

# IAIP INVESTMENT PROMOTION AND MOBILIZATION STRATEGIES – BURE IAIP, AMHARA REGION

Phase 1 – final report

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**Report prepared by FDI Center for UNIDO**

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# LIST OF ABBREVIATIONS

Abbreviation	Meaning	Abbreviation	Meaning
AIIB	Amhara Industry and Investment Bureau	MoA	Ministry of Agriculture
ATA	Agricultural Transformation Agency	MoTI	Ministry of Trade and Industry
B2B	Business to Business	OIC	Oromia Investment Commission
CAGR	Compound Annual Growth Rate	OIPDC	Oromia Industrial Parks Development Corporation
EIC	Ethiopian Investment Commission	RIC	Regional Investment Commission
EMPIA	Ethiopian Milk Processor Industry Association	RIPDC	Regional Industrial Parks Development Corporation
ERCA	Ethiopian Revenue & Customs Authority	RTC	Rural Transformation Center
EU	European Union	SME	Small and Medium-sized Enterprises
FAO	Food and Agriculture Organization of the United Nations	SNNPR	Southern Nationals Nationalities and Peoples Region
FDI	Foreign Direct Investment	TBD	To be determined
FTE	Full-time Equivalent	UNIDO	United Nations Industrial Development Organization
GiZ	German Corporation for International Cooperation		
GoE	Government of Ethiopia		
IAIP	Integrated Agro-Industrial Park		
IFC	International Finance Corporation		
ILO	International Labour Organization		
IPA	Investment Promotion Agency		

# EXECUTIVE SUMMARY

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The United Nations Industrial Development Organization (UNIDO) engaged FDI Center to develop an Investment Promotion and Mobilization Strategy for three pilot-Integrated Agro-Industrial Parks (IAIPs) in Ethiopia. The selected parks are Yirgalem (Sidama – previously in Eastern SNNPR), Bulbula (Central Eastern Oromia), and Bure (Southwest Amhara).

This report is the final deliverable of phase 1 for the Bure IAIP and includes our assessments and recommendations on investor targeting, investment promotion and lead generation, and investment facilitation.

The assessment highlighted avocado oil production, coffee processing, and pineapple processing as the target groups with the highest potential at the moment to attract domestic and foreign investors to the Bure IAIP. A target group refers to a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. The selection of the previously mentioned target groups is the result of extended research conducted by FDI Center, which included several interviews with key stakeholders as well as depth research. It is important to note that targeting these three sectors does not mean that there is no potential to attract investments from other sectors. There are additional target groups with positive trends and may have the potential for attracting investment in the near future.

Given current feedstock supply opportunities, our assessment suggests that the Bure IAIP has the potential to attract two new dairy processing facility, two new livestock processing facilities, and three maize processing facilities. These investments would create sustainable opportunities for the community, generating new direct jobs and transferring knowledge to the region.

## Bure IAIP



Pictures taken from UNIDO (2021)

The potential to attract more investments can be higher, if investors engage in investments in their own farms or agricultural extension with farmers or if the local farmers and cooperatives will be able to increase the supply of raw materials in the future.

We recommend focusing the investment attraction efforts on the domestic market as well as the following countries for the international investment promotion and attraction efforts:

- Dairy processing: the US, Canada, Switzerland, Netherlands, France, and China.
- Livestock processing; the US, Brazil, India, China, and Australia.
- Production of maize consumer goods: the US, UK, and Brazil.

The Amhara Investment Commission is recommended to focus on promoting these opportunities to domestic investors in Ethiopia.

The action plans are intended to be practical and mix digital and in-person activities to position Ethiopia, and particularly the Bure IAIP, as an attractive and suitable location for potential investors.

We also provide key investment targeting techniques for the investment attraction teams at the EIC, RIPDC, and the RIC. These techniques focus mainly on a proactive and an effective investor targeting approach, which includes four steps / phases (i.e., identifying companies with the greatest potential for investment; qualifying companies by obtaining information related to the business and company's main strategic plans, including recent investments and key contacts; establishing the first contact to verify potential and generate interest; and finally a monitoring phase that enables further contact and provides value and builds a relationship).

The investment facilitation section provides information on the roles for each relevant institution (e.g., the EIC, RIPDC, RIC, among others) as well as information on the one-stop-shop (OSS), which should make administrative procedures easier for investors. We consider the RIPDC should coordinate and lead the OSS.

# 1. INTRODUCTION

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This report is the final deliverable of phase 1 in the project to assist the United Nations Industrial Development Organization (UNIDO) with the preparation of an Investment Promotion and Mobilization Strategy for three pilot-Integrated Agro-Industrial Parks (IAIPs) in Ethiopia. The selected parks are Yirgalem (Sidama – previously in Eastern SNNPR), Bulbula (Central Eastern Oromia), and Bure (Southwest Amhara).

This document follows an interim report submitted previously by FDI Center on March 3, 2021, which provided the initial outcomes of our research and suggested the key focus areas to analyze further for each park. The delay in obtaining feedback from each relevant stakeholder (i.e., EIC, RIPDC, and the RIC) caused a delay not anticipated in the project. However, on April 23, we received confirmation from UNIDO’s team to continue with the remaining steps of phase 1. This report has been discussed and endorsed by UNIDO and all relevant regional and national stakeholders during the virtual validation workshop “Pilot-IAIP investment promotion strategy validation workshop” held on July 15, 2021.

The Bure Integrated Agro-Industrial Park (IAIP) has a total area of 260 ha and has been officially inaugurated on February 7, 2021

Section 2 describes the methodology for identifying and analyzing the focus areas as well as the target groups and the action plan presented in this document. The approach for identifying and selecting target groups for investment promotion is taking the location strength, the international and domestic investment activities as well as the additional benefits for the region (e.g., linkages, technology transfer into account). The methodology for developing the action plans is based on the need to develop highly practical and actionable roadmaps for investment promotion. They are based on a mix of digital and in-person activities taking the capacity of both the Ethiopian Investment Commission (EIC) and the Amhara Industry and Investment Bureau (AIIB) into account.

Section 3 comprises five (5) subsections. It starts by describing in section 3.1 a long-list of focus areas identified and analyzed for the Bure IAIP and associated RTCs in the Amhara/SNNPR region. A focus area comprises commercial or industrial activities that can be grouped together based on shared characteristics, such as the use of similar inputs or raw materials. An evaluation of each focus area is presented in section 3.2. This assessment was conducted based on three key criteria:

- Location strength: does the IAIP provide specific advantages (e.g., local commodities or training programs) for a potential project in the focus area?
- Investment potential: are there domestic and FDI projects taking place in the focus area?
- Benefits for the region: to what extent would a new investment project in this focus area bring additional benefits (e.g., technology transfer, development of linkages) to the region?



Based on the evaluation, we provide in section 3.3 our recommendations of key focus areas with the highest potential to attract domestic and foreign investments to the Bure IAIP and associated RTCs. These focus areas are assessed further to obtain strategic target groups in section 3.4. Please note that a target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. These target groups will serve as the targeted audience for the action plans for implementing the proactive investment promotion strategy. Finally, section 3.5 describes key investment targeting techniques for the investment attraction teams at the EIC, RIPDC, and the RIC.

Section 4 focuses on investment promotion and lead generation. It provides a comprehensive action plan for each target group. The action plans are aimed to be as practical and actionable as possible. We were taking the capacity of the EIC and the AIIB into consideration when developing the action plans. The EIC and AIIB may want to implement the action plans entirely or just parts of the plans to complement their existing activities. This may also depend on the EIC and AIIB's financial capacity. Where possible we provided our estimates of the financial cost involved for each recommended activity.

Section 5 highlights crucial investment facilitation aspects to consider for attracting domestic and foreign investments to the parks. It provides detailed recommendations for handling and responding to investor enquires as well as organizing site visits.

Section 6 provides the conclusions of this phase.

The research and analysis for this report was conducted in April and May 2021. A list of all interviews and sources is provided in the annex.

Finally, we held virtually the “Pilot-IAIP investment promotion strategy validation workshop” with UNIDO and the relevant stakeholders on July 15. This two hour and a half workshop provided a space to present all the findings and recommendations of this report. This report reflects all the relevant comments and suggestions obtained during the workshop.

# 2. METHODOLOGY

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## Overview

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The following slides describe the methodology used for the phase 1 report. The methodology section is split into two main parts:

- Identifying focus areas and target groups: the target groups serve as the basis for overall investor targeting. This includes targeting source countries as well as specific companies. Further, the target group evaluations lead to the development of key-value positions for each target group of potential investors which serves as the basis of any branding activities.
- Developing action plans: the action plans provide a detailed roadmap for implementing the investment promotion and lead generation campaign. This includes domestic as well as international outreach campaigns in person and through digital platforms.

## Focus areas – Rationale

First, an extensive long-list of focus areas that constitute potential investment opportunities for the Yirgalem IAIP was collected. These opportunities have been gathered based on a detailed assessment of the region, which included:

- Existing reports provided by stakeholders.
- Interviews with organizations and stakeholders such as UNIDO, FAO, ILO, GiZ, Italian Agency for Development Cooperation, and the EU.
- Additional desk research by FDI Center’s team.

A “focus area” refers to specific business activities (i.e., a specific stage within a value chain) in the agro-industrial or support industry sector. These focus areas are either:

- Opportunities arising from the locally available commodities, or
- Support industries for the larger agro-industrial cluster.

The long-list of focus areas aims to capture the universe of relevant investment opportunities for this park. For identifying the most attractive focus areas for each park, we evaluate each focus area in order to arrive at a short-list of the most attractive ones. The rationale behind this is:

- Focus on opportunities with short-term investment potential. Not all the value chains are far enough developed to attract investments in the near future. We recommend focusing on specific opportunities that can yield projects soon.
- Actionable with the given capacity of the implementing agencies. Focusing on a limited number of focus areas will enable the implementing agencies to put their resources to best use and to implement the strategy in its entirety.
- Clear value propositions. Developing a focused short-list of focus areas will allow us to analyze the requirements of firms active in these focus areas in more detail and understand the degree to which the Bure IAIP meets these requirements. This will highlight the clear location strengths relevant to the firms active in these fields and provide relevant arguments for approaching potential investors.

Following approval of the selected short-list of focus areas by the relevant stakeholders, we will conduct a detailed analysis of each short-listed focus area and determine the respective target groups of potential investors in these focus areas to which the park should be proactively promoted.

## Focus areas – Evaluation and short-listing

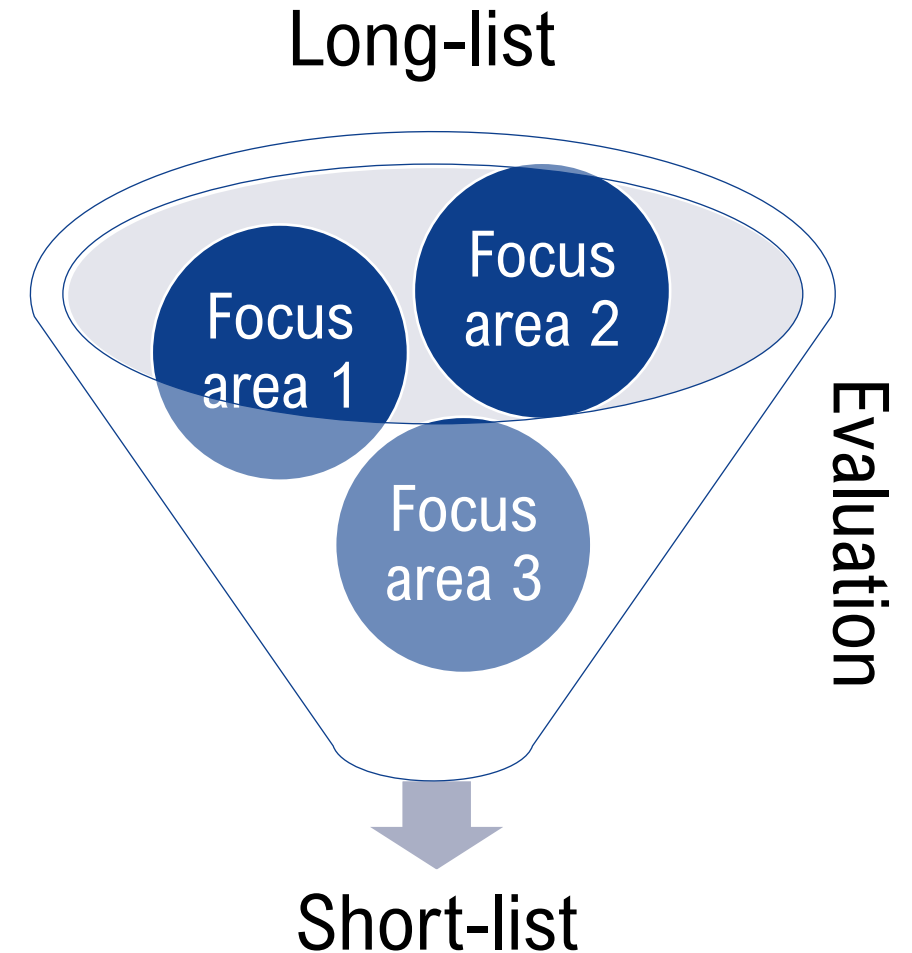
The focus areas in the long-list are evaluated along three dimensions:

- Location strength: does the IAIP provide specific advantages (e.g., local commodities or training programs) for a potential project in the focus area?
- Investment potential: are there domestic and FDI projects taking place in the focus area?
- Benefits for the region: to what extent would a new investment project in this focus area bring additional benefits (e.g., technology transfer, development of linkages) to the region?

Each focus area is scored along these three dimensions on a scale from one to five, being one the lowest possible ranking and five the highest ranking. It is important to highlight that these three variables are dynamic, which means that our assessment is based on the current situation that a potential investor will face as of February 2021, and it can change in the future. For instance, there are several interventions by the development sector taking place in the value chains in Ethiopia. This will influence the evaluation of the location strength and the benefits for the region over time. Some focus areas show the potential for significant improvement in certain scores in the near future – these are marked with a (+) behind the score.

Some of the focus areas show the same characteristics and have been bundled together for the general analysis and scoring.

In the detailed analysis of the short-listed focus areas, we might need to further bundle or unbundle focus areas depending on the outcomes of the research.



## Target groups – Evaluation

A total number of 18 focus areas were assessed to determine those with the greatest potential for attracting domestic and FDI to the Bure IAIP and the associated RTCs. The three focus areas that appear to have the greatest potential for investment attraction were selected for further analysis. These were (in no particular order):

- Dairy processing
- Livestock processing
- Production of maize consumer goods

These focus areas were evaluated further to identify specific target groups. A target group is defined as groups of companies that share similar characteristics with respect to their activities, operations, and investment potential. Our detailed assessment of each focus area allowed us to better understand the requirements of the companies and the fit to the Bure IAIP based on the following factors:

- *Characteristics of the target group* – how large is the target group? What types of companies dominate the group? Where are the key players based?
- *Growth trends and drivers* – how quickly is the target group growing? What are the key factors behind this growth?
- *Investment trends and drivers* – is growth translating into investment? What types of investments are companies making and where?
- *Requirements for an investment project* – what are the main operational and location requirements for new facilities in the target group?
- *Assessment of the region* – to what degree does the IAIP and surrounding area meet the requirements for a potential project?
- *Opportunities for investment attraction* – how many projects can the IAIP realistically expect to attract in each target group? What factors may influence the attraction of new investment projects?

## Action plan (1/2)

For each of the three target groups, we developed a systematic plan for identifying and approaching potential investors. The main objective of the plan is for the EIC, RIPDC, and RIC teams to establish contact with decision-makers of companies in the selected target groups. In addition to providing channels for contacting companies, the action plan should also enhance the visibility of Ethiopia and particularly of the IAIP as an attractive location for companies in each one of the target groups.

Based on our experience advising investment promotion agencies around the world, one or two years is a realistic and actionable timeframe for an action plan. If it is shorter there might be not enough preparation time for all activities, if it is longer the planned activities might no longer be in-line with recent activities and developments. Nonetheless, the implementing agencies may feel free to implement the proposed action only in parts, stretch it over a longer time period, or repeat certain activities in future years as they seem best fit for themselves. The action plans have been developed for a timeframe of one and a half years, starting in July 2021 until December 2022, and consist of the following components:

- **Preparatory work:** During the evaluation of the target groups, we identified key points that should be inspected before approaching potential investors. Addressing these points will enable each team to be better prepared for discussions with corporate decision-makers in the target groups.
- **Multipliers:** Multipliers can provide access to corporate decision-makers through their networks and help to raise awareness of Ethiopia as an attractive location for investment in the selected target groups. We have identified the most relevant organizations and individuals for each target group. It is important to determine why these multipliers would be interested in engaging with the EIC, the RIPDC, and the RIC. This includes learning about the investment opportunities in Ethiopia for their members or clients, or a more commercial interest, such as securing sponsorship for events or advertising in industry publications. In each case, it is essential to anticipate the potential interests of the multiplier and the degree to which the EIC and the regional institutions can provide value in return for the multiplier's support.
- **Direct contact:** The aim of direct contact is to schedule a call, video conference, or a personal meeting at an event with a decision-maker to speak about their company's expansion plans. The direct contacts should be based on a combination of e-mail, LinkedIn, and cold calling. An essential prerequisite to direct contact is the identification of target groups and decision makers. Although we have already highlighted the key players in each target group, it is still needed to identify companies that appear to have the greatest potential for investment as well as relevant decision makers in those companies.

## Action plan (2/2)

- **In-person events:** For 2022, we recommend attending some specialized events in certain target groups. This will facilitate meeting representatives of target companies in person. Attendance at an event can be combined with in-person meetings with interested target companies previously identified through digital and/or direct marketing channels. If traveling is allowed, then an investment mission in parallel to one of the main events should be considered.
- **Digital activities:** Due to the pandemic, we recommend focusing mainly on a digital strategy for the remaining of 2021. Digital activities such as podcasts, webinars, and social media platforms (e.g., LinkedIn and Twitter) can be used both for establishing contact with decision makers and for raising awareness of Ethiopia. Our action plans focus mainly on social media and webinars. Please note that digital promotion will require the development of specialized content (e.g., articles, videos, infographics) to provide the basis for interaction with each target group. It will also be necessary to monitor the engagement of users to get crucial insights into the location of viewers and the type of content that is driving the most interaction.
- **Online advertisements:** We do not consider specific online advertisement activities (e.g., e-mail marketing, search engine marketing, social media marketing). However, depending on the budget available, it could be considered to advertise to promote webinars or announce its participation in a specific event.

The action plan provides a practical approach for the EIC and the regional entities to engage with potential investors and raise awareness of Ethiopia as an investment location for companies in the selected target groups.

The overall action plan is shown on page 62 of the report. The team implementing this plan may decide to implement only specific parts of the plan or to change the timing of some of the activities, depending on available resources and other investment attraction activities that may have been already planned.



# 3. INVESTOR TARGETING

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## Overview

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In investment attraction, investor targeting refers to the proactive approach a region undertakes to attract new companies to their location.

Investor targeting is a key component for a successful investment attraction strategy, especially due to the strong competition worldwide. A targeting approach will allow the IAIP the development of particular sectors and create specialized supply chains that increase the potential for transferring knowledge and technologies.

Through this section, we analyze 18 focus areas to identify three with the highest potential for attracting domestic and foreign investments to the Bure IAIP. Once the three focus areas were selected, we conducted an in-depth research to understand better the requirements of the companies in each focus area, provide an analysis to the degree in which the IAIP could attract investment projects in this field, prioritize the source of countries for the investment attraction activities, and create an action plan that is practical and realistic for the upcoming months.

# 3. INVESTOR TARGETING

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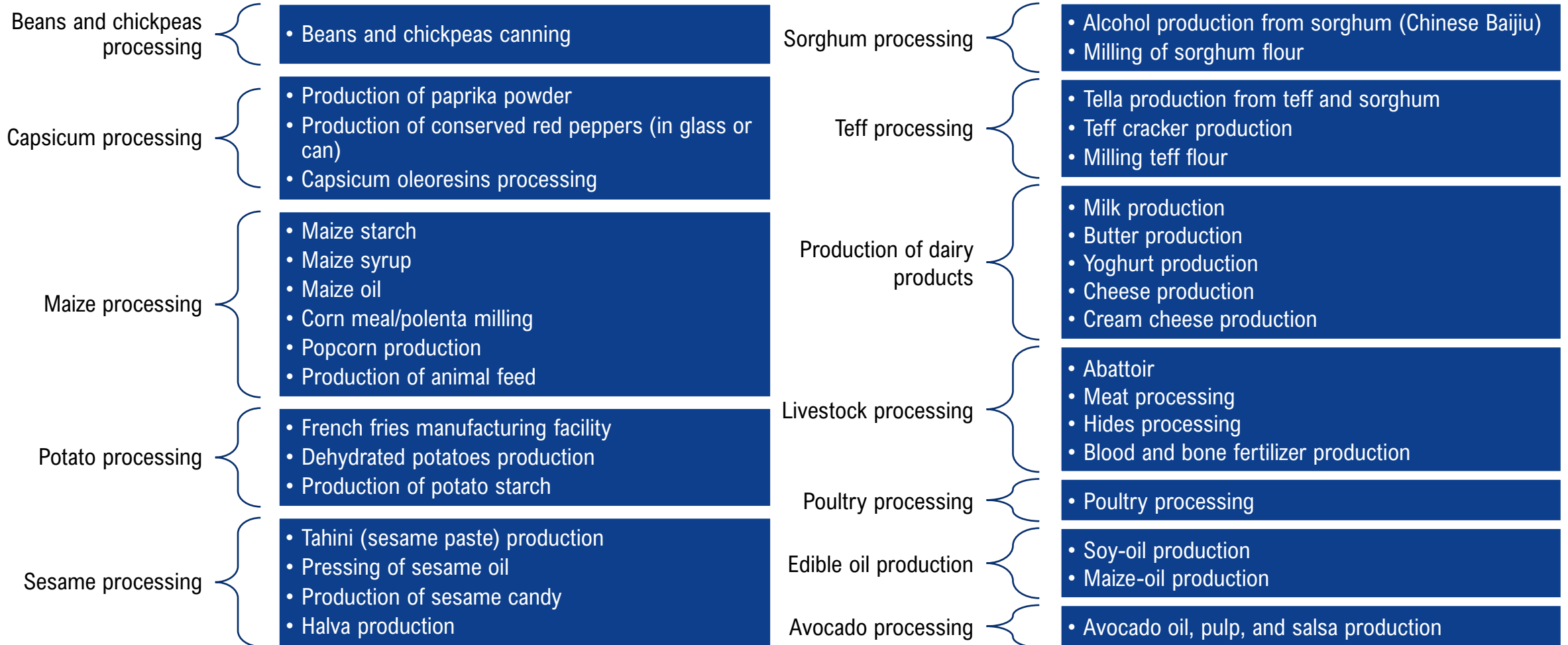
Long-list of focus areas

# LONG-LIST OF FOCUS AREAS

Bure IAIP in Amhara

We have identified the following long-list of focus areas (displayed in no particular order) with potential to attract domestic and foreign investment to the Bure IAIP.

## Based on local commodities:



### **Support industries:**

- Bio-energy production
- Packaging material production
- Organic fertilizer production
- Insecticides & herbicides production
- General logistics services
- Cold chain logistics

Even though, there may be other agricultural commodities available in the region (e.g., honey, barley, tomato), we have selected the focus areas that based on our research through interviews and extensive review of secondary data seem to have the best potential for attracting investments to the region.

# 3. INVESTOR TARGETING

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Evaluation of focus areas

# EVALUATION OF FOCUS AREAS

## Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Beans and chickpeas canning	3	4	2	<ul style="list-style-type: none"> <li>• Haricot, fava bean, chickpeas, and soybeans are available – but in smaller quantities than in other locations such as Bulbula (Oromia).</li> <li>• Opportunity for canning for sale to the domestic urban middle-class.</li> </ul>
Capsicum processing	2 (+)	3	2	<ul style="list-style-type: none"> <li>• Around 10,000 tonnes marketable surplus of red peppers in the Amhara region.</li> <li>• Preserving and processing into consumer end-products for domestic and export markets.</li> </ul>
Maize processing	4	4	3	<ul style="list-style-type: none"> <li>• Local commodity with the largest available surplus – in addition, yields have been constantly increasing over the last years.</li> <li>• Opportunity to produce consumer products as well as animal feed for the local market.</li> <li>• Sales opportunity for farmers and supply of animal feed for livestock producers.</li> </ul>
Potato processing	2	4	3	<ul style="list-style-type: none"> <li>• Around 150,000 tonnes of local marketable surplus – but other regions such as Bulbula (Oromia) offer more.</li> <li>• Processing into consumer products for the domestic market.</li> </ul>
Sesame processing	4	4	2	<ul style="list-style-type: none"> <li>• Around 28,000 tonnes local marketable surplus of sesame as identified by the feasibility study (a lot currently exported unrefined).</li> <li>• Opportunity for domestic or foreign investors to produce final consumer products before exporting.</li> </ul>
Sorghum processing	4	3	2	<ul style="list-style-type: none"> <li>• Approximately 19,000 tonnes of local marketable surplus (according to the feasibility study).</li> <li>• It is the third most important food crop and offers opportunities to process into consumer goods for the domestic and export markets.</li> </ul>

Scoring: 5 – best; 1 – worst., + - significant positive trend

# EVALUATION OF FOCUS AREAS

## Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Teff processing	5	4	3	<ul style="list-style-type: none"> <li>Ethiopia grows 90% of the world's teff – South West Amhara being a leading production zone in the country. Export ban has been lifted in 2015.</li> <li>Teff's favorable nutritional qualities (gluten-free, high-protein) positions it to become an export earner as a novelty food and/or to serve the growing domestic urban middle class.</li> <li>Opportunity for local farmers to modernize production and financially benefit from growing a cash crop.</li> </ul>
Dairy processing	3	3	4	<ul style="list-style-type: none"> <li>Despite the large livestock presence in the region, total milk production is minimal due to challenges such as inadequate animal feed and veterinary drug supply.</li> <li>Amhara Livestock Research and Development Promotion Agency and the National Veterinary Institute (NVI) can assist in ameliorating the problem.</li> <li>According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in dairy processing.</li> </ul>
Livestock processing	4	3	4	<ul style="list-style-type: none"> <li>The Amhara region has the largest cattle population (over 12 million) in Ethiopia and the second largest population of sheep (almost 9 million) and goats (over 6 million).</li> <li>There are several challenges in the value chain (e.g., adequate animal feed and veterinary drug supply) that need to be worked on for attracting more investors in this area.</li> <li>According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in meat processing.</li> </ul>
Poultry processing	3	2	3	<ul style="list-style-type: none"> <li>About 29% of the national poultry population is in Amhara, which represents approx. 14.6 million poultry population. However, there is a lack of animal feed (particularly concentrate feed), inadequate supply of drugs and shortage of vaccine and veterinary services and facilities, and lack of poultry equipment (e.g., waterier, feeder, brooder, incubator).</li> <li>According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in poultry processing.</li> </ul>

Scoring: 5 – best; 1 – worst., + - significant positive trend



# EVALUATION OF FOCUS AREAS

## Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Edible oil production	2	3	2	<ul style="list-style-type: none"> <li>• Opportunity to process local oil seeds including soybeans and maize into edible oil for the local consumer market.</li> <li>• Existing large-scale investor at the park currently running below capacity due to a shortage of feedstock (at full capacity could serve 60% of domestic demand).</li> <li>• Difficult for a new investor to secure sufficient feedstock.</li> </ul>
Avocado processing	2 (+)	4	4	<ul style="list-style-type: none"> <li>• Avocado supply is improving in Amhara; however, there are still other regions in Ethiopia with a better supply of avocados.</li> <li>• Interventions by US and Israeli development partners are leading to increasing harvested volumes of Hass variety avocados.</li> <li>• Growing world market for avocado products.</li> </ul>
Bio-energy production	3	4	4	<ul style="list-style-type: none"> <li>• Raw materials are available in the region, including agricultural crops such as maize, animal and plant wastes, and organic residential/ industrial waste.</li> <li>• Growing investment potential worldwide, including in Ethiopia where a plant opened operations in 2018 to turn waste into energy.</li> </ul>
Packaging material production	3	4	4	<ul style="list-style-type: none"> <li>• Local raw materials are available to produce bio-based packaging solutions (e.g., food waste, maize).</li> <li>• There is at least one company already established at the IAIP producing packaging material.</li> </ul>
Organic fertilizer production	3	4	3	<ul style="list-style-type: none"> <li>• Raw materials available (e.g., cattle and poultry manure and cereal production by-products) to produce organic fertilizers.</li> <li>• Opportunity to supply a growing local consumer market; however, the costs of accessing this product may be high compared to “self-made” organic fertilizer from sources such as manure or plant waste.</li> </ul>

Scoring: 5 – best; 1 – worst., + - significant positive trend

# EVALUATION OF FOCUS AREAS

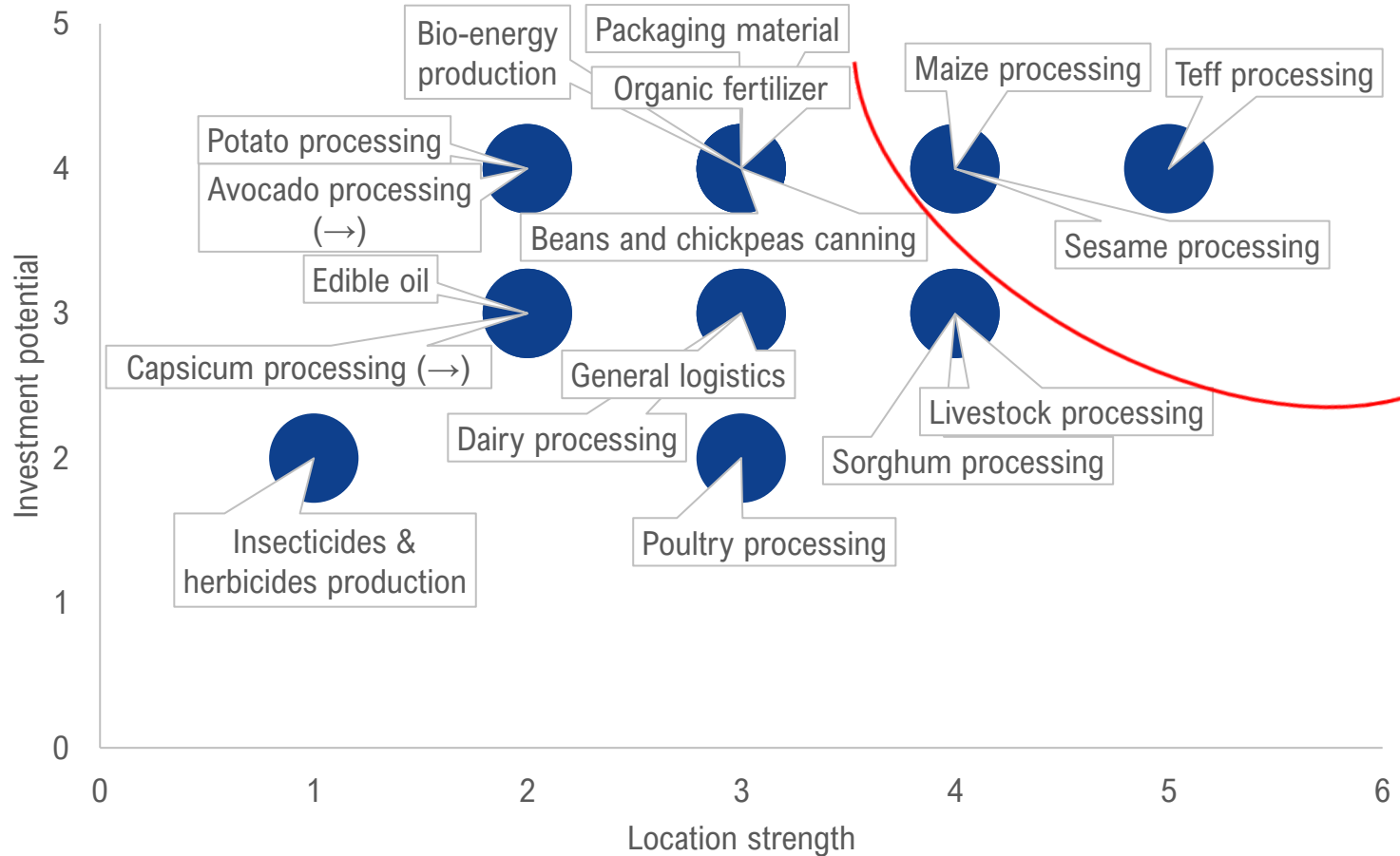
Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Insecticides & herbicides production	1	2	3	<ul style="list-style-type: none"> <li>• Despite a local need for these types of products, the production of insecticides and herbicides tends to be highly regulated because of environmental concerns.</li> <li>• Weak local chemical supply chain which is needed for feedstocks.</li> </ul>
General logistics services	3	3	3	<ul style="list-style-type: none"> <li>• New logistic needs arising for the transport of raw materials from RTCs to IAIPs and end-products to consumers.</li> <li>• The last reform of the investment law opened this area for private investors.</li> </ul>
Cold-chain logistics	2	3	3	<ul style="list-style-type: none"> <li>• The establishment of new projects will highly depend on local clients.</li> <li>• Some investment projects have been identified worldwide.</li> </ul>

Scoring: 5 – best; 1 – worst., + - significant positive trend

# EVALUATION OF FOCUS AREAS

Selection of short-list of focus areas for the Bure IAIP



## Comments

- We identified teff, maize, and sesame processing to have the highest investment attraction potential given the suitability of the location for these business activities.
- Teff processing stands out due to the world-wide leading raw material availability in Amhara and the strong potential demand in the world market for teff-based products.
- Maize processing has a high benefit for the region score as it can also supply the livestock industry with animal feed as a by-product.
- Sesame processing provides the opportunity to add local value locally to an already successful export product.
- This analysis is by no means complete and simply served as an input into the discussions with the regional stakeholders as described in the next section.

Scoring: 5 – best; 1 – worst, → -direction of major trend.

# 3. INVESTOR TARGETING

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Recommended focus areas

# RECOMMENDED FOCUS AREAS

## Short-list of focus areas for the Bure IAIP in Amhara

We used the analysis presented in the previous section and the preliminary short-list as basis for our discussion with the regional stakeholders. This analysis for the preliminary short-list took only two factors (i.e., location strength, investment potential) into account. Through the discussion with the regional stakeholders, we were able to also include other factors such as policy priorities and potential linkages.

Through our discussion with the stakeholders, we aligned on selecting the following final short-list of focus areas for the Bure IAIP.

- Dairy processing
- Livestock processing
- Production of maize consumer goods

There are other focus areas with positive trends and may have the potential for attracting investment in the near future. We recommend reevaluating these focus areas in two years and, if the positive developments persisted and the resources available allow it, consider adding them to the proactive investment promotion strategy for the IAIP. These focus areas are:

- Teff processing
- Sesame processing
- Sorghum processing

After discussing our suggestions in April 2021 with the RIPDC, the EIC, the MoA, and UNIDO's team, we proceeded with the detailed evaluation of these focus areas to identify the ideal target groups for the region.

A target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. We evaluated avocado processing, coffee processing, and pineapple processing to identify the main industry and market developments (e.g., key players, geographic concentration of companies, supply chain) and the specific operational requirements (e.g., workforce, utilities, and land requirements) needed for the establishment of a successful investment project.

Next sub-section presents the target group analysis.

# 3. INVESTOR TARGETING

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Target group analysis

# TARGET GROUP ANALYSIS

## Dairy processing

### 1. Definition of the target group



Companies processing raw milk into pasteurized milk and value added products such as butter, yoghurt, skim milk, cheese, and cream cheese.

#### Inside a production facility



#### Final products



Pictures taken from: Farm and Dairy (2018) / Dairy Reporter (2019).

### 2. Characteristics of the target group

#### Size of the target group

- Thousands of companies worldwide of which hundreds have the capacity to expand abroad.

#### Type of companies

- Large dedicated players and large manufacturing food and beverage companies.

#### Geography

- Large number of companies established in Switzerland, France, the US, and Canada. Additionally, there are large numbers SMEs in each region worldwide.

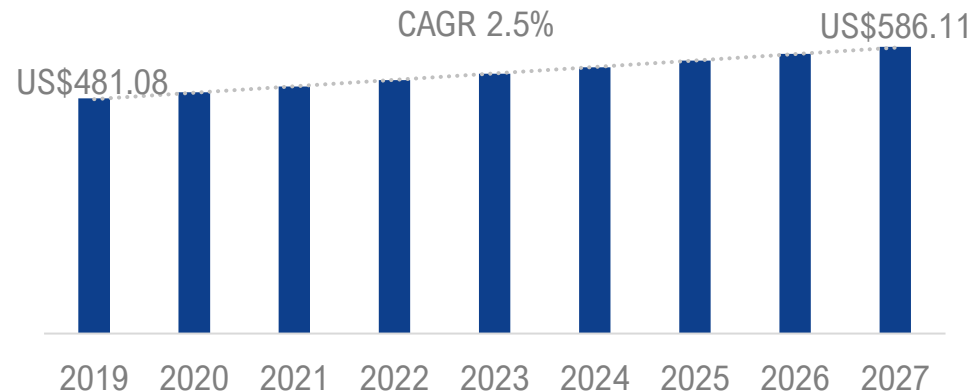
#### Leading companies worldwide

Company	Country	Type
<a href="#">Danone</a>	France	Large food and beverage company
<a href="#">Saputo</a>	Canada	Dedicated player
<a href="#">Nestlé</a>	Switzerland	Large food and beverage company
<a href="#">Schreiber Foods</a>	US	Dedicated player
<a href="#">Lactalis</a>	France	Dedicated player

### 3. Growth trends and drivers

- The dairy products market is expected to grow at a Compound Annual Growth Rate (CAGR) of 2.5% per year until 2027 (Grand View Research, 2021).
- A rising demand for milk and milk products due to rising urbanization, population, and better incomes.
- The milk sector accounts for the largest segment within this target group, followed by yogurt, and cheese.

Global dairy products market (US\$ bn)



Source: Grand View Research (2021).

### 4. Investment trends and drivers

#### Is there evidence of new investment projects?

Yes (see some examples below in the grey boxes).

#### What is driving new investment projects?

Access to market.

#### Where are investments going?

New investment projects have been identified worldwide.

#### Which mode of investment is preferred?

Greenfield and M&A.

Hilmar Cheese Company opens new cheese and whey production facility in the US

- Located in Kansas, the new facility is expected to be fully operational in 2024 and represents US\$460 million in capital investment and 247 new jobs.

Baladna sets up new factory for evaporated milk in Qatar.

- Baladna announced its plans to establish an evaporated milk processing factor.
- The company also announced the expansion of the current facilities for a new butter processing line.

TRIOMF East Africa to establish a powder milk processing plant

- With a total investment of US\$38 million, TRIOMF East Africa (a joint venture between South African and Rwandan investors in collaboration with dairy farmers in Gicumbi District, Northern Province of Rwanda) set up a new factory with an installed capacity to process 252,000 litres per day.



### 5. Requirements for a potential project

Criteria	Requirements	Comments
Access to market	Growing or unmet customer demand	<ul style="list-style-type: none"> <li>• Access to market is one of the main drivers leading investments in the dairy processing sector.</li> <li>• Most of the recent example projects were driven by the rationale to provide local consumers with dairy products.</li> </ul>
Feedstock	75-300 million liters p.a.	<ul style="list-style-type: none"> <li>• Typical facilities in Africa (such as the example project in Rwanda) use around 75 million liters of fresh milk a year.</li> <li>• Larger international facilities can use 300 million liters (e.g., Fonerra-Nestle Joint venture in Brazil) or even more per year.</li> </ul>
Site	At least 2 ha	<ul style="list-style-type: none"> <li>• A dairy processing facility requires at least two (2) ha.</li> </ul>
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> <li>• A facility requires standard industrial utilities such as water and electricity</li> </ul>
Workforce	100-300 FTE	<ul style="list-style-type: none"> <li>• A typical mid-sized facility employs around 100 workers.</li> <li>• Larger facilities employ go up to 300 workers.</li> </ul>
Logistics	Cold storage & cold chain	<ul style="list-style-type: none"> <li>• Fresh milk as well as many dairy products are easily perishable and require cold storage and cold chain logistics.</li> </ul>
Others	<ul style="list-style-type: none"> <li>• Packaging</li> <li>• Animal feed</li> <li>• Veterinary drugs</li> <li>• Insemination services</li> </ul>	<ul style="list-style-type: none"> <li>• Packing material is required for the final products.</li> <li>• The other services are mostly relevant for integrated companies, who will operate their own dairy farm in addition to the processing facility.</li> </ul>

### 6. Assessment of the Bure IAIP and associated RTCs

Criteria	Assessment
Access to market	<ul style="list-style-type: none"> <li>According to the feasibility study a significant percentage of milk is consumed at household level while the rest is processed into cheese and butter – this indicates a habit of consuming dairy products in the region that can serve as consumer demand for an investor.</li> <li>Processors usually distribute their final products to retailers, but they also sell to distributors and to consumers, including hospitals, universities, and large companies.</li> </ul>
Feedstock	<ul style="list-style-type: none"> <li>The ACPZ provides a net marketable surplus of 218,000 tonnes of milk per year which would be sufficient for one dairy processing facility.</li> <li>An investor will need to source fresh milk through the cooperatives: In Ethiopia, traditional smallholder producers provide over 90% of the total milk production in the country. Smallholders sell the raw milk to cooperatives, which either distribute to individual consumers or sell the raw milk to commercial processors.</li> <li>The feedstock supply could be further increased by engaging in agricultural extension to increase milk yields per cow. Alternatively, an investor might decide to invest in its own dairy farm to guarantee a steady supply of fresh milk.</li> </ul>
Site	<ul style="list-style-type: none"> <li>With over 260 ha of land available for processing activities (of which, according to the master plan, at least 4.5 ha are planned for dairy processing activities), the Bure IAIP has sufficient space for attracting multiple dairy processing facilities.</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>According to the master plan, the IAIP can provide all the required standard industrial utilities for a project in this target group.</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>According to the last available census from 2005, Bure has a population of over 45,000 people. This talent pool should be sufficient for the workforce needs of dairy processing facilities.</li> </ul>
Others	<ul style="list-style-type: none"> <li>In Ethiopia, the Ministry of Agriculture plays an important role in the distribution of input supplies for the dairy processing industry (i.e., animal feed, veterinary drugs, and health services such as artificial insemination). Also, private dairy farmers also supply dairy farm inputs to smallholder producers in the Central-East Oromia region.</li> <li>Animal feed is limited in the region, which may represent a constraint for the value chain.</li> </ul>

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

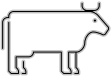
### **7. Opportunities for the Bure IAIP and associated RTCs**

- The Bure IAIP has the potential to attract one or two dairy processing facilities within the next two years.
- The current supply is sufficient for one dairy processing facility. However, as the supply of milk has the potential to increase in the near future, more dairy processors could locate in the IAIP.
- The largely unmet but growing domestic market for dairy products provides an attractive business opportunity.
- Each investment would create between 100 and 300 jobs and generate a two to three-digit million US\$ CAPEX.
- Key target countries for the investment promotion activities for this target group are the US, Canada, Switzerland, Netherlands, France, and China.

# TARGET GROUP ANALYSIS

## Livestock processing

### 1. Definition of the target group

 This target group consists of companies which slaughter livestock and process and package the meat. Due to extensive vertical integration the majority of meat processing companies are integrated abattoir operators and processors.

#### Inside an abattoir



#### Final products



### 2. Characteristics of the target group

#### Size of the target group

Thousands of large dedicated players

#### Type of companies

In developed countries large meat processors have market majority. They oversee all slaughtering, processing, packaging, and branding in house. Products are sold directly (Tyson Foods Inc.) through a branded subsidiary (e.g. Blue Ribbon under JBS).

#### Geography

Abattoirs are concentrated in China, Brazil, the United States. Brazil processes the most cow meat while China leads in chicken, pork, and sheep.

#### Leading companies

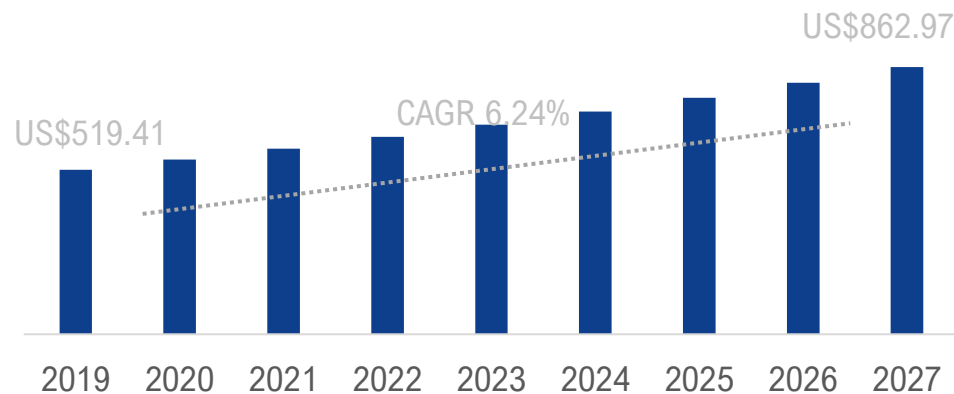
Company	Country	Type
JBS S.A.	Brazil	Meat Processor
Tyson Foods Inc.	US	Meat Processor and Marketer
BRF S.A.	Brazil	Food Processor
WH Group	China	Meat Processor
Teys Australia	Australia	Meat Processor
Cargill Inc.	US	Food Processor

Source: The Guardian and Euromeat news article and Foodgitty packaing

### 3. Growth trends and drivers

- The global processed meat market size is anticipated to reach US\$862.97 billion by 2027. The size was US\$519.41 billion in 2019 and is also likely to display a decent CAGR of 6.24% during the forecast period. In global comparison, most revenue is generated in the United States (Fortune Business Insights, 2020).
- Due to urbanization and per-capita income growth in Ethiopia, the aggregate consumption of all livestock products will more than double, and about triple for beef, poultry, eggs, and pork between 2012 and 2050.

**Global Processed Meat Market (US\$ bn)**



Source: Fortune Business Insights (2020).

### 4. Investment trends and drivers

#### Is there evidence of new investment projects?

Yes. See some examples below in the grey boxes.

#### What is driving new investment projects?

Establishing closer to where animals are raised for higher transport efficiencies and animal welfare benefits.

#### Where are investments going?

The US, Australia, and China.

#### Which mode of investment is preferred?

Greenfield and expansions

#### Meat processor to expand in Cody (US) (2020)

- New 1,200 m<sup>2</sup> expansion, which will be able to process about 75 heads per day.
- Received a US\$2.2 million grant from the U.S. Economic Development Administration.
- Projected 50 new jobs with an average wage of US\$18 per hour.

#### Massive expansion in the works for Tatura meatworks (Australia, 2021)

- Approximately a US\$30 million investment.
- Adding 100 new employees – finding manpower is the biggest challenge.
- Doubling in size; adding storage (additional freezer space for up to 2,000 lambs).
- Construction on 4 ha site with a new 30-meter-high building.
- Focus on diversity – new plant can process a greater variety of animals.

### 5. Requirements for a potential project

Criteria	Requirements	Comments
Feedstock	50 to 2,000 heads per day	<ul style="list-style-type: none"> <li>Smaller-scale abattoir projects to operate at a capacity of 50+ head per day.</li> <li>Medium to large scale abattoir projects operate at a capacity of 500 to 2,000 head per day.</li> </ul>
Site	3-5 ha	<ul style="list-style-type: none"> <li>A minimum building size of 1,800 m<sup>2</sup> is required for a small abattoir.</li> <li>Medium to large projects are built on 3-5 ha of land.</li> <li>Chiller and freezer capacity to provide flexibility for available livestock supply.</li> <li>Lairage areas sized to hold the expected daily kill: cattle require 1.7m<sup>2</sup>/head, pigs/sheep require 0.35m<sup>2</sup>/head, and goats require 0.25m<sup>2</sup>/head.</li> <li>A pre-requisite a new abattoir needs to succeed is sound port access.</li> </ul>
Utilities	Standard industrial utilities (substantial water supply)	<ul style="list-style-type: none"> <li>An adequate water supply is essential. While mains water is to be preferred, well or bore water will also be suitable provided the water meets drinking water standards.</li> <li>Quantities of 1,000 liters per large animal 100 liters per small ruminant 450 liters per pig are desirable.</li> <li>Sufficient space available to bury inedible wastes and condemned animals and provide for compost stacks and hide drying frames.</li> <li>Connection to a public electricity supply is desirable especially for chilling of carcasses. Electricity is also required for on-site water pumping.</li> </ul>
Human Capital	Between 40 to 200 FTE	<ul style="list-style-type: none"> <li>Workforce need is dependent on the size of the facility.</li> <li>Mostly manual workers slaughtering, bleeding, deboning, and evisceration, of animals. Depending on company work includes cutting, flavoring, packaging and labeling of meats.</li> <li>The majority of projects looking for employees with past meat processing experience, as well as a fraction of employees with mechanical or technical background to repair machinery.</li> </ul>
Logistics	Cold chain logistics	<ul style="list-style-type: none"> <li>Cold chain logistics is needed for sending the final products to domestic centers of consumption as well as to export markets</li> </ul>
Other	Halal Certification	<ul style="list-style-type: none"> <li>Since the main export market for Ethiopian meat is the Middle East, products must be certified by the independent Islamic Affairs Council.</li> <li>Abattoir operations must be monitored to ensure that the animals are slaughtered according to the proper Islamic killing procedures.</li> </ul>

### 6. Assessment of the Bure IAIP and associated RTCs

Criteria	Assessment
Feedstock	<ul style="list-style-type: none"> <li>Ethiopia is considered to have the largest livestock population among African countries.</li> <li>The Amhara region has the largest livestock population in Ethiopia with 12,748,000 cattle; 8,987,000 sheep, and 6,022,000 goats in 2014 (most recent information available).</li> <li>Chicken production is also an important economic activity of small holders in the Amhara region - where the total poultry population is 14,610,770. In 2013, the region produced 1,622.9 tonnes of chicken meat from 1.8 million chickens. <span style="float: right;">★</span></li> <li>The surplus chicken meat produced is projected to be 507,000 tonnes in 2028, a surplus of 453%. Goat meat is projected to have a surplus of 35,000 tonnes (19%), and mutton a surplus of 33, tonnes (18%) by 2028.</li> <li>Given that the Bure IAIP adjusts regulations to allow abattoirs within the park, livestock would be the main feedstock. Otherwise, the raw materials would be carcasses, not livestock, which will create a need for the establishment of abattoirs outside of the IAIP before meat processors can be attracted to the IAIP. Currently, according to Mahindra Consulting Engineers (2018) there is only one abattoir in the Amhara region.</li> </ul>
Site	<ul style="list-style-type: none"> <li>With over 260 ha available at the Bure IAIP and over 15 ha earmarked for meat processing, the park offers plenty of land and adequate infrastructure for establishing several abattoirs and meat processing facilities.</li> <li>According to the masterplan by Mahindra, only meat processing will be allowed in the IAIP due the environmental concerns. This means companies will need to establish separate abattoirs outside the IAIP and locate only the processing facility within the IAIP.</li> <li>If there are other ways to mitigate the environmental concerns, we suggest adjusting these regulations to allow abattoir operation within the IAIP as operating two separate facilities would amount to higher costs for investors.</li> </ul>

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria



### 6. Assessment of the Bure IAIP and associated RTCs (continued)

Criteria	Assessment
Utilities	<ul style="list-style-type: none"> <li>• According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project.</li> <li>• The electricity supply to IAIP is aimed to meet the estimated 449.016 MVA power demand from the Bure substation connected to the national grid. In the interview with the Bure IAIP, it was stated that they are still waiting for the construction of the power plant.</li> </ul>
Human Capital	<ul style="list-style-type: none"> <li>• According to the last census (2005) Bure town had a population of 47,000.</li> <li>• The technical positions should be able to be filled from the region. Finding the necessary workers with experience in the meat processing industry may be challenging.</li> <li>• Training opportunities to the local communities are one of the key aspects of the IAIP and the associated RTCs. A training center aims to enhance the knowledge, skills, and abilities so that people can improve their living standards.</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>• Projects aiming to export their products can use the port of Djibouti which is connected to Amhara by highway and rail (starting from Addis Ababa).</li> <li>• Further cold chain capacity might need to be developed to facilitate large scale meat transports.</li> </ul>
Other	<ul style="list-style-type: none"> <li>• There are domestic associations like the Ethiopian Meat Producer Exporters Association (EMPEA) which monitors abattoir operations ensuring proper Islamic killing procedures are followed.</li> <li>• EMPEA is also working to increase the number of HACCP and ISO certifications for Ethiopian abattoirs.</li> </ul>

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria



### 7. Opportunities for the Bure IAIP and the associated RTCs

- Attracting meat processors to Bure IAIP is dependent on the restriction of abattoirs within the park, as most meat processors slaughter, cut, and package all in house. Although there are dedicated meat processors, they are small and shrinking in number as vertical integration increases.
- Based on our assessment, and allowance of abattoirs into the park, the Bure IAIP can attract up to two medium sized abattoirs/processors within a two-year period. This is based on Ethiopia's current lead among African countries for livestock population, as well as growth potential.
- If abattoirs are restricted from entering the IAIP, we recommend focusing solely on meat processing within the IAIP and sourcing from the region. Within the Amhara region, there is a limited number of existing abattoirs therefore it is imperative to develop further abattoirs outside the IAIP to supply their processing facility within the IAIP.
- Each abattoir/processing plant project would translate to at least a million US-dollar investment, with a lot of potential to exceed these numbers based on the scope of the project. Additionally, projects are expected to create anywhere from 25 to 100 jobs to the area.
- Considering that the surplus of poultry is projected to outweigh the surplus of other meat, this should be a focus area for attraction.
- To maximize profits, abattoirs and processors must ensure to follow Halal procedures, as the Middle East is the major importer of Ethiopian meat.

# TARGET GROUP ANALYSIS

## Production of maize consumer goods

### 1. Definition of the target group

This target group is comprised of companies that process maize into consumer products. There are two main processes used by these companies: wet-milling to produce starches, sweeteners, gluten meal, protein, and corn oil; and dry-milling to produce corn grits, cornmeal/polenta, and corn flour. The major companies operate both wet- and dry-milling processes. This target group does not include companies producing ethanol or animal feed from maize.

**Corn sorting**



**Corn wet-mill**



**Corn Starch**



**Tortillas**



**Popcorn**



Sources: Bühler Group websites and Russia Business Today news.

### 2. Characteristics of the target group

#### Size of the target group

- Over 1,000 of medium sized firms - relatively small number of large conglomerates.

#### Type of companies

- Large multinational food processors as well as conglomerates, which often also operate in fuel, animal feed, and industrial ingredients markets.
- Medium-sized firms are often horizontally integrated (i.e., also milling wheat and soybeans).

#### Geography

- The top multinationals are centered around the US and Europe. There are medium sized firms in Latin America. Currently, there is expansion into developing countries as their consumer preferences change.

#### Leading companies

Company	Country	Type
Cargill Inc,	US	Food Processor
Ingredion	US	Ingredient Provider
Archer Daniels Midland	US	Food, biofuels, and industrial ingredients processor
Tate & Lyle	UK	Food and Industrial Ingredients Processor
Associated British Foods	UK	Food Processor & Retailer

### 3. Growth trends and drivers

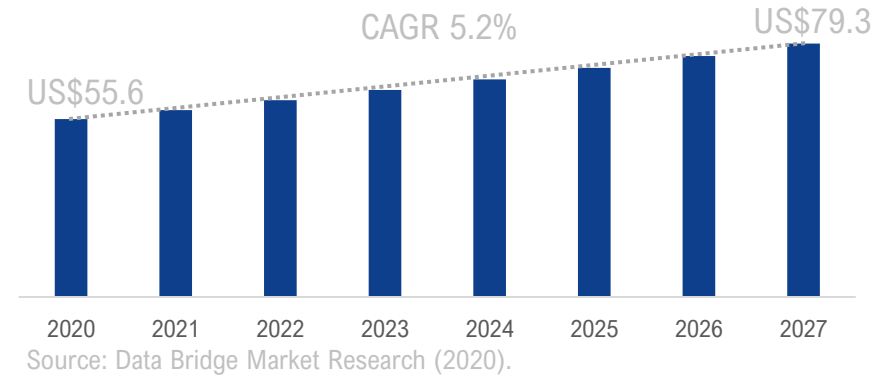
#### Growth trend:

- The global dry milling market for maize is projected to grow at a CAGR of 5.5% and be valued at US\$88.6 million by 2022. The largest segment of the valuation is ethanol production (not a part of the target group). However, the food application market is projected to have the highest CAGR (Research and Markets, 2017).
- Maize wet-milling market is expected to reach US\$79.3 billion by 2027 growing at a growth rate of 5.20% in the forecast period 2020 to 2027 (Data Bridge Market Research, 2020).

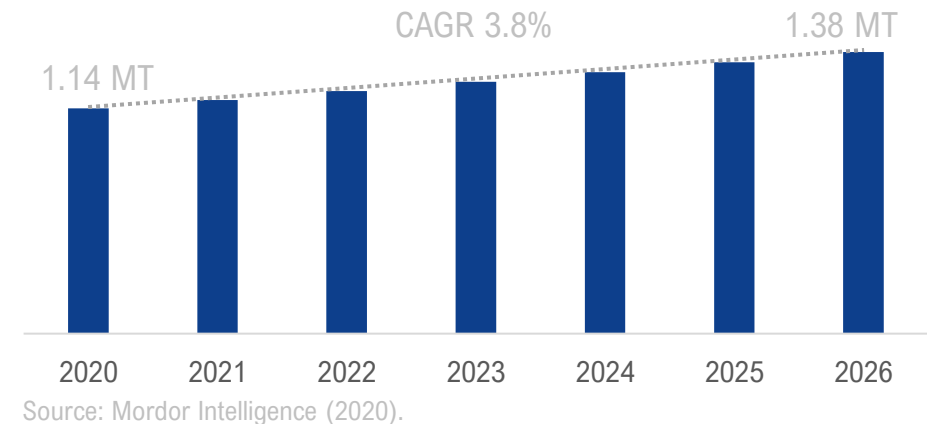
#### Main drivers:

- The growing application of maize dry-milled products in snack foods, breakfast cereals, and bakery products. Corn flour, mainly masa flour, is used in the manufacturing of snack foods such as tortilla chips, taco shells, and tortilla bread (Research and Markets, 2017).
- A key driver for wet-milled expansion is the rapidly increasing demand for high fructose corn syrup in processed beverages and foods.
- In Ethiopia, corn alone constitutes more than 60% of the caloric intake of a typical household. The per capita consumption is above 60 kg per year, and given current trends in income growth, the projected growth in demand for maize for consumption is 4.3%.

### Corn Wet-Milling Market (US\$ bn)



### Global Maize Market (billion metric ton)



### 4. Investment trends and drivers

#### Is there evidence of new investment projects?

Yes. See some examples in the grey boxes.

#### What is driving new investment projects?

Proximity to growing consumer demand for corn-based products e.g., sweeteners and starches.

#### Where are investments going?

United States, Indonesia, India, Saudi Arabia, Germany, and Japan.

#### Which mode of investment is preferred?

Greenfield and expansion.

#### Cargill invests US\$100 million in facility in Pandaan, Indonesia (2021)

- US\$100 million in its sweetener plant in Pandaan to build a corn wet mill.
- To better serve the growing customer demand for corn-based starches & sweeteners.
- Cargill employs 20,000 people at 60 locations across Indonesia.

#### General Advanced Foods to Lubbock community (2020)

- Expanding into a new corn milling plant with total capital investment of US\$87.1 million.
- Creating of 125 new jobs with an average salary of US\$31,200.

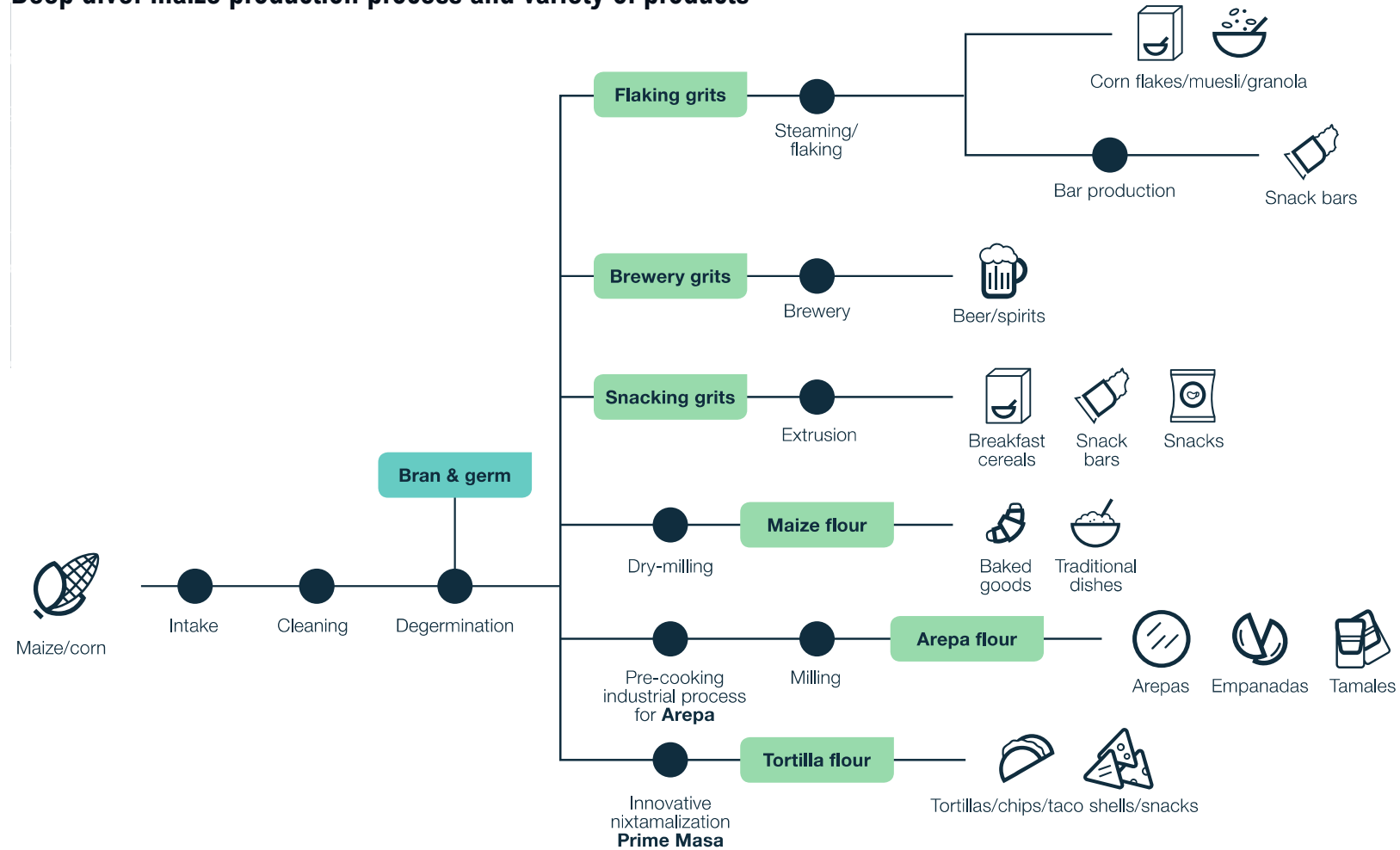
#### Al-Hazaa adds maize milling to portfolio (2019)

- The 200-tonne-per-day mill produces maize grits, corn flour, and corn germ.
- The US\$14 million greenfield project includes a multi-story mill, storage silos and related outbuildings.

# TARGET GROUP ANALYSIS

## Production of maize consumer goods

### Deep dive: maize production process and variety of products



Source: Bühler Group. State-of-the-art process technology for corn/maize.

### 5. Requirements for a potential project

Criteria	Requirements	Comments
Raw Material	At least 3,500 tonnes of maize p.a.	<ul style="list-style-type: none"> <li>The minimum industrial mill size for maize (one milling line) has a capacity of 10-20 tonnes-per-day (3,500 to 7,000 tonnes per year).</li> <li>Medium scale mills have a milling capacity between 50 and 100 tonnes-per-day (17,500 to 35,000 tonnes per year).</li> <li>Large-scale projects could exceed 200 tonne-per-day or 35,000 tonnes-per-year.</li> <li>This example is based on projects in Kenya, which should be representative for the kind of projects that Bure could attract. For comparison, an average US corn wet-milling plant produces 2,800 tonnes-per-day.</li> </ul>
Site	At least 5,000 m <sup>2</sup>	<ul style="list-style-type: none"> <li>A typical facility requires at least 1 ha of land. However, for small projects can start at 5,000 m<sup>2</sup></li> <li>A building must be several stories tall for milling machinery to fit.</li> <li>Space for storage silos for housing of several thousand tonnes of raw material. Silos must be equipped with the appropriate ventilation systems.</li> </ul>
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> <li>A facility requires standard industrial utilities including electricity and water.</li> <li>Corn wet-milling is an energy intensive process as for many of the products, dewatering, evaporating and drying are required.</li> <li>The approximate energy needed for a 200 tonne-per-day plant is above 20,000kWh per day.</li> </ul>
Workforce	At least 25 to 50 FTE	<ul style="list-style-type: none"> <li>The employees in the maize milling industries comprised both skilled and unskilled labor.</li> <li>Skilled labour is limited to certain aspects of the milling process including miller operation, quality control, and administration.</li> <li>Based on data from Kenya, Most of the mills (71%) had less than 20% skilled labor and most of the skilled labor was found in large-scale industries.</li> <li>Abilities for skilled workforce include electrical knowledge and mechanical equipment maintenance experience. Employees should be able to disassemble/reassemble the equipment for cleaning and maintenance purposes as well as troubleshoot faulty machinery (to limited capacity).</li> <li>Unskilled workers are expected to be able to lift heavy weights.</li> </ul>

## 6. Assessment of the Bure IAIP and the associated RTCs

Criteria	Assessment
	<p><b>Amhara region</b></p> <ul style="list-style-type: none"> <li>The total net marketable surplus in the ACPZ is 198,787.4 tonnes of maize.</li> <li>There were 513,367.36 ha of land used for growing maize in the Amhara region in 2014/25. This area was split among 2,671,519 holders.</li> <li>Production was 1,837,501 tonnes in 2014/2015 (most recent data available).</li> </ul>
Raw Materials	<p><b>Ethiopia</b> (if production expands beyond the Amhara Region’s capacity for raw materials) <span style="float: right;">★</span></p> <ul style="list-style-type: none"> <li>Among African Countries, Ethiopia ranks third in maize production. Maize growing areas and yields in Ethiopia have doubled since the early 1990s, with yields reaching more than 3.5 tonnes per ha, significantly higher than the East Africa average.</li> <li>Smallholder farmers produce over 95% of total corn and the remaining from commercial farms.</li> <li>Ethiopia’s wheat and corn production are expected to soar, according to an April 1, 2020, the Global Agricultural Information Network report from the US Department of Agriculture (USDA).</li> </ul>
Site	<ul style="list-style-type: none"> <li>With over 260 ha available at the Bure IAIP and 12ha of these earmarked for cereal processing, the park offers plenty of land and adequate infrastructure for establishing several corn milling facilities. <span style="float: right;">✓</span></li> </ul>

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

## 6. Assessment of the Bure IAIP and the associated RTCs (continued)

Criteria	Assessment
Utilities	<ul style="list-style-type: none"> <li>• According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project.</li> <li>• The electricity supply to the IAIP is aimed to meet the estimated 449.016 MVA (equal to 400,000+ kWh based on power factor 0.9) power demand from the Bure substation connected to the national grid. In the interview with the Bure IAIP, it was stated that they are still waiting for the construction of the power plant. ✓</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• According to the last census (2005) Bure town had a population of 47,000.</li> <li>• The skilled and unskilled positions should be able to be filled from the region.</li> <li>• Training opportunities to the local communities are one of the key aspects of the IAIP and the associated RTCs. A training center aims to enhance the knowledge, skills, and abilities of local workers. ✓</li> </ul>

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria



### **7. Opportunities for the Bure IAIP**

- Taking into consideration the surplus of the region, we consider that the Bure IAIP can attract at least three maize processing facilities in the next two years.
- As farmland for maize is divided amongst many farmers, it is imperative to engage local farmers about working with the IAIP for reliable raw materials for potential projects.
- Each project would translate into 15 to 100 new direct jobs and involve a seven-digit-US\$ investment.
- As major companies are seeking to reach developing consumer markets for glucose sweeteners and starch heavy foods, it is a good time to start seeking out investment promotion from large international firms.

# 3. INVESTOR TARGETING

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Investor targeting techniques

## Successful methods and key success factors

The target groups selected provide a clearly defined group of potential investors that each IAIP can attract. We consider that these target groups reflect the location's real competitive advantages and provide a specialized focus to the investment attraction activities of the RIPDC and the EIC, enabling a more effective use of resources and facilitating the initial contact and ongoing discussions with potential investors. Additionally, this targeted approach provides credibility and allows differentiation among regions, which increases the probability of conducting sustainable and successful investment promotion and attraction activities.

A successful proactive investment attraction is not possible with a large number of companies. Therefore, developing investor targeting techniques provide key benefits, including a more effective use of time, getting to relevant companies before competitors, pre-matching between company needs and location advantages, and in general a higher likelihood of success. It is important to keep in mind that targets are identified through research, either outsourced to specialists or systematic in-house and ongoing research within the EIC and RIPDC.

A proactive and an effective investor targeting approach includes four steps:

### 1. Identify

- Identify companies with the greatest potential for investment.

### 2. Qualify

- Obtain information related to the business and company's main strategic plans, including recent investments. Additionally, identify key contacts.

### 3. Approach

- Establish first contact to verify potential and generate interest.

### 4. Monitor

- Enable further contact and provide value and build relationship.

## Identify: How to identify target companies

A target company has a clear business reason for establishing a new facility and investing in a certain geographic area. There are two types of target companies:

### Strategic targets

This type of target refers to selected (“must-have”) companies that the region wants to attract, regardless of whether they currently have investment plans or not. Some key criteria for selecting strategic targets include:

- Part of a defined target group
- Industry and technology leaders
- Potential impact on location’s image
- Fit with overall development strategy
- Address identified gaps or opportunities

### Speculative target

This type of target includes companies that appear to have potential for investment, based on research of recent company developments. A “speculative” target company may have a business reason for being interested in Ethiopia and meets some basic criteria such as:

- Size & Growth
- International orientation
- Recent investment projects
- Financial resources
- Restructuring
- New contract, client or partnership
- Supply chain linkages to the region
- Management connection
- Industry developments
- Stated objectives

Based on our experience working with IPA and SEZ around the globe, we consider it is important that the EIC and RIC targets both types of companies. As a starting point, it is important to define the strategic targets and focus 80% on attracting this type of companies. The remaining 20% would focus on speculative targets, which could strength the supply chain of certain industries.

## Identify: How to identify target companies

### Sources to identify companies

- Specific business associations and networks (see examples on section 4).
- Rankings and sector-specific studies.
- Trade shows, conferences, and summits (see examples on section 4).
- Specialized websites and portals (e.g., African Agribusiness: [www.africanagribusiness.com](http://www.africanagribusiness.com), Agfunder News: [www.agfundernews.com](http://www.agfundernews.com), FoodNavigator: [www.foodnavigator.com](http://www.foodnavigator.com)).
- Systematic research through web search engines (e.g., Google, GoogleAlerts, Bing) to identify companies using keywords such as *New location* (plans to build a plant; plans to establish a subsidiary; new plant in Africa; further facilities planned); *Expansion* (e.g., plans to expand in Africa; announces expansion in Africa; expand its footprint in Africa; strengthen its presence in Africa); *Market entry* (e.g., to enter the market in Africa; eyes new markets in Europe); *production capacities* (e.g., plans to double production; increase production capacity).
- Private data bases such as fDi Markets ([www.fdimarkets.com](http://www.fdimarkets.com)), Orbis from Bureau Van Dijk ([www.bvdinfo.com](http://www.bvdinfo.com)), Preqin ([www.preqin.com](http://www.preqin.com)), and Gazelle ([www.gazelle.ai](http://www.gazelle.ai)).

## Qualify: Building a database of target companies

Qualifying companies is an essential aspect of a successful investment attraction approach. The qualification of companies will allow the EIC, the RIPDC, and RIC to define the degree of support, and therefore resources, provided to the different types of opportunities.

The qualification process can be performed through a range of online sources such as company’s website, annual reports, strategy presentations, earnings call transcripts, and interviews with company executives. This process can also generate the type of information about the investor that can support to provide better facilitation. We provide in the annex of this report an example of a target company profile in the agribusiness industry. The example was a profile prepared by FDI Center for a client in Asia Pacific. We also provide a template for the EIC/RIC/RIPDC to elaborate this company profile.

Graphic 1 presents some qualifying criteria to decide the priority of a certain company/project. These criteria may be modified by the EIC/RIC/RIPDC to reflect more the priorities of these agencies. Prioritizing the support offered to a specific project is essential, therefore, we suggest two main categories:

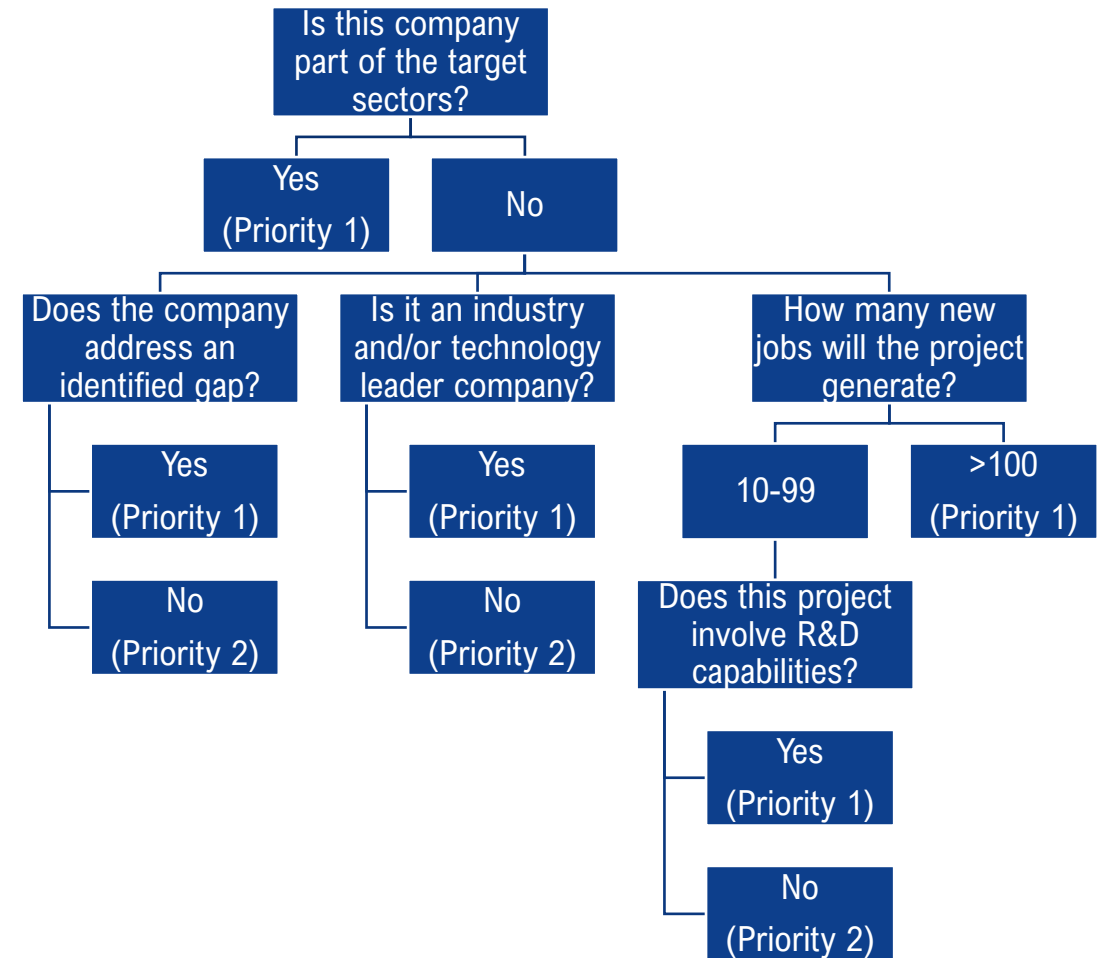
### Priority 1: Proactive approach

- Contact directly potential investors to identify potential investment projects
- Establish a close and deep connection with the potential investor.
- Keep a constant contact with potential investment projects to identify all their needs and how can the EIC, the RIPDC, and the RIC provide tailored-support.
- Provide incentives.

### Priority 2: Reactive approach

- Provide basic information for potential investment projects.

**Graphic 1: Qualifying criteria**



## Approach, including using networks to identify potential investors

There are several channels to approach investors. The current pandemic worldwide has shifted the relevance of certain ways. It is possible to organize investment forums and participate on trade shows, but the most effecting way remains to be organizing one-on-one meetings (in person and virtual) with targeted investors.

Engaging with companies requires a clear responsibility within the EIC, the RIPDC, and the RIC teams in terms of who will be the main point of contact and to which degree can each institution provide the required support for the establishment of the project. On page 64, we propose the responsibilities of each institution.

Approaching decision-makers may be in some cases challenging but it is crucial to understand the company's potential interest in investing in Ethiopia. In larger corporations, contacting the Chief Operating Officer (COO), regional or divisional heads, corporate development/strategy team is suggested; while for small and medium enterprises, the ideal point of contact can be the Founder, Chief Executive Officer (CEO), Head of international expansion, and/or the Head of business development. These individuals are often involved in – or at least aware of – international expansion plans.

The first contact can be conducted via e-mail or LinkedIn. In some cases, if the e-mail or contact details are not available, even social media platforms such as Twitter provide an opportunity to establish a contact with key-decision makers. It is important to be precise about the purpose of approaching an individual and a company. Therefore, it is crucial to provide an overview of the organization, understand what are the current plans of the company and offer a proposal of a next step to go further (e.g., sharing some key data on the availability of a particular raw material in the region, current development status of the park, support that could be provided at the IAIP and how it compares to other locations).

In the next pages, we provide real examples on how to engage with potential investors and provide a template to approach decision-makers. It is important that the template is adapted to each investor and any generic information is avoided. Also, please keep in mind that once the first contact has been established, follow-up information to the interested companies should be submitted in the next 24-hours, and any additional research information is sent over the first week after the initial call.

Building a strong network with bilateral chambers of commerce, industry associations, and similar organizations is essential to identify potential investors. These institutions are potential allies to strength the investment attraction efforts of the EIC, the RIPDC, and the RIC teams, and can provide channels to conduct innovative approaches. Heilbron and Aranda-Larrey (2020) highlight the case of Invest in Turkey, who used an innovative approach to reach business-people who travel through Istanbul. The agency partnered with Turkish Airlines to set up an Invest in Turkey splash page on the airline's website so that travelers who used Turkish Airlines' Wi-Fi at its Istanbul airport business lounge were automatically directed to the splash page when connecting to the network. The users could download an app with excellent sector-specific data and testimonials.

We suggest on section 4, a list of potential multipliers and networks to connect with to support the investment attraction efforts to Ethiopia and the IAIPs.

## Approach, including using networks to identify potential investors – example 1

Subject: Expansion in Australia – Request for a call

Dear Ms. (Name),

I am contacting you on behalf of the Australian government body, AUSTRADE (Australian Trade and Investment Commission), to ask you for a confidential call regarding your expansion in Australia.

We learned amongst others that you won a project with the Australian Government Department in 2019 and assumed that with the increasing demand for digitization across many sectors, an expansion of your company in Australia is not unlikely in the coming years. Being fairly familiar with your current footprint in Sydney, where you recently opened an office, we would like to:

- discuss your planned activities in the country and the need for new locations/offices,
- introduce AUSTRADE's stakeholders and speak about their available support.

Are you available for a call this or next week (14:00, 15:00, or 16:00 – CET) to discuss this in more detail?

Thanks for your reply.

Best regards,

NAME

Title

Phone number

LinkedIn



## Approach, including using networks to identify potential investors – example 2

Subject: International expansion APAC – Location in the Middle East

Dear Mr. (Name),

I am contacting you on behalf of the Abu Dhabi Investment Office (ADIO), to ask you for a confidential call regarding your Middle Eastern investment plans.

ADIO provides a range of support (at no cost) to companies that are considering establishing a presence or expanding in the UAE. This includes introductions to relevant local contacts, information about the market and business climate as well as access to government programs.

I read recently that your company has raised €7 million in new equity investment, some of which will be used to accelerate your international expansion plans in Asia. I know that you have supplied some vehicles to Dubai International Airport in the past and the climate and range of industries in Abu Dhabi make the Emirate an attractive market for your company.

It seems like your current model is to grow international sales through a network of distributors. I was wondering whether your expansion plans also include setting up your own offices in the UAE, to provide local sales, administration, and perhaps maintenance support? If that is part of your plan, I would be glad to provide more information about how our agency can assist you to consider Abu Dhabi as a location for expansion.

Please let me know if this is something that could be of interest to you. I look forward to your response.

Best regards,

NAME

Title

Phone number

LinkedIn

# INVESTOR TARGETING TECHNIQUES

Approach, including using networks to identify potential investors

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## **Suggested template to approach potential investors**

Subject: Ethiopia's investment opportunities on (INSERT SECTOR) – Call request

Dear Dr./Ms./Mr. (Last name),

We have noticed that (Insert name of the company) has been (INSERT HIGHLIGHT OF THE COMPANY). The African market for the (Sector) sector is expected to continue growing and we would like to set up an introductory call to share the opportunities that Ethiopia has to offer you.

Ethiopia has (INCLUDE ADVANTAGES FOR THIS SECTOR).

Please let us know which date and time suits you better and we would be happy to share the details to connect.

Looking forward to hearing back from you.

Best regards,

NAME

Title

Phone number

LinkedIn

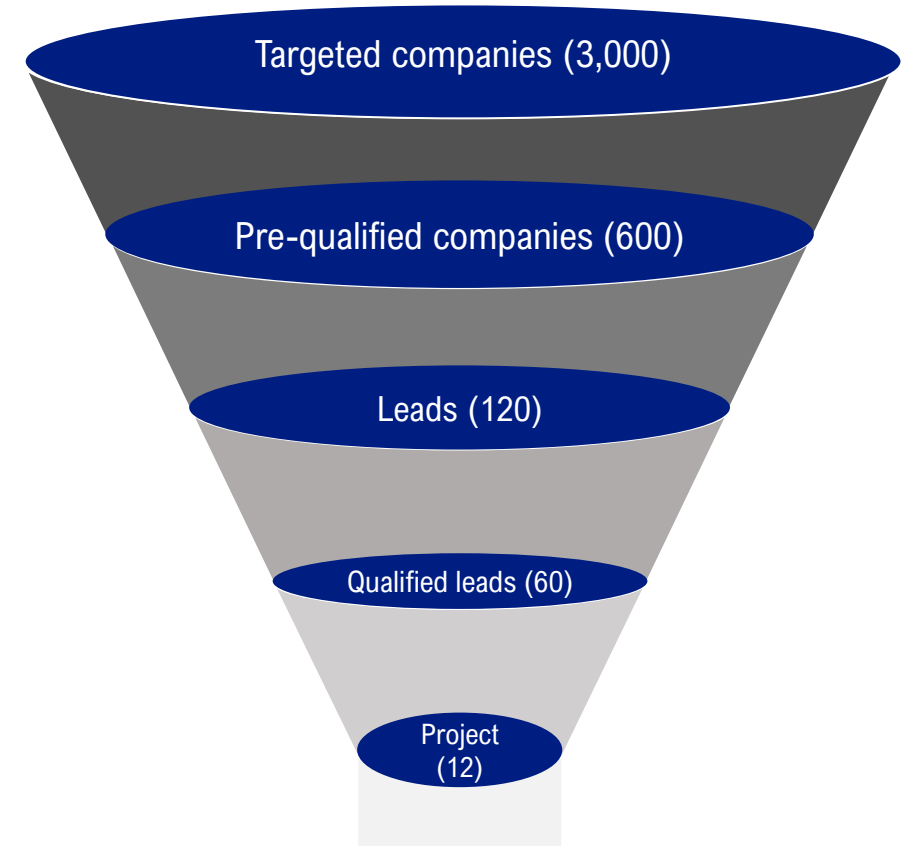
## Monitor

Once the first contact has been established, the EIC, RIPDC, and RIC need to make clear that the investor understands in detail what type of support is available and under what circumstances it is provided. Expectation management includes informing the investor about the timing of support and the entities that will be involved in facilitation (e.g., the EIC, RIPDC, RIC, ATA, etc.). It is also important to clarify early in the facilitation process that the support provided by the agencies does not guarantee receiving incentives. All these points will help manage the investor's expectations from the beginning and reduce the risk of disappointment later in the process.

As graphic 2 shows, only about 10% of the leads transform into real investment projects. The investor targeting process goes from:

- Targeted companies: large number of companies in the target group that may have expansion plans.
- Pre-qualified companies: companies that are currently growing, have received capital investment to continue growing, and/or have announced expansion plans.
- Leads: companies that have been contacted and have expressed an interest in getting more information about the opportunities available in Ethiopia.
- Qualified leads: after an initial conversation, the company is interested in receiving information on topics such as potential sites available at the IAIP and access to raw materials.
- Project: the company is considering establishing a new operation at the IAIP. However, it is important to keep in mind that not all projects translate into new investment projects as some of them may cancel or choose a different location in the end.

**Graphic 2: Investor targeting metrics over one year (number)**



**Between two and five investment projects completed!**

Source: Vale Columbia Center on Sustainable International Investment and Millennium Cities Initiative (2009)

## Monitor

Building a database of targeted companies requires time and needs to be properly tracked. A Customer Relationship Management (CRM) system is needed to record the relation with each company. It also supports new members joining the RIPDC, RIC, or EIC to recognize the history with a company's particular investment project, including if an investment project was cancelled or put in standby.

The monitoring process should be conducted using a CRM. There are several options available online (e.g., Salesforce, HubSpot, Insightly, Wavteq Amplify). Selecting one will support to maintaining a strong relationship with potential investors. A CRM will help the EIC, RIPDC, and RIC to centralize and optimize the communication.

The prices for accessing a CRM vary depending on the provider and the plan chosen. As requested, we provide in the image here an overview of the estimated costs with HubSpot.

### Prices for HubSpot as of June 2021

The image displays two pricing cards for HubSpot. The Professional plan is priced at 740 €/mo (billed at 8.880 €/yr) and includes 2,000 marketing contacts. The Enterprise plan is priced at 2.944 €/mo (billed at 35.328 €/yr) and includes 10,000 marketing contacts. Both plans offer a 10% discount for annual commitment. Below each plan are buttons for 'Talk to Sales' and 'Start a free 14-day trial'. The Professional plan features a 'Starter plus' list of features, while the Enterprise plan features a 'Professional plus' list of features. Both plans also include 'Orchestrate Efficient Campaigns' and 'Optimize Campaign Conversion' features.

Plan	Price (Monthly)	Price (Annual)	Marketing Contacts
Professional	740 €/mo	8.880 €/yr	2,000
Enterprise	2.944 €/mo	35.328 €/yr	10,000

**Professional Plan Features:**

- Starter plus:**
  - AUTOMATE & PERSONALIZE ENGAGEMENT ACROSS CHANNELS
    - Omni-channel marketing automation
    - ABM tools and automation
    - Dynamic personalization
    - Multi-language content
    - Social media
    - Video hosting & management
    - Contact and company scoring
  - ORCHESTRATE EFFICIENT CAMPAIGNS
    - Collaboration tools
    - Campaign management
    - Teams
  - OPTIMIZE CAMPAIGN CONVERSION
    - A/B testing
    - Ads optimization events
    - Contact create attribution

**Enterprise Plan Features:**

- Professional plus:**
  - MANAGE YOUR TEAMS & BRANDS
    - Single sign-on
    - Partitioning
    - Hierarchical teams
    - User roles
    - Field-level permissions
    - Email send frequency cap
  - EXTEND THE PLATFORM
    - Custom objects
    - Salesforce custom object sync
    - Adaptive testing
  - ADVANCE YOUR REPORTING
    - Multi-touch revenue attribution
    - Behavioral event triggers and reporting
    - Predictive lead scoring

Source: [HubSpot \(2021\)](#).

# 4. INVESTMENT PROMOTION AND LEAD GENERATION

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## Overview and proposed overall action plan 2021 – 2022

The investment promotion and lead generation section includes detailed action plans for each of the three target groups selected during our assessment. These action plans are intended to be practical and to be used for promoting the investment opportunities related to the Bure IAIP. Given the ongoing global pandemic, we recommend focusing mainly on digital promotion activities for the rest of 2021 and propose to conduct in-person activities in 2022.

The action plans include a mix of promotions at trade fairs, industry publications as well as roadshows organized. We recommend complementing all of these activities with direct marketing towards selected target firms.

The action plans are developed in a way that the EIC can implement the promotion activities aimed at international investors, whereas the AIIB focuses mainly on domestic promotion. or that the EIC and the AIIB can share the international and domestic promotional activities among themselves. If both agencies decide to deliver certain (e.g., international) activities together this might provide an deeper level of information and service to potential investors. However, it also may lead to higher and duplicated cost. Given the different levels of capacity at both agencies, we recommended a higher number of activities for the EIC. Also, it is important to note that the international attraction efforts can be supported by the Ethiopian embassies in the key selected markets.

The total costs for implementing the action plans are difficult to estimate as they will vary depending on the total number of people assisting to an event/international mission and any other investment promotion activities that could be contemplated. We provide therefore only a cost estimate of participating in certain events.

	Jul-Dec 2021	Jan-Jun 2022	Jul-Dec 2022
International investment promotion	<ul style="list-style-type: none"> <li>Attend the World Dairy Expo in the US.</li> <li>Advertise and/or sponsor content in the “Dairy Industries International” magazine.</li> <li>Advertise and/or sponsor content in Miller Magazine.</li> <li>Conduct preparatory work.</li> <li>Engage with multipliers to explore cooperation opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Advertise and/or sponsor content in “Fleischwirtschaft” trade magazine.</li> <li>Attend Dairy Livestock and Poultry Expo Africa in Nairobi.</li> </ul>	<ul style="list-style-type: none"> <li>Attend the Global Agrobusiness Forum in Brazil.</li> <li>Follow up with target companies in all target groups.</li> </ul>
Domestic investment promotion	<ul style="list-style-type: none"> <li>Attend Agrofood Ethiopia in Addis Ababa.</li> <li>Attend African Livestock Exhibition and Congress in Addis Ababa.</li> <li>Attend Africa FoodAgro in Addis Ababa.</li> </ul>	<ul style="list-style-type: none"> <li>Organize an investment seminar in cooperation with the EMPIA. This can be also transmitted online.</li> <li>Organize an investment seminar in cooperation with the BNMRC. This can be also transmitted online.</li> </ul>	<ul style="list-style-type: none"> <li>Hold an investment seminar in cooperation with local livestock associations for potential domestic and international investors.</li> <li>Follow up with target companies in all target groups.</li> </ul>
Direct marketing to selected target companies (EIC, RIC & RIPDC)			

# 4. INVESTMENT PROMOTION AND LEAD GENERATION

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Action plans

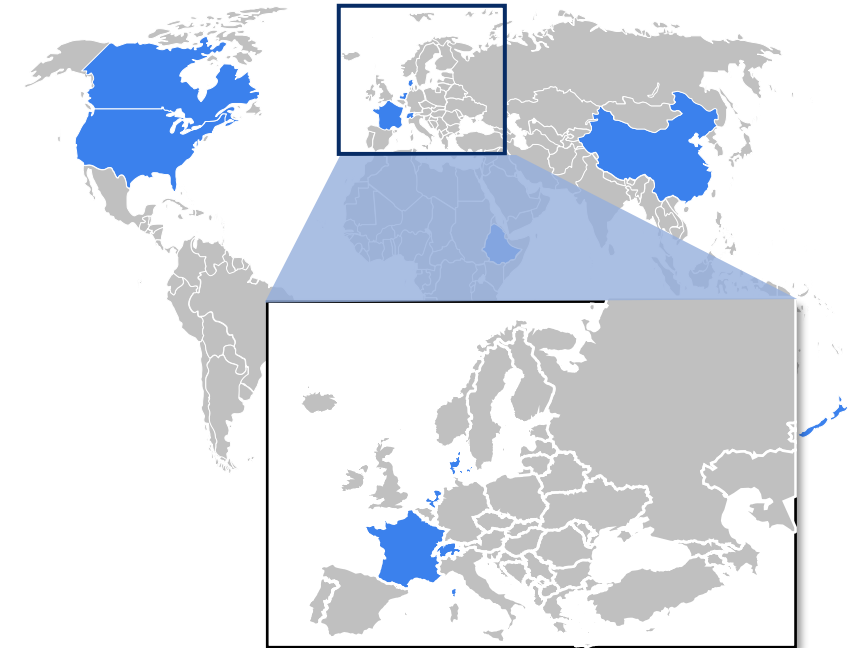
### Approach

- We recommend that the international promotion by the EIC should be combined, meaning the international promotion of the dairy processing industry should be for the Bulbula IAIP as well as the Bure IAIP.
- The domestic promotion for Bure shall be undertaken by the respective regional investment commission.
- We recommend to work through multipliers to reach target companies.

### Preparatory work

- Reach out to the Ethiopian Milk Processor Industry Association (EMPIA) regarding their willingness to cooperate.
- Identify local farms and cooperatives for site visits with potential investors.

### Geographic focus



### Overview of recommended channels and activities





### Details on the key multipliers and partners

	<u>Dairy Industries International</u>	<u>Eastern and Southern Africa Dairy Association (ESADA)</u>	<u>European Dairy Association (EDA)</u>	<u>Ethiopian Milk Processor Industry Association (EMPIA)</u>
<b>Type of organization</b>	Media	Association	Association	Association
<b>Outreach</b>	Global	Africa; dedicated Ethiopia chapter	Europe	Ethiopia
<b>Potential opportunities</b>	<ul style="list-style-type: none"> <li>Advertise in the magazine reaching international target companies.</li> </ul>	<ul style="list-style-type: none"> <li>Introductions to potential domestic and international investors.</li> <li>Attend their conference.</li> </ul>	<ul style="list-style-type: none"> <li>Introductions to their members.</li> <li>Attend their events.</li> </ul>	<ul style="list-style-type: none"> <li>Introductions to potential domestic investors.</li> <li>Organize an investment webinar for their members.</li> </ul>
<b>Events</b>	N/A	<ul style="list-style-type: none"> <li>ESADA conference (details TBA)</li> </ul>	<ul style="list-style-type: none"> <li>Annual convention: dates to be announced</li> </ul>	N/A
<b>Contact details</b>	Samantha Bull Advertising Sales Manager T: +44 1474 532 202 E: <a href="mailto:sam@bellpublishing.com">sam@bellpublishing.com</a>	Liberty Plaza, 4th Floor, Suite 4 Mombasa Rd., Nairobi, Kenya T: +254 721266481,+254 703501532 E: <a href="mailto:secretariat@dairyafrika.com">secretariat@dairyafrika.com</a>	Alexander ANTON, Secretary General T: +32 2 549 50 43 E: <a href="mailto:aanton@euromilk.org">aanton@euromilk.org</a>	Fekade Silassie T: +251 91 161 7042 E: <a href="mailto:fedadesilasie@yahoo.com">fedadesilasie@yahoo.com</a>

## Dairy processing

### In-person activities

#### World Dairy Expo

- **When?** September 28 – October 2, 2021 (if travel possible – otherwise in 2022).
- **Where?** Madison, US.
- **Target audience?** Global dairy industry with an emphasis on the US. Attendees include major players such as Dairy Farmers of America, Danone, and Land O'Lakes.
- **Costs?** Entry pass US\$35 per person; fees for a booth upon request.

#### Agrofood Ethiopia

- **When?** October 14-16, 2021.
- **Where?** Ethiopian Skylight Hotel, Addis Ababa.
- **Target audience?** International agro-processors including major dairy firms such as Kaskat (Poland), Priamo (Italy) and Intermak Makina (Turkey).
- **Costs?** Free online registration for day passes; possibility for a booth (cost information upon request).
- **Other?** Provides an opportunity to promote also to other target groups such as bakeries, tomato and fruit processors.

### Digital activities

#### Investment webinar in cooperation with EMPIA

- EMPIA is the main domestic dairy industry association in Ethiopia.
- We recommend to organize an investment webinar in cooperation with EMPIA to promote the dairy investment opportunities in the Bure IAIP to their members.

#### Advertise in the Dairy Industries International magazine

- The industry publication is reaching dairy industry decision makers in 75 countries.
- The majority of the readership is from Europe and the Americas.
- Advertising fees range from US\$1,300 to US\$6,000 depending on the type of advertisement chosen.
- See the detailed media kit [here](#).

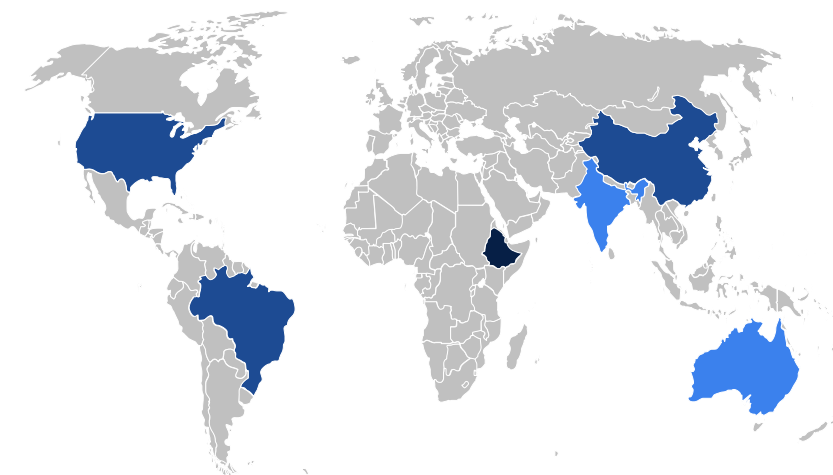
### Approach

- We recommend the EIC to focus on promoting the park to international investors in Asia-Pacific and the Americas. Another focus includes expanding upon existing trade with the Middle East.
- For domestic investment promotion, we recommend to focus on existing livestock holders and abattoirs, which show a potential to expand or diversify into meat processing. There should be a concentration on the poultry industry as this shows the most potential for growth.

### Preparatory work

- Better understand any limitations of abattoir access to the IAIP.
- Talk to the local cooperatives and farmers about their willingness and conditions to partner with meat processors.
- Arrange an understanding with the local cooperatives and farmers for potential site visits with interested investors.
- Expand education for Halal certification, which is necessary for exporting to the Middle East markets.

### Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

### Overview of recommended channels and activities



### Details on the key multipliers and partners

	<u>Fleischwirtschaft</u>	<u>Ethiopian Meat Producer-Exporters Association (EMPEA)</u>	<u>Ethiopian Poultry Producer and Processors Association (EPPPA)</u>
<b>Type of organization</b>	Trade magazine	Domestic association	Domestic association
<b>Outreach</b>	Global (German and International publications)	Domestic abattoirs	Domestic Poultry Producers and Processors
<b>Potential opportunities</b>	Advertising and content creation opportunities targeting various specialized regions including Germany, Asia, Russia, International magazines. There are also special edition projects.	Networking with current Ethiopian Abattoirs like <a href="#">Luna Exports</a> and <a href="#">Halal Food Industries, Plc.</a> providing a prime target for domestic investment promotion.	Networking with local poultry producers and processors, another target for domestic investment promotion. The EPPPA seeks to modernize farm management and facility ease to market, creating a network of producers prepared to expand.
<b>Events</b>	N/A	Potential to work with association to create a webinar/event.	Potential to work with association to create a webinar/event. Has history of partner projects including 'Empowering Marginal Economic Actors through Policy Reform from the Bottom Up' with Initiative Africa.
<b>Contact details</b>	<a href="#">Christine Contzen</a> Advertising Manager T: +49 (0) 69 7595 1852 <a href="mailto:christine.contzen@dfv.de">christine.contzen@dfv.de</a>	<a href="#">Abebaw Mekonen</a> Office Manager T: +251 116 628 292 <a href="mailto:abebaw.m1@gmail.com">abebaw.m1@gmail.com</a>	<a href="#">Misgina Fitsumbirhan (DVM, MScSE)</a> General Manager T: <a href="mailto:misgina23@gmail.com">misgina23@gmail.com</a> <a href="mailto:misgina23@gmail.com">misgina23@gmail.com</a>

### In-person activities

#### African Livestock Exhibition and Congress

- **Organizer?** Prana Events and the Ethiopia's Ministry of Agriculture.
- **When?** [Live event](#): October 28-30, 2021; Online: November 1-30, 2021.
- **Where?** Ethiopian Skylight Hotel, Addis Ababa.
- **Fee?** Free entry for visitors. Exhibit space start at US\$2,700 for 96 m<sup>2</sup>.
- **Audience?** With 100+ exhibitors and 2072 visitors focused locally but also including representation from 26 countries. Domestic companies including Sinknesh Poultry Farm and Processing and Luna export Abattoir PLC attend, giving an opportunity to network with possible small domestic investors.
- **Others?** Event sponsorship and marketing opportunities [media kit](#).

#### Dairy Livestock and Poultry Expo Africa

- **Organizer?** Radeecal Communications and the Republic of Kenya Ministry.
- **When?** 2021 postponed due to the global pandemic (check website).
- **Where?** Kenyatta International Convention Center, Nairobi Kenya.
- **Fee?** For inquiry follow [Registration Link](#). Booth minimum area of 9m<sup>2</sup>.
- **Audience?** 150+ participating companies and 11000+ business visitors which include Poultry and Livestock entrepreneurs and investors. The [Ethiopian ATA](#) also attends. 25+ countries represented, including China, US, India, and Turkey: [2019 Post Show Report](#).

### Digital activities

#### Hold a webinar/investment seminar with the EMPEA or EPPPA

- One of the main domestic target groups are the Ethiopian companies are current abattoirs. If they are not yet in the meat processing sector yet, selling whole (skinned and eviscerated) carcase, they constitute a target group for potential downstream/upstream expansion.
- The webinar/investment seminar shall present the investment opportunities for meat processing in the park. Since it is digital the event may represent an opportunity for international investors to get an overview of the current opportunities as well.
- If possible, the event can also be held as a dual event, an in-person investment seminar in Addis Ababa as many existing abattoirs are located here.

#### Fleischwirtschaft

The advertising and content creation opportunities in varied markets:

- The main website has over 140,000 visitors and various advertisement/content creation options: [Online Media Kit](#).
- The [Media Kit Asia](#) describes how to reach the Asian market through WeChat and a [China-focused website](#) starting at €490.
- The international print magazine has a circulation of 8,000 and A quarter-page one-time advert costs €1,785: [Media Kit International](#).

## Production of consumer goods from maize

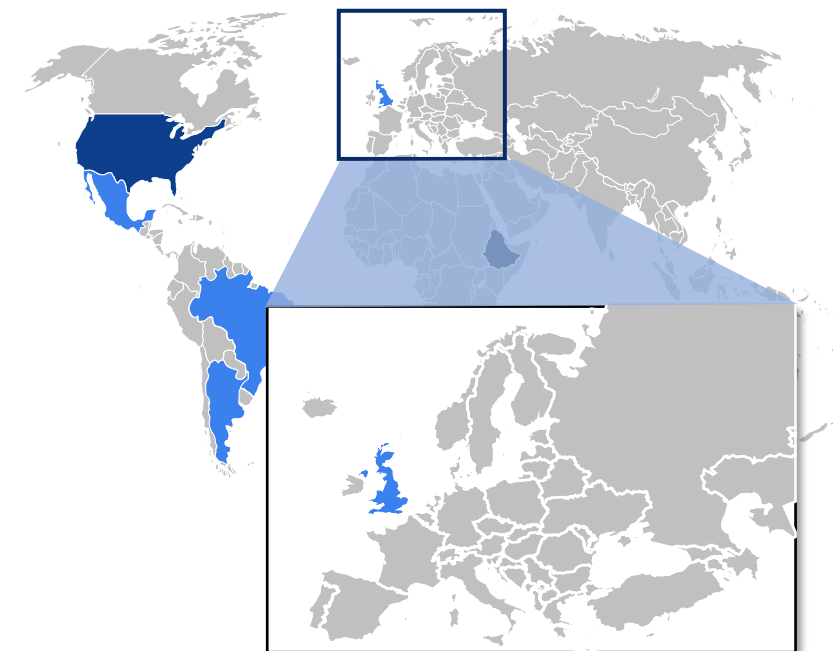
### Approach

- The US and Brazil are key producers as well as processors of maize. In Europe, the UK is home to the largest maize processing companies.
- We recommend international investment promotion to focus on these countries. International promotion should follow a multi-channel approach incorporating in-person as well as digital events and advertising in industry publications.
- There is no national association of maize processors in Ethiopia. As an alternative, we recommend to work through the Bako National Maize Research Center (BNMRC) as a domestic multiplier.
- Further, we recommend the IAIP and the RIC to also attend the Africa FoodAgro in Addis Ababa to promote themselves to domestic as well as international firms.

### Preparatory work

- Reach out to the BNMRC to discuss their interest in cooperation.
- Identify local maize growers and farms that are willing to serve as suppliers for an investor.

### Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

### Overview of recommended channels and activities



## Production of consumer goods from maize

### Details on the key multipliers and partners

	<u>Corn Refiners Association (CRA)</u>	<u>MAIZALL</u>	<u>ABRAMILHO (Brazilian Association of Corn Producers)</u>
<b>Type of organization</b>	Association	Association	Association
<b>Outreach</b>	Global with an emphasis on the US	The US, Brazil, Argentina	Brazil
<b>Potential opportunities</b>	<ul style="list-style-type: none"> <li>• Provide introductions to member companies</li> </ul>	<ul style="list-style-type: none"> <li>• Provide introductions to member companies</li> <li>• Attend their event</li> </ul>	<ul style="list-style-type: none"> <li>• Provide introductions to member companies</li> <li>• Attend their event</li> </ul>
<b>Events</b>	N/A	Global Agribusiness Forum	Global Agribusiness Forum
<b>Contact details</b>	John Bode, President & CEO E: <a href="mailto:jbode@corn.org">jbode@corn.org</a>	Benno van der Laan MAZALL coordinator E: <a href="mailto:benno@greenorangeglobal.com">benno@greenorangeglobal.com</a>	Address : SHIS QL 10 Complex 08 House 06, Lago Sul/DF; 71.630-085  Telephone : +55 61 3963 2266 E-mail : <a href="mailto:abramilho@abramilho.org.br">abramilho@abramilho.org.br</a>

## Production of consumer goods from maize

### Details on the key multipliers and partners (continued)

	<u>Miller Magazine</u>	<u>Bako National Maize Research Center (BNMRC)</u>
<b>Type of organization</b>	Media	Research Institute
<b>Outreach</b>	Global (dedicated English, Turkish, Spanish, Russian, and Arabic editions)	Domestic (Ethiopia)
<b>Potential opportunities</b>	<ul style="list-style-type: none"> <li>• Advertise in the magazine</li> <li>• Get featured as a “country profile”</li> </ul>	<ul style="list-style-type: none"> <li>• Gain introduction to target firms</li> <li>• Cooperate on investment webinar/seminar</li> </ul>
<b>Events</b>	N/A	N/A
<b>Contact details</b>	T: +90 212 347 31 64 E: <a href="mailto:info@millermagazine.com">info@millermagazine.com</a>	Birhanu Tadesse, Director T: +251 57 8611 083; +251 57 8611 082 Cellphone: +251 91 1715 484 E: <a href="mailto:berhanu.te@gmail.com">berhanu.te@gmail.com</a>



## Production of consumer goods from maize

### In-person activities

#### Global Agribusiness Forum 2022

- **When?** July 25-26, 2022
- **Where?** Sao Paulo, Brazil.
- **Target audience?** Agro-business with a special focus on maize processors.
- **Costs?** Information on costs for in-person attendance tba. Sign up to the newsletter [here](#). (Online attendance for free).

#### Africa 2021 FoodAgro

- **When?** September 23-25, 2021
- **Where?** Millennium Hall, Addis Ababa.
- **Target audience?** Agro-businesses from Africa.
- **Costs?** Entry for free (register [here](#)). The costs for a booth are available upon request (submit inquiry [here](#)).
- **Other?** The event is supported by the EIC. The event is also well suited for promoting other types of investment opportunities.

### Digital activities

#### Seminar/Webinar in cooperation with the BNMRC

- The BNMRC is a major stakeholder in the domestic maize industries and can facilitate access to potential local investors.
- We recommend to organize a joint investment seminar/webinar to promote the investment opportunities in the Bure IAIP.
- If the pandemic situation allows it, the event can be held as an in-person seminar in either Bure or Addis Ababa.

#### Advertise and/or sponsor content in Miller Magazine

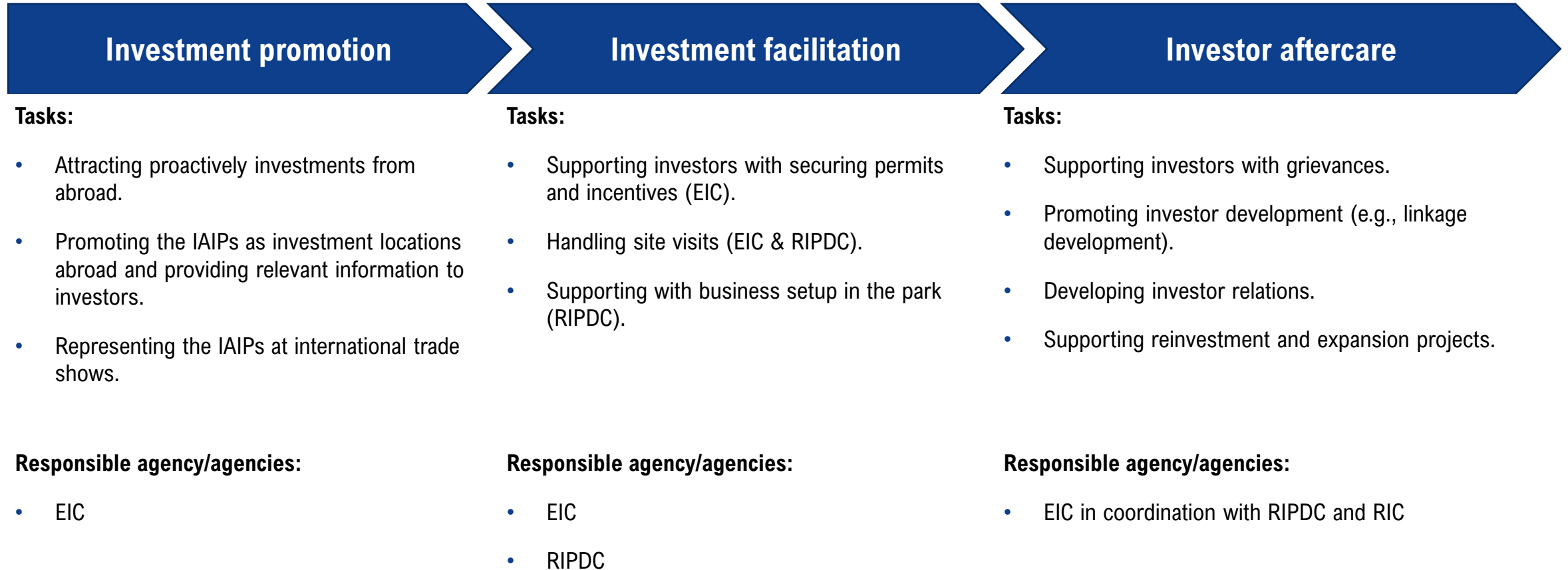
- Leading industry publication with global reach.
- We recommend placing an advertisement in the English language edition (potentially this can be combined with processing opportunities for other grains).
- Discuss opportunities for an Ethiopia country profile with the editor.
- See full media kit [here](#).

# 5. INVESTMENT FACILITATION

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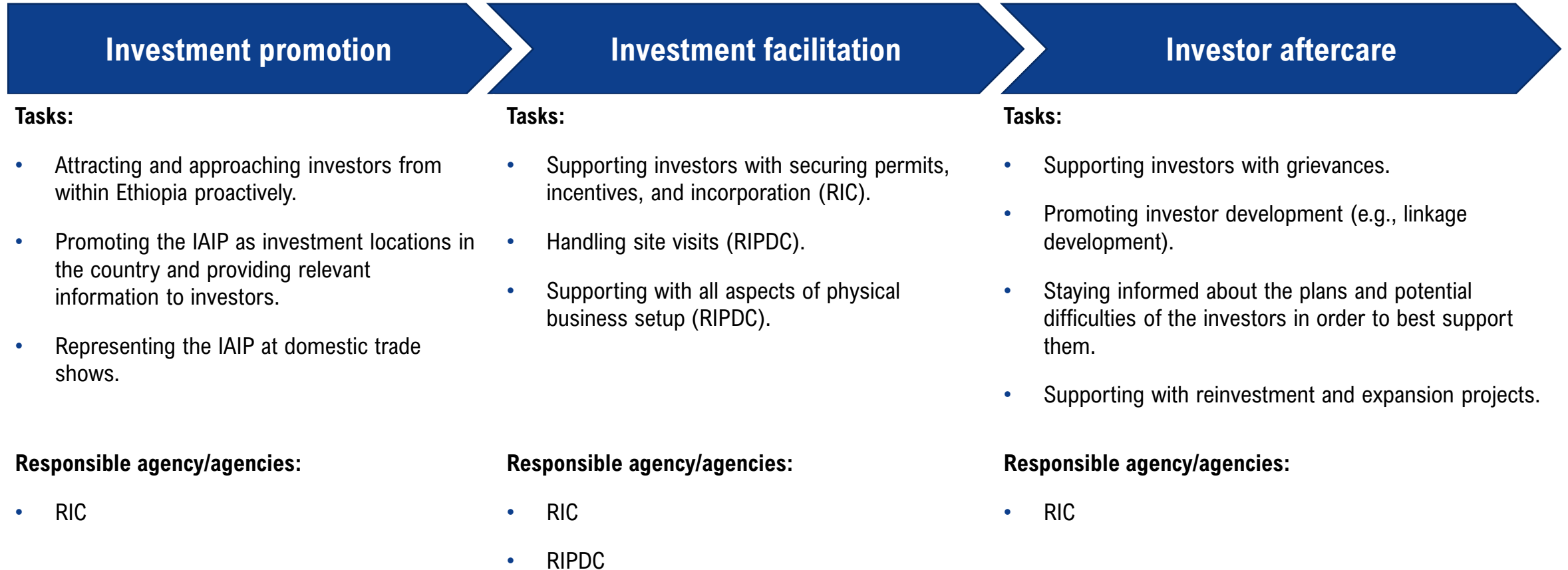
Investment facilitation roles of involved agencies at the federal and regional level

Investment process for **foreign** investors:



Investment facilitation roles of involved agencies at the federal and regional level

Investment process for **domestic** investors:



## Workforce needs

We estimate the following workforce needs at the involved agencies to successfully implement this strategy:

Ethiopian Investment Commission (EIC)	Regional Investment Commission (RIC)	Regional Industrial Park Development Corporation (RIPDC)
<b>FTE:</b> Two (2)	<b>FTE:</b> One (1) for each RIC	<b>FTE:</b> One (1) for each RIPDC
<b>Key skills required:</b> <ul style="list-style-type: none"> <li>• English and Amharic language skills, additional languages (local or foreign languages) would be a plus.</li> <li>• FDI or site selection experience (desirable).</li> <li>• Business understanding – preferably gained through previous private sector experience.</li> <li>• Knowledge of the agro-processing industry.</li> <li>• Service orientation.</li> <li>• Marketing or B2B sales experience.</li> </ul>	<b>Key skills required:</b> <ul style="list-style-type: none"> <li>• Amharic and local language, English and other language skills would be a plus.</li> <li>• Business understanding – preferably gained through previous private sector experience.</li> <li>• Knowledge of the agro-processing industry.</li> <li>• Marketing or B2B sales experience.</li> </ul>	<b>Key skills required:</b> <ul style="list-style-type: none"> <li>• English and local language, additional languages (Amharic or foreign languages) would be a plus.</li> <li>• Technical understanding of construction, logistics and utility needs.</li> <li>• Service orientation.</li> </ul>

These resources may be allocated from within the existing workforce of the agencies. In case this is not feasible the agencies might want to consider recruiting additional staff with the necessary qualifications.

## Templates for responding to investor inquiries

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Through which channel can investors reach you?

Two options:

- I. Competent officials mentioned on the website (recommended)
- II. Contact forms

Recommendations based on current websites of the EIC:

EIC:

- Remove the contact form under contact us
- List the respective contact person(s) with their photo, phone number, and e-mail for each target sector profile.

As of May 2021, the Amhara Investment Commission does not have a website yet. Once it is developed, it is important to:

- Have a corporate e-mail address for employees instead of free e-mail accounts such as gmail or yahoo.
- Provide information in English and Amharic
- List the contact persons by industry with a photo, phone number, and e-mail

### I. Contact persons on the website:

We recommend this option as it provides potential investors with the feeling that their request will be taken care of.

- See on the right side a best-practice example from Business Finland – the national Investment Promotion Agency (IPA) of Finland.
- Contact persons should be provided by the industry sector. This allows the investors to directly speak with a person who understands their industry and their location-specific needs.
- For each contact person, the following information should be provided: profile picture, name, position, phone number, and e-mail address (with hyperlink). If available, social media pages such as LinkedIn can be provided as well.
- For the EIC, the website should be available in English, Amharic, and potentially other languages of key target markets. For the RICs, the website should be in English, Amharic, and the local language.
- Potential investors can directly e-mail the contact person for their industry. On the next page, we provide a template for how to respond to a potential investor inquiry via e-mail, which should be modified on a case-by-case basis.

### Best case practice example: Business Finland – contact persons

#### CLEANTECH

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SENIOR ADVISOR, DATA CENTERS  
ALPO AKUJÄRVI  
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### I. Contact persons mentioned on website:

#### E-mail response template:

Dear Mr./Ms./Dr. [insert last name here],

thank you very much for your message and interest in [insert name of location].

[Insert text based on request]

Please see enclosed flyer for more detailed information on what our location can offer to your business.

I would be happy to schedule a call in the next days to tell you more about what our location can offer to your business and answer any questions you might have.

For further questions, I am always at your disposal by e-mail or phone. You can find my contact details below in my signature.

Looking forward to hearing back from you.

Kind regards,

NAME

Title

Phone number

LinkedIn

Link to the website of the agency



### II. Contact form on the website:

- We consider this is the second-best option. It is less popular with investors as they don't know who will read their message and if they will receive a response.
- The same issues are valid for info@ addresses.
- Nonetheless, the EIC as well as the OIC are currently offering these options for investors to contact them. If they wish to continue using these formats, we provide a best practice process for handling investor requests based on a contact form on the next pages.

### Current contact forms on the websites of EIC and OIC

You can also reach us through the form below and tell us more about your investment project in Ethiopia. We'll contact you back at our earliest!

The fields in **bold face** are obligatory.

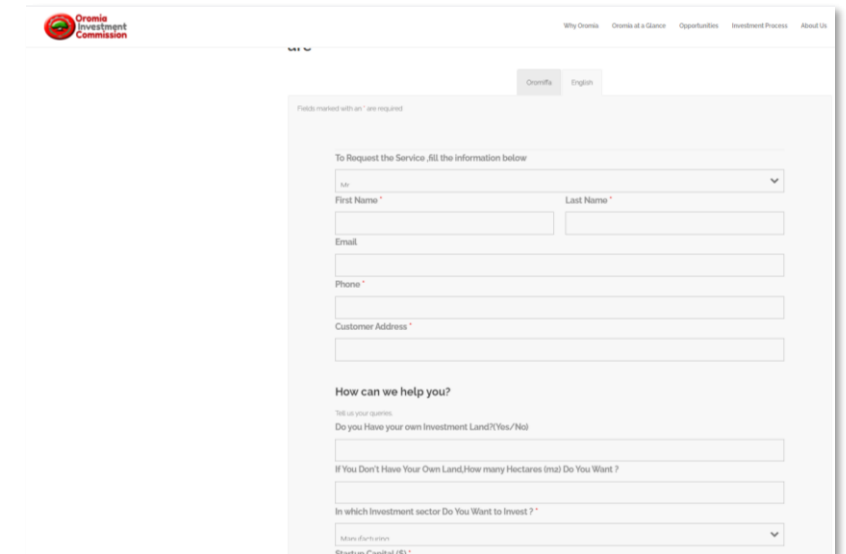
About Yourself:

Salutation	--None--	Title	
<b>Last Name</b>		First Name	
Phone		Mobile	
<b>Email</b>		Fax	

About Your Company:

<b>Company</b>		<b>Industry</b>	--None--
PO Box		Street	
Postal Code		City	
State		<b>Country of Origin</b>	--None--
Website			
Enquiry			

Submit



Oromia Investment Commission

Why Oromia | Oromia at a Glance | Opportunities | Investment Process | About Us

Oromia | English

Fields marked with an \* are required

To Request the Service, All the information below

Mr

First Name \* | Last Name \*

Email

Phone \*

Customer Address \*

How can we help you?

Tell us your queries.

Do you Have your own Investment Land?(Yes/No)

If You Don't Have Your Own Land,How many Hectares (sqm) Do You Want ?

In which Investment sector Do You Want to Invest ? \*

Minimum Investment

Startup Capital (US\$) \*

## Templates for responding to investor inquiries

### II. Contact form on the website:

- We consider this is the second-best option. It is less popular with investors as they don't know who will read their message and if they will receive a response.
- The same issues are valid for info@ addresses.
- Nonetheless, the EIC as well as the OIC are currently offering these options for investors to contact them. If they wish to continue using these formats, we provide a best practice process for handling investor requests based on a contact form on the next pages.

### Current contact forms on the websites of EIC and OIC

#### EIC

You can also reach us through the form below and tell us more about your investment project in Ethiopia, we'll contact you back at our earliest!

The fields in **bold face** are obligatory.

About Yourself:	
Salutation	Title
<input type="text" value="--None--"/>	<input type="text"/>
<b>Last Name</b>	First Name
<input type="text"/>	<input type="text"/>
Phone	Mobile
<input type="text"/>	<input type="text"/>
<b>Email</b>	Fax
<input type="text"/>	<input type="text"/>
About Your Company:	
<b>Company</b>	<b>Industry</b>
<input type="text"/>	<input type="text" value="--None--"/>
PO Box	Street
<input type="text"/>	<input type="text"/>
Postal Code	City
<input type="text"/>	<input type="text"/>
State	<b>Country of Origin</b>
<input type="text"/>	<input type="text" value="--None--"/>
Website	
<input type="text"/>	
Enquiry	
<input type="text"/>	

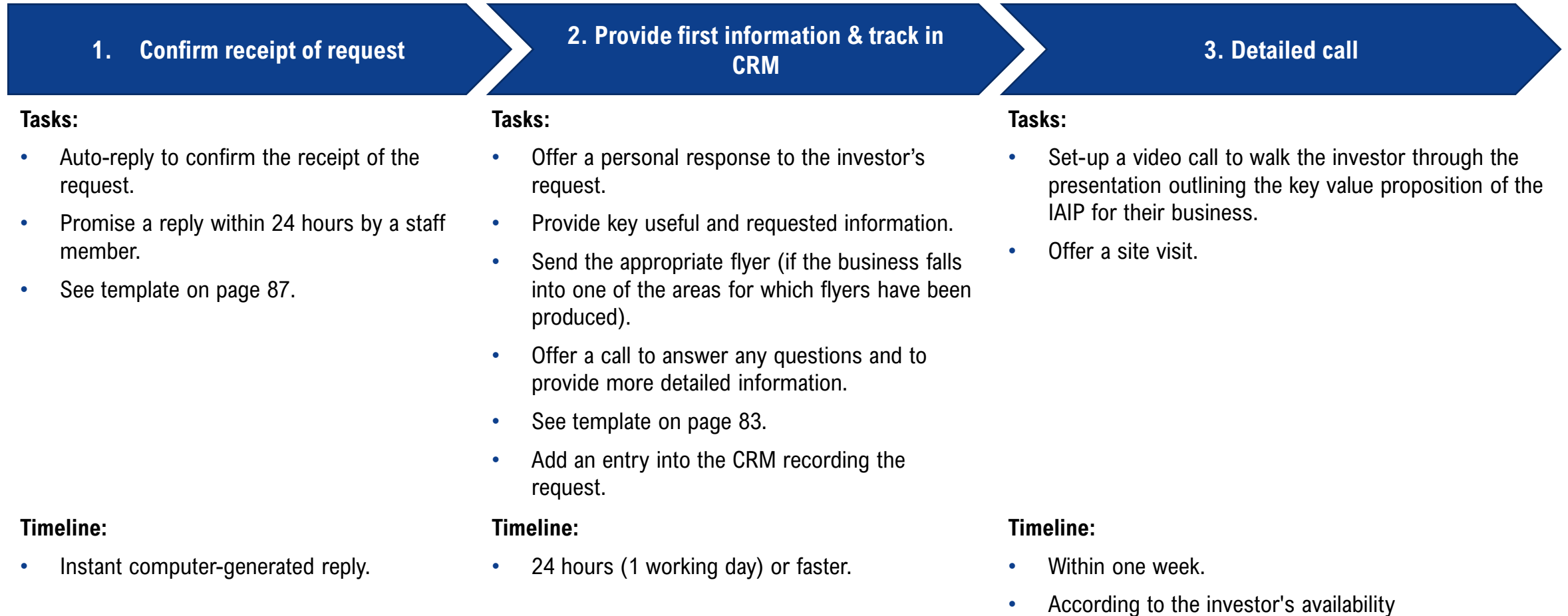
Submit

#### OIC

To Request the Service ,fill the information below

Mr	
<input type="text" value="Mr"/>	<input type="text"/>
<b>First Name *</b>	<b>Last Name *</b>
<input type="text"/>	<input type="text"/>
Email	
<input type="text"/>	
<b>Phone *</b>	
<input type="text"/>	
<b>Customer Address *</b>	
<input type="text"/>	
<b>How can we help you?</b>	
Tell us your queries	
<b>Do you Have your own Investment Land?(Yes/No)</b>	
<input type="text"/>	
<b>If You Don't Have Your Own Land,How many Hectares (m2) Do You Want ?</b>	
<input type="text"/>	
<b>In which Investment sector Do You Want to Invest ? *</b>	
<input type="text" value="Manufacturing"/>	
<b>Startup Capital (\$) *</b>	
<input type="text"/>	

Dealing with investor inquiries received through a contact form by e-mail:



### **1. Automatic confirmation receipt of request – template**

Dear investor,

Thank you very much for your message.

Your request has been assigned the tracking ID #XXXX.

A staff member will respond to your request within the next 24 hours.

Kind regards,

“Ethiopian/Oromia/Amhara/Amhara” Investment Commission

### Site visits

Site visits are a key part of investment attraction. They provide an opportunity for investors to get to know the location and clarify all the important questions they have before deciding on an investment. Providing support and guidance during site visits is one of the key services that an investment promotion agency can offer.

As the circumstances for site visits differ for foreign and domestic investors, we recommend two different programs tailored to these two groups:

- Foreign investors: They will fly in from abroad to Addis Ababa and continue from there to the specific site. Besides detailed information on the site, they will also need to be provided with information about the investment environment in Ethiopia in general. Due to longer travel times, the site visit should be extensive and cover all relevant aspects of the investors site selection decision making in one site visit.
- Domestic investors: Domestic investors will be more familiar with the investment environment in Ethiopia and the site visit should focus on the specific aspects relevant to the specific site. They will also be able to travel to the site directly, resulting in a shorter overall timeline of the site visit.

See the following pages for detailed example agendas and descriptions. We recommend arranging the agenda for each site visit in close coordination with the investor to tailor the program according to their information needs.

## Investors visits (2/5)

### Site visits – example agenda for an investor coming to visit from abroad

Below we provide an example of an agenda, which should be arranged and agreed with the potential foreign investor (company) in advance.

#### Day 1 – Monday, May 24 of 2021

Time	Activity	Location	Responsible
14:00	Pick up investor from the airport	Bole International Airport, Addis Ababa	EIC
15:30-16:30	Presentation on tax & legal aspects of investing in Ethiopia	EIC or partner organization office in Addis Ababa	EIC and/or partner organization

#### Day 2 – Tuesday, May 25 of 2021

Time	Activity	Location	Responsible
09:00-12:00	Transfer to the site of the industrial park	-	RIC
12:00-13:00	Lunch	Restaurant	RIC
13:30-14:30	Presentation on the IAIP	RIC or RIPDC office	RIC & RIPDC
15:00-16:00	Visit to suitable sites in the park General tour of the park and its amenities	IAIP	RIC & RIPDC
16:00-17:00	Visit of an established investor at the IAIP to learn from their experience	IAIP	RIC & RIPDC
19:00	Business dinner	Restaurant	RIC & RIPDC

Investors visits (3/5)

## Site visits – example agenda for an investor coming to visit from abroad (continued)

### Day 3 – Wednesday, May 26 of 2021

Time	Activity	Location	Responsible
09:00-10:30	Visit potential feedstock supplier (e.g., cooperative, aggregator, commercial farm)	TBD	RIC
11:00-12:30	Visit to the vocational training center	TBD	RIC
13:00-14:00	Lunch	Restaurant	RIC
15:00-16:30	Visit at the local University to learn about R&D cooperation opportunities and talent availability	TBD	RIC

### Day 4 – Thursday, May 27 of 2021

Time	Activity	Location	Responsible
	Transfer to airport	-	RIC

**Accommodation:** one (1) night in Addis Ababa and two (2) nights in a hotel relatively close to the IAIP.

**Handouts:** business cards and relevant information material.

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor

Investors visits (4/5)

## Site visits – example agenda for a domestic investor coming to visit

Day 1 – Monday, May 24 of 2021

Time	Activity	Location	Responsible
09:00	Arrival	RIC or RIPDC office	RIC & RIPDC
09:30-10:30	Presentation on the IAIP	RIC or RIPDC office	RIC & RIPDC
11:00-12:00	Visit to suitable sites in the park General tour of the park and its amenities	IAIP	RIC & RIPDC
13:00-14:00	Lunch		RIC & RIPDC
14:30-15:30	Visit of an already established investor in the park to learn from their experience	IAIP	RIC & RIPDC
19:00	Business dinner	Restaurant	RIC & RIPDC

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor



Investors visits (5/5)

## Site visits – example agenda for a domestic investor coming to visit (continued)

Day 2 – Tuesday, May 25 of 2021

Time	Activity	Location	Responsible
09:00-10:30	Visit potential feedstock supplier (e.g., cooperative, aggregator, commercial farm)	TBD	RIC
11:00-12:30	Visit to the vocational training center	TBD	RIC
13:00-14:00	Lunch	TBD	RIC
15:00-16:30	Visit at the local University to learn about R&D cooperation opportunities and talent availability	TBD	RIC
17:00	Departure	-	

**Accommodation:** One night in a hotel close to the IAIP, if the investor comes from another part of the country.

**Handouts:** business cards and information material

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor

## One-stop-shop (OSS)

The one-stop-shop (OSS) should make administrative procedures easier for investors. Investors should be able to conduct all necessary processes at one office at the park. Our recommendations are based on analysis of relevant reports, international best practices, and the experience with OSS in the other industrial parks in Ethiopia.

We recommend the following agencies and services to be included in the OSS. We consider the RIPDC should coordinate and lead the OSS. Please note that no specific order of importance is suggested as all the services are relevant for the OSS.

Agency	Service
Ethiopian Investment Commission (EIC)	<ul style="list-style-type: none"> <li>• Business registration and licensing (for foreign investors).</li> <li>• Investment incentives information.</li> <li>• Issuance of work permit.</li> </ul>
Regional Investment Commission (RIC)	<ul style="list-style-type: none"> <li>• Business registration and licensing (for domestic investors).</li> <li>• Investment incentives information.</li> </ul>
Regional Industrial Park Development Corporation (RIPDC)	<ul style="list-style-type: none"> <li>• Utilities.</li> <li>• Planning and construction.</li> <li>• Leading and coordinating the OSS.</li> </ul>
Ministry of Environment and Forest (MoEF)	<ul style="list-style-type: none"> <li>• Environmental approvals.</li> </ul>
Ethiopian Revenue & Customs Authority (ERCA)	<ul style="list-style-type: none"> <li>• Customs services.</li> <li>• Tax services.</li> <li>• Issuance of Tax Identification Number (TIN) for taxpayer workers.</li> </ul>
Commercial Bank of Ethiopia (CBE) and private commercial banks	<ul style="list-style-type: none"> <li>• Banking services.</li> </ul>
Public notary	<ul style="list-style-type: none"> <li>• Notarization.</li> </ul>

## One-stop-shop (OSS)

Agency (continued)	Service (continued)
Immigration and Nationality Affairs main Department	<ul style="list-style-type: none"> <li>• Work visa.</li> <li>• Residence permits.</li> </ul>
City administration (or other respective regional authority)	<ul style="list-style-type: none"> <li>• Collection of personal income tax.</li> </ul>
Ethiopian Telecom	<ul style="list-style-type: none"> <li>• Providing telecommunication service, including maintenance work.</li> <li>• Collection of charges of telecommunication.</li> </ul>
Ethiopian Shipping and Logistic Service Enterprise	<ul style="list-style-type: none"> <li>• Logistic and freight forwarding service.</li> </ul>
Agricultural Transformation Agency (ATA)	<ul style="list-style-type: none"> <li>• Agricultural extension services.</li> </ul>
Ethiopian Food and Drug Administration (EFDA)	<ul style="list-style-type: none"> <li>• Food quality and assessment certifications.</li> </ul>

All these services are necessary in order to offer a proper and complete “one-stop-shop” experience where an investor can receive all the relevant services in one place without the need to visit any other office outside the park.

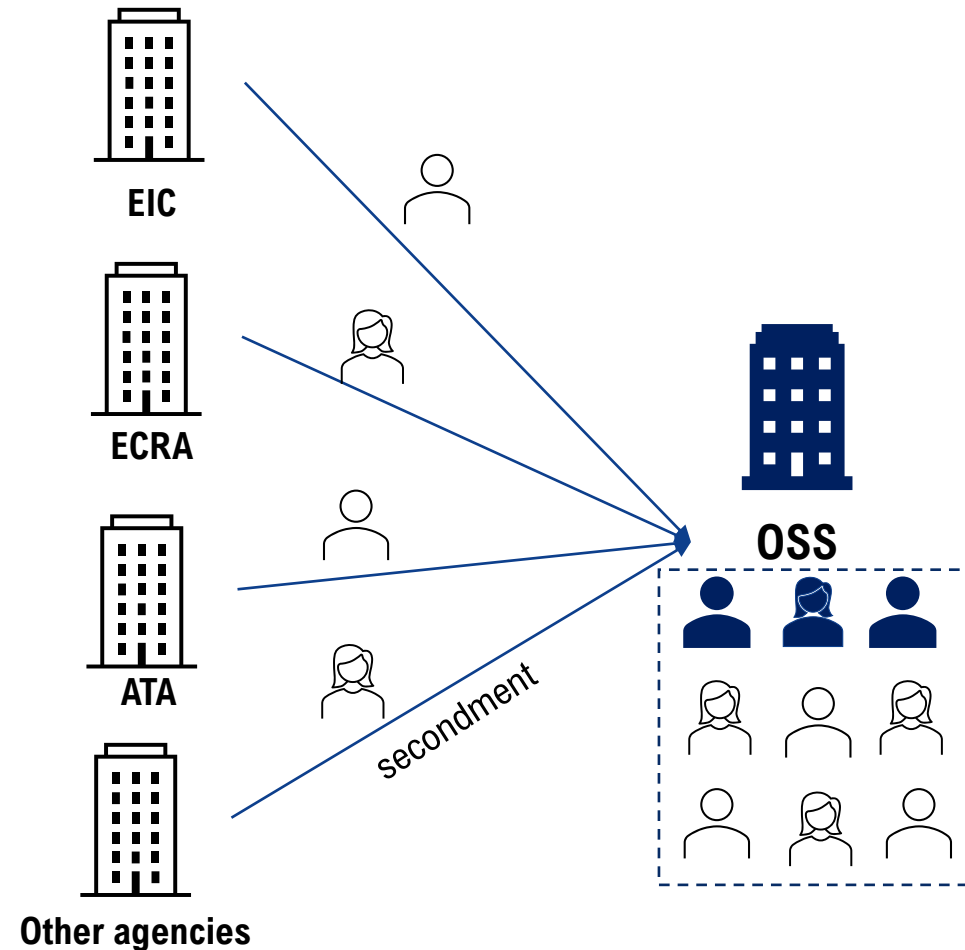
In case it is not possible to host all the agencies and provide all these services from the beginning, we recommend prioritizing the establishment of the EIC, RIC, and RIPDC, with the respective services highlighted for these agencies. These institutions are suggested as a priority as they will facilitate business licenses and utility access, which are the most urgent needs for a new business to start operations.

## One-stop-shop (OSS)

### Interagency coordination

- We recommend a model with seconded staff from other agencies to be placed in the OSS.
- The seconded staff will need to be competent to make decisions on standard procedures on site without a need for liaising with the headquarter.
- It helps to formalize the inter-agency cooperation through MOUs, which describe the responsibilities of both the OSS and the partner agency.
- Model MOUs are provided in the annexures (13B-13E) of the feasibility studies for each of the IAIPs.

Graphic 3: Illustration of interagency coordination



## One-stop-shop (OSS)

Based on the experience of the existing OSSs at Hawassa and Bole Lemi IP, we provide the following specific recommendations for the OSSs at the IAIPs:

- Have seconded officials on site who can issue work permits.
- Provide certificates of origin.
- Ministry of Environment and Forest (MoEF) shall establish an office within the IPs for the application, supervision, protection and enforcement of environmental norms, standards, safeguards, management, and mitigation plans within the IPs.
- One file for each tenant company should be established. This will allow (partial) information sharing among different OSS sections, so that tenant companies that need to resubmit the same information multiple times.
- The EIC should concentrate on the facilitation of the “Approval and Licensing Procedure”; other services should be entrusted to the responsible entities for each service.
- Initially focus on services with higher demand from tenant companies, and gradually add services that will increase in demand.

# 6. CONCLUSION

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This report represents the final deliverable for phase 1 and includes all the changes received after submitting the draft report on June 11, 2021, and the comments obtained during the “Pilot-IAIP investment promotion strategy validation workshop” held virtually on July 15 with UNIDO and the relevant stakeholders.

# ANNEX

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## Interviews and Sources



## Interviews to date

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- Ms. Ruchika Bahl, Chief Technical Advisor, ILO Ethiopia
- Mr. Ayalu Admass, National project coordinator, ILO Ethiopia
- Mr. Giacomo Casari, FAO Ethiopia
- Ms. Mercedes Marin Nortes, Delegation of the European Union to Ethiopia, Green Deal Team – Agro-industrialization
- Mr. Christian Dohse, Project Manager – Special Initiative on Training and Job Creation, GiZ Ethiopia
- Ms. Ludovica Marangoni, Agro-Component Manager – Sustainable Training and Education Program (STEP), GiZ Ethiopia
- Mr. Andrea Limiroli, Programme Coordinator, Italian Agency for Development Cooperation
- Ms. Senidu Fanuel, Senior Private Sector Specialist, World Bank
- Mr. Temesgen Zana Jaffo, Regional coordinator for Amhara, UNIDO
- Mr. Filippo Brasesco, Partner (Co-Founder), Scio Network
- Mr. Massimo Pera, Project Coordinator/AgrInvest, FAO
- Ms. Milica Petruljeskov, Consultant, FAO
- Mr. Ayalew Ferede, FAO
- Mr. Olijira Kuma Addamo, Project Coordinator, UNIDO
- Mr. Andrea Ghione, Chief Technical Advisor, UNIDO

## Interviews to date

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- Mr. Aschalew Tadesse, Director for Investment Promotion, EIC
- Mr. Techane Adugna, Director ACC, ATA
- Mr. Ayalneh Abawa, IAIP Director, MoTI
- Mrs. Haymanot Asfaw, General manager of Ethiopian Millers Association

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Profiling target companies – example for plant-based products

## Bunge (1/2)



**Founded:** 1818

**Sector:** Agribusiness

**Turnover:** US\$41.4 billion (2020)

**Employees:** 24,000 (2021)

**Website:** [www.bunge.com](http://www.bunge.com)

**Phone:** +1 314 292 2000

**Headquarter:** 1391 Timberlake Manor  
Parkway, Chesterfield, MO 63017, USA

## Overview

Bunge has five reportable segments, of which both agribusiness and milling products include activities related to the pulse-based ingredients market. In Q1 of 2021, the agribusiness segment and milling segment had net sales of US\$9,791 million and US\$390 million respectively, of total company net sales of US\$12,961 million. Currently, the plant-based segment is in its early stages of development and not included as a reportable segment. However, it currently focuses on two types of pulses: faba beans and peas.

## Manufacturing and R&D footprint

Bunge has over 360 facilities across 40 countries, of which 117 are food and ingredient production facilities. A third of Bunge's total production capacities are 34% located in South America, 27% in North America, 26% in Europe, and 13% in Asia-Pacific. As of July 2021, the milling facilities are only located in North and South America (mainly in Brazil).

Bunge has had operations in Melbourne since 2001. However, the company does not have manufacturing facilities in Australia, only a storage and port access for grains in Bunbury (Western Australia). The port terminal provides farmers a way to export rapeseed to Europe (e.g., the Netherlands and France) and China, where it is used to make cooking oils. It also exports wheat to Southeast Asia and the Middle East, where it is milled and used to make bread and other bakery products. In 2015, Bunge constructed two new grain bunker sites at Arthur River (Tasmania) and Kukerin (Western Australia) with the potential to store over 200,000 metric tonnes.

## Profiling target companies – example for plant-based products

**Bunge (2/2)****Recent developments and investments**

Bunge is entering the pulse market through investments into established companies. In January 2021, Bunge invested AU\$45.7 million (US\$35 million) in Australian Plant Proteins (APP) to acquire a minority interest and certain intellectual property, licensing, and distribution rights in APP. APP produces faba bean, yellow lentil, and red lentil isolate powders, which are highly soluble and can be used in protein bars, baked goods, non-dairy drinks, and other products. The APP facilities are in Werribee and Horsham (Victoria). The agreement will allow APP to double the output of its plant protein isolates by March 2022. Bunge will become the exclusive distributor in the Americas region and will have the option to license APP proprietary processing technology outside Australia. Since 2020, the company also holds a 25% ownership interest in Merit Functional Foods Corp., a plant-based protein ingredients company established in 2019 in Canada.

According to a recent interview with the CEO, Bunge expects continued growth in its plant-based protein segment with a special focus on the production of food ingredients. This suggests a high likelihood of future investment activity in this area, either through continued acquisitions or greenfield investment.

Bunge Limited delivered strong gains for shareholders over the twelve months to June 2021. The company has outperformed expectations particularly in processing and merchandising, where strength in softseed crush and global grain and oil value chains drove favorable returns. This performance should provide the resources required for future expansion.

**Key decision-makers**

- John Nepl is the Chief Financial Officer at Bunge Limited. He has been at the company for over two years and is based in its headquarters in Chesterfield Missouri. E: john.nepl@bunge.com
- Stephen Bennett has been working at Bunge for over 14 years and is currently the commercial manager, based in Melbourne. E: stephen.benett@bunge.com

**Assessment of investment potential**

There is potential for future expansions as the company plans to innovate and expand the plant lipids portfolio to serve the global demand for plant-based proteins. Investment projects could also take place through the Australian Plant Proteins company as opposed to Bunge directly.

## Profiling target companies – template

**Company name****Founded:** Year**Sector:****Turnover:** US\$ (last year available)**Employees:** ### (last year available)**Website:****Phone:****Headquarter:** Address**Overview**

Provide an overview of the company including main products and market share in key markets.

**Manufacturing and R&D footprint**

- Include all key locations worldwide.

**Recent developments and investments**

- Include key developments over the last three to five years.

**Key decision-makers**

- Name, position, contact details, and if possible key information such as any membership to an association or relevant experience in this industry/company.

**Assessment of investment potential**

- Summary assessment.

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