the mission of promoting a market-led economic development. The project is envisaged to be implemented for fifteen months and focuses on four commodity group namely hides; skin and meat, coffee, Grain and horticulture.

The project's main goal is to contribute in the development endeavor of the country by providing pertinent technical assistance to selected agro-business and their associations to help promotion and expansion of domestic and foreign markets opportunities and making them compete more effectively in local, regional and world markets. More specifically the project will have the following objectives:

- Assist business in addressing identified constraints
- Assist in enhancement of capacities of business and their associations
- Help create and/or strengthen market links along the value chain of the commodities Assist in promotion of commodities in their respective markets.
- Support and organize experience sharing tour of High level government Officials, experts and leaders of business and their association to similar countries such as Ghana, Uganda, Kenya, Bangladesh and the likes in the region.

2. THE WORK PLAN

Following the signing of contract between DAI and USAID, DAI has been working on preparatory activities of the project. Accordingly the project office has been set up and pertinent technical staff has been recruited. The technical team undertook their preparatory activities and had prepared and submitted a more detailed tentative work plan for discussion with USAID officials.

The preparation of the work plan has taken into account the short term nature of the project and the need to focus on action oriented technical assistance that could result in a quick impact. The primary focus of the technical assistant is also to be on private agri-business and their association or group within the selected commodity cluster.

In preparing the tentative work plan the team has surveyed literature pertinent to the project including the technical proposal and literatures related to selected commodity cluster as obtained from the project office and contacted establishments, institutions and public offices. A number of establishments were visited to observe the facilities, goods, service and activities of the business. During the visit, the team also met and interviewed a number of knowledgeable people with hands-on experience in the selected commodity areas, to include technical workers, management members, staffs of business and board members of unions and presidents and secretary generals of national commodity associations/group. (Please see annex I - III).

In addition, experts in the selected commodity areas were consulted and shared their opinions and views in relevant gaps and problems that need short-term technical assistance. Focused discussions have been undertaken with a group of key personnel to have a collective view of the problems and identify intervention priorities along the commodities cluster.

Having done this, a tentative work plan was developed and presented for discussion and comments to the relevant office in USAID Ethiopia. Accordingly an extensive discussion was held and useful comments were forwarded. Moreover this final version of the work plan had benefited considerably from the suggestions and

comments given by the USAID EGAT team led by Thomas M. Olson, Head of USAID Ag Policy Programs, John McMahon Head of BEAT and Dr. Adele G/Sybase Deputy Office Chief/BEAT USAID Ethiopia, Mr. Bruno Cornelio USAID Ethiopia Sr. Private Sector Advisor and Atop Ahmed Mohammed USAID Ethiopia Private Sector Economist. The issues raised during the discussion with H.E. Atop Get chew Gebermedhin, State Minister, Ministry of Agriculture and Rural Development were also paramount importance and have been incorporated in finalizing the work plan.

The work plan has been organized by focusing on selected areas and components. In the following pages the summary of the finding related to each component and the constraints as well as opportunities typical for short-term technical assistance have been illustrated for implementation.

HIDES, SKIN AND MEAT COMPONENT

HIDES, SKIN AND MEAT

The component categorized under hides, skin and meat represent a long value chain and includes livestock herders, livestock exporters, meat producers and exporters, hides and skin traders (Individuals and Cooperatives), tanners and footwear, and leather garment and goods manufacturers. Besides the individual business, there are unions, groups and associations, which represent the collective interest of main actors of the commodities.

In preparing this final work plan a tentative work plan was prepared based on findings of the visit to a number of establishments and the discussions held with the key actors operating along the value chain of Hides, Skin and Meat. The envisaged technical assistance is based on the result of the findings of this survey and the pertinent comments forwards on the tentative work plan.

The technical assistance can be generally viewed as four parts namely capacity building, product development, market link and promotion.

Capacity Building: Capacity building component of the project focuses on building/improving the capacities of the selected enterprises and their association or group or union through acquisition of facilities, provision of training, and provision of short-term consultancy/expert services. In this regard, training is envisaged in key skills for the top managers, technical and marketing staff of the meat and leather industry. Some of the areas of training are envisaged to be:

- Business Plan Preparation
- Entrepreneurship Training
- Training in Fashion and Design Making for Leather Footwear and Garment
- Training in Post Tanning and Finishing Techniques
- Training in E-commerce
- Training in Wet Salting of Hides and skin

Beside, the technical assistance is planned for business and their group and/or association with the acquisition of Information and Communication Technology (ICT) facilities and systems.

Assistance in Valued Added Product development: This component seeks in provision of short term technical consultancy services to support the ongoing endeavors of establishments in production and marketing of more value added products with in the value chain of the selected commodities. This includes development of more value added products, adoption and production of contemporary fashions, improvement or new way of finishing and packaging and the likes to enhance marketability of products. Such assistance envisaged to be given to selected enterprises in development of value added products through deploying of world class short term technical consultant for specific products.

Improve and/or create Market Link: This component seeks on enhancing and/or creating a of vibrant market link along the value chain of the selected commodities cluster by improving limiting factors. The component presupposes that production alone without adequate and functioning market link will not be sustainable. The creation or strengthening of existing market link involves bringing together the producers at every stages of the value chain of the commodity and undertake negotiation on terms and conditions of exchange of goods and services so that they will be engaged in a contractual agreement for a sustained and formal business market links. Moreover assistance will be made to link business in Ethiopia to international trade by organizing a trade mission and reverse trade mission to and from selected countries.

Promotion of Products and Business: Promotion involves activities such as participation in major national, sub-regional, regional, international exhibition, trade shows, buyers and sellers meetings. It also involves the use of information and communications technology (ICT) through development of web site, organization of virtual trade fair and promotion of E-commerce.

Assistance is also conceived in the area of compiling profiles of selected business and their association and organizes it in an attractive and informative manner in a CD and print form. These materials will be used to promote the business and their products in a number of forums that business directly participating and/or indirectly through Ethiopian Diplomatic Missions, agents, trade missions, associations in selected countries, other event such as annual sport and social gathering of diasporas. The findings and the proposed short-term technical assistance are briefly presented in the following pages.

FINDING AND INTERVENTION MATRIX BY VALUE

Value chain	Main actors	Constraints & Opportunities suggested for short term intervention	Envisaged Technical assistance for Interventions
➤ Livestock Trade	➤ Pastoralist, ➤ Livestock Exporters	<ul style="list-style-type: none"> ➤ Less linked to the Abattoirs/meat Factories, ➤ Long Supply Chain and Existence of unproductive/rent seeking intermediaries ➤ Limited capacity of producers ➤ Lack of a well functioning credit provision system ➤ Parasitic Problem affecting the 	<ul style="list-style-type: none"> ➤ Link the producers directly with Meat producing factories and/or strengthening existing link ➤ Engage them with a contractual agreement for long-term business relationship and mutual support ➤ Help them benefit from a loan and export guarantee schemes ➤ Elaborate Improved shearing Tools
➤ Meat Trade	<ul style="list-style-type: none"> ➤ Abattoirs, ➤ Meat Producing/Exporting Enterprises, ➤ Meat Producers and Exporters Associations 	<ul style="list-style-type: none"> ➤ Less linked to the primary Livestock producers, ➤ Too many office to deal with while processing Export documents, ➤ Existence of unjustifiable and repetitive service fees/taxes along the value chain at different levels/regions ➤ Limited Capacity of their Association, ➤ Limited knowledge of the market and information, ➤ Lack of promotion, ➤ Lack of agents/ representative at potential markets for their produces ➤ Lack of a well functioning credit provision system 	<ul style="list-style-type: none"> ➤ Build the capacity of the Association in catering dependable services to its members ➤ Assist the Association in lobbying in shorting long export procedures and/or getting one stop shop service and also streamlining unjustified/repetitive service fees ➤ Link the union directly with Meat producing factories and/or strengthening existing link ➤ Organize a trade mission to major markets and reverse mission ➤ Enhance entrepreneurial skill of the management of the Enterprises ➤ Link business with the diasporas community in major importing countries ➤ Help them benefit from a loan and export guarantee schemes
➤ Hides and Skin Trade	<ul style="list-style-type: none"> ➤ Raw hides and skin traders and their group ➤ Individual Traders, ➤ Hides and Skin traders Association 	<ul style="list-style-type: none"> ➤ Limited knowledge of handling of raw hides and skins, ➤ Price instability /volatility/ and less linked with international markets, ➤ Untapped opportunity of increased value for wet salted hides, ➤ Producers are not well linked with the Tanneries ➤ Lack of a well functioning credit provision system 	<ul style="list-style-type: none"> ➤ Building the capacity Raw hides and skin traders and their group ➤ Build capacity of the traders association ➤ Link and/or strengthen the Raw hides and skin traders and their group with tanneries ➤ with Tannery and/or strengthening existing link ➤ Elaborate Static Flaying Frame techniques/facilities

FINDING AND INTERVENTION MATRIX BY VALUE CHAIN (Cont...)

<ul style="list-style-type: none"> ➤ Tannery 	<ul style="list-style-type: none"> ➤ Individual Enterprises, Tanners Associations 	<ul style="list-style-type: none"> ➤ Poor quality of raw hides and skin, ➤ Untapped opportunity with production of more value added products, ➤ Limited capacity in production of more value products, ➤ Need for promotion in expanding market, ➤ Less linked with the domestic footwear/garment manufacturing, ➤ Promotional activity needs to be enhanced ➤ Lack of a well functioning credit provision system 	<ul style="list-style-type: none"> ➤ Build the capacity of the Association in catering dependable services to its members ➤ Link the Tanneries directly with raw hides and skin producers/traders and/or strengthening existing link ➤ Organize a trade mission to major markets and reverse mission ➤ Enhance entrepreneurial skill of the Enterprise ➤ Link with diasporas community in major importing countries ➤ Develop and/or enhance Website, ➤ Train in E-commerce techniques and develop a virtual trade fair/ promotional web sites ➤ Assist ongoing value adding and product development activities and establish market link through provision of short term expatriate service ➤ Assist in ongoing efforts of looking a joint venture and market partner in ➤ Help them benefit from a loan and export guarantee schemes
<ul style="list-style-type: none"> ➤ Footwear and Leather garment 	<ul style="list-style-type: none"> ➤ Individual Enterprises, Leather Associations ➤ Footwear Associations ➤ Garment Associations 	<ul style="list-style-type: none"> ➤ Less linked with tanneries, ➤ Limited capacities of the association, ➤ Limited technical and product development capacity, ➤ Lacks specialization, ➤ Do not have adequate foreign market link, ➤ Lack of a well functioning credit provision system 	<ul style="list-style-type: none"> ➤ Build the capacity of the Association in catering dependable services to its members ➤ Enhance the existing link between Footwear and Garment Factories and Tanneries ➤ Organize a trade mission to major markets and reverse mission ➤ Enhance entrepreneurial skill of the Enterprise ➤ Link diasporas community in major importing countries ➤ Develop and/or enhance Website, ➤ Train in E-commerce techniques and develop a virtual trade fair/ promotional web sites ➤ Assist ongoing product development activities through provision of short term expatriate service ➤ Help them benefit from a loan and export guarantee schemes

3. TIME TABLE OF WORK PLAN

3.1. MORE DETAILED WORK PLAN PREPARATION

S/N	Activities	2005												2006		
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1		
1	Identification of key stake holders	■														
2	Visit sites and observe facilities, practical problems, identify solutions, opportunities	■														
3	Contact stakeholders and key informants and hold interviewee and discussions		■													
4	Propose a tentative work plan and discuss		■													
5	Incorporate comments and Prepare Final work Plan			■												

3.4. ACTIVITIES FOR FOOTWEAR AND LEATHER GARMENT MANUFACTURERS

S/N	Activities	2005								2006	
		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1	
1	Building capacity of the Footwear and Leather garment Manufactures associations	[Activity spans from the start of 2005 to the end of 2005]									
2	Enhance the link between Tanneries and Footwear and garment Manufacturers through the their respective association and individually through signing of contractual agreements	[Activity in Q1 2005]									
3	Organize a trade mission and reverse mission with traders in major buying or potential countries		[Activity in Q1 2005]				[Activity in Q3 2005]				[Activity in Q1 2006]
4	Conduct training on entrepreneurships, costing for export markets, E-Commerce,			[Activity in Q2 2005]		[Activity in Q2 2005]			[Activity in Q4 2005]		[Activity in Q4 2005]
5	Assist in acquisitions of ICT facilities and develop and/or enhance website, organize pertinent market information, organize a virtual trade fair show		[Activity in Q1 2005]								
6	Help to link with the potential market through working with Ethiopian diplomats, diasporas community and other business agents			[Activity in Q2 2005]			[Activity in Q3 2005]				

RESULT FRAMEWORK TABLE (HIDES, SKIN AND MEAT)

Component	Planned activities	Indicators	Means of Measurement	Target	Possible Impact
<ul style="list-style-type: none"> ➤ Hides, skin and meat 	<ul style="list-style-type: none"> ➤ Capacity building ➤ Product Development ➤ Market link ➤ Promotion ➤ ➤ 	<ul style="list-style-type: none"> ➤ Number of participating associations and members of association ➤ Number and type of new facilities acquired ➤ Number and type of new products developed ➤ Increased revenue ➤ Additional employment 	<ul style="list-style-type: none"> ➤ Post training and capacity buildings programs report ➤ Procurement invoices ➤ Sales reports of products along the value chain ➤ Personnel and payroll records 	<ul style="list-style-type: none"> ➤ Meat producers and exporters and their association ➤ Hides and skin traders and their associations ➤ Tanneries, Footwear and Leather garment manufacturers and their individual and umbrella associations 	<ul style="list-style-type: none"> ➤ Market grows and expands ➤ Income increases ➤ Poverty situations improved ➤ National economy benefits ➤ Commensurately from world trade ➤ Progress will be made towards national and global targets such as MGD's

COFFEE

COFFEE

The coffee marketing prioritizes introduction and use of technological interventions, inputs required in quick marketing impact for targeted groups, progressive quality and standard enhancement and support training for capacity development to improve income at household level. The major stakeholders are Export Association, Coffee Marketing Agencies, Ministry of Trade and Industry and Federal Cooperatives Commission and other government organizations and groups associated with coffee marketing and regulations.

GEM will focus on the major activities that will improve coffee marketing through core value components namely improvement in packaging and labeling, market promotion using strong public relations and partnership with advertising agencies, supporting models that enhance marketing, provide assistance in licensing specialty coffee areas and brands.

GEM will assist in quality improvement awareness and minimum baseline studies at premium coffee producing areas for the inquisition of traceability. It also attempts to arrange experience sharing in coffee tourism and assist in establishing networking that has quick impact on coffee promotion and marketing. In addition, support is envisaged to enhance capacities of concerned Agencies, Associations and groups in gathering, compiling, analyzing and disseminating market related information periodically and promptly to domestic and foreign users.

FINDING AND INTERVENTION MATRIX BY STAKEHOLDERS

Main actors	Constraints identified for short term intervention	Envisaged Technical assistance for Interventions
Primary Producers	<ul style="list-style-type: none"> ➤ Limited capacity of the producers and their group ➤ Lack of facilities such as moisture content testers , Coffee liquor or cup testing equipment ➤ Lack of financial resources particularly during picking and at wet processing period 	<ul style="list-style-type: none"> ➤ Link the producers directly with market and/or strengthening existing link ➤ Training Cuppers ➤ Supply Moisture testers ➤ Equipping Coffee Liquor centers ➤ Facilitation of loan Guarantee with selected banks ➤ Experience sharing Tour taking to terminal markets ➤ Experience sharing Tour for coffee-tourism : roasters, buyers & consumers ➤
<ul style="list-style-type: none"> ➤ Eth coffee Export Association (ECEA) 	<ul style="list-style-type: none"> ➤ Limited cuppers for large group of members ➤ Limited Experience in coffee marketing ➤ Limited resource in attending coffee marketing exhibition ➤ Low capacity in improving the current set up of the organization ➤ Limited knowledge and experience in coffee marketing ➤ Limited capital in organizing coffee mission to Ethiopia 	<ul style="list-style-type: none"> ➤ Training Cuppers ➤ Assist cost sharing at SEATTLE in USA in April, 2005 ➤ Experience sharing Tour taking to terminal markets ➤ Experience sharing Tour for coffee-tourism : roasters, buyers & consumers ➤ Rehabilitating Liquor Unit to provide better service and training ➤ Introduce Better networking and internet auction Markets
<ul style="list-style-type: none"> ➤ Government MOARD/.MOT..... 	<ul style="list-style-type: none"> ➤ Less efforts were made in promoting coffee abroad ➤ Despite potential of wide diversity/wild coffee, less work has been done ➤ Getting terminal market price & market trend is difficult 	<ul style="list-style-type: none"> ➤ Promoting under New branding e.g. specialty coffee. Organic coffee. Wild/forest coffee and support licensing ➤ Support Web site and interconnection e.g. ECOF network

FINDING AND INTERVENTION MATRIX BY STAKEHOLDERS (CONT...)

Main actors	Constraints identified for short term intervention	Envisaged Technical assistance for Interventions
<ul style="list-style-type: none"> ➤ Private Growers/ exporters 	<ul style="list-style-type: none"> ➤ Entering new market with old brand is narrow and fetches low price ➤ Promoting and advertising at competitive market, is very expensive for new comers 	<ul style="list-style-type: none"> ➤ Open venue for new branding e.g. specialty, forest Organic coffee ➤ Support with more partnership on advertising items and exhibit models at big supermarkets ➤ Exploration of new market: in China, Eastern Europe and more in Gulf North and South Africa and arrange touring

TIME TABLE FOR THE WORK PLAN

Envisaged Activities	2005												2006		
	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter I		
	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March
I Strengthening Capacity Building (Skill upgrading, Financial & Logistic Support)															
1. Establish networking system Electro-marketing & internet Auctions															
2. Train the trainers on Proper Picking ,drying forwarding to WS Semi Wet processing and quality control & moisture testing															
3. Assisting new and remote area producers															
4. Train cupping/Roasters packing & labeling															
5. Establish Networking with major internal & external markets															

TIME TABLE FOR THE WORK PLAN (Cont...)

<i>Envisaged Activities</i>	2005												2006		
	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter I		
	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March
II. PROMOTION AT CORE MARKETS															
1. PR work @major Coffee Markets 2. Support with Video TV, News paper, fliers, banners															
3. Shop establishment at big Department Stores and/or Malls 4. Small green coffee shops @Roasters and via the Eth Embassy at Main Coffee Markets															
5. Support in Licensing g Organic, Fair trade& specialty coffee for newly formed coops															
6. Arranging EFCA cup															
7. Arrange to Seattle's SCAA Exhibition in April USA Arrange visit to Japan Hamburg/Rome Markets															
8. Mass media coverage/using new blend specialty coffee															
9. Arrange experience sharing between buyers and producers															

RESULT FRAMEWORK TABLE (COFEE)

Component	Planned activities	Indicators	Means of Measurement	Target	Possible Impact
<ul style="list-style-type: none"> ➤ Coffee 	<ul style="list-style-type: none"> ➤ Promotion and market link/PR ➤ Experience sharing ➤ Business plan ➤ Equipping Liquoring units ➤ 	<ul style="list-style-type: none"> ➤ No of people going for overseas tour ➤ New Market Penetrated ,Sales ➤ Number tours made to Ethiopia by stakeholders ➤ Liquoring Centers identified ➤ model area 	<ul style="list-style-type: none"> ➤ No of countries where the brand sold ➤ Country vested, volume ➤ Business Dep't implemented ➤ No of labs supported and types of equipment provided ➤ % of increase in volume of coffee sold ➤ ➤ Cup taste per day and samples tasted 	<ul style="list-style-type: none"> ➤ Coffee Cleaning and Processing Firms ➤ Private Exporting Firms ➤ Coffee Exporters Associations ➤ Intermediaries and middle men/Akrabi ➤ Government coffee support and quality regulatory agencies 	<ul style="list-style-type: none"> ➤ Market growth and expand ➤ Income increases ➤ Poverty situations improved ➤ National economy benefits ➤ Commensurately from world trade ➤ Progress will be made towards national and global targets such as MGD's

GRAIN COMPONENT

GRAIN COMPONENT

Grain trade is the largest economic activity in Ethiopia, in terms of output handled, the number of participants involved and the area coverage of its operations. Millions of farmers and consumers as well as a number of private marketing agents are engaged in production, handling, transportation and consumption of grain. This makes the grain trade to play an active and vital role in Ethiopia's economic development.

At present the Ethiopian grain marketing system is severely constrained with inadequate market information system, access to working capital, inadequate storage facilities, grain quality problem, & transportation constraint. Addressing these marketing problems and promoting an improvement in the agricultural marketing system is a drive to stimulate agricultural and economic development.

Based on consultation and discussion with key stakeholders, areas of interventions are identified in this project. These areas of interventions focus on developing marketing information system, creating an enabling environment for private investment in storage facility, capacity building and educational and experience sharing trips.

The MIS will focus on designing, gathering, compiling, analyzing and disseminating of market information in order to improve the availability and access to basic market related information primarily to farmers and other pertinent actors. MIS is believed to enhance rational production and marketing decisions and brings multifaceted benefits. It will also bring an increase in the volume of production through enhancement of productivity accrue from access to market information.

In addition, it benefits several market participants and actors such as private traders, producers and consumers by helping a rational decision making process. It also entails better access to food and promotes food security through linking surplus

grain producing areas to deficit. This is in line with the ongoing poverty reduction strategy.

Providing capacity building both at the institutional and individual levels for agricultural producers, unions and trade associations are also another area of intervention. This can involve skill up grading trainings and the acquisition of ICT facilities.

FINDING AND ENVISAGED TECHNICAL ASSISTANCE

Value chain	Stakeholders	Constraints	Envisaged technical assistance
➤ Grain production	<ul style="list-style-type: none"> ➤ Individual farmers ➤ Producers Group ➤ Emerging commercial farmers ➤ Unions and Associations ➤ Government agencies 	<ul style="list-style-type: none"> ➤ Limited amount of working capital ➤ Lack of adequate information to make marketing decision ➤ Limited storage capacity ➤ Limited or no knowledge of storage and handling of large quantity of grain ➤ Lack of modern marketing knowledge & skills 	<ul style="list-style-type: none"> ➤ Developing market information system ➤ Training in new Skills ➤ Support coop/ unions and the Associations with ICT
➤ Grain domestic market	<ul style="list-style-type: none"> ➤ Producers Group ➤ Trade associations ➤ Grain traders ➤ Flour mills ➤ Processors ➤ Government agencies ➤ Donors 	<ul style="list-style-type: none"> ➤ The members of the trade association have very little knowledge of modern way of doing business ➤ There is no grain quality control at the market place ➤ The type of grain transacted is not graded ➤ Lack of adequate market information to make marketing decisions ➤ The private traders have limited storage capacity ➤ High transport cost to move grain from one place to another 	<ul style="list-style-type: none"> ➤ Provide training on marketing knowledge & new skills ➤ Develop market information system ➤ Work with MOARD on grain standards, Capacity building etc. ➤ Support trade associations with ICT facilities ➤ Encourage private investment on storage facilities

FINDING AND ENVISAGED TECHNICAL ASSISTANCE (Cont...)

Value chain	Stakeholders	Constraints	Envisaged technical assistance
➤ Export market	<ul style="list-style-type: none"> ➤ Processors ➤ Exporters 	<ul style="list-style-type: none"> ➤ Lack of domestic and international market information ➤ Proper attention is not given to oil seeds and pulses export sub sector ➤ The Coops, the private sector and associations have very limited exposure to international markets ➤ The associations are not equipped with modern ICT facilities 	<ul style="list-style-type: none"> ➤ Support producers & trade associations with ICT facilities ➤ Promote export market
	➤ Consultancy Firms	<ul style="list-style-type: none"> ➤ Inadequate market information system ➤ Lack of modern marketing knowledge and skills both at the institutional and individual levels 	<ul style="list-style-type: none"> ➤ develop MIS to the maximum possible coverage ➤ provide both institutional and individual training to stakeholders

TABLE OF THE WORK PLAN

	Envisaged Activities	2005												2006		
		Quarter I			Quarter II			Quarter III			Quarter IV			Quarter I		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Brief stakeholders about the objectives & scope of GEM project and Consult for possible assistance	■														
2	Marketing system development	■														
	Conduct rapid assessment to link private operators & grain producers with pilot MIS	■														
	Identify the participating organizations in the pilot project		■													
	Define the type of data/information needed for different stakeholders			■												
	Undertake an assessment about the connectivity of the targeted organizations & markets into the pilot MIS system				■											
	Propose the organization and management of the pilot MIS system. Among other things, it includes enumerators, data administrators, analysts, coordinating body, ...etc						■									

TABLE OF THE WORK PLAN (Cont...)

Envisaged Activities	2005												2006			
	Quarter I			Quarter II			Quarter III			Quarter IV			Quarter I			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Develop the pilot MIS system																
Consult the draft MIS system with the stakeholders																
Design and provide an appropriate pilot MIS system																
Implementation and follow up																
3 Capacity Building																
Train personnel for pilot MIS																
Training on grain quality control & inspection																
Training on storage management & grain handling																
Training on Entrepreneurship																
Support coop. Unions, producers & trade associations with ICT facilities																
Support in popularization of Agricultural marketing strategy																

TABLE OF THE WORK PLAN (Cont...)

	Envisaged Activities	2005												2006			
		Quarter I			Quarter II			Quarter III			Quarter IV			Quarter I			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
4	Encouraging private investment on grain storage facilities																
	Conduct rapid assessment on the existing storage capacity				██████████												
	Develop a standard for types of store, based on the assessment & considering the nature of grain trade, type of commodities, climate etc...					██████████											
	Identify potential private investors on grain storage				██████████												
	Assist in preparation of a bankable business plan for interested private investors						██████████										
	Identify opportunities, incentives such as credit guarantee schemes and source of finance for the private operators to invest in storage					██████████											
5	Organize educational Visit to selected countries						██████				██████				██████		

RESULT FRAMEWORK TABLE (GRAIN)

Component	Planned activities	Indicators	Means of Measurement	Target	Possible Impact
➤ Grain trade	➤ Pilot test of electronic communication with grain producers, unions associations ...etc	<ul style="list-style-type: none"> ➤ Software installed and made operational ➤ Number of coops. and trade association participated for the MIS pilot project 	➤ Verification of electronic records with visual inspection	<ul style="list-style-type: none"> ➤ Grain producers ➤ Producer groups ➤ Commercial farmers association ➤ Grain Traders Association ➤ Grain Exporters Association ➤ EGTE 	➤ In grain trade, access to market information will be improved
➤ Grain trade	➤ Encouraging private investment on grain storage	➤ potential private investors and Sources of finance for grain storage investment is identified	<ul style="list-style-type: none"> ➤ Feasibility study and business plan ➤ Number of business plans approved by the lending institution 	<ul style="list-style-type: none"> ➤ Grain producers ➤ Domestic grain traders ➤ Producers Groups ➤ Grain exporters ➤ Other investors 	<ul style="list-style-type: none"> ➤ In grain trade, the number of private warehouse owners will be increased leading to an expansion of the existing storage capacity in the country ➤ New technologies in storage facilities will be introduced

RESULT FRAMEWORK TABLE (Cont...)

Component	Planned activities	Indicators	Means of Measurement	Target	Possible Impact
➤ Grain trade	Capacity building ➤	<ul style="list-style-type: none"> ➤ Number and type of equipments & instruments acquired ➤ Number of trainees and number of topics covered ➤ Number of professionals employed for STTA program 	<ul style="list-style-type: none"> ➤ Procurement invoices ➤ Capacity building program reports ➤ Personnel and payroll records 	<ul style="list-style-type: none"> ➤ Producers Group ➤ Trade associations ➤ Private traders ➤ Business leaders 	<ul style="list-style-type: none"> ➤ With newly acquired knowledge and skills better marketing decisions will be made
➤ Grain trade	➤ Educational/Pro motional Visit	<ul style="list-style-type: none"> ➤ Number of visit made ➤ No of persons Participated ➤ No of countries/areas visited 	<ul style="list-style-type: none"> ➤ After mission report ➤ Procurement documents ➤ MOU Signed 	<ul style="list-style-type: none"> ➤ Business women/men ➤ Representatives of Business Associations/groups ➤ Policy makers 	<ul style="list-style-type: none"> ➤ Awareness raised ➤ Experience shared and gained ➤ New clients and markets identified

HORTICULTURE COMPONENT

HORTICULTURE COMPONENT

The horticulture has been under developed economic sub sectors in Ethiopia relative to the huge potential of the country has. Its contribution to the countries export earnings is negligible. The share of the horticulture export earnings from 1994 to 2001 total agricultural export was 6% in quantity and less than 2% in value.

The potential for Ethiopian horticultural exports to the European off-season market was recognized over thirty years ago. Recently the country appeared to have many favorable attributes, including fertile areas in close proximity to Addis Ababa airport for growing high land roses and fruits. Variety of altitudes and microclimates, a long growing season, cheap labor costs and accessible irrigation sources enabled a wide range of fruit and vegetables to be grown at competitive cost of production.

In the early 1970's the export of fresh fruit and vegetable was just beginning to develop. However, private sector companies' efforts to export to Europe and neighboring Middle East countries were frustrated following the then existed Command economy policy and exports were dominated by the state-owned farms.

With advent of market led policy, private sector operations have slowly been established. Few private investors and the existing public enterprises are committed to develop the untapped potential in horticulture. In the fruit and vegetable sector, exports are still dominated by state farms established in 1979/80. The existing public enterprises which were started from scratch and found their way out to export to EU markets are still playing vital roles even after the new economic policy.

Of particular important development witnessed during the last few years is that flower production has attracted sizable investments accrue from the distinctive advantage Ethiopia has for growing high land rose. Ethiopia enjoys the tropical climate's distinctive advantage, reliable infrastructure, abundant water resources and cheap labor that would allow for continuous production of good quality flowers.

In order to remain competitive, the challenge facing the producers is therefore, adequate understanding of the market dynamics in terms of varieties selection, choice of marketing

channels and factors influencing prices fluctuations. Once this is properly documented, the management must then plan the crop's production cycle to meet the market demands so as to reap maximum benefits. This is still the distinction between successful and mediocre growers.

More than 100 companies are at this moment already directly or indirectly active in the floriculture sector in Ethiopia and this number is increasing rapidly. The number of hectares currently being covered with greenhouses for cut flower production is more than 50 Ha and it is expected that this could easily grow to over 200 hectares within 2 years.

If Ethiopia manages to become an exporter of cut flowers including other types of flowers, it could become an important player in exports of African produced flowers; this happening will depend on several factors. One such factor is that circumstances are quite ideal and production has started off strongly.

Although the country has been growing certain type of flowers since a long time, the growing of cut roses is new. The first productions results have already been on display in the biennial Int'l flower trade fair Agriflor Kenya/Hortec 2004 that was held recently in Nairobi. Considering that we are immerging from the early stages of this lucrative and fast growing industry, GEM will thus provide technical assistance by working closely with the individual enterprises and newly established Ethio-Horticulture Share Company, Ethiopian Horticulture Producers and Exporters Association.

ANNEXES

**DAI/USAID GEM PROJECT
HIDES, SKIN AND MEAT COMPONENT
CONTACTED PERTINENT STAKE HOLDERS**

Contact	Organization/Enterprises
Ato Teshome Kebede	President Ethiopian Manufacturers Association, General Manger Genuine Leather Craft
Ato Abdissa Adugna	Secretary General, Ethiopian Tanners Association Coordinator of Ethiopian Tanners, Footwear's and Leather Garment Association
Ato Bedada Chali	President of Ethiopian Tanners Association, President of Ethiopian Tanners, Footwear's and Leather Garment Association, President of African Federation of Leather Industry Associations, Managing Director of Dire Industries PLC.
Ato Tesfaiye WeldeKirios	Managing Director of Tikur Abay Shoe Factory S.C.
W/Ro Taddesu Shibre	Managing Director of Anbessa Shoe Factory S.C
Members & Staffs	Sidamo cooperative union
Members & Staffs	Gedo cooperative union
Members & Staffs	Yirgacheifie cooperative union
Ato Getachew Hagos	President, Ethiopian Meat Exporter Association and General Mangers, ELFORA
Ato Tesfalidet Hagos	Vice President, Ethiopian Meat Exporter Association and General manger, Luna Export Slaughter House PLC.
Dr. Belay Weldyes	Director, Leather and Leather Products Institute
Ato Bekele G/Hiwot	Chairman, Leather Garment Association and General Manger of Modern Zegie Leather Garment
Ato Solomon Yesuef	General Manger, Jonzo Leather PLC
Ato Addis Dukie	Expert/Technologist in Leather Manufacturing
Ato Befrdu Bekele	Expert, Raw hides and Skin
Ato Alemayhu Chuffa	G/manger, TEZAL Custom Shoe Factory and Expert/Technologist in Footwear Manufacturing,
Ato Ayele Dejene	General Manager, Modjo Modern Export Abattoir, General Manger, Kolba Tannery
Ato Brahanu	Coordinator, VOCA, Debube Region
Board Members	Sidama cooperative union
Board Members	Experts in the Hides, Skin and Meat Sector

**DAI/USAID GEM PROJECT
COFFEE COMPONENT
CONTACTED PERTINENT STAKE HOLDERS**

Focal Person	Focus	Institutional Express & lesson learnt
Ato Yilma Y.Berhan	Remain Assign	Gaps in Ethiopian coffee Market
Ato Arega Worqu	African Experience	Gaps in African Cuff Markets
Dr. Beru Abebe	PR on EDE	EDE Conclusion C. Market promotion
Ato Abayneh Alemu	Private coffeMkt	Public & private coffee Market constraints
Ato Lakew Belayneh	State Coffee Market	State Farm Coffee Market -lesson learnt
Ato Tadess Meskela	Orm Union	Union and Abroad coffee shops
Ato Desalegne Jene	Orm Union	Union Home Coffee Market strategies and Fair/Specialty Coffee
Ato Asnake	Sidama	Union Home &Abroad Market and potentials Organic Trade
Ato Yoseph Worku Ato Mesfin	Y'Chefe Y Chefe	Union Experience on niche Market and working with bank Co-op training on cups
Ato Abrham Begashew Ato Eliase. Ato Endale	Liquor /Quality	Liquored and inspection. Packing &labeling
Ato Melaku Gelaye	Auction	Auction market and payment efficiency
Ato Amare G/medhin	Commission Agent	Constraints in delivery /loading-unloading
Ao Getchew T.medin	Policy	Government policy and vision on Coffee Marketing
Ato Kasshun Hirtu	Strategy	Coffee Marketing strategy &promotion Sectors
Ato Yilma Abebe	Ex- Market Cop	Experience and lesson learnt ex-Coffee Market export
Ato Abedela Bagersh	Exporter	Carry over Coffee Market t problem – Solution
Mr Whesles/Ato Degu	Exprtr-Anbsa	Unsolved perennial problems in C Market – solution
Mr Yani	Exp Mopalaco	Gulf and Fare East market Demand-cupping with Solution
Ato Hailu G.hiwot	ECEA Exp	Private Felt need in coffee Promote and short term plan
Ato Getinet Kelkle	ECEA Secrete	Exporters Urgent contingency plan in Coffee Exp promotion
Kafa ex-Lazaradis/Ato Yohanes	Packing	Problems Grading and labeling coffee and solution
Njati	Cleaning	Cleaning & warehouse quick and sanitation certificate
VOCA/Ato Worqu/Berhanu	Co-op set up	Working with co-op marketing and collaboration
Ethio-export Promotion	Promotion Policy	Government Policy, Strategy and Contacts and urgency

ANNEX II (CONT...)

DAI/USAID GEM PROJECT COFFEE COMPONENT CONTACTED PERTINENT STAKE HOLDERS

Focal Person	Focus	Institutional Express & lesson learnt
Custom Office	Inspection	Inspection labeling/tagging and formalities
National Bank	Payment	Sharing Currency, Payment, mode of payment, Deadlines
Commercial/Awsh/Abys s --	Working Capital	Operation cost, Tolerance
Transport/Maritime/Ship ping Ag	Delivery	Delay, Risk and quality
Insurance/Force Measure	Risk/Insurance	Warehouse, transportation land/sea and fire
Eth Co-op Promotion Agency	Policy	Coop Marketing plan Ato Haile, The Commissioner Dept of Coop: Ato Zerihun Alemayehu

**DAI/USAID GEM PROJECT
GRAIN COMPONENT
CONTACTED PERTINENT STAKE HOLDERS**

No	Contact person/s	Organization
1	Dr. Elani G/Medhin	International Food Policy Research(IFPRI)
2	Ato Adisu Mihirata	Federal Cooperative Commission
3	Ato Abera Feleke	Addis Ababa Chamber of Commerce
4	Ato Demere Demisse	Luma Adama Coop.Union(Oromiya Region)
5	Ato Tilahun Ayalew	Damot Coop.union (Amhara Region)
6	Ato Asmamaw Maru	Amhara National Regional State
7	Ato worku Mekasha	VOCA ETHIOPIA
8	Mr. Jim Dempsey	ACDI VOCA
9	Ato Yoseph Yilak	Addis Ababa Grain Traders Association
10	Ato Elias Genete	Ethiopian Pulses, Oil seeds & Spices Processors Association
11	W/o Aster Estiphanos	MoARD-Plannig Department
12	Ato Teshome Lema	MoARD-Office of WRs Implementation
13	Ato Gebremeskel Desalegn	Agridev Consult
14	Ato Woldaregay Tessema	WAAS International P.L.C.
14	His Excellency Ato Fantaye Biftu	MoTI
15	Ato Bulbula Tolla Ato Chomba	Commercial Farmers Association(Oromiya Region)