PROMOTING INTRA-REGIONAL TRADE IN EASTERN AFRICA PROJECT

Bi-Annual Progress Report
JANUARY 1 - JUNE 30, 2015
## List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMAGRO</td>
<td>Association of Mango Growers</td>
</tr>
<tr>
<td>ABF</td>
<td>Agri-Business Forum</td>
</tr>
<tr>
<td>EABC</td>
<td>East Africa Business Council</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EIF</td>
<td>Enhanced Integrated Framework</td>
</tr>
<tr>
<td>EPC</td>
<td>(Kenya) Export Promotion Council</td>
</tr>
<tr>
<td>EAWiBP</td>
<td>East Africa Women in Business Platform</td>
</tr>
<tr>
<td>FDA</td>
<td>Food and Drug Authority</td>
</tr>
<tr>
<td>HCD</td>
<td>Horticultural Crops Directorate <em>(formerly HCDA)</em></td>
</tr>
<tr>
<td>HCDA</td>
<td>Horticultural Crops Development Authority</td>
</tr>
<tr>
<td>HODECT</td>
<td>Horticulture Development Council of Tanzania</td>
</tr>
<tr>
<td>ICBT</td>
<td>Informal Cross Border Trade</td>
</tr>
<tr>
<td>ITC</td>
<td>International Trade Centre</td>
</tr>
<tr>
<td>JITAP</td>
<td>Joint Integrated Technical Assistance Programme</td>
</tr>
<tr>
<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
</tr>
<tr>
<td>KACE</td>
<td>Kenya Agricultural Commodity Exchange</td>
</tr>
<tr>
<td>MDG</td>
<td>Millennium Development Goal</td>
</tr>
<tr>
<td>MLS-SCM</td>
<td>Modular Learning System in Supply Chain Management</td>
</tr>
<tr>
<td>NTF II/III</td>
<td>Netherlands Trust Fund Phase II/ Phase III</td>
</tr>
<tr>
<td>OPPAZ</td>
<td>Organic Producers and Processors Association of Zambia</td>
</tr>
<tr>
<td>SIDO</td>
<td>Small Industry Development Organization</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprises</td>
</tr>
<tr>
<td>TBS</td>
<td>Tanzania Bureau of Standards</td>
</tr>
<tr>
<td>TFS</td>
<td>Tanzania Forestry Services</td>
</tr>
<tr>
<td>THC</td>
<td>Tanzania Honey Council</td>
</tr>
<tr>
<td>TSI</td>
<td>Trade Support Institution</td>
</tr>
<tr>
<td>URT</td>
<td>United Republic Tanzania</td>
</tr>
<tr>
<td>UNDAP</td>
<td>United Nations Development Assistance Plan</td>
</tr>
<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
</tr>
<tr>
<td>VCA</td>
<td>Value Chain Analysis</td>
</tr>
<tr>
<td>ZABS</td>
<td>Zambia Bureau of Standards</td>
</tr>
<tr>
<td>ZDA</td>
<td>Zambia Development Agency</td>
</tr>
<tr>
<td>ZHC</td>
<td>Zambia Honey Council</td>
</tr>
<tr>
<td>ZSTC</td>
<td>Zanzibar State Trading Corporation</td>
</tr>
</tbody>
</table>
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Executive Summary

Background

Officially launched in December 2013 in Geneva, implementation of the “Promoting Intra-regional Trade in Eastern Africa Project” commenced in January 2014 with a total budget of Euros 4,250,000. The project covers three countries namely Kenya, Tanzania and Zambia and ends in 2016. The project aims to respond to:

- Value chain weaknesses that hinder export competitiveness of producers and SMEs in selected agro-value chains (mango, honey, spices and chilli);
- Deficiencies of TSIs to provide the required support to enable SMEs to upgrade their competitiveness and successfully engage in export development.

The two expected outcomes of the project are as follows:

i. Outcome 1: Increased export competitiveness of SMEs in selected agro-food value chains (micro level)

ii. Outcome 2: Enhanced performance delivered by Trade Support Institutions (TSIs) with focus (*) on the selected sectors (meso level)

(*) ITC interventions to upgrade the performance of TSIs in specific industry sectors will have spill-over effects in the sense that support techniques and skills learnt will be applicable to other sectors as well.

Orientation of Implementation

In Kenya, the activities of the project are geared towards:

i. Enhancing trade by:
   a) Empowering County Based Entrepreneurs (CBEs) in their role as market intermediaries for dried/processed mango and dried chilli between farm gate and exporters;
   b) Providing advisory services to farmers and aggregation services to exporters.
   c) Ensuring that the quality demands of the SMEs are met by the farmers.

ii. Strengthening the Trade Support Institutions (TSIs) namely the Horticultural Crops Directorate (HCD) (formerly HCDA) and the Kenya Export Promotion Council (EPC) through improvement of their service delivery to the targeted sectors and also in generic areas including market development and diversification assistance to exporters.

In Tanzania, this project is pursuing the following activities:

i. Developing Sector Roadmaps for honey, spices and mango sectors and development of appropriate response strategies to enable those sectors engage in export development;

ii. Providing advisory services in Quality Compliance and Food Standards and Supply Chain Management;

iii. Expanding SIDO’s packaging services to SMEs through setting up of a Packaging Services Centre. The upgrading of existing packaging capabilities will also be coupled with the implementation of branding strategies;

iv. Upgrading the service delivery of other TSIs such as Tanzania Honey Council (THC), Tanzania Forestry Services (TFS), SIDO, and Association of Mango Growers (AMAGRO).

In Zambia, the project is complementing an existing Enhanced Integrated Framework (EIF) initiative also partly funded by Finland. The Zambia EIF Tier II project is focusing on improving supply conditions for honey whereas this project focuses on the marketing side of the value chain which is currently considered as a weakness. The medium term objective is to enable Zambian honey to set a firm foothold in export markets.
The current project activities include the following in Zambia:

i. Updating the Zambian Honey Sector Strategy

ii. Upgrading the ability of Zambian SMEs (processors of honey) to meet international quality standards on food security, organic production and traceability of output

iii. Addressing weaknesses in packaging, branding and international marketing

iv. Enhancing managerial and operational capacities of TSIs, especially towards upgrading the competitiveness of SMEs in the honey sector

v. Offering relevant Trade Intelligence to the Apiculture Sector (producers, processors, exporters) by ZDA

vi. Enabling national apex trade promotion bodies and business associations to advocate business interests and to influence business and trade policies affecting regional trade

vii. Strengthening / establishing regional business contacts and networks in honey value chains and market opportunities activated

**Key Results achieved**

Project implementation is on track and activities have started to bear fruit. Second year has accelerated implementation. Main outcomes so far:

- **SME capacity building**: 30 SMEs are supported in 3 countries in improving their production processes, quality and efficiency
  - Supply Chain Management: increased operational efficiency of SMEs and trainers in Kenya, Tanzania and Zambia
  - Quality compliance: 10 trainers have been trained to provide advisory services for SMEs in food safety. Hazard Analysis & Critical Control Points (HACCP) programmes on-going or starting in all three countries.
  - Packaging: trainers and SMEs have increased their knowledge and best practices have been shared through visits to packaging and technical institutes, new packaging testing equipment have been taken into use by technicians, and Zambian packaging standards benchmarked

- **Trading entrepreneurs’ business development**: 30 individual county based traders in mango and chilli sectors have been supported in their business development

- **Strengthening of Trade and Investment Support Institutions (TISIs)**: 11 TISIs have improved their skills in the areas of Result Based Management, service provision, export promotion and strategic planning They have networked amongst the 3 countries to exchange ideas.

- **Trade information**: Insight developed into market drivers and tools created sharing intelligence on international demand, provision of market information improved in 3 countries, TISIs use new tools for market identification

- **International partnerships developed** with the private sector to train SMEs in Kenya, Tanzania and Zambia with Bosch from Germany, Parodi from Argentina as well as The Save Food Initiative of FAO

- **Project communication has been intensified** by setting up a project webpage, quarterly newsletters and several news highlights in the media. The web page communicates project status and achievements to project stakeholders and other initiatives in the related subsectors.
Partnerships

**Bosch – ITC:** ITC and Bosch AG from Germany have trained three Kenyan SMEs in Lean production methodologies through applied learning in the factories teamed with classroom sessions. Lean manufacturing refers to the systematic and continuous reform of a firm’s manufacturing, internal logistics, and other supply chain processes to strip out wasteful inefficiencies such as unnecessary movements and waiting periods. All three enterprises have reported significant improvements in their operational efficiency. Karlsruhe Institute of Technology will also participate in the programme by creating guidelines for Lean processing and setup.

**Kenya Institute of Supply Management (KISM) – ITC:** To ensure sustainability and to increase local capacity in Lean, KISM is participating in the Lean trainings provided by Bosch in order to take over the role of organising Lean training for SMEs in the region. They serve as a multiplier for spreading lean methodology based improvements among SMEs in Kenya.

**Parodi Group - ITC:** ITC and the Parodi Group are currently working on a partnership agreement. Parodi is an international buyer of honey and has expertise in honey production, processing and distribution. The aim of the partnership is to develop honey and bee products value addition and diversification.

**Save Food Initiative - ITC:** Cooperation with another upcoming initiative in the Kenyan mango sector has been prepared almost for a year now, and the partnership has now started to materialise. Whereas the Save Food Initiative including stakeholders such as FAO, Xcom Africa and Technoserve will be supporting SMEs and farmers in the mango sector on the production side to reduce wastage, ITC is supporting SMEs on Food Safety Standards and HACCP and Lean Supply Chain Management capacity building trainings.

**Aligning support of various UN Agencies:** In Tanzania, SIDO recently received support from the International Fund for Agricultural Development (IFAD) to develop its web-portal and information system. The Promoting Intra-regional Trade Project is combining efforts with other ITC projects (One UN and SECO funded) to complement work already done on SIDO’s website with the development of a Trade Information Portal that will also host the Access to Finance software tools being provided by ITC.

The project organised SIDO’s membership to the East African Business Council (EABC) headquartered in Arusha, Tanzania. This will enable SIDO to represent Tanzania SMEs’ interests at the council. As a conduit for SMEs, SIDO will also gain exposure to local, regional, and international markets and investor seeking partnerships and collaborations in the East African Community through EABC’s various investment forums and the East African Business Directory.

1. **Overview of Achievements in Project Implementation**

This section provides an overview in narrative form of the project's achievements per country.

1.1. **Results in Kenya**

- **Value Chain Development Roadmaps** have been published for both dried chilli and processed mango aiming at assisting in resource mobilisation and directing the efforts of other initiatives in the subsectors in order to complement the work of this project and others before it. Stakeholders have disseminated the roadmaps to their contacts.

- **Business transactions for exports of more than US$ 1.1 million** were signed by 7 mango exporters from Kenya in the Gulfood Show in Dubai, in February 2015. ITC prepared the exporters for the event and matched them with local buyers and distributors in collaboration with Horticultural Crops Directorate (HCD) and Kenya Export Promotion Council (EPC).

- **Cooperation between Bosch and 3 SMEs on Lean processes** has resulted in increase of packing production by 92% and decreasing the number of defective products to zero at Mace Foods, improvement of packing production by 28% and decreasing order lead time from 13 hours to 7.3 at Greenforest Foods, and an improvement of order lead time from seven days to one day at Stawi Foods. The cooperation continues in August with a group of 6 new enterprises starting the lean methodology programme.
CBEs’ business development programme: County-Based Entrepreneurs (CBEs) have gained knowledge in quality, contracts and business development. As a result, some CBES already have improved their record keeping and businesses management and the quality standards of the produce consolidated for the SMEs are now above the average standard required by HCD and SME. The next step is to start a 6-month coaching to obtain microfinance for business development.

Buyer identification was replicated by EPC in March 2015 with the help of market analysis tools and methods acquired in the initial training in 2014 to 24 officers from EPC, HCD and the Kenya National Chamber of Commerce and Industry. This is a good sign of sustainability of project interventions.

Enhancing the service portfolio of TISIs. Private sector has provided their inputs on services they would desire from TISIs, as a workshop was organised to validate the institutional mapping of TISIs along the mango and chilli value chains. The project is currently providing capacity building in these areas.

HACCP training for the SMEs is starting in July for up to 7 companies aiming at improvement of quality and HACCP certification next year. Cooperation with Save Food Initiative of FAO is currently materializing under the HACCP and Lean trainings.

Results in Tanzania

Value Chain Development Roadmaps have been published for honey, spices and mango. They aim at helping facilitate resource mobilisation and directing the efforts of other initiatives and donors in the subsectors to complement the work of this project and others before it.

Tanzanian mango, honey and spices to comply with international food safety requirements. 10 food safety experts have started their operations after the training programme. Currently 10 local processors from the mango, honey and spices sectors are being assisted by them. Awareness has also increased in mango, honey and spices sector on Food Safety Standards and HACCP among TISIs, enterprises and regulators due to sensitisation events.

TISIs’ capacities increased on the development of Market Intelligence products. Representatives from TISIs from the mango, honey and spices sectors are now able to develop product descriptions, process and organise information on market opportunities, business contacts, market requirements, export checklist and trade fair and exhibition information for mango, ginger and honey.

Better tools for SMEs to obtain finance. Beta versions of the Access to Finance tools aimed for SMEs and the tools for loan assessment for credit officers and Financial Advisers are currently tested and the final version will be available by mid July 2015.

Strengthened institutional capacity of Sector Associations. AMAGRO was provided with an expert to conduct feasibility studies for a Packhouse at the request of local stakeholders during the Project Steering Committee (PSC) meeting held in January 2015, a spices association is being formed. A feasibility study for the spices association is now being in the field before preparations are made for stakeholders meeting.

Supply Chain Management. A pool of local trainers in Supply Chain Management was trained by ITC in 2014. They have since trained over 75 SMEs in Dar es Salaam, Mwanza and Mbeya.

Increased packaging capacity centre at SIDO. A packaging centre is being set up at SIDO; the equipment has now been sourced. Also, a feasibility study is being conducted for a mango pack house and consolidation centre at AMAGRO.
Results in Zambia

- **Value Chain Development Roadmap** for honey has been published. This document is aimed at helping facilitate resource mobilisation and directing the efforts of other initiatives and donors in the subsectors to complement the work of this project and others before it.

- **Compliance of Zambian honey with international food safety requirements**: A group of 12 SMEs in the honey sector are on the path to attain skills in quality and food safety management through HACCP training programme.

- **Improved institutional capacity of sector associations.** ZDA has articulated its strategy for service delivery in the honey sector. ABF has developed its capacity to offer Supply Chain Management training to SMEs. Trainers are now working together with four SMEs from honey sector to identify gaps and inefficiencies in their supply chain and develop a strategy to address them. In liaison with ITC, the Embassy of Finland introduced a Financial and Governance Audit of ZHC. The recommendations will be incorporated into the institutional strengthening work of ZHC and its Performance Improvement plan.

- **Branding done for Zambian honey to increase value-addition.** Following workshops on branding and packaging conducted in February, new brand label designs have now been completed for 9 Honey sector SMEs in Zambia. Validation of the brand identities among target customers is currently being done using an online consumer testing tool with sample customers from South Africa and UK.

- **Quality of packaging standards and testing increased:** Packaging testing machinery was delivered to ZABS in January and staff was trained in using the equipment. ZABS has been developing Packaging Standards based on Kenyan Standards through networking with the Kenya Bureau of Standards (KEBS).

- **International partnership for the honey sector.** Partnership negotiations have advanced between ITC and Parodi Group from Argentina to build the capacities of Zambian honey processors in technical know-how of honey value addition. A Memorandum of Understanding between ITC and Parodi is soon to be concluded. In the long run ITC and Parodi intend to extend this partnership to more countries.

2. Project Management and Coordination

The first Project Steering Committee (PSC) meeting was held at the Ministry for Foreign Affairs in Helsinki, Finland on the 30th January 2015 to take stock of project achievements in 2014. The committee concluded that overall, implementation was on track and agreed on workplan for 2015. The meeting also decided to that the project should retain flexibility for adjustments as far as possible when information about local conditions and challenges emerge. For example, it has been noticed that there is a necessity to focus more on collection, aggregation and sorting of the crops, i.e. the parts of the value chain nearer to the farm gate. For example in Tanzania there is a need for a mango pack house. Although constructing a mini pack house is beyond the scope of the project, it was decided at the PSC meeting that the project conducts a Feasibility Study for a mango pack house. The presentation of the study to AMGRO will take place in July.

During the PSC, counterparts in all three countries expressed the need for technical assistance in preparing for trade fairs. Therefore, ITC is organising training events on trade promotion and preparing for exhibitions in July 16-17 in Kenya, 2015 for EPC, HCD and ZDA from Zambia to exchange lessons and best practices. There will be a separate event for Tanzania in Dar es Salaam on 20-21 July in order to cater to maximum number of participants from TanTrade, Tanzania Forestry Services, Honey Council, SIDO and AMAGRO. PSC members from Tanzania also requested that the project assists in the formation of a Spices Association. Since then ITC experts have been working with local stakeholders towards this goal.
Other issues raised during the PSC were to improve publicity and communication for the project. Since then, ITC has set up a project website and project events are featured in the local press in the 3 countries. The next PSC meeting will be held in Lusaka on the August 27 2015, thanks to ZDA for offering to host the meeting in Zambia, thus strengthening the regional networks.

In 2015 the second-year implementation activities have been accelerated, bringing forward activities such as Trade Advocacy support to the TISIs which had been originally planned for 2016. Weight is already laid on ensuring the sustainability of structures put in place and results achieved as well as planning of feasible follow-up activities. In the third year activities will be finalized by the end June 2016, which leaves margin for closing the project before the end of 2016.

As per the work plan, a Mid-Term Review was launched in June 2015. The ToRs were reviewed by the donor and implementing partners prior to the launch. The Draft Midterm Review Report will be sent to donor and main implementing partners on August 7 before it is discussed at the PSC meeting for possible endorsement.
Project Financial Expenditure Report

Expenditure in US Dollars as of 30 June 2015*

<table>
<thead>
<tr>
<th>Description</th>
<th>Kenya 2015</th>
<th>Kenya Cumulative</th>
<th>Tanzania 2015</th>
<th>Tanzania Cumulative</th>
<th>Zambia 2015</th>
<th>Zambia Cumulative</th>
<th>Total 2015</th>
<th>Total Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC Advisers</td>
<td>134,458</td>
<td>226,008</td>
<td>82,338</td>
<td>191,438</td>
<td>78,956</td>
<td>212,074</td>
<td>295,752</td>
<td>629,520</td>
</tr>
<tr>
<td>International Consultants</td>
<td>92,669</td>
<td>149,337</td>
<td>160,274</td>
<td>274,731</td>
<td>66,679</td>
<td>137,705</td>
<td>319,622</td>
<td>561,773</td>
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<tr>
<td>Administrative Support</td>
<td>20,652</td>
<td>29,633</td>
<td>18,520</td>
<td>27,501</td>
<td>22,391</td>
<td>31,372</td>
<td>61,563</td>
<td>88,506</td>
</tr>
<tr>
<td>Travel</td>
<td>34,961</td>
<td>79,747</td>
<td>37,077</td>
<td>100,743</td>
<td>36,935</td>
<td>88,617</td>
<td>108,973</td>
<td>269,107</td>
</tr>
<tr>
<td>National Consultants</td>
<td>53,420</td>
<td>123,028</td>
<td>49,242</td>
<td>106,260</td>
<td>35,053</td>
<td>90,932</td>
<td>137,715</td>
<td>320,220</td>
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<tr>
<td>Subcontracts</td>
<td>17,484</td>
<td>36,530</td>
<td>-</td>
<td>5,374</td>
<td>5,374</td>
<td>22,858</td>
<td>41,904</td>
<td></td>
</tr>
<tr>
<td>Grants to Institutions</td>
<td>-</td>
<td>83,672</td>
<td>110,672</td>
<td>9,600</td>
<td>9,600</td>
<td>83,672</td>
<td>120,272</td>
<td></td>
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<tr>
<td>Publications</td>
<td>-</td>
<td>2,676</td>
<td>9,357</td>
<td>-</td>
<td>2,676</td>
<td>-</td>
<td>9,357</td>
<td></td>
</tr>
<tr>
<td>Group Training</td>
<td>65,919</td>
<td>115,839</td>
<td>95,092</td>
<td>215,817</td>
<td>115,129</td>
<td>200,008</td>
<td>276,141</td>
<td>531,665</td>
</tr>
<tr>
<td>Expendable Equipment</td>
<td>-</td>
<td>855</td>
<td>-</td>
<td>2,500</td>
<td>-</td>
<td>-</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Operation and maintenance of vehicle and equipment</td>
<td>-</td>
<td>22,700</td>
<td>22,700</td>
<td>-</td>
<td>22,700</td>
<td>22,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>423,563</strong></td>
<td><strong>764,122</strong></td>
<td><strong>504,512</strong></td>
<td><strong>1,068,742</strong></td>
<td><strong>363,750</strong></td>
<td><strong>801,415</strong></td>
<td><strong>1,291,825</strong></td>
<td><strong>2,634,279</strong></td>
</tr>
<tr>
<td>Sundry</td>
<td>643</td>
<td>321</td>
<td>330</td>
<td>1,549</td>
<td>321</td>
<td>2,522</td>
<td></td>
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<tr>
<td>Support Costs</td>
<td>55,063</td>
<td>101,755</td>
<td>65,632</td>
<td>137,816</td>
<td>47,288</td>
<td>103,218</td>
<td>167,983</td>
<td>342,789</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>478,626</strong></td>
<td><strong>866,520</strong></td>
<td><strong>570,465</strong></td>
<td><strong>1,206,888</strong></td>
<td><strong>411,038</strong></td>
<td><strong>906,182</strong></td>
<td><strong>1,460,129</strong></td>
<td><strong>2,979,590</strong></td>
</tr>
</tbody>
</table>

Expenditure in the 3 countries as of 30 June 2015*

<table>
<thead>
<tr>
<th>Country</th>
<th>Total budget</th>
<th>Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>KENYA</td>
<td>1,590,086</td>
<td>885,646</td>
</tr>
<tr>
<td>TANZANIA</td>
<td>2,280,467</td>
<td>1,192,592</td>
</tr>
<tr>
<td>ZAMBIA</td>
<td>1,632,008</td>
<td>894,177</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,502,561</strong></td>
<td><strong>2,927,835</strong></td>
</tr>
</tbody>
</table>

*Expenditure figures are tentative and the final audited reports are to be presented through the CCITF reporting mechanism for W1 contribution

The rest of this report is structured as follows: a summary of project outputs achieved and outcomes already observed in presented in tabular format. A more detailed table describing country achievements and challenges per activity is then presented.
### 3. Country specific outputs achieved and outcomes observed in Q1 and Q2 2015

#### 3.1 Kenya

<table>
<thead>
<tr>
<th>Activity</th>
<th>Partner</th>
<th>Output Goals Achieved</th>
<th>Outcomes Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.1 Roadmaps for selected agri-food value chains developed</strong></td>
<td></td>
<td>• The Roadmaps for Chilli and mango have been published and are available on the project website: <a href="http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Kenya/">http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Kenya/</a></td>
<td>• Project stakeholders have further shared the roadmaps to their contacts</td>
</tr>
<tr>
<td>• Completed in 2014</td>
<td>EPC and HCD</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.2 Managerial and trade capacities of selected agri-food producers, processors and traders improved</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 1.2.1: Developed a curriculum on managerial &amp; Export Capacity building for CBEs</td>
<td>HCD</td>
<td>• A five-day course curriculum was developed and delivered in May 2015</td>
<td></td>
</tr>
<tr>
<td>• 1.2.4: Consolidated and sensitized existing producer groups</td>
<td>HCD</td>
<td>• Contractual arrangements have been made with farmers whereby the dealer shall be responsible for providing adequate knowledge to the farmer that relate to production of quality</td>
<td>• CBEs have a harvesting calendar for each farmer, a practice they obtained during the training Some of the CBEs are already providing advice to farmers</td>
</tr>
<tr>
<td>• 1.2.5: Conducted Producer Cluster trainings</td>
<td>HCD</td>
<td>• During the 10-day monitoring trek HCD officials made a formal introduction of the CBEs to the county government officers</td>
<td></td>
</tr>
<tr>
<td>• 1.2.6: County based Entrepreneur (CBE) Capacity Building <em>(Title changed from Village based Entrepreneur (VBE))</em></td>
<td>HCD</td>
<td>• A 5-day workshop was organised in May 2015 to build entrepreneurial, managerial and technical capacities of 19 CBEs in the Mango sector After the training the local project coordinator and HCD conducted a ten-day follow-up mission and keep track on the business activities being undertaken by the CBEs</td>
<td>• The trek verified that the CBEs are putting into practice the trainings and improved specific CBE gaps that existed specific to compliance to market requirements Some CBEs show improvement in record keeping and businesses management The quality level of the produce is above the average standard required by HCD and SMEs</td>
</tr>
<tr>
<td>• 1.2.8: Provided improved product processing technologies</td>
<td>HCD</td>
<td>• Follow-up visit and capacity-building of SMEs in food processing on Lean Processes / Supply Chain Management were organised in January to evaluate impact of the training</td>
<td>• Substantial production and lead time and sales improvements in 3 SMEs</td>
</tr>
</tbody>
</table>
### Output 1.3. Capacities of selected service providers along the value chains strengthened

- **1.3.1: Provided access to finance and financial management training**
  - **Partner:** HCD
  - **Output Goals Achieved:** Training in May for CBEs on quality aspects and business management. Curriculum developed for business development coaching with the objective of obtaining funds for business development. The coaching programme will start in August-September.
  - **Outcomes Observed:** Most CBEs show improvement in record keeping and businesses management.

- **1.3.2: Provided training on commercial contracts**
  - **Partner:** HCD
  - **Output Goals Achieved:** Further training was provided to CBEs regarding contracts, and based on the user feedback the model contracts are being modified.
  - **Outcomes Observed:** Model contracts developed by ITC in 2014 are being used by the participating CBEs and SMEs.

### Output 1.4. Regional business contacts and networks established/strengthened for selected agri-food value chains

- **1.4.1 Strengthen TISIs’ business contacts by organising regional study tours**
  - **Partner:** EPC, HCD
  - **Output Goals Achieved:** 7 mango exporters from Kenya participated in the Gulfood Show in February. ITC prepared the exporters for the event and matched them with local buyers and distributors in collaboration with Horticultural Crops Directorate (HCD) and Kenya Export Promotion Council (EPC).
  - **Outcomes Observed:** Business transactions for exports of more than US$ 1.1 million were signed by the 7 mango exporters.

### Output 2.1. Managerial and operational capacities of TPOs and selected sectoral TISIs strengthened

- **2.1.1: Conducted Institutional Mapping to improve the network & systems**
  - **Partner:** EPC, HCD
  - **Output Goals Achieved:** TSI development needs confirmed and validated through a workshop in March 2015.
  - **Outcomes Observed:** Not yet observed.

- **2.1.2: Based on recommendations of Institutional mapping/ assessment organised 1 Consultative Workshop for all TSI on key areas of improvement**
  - **Partner:** EPC, HCD
  - **Output Goals Achieved:** Worldwide.
  - **Outcomes Observed:** Training on Trade Information and Market Analysis tools as well as identification of buyers was replicated by the EPC in March 2015.

### Output 2.2. TSI service portfolio and technical capacities enhanced

- **2.2.1: Improved national trade information systems**
  - **Partner:** EPC, HCD
  - **Output Goals Achieved:** Initial training provided by ITC in 2014 to 24 officers from EPC, HCD and the Kenya National Chamber of Commerce and Industry. This is a good sign of sustainability of project interventions.
  - **Outcomes Observed:** Training on Trade Information and Market Analysis tools as well as identification of buyers was replicated by the EPC in March 2015.

- **2.2.2: Improved institutional competitive intelligence**
  - **Partner:** EPC, HCD
  - **Output Goals Achieved:** ITC produced weekly, monthly and bi-monthly market dynamics report on the global insights on key development and forecast on Middle East/Middle East fresh fruit and vegetables, including Mango Fruit Juice and Pulps and Chilli’s.
  - **Outcomes Observed:** According to EPC the Market News bulletins are sent to 6000 clients by email. Social media such as Facebook and Twitter are also used to disseminate information.
## 3.2 Tanzania

<table>
<thead>
<tr>
<th>Activities Completed</th>
<th>Partner</th>
<th>Output Goals Achieved</th>
<th>Outcomes Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.1 Roadmaps for selected agri-food value chains developed</strong></td>
<td>Substantive activities completed in 2014</td>
<td>SIDO, AMAGRO, Honey Council</td>
<td>• The Roadmaps for honey, spices and mango have been published and are available on the project website: <a href="http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Tanzania/">http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Tanzania/</a></td>
</tr>
<tr>
<td><strong>Output 1.2. Managerial and trade capacities of selected agri-food producers, processors and traders improved</strong></td>
<td>1.2.1. Conducted training for SMEs on Supply Chain Management (SCM), packaging, quality and buyer requirements for spices and related products</td>
<td>SIDO, AMAGRO, Honey Council</td>
<td>• 25 SMEs were trained in Mbeya, Tanzania by trainers trained by ITC in Supply Chain Management and Packaging.</td>
</tr>
<tr>
<td><strong>Output 1.4. Regional business contacts and networks strengthened / established in the selected agri-food value chains</strong></td>
<td>1.4.1. Organized regional study tours and business meeting to exchange lessons, good practices and appropriate technologies</td>
<td>SIDO, Honey Council</td>
<td></td>
</tr>
<tr>
<td><strong>Output 2.2. TSI service portfolio and technical capacities enhanced</strong></td>
<td>2.2.2. Trained TSIs on Supply Chain Management (SCM), packaging, quality and buyer requirements</td>
<td>SIDO, AMAGRO, Honey Council</td>
<td>• 25 SMEs were trained in Mbeya, Tanzania by trainers trained by ITC in Supply Chain Management and Packaging.</td>
</tr>
<tr>
<td></td>
<td>2.2.2 Build a network of advisors on quality and food safety requirements</td>
<td>10 TcCs from TSIs were trained and coached to assist SMEs to implement HACCP food safety; they were assigned to assist two SMEs each (5 SIDO, 1 TBS, 1 AMAGRO, 1 TFS and 2 THC).</td>
<td>• The team has upgraded its knowledge and skills to assist SMEs to implement HACCP</td>
</tr>
</tbody>
</table>
### 1.3 Zambia

<table>
<thead>
<tr>
<th>Activities Completed</th>
<th>Partner</th>
<th>Output Goals Achieved</th>
<th>Outcomes Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.1 Roadmaps for selected agri-food value chains developed</strong></td>
<td></td>
<td>• Updated the apiculture sector development strategy and the value chain analysis and technical assistance for the implementation of findings of the analysis</td>
<td>• Project stakeholders have further shared the roadmaps to their contacts</td>
</tr>
<tr>
<td>• 1.1.1 Updated the apiculture sector development strategy and the value chain analysis and technical assistance for the implementation of findings of the analysis</td>
<td>ZDA, ABF, ZHC, ZABS, OPPAZ</td>
<td>The Roadmap for honey has been published and is available on the project website: <a href="http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Zambia/">http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Zambia/</a></td>
<td></td>
</tr>
<tr>
<td>• 1.1.2 Built the capacities of companies to comply with quality and food safety requirements e.g. HACCP &amp; ISO, including piloting a traceability system</td>
<td>ZDA, ABF, ZHC, ZABS</td>
<td>• 5 workshops were conducted in Lusaka by and ITC Regional Consultant from Kenya and ITC Expert for the benefit of the 10 SMEs and 10 TcCs</td>
<td>• SMEs have increased their capacity in doing hazard and critical control point analysis and in implementing hygiene practices</td>
</tr>
<tr>
<td>• 1.1.3.3 Built a network of advisors on quality and food safety requirements</td>
<td></td>
<td>• 10 Trainers-Cum-Counsellors (TcCs) are now trained on hygiene practices and have been visiting and advising the assigned enterprises on a monthly basis. Further practical Training (TcCs) on quality and food safety (HACCP)</td>
<td>• SMEs have advanced on HACCP documentations</td>
</tr>
<tr>
<td><strong>Output 1.2. Managerial and trade capacities of selected agri-food producers, processors and traders improved</strong></td>
<td></td>
<td>• ITC granted ABF the commercial license of its Modular Learning System in Supply Chain Management (MLS-SCM) to train SMEs. Pilot training conducted in January 2015 of SMEs with ABF under ITC supervision and coaching of trainers</td>
<td>• A pool of 6 business consultants (ABF allies/staff) strengthened the consultancy services and facilitation skills in SCM and can now effectively advise SMEs in Supply Chain Management.</td>
</tr>
<tr>
<td>• 1.2.2 Identified TSI to develop a commercial / licensing model in supply chain management &amp; 1.2.10 Built capacity of TSI in supply chain management</td>
<td>ZDA, ABF, ZHC, ZABS</td>
<td>• 6 worksho</td>
<td>• A toolkit is developed to allow companies to develop their own brands</td>
</tr>
<tr>
<td>• 1.2.3 Built a network of advisors on quality and food safety requirements</td>
<td></td>
<td>pps were conducted in Lusaka by and ITC Regional Consultant from Kenya and ITC Expert for the benefit of the 10 SMEs and 10 TcCs</td>
<td>• Local SMEs see the opportunities for local honey producers thus further motivating them to improve supply, packaging and quality</td>
</tr>
<tr>
<td>• 1.2.3 Built a network of advisors on quality and food safety requirements</td>
<td></td>
<td>10 Trainers-Cum-Counsellors (TcCs) are now trained on hygiene practices and have been visiting and advising the assigned enterprises on a monthly basis. Further practical Training (TcCs) on quality and food safety (HACCP)</td>
<td></td>
</tr>
<tr>
<td>• 1.2.11 Trained the SMEs honey processors on supply chain knowledge and skills</td>
<td>ZDA, ABF, ZHC, ZABS</td>
<td>ITC granted ABF the commercial license of its Modular Learning System in Supply Chain Management (MLS-SCM) to train SMEs. Pilot training conducted in January 2015 of SMEs with ABF under ITC supervision and coaching of trainers</td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.3. Capacities of selected service providers along the value chains strengthened</strong></td>
<td></td>
<td>A joint Packaging and Branding capacity building workshop was held in February 2015 and a visit to 2 supermarkets – Shoprite and Pick ‘n’ Pay to meet buyers. A toolkit is developed to allow companies to develop their own brands.</td>
<td>ZABS Board adopted the Packaging Standards in May 2015</td>
</tr>
<tr>
<td>• 1.3.1 Packaging needs assessment at the convention (supplier) level and at the packaging user level</td>
<td>ZDA, ZABS</td>
<td>• In 2014, 26 ISO standards approved and one Technical Specification to be adopted as Zambian Standards.</td>
<td></td>
</tr>
<tr>
<td>• 1.3.2 Packaging awareness building training provided to suppliers and processors</td>
<td>ZDA, ZABS</td>
<td>• ZABS Board adopted the Packaging Standards in May 2015</td>
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</tr>
</tbody>
</table>
4. Achievements under the Kenya project component per activity

OUTCOME 1: Increased export competitiveness of SMEs in selected agri-food value chains

Output 1.1: Roadmaps for selected agri-food value chains developed

**K-1.1.1: Conduct Value Chain Analysis for chilli and mango & K-1.1.2: County Level Value Chain consultation to align project to existing on-going activities**

**Achievements**

The Roadmaps have been edited and published; they are available on the project website:


**Next milestone:**

- Roadmaps will be promoted among stakeholders. If deemed useful, print copies can be produced during the end of the year 2015

Output 1.2: Managerial and trade capacities of selected agri-food producers, processors and traders improved

**K-1.2.1: Develop a curriculum on managerial & Export Capacity Building for CBEs**

**Achievements**

A five-day course curriculum was developed and delivered in May 2015 covering 1. Entrepreneurship 2. Food Quality and Safety, Regulatory Requirements, Harvest and Post-Harvest requirements of Mango, 3. Supply Chain Management, and 4. Fundamental Notions of Contracts. A component of monitoring visits was also added to the programme. The CBE training module attains flexibility to adjust to needs identified during the programme.

**Next milestone:**

- The next component of the curriculum is a coaching to attain micro-finance, foreseen to start in August 2015
- Continuous follow-up is organised to coach and monitor CBEs activities, needs and achievements and to better engage the group of CBEs into the programme

**K-1.2.2 Market opportunity assessment**

**Achievements**

The assessment of the compliance with international requirements of the ABE chilli supply chain is on-going: the assessment of the pack houses was conducted, samples collected and sent to the selected laboratory in Germany for Total Aflatoxin, Ochratoxin A, Total Coliform Count, Enumeration of E.Coli, Detection of Salmonella spp. analysis.

**Challenge faced:**

- Because of the long dry spell that Kenya experienced in late 2014 up to April 2015, most of the Chilli crop was affected and the harvest was and continues to be very poor. As a result, most of the collection centres and pack houses did not have much produce at the time of the sampling visits by the national consultant. The majority of the samples were sourced directly from the farmers. This would be taken into consideration while analysing the lab results; additional sampling may be required.
- Frigoken pack-house declined its availability to be visited for assessment and sampling.
Next milestone:

- Finalisation of the quality assessment report of the chilli value chain and prepare the plan for interventions by end of July 2015 to address the major gaps identified.

K-1.2.3: Producer group profiling/mapping

Achievements

In 2015, it was decided to work backwards in identifying potential suppliers for mango and to do this by starting off with engaging the mango processing SMEs. These were identified and those SMEs interested in participating in the project were mobilised. Meetings were held in Nairobi including with other initiatives to establish collaboration modalities. The identified SMEs provided a list of County Based Entrepreneurs supplying them as candidates for capacity building under the project. The 20 CBEs came from the following SMEs: Sweet.N, Dried, Wefi Limited, Siaya Passion Fruits, Macefoods limited, Stawi Fruits and Asili Foods

Challenges faced:

- It is difficult to determine the exact volumes that the CBEs trade over a period of time. The figures given to us at the CBE level, some were not tallying with the SMEs expectations. It was obvious that some CBEs were still not delivering all the produce to one SME that they had an agreement with. This is a complex issue that can only streamlined by the demand and supply equation.

K-1.2.4: Consolidating and sensitizing existing groups

Achievements

HCD provided resource persons for technical training to CBEs on Mango value chains, quality standards and buyer requirements and harvest & post-harvest practices. Furthermore, a follow up visit to the selected county based entrepreneurs was carried out by HCD and ITC in order to compare the activities of the CBEs with the capacity they have received on compliance to market requirements as well as the national legislation for horticultural products. Specifically, the objective was to assess whether their field operations and produce handling comply with national standards and to provide areas of intervention that will result to quick-wins.

HCD officials also used this opportunity to make formal introduction of CBEs to the county government officers who will assist them acquire permits to handle produce on behalf of the SMEs and also to include the CBEs in their data banks.

Next milestone:

- HCD will be engaged in the further trainings of the CBE programme

K-1.2.5: Conduct Producer Cluster trainings

Achievements

Based on the training the CBEs are receiving, the CBEs will be expected to assist the farmer groups from whom they are sourcing their produce. Contractual arrangements have been made with farmers whereby the dealer shall be responsible for providing adequate knowledge to the farmer that relates to production of quality. The CBEs were in constant contact with the farmers and are providing advice. They have a harvesting calendar for each farmer, a practice they obtained during the training.
**Challenge faced:**

- The CBEs need to be encouraged to take a more active role in the management and mobilisation of the farmers that they trade with. They should be in a position to engage the farmers at farm level and advice on the deliveries of produce and to advise on some production challenges. This can be done if the CBEs are enabled to travel to different farms.

- Through the microfinance or other means, the CBEs can be enabled to have bicycles to improve in their movements to visit the farms and conduct trainings.

**Next milestone:**

- A schedule and means of support required by the CBEs to train the producer will then be decided upon during the next phase of training

**K-1.2.6: County based Entrepreneur (CBE) Capacity Building**

**Achievements**

Based on the curriculum developed, a 5-day workshop was organised and delivered in May 2015 to build entrepreneurial, managerial and technical capacities of a group of 19 County Based Entrepreneurs (CBEs) (former VBEs) in the Mango sector. The aim of the capacity building was to enable them to effectively provide consolidation and intermediary services along the agro-food value chain, with focus on dry mango. The training covered: 1. Entrepreneurship 2. Food Quality and Safety, Regulatory Requirements, Harvest and Post-Harvest requirements of Mango, 3. Supply Chain Management and 4. Fundamental Notions of Contracts.

ITC in collaboration with HCD organised a field mission in various counties to assess the work and status of all CBEs involved in the 2 batch of trainings. It is expected that as a result of the mission, a list of active and high potential CBEs is selected in order for activities and direct support to be provided only to these promising entrepreneurs.

The 10 day trek improved specific CBE gaps that existed specific to compliance to market requirements i.e. better handling of the products and improvement of the drying facilities. Collaboration with the county was a proposal in order to scale up their production.

**Challenges faced:**

- CBEs in mango sector are not well organized like the ones in the chili sector. There are no leaders facilitating the construction of economies of scale. There is a detected need to facilitate the creation of more organized groups.

- The CBEs need to be linked to selected micro-finance that can tailor a finance package for them. This will help them trade in larger volumes and also diverse on the products that they are trading in especially during the offseason. Specific financial trainings will assist the CBEs manage the cash with better prioritization. This will improve farmer payments, which now have had delays.

- Increased exposure needed to end market. It is important, that few CBEs with potential can be exposed to the whole value chain so that they are encouraged to become exporters themselves. This could be done by exposing some them to the end buyers of their produce or trade expos.

**Next milestones:**

- Initiate the microfinance coaching for the CBEs in August. 4 Financial Counsellors are currently recruited to coach the selected CBEs (10-12) for 3-6 months with the aim of securing financing for further business improvements
• Organise a practical workshop in negotiation with selected CBEs and buyers. First day with negotiation workshop and second day with practical work of buyers and vendors in:
  o Defining buyer product specifications
  o Lead times
  o Packaging requirements
The outcome of the training would be trust between the two groups, better understanding of requirements and challenges of both sides of the trade and signed letters of intent among participants.

• Explore opportunities to include some of the most successful CBEs to market development tours e.g. to trade fairs in the final year of the project, as a final stage of the CBE business coaching programme

K-1.2.7: Market Resource Centre (MRC) development
Development of MRCs is postponed pending evolution of the business model and results of the TSI mapping as well as TSI Feedback Workshop.

K-1.2.8: Provide improved product processing technologies

Achievements
ITC and Bosch AG organised a follow-up session in January to evaluate the impact of the Lean Supply Chain Management training for SMEs in food processing (Mace Foods, Green Forest and Stawi Foods). Lean improvements reviewed and standardised with 18 participants (7 SME & 5 KISM participants, 2 invited guests (HCD, Finland Embassy), 4 ITC & Bosch)

As a result of the support received through the project on Lean Technology / Supply Chain Management, production productivity of Mace Foods (chilli & vegetables packing) improved by 92%, 28% for Green Forest (honey packing) and 50% for Stawi (porridge production) while defects have reduced to 0. Order lead time dropped by 92% (Mace), 44% (GreenForest) and 86% (Stawi). Sales orders have almost doubled (Mace) and market expanded from Nairobi to country-wide (Stawi).

This was ascertained during a follow up visit conducted in January 2015 after 6 months implementation to evaluate impact of the Supply Chain Management Lean intervention for SME processors (Mace Foods, Green Forest and Stawi Foods). A workshop conducted to review and standardise Lean improvements with 18 participants (7 SME & 5 KISM participants, 2 invited guests (HCD, Finland embassy), 4 ITC & Bosch)

For sustainability of the interventions in terms of technical support on the ground, 3 Kenya Institute of Supply Chain Management (KISM) advisors trained on Lean methodology.

Challenge faced:

• Limited availability of Bosch has delayed the replication and upscaling of Lean enabling for additional identified SMEs processors. Next Lean enabling of SMEs has been rescheduled to August 2015.
Next milestone:
- Kick-off of the Lean implementation for a new batch of 6 dried mango processors facilitated by local partner KISM’s advisors coached by Bosch and ITC in Nairobi, September 2015. Participating SMEs are: Sweet n’ Dried, WEFI Ltd., Asili Foods, Siaya Passion Fruits Growers association, Malindi Natural juice processors, Azuri Health
- Trainers from the Kenya Institute of Supply Management (KISM) will participate in the coaching round and develop their skills to take over the lead in organising Lean trainings in Kenya and in neighbouring countries.

K-1.2.9: Validate & upgrade current Mango publication (as done in Senegal)
A National consultant was hired to consolidate the studies produced under the project and others to produce a handbook on mango sector.

Next milestone:
- Partial reports submitted. Work to be finished by 31st of July

K-1.2.10: Facilitate compliance to buyer requirements and specifications
Two national consultants have been hired to assist seven producers and exporters of mango and dry chilli to implement HACCP. An Expression of Interest form has been sent to the producers and exporters. The SMEs participating the programme are: Macefoods, Sweet n’ Dried, Asili Foods, Stawi, Greenforest, Malindi Natural Juice Processors, Azuri Health

Next milestones:
- 27 July: Kick-off the implementation of HACCP capacity building for 7 SMEs processors of dry chilli and mango
- Implementation of HACCP in the SMEs based on the workplan developed

K-1.2.11: Benchmarking best processing techniques
Achievements
A mango processing & drying meeting was organised in Nairobi in February that gathered following mango sector actors: EPC, X- Com Africa, Comitato Internazionale Per Lo, Direne Packaging, Afgen, Azuri Health and Macefoods. The meeting decided to tighten cooperation in following areas:
- HACCP training for SMEs
- LEAN training by BOSCH and KISM
- Capacity building for the CBEs
- Machinery / Technology exposure and market linkages through the TSIs

The partnership with the Save Food Project by Xcom Africa has progressed. The target will be mango processing companies. Whereas ITC will focus on building the capacities of these companies in Food Safety Standards and HACCP, the Save Food initiative will focus on improving the SMEs’ processing facilities and training farmers. ITC has offered to provide support for the factory layout of Azuri’s new processing facility in Ruiru based on the Lean methodology.

In addition, the guide being developed under Activity K-1.2.10 will give insight into best processing techniques.
**Challenge faced:**
n/a

**Next milestones:**
- Karlsruhe Institute of Technology will be collaborating with ITC to come up with a guide and methodology on Implementing Lean

**Output 1.3:** Capacities of selected service providers along the value chains strengthened.

**K-1.3.1: Provide access to finance and financial management training**

**Achievements**
The Access to Finance Training was left out of the VBE training in May and a more practical approach was developed based on the CBEs’ identified needs.

ITC has planned a coaching programme for the CBEs with the objective of securing funding for business operations and development. The project is recruiting 4 Financial Management Counsellors (FMCs) to provide pre and post finance advisory services and business plan coaching to CBEs to ensure they secure funding. Once made more creditworthy CBEs will be connected to selected local and regional financial sources including microfinance institutions (MFIs), agriculture friendly banks, grants, etc. Guarantee facilities will be mobilized from development finance institutions (DFIs) to partly make up for the collateral requirement.

**Challenges faced:**
N/A

**Next milestones:**
- Recruit interested Financial Management Counsellors (FMCs) in July 2015.
- Familiarize the selected FMCs in the dried mango and chilli export value chain and risks in August 2015.
- FMCs to conduct financial health check of CBEs to identify their weaknesses and needs and based on this work together with their assigned CBEs to develop business plans and loan applications to obtain finance agreements from sources such as microfinance institutions (MFIs), agriculture friendly banks, grants, etc. Duration: 3 months. Status check: end of October 2015
- ITC/ HCD or other local entity to partner with financial service providers to give favourable funding to CBEs, and to negotiate guarantee facilities with development finance institutions (DFIs) as an alternative for collateral

**K-1.3.2: Provide training on commercial contracts**

**Achievements**
As part of the capacity building workshops conducted for the CBEs, a module was dedicated to “Fundamental Notions of Contracts”. The workshop reached the overall objective to build awareness of the advantages and risks related to the use of written contracts when transacting business with a goal of reducing challenges all along the supply chains and ultimately improve their competitiveness in domestic markets.

A Field visit was conducted by an ITC Legal consultant ITC Value Chain Expert to the Kibwezi Dryland Farmers Produce and Marketing Organization (KDFPMO) and the group of farmers Kwa-Kyal Rural Sacco Ltd., in the Makueni County. Through an discussions with the representatives of the groups and the HCD representative for the Makueni county, it was found that the assistance and guidance provided by the HCD staff in the field, specifically in the Makueni county is weak. Assistance to sign contracts and negotiate prices is not effective and in the case of KDFPMO, the association signed contracts with sale prices lower than the production cost.
Challenges faced:

- Although the HCD is efficient at the headquarters, the service provided in the field showed evidence to be concise and support to farmers, groups and associations at the moment of signing contracts and setting prices is not adding a lot of value (at least in the cases assessed).

Next milestones:

- A capacity building to the HCD field staff on delivering advisory on legal and contractual issues to value chain actors in the agribusiness sector in Kenya, especially farmers and consolidators

- To be discussed: Carry out survey targeting the beneficiary sector on the contractual practices, bottlenecks encountered, collect information on the production and value chain -in order to feed the correct development of ITC contractual models

- Develop model commercial contracts to be used between the SMEs and the CBEs and CBES and the farmers

Output 1.4  
Regional business contacts and networks strengthened / established in the selected agri-food value chains

K-1.4.1 Strengthen Trade Support Institutions’ business contacts (by organizing regional study tours and business meetings to exchange lessons, good practices and appropriate technologies)

Achievements:
Kenya mango exporters participated with help of ITC at the Gulfood Annual Food and Hospitality Show from the 7th to 8th of February 2015 in Dubai, UAE. Dubai Export contributed by identifying local buyers and distributors as well as by providing space for Business to Business meetings.

Next milestones:

- Training event on Trade Promotion and preparing for exhibitions scheduled for July 16-17, 2015 for EPC, HCD together with ZDA from Zambia to exchange lessons and best practices.

Output 1.5  
Market opportunities activated

K-1.5.1 Organize / facilitate buyer-seller meetings and trade fair participation for SMEs

In January, 2015, HCD, EPC and ITC organised meetings with a group of 8 Kenyan mango processors and exporters to brief them Gulfood Annual Food and Hospitality Show and review marketing material and packaging and prepare the participants for the exhibition. The briefing and preparation meeting included the revision of marketing material, packaging, and clarification of the shipment of samples in close collaboration with HCD.

Business transactions for exports of more than US$ 1.1 million were signed by 7 mango exporters from Kenya in the Gulfood Show in Dubai, in February 2015. ITC prepared the exporters for the event and matched them with local buyers and distributors in collaboration with Horticultural Crops Directorate (HCD) and Kenya Export Promotion Council (EPC).

Challenges faced:
Both local counterparts (HCD and EPC) expressed their need for ITC to provide technical assistance on the preparation of trade promotion events.
Next milestones:

- Training event on Trade Promotion and preparing for exhibitions July 16-17, 2015
- Participation of TISIs and exporters in Perishables Trade Fair in Dubai in October

OUTCOME 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

Output 2.1. Managerial and operational capacities of TPOs and selected sectoral TSI s strengthened

K-2.1.1: Conduct Institutional Mapping to improve the network & systems
Completed in 2014.

K-2.1.2: Based on recommendations of Institutional mapping/ assessment organise 1 Consultative Workshop for all TSIs on key areas of improvement.

Achievements
The specific strengthening needs of the TISIs were identified and interventions towards addressing them defined during the validation workshop held in March 2015. Some of the activities are well addressed within other outputs (such as 2.2), while some will be delivered directly (including training in Service Portfolio Development and Training in Trade Promotion).

- Services requested by private sector from EPC: accurate trade intelligence, training in product development and exports, and support for participation in trade exhibitions and promotional events.
- Services requested by private sector from the HCD: extension services, soil analysis, support for farmers groups and support for post-harvest management

Next milestones:

- RBM operationalisation at EPC to be undertaken in the period July – December 2015
- Training in Trade Promotion in July 2015

K-2.1.3: Provide Business Advisory to strengthen operational & managerial capacities of TSIs

Achievements
Business advisory services were provided to EPC in the various areas of weakness identified during the institutional mapping and assessment, particularly those where substantive separate interventions could not be implemented. These included areas such as conducting market research, assessing and monitoring the needs of and expectations of clients, and, identification of appropriate trade fairs and exhibitions for trade promotion.

Next milestone:
Support to be provided under the respective project components, i.e. Trade Information, and training on preparation for trade fairs and exhibitions.

K-2.1.4: Training on Results Based Management (RBM)

Achievements
Through TSI development needs confirmed and validated through the stakeholder validation workshop held on 12 March 2015, a tentative workplan for operationalisation of RBM systems into EPC was defined.
Challenges faced:
- Difficulties in agreeing execution dates for the various components with EPC, particularly RBM implementation, given other capacity building and staff commitments of EPC.

Next milestone:
- RBM operationalisation at EPC during the period July to December 2015
- Training on Results Based Management to EPC and HCD and assimilation of to be provided 22 - 24 September, 2015.

Output 2.2

K-2.2.1: Improve national trade information systems

Achievements
Further capacity building will be centred around training partners on Competitive Intelligence based on the results of a Needs Assessment mission to Nairobi conducted by an ITC Trade Information consultant from May 4-8, 2015 to gather all the relevant inputs, evaluate information sources, and understand the organization of work of EPC and HCD and other institutions.

Next Milestones:
- Building capacity and skills of trade information experts in information management at EPC & HCD - next workshop planned for mid-October 2015.

K-2.2.2: Improve Institutional Competitive Intelligence (CI)

Achievements
ITC produced weekly, monthly and bi-monthly market dynamics report on the global insights on key development and forecast on Middle East Middle East fresh fruit and vegetables, including market characteristics (market trends, market size and growth, target markets, producers etc.) The list of products includes, Mango (fresh), and global insights on key development and forecast on Mango Fruit Juice and Pulps and Chilli’s. According to EPC the Market News bulletins are sent to 6000 clients by email. Social media such as Facebook and Twitter are also used to disseminate information. The aim is to reach the maximum number of clients.

ITC drafted an action plan for the development of the EPC’s competitive intelligence services, including in terms of the required institutional framework and required human, information and technical resources. This was a result of a mission to Nairobi conducted from May 4 -8, 2015 to gather all the relevant inputs in order to identify the needs of beneficiaries, evaluate information sources, and understand the organization of work of EPC, HCD and other institutions. The training needs of the personnel responsible for operating the competitive intelligence service were also identified including those operating in areas that require significant information inputs.

Next milestones:
- Develop within Export Promotion Council (EPC) and HCD a competitive intelligence service as well as procedures and mechanisms to ensure the provision to end users of reliable and constantly updated information, as part of business intelligence efforts;
- Establish network or link competitive intelligence unit with relevant TSIs such as Horticultural Crops Directorate and Kenya National Chamber of Commerce and Industry, in order to facilitate dissemination of trade intelligence to Mango producers, processors and exporters;
- Conduct a competitive intelligence training programme for EPC, HCD and other relevant institution staff;
- Installation CI Tools: Website Watcher, XMind, Firefox, set a monitor cell with Website watcher information tracking system anchored at EPC
- Information portal structure and trade information sources developed.
- Develop a training manual for administration and maintenance of the monitoring cell and the web portal at EPC
- Advisory and support services provided to EPC and HCD

Output 2.3 and 2.4

In the case of Kenya, these outputs were dropped during December 2013 Work planning sessions held at ITC with country representatives – sufficiently addressed through technical assistance under Output 2.2 and 1.4
5. Achievements under the Tanzania project component per activity

**OUTCOME 1: Increased export competitiveness of SMEs in selected agri-food value chains**

**Output 1.1.**
Roadmaps for selected agri-food value chains developed

T-1.1.1 Conduct value chain analysis (VCA) for each of the 3 products (honey, spices and mango) and identify gaps to be addressed by the project

**Achievements**

Substantive activities completed in 2014. The Roadmaps for honey, spices and mango have been edited and published, they are available on the project website:

http://www.intracen.org/itc/project/Promoting-intra-regional-trade-in-E-Africa/Tanzania/

**Next milestone:**
- Roadmaps will be promoted among stakeholders. If deemed useful, print copies can be produced

**Output 1.2:**
Managerial and trade capacities of selected agri-food producers, processors and traders improved

T-1.2.1 Conduct training for SMEs on Supply Chain Management (SCM), packaging, quality and buyer requirements for honey, mango, spices and related products

**Achievements:**

A group of 27 participants from SMEs across Tanzania built their capacities in packaging, quality and food safety and supply chain management through a workshop held in Mbeya. The training was conducted in Swahili, the national language of Tanzania. The training material translated in Swahili was made available to SIDO (Pictures are provided in Annex 2).

**Challenge faced:**

One of the major challenges facing the SMEs is the poor availability of packaging materials; therefore the planned SIDO Packaging Centre collaboration will go a long way in assisting SMEs to access packaging. Current packaging is sourced from Kenya which proves to be expensive when buying in small quantities. SMEs were advised to consider group purchasing to increase their bargaining power.

**Next milestone:**
- Trainers from the TSI training to conduct a second Supply Chain Management (SCM) and packaging training in another region of Tanzania in Q4, 2015.

T-1.2.2 Conduct training and provide advisory services on processing, compliance with standards and SPS, and product development (including branding, packaging, labelling, quality, and trade intelligence)

**Achievement:**

The focus of activities has been on quality and food safety, whereby ITC has drawn on its pool of regional expertise of consultants, namely Kenya.

A group of 15 SMEs from DAR, Morogoro, Singida, Tabora and 10 TcCs from the relevant TSIs are motivated to implement HACCP. The team has initiated to build its capacity on HACCP requirements and documentations.

The Tanzania Bureau of Standards (TBS) received technical assistance to assess its capacity and develop a road map for becoming an accredited certification body.
Challenges:

- Some participating SMEs require relevant financial investments to upgrade their facilities in order to comply with HACCP requirements. The lack of adequate facilities would prevent the certification of the companies. The support of the Access to Finance ITC team was requested to assist the selected SMEs to identify with SMEs possible solutions to access funds.

- A number of SMEs implementing HACCP would seek the service of an internationally accredited certification body for the required certification. In Tanzania currently there is no internationally accredited certification body for ISO 22000, HACCP or, ISO 9001. TBS intends to build a pool of auditors for various management systems (e.g. ISO 22000, HACCP, and ISO 9001), develop the certification schemes and align with the requirements of ISO 17021. TBS has requested assistance from ITC in assessing the way forward. Additional support may be required to assist TBS with the development of its capacity and certification scheme.

Next milestone:

- Conduct the second round of training programme on HACCP (end of July) for the SMEs and TcCs.
- Publish the Export Quality Management (EQM) Guide in Swahili and make it available to the relevant TSIs.

T-1.2.3 For honey: provide technical assistance for product differentiation and diversification into beeswax, royal jelly, propolis, and secondary products (cosmetics, candles, pharmaceutical) (part of the training to be provided at the regional level)

This activity has experienced a delay due to difficulties in sourcing the unique expertise required for the capacity building in honey/bee products value addition. Initially, a consultant in South Africa had been identified but after ITC finally received his proposal in May 2015, it was concluded that it did not reach ITC’s expectations and the required level. ITC has now launched a procurement process involving a request for quotations from appropriate service providers.

Next milestones:

- Four day training on product development for 25 participants will to take place in October at Singida SIDO where most of honey producers are located.

T-1.2.4 Establish trade-readiness of SMEs and ability to transact business with major international companies (in spices, mango and honey)

Achievements

This activity is being synergised with the activities involving the Packaging Centre, training on market development, food safety and standards, honey value addition and will be consolidated through the branding efforts under Activity 2.2.4.

Challenges:

In the spices sectors, there seems to be a limitation in supply capacity. In the honey sector, local prices have often been reported to be higher than export prices.

Next milestone:

- Organise a workshop on branding for SMEs with SIDO
- For spices, focus on branding and marketing development the Ginger grown in Same including black pepper, garlic for the export market.
T-1.2.5 Conduct exposure training missions for market development and value addition for mango, bee-products and spices

Achievements:

Tanzanian mango exporters participated with help of ITC at the Gulfood Annual Food and Hospitality Show from the 7th to 8th of February 2015 in Dubai, UAE. The participation was organised in collaboration with Association of Mango Growers (AMAGRO) since mango exporters Tanzania are looking for new clients and markets primarily in the Middle East. Dubai Export also contributed by identifying local buyers and distributors as well as by providing space for B2B meetings. The Gulfood Show is one of the world’s biggest annual food & hospitality show and is the main entrance point for some African products in the region and internationally.

Next milestones:

The following trade exhibitions and Trade Fairs are targeted:

- Apimondia 15-20 September (for honey)

Output 1.3 Capacities of selected service providers along the value chains strengthened.

T-1.3.1 Provide trade information and technical assistance addressing financial, legal, contractual, trade facilitation and insurance challenges for exporters and other actors along the selected agri-food VCs

 Achievements:

Consultations on this activity are still on-going and in the meantime, a similar activity on legal and contractual issues is being launched in Kenya. Lessons from Kenya will be applied to Tanzania.

Next milestones:

- Organize training events on export compliance and cross border procedures.
- Support training on export compliance and cross border procedures with UNWOMEN

T-1.3.2 Provide direct advisory services for producers and exporters towards securing loans for working capital

Achievements:

The project is developing Access to Finance tools for SMEs and tools for loan assessment for credit officers and Financial Advisers of SMEs. Beta versions are currently tested and the final version will be available by mid July 2015. Training on the software and business plan development as well as pre and post financial advisory services to SMEs will follow in July 2015. Discussions are already underway with Development Finance Institutions (DFIs) like the Tanzanian Private Agricultural Sector Support (PASS) Trust, the African Guarantee Fund (AGF) on the mobilization of guarantee funds facilities and credit lines. By the end of the project, it is expected that at least 50% of the assisted SMEs will have secured funding and that SIDO will have increased its loan portfolio to SMEs and reduced default rate.

Form of technical assistance to SIDO to better respond to the financial needs of SMEs was agreed during an ITC mission in March 2015. The beta version of the financial health check software (STETHOSCOPE) in English and Kiswahili to be hosted on the SIDO website for SMEs use has been developed. The beta version of credit scoring tool (LOANCOM) that will automate and make efficient and objective the loan assessment by credit officers has also been developed.
Next milestones:

- Finalise the development of ITC financial health check software (STETHOSCOPE) in English and Kiswahili to be hosted on the SIDO website for SMEs use in July 2015;
- Finalise the development of credit scoring tool (LOANCOM) that will automate and make efficient and objective the loan assessment by credit officers in July 2015;
- Train SIDO credit officers and business development officers to provide pre and post financial advisory services to SMEs to develop realistic and bankable business plans and use the STETHOSCOPE and LOANCOM in August 2015.
- Create a database of national and regional SME financing solutions and web portal linkages to financial services.

Output 1.4

Regional business contacts and networks strengthened / established in the selected agri-food value chains

T-1.4.1. Organize regional study tours and business meeting to exchange lessons, good practices and appropriate technologies

Achievements:

Representatives from AMAGRO, SIDO and Honey Council visited Finland in January 2015 and learned about requirements to be fulfilled in order to successfully penetrate Finnish and Nordic markets.

The TSIs learned about product positioning, branding, and packaging during a visit to K-City market, one of the largest supermarket chains in Finland. From Reilu Kauppa (Fairtrade Finland), they learned about the benefits of meeting product standards that support farmers and producers as set out by the Fairtrade brand.

The Finnish Beekeepers Association also had a lot to share with SIDO and the Honey Council. Finnpartnership, which gives free advisory services to businesses in developing countries, shared with delegates the support it gives to establish partnerships between companies in Finland and the developing world.

Next milestones:

- The Apimondia Honey Show taking place from 15-20 September 2015 in South Korea will enable Tanzanian honey processors to network with other processors including buyers and suppliers of equipment from around the world. This will facilitate exchange of lessons, good practices and appropriate technologies. The SMEs will participate on a cost-sharing basis, in collaboration with the Honey Council, Tanzania Forestry services and SIDO.
- During the 44th APIMONDIA International Apicultural Congress in Daejeon, participants from the beekeeping industry, universities, businesses, and R&D sector around the world will come together to discuss ways to promote cooperation and collaboration.

T-1.4.2 Connect honey, spices and mango producers/processors to EABC/EAWIBP platforms in order to improve the exchange of market information and supply chain linkages

The project organised SIDO’s membership to the EABC so that SIDO can represent Tanzania SMEs’ interests at the council. As a conduit for SMEs, SIDO will also gain exposure to local, regional, and international markets and investor seeking partnerships and collaborations in the East African Community through EABC’s various investment forums and the East African Business Directory.

To be also addressed/ synergised with Activity 2.4.1 below in Q3 2015.
T-1.4.3 Establish linkages with buyers in the region to facilitate product specialization and VC linkages

To be addressed/ synergised with Activities 1.2.5, 1.4.1 and 1.5.1.

Output 1.5 Market opportunities activated

T-1.5.1 Facilitate incoming and outgoing trade missions to increase sales of spices and honey

To be addressed/ synergised with Activities 1.2.5, 1.4.1

Next milestones:

- Apimondia 15-20 September (for honey)

T-1.5.2 Organize / facilitate buyer-seller meetings and regional trade fair participation for SMEs in the selected sectors (honey mango spices)

Synergised with activity 1.5.1 above.

OUTCOME 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

Output 2.2 (combined with Output 2.1)

TSIs’ capacity has been increased on development of Market Intelligence products: Representatives from TSIs from the mango, honey and spices sectors have been acquainted with key sources of trade information, information analysis tools and with information processing techniques.

From May 24 to 29, 2015 ITC delivered skill enhancing coaching sessions in Dar es Salaam to officers of SIDO and Honey Council to enable them to develop various market reports and bulletins, capturing production aspects to priority products, market trends, demands and requirements market access and trade regulations, trade statistics and local regional and international prices.

ITC is currently defining the trade information architecture for the business and market intelligence sub-site to be anchored on SIDO’s website. During the mission, ITC consulted with relevant staff of SIDO on existing trade information infrastructure, including the upgrading of SIDO’s website for disseminating trade intelligence and improvement needs to build on the support SIDO received from the International Fund for Agricultural Development (IFAD) to develop its web-portal and information system. ITC’s intervention are complement these efforts with the development of a Trade Information Portal that will also host the Access to Finance tools mentioned under Activity 1.3.2.

Next milestones:

- Compile a report with recommendations as a reference for the development of a honey and mango specific competitive intelligence unit (third week of September 2015)

- Draft an action plan for the development of the SIDOs, Honey Council, Tan Trade, Chamber of Commerce and AMAGRO competitive intelligence services, including in terms of the required institutional framework and required human, information and technical resources as well as procedures and mechanisms to ensure the provision to end users of reliable and constantly updated information, as part of business intelligence efforts

- Establish network or link competitive intelligence unit with relevant TSIs such as Tanzanian Honey Council, The Association of Mango Growers (AMAGRO), Tanzania Horticultural Association (TAHA), Tanzania Trade Development Authority (Tan Trade), The Tanzania Chamber of Commerce, Industry and
Agriculture (TCCIA) etc. in order to facilitate dissemination of trade intelligence to mango, honey and spices producers, processors and exporters

- Provide advisory support to improve the layout of the information structure of the current SIDO web portal. This activity will be done in synergy with another ITC project funded by UNDAP and SECO

- Conduct a competitive intelligence training programme for developed for Small Industries Development Organization (SIDO), Tanzania Trade Development Authority (Tan Trade), AMAGRO, Tanzanian Honey Council and other relevant institution staffs in November 2015

- Installation CI Tools: Website Watcher, XMind, Firefox (if it is not already installed and Firefox plugins, will be installed in the trainees computer during the training sessions)

- Set up a monitoring cell with Website watcher information tracking system anchored at SIDO

- Develop a training manual for administration and maintenance of the monitoring cell and the web portal

**T-2.2.2 Train TSIs on Supply Chain Management (SCM), packaging, quality and buyer requirements** (Training of trainers)

**Achievements:**

Selected officers from SIDO (5), 1 from Tanzania Bureau of Standards (TBS), 1 from AMAGRO, 1 from TFS and 2 from THC were trained on food safety requirements and to implement HACCP food safety (See above T-1.2.2).

In addition, a five-day mission was conducted by an ITC International Consultant to provide technical assistance to TBS to develop the roadmap for the design and implementation of systems certification schemes covering HACCP, ISO 22000 and ISO 9001

The ITC / PTB Guide on: Export Quality Management - for Small and Medium-Sized Exporters was translated in Swahili and will be a useful resource for the trainers.

**Next milestones:**

- Trainers will offer further training and advisory services to SMEs in their respective regions as per activity T-1.2.1 above.

- Develop a schedule by October 2015 for Trainers from AMAGRO, TFS and THC to train fellow members. (at least one training for each institution)

**T-2.2.3 Support the development of new trade support services (including train-the-trainer programme for SIDO and other collaborative TSIs to enable them to offer capacity building and market development training to SMEs in the honey, mango and spices sectors)**

**Achievements:**

In response to a request made during the PSC meeting in Helsinki in January 2015, ITC held a consultative meeting in May 2015 with selected cooperating partners, producers and processors in the context of the establishment of a Spices Association. Thus, the foundation is now set for country wide consultations with sector players through the national consultant, towards the feasibility of the establishment of a Spices Sector Association.

AMAGRO and THC were also capacitated to consider the new shape of their constitutions.
Challenges faced:

- Time was lost in the execution of the spice activity, due to bereavement in the family of the National Expert.

Next milestones:

- Feasibility study will be finalised and validated, shaping the next steps towards the possible formation of a Spices Sub-Sector Association.
- ITC is working towards delivery of constitutional reform and strategy development for AMAGRO and THC;
- Development of a Market Development Module for SIDO and delivery of capacity building to women exporters in the target sectors.

T-2.2.4 Assist in the formulation of an export marketing and branding strategy for ZSTC and private sector exporters of spices and other spices in Zanzibar

Achievements:

The most significant issue in Tanzania is supply side readiness. The producer survey in 2014 indicates that the volume of spices production is either low or of insufficient quality. This does not encourage a priority on the work of defining export marketing and branding.

Challenges faced:

The key challenge is getting enough entrepreneurial commitment to explore and develop the long term potential of the business.

Next milestones:

- Branding and labelling support to individual enterprises in honey and spices, based on ITC experiences and tools developed for Zambia
- In synergy with activity 1.2.4, for spices, focus on branding and marketing development the Ginger grown in Same including black pepper, garlic for the export market

T-2.2.5 Provide advisory services and guidance to HODECT on promoting participation of Tanzanian SMEs in EAC regional markets

Direct support to HODECT is no longer envisaged under the project due to sufficient support through other ITC projects to the organisation.

T- 2.2.6 Set up SIDO Packaging Service Centre (SPSC)

Achievements:

A packaging service centre is being set up at SIDO. The efforts in 2014 to solve the disagreement on UN conditions with the Chinese supplier were not successful at the end, so an Indian company was opted for as the supplier of the packaging machinery. The only missing piece of equipment was the digital printer which may be supplied by a British vendor.

SIDO is responsible for the on-going arrangements with UNDP and the Government for clearance to contract suppliers who will prepare the facilities and provide furniture through funds availed by ITC via UNDP Dar es Salaam.

Following a request tabled at the PSC meeting AMAGRO is receiving support in conducting a Feasibility Study for a mango pack house and consolidation centre.
Promoting Intra-Regional Trade in Eastern Africa, Bi-Annual Progress Report, January - June 2015

Challenge faced:

In 2014, a Chinese vendor had been identified and after long negotiations the supplier refused to supply the equipment citing disagreement with the UN payment terms of payment on delivery. Following this delay, the alternative Indian supplier chosen has been delayed since he is also supplying another ITC project in The Gambia and would only be able to send the Tanzania shipment on arrival of the Gambia shipment end of June.

Next milestones:

- SIDO to secure clearance from Government Procurement Unit by July 2015 to work on facility to commence.
- Equipment to be shipped by Indian Supplier by end of August 2015

T- 2.2.X Feasibility study on a mango pack house

Achievements:

Following a request tabled at the PSC meeting AMAGRO is receiving support in conducting a Feasibility Study for a mango pack house and consolidation centre.

T-2.2.8 Provide competitive intelligence to SIDO

Addressed through Activity 2.2.1.

Output 2.3
Formal and informal TSI networks, including women-owned and ICBT organizations enhanced

T-2.3.1 Facilitate regional stakeholder meetings and other forms of exchanges in the honey sector via the Honey Council

The Honey Council and ITC will be accompanying 5 honey companies to the Apimondia Honey Show taking place from 15-20 September 2015 in South Korea will enable Tanzanian honey processors to network with other processors including buyers and suppliers of equipment from around the world. This will facilitate exchange of lessons, good practices and appropriate technologies. The SMEs will participate at Apimondia on a cost-sharing basis.

This activity is to be addressed/ synergised with Activity 2.4.1 below in Q3 2015.

T-2.3.2 Jointly with UNWCC, EACWB and TWCC, conduct export-oriented business training for women via training programme coordinated by SIDO/WED/TFS (in honey/mango/spices)

This activity is to be addressed/ synergised with the market development training to be conducted under Activity 2.2.3 above in Q3 2015.

Output 2.4
National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies

T-2.4.1 Provide direct support to the EABC in deploying the EAC’s programme for harmonizing trade rules in respect of the envisaged FTA, and in areas such as standards, mutual recognition of services and trade policy management.

Achievements:

Business Process Analysis (BPA Studies) provides a good starting point for diagnosing Trade Facilitation challenges faced by exporters in a sector. As mentioned below under activity 2.4.2, the BPA Studies on mango, honey and spice sectors are advancing. This will shed light on which issues AMAGRO, TanTrade and Honey Council should advocate for and lobby Government, including how to do that.
Challenges faced:

- Obtaining access to the data on current and regular exporters (with a significant cargo volume) within the selected sectors.

Next milestones:

The Validation Workshops to be conducted in Q1 2016 will also touch on advocacy issues for Tanzanian TSIs and the export opportunities provided by the Tripartite Free Trade Agreement (TFTA) of the EAC, SADC and COMESA.

T-2.4.2 Build capacity within AMAGRO, TanTrade and Honey Council to advocate for market development and address issues such as non-tariff measures and trade facilitation in distribution channels for the selected agri-food products.

Achievements:

During a mission in Dar es Salaam in June 2015, the National Consultants for the honey, mango and spices sectors were trained on how to carry out Business Process Analysis (BPA) Studies on trade facilitation for the products (i.e., honey, mango or spices). ITC organized the training on how to prepare and draft BPA studies in accordance with methodology developed by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP). After the training, the National Consultants applied in practical exercises the knowledge gained during the training sessions. Through these exercises the consultants already managed to scope their BPA and approximate time schedule.

ITC and the National Consultants met with key national stakeholders in the honey, mango and spices sectors, i.e., the relevant trade associations and the organizations involved in the export of honey, mango and spices in order to ensure ownership and involvement in the BPA process. Based on the interviews, many stakeholders agreed to work closely together with the National Consultants in order to produce detailed and accurate process maps and help in identifying potential bottlenecks. This will be critical to ensure the process maps are correct and reflect the official processes which will then be the foundation for policy dialogue. Particularly important is the buy-in from the various associations visited as they are expected to drive the policy agenda after the project. SIDO, an SME promotion agency in Tanzania who also hosted the training, participated with several staff members from the training and marketing units, some of whom have shown significant interest.

The ITC and the National Consultants obtained private sector views on the export of honey, mango and spices products, i.e., the association or exporter/trader, as well as the person that handles the logistics process (customs broker, etc.), as well as views from government bodies (e.g., license issuing authorities, customs, etc.). In particular, the mission shed light on the structure of the supply chain, and the challenges faced by stakeholders within supply chains, and obtained a preliminary understanding of the export process.

Challenges faced:

- Obtaining access to the data needed from process stakeholders. During the field mission in Tanzania, the team faced difficulties in identifying current and regular exporters (with a significant cargo volume) within the selected sectors.

Next milestones:

- Preparation of the draft BPA Studies in advance of the Validation Workshops for the honey, mango and spices sectors for Q1, 2016.
6. Achievements under the Zambia project component per activity

**OUTCOME 1: Increased export competitiveness of SMEs in selected agri-food value chains**

**Output 1.1**
Roadmaps for selected agri-food value chains developed

Z-1.1.1: Update the apiculture sector development strategy and the value chain analysis

**Achievements:**

The Roadmap for honey has been published and is available on the project website:


**Next milestone:**

- Roadmaps will be promoted among stakeholders. If deemed useful, print copies can be produced in August 2015.

**Output 1.2**
Managerial, production and export capacities of apiculture sector producer, processors and traders improved

Z-1.2.1 Build awareness among stakeholders on standards, including organic, and SPS measures for honey in targeted markets

**Achievement:**

ITC completed this activity in 2014 following the one day Sensitization Workshop on Hazard Analysis and Critical Control Points (HACCP) requirements held on 8 December for 76 participants drawn from SMEs and Trade Support Institutions. ITC then conducted a four-day workshop on “Implementing HACCP” conducted for SMEs and Trainers cum Counsellors (TcCs) from 9-12 December 2014.

Z-1.2.2 Build the capacities of companies to comply with quality and food safety requirements e.g. HACCP & ISO, including piloting a traceability system

**Achievement:**

In May 2015, 5 workshops were conducted in Lusaka by and ITC Regional Consultant from Kenya and ITC Expert for the benefit of the 10 SMEs and 10 TcCs. The 5 workshops were as follows: Review Meeting with the local TcCs, Principles and Methods of Training, In-house Hygiene Courses developed by local TcCs, Document Review meeting with the SMEs and HACCP.

As a result, a group of 10 SMEs have built their capacity in conducting Hazard Analysis and Critical Control Point determination and in implementing hygiene practices and have advanced on HACCP documentations. Capacities of a pool of 10 trainers-cum-counsellors have been built to assist enterprises to implement HACCP, and are trained on hygiene practices.

**Challenges:**

- SMEs continue to face constraints in terms of implementing HACCP as firstly most of them operate from rented premises and are either unwilling to invest in the required structural changes to the buildings or the landlords are not willing to have their buildings altered; secondly, the enterprises do not have access to capital to invest in food-grade processing equipment such as stainless steel vessels and buckets; refractometers etc. Enterprises were requested to compile a short-list of the most essential equipment for submission to ITC for possible assistance. Because of these factors, there might be need to extend the HACCP programme beyond December 2015 by some 3-4 months.
programme to give more time to the SMEs. One way to provide these necessities is through a new project development in the honey sector.

- Lack of adequate/clear technical standards and specification with regard so some of key parameters like Hydroxymethylfurfural (HMF) and microbial contaminants in honey sector so as to guide the enterprises on such issues and help in coming up with the appropriate control measures for such parameters, including lack of testing facilities for such parameters within Zambia. TcCs were asked to carry out research on this matter and advise accordingly.

Next milestones:

- Third round of training and coaching to the SMEs and TcCs on HACCP in October 2015.

Z-1.2.3 Build a network of advisors on quality and food safety requirements

Achievement:

In May 2015, ITC facilitated a training aimed at reducing Zambian honey producers’ food safety related hurdles to export markets. These activities built on work started since December 2014 by 10 local food safety experts (Trainers cum Counsellors-TcCs) who are assisting local honey processors while being trained on the job by ITC. The 12 SMEs continue to be assisted through monthly visits by the TcCs to close the food-safety gaps identified in their enterprises. Capacities of a pool of 10 trainers-cum-counsellors have been built to assist enterprises to implement HACCP, and are trained on hygiene practices.

Next milestones:

- Third round of training and coaching to the SMEs and TcCs on HACCP in October 2015.

Z-1.2.4 Build the capacities of companies to comply with organic certification requirements

Achievements:

During the field visit in March 2014, ITC experts observed that organic certification would be an uphill task for the SMEs considering the cost and rigour associated with the process. At present, only one processor is certified in Zambia. ZABS has expressed interest in accreditation for organic certification. This would make it cheaper for Zambian companies get certification from ZABS instead of getting it from a private or international entity.

Challenges

At the design of the project, the local TSI which had been planned to spearhead this activity was OPPAZ. However, when the project started OPPAZ had become a dormant institution and therefore did not exhibit absorptive capacity for the activity.

Next milestones:

- Kick-start process for organic certification support for ZABS in Q1 2016.

Z-1.2.5 Market research in targeted markets to understand positioning of honey from Zambia
Achievements:

Completed in 2014 for Botswana and Zambian target markets.

Challenges faced:

- No clear commitment to national or shared standards for honey branding in Zambia (despite the initial enthusiasm shown by the visitors in December 2013)
- Postponement of awareness raising workshop on branding for various reasons:
  - Redefine project approach – to link with packaging seminar in early 2015

**Z-1.2.6 Creation of an umbrella (national) brand for Zambian honey**

An ITC mission to Zambia in March 2014 revealed that local stakeholders viewed a national brand as being premature until supply capacity problems and quality have been sufficiently addressed. Nevertheless, branding support will, in the meantime, be provided to individual companies and SMEs as part of a long term capacity building process.

**Z-1.2.7 Development of a toolkit to allow companies to create their own relative brands**

Achievements:

A total of 9 Zambian SMEs in the honey sector are a step closer to honey value-addition of through Branding. Following workshops on Branding and Packaging conducted in February 2015, new brand label designs have now been completed for 9 Honey sector SME's in Zambia. A set of 4 of these brands were validated using an online consumer testing tool, with a sample from South Africa and UK.

Challenges faced:

- Reactivity of local SME’s in Zambia to design process – slow and return with multiple requests rather than grouping suggestions (high transaction cost of interacting with many SME’s at a distance)
- Current challenge to identify a competent and cost effective agency to run next phase of promotion in Zambia and in Botswana.

**Z-1.2.8 Launch marketing communication for the Zambian honey brands domestically and in a test market**

Achievements:

Following the workshop held in February 2015 and brands developed, the launch of the marketing communication is now set to begin in Q3 2015.

Challenges faced:

- Current challenge to identify a competent and cost effective agency to run next phase of promotion in Zambia and in Botswana.

Next milestones:

- Complete design of labels
• Zambia: Run a promotional campaign for the honey sector: In store promotions at key outlets, store presentation / tasting by sales agent, couponing: distribute coupons in key locations, poster / adverts at select locations, digital communications in Q3 2015.

• Botswana: Run a promotional campaign for 2 selected honeys & negotiate access to market in Q4 2015.

• Workshop on lessons learned and next steps in Q1 2016.

Z-1.2.9 Identifying TSI to develop a commercial/licensing model in Supply Chain Management (SCM)

Achievements:

In 2014, Agri-Business Forum (ABF) was registered as a licensed Modular Learning System in Supply Chain Management (MLS-SCM) partner institution.

Z-1.2.10 Building capacity of TSI in Supply Chain Management

Achievements:

In January 2015, a pilot training workshop of SMEs by ITC trained local Trainers on Supply Chain Management took place in Lusaka under supervision of an ITC Expert and in collaboration with ABF and ZDA. Consequently, a group of 6 business consultants (ABF allies/staff) strengthened the consultancy services and facilitation skills in SCM. As a result, they can now effectively serve and coach the Small and Medium Enterprises in the SCM topic.

Challenges faced:

• The Agribusiness Forum ABF, local TSI partner shows commitment to actively participate in the development and implementation of the project activities, but the organization lacks of resources and experience to deliver the trainings in SCM and other technical aspects in a continuous and sustainable manner. ABF is now concluding a Memorandum of Understanding (MoU) with ISTT to shore up the service delivery.

Next milestone:

• Hire 4 consultants and provide Supply Chain Management consultancy and commence coaching services to selected SMEs in the honey sector in July 2015

• ABF and ISTT conclude MoU in Q3

Z-1.2.11 Training the honey processing SMEs on supply chain knowledge and skills

Achievements:

In January 2015, a pilot training workshop of SMEs by ITC trained local Trainers on Supply Chain Management took place in Lusaka under supervision of an ITC Expert and in collaboration with ABF and ZDA.

Next milestone:

• Consultants coach 4 selected SMEs sector in August 2015.
Z-1.2.12 Providing advisory services through ITC and TSI to SMEs in honey processing supply chain issues

With the aim of sustainability, the advisory services will be provided by local consultants associated to ABF services to 4 selected SMEs in the honey sector:

- Luano Honey: Collins Sakajila
- Miombo Forest Products: Frank Kayula
- Mpongwe Beekeeping Enterprises: Nelly Nyirenda
- Ubuchi: Yotam Mkandawire

General Coordinator: Mukayi Musarurwa

Z-1.3.1 Packaging needs assessment conducted and awareness building training provided, specifically capacitating ZABS to be able to develop standards for food packaging in Zambia

Achievements:

The packaging needs assessment was conducted in 2014 and a report issued highlighting the status of the packaging industry in Zambia. The report was circulated to stakeholders in 2015. A packaging awareness raising workshop was conducted as report below under Activity 1.3.2.

Z-1.3.2 Packaging awareness building training provided to suppliers and processors

Achievements:

A joint Packaging and Branding capacity building workshop was held in February 2015. The first part of the session consisted of a very brief presentation on the functions and principles of packaging, key criteria used in the selection of packaging, principles of packaging design and sustainability (impact of packaging on the environment). The second part was a visit to 2 supermarkets – Shoprite and Pick ‘n’ Pay. The visit to the shops indicated that there is an increase in the consumption and therefore demand for honey in Zambia. This provides an opportunity for local honey producers if they can improve supply, packaging and quality.

Challenge faced:

- The processors and staff of the supermarkets expressed their concern about the challenges they face with sourcing packaging. Some of the processors would like to form a business entity to address these issues. Currently most packaging materials used by manufacturing companies in the country are imported from the Republic of South Africa, China, India and Europe. The companies spend about US$ 30 million annually on the imports of the packaging materials – this is a clear indication for the huge local demand for these materials in the country and the investment opportunities arising out of this demand. A survey carried out under the project shows there is active consumption and consumption of packaging materials in Zambia in the form of plastics, glass, metal, paper and sacks.
There is no centre/association disseminating packaging Technology in Zambia. The centre/association would support SMEs on all aspects of packaging-training, design, advice and standards – National and International. The centre can create networking continentally and globally. The centre would also carry out research to establish the statistics and status of the Packaging Industry in Zambia.

Next milestone:

- Through the Packaging awareness drive, work with ZABS in Q4 2015 to mobilise donor or stakeholder support for a Packaging Centre for the country.

Z-1.3.3 Build the capacity of ZABS to be able to develop standards for food packaging in Zambia

Achievements:

ZABS has been assisted in developing Packaging Standards based on Kenyan Standards through networking with the Kenya Bureau of Standards (KEBS) facilitated by ITC in April 2014 and subsequent workshops. The packaging standards were approved by the ZABS board in May 2015.

Z-1.3.4 Strengthen the laboratory capacity of ZABS to test packaging

Achievements

In February 2015, Packaging Testing machinery was delivered to and commissioned at the Zambian Bureau of Standards (ZABS) including training of staff on the use of the equipment by an ITC expert.

Challenges faced:

n/a

Next milestone:

As per the request of ZABS there will be a sensitisation and awareness raising campaign in Q4 2015.

Z-1.3.5 Technical assistance to five selected SMEs to upgrade packaging

Achievement:

A combined marketing, branding and packaging workshop was undertaken for selected enterprises in February 2015 and individual interview sessions were conducted by ITC’s Branding Expert.

Next milestone:

As indicated under 1.2.8.

Output 1.4:

Regional business contacts and networks established/strengthened

Z-1.4.1 Organise regional trade missions, business meetings to exchange lessons, good practices and appropriate technologies

& Z-1.4.2 Buyer-Seller meetings and trade fair participation for bee product exporters
Achievements:

Representatives from ZDA, ABF and Honey Council visited Finland in January 2015 and learned about requirements to be fulfilled in order to successfully penetrate Finnish and Nordic markets.

The TSIs learned about product positioning, branding, and packaging during a visit to K-City market, one of the largest supermarket chains in Finland. From Reilu Kauppa (Fairtrade Finland), they learned about the benefits of meeting product standards that support farmers and producers as set out by the Fairtrade brand.

The Finnish Beekeepers Association also had a lot to share with the Zambian TSIs.

Finnpartnership, which gives free advisory services to businesses in developing countries, shared with delegates the support it gives to establish partnerships between companies in Finland and the developing world.

The Apimondia Exhibition to be held in South Korea from 15-20 September 2015 has been identified as the international exhibition event to showcase the Zambian honey sector and facilitate networking to exchange lessons and good practices.

Next milestones:

- Apimondia 15-20 September 2015 in South Korea has been identified as the international exhibition event to showcase the Zambian honey sector. It will enable Tanzanian honey processors to network with other processors including buyers and suppliers of equipment from around the world. This will facilitate exchange of lessons, good practices and appropriate technologies. The SMEs will participate on a cost-sharing basis, in collaboration with the Honey Council, Tanzania Forestry services and SIDO.

- During the 44th APIMONDIA International Apicultural Congress in Daejeon, participants from the beekeeping industry, universities, businesses, and R&D sector around the world will come together to discuss ways to promote cooperation and collaboration.

- In spite of the fact that the number of export ready companies in the honey sector is very limited, ZDA will provide a list of top five honey exporters who will be invited to participate in trade shows/missions.

- A detailed company profile will be completed by each company prior to their participation and a cost sharing criteria for support will be determined.
OUTCOME 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

Output 2.1. Managerial and operational capacities of TPOs and selected TSIs strengthened

Z-2.1.1 Conduct an organisational assessment for the selected TSIs in the apiculture sector

Achievements:

The project has been cooperating with the Embassy of Finland in Lusaka strengthen the Zambia Honey Council (ZHC). The Embassy of Finland has historically been providing support to the ZHC through the Fund for Local Cooperation (FLC). In liaison with ITC, the Embassy of Finland introduced a Financial and Governance Audit of ZHC. The findings and recommendations are incorporated into Institutional Strengthening work and to consolidate the Performance Improvement Roadmap (PIRM) for ZHC.

Z-2.1.2 Based on recommendations of assessment, conduct trainings and/or advisory services for selected TSIs to strengthen their managerial and operational capacities

Achievements

- The Agri-business Forum (ABF) has been boosted in its capacity to offer Supply Chain Management training to SMEs, through training of trainers. Four trainers have now been assigned to four honey sector SMEs to work with them closely in identify specific gaps and inefficiencies in their supply chain and develop a strategy to address them.

- Agri-business Forum (ABF) has been supported in its capacity to offer Supply Chain Management training to SMEs, through training of trainers. Four trainers have now been assigned to four honey sector SMEs to work with them closely in identify specific gaps and inefficiencies in their supply chain and develop a strategy to address them.

- ZDA has articulated its overall strategy for effective service delivery in the Honey Sector with the assistance of the project. Also, a Performance Improvement plan is ready for the Zambia Honey Council. Synergies have been harnessed with the ITC AIM for Results Project (Asses, Improve, Measure) for Institutional Strengthening on two fronts. Primarily in helping ZDA articulate its overall strategy into effective service delivery in the Honey Sector. The development of a concise Honey Sector Workplan which spells out the Key Performance Indicators (KPIs) for the organisation’s work in the sector will deliver a template that will be replicated for ZDA’s work in other sectors, as well as help deliver effective services in the Honey Sector. Secondly, ITC has developed a Performance Improvement plan for the Zambia Honey Council, which spells out specific actions that the organisation may wish to implement in order to become more relevant and effective in the sector.

i. Substantive Governance and Financial management weaknesses in the Zambia Honey Council (ZHC) were identified;

ii. In June 2015, ZHC leaders, secretariat staff and members, and other honey sector players were capacitated shaping effective TSI services in the sector how it may deliver effective services.
iii. ZDA was capacitated in the effective translation of strategy into service delivery in the Zambian Honey Sector.

Challenges faced:

- Definition of support to be provided to the Zambia Honey Council had to be re-visited due to emergent findings of the Finance and Governance Audit.

Next milestones:

- Finalisation of ZDA honey sector workplan and Investment Profile by Q3 2015;
- Next milestones for ITC support to other TSIs yet to be defined.

Output 2.2

ZDA offers relevant trade intelligence to the apiculture sector (producers, processors, exporters)

Z-2.2.1 Review the institutional landscape including foreign trade and investment officers based in embassies, make recommendations

Achievements:

From April 24-30, 2015 ITC conducted mission to Lusaka to gather all the relevant inputs in order to identify the needs of beneficiaries, evaluate information sources, understand the organization of work of ZDA and other institutions including the Ministry of Foreign Affairs and develop an action plan.

Next milestone:

- Further discussions will be held from 8-10 July 2015 with representatives from the Ministry.

Z-2.2.2 Training on using and maintaining the monitoring cell on apiculture products

Achievements:

Following the above-mentioned mission to Lusaka ITC conducted from April 24-30, 2015 a roadmap was drafted along with a complete report of recommendations for the development of the ZDA’s competitive intelligence services, including the required institutional framework and human, information and technical resources.

Next Milestone:

- Purchase two new computers to equip the Competitive Intelligence unit in order to run the Monitoring Cell dedicated to Honey Value Chain;
- Present the draft action plan to be validated and endorsed by the stakeholders during the mission (July 8-11);
- Develop ZDA a competitive intelligence unit as well as procedures and mechanisms to ensure the provision to end users of reliable and constantly updated information, as part of business intelligence efforts in Q3 and Q4;
- Installation of Competitive Intelligence Tools: Website Watcher, XMind, FireFox, setting a monitor cell with Website watcher information tracking system anchored at ZDA in Q3;
- Establish Network or link competitive intelligence unit with relevant TSIs such as Zambia Honey Council, Agribusiness Forum, Zambia Bureau of Standards, Ministry of Trade, Ministry of Foreign Affairs etc., in order to facilitate dissemination of trade intelligence to honey producers, processors and exporters in Q1 2016;
• Develop a training manual for administration and maintenance of the monitoring cell and the web portal in Q1, 2016.

**Z-2.2.3 Communication and promotion for the apicultural sector on the services of the monitoring cell established**

The communication and promotion of the monitoring cell will be established in Q3 2015 after groundwork described above has been completed and the output of results becomes tangible.

**Output 2.3**

Formal and informal TSI networks, enhanced

In the case of Zambia, this output was dropped during December 2013 Work planning sessions held at ITC with country representatives.

**Output 2.4**

National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies

**Z-2.4.1 Facilitate a multi-stakeholder dialogue on policy issues impacting the apiculture sector**

Scheduled for Q1 2016 after completion of Activity 2.4.2 below.

**Z-2.4.2 Prepare studies on policy issues affecting apiculture sector**

**Achievements:**

ZDA in collaboration with ITC facilitation of a mission on Advocacy and Trade Facilitation for National Apex Trade Promotion Bodies and Business Associations in Lusaka from 8th to 10th June 2015.

The mission provided input aimed at carrying out capacity building in the form of studies and multi-stakeholders dialogue on policy issues affecting the honey sector thereby enabling the private sector to advocate for market development and address issues such as trade facilitation, distribution channels and non-tariff measures through the Business Process Analysis studies.

ITC is now preparing a Business Process Analysis Study Report with recommendations on how to enable the private sector to advocate for market development and address trade facilitation, distribution channels and non-tariff measures, among others.
## Promoting Intra-Regional Trade in Eastern Africa, Bi-Annual Progress Report, January - June 2015

### Output 1.3
**Capabilities of selected service providers along the value chains strengthened.**

**Budget:** US$108,662

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>ACTIVITY</th>
<th>SUB-ACTIVITY</th>
<th>LEAD INST.</th>
<th>TTC TECHNICAL SECTION</th>
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</thead>
<tbody>
<tr>
<td>Output 1.3</td>
<td>K-1.3.1</td>
<td>Provide access to finance and financial management training</td>
<td>Recruit trainers/advisers to train VBEs</td>
<td>HCD in collaboraton with MACE</td>
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<td>Develop/adapt training material for VBE training</td>
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<td>Organise two trainings in business management, governance, strategy for VBEs</td>
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<td>Organise four trainings in finance and business planning for VBEs to better manage monetary resources and propose viable business plans to financial institutions</td>
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<td>Prepare and link up VBEs to financial institutions (commercial banks, MFIs, venture capitalists, etc.) for additional funding for expansion</td>
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<td>Devise a post-finance advisory and tracking system to ensure VBEs are sustainable and pay back</td>
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<td>Arrange partnerships with Banks interested in the target market (middle east) to facilitate ease of access to financing</td>
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<td>K-1.3.2</td>
<td>Provide training on commercial contracts</td>
<td>Follow up on use of model contracts</td>
<td>HCD, EPC</td>
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<td>Survey with local counterpart and national experts</td>
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<td>Organize of training events on contract negotiation and drafting for VBEs</td>
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### Output 1.4
**Regional business contacts and networks established/strengthened for selected agri-food value chains.**

**Budget:** US$130,550

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<tbody>
<tr>
<td>Output 1.4</td>
<td>K-1.4.1</td>
<td>Strengthen Trade Support Institutions' business contacts (by organizing regional study tours to exchange lessons, good practices and appropriate technologies)</td>
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<tr>
<td></td>
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<td>Gulffood February 8-12 (mango)</td>
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<td>SIAL, 6-8 May or any other regional event (spices and chilies) tbc with HCD and EPC</td>
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<td>Anuga 10-14 Oct (spices, mango and chilies) tbc with HCD and EPC</td>
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### Output 1.5
**Market opportunities activated**

**Budget:** US$82,500

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<tr>
<td>Output 1.5</td>
<td>K-1.5.1</td>
<td>Organize / facilitate buyer-seller meetings and trade fair participation for SMEs</td>
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<td>Support to CHI exporters for their participation at trade mission/show in collaboration with HCD and EPC</td>
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### Output 2.1
**Managerial and operational capacities of TPOs and selected sectoral TSI strengthened.**

**Budget:** US$73,000

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<tbody>
<tr>
<td>Output 2.1</td>
<td>K-2.1.1</td>
<td>Conduct Institutional Mapping to improve the network &amp; systems</td>
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<td>EPC, HCD</td>
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<td>K-2.1.2</td>
<td>Based on recommendations of Institutional mapping/assessment organise a consultative workshop for all TSI on key areas of improvement</td>
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<td>Feedback and validation workshop on Institutional Mapping and Assessment</td>
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<td>EPC, HCD</td>
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<td>K-2.1.3</td>
<td>Provide business Advisory to strengthen operational &amp; managerial capacities of TSI</td>
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<td>Provide capacity building and business advisory on areas of weakness</td>
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<td>EPC, HCD</td>
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<td>K-2.1.4</td>
<td>Training on Results Based Management</td>
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<td>Integrate previous training into capacity building activities for implementation towards strengthening of TSI</td>
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### Output 2.2
**TSI service portfolio and technical capacities enhanced.**

**Budget:** US$132,000

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<td>Output 2.2</td>
<td>K-2.2.1</td>
<td>Improve national trade information systems</td>
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<td>Building capacity and skills of trade information experts in information management</td>
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<td>Ensure sustainability of training model through monitoring</td>
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<td>EPC, HCD</td>
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<td>K-2.2.2</td>
<td>Improve institutional competitive intelligence</td>
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<td>Providing sector specific intelligence</td>
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<td>Setting up competitive intelligence unit</td>
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**OUTPUT ACTIVITY SUB-ACTIVITY LEAD INST.**

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## WORKPLAN SUMMARY - TANZANIA

### OUTPUT ACTIVITY TASK LEAD INSTITUTIONS TECNICAL SECTION

<p>| OUTPUT | ACTIVITY | TASK | LEAD INSTITUTIONS | YER 2015 | \n|---|---|---|---|---|
| <strong>Output 1.1</strong> Roadmaps for selected agri-food value chains developed | T-1.1.1 Conduct value chain analysis for the 3 products (honey, spices and mango) with identified gaps to be addressed by the project and a comprehensive market development research | <strong>The Market Development Report for spices will serve as a basis for any future ITC work on various aspects of business development and market linkages (buyer requirements in selected segments and connectivity to those intermediary organizations).</strong> | Honey: SIDO/ Support: TFS, Honey Council, Spices: SIDO/ ZSTC, Mango: AMAGRO, Support TANA | \n| T-1.1.3 Design the response strategies for developing export markets for spices in the EU, Middle East and East Asia | | | DMD/SIC | completed |
| <strong>Output 1.2</strong> Managerial and trade capacities of selected agri-food producers, processors and traders improved | BUDGET: US$243,604 | \n| T-1.2.1 Conduct training for SMEs on Supply Chain Management (SCM), packaging, quality and buyer requirements for all 3 products | | \n| T-1.2.2 Conduct training and provide advisory services on processing, compliance with standards and SPS, and product development | Workshop on &quot;Building awareness on HACCP&quot;: Workshop on &quot;Implementing HACCP&quot; and on &quot;Documentation&quot; for selected companies and TcCs, visits to selected companies and demonstration Gap Analysis by ICNC | TFS, AMAGRO, ZSTC, SIDO | DBIS/EC |
| 55 participants for One day HACCP Awareness workshop | Follow up and monthly meetings with all TcCs (by IC) and off-site training on the review and finalization of the GAP report and roadmap for GAP closure; implementation of the system, to review and finalize the documents (Standard Operating Procedures, Pre-requisites programmes, Manual) | | | \n| 34 participants for 3 day HACCP training workshop | Follow up on the implementation of closure of GAPS and finalization of the SOPs, PPRs, Manual and other docs by IC, workshop on Training skills and methodology and Advisory Principles for the TcCs by IC, training on implementing HACCP | | | \n| 10 Trainer cum Counsellors (TcCs) to be trained and coached in supporting enterprises | Training on &quot;Implementing HACCP - internal verification&quot; for TcCs and companies, visits to selected companies and conduct internal verification audit | | | \n| | Experience sharing workshop on &quot;Building awareness on Food Safety System based on HACCP&quot; conducted by the trained TcCs and participating enterprises | | | \n| For Mango, special emphasis on Good Agricultural Practices (GAP), particularly in areas of: 1. Quality management 2. Proper handling and storage 3. Food safety certification and 4. Logistics and Traceability, | | | | \n| T-1.2.3 For honey provide technical assistance for product differentiation into beeswax, royal jelly, propolis and secondary products (cosmetics, candles, pharmaceuticals) Workshop - 25 participants. Rest is on-site, in-factory support to SMEs. ITC to also draw on additional expertise on honey from the region- e.g. South Africa | Prepare and sign partnership agreement MoU with Parodi to provide free expertise in honey by-products and value addition | | | \n| Workshop - 34 participants | Obtain from SIDO list of companies in honey at the suitable level of production to benefit the most from the targeted training with Parodi | | | \n| | Conduct classroom and on-site/ factory training sessions | | | \n| T-1.2.4 Establish trade-readiness of SMEs and ability to transact business with major international companies for the 3 sectors | To be addressed through activity T-2.2.4 | | | \n| T-1.2.5 Conduct exposure training missions for market development and value addition for mango, bee-products and spices (e.g. AMAGRO - to Fruit Logistica Berlin, or ANUGA) | Support to Mango exporters to participate at th Gulfood show in collaboration with AMAGRO | AMAGRO, THC, TFS, TarTrade SIDO | DBIS/TS |</p>
<table>
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<tr>
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<th>ACTIVITY</th>
<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
<th>ITC TECHNICAL SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.3</td>
<td>Capacities of selected service providers along the value chains strengthened.</td>
<td>BUDGET: US$140,340</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T-1.3.1</td>
<td>Provide trade information and technical assistance addressing financial, legal, contractual, trade facilitation and insurance challenges for exporters and other actors along the selected agri-food value chains.</td>
<td>Selection and recruitment of national consultants</td>
<td>TFS, AMAGRO, SIDO, THC, TanTrade.</td>
<td></td>
</tr>
<tr>
<td>T-1.3.2</td>
<td>Provide direct advisory services for producers and exporters towards securing loans for working capital.</td>
<td>Development of training materials in consultation with national beneficiaries, and Organize training events on contract negotiation and drafting</td>
<td>TFS, AMAGRO, SIDO, THC, TanTrade.</td>
<td></td>
</tr>
<tr>
<td>T-1.3.3</td>
<td>Provide direct advisory services for producers and exporters towards securing loans for working capital.</td>
<td>Organization of training events on export compliance and cross border procedures</td>
<td>TFS, AMAGRO, SIDO, THC, TanTrade.</td>
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</tr>
<tr>
<td></td>
<td>Number of workshop participants to be confirmed</td>
<td></td>
<td>A2F</td>
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<tr>
<td>Output 1.4</td>
<td>Regional business contacts and networks strengthened / established in the selected agri-food value chains.</td>
<td>BUDGET: US$96,312</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T-1.4.1</td>
<td>Organize regional study tours and business meeting to exchange lessons, good practices and appropriate technologies.</td>
<td>Identification of export-ready companies from the spices sector to participate in a regional or international event</td>
<td>AMAGRO, THC, TFS, SIDO, SIDO</td>
<td></td>
</tr>
<tr>
<td>T-1.4.2</td>
<td>Connect honey, spices and mango processors to EABC/EAWiBP platforms to improve the exchange of market information and supply chain linkages.</td>
<td></td>
<td>DBIS/TS</td>
<td></td>
</tr>
<tr>
<td>T-1.4.3</td>
<td>Establish linkages with buyers in the region to facilitate product specialization and VC linkages.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Output 1.5</td>
<td>Market opportunities activated.</td>
<td>BUDGET: US$90,736</td>
<td></td>
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</tr>
<tr>
<td>T-1.5.1</td>
<td>Facilitate incoming and outgoing trade missions to increase sales of spices and honey.</td>
<td>Participation of Honey exporters in Apimondia 2015</td>
<td>AMAGRO, THC, TFS, Sido, SIDO</td>
<td></td>
</tr>
<tr>
<td>T-1.5.2</td>
<td>Organize / facilitate buyer-seller meetings and regional trade fairs for participation of SMEs in the selected sectors (honey, mango spices).</td>
<td></td>
<td>DBIS/TS</td>
<td></td>
</tr>
<tr>
<td>Output 2.3</td>
<td>TSI service portfolio and technical capacities enhanced.</td>
<td>BUDGET: US$440,076</td>
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</tr>
<tr>
<td>T-2.3.1</td>
<td>Develop competitive intelligence tools for the selected products.</td>
<td>Develop TI infrastructure, design and develop a trade information portal for SIDO and an online interactive company database</td>
<td>SIDO, TanTrade</td>
<td></td>
</tr>
<tr>
<td>T-2.3.2</td>
<td>Train TSI on Supply Chain Management (SCM), packaging, quality and buyer requirements.</td>
<td>Develop mechanisms for collecting and disseminating information, Company profile template, template for market information and business opportunities</td>
<td>SIDO, TanTrade</td>
<td></td>
</tr>
<tr>
<td>T-2.3.3</td>
<td>Support the development of new trade support services (including train-the-trainer programme for SIDO and other collaborative TSI) to enable them to offer capacity building and market development training to SMEs in the 3 sectors.</td>
<td>Coach SIDO staff to produce relevant information products</td>
<td>SIDO, TanTrade</td>
<td></td>
</tr>
<tr>
<td>T-2.3.4</td>
<td>Assist in the formulation of an export marketing and branding strategy for private sector exporters of spices (to be extended to mainland and SIDO in line with its strategic plan).</td>
<td>Market Development training and business advisory needs assessment, Development of new service portfolios for beneficiary TSI, Capacity building and business advisory services to strengthen beneficiary TSI.</td>
<td>DBIS/TS</td>
<td></td>
</tr>
<tr>
<td>T-2.3.5</td>
<td>Assist SIDO with SME branding &amp; marketing strategy toolkit for sustainable branding and marketing support to SMEs.</td>
<td>Provide Advisory services for the creation of a Spice Association</td>
<td></td>
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<tr>
<td>T-2.3.6</td>
<td>Set up SIDO Packaging Service Center (PSPC).</td>
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<tr>
<td>OUTPUT</td>
<td>ACTIVITY</td>
<td>TASK</td>
<td>LEAD INSTITUTIONS</td>
<td>ITC TECHNICAL SECTION</td>
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<tr>
<td>Output 2.3</td>
<td>Formal and informal TSI networks, including women-owned and ICBT organizations enhanced</td>
<td>T-.2.3.1 Facilitate regional stakeholder meetings and other forms of exchanges in the honey sector via the Honey Council</td>
<td>to be addressed through Output 2.4 to all sector TSIs.</td>
<td>EABC, TFS, TLC, AMAGRO, APII, THC, SIDO, TanTrade</td>
</tr>
<tr>
<td></td>
<td></td>
<td>T-.2.3.2 Jointly with UNWCC, EACWBP and TWCC; conduct export-oriented business training for women via training programme coordinated by SIDO/WED/TFS (in honey/mango/spices)</td>
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<td>BUDGET: US$37,000</td>
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<tr>
<td>Output 2.4</td>
<td>National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade</td>
<td>T-.2.4.1 Provide direct support to the EABC in deploying the EAC’s programme for harmonizing trade rules in respect of the envisaged FTA, and in areas such as standards, mutual recognition of services and trade policy management.</td>
<td>Develop training materials on TFTA negotiations and agricultural products, especially SPS provisions</td>
<td>EABC, AMAGRO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>T-.2.4.2 Build capacity within AMAGRO, Honey Council to advocate for market development and address issues such as non-tariff measures and trade facilitation in distribution channels for the selected agri-food products.</td>
<td>Build a study on impact of TFTA on mango, honey and spice sectors (especially regarding rules of origin and market access provisions)</td>
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<td></td>
<td>Advocacy training for Tanzanian TSIs and workshop on TFTA issues which are relevant to honey, mango and spice sectors</td>
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<td>BUDGET: US$116,368</td>
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### WORKPLAN SUMMARY - ZAMBIA

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Output 1.1</strong>&lt;br&gt;Road Map for the apiculture sector developed</td>
</tr>
<tr>
<td><strong>Output 1.2</strong>&lt;br&gt;Managerial, production and export capacities of apiculture sector producer, processors and traders improved</td>
</tr>
<tr>
<td><strong>Budget:</strong> US$ 423,130</td>
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<tr>
<th>ACTIVITY</th>
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<th>ITC TECHNICAL SECTION</th>
<th>YEAR 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z-1.1.1</td>
<td>Update the apiculture sector development strategy and the value chain analysis and technical assistance for the implementation of findings of the analysis</td>
<td>Remaining: Validate and finalize</td>
<td>ZDA</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.1</td>
<td>Build awareness among stakeholders on standards, including organic, and SPS measures for honey in targeted markets</td>
<td>One day awareness workshop on quality, standards, including organic, and SPS measures for honey in targeted markets</td>
<td>ZDA &amp; ZABS, OPPAZ</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.2</td>
<td>Build the capacities of companies to comply with quality and food safety requirements eg. HACCP &amp; ISO, including piloting a traceability system</td>
<td>Advisory services to enterprises by TrCs</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.3</td>
<td>Build a network of advisors on quality and food safety requirements</td>
<td>Training of Trainers cum Counsellors (TcCs) on quality and food safety (HACCP)</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.4</td>
<td>Build the capacities of companies to comply with organic certification requirements</td>
<td>Cost and rigour of International Certification is prohibitive for local SMEs. ITC to explore ways to support local certification with ZDA, OPPAZ and ZABS</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.5</td>
<td>Market research in targeted markets to understand positioning of honey from Zambia</td>
<td>Conduct consumer level market research on honey in the test market (Botswana) and in the Zambian domestic market</td>
<td>ZDA, DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.6</td>
<td>Creation of an umbrella (national) brand for Zambian honey</td>
<td>Cancelled - companies do not want a national honey brand</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.7</td>
<td>Launch marketing communication for the toolkit developed domestically</td>
<td>Assist selected enterprises to develop their marketing plans and implement improvements in branding</td>
<td>ABF, ZDA</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.8</td>
<td>Launch marketing communication for the Zambian honey brands domestically and in a test market</td>
<td>Identify and select 3 SMEs for the advisory service. Visit each enterprise and carry out a gap analysis of their supply chains</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.9</td>
<td>Identifying TSI to develop a commercial/licensing model for the honey sector and management</td>
<td>Identify and select 15-20 SME participants from the honey sector to develop and implement a honey marketing and branding plan for selected Zambian enterprises</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.10</td>
<td>Building capacity of TSI in supply chain management</td>
<td>Select 10-12 trainers with background in SOM, organise a 5 day training of trainers workshop</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.11</td>
<td>Training the SMEs honey processors on supply chain knowledge and skills</td>
<td>Organise a 2-day pilot training workshop for SME participants using the new trainers</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
<tr>
<td>Z-1.2.12</td>
<td>Providing advisory services through ITC and TSI to SMEs in honey processing supply chain issues</td>
<td>Identify and select 3 SMEs for the advisory service. Visit each enterprise and carry out a gap analysis of their supply chains</td>
<td>DBIS/EC</td>
<td>2016</td>
</tr>
</tbody>
</table>

*DBIS/EC: DBIS, EC | ABF, ZDA: ABF, ZDA
### Promoting Intra-Regional Trade in Eastern Africa, Bi-Annual Progress Report, January - June 2015

#### OUTPUT 1.3
**Capacities of selected service providers along the value chain strengthened.**

**BUDGET:** US$ 70,864

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
<th>TIC TECHNICAL SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z.1.3.1</td>
<td>Packaging needs assessment at the conversion (supplier) level and at the packaging user level. Develop a monitoring cell on apiculture products anchored at ZDA,</td>
<td>ZDA, ZABS</td>
<td>completed</td>
</tr>
<tr>
<td></td>
<td>Prepare the national consultant to carry out an evaluation of the packaging industry, present a report including key issues and recommendations.</td>
<td></td>
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</tr>
<tr>
<td>Z.1.3.2</td>
<td>Packaging awareness building training provided to suppliers and processors.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Organise a 5-day training workshop trainer, international/national packaging consultant from the region as facilitator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z.1.3.3</td>
<td>Build the capacity of ZABS to be able to develop standards for local packaging in Zambia.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Identify and select 20-25 SME participants, packaging converters, designers and other service providers.</td>
<td></td>
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</tr>
<tr>
<td>Z.1.3.4</td>
<td>Strengthen the laboratory capacity of ZABS to test packaging.</td>
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<tr>
<td></td>
<td>Prepare business case for the testing centre, purchase the equipment.</td>
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<tr>
<td>Z.1.3.5</td>
<td>Technical assistance to selected 5 SMEs to upgrade packaging.</td>
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<tr>
<td></td>
<td>Identify and select 5 SMEs from the honey sector for the advisory service.</td>
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<tr>
<td></td>
<td>Visit each enterprise and carry out a gap analysis of their packaging (as part of the branding and marketing intervention).</td>
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<tr>
<td></td>
<td>Provide technical support to address one of the key gaps for each SME (e.g. package and label design, sourcing).</td>
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<tr>
<td></td>
<td>Organise a follow up visit after 6 &amp; 9 months to evaluate impact of the intervention.</td>
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</table>

#### OUTPUT 1.4
**Regional business contacts and networks established/strengthened in the apiculture sector value chains & Market opportunities activated.**

**BUDGET:** US$ 84,200

<table>
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<tr>
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<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
<th>TIC TECHNICAL SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z.1.4.1</td>
<td>Organise regional trade missions, business meetings to exchange lessons, good practices and appropriate technologies.</td>
<td>ABF, ZHC</td>
<td>DBIS/TS</td>
</tr>
<tr>
<td></td>
<td>Selection of participating companies to exhibit and participate in Apimondia trade show and congress in Seoul September.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z.1.4.2</td>
<td>Buyer-seller meetings and trade fair participation for bee product exporters.</td>
<td>ABF, ZHC</td>
<td>DBIS/TS</td>
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<tr>
<td></td>
<td>Events and timing to be discussed and agreed with ZDA.</td>
<td></td>
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<tr>
<td>Z.1.4.3</td>
<td>Develop an annual regional business directory.</td>
<td>ABF, ZHC</td>
<td>DBIS/TS</td>
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<tr>
<td></td>
<td>Addressed under Activity 2.2.2.</td>
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</table>

#### OUTPUT 2.1
**Managerial and operational capacities of TPOs and selected sectoral TISs strengthened.**

**BUDGET:** US$ 39,000

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
</tr>
</thead>
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<tr>
<td>Z.2.1.1</td>
<td>Conduct an organisational assessment for the selected TISs in the apiculture sector.</td>
<td>ABF, ZHC</td>
</tr>
<tr>
<td>Z.2.1.2</td>
<td>Based on recommendations of assessment, conduct training and/or advisory services for selected TISs to strengthen their managerial and operational capacities.</td>
<td>ABF, ZHC</td>
</tr>
</tbody>
</table>

#### OUTPUT 2.2
**ZDA offers relevant trade intelligence to the apiculture sector (producers, processors, exporters).**

**BUDGET:** US$ 135,000

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z.2.2.1</td>
<td>Review the institutional landscape including foreign trade and investment officers based in embassies, make recommendations.</td>
<td>ZOA, DMD/TS</td>
</tr>
<tr>
<td>Z.2.2.2</td>
<td>Develop a monitoring cell on apiculture products anchored at ZDA, taking on using and maintaining the monitoring cell.</td>
<td>ZOA, DMD/TS</td>
</tr>
<tr>
<td></td>
<td>Create process to collect intelligence, development of competitive intelligence products and services (e.g.: exporter directory, buyers, bids and tenders, market reports etc.)</td>
<td></td>
</tr>
<tr>
<td>Z.2.2.3</td>
<td>Communication and promotion for the apicultural sector on the services of the monitoring cell established.</td>
<td>ZOA, DMD/TS</td>
</tr>
<tr>
<td></td>
<td>Develop and disseminate export business opportunities newsletter on apiculture sector.</td>
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<tr>
<td>Z.2.2.4</td>
<td>Development of trade information network.</td>
<td>ZOA, DMD/TS</td>
</tr>
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<td></td>
<td>Mobilise key partners on the development of a national level trade information network in Zambia.</td>
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<td></td>
<td>Develop operational modalities and guidelines for the trade information network.</td>
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</tbody>
</table>

#### OUTPUT 2.4
**National apex body and business associations enabled to advocate business interests and influence business and trade policies affecting regional trade.**

**BUDGET:** US$ 29,000

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TASK</th>
<th>LEAD INSTITUTIONS</th>
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</thead>
<tbody>
<tr>
<td>Z.2.4.1</td>
<td>Facilitate a multi-stakeholder dialogue on policy issues impacting the apiculture sector, for example the draft sectoral policy on beekeepers levy.</td>
<td>ZOA, ABF, ZHC</td>
</tr>
<tr>
<td>Z.2.4.2</td>
<td>Studies on policy issues affecting apiculture sector.</td>
<td>ZOA, ABF, ZHC</td>
</tr>
<tr>
<td></td>
<td>Validate report on service capacity and needs assessment.</td>
<td>ABF, ZHC</td>
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<td></td>
<td>Prepare business case for the testing centre, purchase the equipment.</td>
<td>ABF, ZHC</td>
</tr>
<tr>
<td></td>
<td>Identify and select 5 SMEs from the honey sector for the advisory service.</td>
<td>ABF, ZHC</td>
</tr>
<tr>
<td></td>
<td>Visit each enterprise and carry out a gap analysis of their packaging (as part of the branding and marketing intervention).</td>
<td>ABF, ZHC</td>
</tr>
<tr>
<td></td>
<td>Provide technical support to address one of the key gaps for each SME (e.g. package and label design, sourcing).</td>
<td>ABF, ZHC</td>
</tr>
<tr>
<td></td>
<td>Organise a follow up visit after 6 &amp; 9 months to evaluate impact of the intervention.</td>
<td>ABF, ZHC</td>
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### WORKPLAN SUMMARY - Coordination, Communication and Monitoring

#### Output: Coordination & Monitoring

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<tr>
<th>Activity</th>
<th>Responsibility</th>
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<th>Oct</th>
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<tbody>
<tr>
<td>ITC Progress Assessment /Coordination meetings</td>
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<tr>
<td>Quarterly progress updates</td>
<td>ZDA, SIDO, EPC &amp; HCD</td>
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<td>PSC meetings (local)</td>
<td>ZDA, SIDO, EPC &amp; HCD</td>
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#### Output: Visibility

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YEAR 2015