



FINAL NARRATIVE REPORT

Egypt

Thematic window
Development and the Private Sector

Programme Title:

Pro-Poor Horticulture Value Chains In Upper
Egypt

August | **2013**

Prologue

The MDG Achievement Fund was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

The analysis and recommendations of this evaluation are those of the evaluator and do not necessarily reflect the views of the Joint Programme or MDG-F Secretariat.

**FINAL MDG-F JOINT PROGRAMME
 NARRATIVE REPORT**

Participating UN Organization(s) <ul style="list-style-type: none"> • UNDP (Lead Agency) • UNIDO • UN WOMEN • ILO 	Sector(s)/Area(s)/Theme(s) Private Sector and Development										
Joint Programme Title Pro-Poor Horticulture Value Chains In Upper Egypt	Joint Programme Number MDGF- 2047										
Joint Programme Cost [Sharing - if applicable] <table> <tr> <td>Fund Contribution:</td> <td>USD7,499,704</td> </tr> <tr> <td>Govt. Contribution:</td> <td>MTI Office space (in-kind contribution)</td> </tr> <tr> <td>Agency Core Contribution:</td> <td>UNDP: USD3,246,561 UNIDO: USD2,521,455 ILO: USD1,005,800 UN WOMEN: USD725,888</td> </tr> <tr> <td>Other:</td> <td>None</td> </tr> <tr> <td>TOTAL:</td> <td>USD 7,499,704</td> </tr> </table>	Fund Contribution:	USD7,499,704	Govt. Contribution:	MTI Office space (in-kind contribution)	Agency Core Contribution:	UNDP: USD3,246,561 UNIDO: USD2,521,455 ILO: USD1,005,800 UN WOMEN: USD725,888	Other:	None	TOTAL:	USD 7,499,704	Joint Programme [Location] <p>Region: Upper Egypt</p> <p>Governorates: Assiut, Sohag, Minya, Beni Suef, and Qena</p> <p>District(s): Assiut: Al Badary and Sahel Selim villages, other villages to a lesser extent Sohag: Awlad Yahia village and partnered with the Agriculture Dept. at Sohag University Minya: Al Bayahoo village and Abu Qorqas district Beni Suef: mainly Beni Sulaiman, Gaafar, Al Fant villages, and to a lesser extent El Zaytoon and other villages Qena (served by the Luxor Office): mainly Dandara village, but covered all of Luxor Governorate, including El Toud and Mataana villages</p>
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Final Joint Programme Evaluation <p>Final Evaluation Done: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>Evaluation Report Attached: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Date of delivery of final report: June 30, 2013</p>	Joint Programme Timeline <p>Original start date: <i>January 2010</i></p> <p>Final end date: <i>June 2013</i></p>										
Participating Implementing Line Ministries and/or other organisations (CSO, etc.): <ul style="list-style-type: none"> • Egyptian Ministries of Trade and Industry, Investment, International Cooperation, and Foreign Affairs 											

I. PURPOSE

1. Introduction

In most developing countries, agricultural reform aimed at smallholder farming is important in terms of poverty reduction, food security, and wider rural economic development. The importance of small farmers derives from their prevalence, their role in agricultural and economic development, and the relative concentration of poverty in rural areas.

In Egypt, approximately 90% of its agricultural land is owned by smallholder farmers. This fragmentation of land ownership produces a fragmentation in crop plantation, which impacts negatively on the consistency and quality of production, and significantly lowers the overall quantities that could be produced and brought to market. Worse yet, in Egypt, there is a low level of collaboration among smallholder farmers, creating a situation where the vast majority of small farmers sell their crops individually to intermediaries who bring the product to market and reap the lion's share of financial benefit.

Poverty, thus, is much more pronounced in rural Egypt than in urban Egypt, and even more prevalent in Upper Egyptian regions compared with Lower Egyptian regions. While Upper Egypt represents 25% of the population, its share of the extreme poor is around 66% and the region is home to 95% of country's poorest villages.

To help alleviate this critical situation, a UN joint programme was designed with US\$7.5 million in funding from the Millennium Development Goals Achievement Fund. The joint programme's mission was spelled out in its name: the Pro-poor Horticulture Value Chains in Upper Egypt Programme. SALASEL, which means "chains" in Arabic, was adopted to produce a more direct connection with the value chains that the programme would work to reform for the benefit of Egypt's small farmers.

Social and Cultural Challenges

According to a recent World Bank study, Upper Egypt is considered the most culturally conservative and traditional region in the country, where patriarchal values and tribal customs continue to inform local attitudes, and behavior. Its traditions underscore the power of men over women, the authority of elders over youth, and a propensity for conflicts to take the form of tribal feuds. Cultural restrictions severely limit women's mobility, employment, and education, although the degree varies by social class.

Cultural norms dictate that a woman should only work if her family approves of the job, and sometimes only if male family members are unable to support her. However, the acceptability of employment for a girl also depends on her level of education and the nature of the work. A woman with a university education is generally allowed to work by her father, husband, or brother if an appropriate job arises. Many youth consider government employment the only acceptable form of female employment. Although the government sector has been shrinking, women continue to be heavily represented in government jobs. In 2006, about 54% of all female employment was in government jobs.

Overall, studies showed that the high rates of youth unemployment and joblessness in Upper Egypt are owed to the limited number of job opportunities in the region, and especially the limited development of the private sector. People in rural areas are more likely than their urban counterparts to accept low-quality jobs. The kinds of jobs available in rural areas and the absence of formal job search institutions make it less likely that rural youth will actively engage in a job search. The rate of unemployment in Upper Egypt is 14% for urban males, compared to 12% for their rural counterparts. The gap is much wider for unemployed females, with rates of 35% for urban women and 24% for their rural counterparts.

Economic Challenges

The GOE from 2004 to 2008 aggressively pursued economic reforms to attract foreign investment and facilitate GDP growth; while by 2009 further economic reforms were postponed because of global economic turmoil. Despite the achievements done by the cabinet economic team between 2006 and 2009, the economy is still hampered by government intervention, substantial subsidies for food, housing, and energy, and bloated public sector payrolls. Moreover, the public sector still dominates most of the heavy industries. The international economic downturn slowed Egypt's GDP growth to 4.5% in 2009, predominately affecting export-oriented sectors, including manufacturing and tourism. Unemployment continues to rise and was a major driver for the uprising of January 25, 2011.

Year	Inflation Rate (GDP Deflator)
2003	6.80%
2004	11.70%
2005	6.20%
2006	7.40%
2007	12.60%
2008	12.20%
2009	10.80%
2010	11.95%
2011	12.10%

Inflation rates have been increasing over the past decade, this in combination with the devaluation of the Egyptian pound against the US dollar, has increased farmers' income risk, as many agricultural inputs are imported. While, at the first glance, it would seem beneficial for export of horticultural produce, importers are insisting on more strict payment terms and the exchange to foreign currency is being limited by the Central Bank, affecting exports negatively.

Political Challenges

During the two decades prior to January 25, 2011, the GOE actively implemented an economic reform programme resulting in an average annual growth in GDP 5% over the period, according to a PwC PESTEL report. However, much of that economic gain had failed to trickle down to improve the economic conditions for the broader segments of the population, increasing unemployment and underemployment among Egyptians under the age of 30 years. The consequence was the January 25th revolution demanding greater political freedoms, an end to corruption, and improved living standards, and forced President Mubarak to step down on February 11, 2011. While this brought expectations for positive political reform over the long term, political uncertainty has continued.

Over the period of programme implementation, work with government on crucial issues, such as legislative reform, has been severely limited by Egypt's current political circumstances – though, it's worth noting here that at lower level of governments, such as with agriculture directorates in Upper Egypt, programme staff was able to network and forge strong relationships that resulted in a number of successful joint activities.

2. Joint Programme Outcomes and Outputs

The Pro-poor Horticulture Value Chains in Upper Egypt Programme fell under the aegis of UNDAF Outcome 3: "By 2011, regional human development disparities are reduced, including reducing the gender gap, and environmental sustainability improved." The program would also contribute to eradicating extreme poverty and hunger (MDG-1), promoting gender equality (MDG-3), and developing global partnerships for development (MDG-8).

Outcome 1: Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity, and viable business partnerships with private sector investors.

Outputs for Outcome 1:

1. Capacity and efficiency of production, harvesting, post-harvest operations, and value addition of 1,000 SME/farmers, lead farmers, and agricultural workers in targeted locations built
2. Enhanced target FAs capacity to provide sustainable demand-driven services to their members
3. Linkages of FA with different high-value markets developed
4. Capacity of 15 agronomists and 6 Agricultural Committees of FAs built to sustainably deliver technical assistance to their communities
5. Improved human and financial capital of women in the target FAs to be able to run new/existing businesses

6. Capacity of farmers and FAs improved to raise awareness and advocate for relevant policy, regulatory measures, and financing options

Outcome 2: Entrepreneurial forms of organization established by small farmers.

Outputs for Outcome 2:

1. FA capacity to support small farmers to access extension services, BDS and run agribusinesses is strengthened
2. Small farmers are equipped with entrepreneurial knowledge/skills and provided with access to services necessary to start up and manage entrepreneurial activities
3. Small farmers are collaborating and organized in new businesses

Outcome 3: Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE.

Outputs for Outcome 3:

1. Policy and regulatory bottlenecks identified in cooperation with farmers and farmers associations and policy briefs prepared and shared with the GOE
2. Policy forum formed involving relevant stakeholders
3. Upper Egypt promoted to attract investments that benefit local communities and foster partnerships between small farmers and the private sector

3. Programme Contribution to National Priorities

The joint programme addressed the following national priorities as identified by the GOE in its seven-point national plan.

National Priority 1:	Creating employment
National priority 2:	Fostering investment
National Priority 3:	Improve income levels and care for limited income citizens

Moreover, programme's mandate was in line with GOE statements to increase public agro-investments (as a means of stimulating the private sector) by LE25 billion over five years, targeting enhanced value chains and inclusion efforts. The programme's work would also stimulate and augment private investment trends that were taking place prior to and throughout the life of the project. Several private investors, realizing the comparative advantage of running agri-businesses in Upper Egypt, had begun integrating their businesses with Upper Egypt supply chains. Some of the investors began sourcing exportable products from medium size farms or from FAs in Upper Egypt. The programme would support these trends by providing the much-needed capacity building, technical services, and know-how needed for an integrated development effort.

The programme's efforts both directly and indirectly created employment opportunities. Some specific examples are:

- Under the work to build the capacity of agronomists to sustainably deliver technical assistance to their communities, the programme hired 17 new agricultural school graduates to serve as programme agronomists and prepared more than 150 fresh graduates for employment with technical training and linked them to the job market.
- In one pilot activity linking farmers to food processors, 15 small farmers from three separate Beni Suef FAs grew broccoli and cauliflower to supply the nearby "Sheherazade" food processing company – this was the first time broccoli was grown in the region. The small deal was beneficial to both the farmers and the processing company, but the pilot also resulted in employment opportunities for more than 30 women, who worked on peeling vegetables for

delivery to the firm and the three associations received demand for more than 150 farmers grow broccoli and cauliflower the following season.

- The programme promoted greenhouse production in Upper Egypt, which along with other anticipated benefits, created viable employment in supporting sectors, such as construction and maintenance of the greenhouses, as well as in logistics and transportation to deliver the increased amount of produce. One outcome of the greenhouse pilot intervention was the creation of three sustainable full-time employment opportunities per acre involved in the pilot, in addition to seasonal labour opportunities.

Programme activities fostered investment at various levels of the value chain for horticultural products in Upper Egypt. The programme assisted in establishing new businesses, processes, and/or skills for farmers, including new efforts for pickling, drying of horticultural produce, and deseeding pomegranates. The programme also facilitated a study on new products and markets by PwC, which will be promoted among investors. The following examples highlight the various ways in which the programme facilitated investment in Upper Egypt.

- The programme assisted in the establishment of a shareholding company in Sohag Governorate owned by 67 small farmers and actively marketing the crops of more than 200 small farmers, as well as the establishment of three business development services (BDS) units in three governorates. The BDS units are owned and run by FAs to serve their needs in obtaining quality inputs (Sohag), collectively planting, packaging, and selling their crops directly to the retail markets (Luxor), or jointly recycling waste for compost to use as fertilizer (Beni Suef). The private sector contributed to the success of these interventions by striking contract farming deals with the FAs, providing the security for the farmers and FAs to invest in these efforts.
- The 10 farmers of Refaa el Tahtawy cooperative in Assiut successfully supplied the local dried onions producer, El Shenawy, with 200 tons of fresh onions. The programme directly worked with these 35 farmers during the harvest season in order to assure compliance with supply requirements. Workers were trained on harvest and post-harvest operations. The processor was impressed with the quality of the produce, committed to continued work with the FA, and requested supply of 2000 tons through the cooperative, as well as offering to provide the seeds for future production. The cooperative will use most of its farmers for the anticipated contract and the programme will assist the farmers during production.

In essence, all of the primary beneficiaries the Pro-poor Horticulture Value Chains in Upper Egypt Programme's can be categorized as "limited income citizens." The programme's activities reached and benefited 2,000 farmers, 250 agricultural workers, and 140 rural women workers, as well as the six FAs and three PHCs in which they worked.

Through capacity building and technical training efforts with the PHCs, which are owned by the FAs, the programme raised the productivity of PHC operations, which led directly to increased incomes for the farmers involved. In the full year of 2009, three target PHCs (Beni Soloman in Beni Suef, Ballyhoo in el Minya, and Dandara in Qena) operated a total of approximately 1,400 tons for an average of 117 tons per month. For the January-June of 2012 period, the figure rose to about 2,300 tons total, producing an average of 383 tons/month processed over six months, and for the January-May period of 2013, the total was 1,150 tons, for an average of 230 tons/month of products processed.

Other significant examples of activities that directly raised income for limited-income citizens include:

- Successfully improving methods for producing sundried tomatoes at FAs in Luxor and Qena, assisting the FAs in marketing to top wholesale traders and exporters, making sundried tomatoes a lucrative business for FA members along the value chain.
- The programme has helped farmers improve irrigation techniques and fertilization practices, which has lowered input costs (substantially, with tomato and pomegranate growers) has raised farmer incomes.

- The programme encouraged some farmer to switch to more profitable crops. By planting broccoli instead of trefoil, farmers saved 3,000 cubic meters of water per feddan and increased their profit approximately three-fold (from LE3,500 to LE10,000 per feddan).

4. Programme Development Partners

Led by the UNDP, the Pro-poor Horticulture Value Chains in Upper Egypt Programme was a joint programme with development partners UNIDO, ILO, and UN WOMEN. The anticipated outcomes would improve the position of small farmers vis-a-vis export and domestic markets, as well as creating sustainable, productive employment in the region. The joint programme's design was multilayered and the cooperation of the four collaborating UN agencies created an integrated effort drawing upon the expertise and experience of each of the agencies.

The UNDP coordinated the efforts of all organizations involved in the programme and played a role in the business development and marketing interventions. The heads of all field offices and the marketing officers were assigned by the UNDP, while the team of agronomists was led and supervised by UNIDO. The strategy, jointly developed by the UNDP and UNIDO, aimed at enhancing value-addition processes for these crops in order to gain access to domestic and international markets. At the field level, UNIDO implemented the strategy keeping a keen eye on addressing crops that had potential in domestic and international markets. UNIDO efforts led directly to enhancing the horticulture supply chain in Upper Egypt and strengthening its linkages to export and domestic markets through its providing customized technical, business development, and marketing assistance to small farmers, PHCs, and FAs.

The UNDP also played a role in supporting the institutional and financial reform of the target institutions to enable them to plan for market access. A participatory approach was employed, and related implementation plans – with specific goals for institutional, financial, organizational, and operational development – were developed jointly with the target FAs and later implemented. As well, the UNDP worked on establishing economic forms of organization that could support farmers to gain access to high-end markets for horticulture, which resulted in two shareholding companies.

The UNDP was also directly involved in establishing financing mechanism for beneficiaries, through which an agreement for a revolving fund was signed between Social Fund for Development, the UNDP, and ILO in late June 2013 – the fund is now operating. The ILO, with the UNDP and UNIDO collaboration, established three BDS units, where the ILO offered an in-kind grant, UNIDO offered its expertise, and the UNDP assisted in the development the marketing plans for each BDS unit.

As gender is a cross-cutting issue for the programme, UN WOMEN contributed to all outcomes by awareness-raising among and on behalf of women farmers/workers. UN WOMEN supported the formation of women's committees in FAs and worked with PHCs to attain Gender Equity Seal certification, as well as conducting high-level advocacy and achieving mainstreaming of gender concerns into relevant policies. The Midterm Evaluation helped in shifting in the contribution of UNWOMEN to have more impact on the ground through an asset-transfer programme. The successful activity led to the establishment of the women-led and -run cooperatives for raising and fattening cattle. These first-ever women-led cooperatives in Egypt, inaugurated a month before the end of the programme in May 2013, are expected to be a powerful tool of empowerment for women. Providing financial independence and underpinned by a communal spirit, they are set to be an exemplary model of social solidarity for the Egyptian economy. Among other contributions, UN WOMEN increased the total number of women members in the six target FAs from 217 in 2010 to 411 in 2013, provided customized, gender-sensitization workshops, which were important to laying the groundwork for further women-specific efforts, and led to the election of six women's committees, of which three are actively assisting women to start their own businesses.

The ILO's work was crucial to assisting small farmers in establishing entrepreneurial forms of organization under Outcome 2, while also contributing to Outcomes 1 and 3 by focusing on the employment dimension of enterprise development, designing policies, strategies, and interventions that consider productive and decent work as fundamental to enterprise growth and productivity.

Along with leading efforts with the Social Fund for Development, the ILO led a programme-sponsored workshop designed to address the major challenges facing cooperatives and enable a discussion on laws and policies related to cooperatives. The event brought together farmers, trade unions, cooperative leaders, policy-makers, representatives of political parties, academics, and journalists. Following a session of presentations, participants discussed new cooperative policies, assessing what needs to be accomplished to reinvigorate the existing structures and mechanisms.

II. ASSESSMENT OF JOINT PROGRAMME RESULTS

1. Key Outcomes Achieved

Outcome 1: Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity, and viable business partnerships with private-sector investors.

The first and most significant outcome for the Pro-Poor Horticulture Value Chains

In Upper Egypt Programme – which appropriately received the largest portion of the programme budget – was Outcome 1. The programme designed three primary indicators with related achievement targets.

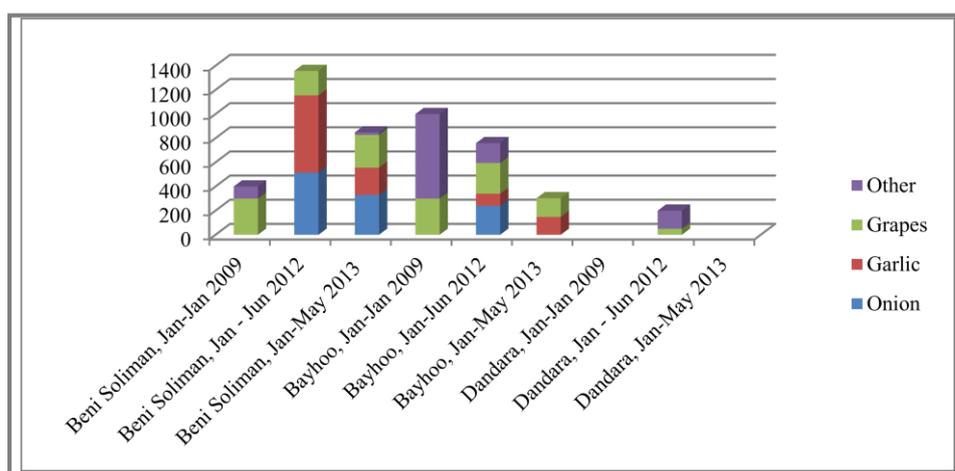
Indicator	Target
# of metric tons processed by each PHC for high value markets annually (disaggregated by crop)	3,000 tons/year
# of farmers producing in accordance to Global Gap Option 2 in targeted FAs	100 farmers
# of PHC complying with national and international quality and management standards	No target

The first indicator, measuring the turnover of produce, not only shows the level of operations at the PHCs and income generated for the FAs, it indicates a level of integration into the value chain. The variety of crops processed will indicate the various skills required by the related agricultural workers – of which a great percentage are women – and the degree to which they are integrated into the business.

Based on the data collected by the programme, productivity of operations at three target PHCs increased significantly from 2009 (baseline) to the two target years, 2012 and 2013 (the last two of the programme). The programme's baseline data, covering the 12 months of 2009, revealed that the three PHCs, processed a total of about 1,400 tons of products. Beni Soliman PHC in Beni Suf processed about 100 tons of cantaloupe and 300 tons of grapes (and stored 2,500 tons of onion) and Bayhoo PHC in el Minya processed about 300 tons of grapes, 500 tons of pomegranates, and 200 tons of green beans. Dandara in Qena did not operate.

The 2012 data, covering the six months for January through June, shows the PHCs processing about 2,300 tons of products. Beni Soliman PHC processed 515 tons of onions, 640 tons of garlic,

and 202 tons of grapes, El Bayhoo PHC processed 240 tons of onions, 100 tons of garlic, and 255 tons of grapes, and 164 tons of other crops, and Dandara processed 50 tons of grapes and 150 of other crops. A survey covering January to May 2013 revealed that the Beni Soliman PHC processed 330 tons of onions, 226 tons of garlic, 272 tons of grapes, and 20 tons of other crops, while the Bayhoo PHC processed 148 tons of garlic and 155 tons of grapes and Dandara PHC did not operate.



Considering the differences in reporting periods – 12 months for 2009, six months for 2012, and five months for 2013 – the chart shows significant increases in operations for the PHCs from the baseline year to the last two years of the programme, 2012 and 2013 (despite a drop in total operations from 2012 to 2013). In the full year of 2009, the PHCs operated a total of approximately 1,400 tons for an average of 117 tons per month. For the January-June of 2012 period, the figure rose to about 2,300

tons total, producing an average of 383 tons/month processed over six months, and for the January-May period of 2013, the total was 1,150 tons, for an average of 230 tons/month of products processed.

By extrapolating the data, the programme achieved success in meeting its target of 3,000 tons per year in 2013 (383 tons/month for 12 months equals 4,596 tons total for 2013) but did not reach the target in 2012 (230 tons/month for 12 months equals 2,760 tons total for 2012).

The second two indicators reflect an improvement in the standards and practices employed by the FAs and PHCs to international levels. By attaining Global Gap Option 2 certification, farmers are working according to the best standards and practices required by export markets, thus, indicating opportunities for better integration into the value chain and a greater degree of attractiveness as partners with the private sector. In the same sense, a PHC attaining ISO 22000 certification would reflect its higher standards and practices in operation with similar benefits for the facilities with regard to export markets.

Two FAs received Global Gap Option 2 certification, with a total of 52 farmers working according to the international best standards and practices reflected in this certification – El Toud FA in Luxor had 40 farmers and Gaafar FA in Beni Suef had 12 farmers. While the training and technical assistance provide by the programme to improve the practices of farmers was sufficient to achieve certification – as reflected in two FAs achieving certification for their farmers – the commitment of farmers and their FAs to follow through on obtaining certification was not always priority.

Beni Soliman FA’s and Bayhoo FA’s PHCs also attained ISO 22000 certification with assistance from the programme. Since the programme target for this was essentially “as many as possible,” its achievement rate of 66% (of the target three PHCs, only Dandara did not qualify for certification) is an impressive accomplishment.

Outcome 2: Entrepreneurial forms of organization established by small farmers.

Beyond the establishment of entrepreneurial forms of organization by small farmers, Outcome 2 foresees the capacity-building of individuals with a business/entrepreneurial orientation, as well as the upgrade of FAs as service-providing institutions, assisting with the establishment and operation of business development services. Outcome 2 has a single primary indicator and target.

Indicator	Target
# of entrepreneurial forms established by small farmers (disaggregated by type of entrepreneurial form of organization)	3 entrepreneurial forms of organization

The programme significantly surpassed its target of establishing three entrepreneurial forms of organization by assisting in the establishment of two shareholding companies, as well as helping 80 small farmers become individual entrepreneurs. The programme worked to promote these entrepreneurial efforts, providing capacity building and legal assistance, as well as facilitating access to finance.

Outcome 3: Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE.

Specifically, the programme would pursue policy and regulatory changes: 1) to reduce constraints to integration of farmers into the supply chain; and 2) promote governmental incentives for small farmers and investment in Upper Egypt. Outcome 3 had the following two indicators and related targets.

Indicator	Target
# of policies and regulations studied and discussed with GOE, with suggested recommendations	2 in-depth studies addressing Cooperatives Law and an assessment of bottlenecks affecting FAs, with related policy briefs prepared and discussed with the GOE
# of policies and regulations changes considered by the GOE for amendment or activation	# of policy and regulation changes considered

The programme met its target for the first indicator by completing one study on the Cooperatives Law and one Assessment of Bottlenecks Affecting FAs, and delivered them both to the Shoura Council for review and consideration. However, the continued political upheaval in Egypt starting in early 2011, with related changes in government players and priorities, has proven a difficult atmosphere in which to affect concrete change. While no specific changes in related policies and/or regulations have resulted (thus, the target for the second indicator was not met), the GOE is reviewing the Cooperatives Law and acknowledges the importance of cooperatives to the development of small-scale farmers and their integration into value chains, which is an extremely positive sign.

2. Capacities Built Contribution to Achievement of Outcomes

The programme believes the capacities built during implementation contributed to its achievement of outcomes in a number of very specific ways.

Outcome 1

The success of the capacity-building efforts (technical assistance and training) with agricultural workers can be reflected in marked increases in both the yield and productivity (tons/feddan) of cultivation in the targeted locations during the period of programme implementation. Successful institutional capacity-building with FAs and operational capacity-building with PHCs is reflected, respectively, in the increases in income for the FAs and increases of tonnage of produce processed for the PHCs. In addition, Beni Soliman FA's PHC and Bayhoo FA's PHC attained ISO 22000 certification and 50 farmers at two target FAs were working under Global Gap Option 2 certification, which were direct results of programme capacity-building efforts. By the end of the programme, the beneficiary farmers, FAs, and PHCs were producing and delivering to the market a greater variety of higher-quality products, as well.

As part of its strategy, the programme focused many of its efforts specifically on women beneficiaries. An example germane to the above achievement, data collected from consultant report for women field workers in grape cultivation showed that the productivity increased from 5-15 kg/hour during 2012 to 12-45 kg/hour during 2013.

The programme's work with building the capacity of agronomists also deserves mention here. The programme put in place a highly successful capacity assessment system where agronomists upon being hired by the programme and then again at the end of the programme. The capacity assessment conducted by programme experts revealed significant increases in their knowledge and skills of the agronomists, which now allows them to provide technical assistance unsupervised. This system was so successful that it is being replicated in a condensed form for graduates of agricultural faculties, qualifying them for the job market. In addition to the 17 programme agronomists, approximately 120 fresh graduates were trained to meet the requirements for employment and linked to the job market. As these agronomists are working in the communities from which they hail, the programme believes the existence of "homegrown" experts will strengthen farming in these communities, making them more attractive business partners for private-sector investors.

The positive results, taken together, have led to contract farming and greater demand for production from private-sector processors and wholesale traders and, thus, indicate better integration into the domestic and international value/supply chains.

Outcome 2

The programme surpassed its target for Outcome 2 by assisting in the establishment of 42 entrepreneurial forms of organization (two shareholding companies and 40 individual entrepreneurs). Its capacity-building efforts to assist small farmers to become entrepreneurs and to equip FAs to deliver business development services (BDS) to its member farmer contributed greatly to this overachievement.

In order to build the capacity of the FAs to provide business development services to its member farmers, the programme delivered an extensive training programme (including life-coaching

workshops, technical TOTs, operational health and safety training, value-chain development training, “My Coop” TOT, and entrepreneurial skills for agribusiness TOTs) resulting in the formation of three BDS units (compost unit, nursery for greenhouses unit, and packing and packaging unit). The programme provided capacity-building directly to 323 farmers in the form of entrepreneurship training, which led to the development of 65 business plans. The beneficiaries received integrated training and capacity-building, covering life coaching, starting your own agricultural business, value-chain development, and a “get ahead” course. Farmers are now receiving non-financial assistance (technical and legal) from their FAs, along with the assistance from the BDS units.

Outcome 3

The capacity of beneficiaries – both as individuals and as FAs – to conduct awareness and advocacy efforts has been built. The FAs are now able to document and communicate their concerns through different media channels, and they have established linkages with public media. (While this success contributes to the achievement of Outcome 3, it was tracked against the programme’s monitoring plan under Outcome 1.)

The life-coaching workshops were followed by further training to support small farmers in addressing specific problems by building their capacity to raise awareness, and advocate and negotiate with government on critical issues affected their work and lives. Beneficiaries are now able to raise awareness for issues within their communities and advocate government for change.

The beneficiaries also developed four videos, six flyers, and one play raising awareness of different causes, surpassing the target of two advocating tools set by the programme. Farmers have successfully negotiated with local government to solve local bottlenecks, repair a damaged irrigation pipeline, and resolve internal conflicts regarding land division. In addition, four linkage meetings were held – one with Bedaya Center, one joint event promoting agricultural companies, a field visit by the Ministry of Trade and Industry, and a one-day forum to discuss cooperatives – and Gaafar FA successfully implemented an awareness campaign for the installation of water pipes in its area.

By the end of the programme, approximately 30% of farmers had indicated their awareness related to laws, policies, and regulations related to their work and communities had increased and that they were able to make use this knowledge for advocacy purposes. The success of this output area reflects a strong commitment to ongoing efforts to link farmers to the GOE, raising awareness on available services provided by the government.

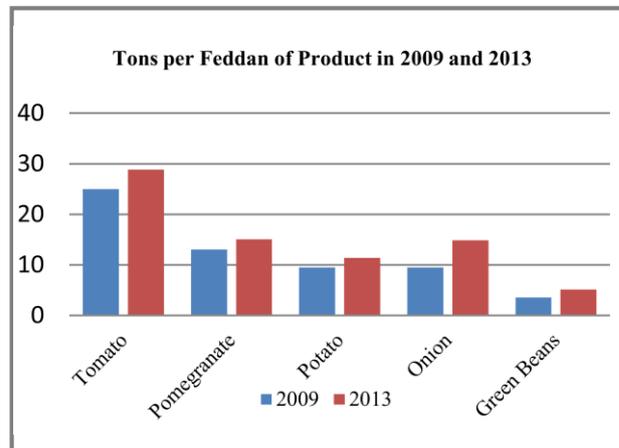
3. Output Contribution to Achievement of Outcomes

Outcome 1

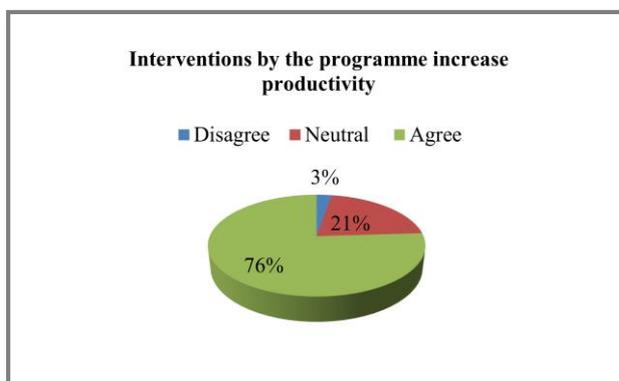
Output 1.1: Capacity and efficiency of production, harvesting, post-harvest operations, and value addition of 1,000 SME/farmers, lead farmers, and agricultural workers in targeted locations built

Indicator	Target
% average increase in productivity reported by SMEs/farmers applying technologies/techniques disaggregated by 5 target crops (tomatoes, potatoes, pomegranates, onions, green beans)	25% increase in productivity
% of workers reporting improvement in their capacities with assistance from the programme	50% of workers report increase in capacity and skills
% of targeted SME/farmers and agricultural workers applying technologies, techniques, and practices introduced by the programme	50%

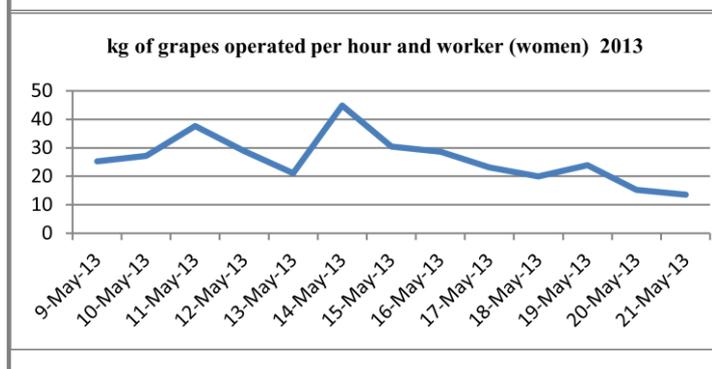
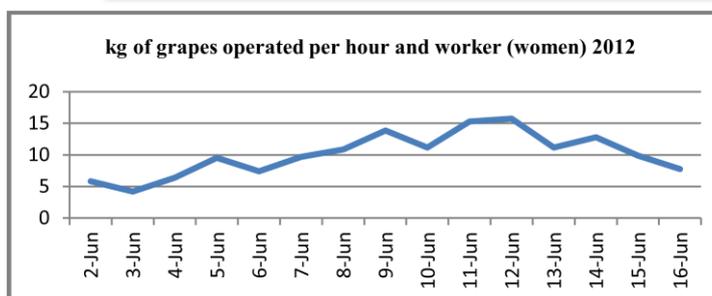
The first indicator directly measures the percentage increase of productivity for five target crops – namely, tomatoes, potatoes, pomegranates, onions, and green beans – in comparison to the baseline data. As shown in the diagram, the figures for average productivity increased for all five crops from 2009 to 2013. Tomato productivity increased from 25 tons/feddan to nearly 30 tons/feddan. For pomegranates, which had not been harvested yet at the writing of this report, farmers forecasted a 20% rise this season – a figure in line with the increase from 13 ton/feddan in 2009 to 15 ton/feddan in 2012. Potato productivity increased from 9.5 tons/feddan to almost 12 tons/feddan, onion productivity rose from 9.5 tons/feddan to 14 tons/feddan, and green beans increased from about 3.5 tons/feddan to 5 tons/feddan. Much of this progress can be attributed to the programme’s capacity-building, training, and technical assistance activities. Overall, a 24% increase in productivity was achieved in 2013.



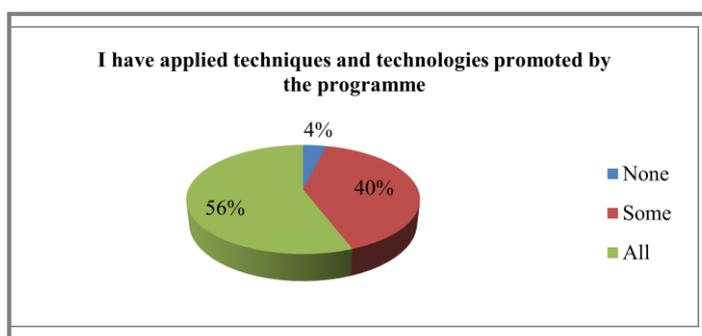
However, since several variables could affect this indicator – such as weather and other environmental occurrences – the programme added the supporting indicator, which would measure the perceived effect of project interventions on changes in productivity. As shown in the chart, 76% of farmers also indicated that the interventions of the programme have contributed to their increased productivity, confirming the data above. While not all of the target crops showed a 25% increase in productivity, farmers confirmed that the programme did assist in raising productivity.



For the second indicator, the programme used field-consultant reports to measure the perception that workers’ skills had increased by 2013. Consultant reports in 2012 revealed a significant increase in the productivity of women field workers grapes operated from about 5 kg/hour to a maximum of 15 kg/hour (they added that a drop-off in productivity occurred at the end of observation in 2012 was due to the poor quality of raw material and an increase in number of untrained workers in 2012). In 2013, consultants reported that worker productivity had tripled. Workers were able to prepare more than 45 kg/hour. Capacity building of workers not only included technical skills, but also awareness on operational health and safety, hygiene, and safe working environments, as well as labor rights.



The third indicator reveals the effectiveness of the programme in convincing beneficiaries to use new techniques and technologies, as well as its potential for further development and

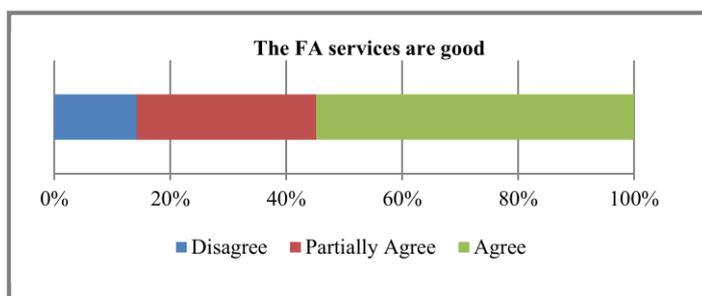


sustainability. Approximately 56% of respondents had applied all recommendations for new techniques and technologies made by the programme, while 40% had applied some and only 4% had not applied any. Convincing farmers to change their traditional practices and employ new methods and technology is perhaps one of the major achievements of the programme.

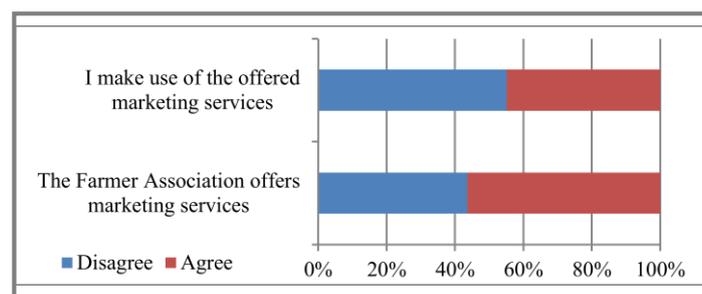
Output 1.2: Enhanced targeted FAs capacity to provide sustainable demand-driven services to their members

Indicator	Target
Degree of member satisfaction of services provided by FAs (scale: high-medium-low), regarding marketing/technical services	75% of farmers report high-to-medium satisfaction
% of FA members who received marketing services per FA	85% receive marketing services
% of target farmers procuring part of their inputs from target FA	20% of farmers are procuring inputs from FAs

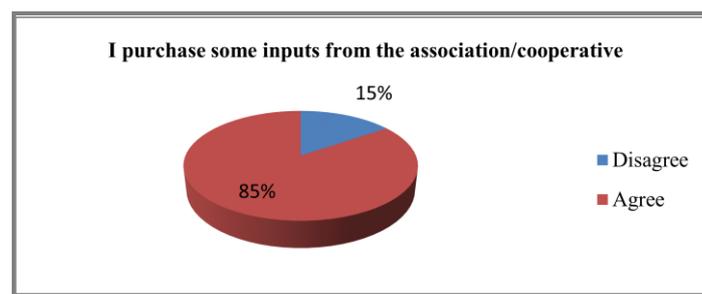
The first indicator sought to determine any change in members' satisfaction with FA services comparing responses over time to statement "the FA services are good." Initially, 50% of respondents surveyed agreed with the statement. When surveyed again, 54% of FA members agreed with the statement that the FA services are good, while 30% were partially agreed and the remainder disagreed. This indicator did not assess perceptions on the quality of services, but does suggest that services improved slightly over time.



With regard to the second indicator, about 44% of surveyed farmers indicate using marketing services offered by their FA. However, approximately only 56% of the farmers surveyed said their FA offered such a service. This is an extremely positive result in that a high percentage of farmers are taking advantage of FA marketing services when they are offered, but somewhat negative in that FAs are not offering these services or farmers are not made aware of them.



Approximately 85% of the surveyed farmers indicated that they procure some of their inputs from an FA, which marks a significant increase to the baseline.



Output 1.3: Linkages of FA with different high-value markets developed

Indicator	Target
# of FA registered in retailers/processor list	4 FAs registered
Quantity of production supplied by FAs to processors, exporters, or retailers	2,500 tons
Result of internal audit on ISO 22000/BRC	3 PHC pass internal audit
Result of internal audit on Global Gap	2 FA pass internal audit
Result of GES/WEP pre-audit	3 PHC pass pre-audit

By the end of the programme, eight of the FAs the programme worked with had registered with retailer/processor lists, and many FAs were supplying their members' produce to exporters, traders, and processors. The FAs supplied 4,655 tons of products to processors, exporters, and traders in the first five months of 2013.

The first and second indicators measure the sustainable integration of the FAs into the supply chain, revealing significant improvement with regard to the baseline of the programme, when none of the FAs were registered.

The final three indicators – passing audits/pre-audits for certification – measure the reduction of technical barriers to trade and the improvement of the work environment for organizations. Beni Soliman and Bayhoo PHCs passed the internal audits for ISO 22000, and farmers of El Toud and Gaafar FAs passed the audits Global Gap. While the Gender Equity Seal pre-audit was completed for three PHCs, none of them passed the internal audit.

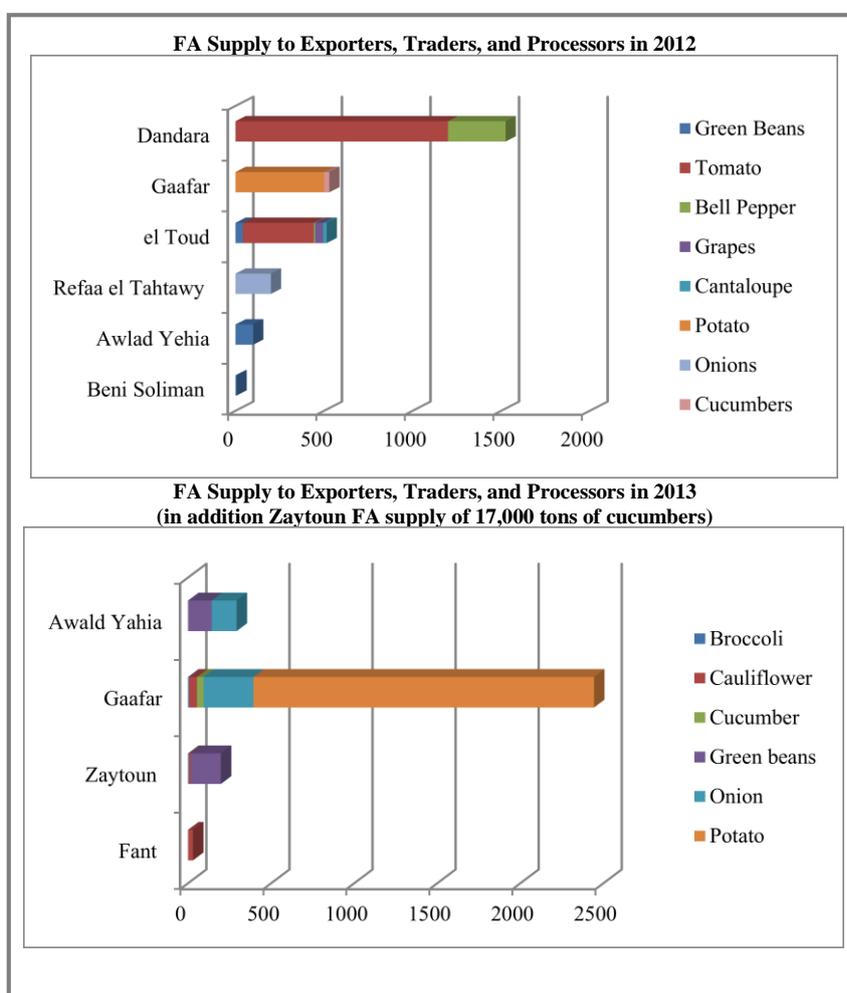
However, significant steps have been taken toward achieving this goal – documentation systems are now in place, and internal bylaws and operational plans have been developed – and management and workers have been gender sensitized, and trained on good hygiene practices and operational health and safety.

Output 1.4: Capacity of 20 agronomists and 6 Agricultural Committees of FAs built to sustainably deliver technical assistance to their communities

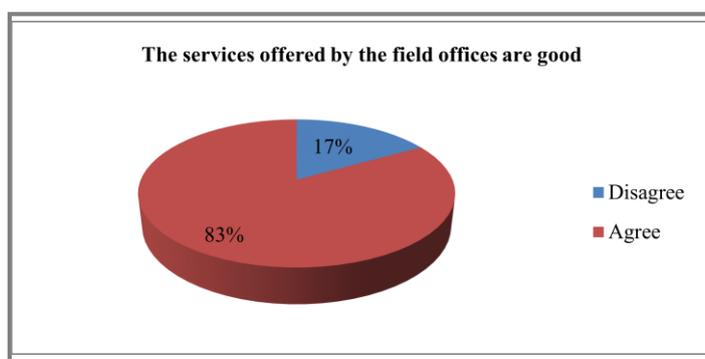
Indicator	Target
Result of capacity assessment of agronomists and agricultural committees by project experts	15 agronomists
Average # of field visits/agronomist/month to project beneficiaries	60 visits per month
# of farmers technically supported per field office	300 farmers per field office
% of satisfied farmers served per field office	70% of farmers satisfied

The first indicator assesses the development in knowledge and skills of the programme agronomists from when they were hired until when the programme ended. The capacity assessment conducted by programme experts of the agronomists revealed significant increases in their knowledge and skills, allowing them to provide technical assistance unsupervised. This activity was so successful that it is being replicated in a condensed form for graduates of agricultural faculties, qualifying them for the job market. In addition to the 17 programme agronomists, more than 150 fresh graduates were trained to meet the requirements for employment and linked to the job market.

The second indicator reveals the field performance of the agronomists, which averaged about 60 field visits per month, while the third indicator measures the efficiency and outreach efforts of each field office. The programme field offices provided technical support directly to 1,960 farmers over the course of the programme. The Beni Suef office reached 900 farmers, the Assiut reached 560 farmers, and the Luxor office reached 500 farmers.



The last indicator measures beneficiary satisfaction with the programme field office services and, thus, indirectly the impact of project interventions. Some 83% of farmers stated they believed the services offered by their field office were good.



The results of Output 1.4 confirm the positive performance of the field offices, as well as the improved capacity of the programme agronomists. It also indicates the strong likelihood for the sustainability of the office as knowledge hubs for their communities after programme conclusion.

Output 1.5: Improved human and financial capital of women in the target FAs to be able to run new/existing businesses

Indicator	Target
# of women's committees in the targeted FAs activated	5 active women's committees
# of women assisted by the women's committees to start/upgrade businesses	50 women (10 per FA)
% average increase in the number of women members joining the FA	20% increase
% of FA revenues allocated for the women's committee	15% increase
# of women receiving assets through the project	20 per FA

Under this output area, six women's committees were elected, of which three are actively assisting women to start their own businesses. The three active committees have assisted 75 women in starting their own businesses with assets received through the project. Beni Soliman, Gaafar, and El Toud FAs have dedicated portions of their budgets to support the establishment of the women committees, but no funds have been dispersed yet (which may indicate a lack of managerial commitment to women's committees). As shown in the table, the programme also met its target for creating an average increase in the number of women members joining FAs.

Farmer Association	# Female Members 2010 (baseline)	# of Female Members 2012	# of Female Members 2013
Beni Soliman	88	108	108
Gaafar	81	81	120
Bayhoo	na	na	25
Dandara	10	40	-
El Toud	23	83	83
Awlad Yehia	15	55	55

The indicators for Output 1.5, taken together, demonstrate the success of a first-of-its-kind community-based commitment to elected women's committees.

Output 1.6: Capacity of farmers and FAs improved to raise awareness and advocate for relevant policy, regulatory measures, and financing options

Indicator	Target
# of advocating tools developed and used by target FAs to raise awareness for common challenges and to adopt a group approach for community problem-solving	2 advocating tools (campaign flyers, posters and videos)
# of linkage meetings between FAs and relevant GOE entities to discuss how FAs can utilize available GOE services	3 roundtable discussions with local authorities
# of advocacy campaigns actually carried out by FAs	1 raising awareness campaign
% of farmers aware/applying laws, regulations, services, and incentives advocated by the programme	30% of farmers

The indicators reveal that the capacity of beneficiaries to conduct awareness and advocacy efforts has been built. The FAs are now able to document and communicate their concerns through different media channels, and they have established linkages with public media.

The beneficiaries developed four videos, six flyers, and one play, advocating different causes, surpassing the target of two advocating tools set by the programme. Three linkage meetings were held – one with Bedaya Center, one joint event promoting agricultural companies, and one field visit by

the Ministry of Trade and Industry. Gaafar FA successfully implemented an awareness campaign, advocating for the installation of water pipes. By the end of the programme, approximately 30% of farmers had indicated their awareness on the laws, policies, and regulations related to their work and communities has increased and that they were able to use this knowledge.

The success of this output area reflects a strong commitment to ongoing efforts to link farmers to the GOE, raising awareness on available services provided by the government.

Outcome 2

Output 2.1: FA capacity to support small farmers to access extension services, BDS and run agribusinesses is strengthened

Indicator	Target
# of training and capacity-building programmes conducted	6 TOTs, 2 life-coaching workshops, 6 TOTs (ESAB, Get-ahead, SYWR)
# and type of BDS in horticultural sector	3 extension service units in FAs
# common facilities introduced by each FA run on cost-recovery basis	1 common facility in each FA

Under the first indicator, the programme completed a total of 16 capacity-building training programmes, implementing two Life-Coaching workshops, six technical TOTs, and six ESAB, “Get Ahead,” and SYWR TOTs. Under the second indicator, the programme assisted in establishing three BDS units (compost unit, nursery for greenhouses unit, and packing and packaging unit) and they are operational. As for the third indicator, no common facilities were running at the end of the programme.

While the trainings and capacity-building programmes were successful, they are most significant in that they contributed to establishing the BDS units, which is the primary achievement for this output area.

Output 2.2: Small farmers are equipped with entrepreneurial knowledge/skills and provided with access to services necessary to start up and manage entrepreneurial activities

Indicator	Target
# farmers participating in entrepreneurship training (disaggregated by gender and location)	500 farmers
# of business plans produced by the FAs trainees and revised by trainers or BDS providers (disaggregated by gender/type of business)	80 business plans
# of small farmers received non-financial services (legal, technical,) from BDS, disaggregated by type of service	80 small farmers

The programme fell slightly short of its target 500 farmers with 410 (150 men and 260 women) farmers total participating in entrepreneurship training. The beneficiaries received integrated training and capacity-building, covering life coaching, starting your own agricultural business, value-chain development, and a “get ahead” course. The shortfall was due to various factors, including the availability of willing participants to join and complete the training.

Under second indicator, the programme assisted with the development and revision of 65 business plans, falling short of its target of 80 business plans – the programme assisted on all business plans produced by farmers. Under the third indicator, 86 small farmers received non-financial assistance from the three established BDS units during programme implementation.

Overall, 41 of the entrepreneurship trainees have started their own micro businesses with loans from their FAs; notably, all of them are women.

Output 2.3: Small farmers are collaborating and organized in new businesses

Indicator	Target
# of target small farmers receiving finance through revolving fund, set by ILO	50 farmers
# pilot shareholding company established	2 shareholding companies

Ongoing discussions for the administration of a revolving fund with the Social Fund for Development took place during the last six months of the programme. On June 10, 2013, an agreement for the

revolving fund was signed between Social Fund for Development, ILO, and UNDP, and is now operating.

The programme assisted in the establishment of two shareholding companies, which is significant in that it indicates a change of thinking among traditionally risk averse small farmers. The achievement also signals flexibility with regard to the laws and regulations governing associations and cooperatives with respect to trade.

Outcome 3

Output 3.1: Policy and regulatory bottlenecks identified in cooperation with Farmers and Farmers Associations and policy briefs prepared and shared with the GOE

Indicator	Target
# of policy briefs, addressing current policy and regulatory challenges and bottlenecks, developed jointly with GOE and stakeholders	1 policy brief per identified subject

The programme developed two policy briefs on cooperatives and one on women in agriculture but they have yet to be published. A policy framework for the inclusion of women has been developed, as well as info-graphics for gender mainstreaming.

Output 3.2: Policy forum formed involving relevant stakeholders

Indicator	Target
# of entities involved in the policy forum (disaggregated by type and availability of MOUs)	6 (GOE, Civil Society, Chambers of Commerce, Specialized Councils, Media, Development Programmes)
# of joint initiatives in partnerships with relevant entities addressing policy and regulatory changes	2 initiatives addressing each subject

A total of 10 entities have participated in the programme's policy forum. The programme assisted in establishing a policy forum and signed MOUs with 25 January TV, Al-Ahram Center for Political and Strategic Studies, the Ministry of Agriculture, and the Social Contract Center. The policy forum is now institutionalized, and includes the Farmers Syndicate, the Agricultural Cooperatives Union, the Agricultural Cooperatives Administration of the Ministry of Agriculture, and the FAO, as well as local agricultural directorates, the FAs, four political parties and a number of public figures. Five joint initiatives have been supported by the programme in partnership with the Agricultural Cooperatives Union, various agricultural directorates, the Social Contract Center, the Al-Ahram Center for Political and Strategic Studies, and Bedaya Center.

Output 3.3: Upper Egypt promoted to attract investments that benefit local communities and foster partnerships between small farmers and the private sector

Indicator	Target
# of new businesses, new processes, new skills, etc., allowing for participation of vulnerable segments	5 based on 5 businesses identified and studied (from the food processing committee list)

The programme assisted in establishing five new businesses for vulnerable segments of society – new businesses include pickling, drying of horticultural produce, and deseeding pomegranates. In addition, the programme assisted eight rural youth, who are now capable of communicating their community needs through the use of digital media and video production. The programme also facilitated a study on new products and markets by PwC, which will be promoted among investors.

4. Engaging Primary Beneficiaries

From the outset, the programme employed a participatory implementation approach, where beneficiaries were engaged in the baseline assessment phase through focus group discussions to identify their needs. The programme focused on building the capacities of individuals and organizations. Beneficiary individuals included farmers, agricultural workers, rural women, and agronomists, while beneficiary organizations included FAs and PHCs. Geographically, the programme's target beneficiaries were located in six governorates in Upper Egypt – namely, Beni Suef, Minya, Assiut, Sohag, Qena, and Luxor.

Overall, through various training and technical assistance efforts, the programme's interventions targeted 1,000 farmers, 250 agricultural workers, 140 women workers, 100 rural women, 100 rural women, and 15 agronomists, as well as the six FAs and three PHCs. In all but one of these six beneficiary categories, the programme's actual achievement surpassed the defined target figures, as shown below.



Farmers and Agricultural Workers

Beneficiary farmers and agricultural workers were engaged directly through training and technical assistance for production, harvesting, post-harvest operations, value addition, and new agricultural techniques and technologies. These beneficiaries were engaged to cultivate new crops, pursue new business concepts, and employ new technologies (e.g., sundried tomatoes, deseeding pomegranates, establishing shareholding companies, and other entrepreneurial ideas), as well as to develop advocacy and awareness-raising skills and on financing options.

Rural Women

Along with the same training and technical assistance received by farmers and agricultural workers, beneficiary women were also engaged to participate in FAs and to create FA Women's Committees.

Agronomists

Beneficiary agronomists were engaged through effort to develop their technical skills and prepare them for employment.

Farmers' Associations (FAs)

The programme worked closely with the FAs management and staff, building their capacity to draft business and operational plans, agreeing on goals, targets, work plans, and implementation strategies, enhancing their marketing services, developing BDS units, and improving their operations for Global Gap Option 2 and Gender Equity Seal certification.

Post-harvest Centers (PHCs)

The PHC management and staff were engaged in activities to improve production and operations for ISO 22000 certification.

5. Addressing Social, Cultural, Political, and Economic Inequalities

Throughout the programme, FAs and small farmers were involved in the planning of different interventions, which were designed to address a specific need. Extensive efforts were undertaken to support farmers in advocating for their rights, resulting the development of negotiation skills. In Beni Suef, famers successfully advocated and negotiated with government to bring a solution to a water pipe problem. The access to high-ranking government officials – including the Governor of Luxor – that they had gained also led to approval for the allocation of 15 feddans of land in Luxor to build a PHC and to expand their already-established packing house, with support from the programme.

Farmers – men and women – learned to develop their own advocacy tools through a programme workshop to support young farmers in learning digital video-making, which was organized by the UNDP. With this training, Sohag farmers developed a video about their loss of lands due to strong water currents, and they used the video to bring the problem to the attention of government officials. Women in Luxor also developed a video about early marriages and the resulting problems of such practices, which is being used by UN WOMEN in international events. As well, UNIDO is using one video developed by a young agronomist to showcase best practices in farming.

Farmers held face-to-face meetings with government decision-makers on several occasions over the course of the programme. As a result, Egypt's General Authority for Investment (GAFI) arranged a workshop to support farmers gain a better understanding of the taxation laws that affect them and of cash-flow management. GAFI has also offered the farmers access to its logistical support, when needed.

The ILO, through efforts to address issues with the Cooperatives Law, worked closely with farmers to collect their input on how the law should be reformed. The programme, in cooperation with the ILO organized a conference, and the beneficiaries directly engaged decision-makers, discussing their grievances at length.

The extent of the programme's contribution to improving the lives of socially excluded groups was extensive. This is reflected in a recent initiative planned and supported by six FAs from the target governorates, which have decided to establish unions for green-bean growers and onion growers. Two marketing companies were invited to join these unions, signed initial MOUs, and established the regulations governing their actions vis-à-vis the unions. The aim is to support the small farmers to produce these two crops and to provide the drying and freezing industry with a continuous flow of high-quality products throughout the year, since the unions geographically cover an area with a wide range of climates – from Luxor to Beni Suef. The two marketing companies will provide also marketing support and assist in the export these crops to international markets. With support from the programme's technical team, marketing officer, and legal consultant, the farmers initiated and designed this successful effort.

The programme also supported date farmers in their efforts to develop the largest palm date association in Egypt. Farmers and traders united forces to support value-addition processes in date production for the export to high-end markets.

6. Contributing to Paris Declaration Principles and Delivering as One

Paris Declaration Principles

The programme ensured a high level of national government input and coordination in its design and implementation by housing its Project Management Unit (PMU) within the offices of Egypt's Ministry of Trade and Industry (MTI). The MTI is the government counterpart for the UNIDO/ETTRACE programme and provided this office space as the GOE's in-kind contribution to the programme. Work on policy analysis, reforms, and policy dialogue would take place in coordination with the Ministry of Investment (MOI), business associations and chambers, and other pertinent government entities. Both MOI and MTI are mandated with promoting and providing incentives for private-sector investment. In addition, MTI is mandated with enhancing and providing incentives for exports. Their partnership with the programme would be highly instrumental in providing for the effectiveness of the policy dialogue, and would facilitate coordination on ensuring the replicability and scalability of the programme. The MTI and MOI actively participated in the development of the project concept and committed to their participation in the programme, and the programme advised the ministries on developments related to the programme and Egypt's agriculture sector.

The PMU, which was housed in MTI offices, was composed of the following full-time programme personnel: Joint Programme Manager/Policy Officer; Deputy Manager/Value Chain Officer; Research/M&E Officer; Capacity Building Officer; Gender Officer; Financial Officer; and Administrative Assistant.

Governmental extension officers were also an integral part of programme's extension services, ensuring sustainability of knowledge in the target locations. Governmental counterparts would participate in monthly Project Management Committee (PMC) meetings – especially, during the second half of the programme – assisting on the strategic level.

As noted previously, the programme assisted in establishing a policy forum with 25 January TV, Al-Ahram Center for Political and Strategic Studies, the Ministry of Agriculture MOUs, and the Social Contract Center. The policy forum is now institutionalized with MOUs signed by all parties, and includes the Farmers Syndicate, the Agricultural Cooperatives Union, the Agricultural Cooperatives Administration of the Ministry of Agriculture, and the FAO, as well as local agricultural directorates, the FAs, four political parties and a number of public figures. Five joint initiatives have been supported by the programme in partnership with the Agricultural Cooperatives Union, various agricultural directorates, the Social Contract Center, the Al-Ahram Center for Political and Strategic Studies, and Bedaya Center.

Delivering as One

The Resident Coordinator (RC) – or their designate – would chair the National Steering Committee (NSC). The NSC provided strategic guidance and oversight and approved programme documents including subsequent revisions and Annual Work Plans (AWPs) and budgets. The NSC was comprised by the UN Resident Coordinator, a representative of the Spanish government, a representative from the Ministry of Foreign Affairs, a representative from the Ministry of International Cooperation, a representative of MoI and the MIFT representing the Government Implementing Agencies in addition to representatives from the participating UN Agencies.

The Programme Management Committee (PMC) was comprised of representatives from the partner UN and GOE agencies, and was tasked with operational coordination of the programme and its activities, and ensuring that the contribution of each agency would be delivered in a timely and effective manner. The PMC would also provide direct oversight for the programme, monitor performance and the delivery of results, and liaise with stakeholders on policy issues. Joint programme managers and experts would be invited to participate in PMC meetings, as appropriate. Regular PMC meetings would be held quarterly. The PMC would also meet, as needed, to address issues related directly to management and implementation of the programme. The responsibilities of the PMC would include:

- Ensuring operational coordination
- Managing programme resources to achieve the defined outcomes and outputs
- Aligning MDG-F-funded activities with the UN Strategic Framework and UNDAF-approved strategic priorities
- Establishing adequate reporting mechanisms
- Integrating work plans, budgets, reports, and other programmatic documentation, and ensuring that budget overlaps or gaps were addressed
- Providing technical leadership for the activities envisaged in the programme's annual work plans
- Agreeing on reallocations and budget revisions, and making recommendations to the National Steering Committee (NSC), as appropriate
- Addressing management and implementation challenges
- Identifying emerging lessons learned
- Establishing communications and public information plans

Each participating government partner and UN agency would designate a task manager, who is not remunerated by the programme, for activities relating to the programme. UN agency task managers would liaise with and support, where applicable, their national counterpart task managers, providing technical expertise and programmatic support to ensure effective implementation of activities. The task managers would be members of the PMC and collectively recruit programme staff. The task managers, as members of the PMC, would be responsible for guiding strategic implementation, in

coordination with the Joint Programme Manager, and for collectively reporting to the Steering Committee (SC). Additionally, each task manager would coordinate all activities with the Joint Programme Manager.

While complex, the benefit of the joint programme stems from its intrinsic structure involving four different UN organizations and its multilayered approach to introducing new techniques and practices on a large scale and at different levels. On the organizational level, the programme's biggest challenge was to develop the proper framework to integrate a wide variety of activities along a number value chains at the same time and on parallel tracks.

For instance, one of the programme's target objectives was to develop inclusive markets and integrate smallholders in equitable relationships with private-sector investors. This would necessitate the improvement of the quality of production and the enhancement of farmers' technical and business skills in order for them to access to high-end markets and to be able to succeed in a private-sector context. A major dilemma was should the programme start with technical training to improve the quality of the farmer's crop production to enable them to reach out to high-end markets or with linking farmers to buyers and processors to motivate them to adopt the new technologies and practices? The dilemma was compounded by a natural tendency among small farmers to resist new practices for fear of risk. They held on and cherished deeply traditional practices, coupled with an inherent mistrust of donor agencies and government because of a long history of malpractice.

To overcome this dilemma the programme employed a market-oriented approach in addressing extension services at the level of the farm. This meant that the efforts to introduce advanced best practices in agriculture toward enhancing efficiency and productivity among small farmers would be directly linked to efforts for effective marketing of the small farmers' produce, while enhancing group farming and introducing contract farming. The programme helped farmers realize that they needed to meet market requirements in order to make a decent profit, which was made tangible for farmers by facilitating forward contracts with major processors and wholesale traders. Their fears of loss and risk waned and they became more receptive to new ideas and to applying non-conventional techniques.

As noted previously, the programme would focus on participatory implementation, including the beneficiaries, during the baseline assessment phase through focus group discussions to identify their needs. The programme would work closely with the FAs, building their capacity to draft business and operational plans, agreeing on goals, targets, work plans, and implementation strategies.

Coordination efforts between the different UN organizations also involved a participatory approach model where all plans and strategies were developed using direct consultation with local partners and were based on community needs. Assessment studies were conducted ahead of the design of any activity. These activities varied greatly from one location to another and were tailored in accordance to the needs of the different communities and target groups. They were directly discussed with the programme beneficiaries ahead of implementation to make sure that the programme was sensitive to people's needs and to differing cultural barriers. Some activities were diverted from one place to another as a result of these discussions, while others were added in response to local demand.

Involving the community and other stakeholders would be essential during the project. Input suppliers were included in project activities and governmental extension officers were an integral part of project extension services, assuring sustainability of knowledge in the targeted locations. Governmental counterparts would participate in monthly project management committee meetings – especially during the second half of the project – assisting on the strategic level.

III. GOOD PRACTICES AND LESSONS LEARNED

1. Lessons Learned and Good Practices

Programme Design

The establishment of a Programme Management Committee (PMC) and Project and Project Management Unit (PMU), the implementation of initial team-building efforts, and the location of field offices within the communities they served were all key facets of the programme design. They created the effective and efficient flow of information and knowledge through the various levels of the programme, ensured informed decision-making, improved the effectiveness of interventions, and will underpin the eventual sustainability of the programme.

PMC was comprised of representatives from the partner UN and GOE agencies, chaired by the Ministry of Foreign Trade and Industry Focal Point, and tasked with operational coordination of activities and ensuring that the contribution of each agency would be delivered in a timely and effective manner. The PMU and facilitated the GOE's participation in the development of the programme design, the success of programme implementation, and the effectiveness of the policy dialogue, as well as contributing to the sustainability, replicability, and scalability of the programme. Coordination of

In the first year of implementation the PMU organized a series of orientation workshops to align the activities of the four participating UN organizations, UNDP, UN WOMEN, UNIDO, and ILO with clearly pronounced needs by the community to ensure ownership and ultimately sustainability. Strategic-planning, coupled with a participatory decision-making system, would be paramount in the creation of the cohesive structure with the clear vision and strong team spirit needed to successfully implement a joint programme with multilayered activities. To address the need to integrate the efforts of the partner organization teams and to facilitate the challenge of interagency coordination for multilayer implementation, the programme employed the following best practices.

- The programme established regular weekly interagency meetings (PMU) to discuss progress and coordinate work. These meetings helped in avoiding duplication of efforts, and in addressing challenges in the field with a unified strategy. The regular PMU meetings – along with a successful team-building workshop – helped to forge a strong bond between staff and experts, despite the fact that they represented different organizations with different structures, systems, and mindsets.
- Clearly defined the roles and responsibilities of the staff members in relation to each other, to their respective UN agencies, and to the programme's main office was a key element in ensuring the steady flow of communications that stressed mutual cooperation within the scope of clearly-defined tasks.
- Unified branding of the programme as “SALASEL” fostered a unified team image, as well as creating a credible brand among local communities, local entrepreneurs, private-sector investors, and key market players. All activities – trainings, workshops, and meetings with stakeholders – were as such, which helped in focusing partners and beneficiaries on achieving the common goals of the programme.
- As a result of the early field work, programme partners were able to see their roles along the value chain in relation to the common goals of the programme (programme outputs), which translated into a positive team spirit and highly motivated staff. The programme's Mid-term Evaluation confirmed this, but also noted a need to analyze the roles of the various internal agencies with relation to expected outputs. The programme held results-based management workshops, and an adjustment of indicators and the results framework was agreed, which forged closer interagency partnerships, realigned activities, and ultimately the greater overall impact of the programme.

The physical proximity of the field offices to beneficiaries and on-the-ground implementation of activities was a cornerstone of programme strategy. The flow of information from beneficiaries and

field staff to the PMU in Cairo (strategically located in the MTI offices) and on to implementing agencies and governmental counterparts proved invaluable to the success of programme. The programme operated three field offices in Beni Suef, Assiut, and Luxor. Along with the office manager and administrative staff, each field office had a marketing officer and 5-7 young agronomists, mainly from the local community. Each field office served one to three governorates, including at least one FA owning a PHC. Specifically, the Beni Suef office served Beni Suef Governorate, the Assiut office served the Minya, Assiut, and Sohag Governorates, and the Luxor office served Luxor and Qena Governorates. While strategic planning and management was performed at the PMU level, operational planning was conducted at field office level, ensuring customization of interventions to local needs and realities, and the strong communication of results and feedback to the PMU.

Implementation

In order to confront the cultural barriers to “new thinking” (e.g., in gender relations, new farming techniques and technologies, etc.) prevalent among small farmers, the programme implemented a series of life-coaching workshops designed to facilitate the acceptance of concepts that would lead to programme success.

Some 80 beneficiaries, men and women, from the six beneficiary governorates participated in the life-coaching workshops, along with programme staff. The workshops would develop the sense of empowerment they would require to effectively make change happen for themselves and their communities through a process of self-evaluation. According to workshop facilitator, self-evaluation was crucial to enable the participant farmers to respond more positively to the new ideas and methodologies that would be introduced by the programme. The participants would assess their life choices to date with the goal of realizing that they could shape their futures

The life-coaching series included a gender-sensitization workshop developed by UN WOMEN and further training to support small farmers in addressing specific problems, using advocacy techniques, and developing negotiations skills. The series also addressed a variety of skills ranging from starting an entrepreneurial activity to preparing budgets and feasibility studies to value-chain analysis, marketing, cash flow management, and drafting proposals to obtain funding from major donors. While most of the sessions featured equal proportions of men and women, some of the entrepreneurial leadership workshops were designed specifically for women to support them in initiating their own businesses.

The life-coaching workshops produced envisaged change in thinking that led to a number of successful efforts. Farmers were able to see themselves primary actors in their own futures, leading to programme success in farmer ownership and entrepreneurship. Women were empowered to form women’s committees within the FAs and pursue new businesses themselves. New crops (broccoli), techniques (sun-drying tomatoes), were technologies (drip irrigation) all introduced and are currently being employed.

2. Innovative Development Approach

The joint programme’s design was multilayered and the cooperation of the four collaborating UN agencies – UNDP, UNIDO, ILO, and UN WOMEN – created required an innovative integrated effort approach, which would draw upon the expertise and experience of each of the agencies. The programme employed a value chain development approach, working with producers, processors, traders, input suppliers, and policy-makers to improve integration of small farmers into value chains, while targeting women and youth. However, due to the complexities of addressing value chains as a whole, the programme would have to be market-oriented with a high degree of participatory implementation.

For instance, one of the programme’s target objectives was to develop inclusive markets and integrate smallholders in equitable relationships with private-sector investors. This would necessitate the improvement of the quality of production and the enhancement of farmers’ technical and business skills in order for them to access high-end markets and to be able to succeed in a private-sector context – approaching the value chain on a number of levels simultaneously.

Would the programme start with technical training to improve the quality of the farmer's crop production to enable them to reach out to high-end markets or with linking farmers to buyers and processors to motivate them to adopt the new technologies and practices? A dilemma was compounded by a tendency among small farmers to resist new practices for fear of risk, as well as their inherent mistrust of donor agencies and government because of a long history of malpractice.

To overcome this dilemma the programme employed a market-oriented approach in addressing extension services at the level of the farmer. This meant that the efforts to introduce advanced best practices in agriculture toward enhancing efficiency and productivity among small farmers would be directly linked to efforts for effective marketing of the small farmers' produce, while enhancing group farming and introducing contract farming. Through participatory implementation, the programme would gain the buy-in of select farmers to participate. The programme helped farmers realize that they needed to meet market requirements in order to make a decent profit, which was made tangible for farmers by facilitating forward contracts with major processors and wholesale traders. Their fears of loss and risk waned and they became more receptive to new ideas and to applying non-conventional techniques.

As a second example, during implementation, the programme introduced sun-drying as a value-adding activity. Based on market needs, the programme linked producers with input suppliers, which secured jobs for rural women and youth, and promoted processing of sundried tomatoes at the processor level, as well as including policy-makers, such as the Governor of Luxor.

Bringing the three elements together – value chain development, market orientation, and participatory implementation – would expedite programme start-up, facilitate beneficiary and GOE buy-in, and throughout implementation, allow the programme to quickly adjust and improve services to meet beneficiaries' needs, ultimately leading to the achievement of the objectives.

3. Key Constraints

Internal Constraints and Mitigation Actions

- There was a nine-month delay in appointing a General Manager for the programme.
- The baseline report was not completed until May 2011, nearly a year and half after the start of the programme.
- The difference in accounting and management systems between the various UN partner agencies created confusion for programme administration and management.
- ILO involvement in the programme was delayed one year.
- The concerned management of some of the UN agencies was headquartered outside Egypt and their local Egypt offices could not take decisions on urgent matters quickly (UNIDO's office is in Vienna and UN WOMEN's office is in Jordan).

All of the above constraints were mitigated completely or to a large degree by the increasingly closer cooperation between the UN agencies through the PMU as the programme got underway. Closer cooperation served to offset the negative effects of the variant accounting and management systems, with each agency taking the lead at different times to adjust their financial or management systems to facilitate efforts. Through increased communication, coordination, and some inter-agency mentoring on the each other's systems and responsibilities to cover absences these constraints were overcome. The organizational atmosphere was marked by high team spirit and flexibility, which allowed for all the agencies to synchronize their activities to achieve the objectives of the programme.

The late start to the programme due to the delay in completion of the baseline study and the process of coordinating among the UN agencies, was compensated for by a redoubling of efforts once the initial constraints were overcome.

It should be noted that many of the constraints, particularly those that last past January 2011, were compounded by the January 25th Revolution and its aftermath.

External Constraints and Mitigation Actions

- A lack of credibility in international donor intervention existed initially because of some negative experiences in the agricultural sector in Upper Egypt.
- At programme start-up, due to the Ministry of Agriculture not being a partner in the programme, their local personnel were reluctant to work with the programme extension officers.
- During and after the January 25th Revolution in 2011, the security vacuum has been – and continues to be – a significant constraint, limiting the movement of staff in rural areas.

The programme's participatory approach with beneficiaries and the redoubling of efforts after the delayed start to the programme managed to build a degree of credibility in international donors among farmers. The resistance of the Ministry of Agriculture's local staff to coordination with the programme was offset by forging a partnership with the staff, where the programme created training programmes for their extension officers and included them in the planning of interventions. However, the constraints due to the January 25th Revolution were never fully mitigated, but the programme managed to progress and succeed in spite of the continuing political flux throughout the government and the security vacuum.

4. Monitoring and Evaluation

Beyond actively measuring performance and progress, the programme's monitoring and evaluation (M&E) function helped greatly in guiding on-the-ground implementations and informed management decision-making. M&E reports were used to determine the degree progress and if there was a need to concentrate greater effort or redirect frontline strategies to achieve the required results. All the UN agencies were informed of their performance – and responded positively to any indication of a lack of progress.

Primarily, the Midterm Evaluation helped in adjusting programme indicators to more accurately measure performance and efficiency. The report also helped the programme make a number of changes to specific activities. In response to challenges highlighted in the report, the programme:

- Concentrated more effort to create activities that would link farmers with quality input providers.
- Introduced the much-needed concept of offering working capital.
- Under work by UN WOMEN, made shift its efforts away from the obtaining to the Gender Equity Seal to an asset transfer intervention, which resulted in the creation of the first three women's cooperatives in Upper Egypt.

5. Communication and Advocacy Functions

Improving Sustainability

The programme's Advocacy and Communication Plan constituted an integral part of overall programme sustainability. The structural change of the horticulture value chain toward an equitable, pro-poor system necessitated a parallel changes in the social context to create:

- A government and a private sector that understand, support, and value equitable business partnerships, which work for both investors and poor small farmers.
- A rural population that is aware of the importance of the land and is responsive to new concepts in handling their crops.
- A media that is conscious of the challenges and problems that face the poorer segments of the population in Upper Egypt.

The programme's Advocacy and Communication Plan focused on citizen participation/empowerment and influencing policy to build momentum for change in society as opposed to simply disseminating information. The programme's media and communication activities gradually built a collective awareness of various concepts, including group work, planning ahead, the need for a value chain approach, and the need to grow demand-driven crops, among others. It also worked to combat certain social values that would negatively affect efforts to instill the need for change by highlighting in the mainstream media success stories related to collaboration between small farmers and group farming initiatives. In more concrete terms, the programme's communication work created an alternative view of Upper Egypt as a land of opportunities and created a strong social awareness among farmers of the value of collective work. The programme created a stream of news coverage, highlighting the land and its people in a positive light, through the following:

- **Nogoom FM:** The airing of two live one-hour radio segments, introducing the MDG Fund and the programme/Dahshour, received great attention, considerable feedback from listeners, and a positive online response.
- ***Al Shorouk*:** A team of journalists from *Al Shorouk* newspaper toured Upper Egypt, meeting with the programme's local partners in six governorates. The trip produced a series of investigative reports about the challenges facing small farmers, which touched on critical problems, such as land fragmentation, cooperatives, and the role of the private sector. The series employed profiles of Upper Egyptian farmers – male and female – which gave “a voice” to the local people.
- **ONTV:** Satellite channel ONTV was invited the programme to appear on a prominent talk-show (*Baladna*, or “our country”) along with the Minister of Agriculture, though, changes in government cancelled the event.
- **Al Ahram Center for Political and Strategic Studies (ACPSS) Grass-roots Advocacy Training:** In partnership ACPSS, the programme advocacy trainer and consultant implemented a programme of advocacy training for small-scale farmers in Upper Egypt. The programme helped the farmers create their own advocacy strategies and, with the help of ACPSS, link them to the media and decision-makers to empower the people at grass- roots level and ensure sustainability.
- **Facebook and LinkedIn:** In efforts to brand the programme, the programme's Facebook page was created to establish an online presence and increase the visibility of the programme and the MDG Fund, as well as create a platform to interact with the partners in Upper Egypt. A LinkedIn page was created to engage international professionals, and played an important role in presenting the programme to the international community.
- **SALASEL Newsletter:** A newsletter was launched to communicate developments at and news on programme on a regular basis to local, national, and international partners.
- **Honors and Visibility at MDG-Fund Level:** The programme was awarded third place in a best photo contest at the MDG-Fund Morocco Conference. A second photo taken by the programme Advocacy and Communications Officer was selected as the “Photo of the Week” for the MDG-Fund website, and a short article highlighting the programme's achievements and success stories was published on the MDG-Fund website.
- **Conferences and Events:** During the lifetime of the programme there were eight major events organized by the programme to promote Upper Egypt and policy reforms.
- ***Al Masry El Youm*:** *Al Masry Al Yom* newspaper, in collaboration with the programme, organized a civic journalism workshop in Upper Egypt to train eight volunteers from the partner FAs on documentation skills and video story-telling. The purpose was to produce a number of participatory documentaries which are, according to the MDG-Fund's Communication and Media strategy, excellent tools to involve citizen groups in the monitoring and evaluation of programmes and in reporting on the status of development goals in their localities. The result was six films, of which two were aired in the mainstream media and one of those (addressing women's rights) was showcased at an international film festival.
- **ONTV and MBC Masr Talk Shows:** Upper Egyptian farmers participated in three major TV talk shows. ONTV's business talk show, “Mal Masr” (meaning “Egypt's money), invited one small farmer from Beni Suef to discuss the agro-business potential of Upper Egypt. ONTV's late-night talk show, “Akher el Leil,” had one Upper Egyptian woman farmer on to talk about

women rights in Upper Egypt. Another popular women's talk show on MBC Masr invited a young Upper Egyptian female filmmaker to talk about her video on the negative impacts of early marriage in Upper Egypt – this video was produced with the support of the programme.

- **25TV Series:** The lives of Upper Egyptian farmers, and their activities with the programme to create a better future for themselves and their communities was the subject of a 25TV series. A 25TV team visited Beni Suef, Assiut, and Sohag, and documented the activities of the programme, focusing on people's lives and the changes needed for a better future. A 30-minute episode aired twice weekly for two consecutive months starting in mid-July, 2012. The series was closely watched by the beneficiaries, their families, and their friends, resulting in a strong sense of empowerment.
- **Sabah el Kheir, Ya Masr and Naharak Saeid Talk Shows:** The programme also used official media outlets to promote investment in Upper Egypt, to promote reform to the Cooperatives Law, and to attract attention to a major conference organized by the programme. These TV shows highlighted Upper Egypt as a land of opportunity for investors, showcased success stories, and engaged in discussions with viewers via call-ins. The airings attracted viewers with a deep interest in the subject, and led direct contact from potential investors who sought to support investment in Upper Egypt.
- **Upper Egypt Sensitization Workshop for Journalists and Media:** In collaboration with the Al Ahram Center for Political and Strategic Studies, the programme organized a media sensitization workshop to discuss the cultural, economic, and social problems/remedies of Upper Egypt.
- **International Conference on Extension and Advisory Services:** The programme presented its work and efforts to build an extension service in Upper Egypt and introduced new technologies at the International Conference on Extension and Advisory Services in Nairobi, Kenya. The programme Advocacy and Communication Officer received sponsorship from the organizing body – the Forum for Agricultural Research in Africa (FARA) – to attend the conference. Exploring opportunities of cooperation and exchanging experiences with Africa was the main goal of the trip.

The strategy also involved training workshops on the creation and application of advocacy tools and on negotiating conflict, and developed into a forum with representatives from FAs, who worked together on developing an agenda for interventions on much-needed legal reform. The representatives identified the areas of intervention and selected reform of the Cooperatives Law as the main focus. Thereafter, they cooperated with the programme's political consultant to develop an understanding of the needed changes, including concrete suggestions for amendments, and participated in a conference with major political and social leaders in order to advocate for their vision.

Over the long-run, this type of intervention produces a snowball effect, gathering momentum from the process triggered by the programme, and ensuring the relevance of and dialogue on issues most important to the small farmers of Upper Egypt long after the programme has ended.

Improving Opportunities for Scale-up and/or Replication

The creation of a website and an interactive Facebook page with a regular stream of coverage, with articles and documentaries (some 30 documentaries, showcasing programme success stories and agricultural best practices) served to disseminate the concepts and values advocated by the programme, as well as the strategic tools employed to achieve success. The result was from young Egyptian investors and FAs reaching out to programme's field offices to request assistance and support from the programme. Young entrepreneurs and fresh graduate agronomists also sought the programme's support via this internet presence, resulting in the establishment of sundried tomato facility in the case of the entrepreneurs and young fresh graduate agronomists getting the chance to join specialized intensive trainings organized by the programme.

The programme's Advocacy and Communications Officer also engaged in discussions via LinkedIn with international professionals seeking advice from the programme. The end-result of these online discussions was knowledge-sharing on the development of strategies and goals, activity replication, and best practices in agriculture.

Providing Information to Beneficiaries/Rights-holders

Training videos, extension services manuals, and TV programs addressing best practices in agriculture were among the tools developed by the programme to disseminate information to small farmers in Upper Egypt. Development of a pilot online tool/system to provide expert guidance and deliver services related to agricultural best practices via mobile phones was initiated by the Advocacy and Communications Officer, resulting in a partnership with the Ministry of Communications and Information Technology, the IDRC and Karia Net. The tool was tested with the farmers and very well received. The farmers showed great interest in learning to build such online tools/systems to disseminate knowledge to their colleagues and friends.

6. Scalability and Sustainability of the Joint Programme

Scalability

Throughout the programme, management assessed results and sought opportunities to scale up its activities. Three examples are:

- During 2012 and 2013, the programme expanded its activities to serve a total 17 FAs from the initial six target FAs.
- The programme assisted in establishing 10 green houses and two nurseries in various locations in Upper Egypt compared to an initial target of five greenhouses and one nursery.
- Initially, the programme had targeted 1,000 farmers to receive support through its various interventions, but rapid progress early in implementation and increased demand from farmers for programme services allowed a scale-up of activities to the benefit more than 2,000 farmers.

Sustainability

With regard to sustainability, the programme's exit strategy was solidified in its Sustainability Plan developed in March 2012. Since then, the programme has laid the groundwork for sustainability in six key areas of programme implementation, with the support of MIFT.

In order to ensure **access to the programme's technical information**, the programme worked to:

- Exchange/transfer programme technical information with/to the extension departments and officers of Ministry of Agriculture and Land Reclamation
- Promote the adoption of the programme's technical assistance model by relevant governmental committees and think-tanks
- Cooperate with other ongoing/upcoming development projects, in particular UNIDO's Green Trade Initiative

One mechanism for the sustainability of programme's technical information would be the Green Trade Project – though this project is not yet running. The GOE and the Italian Government have signed an agreement for the implementation of this project, for which the objective is to support the competitiveness of Egypt's agricultural products in EU markets. This would contribute to boosting Egyptian exports to Europe and finance projects for food security, education, agriculture, and the environment. The project is to be implemented by UNIDO in partnership with MIFT, MALR, and the Ministry of Transport.

Measures to ensure the sustainability of **market access for FAs** were built into the design of activities during the programme by:

- Building the capacity of the marketing committees in the FAs
- Transferring knowledge and technology from local and international tradeshows
- Ensuring that high-quality production inputs are being used
- Supporting FAs in contracting with hyper-markets

In the final year of the implementation, efforts to strengthen programme **knowledge management** were undertaken by the UN partner agencies, including:

- Fully documenting and disseminating knowledge gained and lessons learned in the form of reports, manuals, and training courses
- Sharing technical information with FAs, the MTI, and MARL
- Populating the eTrace learning platform with agribusiness courses

Efforts to establish **financing options** for the programme beneficiaries (revolving fund/asset transfer management/working capital) included:

- Linking farmers with existing MFIs or revolving funds being established by other UN organizations
- Establishing a revolving fund with the Social Fund for Development (SFD)
- Providing the FAs and PHCs with working capital
- Cooperating with financial institutions, such as the SFD, to monitor and control capital for at least 3-4 years after the project shut down

As noted previously, the agreement for a revolving loan fund for FAs was signed with the SFD in late June 2013. It was created with resources from the programme (UNDP USD100,000 and ILO USD50,000), and will be managed by SFD. The objective is to provide working capital through soft loans, for members of the 16 FAs of Upper Egypt. The initial financing covers three years, but the SFD may continue with its own resources.

To ensure the sustainability of **operations of the new BDS units**, the programme:

- Developed feasibility studies for potential horticulture BDS units for the FAs
- Provided FAs with grants and technical assistance for establishing feasible BDS units
- Developed management and operational systems for the new BDS units

In the area of **policy advocacy**, the programme:

- Developed and shared studies and policy briefs with the GOE
- Advocated and lobbied for implementation of the identified policies
- Conducted follow-up on the policy initiatives with the relevant regulatory bodies
- Trained farmers to advocate and negotiate collectively on their own

From the outset, the programme strategy was planned with an eye on sustainability by incorporating a strong participatory approach to ensure ownership and by stressing the institutionalization of FAs to ensure continuity and sustainability after end of programme. Upgrading PHCs for ISO certification and supporting FAs in obtaining Global Gap certification were also part of the programme exit strategy and designed to ensure sustainability.

The notion of local and citizen ownership has been an integral component of the programme. In the first year of implementation, the PMU organized a series of orientation workshops to align the activities of the four participating UN organizations, UNDP, UN Women, UNIDO, and ILO with clearly pronounced needs by the community to ensure ownership and ultimately sustainability. In effect all six communities in Upper Egypt were directly involved and participated in the planning of programme strategy and activities and in developing strategies and operational plans for their own organizations.

Accordingly, the technical interventions in upgrading the skills of farmers in horticulture crops were designed to respond to the needs of farmers facing a number of challenges in pest control, fertilization, irrigation, and climate-change. The proven success of the new techniques and the guided use of inputs led to a significant lowering of costs, and a higher level of production and quality to more than 25% in all five main crops. The effective use of local low-cost material to introduce

advanced processes, such as protected cultivation and sun-drying processes, the establishment of close links between FAs and credible private-sector companies that provide high-value inputs from seeds to pesticides and fertilizers, and a process of supporting farmers to collectively buy and share input costs as a service provided by their FA, all laid the foundation for a strong sense of ownership of these new techniques and in rooting them in the local culture and practices.

Marketing crops was a major concern for all small farmers from the partner communities. In response, the programme developed marketing strategies that integrate farmers via direct links with major processors through contract farming. The viability of these links and the gains for both parties created permanent relationships of mutual benefit and credibility between food processors and FAs in Beni Suef, Sohag, and Minya and between retail outlets and FAs in Luxor.

Developing ownership through introducing a variety of business models, which would organize the farmers into viable entities and build relationships with partners in the private sector, was a major component of the programme strategy. Activities in this regard involved upgrading the skills and the institutional restructuring of FAs in order for them to be able to group their members and attract other members through the provision of a full range of services – guidance on seeding, plantation, post-harvest processes, delivery to high-end markets, etc.

All processes of restructuring and training of FA board members and general assemblies used participatory methodologies involving communal discussions with each community to designate objectives, develop operational plans for marketing and entrepreneurship-oriented activities, and introduce gender-sensitive activities, such as local elections for women committees in the FAs.

Concrete success stories of these efforts include the establishment of a shareholding company in Sohag Governorate owned by 67 small farmers and marketing the crops of more than another 200 small farmers. The establishment of three BDS units owned and operated FAs to serve farmers' needs for quality inputs (Sohag), collective planting, packaging, and selling directly to retail markets (Luxor), or jointly recycling and composting (Beni Suef).

Ownership extends to a culture of group farming, where farmers jointly buy inputs to lower costs, as well as plant and sell together in local markets. Notably the private sector – which contributed to the success of these interventions by signing contract farming deals with the FAs – fully supports the FAs in their efforts to improve operations and views the FAs as partners in the overall process of producing higher quality crops at competitive prices for processors and exporters.

The impact of such achievements has had measurable effects ranging from the lowering of costs by 75% and the increasing of crop yields by 25% to creating direct linkages between FAs and major processors and exporters. As well, recent statistics showed around 1,500 farmers were able to sell their crops in the second half of 2012 and the first quarter of 2013 with a gross profit of more than LE43 million. Most of the horticulture crops that the programme helped to spread and/or introduce – such as broccoli and cauliflower – are labor intensive and, thus, created new employment opportunities.

IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

1. Final Financial Status of Programme

Total Approved Budget:	USD7,499,704
Total Budget Transferred:	USD7,499,704
Total Budget Committed:	USD627,490
Total Budget Dispersed:	USD6,562,411

2. Explanation of Budget

The original joint programme budget was USD7,499,704, thus, there was no variance at the end of implementation.

The remaining budget of USD309,803 resulted from strong management and controls on funding placement and expenditures.

V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

The following are success stories and case studies covering programme achievements that deserve greater detail than was allowed in the previous sections.

Crops: Strategies and Technologies

Throughout implementation, the programme employed a number of strategies to address various gaps along the horticulture value chain. One main strategy was to focus on cultivating horticulture crops in Egypt that have high demand in world markets and a specific production advantage locally. Tomatoes and pomegranates meet these criteria and the programme had great success enhancing marketing processes through value addition.

The programme's work with palm dates is another crop that is worth highlighting. Along the shorelines of the Nile River, palm trees have been crowning the landscape for centuries ago. Growing one or two of palm trees at the head of one's acreage has been a tradition for almost every Egyptian farmer since the dawn of farming in Egypt. Egypt is one of the largest producers of palm dates worldwide, yet, very little attention has been paid to processing and value-addition activities. Consequently, exports of this crop are very low compared to neighboring countries.

The programme's work with broccoli as an alternative crop, group farming with okra, and contract farming with onions are also highlighted below.

Tomatoes: Egypt is the fifth largest producer of tomatoes globally, according to FAO statistics, and has the largest conglomerate for pomegranates in the world. "Dealing with these crops and addressing the value-chain gap means touching the lives of thousands of smallholders who have been involved in growing these crops for decades and sometimes centuries," said Bahaa Ismail, the programme's chief technical expert and deputy director.

Egypt grows over 9 million tons of tomatoes each year making it the fifth largest tomato producer in the world, as well as one of the top consumers of this crop. However, a number of dilemmas have kept Egypt from reaching its full potential in tomato production. Tomato prices fluctuate depending on the season and production quantity. Both smallholders and large-scale farmers grow tomatoes about the same time each year, creating large supply. This creates a competitive market for farmers, forcing them to sell their crops at a lower price, which results in great financial losses. A second problem in the Egyptian market came with the appearance in 2007 of a destructive pest known as Tuta Absoluta, which attacked the Egyptian tomato crop, causing grave losses to the farmers.

Sundried Tomatoes: The programme teamed up with FAs in Luxor and Qena to produce sundried tomatoes, a product still very new to the local market. Although the programme was not the first to introduce the concept of sun-drying tomatoes to local farmers, it was the first to work with small growers to implement tomato-drying projects, improve methods, and introduce advanced sun-drying techniques. The programme brought in world-renowned Italian experts in sun-drying to work with farmers on the latest advanced techniques in the field.

Prior to the programme intervention, farmers employed ground drying, a substandard technique increasing the risk of tomato contamination. Ground-drying increases the chances of contamination and waste due the proximity of the tomatoes the ground – dirt and workers' feet – and, thus, decreases selling value to traders. Furthermore, ground-drying requires more physical effort from workers having to kneel and hunch over, creating greater health risks and increasing fatigue.

In order to improve practices, the programme worked with three FAs in Luxor and Qena to introduce the concept of drying tables, a new approach, which sharply reduces the chances for tomato contamination. Drying tables were constructed over a surface area of 8,000m² of land holding a total of 40,000kg of fresh tomatoes. These tables not only produced good quality tomatoes, but did so in less time. The total time for drying was reduced by 20%, increasing the efficiency of drying facilities,

and the tables allowed farmers to work while standing, increasing worker efficiency of the workers and decreasing health risks.

Sundried tomatoes are particularly profitable in both local and international markets. The potential to export large quantities of sundried tomato reduces price volatility, creating a more stable source of income for farmers. Additionally, sundried tomatoes and products derived from them – e.g., sundried-tomato pesto, sundried-tomato olive oil, and sundried-tomato cheeses – are ways of extending the shelf-life of tomatoes from a few weeks to nearly a year. This is particularly beneficial to farmers, allowing them to sell their products when prices are high.

The awareness and hands-on experimentation with these products in both drying and marketing to top wholesale traders and exporters has made sundried tomatoes a lucrative business for FA members along the value chain.

Tuta Absoluta: Tuta Absoluta was first identified in Egypt in 2007, yet because there were no known solutions, the Egyptian authorities ignored the fact and even denied that there were any problems. However, *Al Masy Al Youm*, the prominent national Egyptian newspaper, exposed its existence in September 2010. This tomato pest – a moth – originated in South America and is considered to be a serious threat to tomato production in the Mediterranean region, including Egypt. This pest is capable of breeding between 10-12 generations a year and each female can lay up to 300 eggs in her lifetime.

The lifecycle of Tuta Absoluta can take from 24 to 74 days, depending on environmental conditions. They reduce production and fruit quality, which can cause up to 100% loss in severely infested crops. Tuta Absoluta feed on the leaves of the plant and can affect all parts of the fruit. Tuta Absoluta infestation can result in fruit malformations, and damaged and dried fruit tissues, and the pest's larvae facilitates entry of other microorganisms causing fruit rot.

While Tuta Absoluta was a widespread epidemic found in Egypt, the programme was the first to identify the pest and address the issue in three governorates – Luxor, Qena, and Beni Suef. Prior to the programme's engagement, most Egyptian farmers were uninformed about Tuta Absoluta and faced severe economic losses. It affected both the quality and quantity of tomato production by 30-100%, which in turn increased tomato prices from LE1 to LE8 per kilo in the local market. The infestation also halted the production of tomato paste and sauce in the processing industry. All this was mainly due to farmers lacking both the know-how, as well as the technical guidance, to eradicate this pest. Instead, they invested in large quantities of pesticide hoping this would solve the problem. However, pesticides failed and, as a result, negatively affected the general health of tomato farmers.

The programme's technical assistance in this crisis saved 95% of tomato crops in 200 farms in Upper Egypt. The programme researched the moth and the best possible methods to fight it. Technicians monitored crop growth and evaluated all stages of tomato production. They were able to improve practices, such as ground preparation, fertilizer management, pesticide spraying, and harvesting, all of which were crucial under the threat of the moth. Furthermore, the programme helped train smallholders on healthy farm conditions, such as weed and grass-free farms. The programme intervention achieved immediate results, not only in controlling the pest, but also in improving the livelihoods of small farmers.

The programme spread awareness about Tuta Absoluta among farmers in Upper Egypt and had its technical team to work in collaboration with farmers to provide both the skills to identify the pest and means to eradicate it. This was done during intensive training sessions, where the consequences of infestation at different stages in the lifecycle of the moth were presented. The programme also conducted an awareness campaign among pesticide vendors in Upper Egypt to inform which pesticide was most effective against this pest.

In addition, the programme collaborated with FAs and liaised with independent farmers to create an effective work plan to eradicate the moth on a larger scale in Egypt. A database was created to collect monitoring and evaluation data on crop damage and after specific measures were taken to fight Tuta Absoluta.

Farmers, who had originally used pesticide haphazardly and in bulk, were now using only 50% of previous quantities. This change benefited consumers as tomatoes that had been over-sprayed with pesticides no longer reached the market, and benefited farmers, who were now spending less on pesticides, could shift input expenditures to improving quality. Along with a 70% decrease in crop damage, an immediate decrease in tomato prices was witnessed in the local market, which not only pleased consumers, but also created opportunities for tomato drying and allowed processing companies to produce tomato paste and sauces once again.

After intensive work with the programme, farmers are now equipped with know-how and techniques to monitor Tuta Absoluta without allowing it to reach critical stages and create crop damage.

Pomegranates: Ahmed, a young pomegranate producer, proudly holds a bag of pesticides in his hand when the consultant arrives, declaring that he travelled to Cairo specifically to purchase it. After being assured by the consultant that it was the correct one, he calculated concentrations and noted the application methods. During a long day of field visits, crawling through several pomegranate orchards, he carries his bag of pesticides like a trophy. At the end of the day, during the closing discussion at the FA, he declares: “this year’s crop shall finance my wedding, with God’s will.”

In Assiut, pomegranates are a widespread horticultural crop, facing many challenges. Some varieties still grown have no market demand, while others do not comply with many market requirements. As well, production practices are not up to standard and pesticide residues have often posed serious problems for domestic consumers, as well as exporters.

The programme designed a comprehensive pomegranate promotion programme aiming at overcoming those challenges within two seasons. The programme included assessing the sector, identifying critical problems, and addressing those problems through training, workshops, technology transfer, and technical assistance. Approximately 180 farmers from the Badary, Refaa el Tahtawy, Sahel Selim, and el Doweir FAs, with about 750 feddans, would receive direct assistance to improve their production and cultivation practices.

Programme consultants reported at the beginning of the programme that farmers would apply up to 4,000 liters of fertilizers per feddan. The programme intervention contributed to reducing this figure to 80 liters per feddan. Along with the obvious significant reduction in production costs, the effort increased productivity and income, as well as ensuring a safer, healthier product and improving local and international market access. Three of the farmers went further with the programme’s assistance by investing in an upgrade to their irrigation system by applying drip irrigation technologies, which reduced water and fertilizer consumption.

The programme also linked farmers with certified input suppliers, inviting local representatives of suppliers – such as Shoura, Yara, and Sam Trade. The intervention solved the lack of access to a specific input by bringing together value-chain stakeholders and farmers in a mutually beneficial relationship, as well as improving crop quality with the use of quality of fertilizers and pesticides. Encouraged by success of the programme’s intervention, farmers also changed their canopy management practices, opting for more modern techniques.

While tackling the initial problem, the programme’s technical team observed nematodes, feeding on the roots of the trees in approximately 1,000 feddans, which causes root rot and decreased production. The programme realized that farmers would not be receptive to advice to remove and re-establishment the affected orchards and, therefore, recommended a remedy that involved a combination of orchard rejuvenation and pest treatments.

In addition, UNIDO implemented a pilot project to promote pomegranate aril production. Building the capacity of 30 women agricultural workers in Minya on this skill, the successful supply of one metric ton of pomegranate arils to a processor was supported, adding value to the product and creating job opportunities.

Dates: Egypt is the second largest producer of dates worldwide, however its exports are minimal compared to other countries. “Egypt has a wide variety of dates with different characteristics and great tastes ... the major problem is value addition,” explained Bahaa Ismail, the programme’s chief technical expert.

“These trees are taken for granted, I salute the programme team for making the effort to collect and register the different varieties and to work with farmers to add value and make use of a treasure crop that has been hitherto largely neglected,” said Mahmoud Al Odeissy the head of the Luxor Agriculture Directorate. Odeissy is not the only one who showed appreciation to the initiative, in an initial meeting for date farmers and traders, 85 farmers from Luxor, Qena, and Aswan gathered to discuss the establishment of a palm-date farmers’ association that would be the first of its kind to work on upgrading the crop and the post-harvest processing techniques. “We experimented with the programme in introducing date drying, using high nets, and the results were significant ... we’re eager to work on more advanced, value-adding techniques that will give our crop a market advantage worldwide,” said Hajj Mahmoud Salem, a major date traders in the region.

The new association aims at establishing links between farmers and traders, as well as introducing new processing techniques. “The enthusiasm and zeal of the participants in this meeting is amazing,” said Ashraf Amin, the programme legal consultant, noting that the new date farmers’ association is on its way to becoming one of the strongest associations in the region, gathering the largest numbers of farmers in Egypt.

Broccoli: Broccoli production in Beni Sweif was first introduced to farmers in October 2012 by the programme. Smallholders spent generations planting trefoil before the programme proposed broccoli as an alternative and a more profitable source of income. At first, farmers were hesitant to abandon decades of sustainable planting. However, two farmers were eventually convinced that exploring this proposal could be worth the effort, and the programme worked closely with them to produce quality broccoli ready to be sold in the local market.

By planting broccoli, instead of trefoil, farmers saved 3,000 cubic meters of water per feddan and increased profits approximately three-fold (from LE3,500 to LE10,000 per feddan). This pilot involved only two feddans and, thus, quantity of broccoli was not enough to be sold to a large supermarket. The programme liaised with companies who bought fresh broccoli at a high price. After farmers harvested the broccoli and removed extra stems, the buyer’s trucks drove into the village to pick up the produce – a scene, which convinced another eight originally skeptical farmers to plan for broccoli production in 2013.

In 2013, after the pilot success, farmers in Beni Suef were moving to grow broccoli on a larger scale to sell hotels and big supermarkets throughout Egypt – broccoli is considered an expensive vegetable in Egypt and is consumed mostly by wealthier Egyptians and expatriates living in the country. Beyond the profit motive, broccoli is also an attractive alternative crop due to its short production cycle of only 100 days and because the byproducts (stems and leaves) created by preparing the vegetable for market can then be used as animal feed.

Okra: In the village of Awlad Yehia in Sohag, the programme has embarked on its mission to promote group farming and its merits, emphasizing its contribution to economies of scale, as well as increasing bargaining power and improving access to markets. UNIDO assisted 75 farmers with technical assistance, providing updated information on cultivation, harvest, and post-harvest practices with okra, which has been produced by Egyptian farmers using the same techniques for centuries. Farmers are now able to produce high-quality okra, and pioneer farmers and community leaders are negotiating supply directly with traders.

The programme complemented the technical assistance with an extensive outreach programme, through which another 130 farmers joined the effort. The programme also worked on linking the okra producers with trusted input suppliers and six processing companies. The final agreement on prices reflected the higher quality of the produce, as a result of good agricultural practices.

Onions: The farmers of Refaa el Tahtawy Cooperative in Assiut successfully supplied the local dried onions producer, El Shenawy, with 200 tons of fresh onions. The programme directly worked with 35 farmers during the harvest season in order to ensure compliance with supply requirements. Workers were trained on harvest and post-harvest operations. The processor was impressed with the quality of the produce, committed to continued work with the FA, and requested supply of 2,000 tons through the cooperative, as well as offering to provide the seeds for future production. The cooperative will use most of its farmers for the anticipated contract and the programme will assist the farmers during production.

Investing in Upper Egypt: Shareholding Companies and Greenhouses

Below are case studies on the programme's work with shareholding companies and greenhouses.

Shareholding Companies: An action plan designed to help small farmers turn themselves into entrepreneurs with strategic planning and an eye for opportunities was developed by the programme team. The first step was a thorough participatory assessment of the advantages, weaknesses, and required interventions for the different communities. The action plan then compiled the unique needs of each community in a baseline study and designed a tailored programme that responded to these specific needs. The programme then conducted training to help farmers better understand what it means to work in a market environment and do business, the value of information and how to use it, and how to make a thorough value-chain analysis to turn needs into opportunities.

The core concept of the overall strategy resonates with an economic approach that has been proffered by Dr. Michael Porter in his article "Creating Shared Values" published in Harvard Business Review in January 2011. In his article, Porter advocates for a need to bring business and society back together to create 'shared value.' He notes that for some time now making business has been increasingly perceived as making profits at the expense of the community, adding that what the business community needs is to realize and start adopting is a notion of "whatever is good for society is good for business," instead of assuming that the mere act of making profit is good for society.

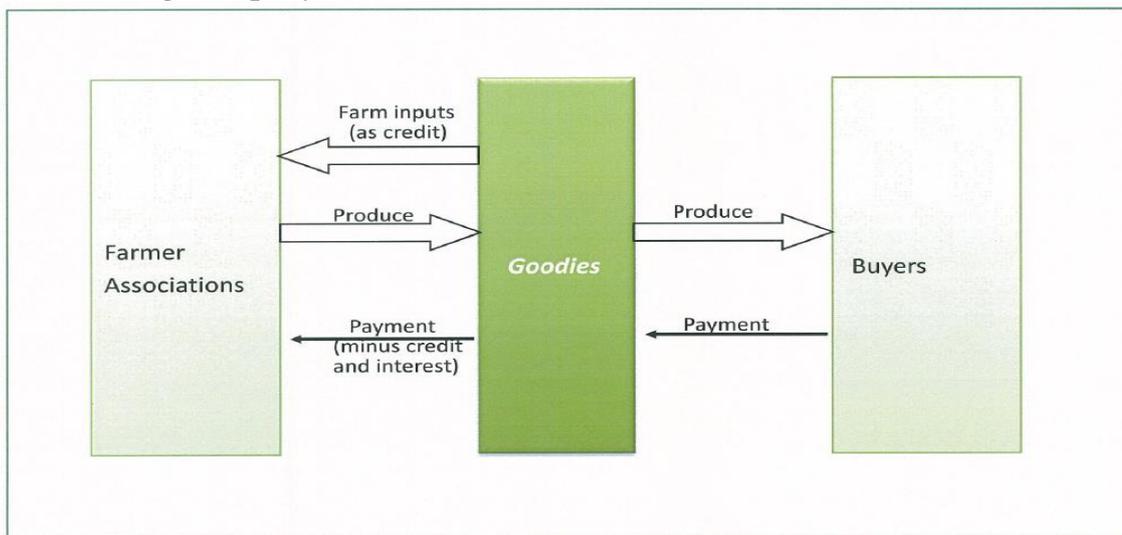
The action plans developed by the programme team were customized according to the actual advantages and needs of the different communities. Some of the strategies employed included:

- Support small farmers to establish shareholding companies that are owned and run by the farmers themselves
- Introduce innovative business models, such as assisting farmers to collectively sell high-quality graded and packed fruits and vegetables directly to the retail markets
- Introduce new low-cost, high-value agro-industries (e.g., sundried tomatoes) and help create related small farmer-owned and -operated facilities
- Create linkages between small farmers and nearby food processors, and assist farmers in growing nontraditional crops to respond to demand from processors under contract-farming agreements
- Promote protected cultivation to support farmers in growing higher-quality crops and to help them continue production during the off-season
- Support small farmers in showcasing their high-quality produce in national and international food exhibitions to create linkages with export markets

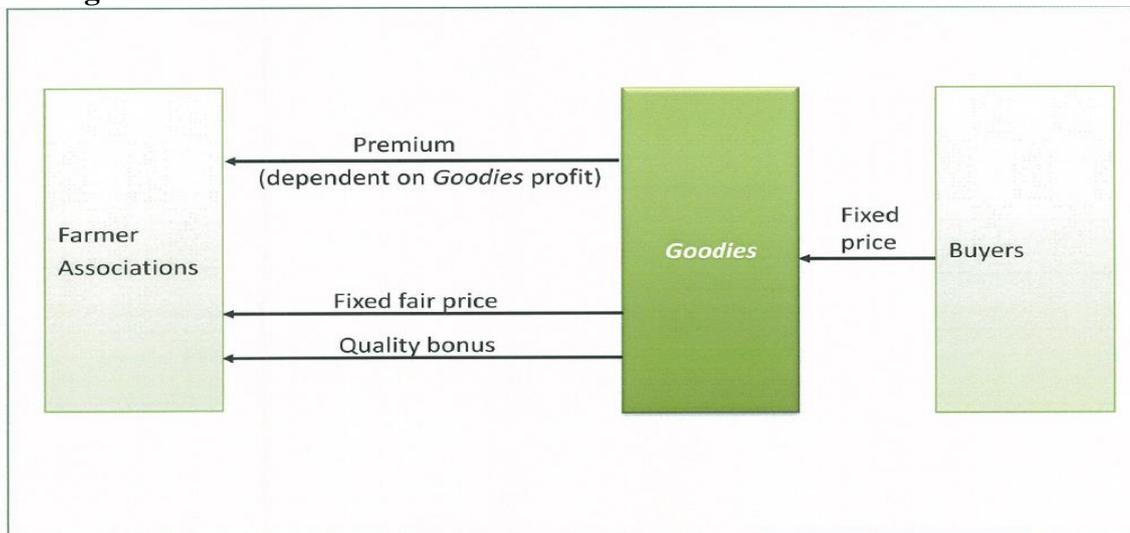
Underpinned by Porter's proposition, activities were meant to not only allow small farmers to contribute to the value-adding process and profit, but also create businesses that would benefit their communities by becoming more than just producers.

Based on the resulting action plans, the programme approached a number of small farmers and FAs with the idea of creating shareholding companies. The following business model for shareholding companies was developed by the programme's agro-business development consultant, Herb Williamson. The business model was applied successfully to two business concepts – Goodies for Agricultural Investment in Qena and SALASEL for Agricultural Investment shareholding company in Sohag

Shareholding Company Role



Pricing Mechanism



Farmers' benefits are:

- **Guaranteed market and quality:** shareholding company contracts with FAs before the season guaranteeing them a market for their produce and providing technical advice on how to produce demand-driven, high-quality produce.
- **Fixed fair prices:** shareholding company negotiates the best possible fixed prices for farmers with buyers that are based on a transparent analysis of the cost in the entire value chain.
- **Input supply and land operation:** shareholding company purveys high-quality seeds, pesticides, and fertilizer offering advice on how to use them effectively; in addition to land preparation services.
- **Credit:** shareholding company provides the input supplies as credit to farmers when required.
- **Bonus:** shareholding company pays a bonus at the end the season to FAs that have performed well.
- **Dividend:** FAs are the company's shareholders and receive dividends.

Buyers' benefits are:

- **Ready to process quality:** shareholding company grades produce according to the quality standards set by buyers; only produce that qualifies will be delivered to so that it can immediately be processed by the buyers.

- **Certainty of supply:** Shareholding Company guarantees a minimum amount of produce by contracting farmers for this quantity.
- **No price risk:** shareholding company agrees on a fixed price before the start of the season, thereby eliminating the risk of price increases for buyers.
- **Reduction of complexity:** shareholding company coordinates production, processing, and logistics so that buyers can concentrate on their core business
- **Corporate social responsibility:** buying for farmer-owned shareholding company means investing in at the local level and contributing to the development of local communities.

The programme assisted in establishing two shareholding companies. SALASEL for Agricultural Investment in Sohag and Goodies for Agricultural Investment in Qena are both based on the same business model of a partnership between the shareholding company established and owned by community members with an FA that owns and runs a value-addition facility to serve the farmers. In the case, of Goodies the value-addition facility is a PHC, and in the case of SALASEL the facility is a seedlings' nursery.

The concept of sun-drying was proposed by the programme to a number of FAs, and following an assessment of interested FAs, Dandara FA was selected for Goodies shareholding company, mainly because of its PHC. Dandara FA in Qena was established by a number of lead farmers with medium-sized land and its original mandate involved offering services to smallholders through its PHC.

SALASEL shareholding company was created in response to a need among small farmers of Awlad Yahia FA in Sohag for quality seeds and a marketing channel for their products. Awlad Yahia FA is run by community members, who are smallholders. The FA's main purpose, upon establishment, was to offer a variety of services, both related and not related to farming, including agriculture extension guidance, micro-credit, and a children's nursery. The FA did not have a seedling nursery, but established one to meet the needs of its member farmers and, at the same time, engaged the community to work closely with SALASEL shareholding company on operations. This improvement by the FA was supported by programme's training on value chains. In practice, the FA would procure the seedlings, while the company provided farming contracts.

One lesson learned for future replication is that Dandara FA was much quicker to accept the concept of forming a shareholding company than were the small farmers in Sohag. With less people involved in the decision-making at Dandara FA and perhaps a relatively deeper understanding of business due to the sizes of the members' farms, initiation of the concept was expedient. At Awlad Yahia FA in Sohag, the decision did not come easily – with long deliberations among the community members and fears of stepping into the world of business and the risks of investment – the SALASEL Shareholding Company took a full year to be established.

By the end of the programme in June 2013, Goodies had not yet engaged in any business, while SALASEL had achieved a number of outstanding successes.

In local market deals, SALASEL started its activity by contracting to deliver 100 tons of green beans to Nevex Company for processing and export. SALASEL contracted 110 farmers with total 60 feddans. The company ended up producing and delivering 240 tons of green beans to NEVEX at average of LE2,000/ton. SALASEL delivered an impressive 140% more tonnage over the original contract, and grossed a total of LE480,000. SALASEL also sold another 150 tons of green beans to wholesale traders locally at LE1,750/ton, for a gross return of LE262,000. Total green beans deals grossed LE742,500 for SALASEL in the first year of operation.

SALASEL also negotiated a contract with Dehydro Foods for Food Industries, the largest processor of onions in Egypt, to deliver 1,000 tons of golden onions for total LE130,000. In initial talks, the starting figure was 900/ton, but the small farmers, working as a group through SALASEL, were to raise the per ton price to LE1,300.

A significant profit was achieved for SALASEL and the farmers, as shown in the table below

	Cost per ton (LE)	Price from Farmer to SALASEL (LE)	Profit per ton farmer (LE)	# of farmers	Amount per ton	Total profit for farmers (LE)	Price from SALASEL to client	Profit Per ton for SALASEL (LE)	Total profit for SALASEL (LE)
Onion	437	1,000	563	50	1,000	563,000	1,300	300	60,000
Green beans to Nevex	850	1,500	650	60	240	134,400	2,000	500	120,000
Green beans to wholesalers	850	1,350	400	50	150	60,000	1,750	400	60,000
						757,400			240,000

Beyond profits, the results of the deals were:

- Increasing the cultivated area of green beans by 60 feddans.
- Increasing the cultivated area of onions by 60 feddans.
- Increasing the number of work days for day laborers.

SALASEL's activities in the start-up phase, increased income for 9,757 people in some manner, with farmers, shareholders, and day labor benefiting the most. In general, the most impressive result was that for the four months covered by this activity, SALASEL added LE1,435,000 to the Dar El-salam district. As determined by government poverty measurements, the activity moved the related farmers from the "poor" and "medium income" categories to "rich" by raising their daily wage by USD56.50. The involved traders also gained an additional extra LE157,800 and owners of the machinery employed gained an additional LE79,000.

The main success factors for SALASEL were the close relationship between small farmers of Awlad Yahia FA and the fact that the shareholding company responded to an existing need to open marketing channels for the produce of FA members. In contrast, the Dandara FA does not have the same connection to its community due to its membership make-up and services being exclusively farming-related. In addition, due to its management make-up, it tends to be conservative in business deals, with decision-making being conducted by only five shareholders. Despite taking the decision to create Goodies, the FA is somewhat risk adverse, since the smaller membership translates into higher investment per shareholder compared to Awlad Yahis FA's company, which has 67 shareholders. These two factors have severely hindered Goodies performance, thus far.

The programme's entrepreneurship training and value-chain analysis workshop helped them in making an informed decision based on an initial understanding of what and how they would conduct their business. In both cases, the FAs received advice on marketing and were provided with private-sector linkages. However, in the end, it was SALASEL shareholding company that dared to take the further step to engage in contract farming with a number of food processors and exporters. It is worth noting, the farmers selected SALASEL as the name of their company to honor the programme and show their appreciation for the support and services provided.

Greenhouses: Under efforts aimed at technology transfer, the programme conducted needs assessments local communities, assessed viable solutions, searched for suitable technologies, and adopted and customized identified technologies to local contexts, while providing necessary financial and technical support. Promotion greenhouse production in Upper Egypt was one concept undertaken based on the local needs assessments.

Through the vertical expansion of production, greenhouse production allows for higher productivity per unit of land and tackles the problems of small land-holding sizes and land fragmentation. In addition viable employment in supporting sectors, such as construction and maintenance of the greenhouses is created. Greenhouse cultivation allows for off-season production, resulting in higher market prices, as well as creating a more controlled environment, which reduces input intensity, including pesticides and water. Greenhouse production is more labour intensive. For example,

greenhouse tomato production requires approximately 25 person-hours per week for a 30-foot by 100-foot house. Transplanting and harvesting will require more time, while less time is needed from transplanting to the first harvest. Hand pollination alone will require 30 to 40 minutes each day for an experienced worker (approximately 360 person-hours in a 70-day production cycle per acre), while open-field tomatoes can require as little as 200 person-hours per season per acre.

To kick off the activity, the programme led several national and international observational study tours were organized for farmers and agronomists to expose them greenhouse technologies and operations in benchmark countries, such as Turkey, Spain, and Morocco. Drawing from expertise and knowledge gained there and based on the provision of land by cooperating FAs, locations were selected for the construction of greenhouses. Each FA provided a plot of land of approximately one acre and contracts for construction were signed between the FA, the programme, and the construction contractor.

The project activities mainly focused on technical supervision of the construction of the greenhouse, while the operation of planting, plant management, harvesting, and marketing were led by the FAs, with support of the programme's technical staff.

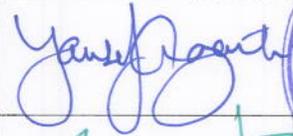
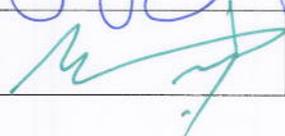
One significant challenge during implementation was the low sense ownership among the FAs for this new productive asset. As community-based organizations with volunteer management positions, the programme witnessed low commitment to managing the construction of the greenhouses, which initially was to be financed by the programme. To overcome this challenge, the programme required the FAs to contribute 20% of the construction cost, in addition to the land contribution. The technology allowed farmers to decrease the use of water by 75% and irrigation costs by 50% compared to open-field cultivation. Fertilizer use was decreased by almost 30% and returns for many crops were as much as 15 times higher with better quality, such as in the case of green beans.

The overall goal of the project was to overcome the challenge of land fragmentation with an alternative approach to group farming or cooperatives, both of which currently face legal and cultural challenges. The outcomes of this pilot intervention were creating three sustainable full-time employment opportunities per acre (in addition to seasonal labour opportunities), double to triple the production per unit area of land (depending on the crop), and expanding the production window from about three months to six months for most vegetable crops. The successes also motivated a handful of small-scale, pioneer farmers in the targeted locations to invest themselves in greenhouse production, replicating the model.

This project constitutes a pilot for community-level production of vegetable crops in Upper Egypt. Proving the viability of the model, which allows for economies of scale (even on a small area of land), will have great impact on communities where vegetable crops are produced.

VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certifies that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE
UNDP	Ignacio Artaza Zuriarrain	Country Director		9/9/2013
UNIDO	Ms. Giovanna Ceglie	Representative and Director - UNIDO Regional Office in Cairo		10/09/2013
ILO	Dr. Yousef Qaryouti	ILO Decent Work team for North Africa and Cairo Office Director		
UN Women	Mr. Mohammad Naciri	Country Coordinator, Officer-in-Charge		

VII. ANNEXES

ANNEX 1. LIST OF REPORTS, MANUALS, AND STUDIES

- Baseline Report by Entrust
- 5 Prefeasibility Study reports by PwC, covering pomegranate deseeding, tomato drying, onion drying, date drying, and vegetables freezing and cooling
- Entrepreneurial Study by Herb Williamson
- Roadmap to Cooperatives Reform in Egypt by Dr. Husseyein Polat
- Financial and Non-financial Services in Upper Egypt by ILO
- Policy Brief on Women in Agriculture by UN WOMEN

Manuals and Studies for Crops

#	Item	Doc.Type
1.	2013-03-31 Sundried Tomato	PDF
2.	2013-04-11 Greenhouse manual	PDF
3.	2013-05-29 Pomegranates	PDF
4.	Capacity assessment Report-Beni Suef	PDF
5.	Capacity assessment Report-Luxor	PDF
6.	Capacity assessment Report-Miniya	PDF
7.	Capacity assessment Report-Sohage	PDF
8.	Capacity assessment Report-Qena-May15	PDF
9.	Dates Manual Draft	PDF
10.	Final Deliverable 12Apr2012	PDF
11.	GAP Handbook	PDF
12.	Pomegranate Agenda	PDF
13.	Pomegranate Agenda Cover	PDF
14.	Pomegranate poster final	PDF
15.	Report, data collection	PDF
16.	Table Grapes Manual Draft	PDF
17.	2013-06-13 Logframe	XLS
18.	Cantaloupe Value Chain Analysis	Word
19.	Case Study_ Greenhouses_ Upper Egypt	Word
20.	Case Study_ Sundried Tomato_ Upper Egypt	Word
21.	Grapes Value Chain Analysis	Word
22.	Green Beans Value Chain Analysis	Word
23.	Pomegranates Value Chain Analysis	Word
24.	Tomato Value Chain Analysis	Word
25.	2012-01-Report on Technology and Techniques application	Word
26.	Broccoli in Beni Suef	Word
27.	Fact Sheet Global Gap for Small Farmers in Upper Egypt	Word
28.	Fact Sheet Contract Farming of Broccoli in Upper Egypt	Word
29.	Fact Sheet Sundried Tomato Production in Upper Egypt	Word
30.	Global Good Agricultural Practices	Word
31.	Group Farming of Okra in Sohaj	Word
32.	Pomegranate Cultivation in Upper Egypt	Word

ANNEX 2. LIST OF COMMUNICATION PRODUCTS

- 10 Newsletters (Arabic and English)
- Website (Arabic and English)
- Facebook page (Arabic and English)
- 30 Documentation Videos, covering various phases and progress in programme interventions, including six videos produced by youth in Upper Egypt as part of a participatory video workshop
- 6 Brochures to promote local FAs at national food exhibitions
- 2 Progress Reports distributed to partner organizations and relevant national and international organizations, documenting programme achievements and including figures, photos, lessons learned, and success stories
- 5 Press Releases, promoting events Upper Egypt among investors and reporting significant achievements
- 52 Articles/News Stories, placed in the local press and on the internet, including 12 in-depth reports
- Placement of programme beneficiaries on various TV Talk Shows on major Egyptian channels

NO.	Discussion	ACTION By	Dead line
	<p>3) Assets inventory was sent to the PMC, the final signed list will be ready after the physical inventory by the end of the month.</p> <p>Mr. Wael asked about the committee from the ministry that will check and be handed the assets, Ms. Nermien replied that the committee should start early as the process will take time for evaluation and actual handover and those assets may be used by other projects that will work in the same areas. So it is agreed that by the receiving of the signed final assets inventory the committee will start work in March.</p> <p>Dr. Alaa raised the issue of the field offices premises as those are rented till June 2013 and if going to be used as well by other projects.</p> <p>It is agreed that those premises may be utilized by other projects if there is no gap between the end of SALASEL & the start of those projects.</p> <p>4) Sending suggested options for remaining funds reallocations for PMC to take a decision:</p> <p>Mr. Wael presented to the PMC the total remaining figure only from UNDP budget as other agencies have no change in their activities. The total figure is 378,000\$.</p> <p>Breakdown of this total amount was distributed among the PMC members.</p> <p><u>Regarding the working capital Model,</u></p> <p>PMC discussed the presented model and its application and how will be monitored given the remaining time of the project life.</p> <p>Ms. Nermien raised the point of priorities and which will give more impact to proceed with the working capital or using the remaining funds for other activities with PHCs.</p> <p>As for the monitoring of the model implementation, several solutions were suggested as forming a management committee to monitor it, or assigning the monitoring to one of the projects working under any of the relevant UN agencies as suggested by Dr. Bayoumy.</p> <p>Finally It is agreed to have a meeting includes SFD and the consultant Basem Adly to discuss the model he presented and if approved as solid model it can be applied and agree on one of the monitoring methods suggested above.</p> <p><u>pomegranate packing center feasibility study :</u></p> <ul style="list-style-type: none"> - Dr. Samir gave a brief of the proposed project, and its importance in terms of location proposed, crop availability and quality and existing expertise to capitalize in. it is more feasible way to use the remaining funds compared to other activities like the OSTs that from the view point of the ministry at that time of the project life there is no impact or actual feasibility of any more study tours abroad - PMC discussed the proposed brief study and what can actually be implemented from the proposed scale. - Mr. Wael discussed the project in terms of the scope, comparing it to the feasibility study of a BDS Unit in Beni Sweif to be funded from UNDP & ILO budget. The scope of the proposed study is higher than can be implemented. What is possible is only small scale packing house for Pomegranate - Mr. Wael informed PMC of his meeting with Assuit governor and his request from Salasel to help in doing business plan for another project 		

NO.	Discussion	ACTION By	Dead line
	<p>for pomegranate factory on much larger scale.</p> <ul style="list-style-type: none"> - Eng. Hany El Salmouny discussed the proposed project in terms of the number of working days that the packing house will operate in relation to the season of the pomegranate, using other crops than pomegranate, the management of the packing center. - Finally, PMC agreed on implementing this project during the coming three months and it is agreed that PMU to send in two weeks' time feasibility study for the project with the new scope. 		
3	<p><u>TWO OSTs to Fruit Logistica -, Berlin & GulFood, Dubai</u></p> <ul style="list-style-type: none"> - PMC discussed the two study tours to Gulfood, Dubai & Fruit logistica, Germany – the two OSTs were previously submitted to the PMC for approval , the following points were discussed: - Mr. Wael reviewed the timeline of correspondences and communications sent from the PMU to the PMC and the government side in particular seeking approval or rejection on those OSTs. - Based on the approval on the principal of the importance of the participation in and exposure to those international exhibitions (during the PMC of Oct. 2012) and the reply of UNDP to decrease the number of participants which already reduced to only six participants and one staff in each OST, travel procedures for both OSTs started and already the one for Fruit Logistica left on 5th of February.. - Ms. Nermien commented that the preliminary approval is not enough and doesn't mean that the OSTs were finally approved and there is still miscommunication with the PMU. - Ms. Nermien pointed out that the problem with those two OSTs is implied in the unprofessional way of the PMU in getting written approval from the PMC to organize those OSTs. - Mr. Wael clarified that the PMU sent TOR for the OSTs after the meeting of October 16th, 2012 and got comments from Dr. Alaa. Then sent again with no response from PMC. Then sent reminder and sent fax with only response from Dr. Bayoumi to reduce the number. Then sent again after reducing the number but no response. Then PMU sent again after the meeting with Ms. Nermin and Dr. Samir but no response. - Dr. Samir said that it is their fault not responding formally to the e-mails that is why the PMU proceeded with the OSTs. - PMC discussed the coming OST for Gulfood Dubai that should take off end of this month in terms of the target of the OST and the selected associations and the expected value added. - PMC discussed the study visit to Turkey proposed by ILO organized with three other projects in addition to SALASEL. <p><u>At the end of discussion, PMC took the following decisions:</u></p> <ul style="list-style-type: none"> - External OSTs activity is to be cancelled, and thus SALASEL will not fund any more OSTs abroad. - PMC approved the OST to Dubai on cost sharing basis (the association to cover 20% of the cost of each participant. - The study visit to Turkey is approved but no staff from SALASEL will join it. 		

NO.	Discussion	ACTION By	Dead line
4	<p><u>Agenda item: Approve the items for in kind grants to the Farmers' Associations</u></p> <ul style="list-style-type: none"> - PMC discussed the new items for in kind grants to FAs proposed by the project to be funded through the reaming amount of the budget - Mr. Wael went through the list of items explaining to PMC members each proposed item and allocated budget for it. - The proposed list of new items includes BDS unit in Beni Sweif . the name (BDS Unit) is confusing and doesn't clearly reflect the activity and thus will be changed to packing Unit. - PMC discussed each item in the list and took decision for each proposed item as follows: <ol style="list-style-type: none"> 1. Open Dryers is approved 2. Weevil Machines is approved based on the, feedback report from the ministry of agriculture 3. BDS unit (name to be changed to packing unit) feasibility study to be sent to the PMC to review and send decision 4. Cold trucks rejected by PMC 5. Spraying machines approved 6. Fresh cut machine rejected by PMC 7. Green Houses, approved in principle but final decision will be taken after the evaluation on the experience of the green houses made so far. - <u>In addition to the previous proposed projects, Dr.</u> Mohamed Bayoumy suggested funding biogas units. The suggestion was discussed & welcomed by PMC members as a promising and feasible activity specially when implemented in cooperation with UN Women activity with Misr EL Khir association of farms for sheep & buffaloes operated by women in Upper Egypt. - Dr. Samir suggested also funding initiative of building "knowledge portal for agribusinesses projects". It was agreed that Dr. Samir will send to the PMU proposal including estimated budget and all necessary data. 		
5	<p><u>Agenda item of : the status of the coming 6 months Workplan :</u></p> <ul style="list-style-type: none"> - Workplan of the coming six months activities were distributed among PMC members and as Mr. Wael pointed out detailed activities will be sent monthly. 	=	
6	<ul style="list-style-type: none"> - Replying to Dr. Bayoumy's question about the meetings and the event that supposed to be held in cooperation with ministry of Agriculture. Ms. Shaimaa Ali (MFIT) will follow up on this issue. 		
7	<p>Mr. Wael presented concept paper for the scale up of SALASEL prepared as result of meeting between ATC, UNIDO & Salasel. PMC will review the concept paper and send feedback</p>		
8	<p>Ms. Nermien raised one issue regarding the MOUs and official meetings held between Salasel and high level governmental bodies, Ms. Nermien confirmed that government representatives in the PMC should be informed first before SALSEL takes part in such official meetings or signing MOU or agreement with other government entities.</p>		

NO.	Discussion	ACTION By	Dead line
9	<p><u>Rap up of the meeting and decisions and the actions to be taken:</u></p> <ul style="list-style-type: none"> - Calling for a Meeting in a week time for the discussion of the working capital and taking decision accordingly. Decision can be sent by email after the meeting to approve on the email from the PMC or to call for a PMC meeting right after the working capital meeting, it is up to the PMU to administrate.. - PMU to prepare feasibility study for pomegranate project according to the scope discussed in the meeting and send to PMC in two weeks' time - Further OSTs activity is cancelled till the end of the project; however the OST to Dubai is approved with 20% cost sharing from the associations. - The study visit to Turkey is approved with no participation from Salasel staff. - PMC will review the concept paper presented by the PMU in cooperation with ATC & UNIDO for new project as a scale up of SALASEL and send feedback. <p>As for Forthcoming activities to utilize the remaining funds:</p> <ul style="list-style-type: none"> ● Open Dryers is approved in principle ● Weevil Machines approved based on , the feedback report from the ministry of agriculture ● BDS unit (name to be changed to packing unit) feasibility study will be sent to PMC for decision ● Cold trucks rejected by PMC ● Spraying machines approved ● Fresh cut machine rejected by PMC ● Green Houses, decision will be taken after PMU sends the evaluation on the green houses already made. ● Bio-gas units , approved ● Portal knowledge management, approved <ul style="list-style-type: none"> - Ministry of foreign trade & Industry will Follow up on the Coordination with ministry of Agriculture based on the data sent from PMU - Government should be informed in advance before any communication or correspondence on high official level . - final evaluation in country mission to start by end of March- Early April 	<p>Wael</p> <p>Wael</p> <p>Shaimaa Ali</p>	

The meeting ended at 1:30 PM

The above Minutes of Meeting shall stand as recorded unless the originator receives comments within one week of sending date.

Prepared by: Administrative Assistant
Shaimaa Reda



Pro-poor Horticulture Value Chains in Upper Egypt

National Steering Committee Meeting

Monday, 14 May 2012, 12:00 -14:00 PM

Minutes of Meeting

List of Attendees

Organization	Name
UN Resident Coordinator	Mr. James Rawley
Spanish Cooperation Development Office	Ms. Maria Cruz Ciria
Ministry of Foreign Affairs	Ambassador Omar Abou Aish
Ministry of International Cooperation	Ms. Mahitab El Manawy
Social Fund for Development	Ms. Ghada Waly
Ministry of Foreign Trade and Industry	Ms. Nermine Abulata
Ministry of Foreign Trade and Industry	Dr. Samir El Gammal
General Authority for Investment	Ms. Marwa Mahgoub
General Authority for Investment	Ms. Ghada Waheed
UNIDO	Ms. Giovanna Ceglie
UNWOMEN	Ms. Maya Morsy
ILO	Ms. Kholoud Alkhalidi
ILO	Mr. Magdy Wahba
UNDP	Mr. Mounir Tabet
UNDP	Dr. Mohamed Bayoumi
UNDP	Ms. Sarah Sabry
UNDP	Ms. Nadine Abou El Gheit
Joint Programme Manager	Mr. Wael Rafea
UN RC Office	Mr. Frederik Matthys
UN RC Office	Ms. Heba Wafa

The meeting was chaired with Mr. James Rawley who welcomed the members of the National Steering Committee for the Joint Programme. He acknowledged the support, cooperation, efforts and hard work of the Spanish Development Cooperation Office, Governmental entities (Ministry of Foreign Affairs, Ministry of International Cooperation, Ministry of Foreign Trade and Industry, General Authority for Foreign Investment), and the different UN Agencies (UNDP, UNIDO, UNWOMEN, and ILO).

Mr. Rawley noted that the last NSC meeting was held in November 2011 where the preliminary results of the midterm evaluation were discussed. The report for the midterm evaluation was received and was shared with all stakeholders. The report included clear recommendations on how to address challenges facing the Joint Programme and the way forward. A workshop was conducted last January to discuss the way forward and how to respond to the recommendations of the midterm evaluation. The workshop included an exercise on identifying the bottle necks in the value chain in addition the Results Framework and the Monitoring and Evaluation Framework were revised. An improvement plan was developed.

He also highlighted that this Joint Programme is one of the projects to be assessed within the second phase of Egypt's Mutual Accountability Framework. The establishment of Egypt's mutual accountability mechanism provides an opportunity to enhance the dialogue between the Government and its development partners when it comes to mutual and joint responsibility in the design and implementation of development cooperation, and therefore on their mutual accountability towards development results. The Joint Programme provides a good example of a jointly-implemented programme with various stakeholders, including different UN agencies and government counterparts. The programme was initially designed and approved through a comprehensive and a thorough consultation between the Government of Egypt and the UN Agencies. Through the established mechanisms such as the Programme Management Committee (PMC) and the National Steering Committee (NSC) that are meeting regularly, mutual accountability is inherent to the design and the implementation of the programme.

Mr Rawley underscored that one of the recommendations of the MTE is to have a no cost extension for the programme. The official end date for the Joint Programme is January 2013. Unfortunately, we will not be able to ask for more than 6 month extension as the official end date of the MDGF is June 2013.

Presentation by JP Manager

The JP Manager presented to the members of the committee an overview of the different component's achievements to date, the newly introduced initiatives in response to the recommendations of the MTE as well as the sustainability plan. He also presented the challenges facing the programme implementation. (Please see attached copy of the JP presentations).

Main Points of Discussion

- Ms. Abulata stated that the MFTI is highly interested in this programme and will continue to give all necessary support and help for it to achieve its anticipated results. The programme has witnessed improvements following the midterm evaluation; however there are still concerns which need to be addressed. These concerns can be summarized as follows:
 - The programme is targeting a concentrated beneficiary group. Increasing the number of Farmers' Associations benefiting from this programme is commended however clear criteria need to be set for selecting these FAs.
 - The programme is leading good initiatives as organizing a meeting with the Governor of Luxor, however there is a request to have representatives of the Government more involved.
 - Although the pace of the programme has improved however it still needs to gain more momentum. She expressed concerns regarding the management of the programme nevertheless suspending the programme or changing the management at this stage of the programme will only hinder the progress of the programme. MFTI requested to have a closer follow up on the implementation through meeting biweekly with the key programme staff through attending a newly formed committee within MFTI to report on progress in addition to having a representative of MFTI attending the weekly meetings of the PMU. This would help MFTI facilitate and attend to any problems which might hinder the smooth implementation of the programme activities.
- GAFI representatives expressed their satisfaction with the results achieved so far.
- Ambassador Abou Aish expressed his satisfaction with the results achieved so far. He noted that the programme should have an agreed upon clear work plan marking the way forward towards achievement of results and delineating different responsibilities for implementing partners. He added that follow up on achievement of results can be achieved through the PMC and NSC.
- Ms. Maya Morsy underscored that the Joint Programme has remarkable achievements given the delayed start by 6 months and the very difficult circumstances the programme is working through especially the security situation in the country following the January 25 Revolution. She paid

tribute to the UNWOMEN Consultant who had tragically lost her life when shot on her way to give training to farmers in Upper Egypt.

She stated that following the MTE there was an extensive revision of the Results Framework and the Monitoring and Evaluation Framework. A new detailed work plan was developed specifying responsibilities, time schedules and resources allocated for different activities. A sustainability plan was also developed following a thorough discussion with all stakeholders and with the assistance of the Government.

She indicated that the MOU to be signed with the Social Fund for Development can act as good example of cooperation initiatives. She asked Government representatives to provide advice on other agencies or counterparts for potential partnership.

- Ms. Kholoud Alkhalidi and Mr. Magdy Wahba emphasised the importance of having partnership and good level of cooperation between all stakeholders. She underscored the importance of having the Government more involved in the policy component. Mr. Wahba clarified that the meeting with the Governor of Luxor was confirmed with a very short notice making it difficult to notify other counterparts.
- Ms. Giovanna Ceglie concurred that the programme is on the right track and has remarkable achievements especially that the number of beneficiaries has far exceeded the planned. She commended the new initiatives with SFD and Vodafone that will definitely be a valuable addition to the programme.
- Mr. Mounir Tabet and Dr. Mohamed Bayoumi highlighted the need to have realistic expectations of the joint programme and that the main objective is to have a successful model that can be up-scaled and replicated in other parts of Egypt. The programme will not be able to address all problems related to financial and non-financial services that support the small farmers, however it can succeed in resolving some of them while documenting the experiences and lessons learned for future guidance.

Mr. Mounir Tabet highlighted the importance of activating the Sustainability Plan. He advised discussing means of cooperation with the Local Economic Development project funded by UNDP.

- Ms. Ghada Waly expressed that SFD is definitely interested to partner with the Joint Programme which have a great potential. She briefed the NSC that a team from SFD visited the Farmer Associations to discuss their needs and modes of cooperation. The FAs in Minya and Sohag are not ready to have a loan and can only accept a grant. The FA in Sohag already have a loan from SFD that they are currently paying back and can't have another loan except when they finish all due payments. The FA in Luxor could not provide financial statements necessary for assessment. In Beni Suef, the Awlad Gaffar FA showed interest in having a loan to buy equipment and seeds while the Beni Suliman FA are more interested in Islamic finance modalities and in-kind loans in the form of input supplies. Ms. Waly preferred to focus on one or two FA and have a well-documented model for further replication if proved successful.

She highlighted the role of communication and media to shed light on the challenges and issues that affect the life and productivity of the small farmers which will definitely draw the attention of the policy makers in the Government and the parliament to address these challenges.

Ms. Morsy added that the productive asset transfer can be useful option for the FAs who didn't prefer to have a loan.

- The Head of the Spanish Cooperation thanked the Project Team and stakeholders for the great work done so far, underscoring the importance of the programme. She emphasized the importance

of capturing and documenting success stories that would show the impact of the programme and how it is making a difference especially in tackling the bottle necks within the value chain.

- Mr. Wael Rafea clarified that the selection criteria for the FAs is based on the findings of the baseline investigation. The investigation surveyed the FAs which were established through a previous USAID funded project finding out that out of the 108 FAs established only 17 still existed. The best 6 were chosen for further support through this programme especially that three of them own post-harvest facilities. Furthermore, the programme has been extending services supporting other FAs which are within the target area especially those who have a board of directors, premises and have the will to cooperate.
- The NSC agreed that the Programme Coordinator as well as key staff members would attend biweekly meetings with the Committee established within MFTI to report on the progress of the programme.
- Finally, the NSC endorsed the no-cost extension request to be submitted to the MDGF Secretariat as well as the Third Year Fund Transfer request to be submitted to the MDTF in addition to all supporting documents. The improvement plan responding the MTE recommendations, the sustainability plan as well as the 3rd Annual Work Plan (AWP3) was also endorsed by the NSC.

ANNEX 4. FINAL EVALUATION

Find attached.

ANNEX 5. MONITORING AND EVALUATION FRAMEWORK WITH FINAL VALUES

Type	Result	Result Indicators	Baseline (year and source)	Target (year)	Achievement to June 2013	Mission Evaluation Comments	Source and Means of Verification	Frequency of Measurement	Responsible Agency	Risks and Assumptions
Outcome 1	Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.	# of metric tons processed by each PHC for high value markets annually (disaggregated by crop)	<ul style="list-style-type: none"> TOTAL 2010 : 1400 MT PHC Beni Soliman: 400 MT (100 MT Cantaloupe, 300 MT Grapes) (2.500 MT Onions and Garlic only stored not processed) PHC Bayahoo: 1000 MT (300 MT Grapes, 500 MT Pomegranates, 200 MT Green Beans) PHC Dandara: 0 MT (no operation in 2010) (Source 2010, Preliminary Data Collection) <p><i>Mission detected PHC Dandara: MT 57 table grapes (May 2010)</i></p>	3000 MT for 3 PHCs (2013)	<ul style="list-style-type: none"> TOTAL (Jan-June 2013) : 1351 MT PHC Beni Soliman: 848 MT (330 onion, 226 Garlic, 272 Grapes, 20 Other) PHC Bayahoo: 303 MT (148 Garlic, 155 Grapes) PHC Dandara: 200 MT (50 Grapes, 150 Other) TOTAL 2012: 2.574 MT 	<p><u>Clear increasing tendency of MT processes at PHC.</u> From 1400 MT 2010, 2574 MT in 2012 and 1351 MT in 5-6 months 2013 and expecting other productions.</p> <p><u>Comment:</u> No information provided by JP about source of production to understand to what extent the processing increase is related to SALASEL or quantities provided by small farmers.</p>	PHC data, disaggregated by crop, end line survey	annually	UNIDO/ UNDP	This outcome targets 3 PHC namely Beni Soliman in Beni Sueif, Bayahoo in Minya and Dandara in Qena, with 150-200 of their workers, as well as 850-900 small scale farmers. The management commitment of the FAs as well as members and the PHC management will highly affect this outcome
		# of farmers producing in accordance to Global GAP option 2 in targeted FAs	None of the farmers of the targeted FAs produced in accordance to Global GAP	100 (2013)	TOTAL: 52 farmers certified. (40 tomato farmers in Luxor and 12 farmers in Beni Sueif have been certified with GlobalGAP option 2)	Good start !!	FA records, End line Survey	annually	UNIDO	
		# of PHC complying with national and international quality and management standards	None of the PHCs were certified (Baseline Investigation 2011)	Successful certification against GES and ISO 22000/BRC (2013)	PHC Beni Soliman and PHC Bayhoo were ISO 22000 certified. No GES certification done	Two out of three PHC are ISO certified. None GES certification	PHC records, End line Survey	once	UNIDO	
Output 1.1	Capacity and efficiency of production, harvesting, post harvest operations and value addition of 1000 SME/ farmers and lead farmers and agricultural workers in targeted locations built	% average increase in productivity reported by SMEs/farmers applying technologies/ techniques disaggregated by 5 target crops (tomatoes, potatoes, pomegranates, onions, green beans)	<ul style="list-style-type: none"> Tomatoes 25 MT/feddan Potatoes 9.5 MT/ feddan Pomegranates 13 MT/feddan Onions 9.5 MT/feddan Green Beans 3.5 MT/feddan <p>(Source: Expert opinion, 2010)</p>	25% (December, 2012)	Average 24% increase in productivity <ul style="list-style-type: none"> Tomatoes 29 MT/feddan Potatoes 11.3 MT/ feddan Pomegranates 15 MT/feddan Onions 14.8 MT/feddan Green Beans 5 MT/feddan <p>(End survey 200 beneficiaries, May 2013)</p>	Mission verified a production increase at farmers level. Certain bias detected in final survey.	sampled survey of target group	Seasonal	UNIDO	The small farmers are reluctant to plant horticultural crops- Some challenges have encountered the certification of the two other PHC, regarding management commitment and application of recommendations. The high turnover of workers, hinders the effective capacity building.
		% of workers reporting improvement in their capacities with assistance from the programme	Worker have not received capacity development from the programme (2010)	50% (December, 2013)	Consultants assessments have revealed more than <u>tripling of workers productivity</u> reaching more than 50 kg of grapes per hour.	Positive information, but related only to workers at PHC, doesn't include rural workers	sampled survey of target group	quarterly	UNIDO	
		% of targeted SME/ farmers and agricultural workers applying introduced technologies, techniques and practices by the programme	The programme has not introduced technologies, techniques and practices (2010). <u>Mission comment: some bias, because other projects worked with FAs</u>	50% (2012)	Around <u>56% of farmers have applied all recommendations</u> , 40% have applied some and only 4% have not applied the introduced techniques and technologies. (End Survey 200 beneficiaries, May 2013)	Mission verified the existence of technology adoption at farmers level. Certain bias detected in final survey.	sampled survey of target group	quarterly	UNIDO	

Output 1.2	Enhanced targeted FAs capacity to provide sustainable demand driven services to their members (provision of inputs, marketing, technical assistance in operations)	Degree of member satisfaction of services provided per FA (scale: high-medium-low), regarding marketing / technical services	50% (Baseline Investigation, 2011)	75% medium to high level of satisfaction (2012)	54 % are satisfied, 30% are partially satisfied (End survey 200 beneficiaries, May 2013)	Mission verified the existence of satisfaction at farmers level. Certain bias detected in final survey.	sampled survey of target group	quarterly	UNDP	The Board of Directors is not willing to improve the institutional capacity of the FA. The risk averseness of the FAs as well as the private sector challenges market integration of farmers associations
		% of FA members who received marketing services per FA	56%, received marketing services (Baseline Investigation, 2011)	85% will receive marketing services, (around 10% points per year) (2012)	44% of farmers indicate benefiting from the marketing services by FAs, while it is noticeable, that around 56% of famers indicate, that the Fas offers such a service (End survey 200 beneficiaries, May 2013)	Although services were improved, time was not sufficient to consolidate them	sampled survey of target group	quarterly	UNDP	
		% of target farmers procuring part of their inputs from targeted FA s	only one FA (Dandara) distributed inputs on informal basis	20% of members	Around 85% of farmers indicate purchasing inputs from the Fas	Good improvement, also in inputs quality	sampled survey of target group	biannually	UNDP	
Output 1.3	Linkages of FA with different high value markets developed	Number of FA registered in retailers/ processor list	None of the FA s are registered in retailers'/ processors' lists (Baseline Investigation 2011)	4 FAs registered (2012)	8 Fas registerd in lists (Awlad Yehia, Refaa el Tahtawy, el Doweir, Beni Soliman, Hussein Nameq, Gaafar, el Nahda)	Very Positive links with the market	FA records	quarterly	UNDP	The buyers are reluctant to deal with small farmers. The Fas have no enough working capital to cover the financial gaps
		Quantity of production supplied by FAs to processors, exporters, retailers	585 tons (Baseline Investigation, 2011)	2.500 tons (2012)	TOTAL: 4.655 tons (January-May 2013) (Fant 30, Zaytoun 1.888, Gaafar 2.444, Awlad Yahia 293)	Very Positive.	FA records	annually	UNDP	
		result of internal audit on ISO22000/ BRC	no internal audit was conducted	3 PHC pass internal audit (2012)	Internal audit passed	2 PHC pass internal audit (Bayahoo and Benu Suit)	internal audit report	once	UNIDO	
		result of internal audit on Global GAP	no internal audit was conducted	2 FA pass internal audit	Internal audit passed	2 Fas pass internal audit	internal audit report	once	UNIDO	
		result of GES / WEP pre-audit	no internal audit was conducted	3 PHC pass pre-Audit	Training of staff and workers has been delivered yet pre-audit has been conducted and failed	3 PHC have no GES (pre-audit failed)	pre-audit report	once	UNWOMEN	
Output 1.4	Capacity of 20 Agronomists and 6 Agricultural Committees of Farmers Associations built to sustainably deliver technical assistance to their communities	Result of capacity assessment of agronomists and agricultural committees by project experts	Capacity of agronomists was assessed upon recruitment (recruitment report, 2011)	15 positive recommendation report (one for each agronomist, June and December 2012)	* Agronomists are now able to conduct extension services unsupervised. *150 fresh grad agronomists have been trained to meet employment market needs	Agronomist have develop experience for agricultural advisory service. No agricultural committes were developed.	capacity assessment report	biannually	UNIDO	The FAs have not the capacity to hire permanent members in the Agriculture committee. The turn over of the agronomists is high
		Average # of field visits/ agronomist/ month to project beneficiaries	Agronomists have not done field visits (project records, 2011)	60	an average of 60 visits has been recorded by field offices	Very Positive. (Per month ???)	Field Office Records	quarterly	UNIDO/ UNDP	
		# of farmers technically supported per field office	no farmers supported by field offices, field offices set up (April,2011)	300 farmers	TOTAL: 1.960 farmers (Beni Sueif 900; Assiout 560 and Luxor 500)	Very Positive. Exceeded the target. Farmers data is unsufficcient. How is the distribution of farmers ? (poor, territorially, etc) Quality of the support ?	Field Office Records	quarterly	UNIDO	

		% of satisfied served farmers per field office	no farmers supported by field offices, field offices set up (April,2011)	70%	83% of surveyed farmers are fully and 17% are partially satisfied with the services of the field office (End survey 200 beneficiaries, May 2013)	Very Positive. Mission verified farmers satisfaction. But some bias exists, the survey is evaluating the evaluator ?	sampled survey of target group	biannually	UNIDO/ UNDP	
Output 1.5	Improved Human and Financial capital of women in the targeted FAs to be able to run new/existing businesses	Number of women committees in the targeted FAs activated	6 inactive women committees	5 active women committees	6 committees have been elected and 3 are being assisted	Very Positive.	minutes of meeting and reports	biannually	UNWOMEN	The females are not able to work after marriage, management commitment of the FAs. Set up of the funding scheme under political turmoil
		Number of women assisted by the women's committees to start/ upgrade businesses	women committees inactive (baseline investigation, 2011)	50 women (10 per FA)	3 active committees and 75 women assisted to start their own business	Very Positive. El Tot, Gaafar and one cattle raising	document of women committees	biannually	UNWOMEN	
		% average increase in the number of women members joining the FA	Awlad Yehia 73 Beni Soliman 88 Dandara 38 El Bayahoo 12 El Tod 23 Gaafar 81	20% increase	Awlad Yahia 55 Bayhoo 25 Beni Soliman 108 Gaafar 120 Toud 83	Not clear the indicator	community assessment survey	annually	UNWOMEN	
		% of FA budget revenues allocated for the women's committee	FA s Income Statement of year 2009 (will be retrieved by field offices)	15% increase	none of the FAs have dedicated part of their budget to the women's committee	FAs have no interest on this topic	action plan	biannually	UNWOMEN	
		number of women receiving assets through the project	No women have received assets (project records, 2011)	20 per FA	75 women are receiving assets from the project	Very Positive. (Sustainability ??)	project records	biannually	UNWOMEN	
Output 1.6	Capacity of Farmers and FAs improved to raise awareness and advocate for relevant policy, regulatory measures and financing options	Number of advocating tools developed and used by targeted Fas to raise awareness regarding common challenges and to adopt group approach for community problem solving	No tools have been developed (Project Records, 2010)	2 advocating tools (campaign flyers, posters and videos)	beneficiaries have developed 4 videos, 6 flyers and one play, advocating for different causes	Very Positive. Gaafar: water rights	FA records	biannually	UNDP/ILO/Unido/UN WOMEN	The FAs are focusing more on technical activities and usually avoid to deal with government regulations for fear of bureaucracy delays and obstacles.
		# of linkage meeting between Fas and relevant GOE to discuss how can FA utilize GOE available services	No meetings have been held (Project Records, 2010)	3 roundtable discussions with local authorities	4 linkage meetings have been held. * one with Bedaya Center, * joint event promoting agricultural companies. * Field visit by the Ministry of Trade and Industry. *One day Forum discussion of the cooperative movement	Very Positive.	Event Report	biannually	UNDP	
		Number of advocacy campaigns actually carried out by FA s	No campaigns have been conducted (Project Records, 2010)	1 raising awareness campaign	Gaafar FA has successfully carried out a campaign, advocating for the installation of water pipes	Very Positive.	Event Report	biannually	UNDP	
		% of Farmers aware/ applying laws, regulations, services and incentives advocated by the programme	No campaigns have been conducted (Project Records, 2010)	30% of farmers	Around 30% of farmers have indicated that their awareness on laws rules and regulations has increased and that they were partially able to use this knowledge (End survey May 2013)	Very Positive.	Survey	biannually	UNDP	
Outcome 2	Entrepreneurial forms of organization established by small farmers	# of Entrepreneurial forms established by small farmers (disaggregated by type of entrepreneurial form)	No entrepreneurial forms (baseline survey, 2011)	3	2 shareholding companies established, 80 small businesses	The Mission detected only one. The other company is not formed by small farmers (Goodies)	end line survey	once	ILO/ UNDP	risk averseness of farmers, and capacity to deal with laws and regulations

Output 2.1	FA capacity to support small farmers to access extension services, BDS and run agribusinesses is strengthened	# of Trainings and capacity building programmes conducted	No training was conducted (project records, 2010)	6 TOTs, 2 Life Coaching workshops, 6 TOTs (ESAB, Get ahead, SYWR)	2 Life Coaching, 3 TOTs, 3 Operational Health and Safety, 1 Value Chain Development 1 My Coop ToT 1 Testing Workshop My Coop 1 ToT Entrepreneurial Skills for Agribusiness	Very Positive.	TOT reports	Quarterly	ILO Staff	The financial control is not sufficient to manage the BDS unit. Some of the volunteers Trainers or FO's get government/ Private job, The FAs can't fulfil its commitments concerning BDSs.
		# and type of BDS, in horticultural sector	No BDS horticulture units exist (baseline Investigation, 2011)	3 Extension service units in FA's	3 BDS established an running in Fas, a compost unit, a packing station and nursery	Very Positive. Needs to be replicated in future projects. But no extension service developed. Exists some confusion between BDS and extension service	Consultants and FA reports	annually	ILO Staff/ FA's/FOs	
		# common facility is introduced by each FA run on cost recovery basis	No common facilities exist (Baseline Investigation, 2011)	one common facility in each FA	no common facility is currently running		Consultants and FA reports	annually	ILO Staff/ FA's/FOs	
Output 2.2	Small farmers are equipped with entrepreneurial knowledge/skills and provided with access to services necessary to start up and manage entrepreneurial activities	# Farmers participating in entrepreneurship training (disaggregated by gender and location).	No training was conducted (project records, 2010)	500 farmers (20 courses of 25 farmers) as stated in the project document	150 Male, 260 Females	Very positive	final reports of training courses	quarterly	ILO Staff and FA	The suggested projects from the small farmers do not meet the programme targets, most business ideas are income generating. Limited access to MFIs
		# of business plans produced by the FAs trainees and revised by Trainers or BDS providers (disaggregated by gender/type of business/.....).	Not Available since no training was conducted	80 business plans (4 through each course)	65 Business plans produced and started their business	Very positive	submitted business plans	quarterly	ILO Staff	
		Number of small farmers received non financial services (legal, technical,...) from BDS, disaggregated by type of service.	No horticultural BDs exist	80 small farmers (on the basis that they will be prepare 80 business plans)	86 Farmers	Very positive. No information about business plans	BDS and FA records	quarterly	ILO Staff/ FOs	
Output 2.3	Small farmers are collaborating and organized in new Businesses.	# of Targeted small farmers receiving finance through revolving fund, set by ILO	The corresponding activities planned during the project	50 small farmers (in 4 FA)	MOU Signed with SFD for the set up and operation of a revolving fund	Mou signed 10 June 2013. None farmers received finance yet.	FA records and ILO reports	quarterly	ILO Staff	The small farmers are not willing to take risks or are suspicious of commercial loans
		# pilot share holding company established	No shareholding companies of farmers observed in Upper Egypt (Baseline investigation, 2011)	2 pilot share holding companies	2 shareholding compaines established (one product trade ond input trade)	2 pilot share holding companies established. One is completely out of the sense of the project (4 big farmers shareholders)	GAFI, registration and legal forms	annually	UNDP	

Outcome 3	Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE.	number of policies and regulations studied and discussed with GOE, with suggested recommendations.	No policies & regulations have been studied or discussed (Project Records, 2010). Identified issues by 2011: • Cooperatives Law • Law 84, of Community Development Associations • Export Promotion Schemes in Upper Egypt • Land Rights and Land Tenure • Judicial framework of contract farming • Access to Finance for Agribusiness in Upper Egypt	• 2 in-depth studies prepared addressing : Cooperatives Law and an Assessment of all bottlenecks affecting Farmers Associations. • Policy briefs prepared and discussed with the GOE	* Study on cooperative law completed. * Study on bottlenecks completed and delivered to Shoura council	Very Positive	Studies validated by GOE and stakeholders	annually	UNDP/ILO/Unido/ UNWOMEN	Political instability and turmoil, change of focal point in government and UN agencies hinder the continuity and sustainability of this outcome
		Number of policies and regulations changes considered by the GOE for amendment or activation	Project started 2010	number of policy and regulation changes considered	no changes have been yet presented to the GOE	No policies and regulations are considered yet by the GoE	validation by GOE and stakeholders	annually	UNDP/ILO/Unido/UN WOMEN	
Output 3.1	Policy and regulatory bottlenecks identified in cooperation with Farmers and FAs and policy briefs prepared and shared with the GOE	# of policy briefs, addressing current policy and regulatory challenges and bottlenecks, developed jointly with GOE and stakeholders	No policy briefs have been conducted through the programme (Project Records, 2010)	Number of policy briefs (one for each identified subject)	* policy brief developed on cooperatives but not yet published. * policy brief on women in agriculture, * other briefs are being prepared on the issues agreed upon in addition to arbitration.		Reports prepared and distributed among partner organizations, GOE and stakeholders	biannually	UNDP/ILO/Unido/UN WOMEN	The political instability of Egypt is continues
Output 3.2	Policy forum formed involving relevant stakeholders	number of entities involved in the policy forum (disaggregated by type and availability of MOUs)	this indicator develops after project start up	6 types: GOE, Civil Society, Chambers, Specialized Councils, Media, Development Programmes	25 jan tv, ahram strategy center, Ministry of Agriculture MOUs signed, social contract center. The policy forum is now institutionalized, to include also the Farmers syndicate, the agricultural cooperatives union, 4 political parties, the agricultural cooperatives administration of the MoA, FAO, local agricultural directorates, as well as FAs and public figures	Issue raising	Project Records	biannually	UNDP	Media is focusing on political issues and ignoring the social or agricultural cases and has negative stereotype of the region
		number of joint initiatives in partnerships with relevant entities addressing policy and regulatory changes	this indicator develops after project start up	2 initiatives addressing each identified subject)	5 initiatives have been supported by the project to include the General Union of Agricultural Cooperatives, agricultural directorates as well as the social contract center, the ahram center for strategic studies and Bedaya center	Very Positive	project records	biannually	UNDP	

output33	Upper Egypt promoted to attract investments that benefit the local communities and foster partnerships between small farmers and the private sector	number of new businesses, new processes, new skills, etc. allowing for participation of vulnerable segments	this indicator develops after project start up	5 (based on 5 businesses identified and studied and a list of the food processing committee)	<ul style="list-style-type: none"> * A study on new product and markets has been done by PWC and will be promoted among investors. * Farmers are now working on pickling, drying horticultural produce and deseeding of pomegranates. * 8 rural youth are now capable of communicating their community needs through use of digital media and video production. * 30 young agronomists of Upper Egypt have been qualified for the local job market, as a seed for development 	Although some improvements, no data is provided by the JP on new investments derived from project activities yet.	official statistics	biannually	UNDP/ILO/Unido	Promotion of governmental incentives schemes are often met with suspicion from farmer's side
* This figure seems distorted and could be the result of unclarity towards the difference between cooperative and farmers associations										
Source: elaborated by the Mission with data provided PMU. June 2013										