



ADVANCED MARKETING AND AGRIBUSINESS LOGISTICS (AMAL)

QUARTERLY REPORT Q4FY15

ANNUAL REPORT FY15



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ADVANCED MARKETING AND AGRIBUSINESS LOGISTICS (AMAL)

Global Development Alliance

QUARTER 4 AND PROJECT YEAR 1 PROGRESS REPORT

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ACRONYMS

AMAL	Advanced Marketing and Agribusiness Logistics
ATS	Agriculture Technical Schools
CBA	Cost Benefit Analysis
COE	Center of Excellence
COP	Chief of Party
CPM	Competitive Profile Matrix
CSF	Critical Success Factor
DCOP	Deputy Chief of Party
FOB	Free on Board
F2F	Farmer-to-Farmer
GDA	Global Development Alliance
HEIA	Horticulture Export Improvement Association
MOU	Memorandum of Understanding
M&E	Monitoring & Evaluation
PRC	Public Relations and Communications
SVU	South Valley University
USAID	United States Agency for International Development
ToT	Training of Trainers

INTRODUCTION

This combined Q4FY15 quarterly progress report and FY15 annual progress report covers three quarters of implementation, from the start of the project on February 4, 2015 through September 30, 2015, with special attention to the activities and results achieved during the fourth quarter. This is the first annual report submitted to the United States Agency for International Development (USAID)/EGYPT under Cooperative Agreement No. AID-263-A-15-00014.

This report follows the outline provided by USAID during the synergy meeting that took place September 30, 2015 with ARDII project implementers at the Winter Palace Conference Room in Luxor governorate. The report highlights the achievements of AMAL during the reporting period. As well, it highlights the progress on project indicators against targets, identifies challenges, and provides a tentative plan for Q1FY16 activity implementation.

EXECUTIVE SUMMARY

The AMAL project had a successful first year of implementation with active engagement of farmer beneficiaries. The AMAL project successfully linked farmers with green beans buyers who provided high quality seeds and cash advances. AMAL started aggressively providing training and technical assistance to ensure farmers deliver high quality produce to buyers in accordance with good agricultural practices. As farmers are increasingly able to meet international production standards, the sector will attract more buyers and will strengthen market linkages in subsequent seasons. The AMAL team successfully established linkages between two green beans buyers, namely Green Egypt and Nivex, and seven associations in Upper Egypt from the governorates of Sohag, Luxor and Aswan. Moreover, working with associations in Aswan will impact the green bean season across Egypt; Aswan will supply the market with green beans at a time when green beans are not available in the market and buyers are demanding them at premium price. In addition, the Luxor packhouse was equipped with the necessary equipment to start operating during the grape season; this created 27 equivalent full-time job opportunities for local youth from Upper Egypt, 83% of which represent female workers.

Highlights of activities during this reporting period include:

- Nine contracts signed between seven farmers' associations and two green bean exporters to purchase 127.68 hectares of green beans. Buyers provided improved quality seeds and cash advances for farmers.
- A lead master trainer provided training of trainers for five master trainers from Upper Egypt to start delivering technical assistance and training programs to farmers.
- Successful communications with Upper Egypt Associations and the South Valley University to nominate 100 graduates to work with the project and operate the Center of Excellence (COE), of which 43% are female graduates.
- 107 farmers received technical training in the early stages of cultivating green beans.
- The project team designed and launched the SharePoint Management Information System (MIS) to accurately record Monitoring and Evaluation data.
- The Luxor packhouse became operational during the grapes season, creating 27 equivalent full time job opportunities, 83% of which represent female workers.

BACKGROUND AND PROJECT GOALS AND OBJECTIVES

AMAL will improve the livelihoods of 4,300 rural households in Upper Egypt, including smallholder farmers, landless laborers, women, unemployed youth, and entrepreneurs by building their capacity to integrate into high-value commercial horticulture markets. In concert with the Horticultural

Export Improvement Association (HEIA), AMAL will employ a market-driven approach to increase smallholder incomes by sustainably intensifying their productivity, improving the ability of value chain stakeholders to interpret and respond to market signals, enhancing product marketing, and facilitating commercially oriented linkages between value chain actors. AMAL will leverage HEIA's investment in the perishable terminal at Luxor Airport and their contribution towards the construction of the Center of Excellence, and position the Center of Excellence as a service and information hub for the region, ensuring the impact of our interventions far outlive the duration of the project.

The anticipated project outcomes include:

- Beneficiaries equipped with the marketing skills and practices required to improve their access to markets and the use of market intelligence
- Linkages established between smallholder farmers in Upper Egypt and processors/exporters
- Perishable terminal (export base) established and operational in Upper Egypt to support smallholder producers
- Agricultural area in Upper Egypt under improved technologies increased
- Number of farmers adopting improved technologies increased
- Capacity of 80% of engaged producers' organizations enhanced

PROJECT DESCRIPTION

The Advanced Marketing and Agribusiness Logistics (AMAL), Global Development Alliance (GDA) is a three-year USAID-funded project that aims at increasing the integration of smallholder farmers into high-value markets, promoting agricultural productivity and trade, and improving livelihoods in Upper Egypt. ACDI/VOCA is the implementing partner on the project and is partnering with the Horticulture Export Improvement Association (HEIA) to leverage HEIA's investment in the construction of the Center of Excellence (COE) in Upper Egypt that will serve as a knowledge and service hub for exporters and farmers. The center will allow Upper Egypt to more effectively compete in international markets by decreasing the time-to-market costs and bringing much needed supply chain infrastructure to the region. Project activities are implemented in the Upper Egypt governorates of Aswan, Luxor, Qena and Sohag. The primary goal of the AMAL project is to improve the livelihoods of 4,300 rural household members in Upper Egypt, including smallholder farmers, landless laborers, women, unemployed youth, and entrepreneurs through the following: **building** their capacity to integrate into high-value commercial horticulture markets, **employing** a market-driven approach to increase smallholder incomes by sustainably intensifying their productivity, **improving** the ability of value chain stakeholders to interpret and respond to market signals, **enhancing** marketing of products, and facilitating commercially oriented linkages between value chain actors, and **positioning** the Center of Excellence as a service and information hub for the region.

Working closely with HEIA, the AMAL project is building the capacity of the COE to provide relevant, market-driven services to horticulture value chain stakeholders, which will be key to the sustainability of the project.

Project activities are divided across four components:

- i. **Improving Access and Use of Market Intelligence:** The project works with smallholder farmers, exporters, and Center of Excellence staff to build their capacity to interpret and respond to market signals. Smallholder farms will learn to integrate market signals into their production decisions, allowing them to increase profits and yields. The Center of

- Excellence will serve as a market information hub that provides market actors with information needed to make decisions.
- ii. **Facilitating Value Chain Linkages:** AMAL helps broker sustainable commercial linkages among smallholder farmers, exporters, international markets, and high-end domestic markets. AMAL's capacity-building programs enable the Center's staff to continue these activities after the project ends.
 - iii. **Catalyzing Market-Oriented Production Practices:** The project builds the capacity of smallholder producers and exporters to meet international market quality requirements and integrates new technologies and techniques into the production process. It also works with packhouse operators and staff at the perishable terminal to ensure operational compliance with international standards.
 - iv. **Organizing and Strengthening Producer Organizations:** Strong, commercially oriented producer organizations are critical for exporters to meet the quantity and quality requirements of the international market and to achieve economies of scale. The project uses proven tools to assess farmer association capacity and tailor capacity-development plans to the unique characteristics of each farmer organization.

All activities are designed and executed in close coordination with HEIA to ensure the sustainability of project interventions. These activities complement infrastructure, such as the perishable terminal, facilitate the integration of smallholder farmers into commercial horticulture production systems, and position HEIA's COE as an information and service hub in Upper Egypt.

Another important part of the project's sustainability approach is the integration of agricultural university graduates into training programs across all of the project components. This approach not only creates employment opportunities for graduates, it also creates a sustainable knowledge resource base that horticultural value chain actors can draw on for assistance as they access horticulture markets. HEIA will be able to hire those newly-trained professionals to provide fee-based farm management and production support to exporters sourcing from smallholder farmers in Upper Egypt. This is a key aspect of the COE's sustainability. The AMAL project also collaborates with the Premium Project, which is working with the Agricultural Technical Schools (ATS), to identify promising ATS graduates to attend training programs at the COE.

IMPLEMENTATION PROGRESS

START UP, ADMINISTRATION AND PLANNING

Office Locations

To achieve the objectives of this project efficiently and effectively, ACDI/VOCA established two offices: the main office in Cairo located in Maadi and a field office in Qena. The Cairo office is responsible for overall project management, liaising with USAID and the HEIA head office in Cairo, and structuring commercially oriented partnerships with exporters and processors who are based in Cairo. The Cairo office will also be responsible for ensuring full compliance with USAID and ACDI/VOCA rules and regulations. The field office shall ensure the delivery of technical assistance to producer organizations and COE staff, operationalize linkages between HEIA members and producer organizations, and implement training and capacity building programs. Staff in the field office will also monitor progress toward completion of the COE and will help troubleshoot potential issues. The Chief of Party (COP) is based in Cairo and travels to Luxor on a weekly basis to work with the technical team to ensure the integration of activities across components, as well as progress toward project results. The Deputy Chief of Party (DCOP) is based in Qena to closely monitor all project activities and to report back to the head office in Cairo. The Cairo office has been operational as of February 4, 2015.

The Qena office is comprised of the office and the guesthouse. The same location has been previously used for the USAID-funded Facilitating Logistics & Linkages in Horticulture (FALLAH) project. A security assessment for the same location was conducted by ACDI/VOCA's Deputy Director of Global Security. His report indicated that the identified Qena office is discretely located in a safe, residential area. It is a northwest facing, spacious, mid terraced four story establishment which accommodates another Non-Governmental Organization (NGO). The office is in very good condition and raises no major security concerns. All floor, walls, and ceilings are of solid construction and all windows are fitted with wooden security grills and can be secured. Air conditioning units, ceiling fans, lighting systems, electrical and telephone points are installed and the power/water supply is reliable. The main office has been equipped to a high standard and is now ready for occupation. The office and guest house was functional by April 23, 2015. ACDI/VOCA also assigned the two Wranglers procured under FALLAH to the Qena field office and leased a private garage close to the office location where both vehicles can be secured when off duty.

Administration and Human Resources

ACDI/VOCA completed project staff recruitment and onboarding during the reporting period. The organizational chart below shows current project personnel in both the head office in Cairo and the field office in Qena as well as staff titles and reporting lines.

USAID Post-Award Meeting

On April 6th, seven representatives from ACDI/VOCA attended the post-award meeting with 12 representatives from USAID at the USAID premises in Maadi. The meeting included discussions on the cooperative agreement terms and clauses, the updated presidential decree (in Arabic), and a contractor notice as well as contractor's startup operations manual. During the meeting, the group agreed on the deliverables due to USAID and their timelines. The group also went through the agreement to explain the most important parts and to clarify confusions, if any. A follow up meeting between USAID and ACDI/VOCA took place on April 30th with representatives from ACDI/VOCA Washington. The meeting served to finalize questions about the award and introduce the full implementation management team

HQ Field Visit

ACDI/VOCA headquarters staff, including [REDACTED] Executive Vice President of Project Management; [REDACTED] Former Managing Director of Project Management; and [REDACTED], AMAL Project Manager came on a start-up support visit to Egypt. In addition to the meeting with USAID, representatives met with HEIA and conducted a field visit to Upper Egypt. They toured the perishable terminal and the Center of Excellence to gauge the status of the established facilities. In addition, the team also met with representatives of Nesa'eia Association in Arment, Luxor to check the association's willingness to partner with the AMAL project. During the meeting, the ACDI/VOCA team learned about the progress that the association has been making in providing services to farmers through the computer center that was delivered to the association as an in-kind grant through the New Zealand Embassy.

AMAL Orientation Meeting

The AMAL team is coordinating with HEIA to organize an orientation meeting for the project partners. The meeting will serve to orient the members of HEIA to the project objectives and solidify their participation as valuable partners to achieving the goals of the GDA. The event will take place November 9 at the Marriott Media City Hotel.

Value Chain Selection

The AMAL project submitted a cost benefit analysis (CBA) of the possible crops for inclusion in the AMAL project. The AMAL Market Intelligence Expert and COP presented the analysis to USAID and submitted a final CBA report based on their feedback. Because the AMAL project is dependent on market pull and the project's industry partners have the best assessment of the market needs however, USAID has asked that the AMAL project to work with the crops that HEIA and its member prioritize. The short-list of crops selected by HEIA members aligns with the priority crops identified by the CBA and this includes:

- Green beans harvested during the months of December and January in Luxor and Sohag and during the months of January and February in Aswan
- Spring onions harvested during the months of December and January in Luxor and Sohag, and during the months of January and February in Aswan
- Green garlic harvested during the months of December and January in Luxor and Sohag and during the months of January and February in Aswan
- Mangoes harvested during June and July
- Melons harvested during the period March to June
- Grapes harvested in May and June

Depending on the needs of HEIA members, the project will decide on the choice between garlic and mangoes.

LOGICAL FRAMEWORK

The logical framework presented in this section displays the key objectives and outputs of the AMAL project as well as information pertinent for project monitoring and evaluation. Guided by the USAID format, the table is divided into the following logic:

- Narrative summary: project objectives (goals, intermediate results, and outputs) in narrative form
- Indicators: indicators used to track every level of objectives
- Data sources: the sources from which information regarding project indicators are gathered
- Assumptions: underlying assumptions of conditions that lead to higher level goals achieved

NARRATIVE SUMMARY	INDICATORS	DATA SOURCES	ASSUMPTIONS
<p>AMAL Goal:</p> <ol style="list-style-type: none"> I. 30% increase in net present value of on farm income II. Increased gross margin per hectare 	<ul style="list-style-type: none"> ▪ The change in net present value of on farm income ▪ Gross margin per hectare, animal or cage of selected product 	<p>Project surveys, data collected through producers' organizations, farm records</p>	
<p>AMAL Purpose:</p> <ol style="list-style-type: none"> A. Improved access and use of market intelligence B. Strengthened value chain linkages C. Improved production practices D. Organized, commercially oriented producers' organizations 	<ul style="list-style-type: none"> ▪ Value of exports of targeted agricultural commodities as a result of USG assistance ▪ Value of incremental sales (collected at farm-level) attributable to USG programming ▪ Number of farmers and others who have applied new technologies or management practices as a result of USG assistance ▪ Number of hectares under improved technologies or management practices as a result of USG assistance ▪ Number of food security enterprises, producers organizations, water user associations, women's groups, trade and business associations, and community based organizations (CBOs) receiving USG assistance 	<p>Surveys and project records, farm records, association records, technical field reports</p>	<ul style="list-style-type: none"> ▪ Stable market prices and exchange rates ▪ Stable environmental conditions including favorable weather conditions as well as the absence of unexpected environmental conditions ▪ Transparency of beneficiaries in reporting their data during surveys
<p>AMAL Outputs:</p> <ol style="list-style-type: none"> 1. 50 trained university graduates and COE staff to work with smallholder farmers to integrate marketing information into production practices 2. 750 smallholder farmers trained in Farming as a Business (FaaB), Production Planning and Forward Contracting 3. Farmers trained in forward contracting 4. 24 forward contracts signed with exporters/processors 5. Increased value of exports from Upper Egypt 6. 3000 Beneficiaries trained in improved production, water-saving and harvesting techniques 7. 12 producer organizations received capacity building activities (e.g. training in production planning, business management, acquiring inputs and advisory services, economic analysis, marketing, etc.) 	<p style="text-align: center;">Crosscutting: Gender, youth</p> <ul style="list-style-type: none"> ▪ Number of members of producer organizations and community based organizations receiving USG assistance ▪ Number of contracts between smallholder farmers and market channels ▪ Number of individuals who have received USG supported short-term agriculture sector or food security training ▪ Number of food security enterprises, producers organizations, water user associations, women's groups, trade and business associations, and community based organizations (CBOs) receiving USG assistance 	<p>Project records, periodic progress reports, training records</p>	<ul style="list-style-type: none"> ▪ Stable political situation resulting in stable tourism rates and the availability of shipment options from Upper Egypt ▪ Commitment of contracting parties to fulfill contractual terms ▪ Stable market prices and exchange rates
<p>AMAL Inputs: Resources and Interventions</p> <ol style="list-style-type: none"> 1. 21 days of training for 1000 farmers in integrated crop management 2. 62 training days for 75 university graduates in horticulture extension services 3. 54 training days for 50 university graduates in packhouse management 4. 15 days of training for 50 association staff and lead farmers in association capacity building 5. 6 days of training for 750 women and youth in harvest/post-harvest handling 6. 5 link visits and 240 days of field visits/on-the-job training to beneficiaries 7. Procurement of equipment necessary to operate Luxor packhouse & COE 8. ICT tools put in place 			<ul style="list-style-type: none"> ▪ Stability in the political situation and rules and regulations, in addition to the existence of support programs ▪ Partners' continued support/alignment with the strategic goals of AMAL as they relate to the success of the project and the achievement of its results. ▪ Ease of administrative procedures with the governmental authorities

COMPONENT 1: IMPROVING ACCESS AND USE OF MARKET INTELLIGENCE

Objective: facilitate access to market information, build the capacity of farmers to adjust their production systems appropriately, and assist exporters in identifying promising market opportunities. As part of the project's sustainability approach, it will position the Center of Excellence to disseminate and analyze market information.

DEVELOPMENT OF MARKETING AGENTS

In the early stages of project implementation, the AMAL team communicated with associations as well as the Faculty of Agriculture at South Valley University (SVU) to nominate recent graduates who can provide extension services in their regions and attend training at the COE. Altogether, the associations and the SVU provided a list consisting of 100 graduates from the graduating class of 2012 on – 43% of whom are women.

AMAL will work with the SVU, the only university that serves all of the target project areas, to train its graduate students in market systems analysis, export best practices, market research, and proper cold chain management. These trained young professionals will then provide valuable services at the COE as marketing agents. Working with the graduates and equipping them with the necessary skills will ensure the sustainability of project interventions

Through conversations with SVU, ACDI/VOCA has established grounds for collaboration with SVU. The AMAL project will provide COE training opportunities for graduates to equip them with the necessary skills to operate the packhouse, provide quality extension services and work as marketing agents.

The AMAL team also arranged for an orientation meeting between representatives of the SVU and the Food-Security and Agribusiness Support (FAS) project. The meeting aimed at orienting the SVU with the FAS project and to explore possible opportunities of cooperation.

DEVELOPING ICT TOOLS TO DISSEMINATE MARKET DATA

During Q4FY15, the AMAL COP held several meetings with representatives from Microsoft Egypt to brief them on the project and the communication system that needs to be established at the packhouse to disseminate market information. The initial memorandum of understanding between the AMAL project and Microsoft Egypt has been drafted and is still being reviewed by both parties. Initial agreement terms include:

- The establishment of a web-based portal and SMS system as well as training relevant team members on utilizing and troubleshooting the established systems
- Facilitating access for AMAL beneficiaries to the newly established systems
- Training and qualifying AMAL trainers to provide training in basic IT skills, soft skills (including interpersonal, communications, problem solving, critical thinking, team building, etc.) and business skills (including sales and negotiation, marketing skills, business planning, financial analysis, etc.)

COMPONENT 2: FACILITATING VALUE CHAIN LINKAGES

Objective: Broker sustainable commercial relations between HEIA exporters and smallholder farmers in Upper Egypt...facilitating forward contracting schemes between exporters and producer organizations.

FACILITATING FORWARD CONTRACTING

Before the beginning of the cultivation season for green beans, AMAL worked closely with exporters and beneficiary associations to develop a model forward contract. The model serves as an example of best-practices and is the recommended mechanism for use by farmers and exporters participating with the project.

ACDI/VOCA utilized the model forward contract that was developed under a previous USAID-funded GDA project and made amendments to it based on discussions with the buyers. Below is a summary of the most important contractual terms included in the contract between Green Egypt and El Tood association:

- Crop is contracted by area cultivated rather than by quantity supplied
- Green Egypt supplied 12kg of Paulista seeds for each feddan of green beans (approximately equivalent to 28.5kg per hectare). This ensures that the buyer will receive the desired variety. Value of seeds provided shall be deducted from sales at the end of the season. Paulista seeds cost 100 EGP/kg (approximately \$12.5¹/kg)
- Green Egypt pays cash advance of 500 EGP/feddan (approximately \$148/hectare) of green beans. Advance payments will be deducted on two installments from sales
- Green Egypt will buy 100% of the produce of the contracted area (minimum yield expected is 4 tons per feddan equivalent to 9.5 tons per hectare) contingent on quality of the produce.
- El Tood association will receive a commission of 50 EGP per ton (6.25 \$ per ton) from Green Egypt upon delivery.
- Selling price is 3,000 EGP/ton (\$375/ton) inclusive of transportation expenses to the packhouse gate.
- Green Egypt will provide the harvesting boxes and shall deduct the percentage of dried crops (due to open-air transportation) at the rate of 500kg per box.
- Crop supplied must meet the technical standards predetermined in the contract; otherwise, the buyer has the right to reject the produce delivered (including shape, size, color, IPM standards, etc.).
- Green Egypt has the right to send a technical person to check the status/condition of the crop under cultivation throughout the season.

So far, seven associations signed nine contracts with two green beans exporters to supply the produce of 127.68 hectares (304 feddans) of green beans. Green Egypt signed seven contracts with AMAL beneficiary associations in Upper Egypt governorates of Aswan, Luxor and Sohag to supply 106.68 hectares (254 feddans) of green beans for export. In addition, Nivex Company, another green bean exporter, signed contracts with two associations in Aswan to supply 21 hectares (50 feddans) of green beans. Contracts were signed between buyers and the farmers associations; the associations will in turn handle the financial settlement and in-kind distribution with the farmers. The final list of farmers who engaged in contractual agreements shall be provided by the association after seed planting.

¹ Exchange rate calculated at \$1=8EGP

The table below summarizes contractual agreements signed between Upper Egypt associations and exporters during Q4FY15²:

Association	Buyer	Selling Price	Governorate	Contracted Area
El Tood Association for Agricultural Development	Green Egypt	3000 EGP/Ton \$375/Ton	Luxor	21 Hectares (50 Feddans)
El Nesa'eia Association for Future and Development	Green Egypt	Packhouse gate: 3000 EGP/Ton equivalent to \$375/Ton Collection center gate: 2600 LE/Ton equivalent to \$325/Ton	Luxor	4.2 Hectares (10 Feddans)
Association for Agricultural Community Development in Asfun	Green Egypt	3000 EGP/Ton \$375/Ton (packhouse gate)	Luxor	14.25 Hectares (34 Feddans)
Bait Khallaf Association for Agricultural Development (Dar El Salam)	Green Egypt	3000 EGP/Ton \$375/Ton (packhouse gate)	Sohag	29.4 Hectares (70 Feddans)
Community Development Association in Al Hekma	Green Egypt	4500 EGP/Ton \$562.5/Ton (farm gate)	Aswan	10.5 Hectares (25 Feddans)
Community Development Association in Al Amal	Green Egypt	4500 EGP/Ton \$562.5/Ton (farm gate)	Aswan	10.5 Hectares (25 Feddans)
Rural Woman Community Development Association in Shoraneya	Green Egypt	3000 EGP/Ton \$375/Ton (packhouse gate)	Sohag	16.8 Hectares (40 Feddans)
Community Development Association in Al Hekma	Nivex	4500 EGP/Ton \$562.5/Ton (farm gate)	Aswan	10.5 Hectares (25 Feddans)
Community Development Association in Al Amal	Nivex	4500 EGP/Ton \$562.5/Ton (farm gate)	Aswan	10.5 Hectares (25 Feddans)

Aswan associations will receive advance cash payments of 2000 EGP/feddan (approximately \$595/hectare). It is also worth mentioning that the contracted price for Aswan associations is much higher than that for Luxor and Sohag because Aswan provides produce beyond December, which extends until February. Working with Aswan associations, AMAL will extend the season and will provide produce for the international market at premium prices.

² Data reflect contracts signed up until October 28, 2015.

COMPONENT 3: CATALYZING MARKET-ORIENTED PRODUCTION PRACTICES

Objective: Build the capacity of farmers as well as packhouse and perishable terminal operators to adapt production and management practices to meet international best practices and buyer quality requirements.

INTEGRATED CROP MANAGEMENT

The AMAL project staff, in collaboration with HEIA, identified [REDACTED] as the Lead Master Trainer for green beans. [REDACTED] resides in Cairo, and has over 40 years' experience providing technical assistance for growing green beans and other vegetables. Throughout his professional life, [REDACTED] has contributed to and published several technical publications on beans, peas, cowpeas, and broad beans. Green bean buyers, exporters, as well as HEIA members have great faith in [REDACTED]; they specifically recommended him to provide technical assistance for AMAL green bean beneficiaries. Among [REDACTED] publications is his book titled [REDACTED]. The book covers all of the various production stages of green beans starting from land preparation, seed selection, weed control, hoeing, fertilization, irrigation, harvesting, means of increasing yields, advice for exporting, etc. The comprehensive manual covers in detail all processes and addresses potential issues that might arise in the field. The book is printed, distributed and sold by HEIA. In addition to the detailed manual, [REDACTED] developed a handout that can be used by other master trainers in the field and distributed to farmers.



Sep 15th, 2015: Lead Master Trainer, [REDACTED] delivering training of trainers (ToT) training to Master trainers in growing green beans for export

Since agricultural professionals in Upper Egypt are not specialized to provide technical assistance for green beans and, in order to ensure the sustainability of interventions outlive AMAL project, [REDACTED] trained a cadre of master trainers from Upper Egypt governorates within AMAL's intervention area, who in-turn disseminate the technical knowledge to beneficiary farmers and association members. Five master trainers have been qualified to provide technical assistance in the form of classroom training and in-field technical visits for farmers. The table below displays the distribution of master trainers across AMAL beneficiary farmer associations:

Master Trainer	Profession	Specialization	Assigned Association – Governorate	Years of Experience
Abu Bakr Abdulazeem Abdo Al Dakkak	Senior Researcher – Agricultural Research Center in Sohag	Agronomy	Bait Khallaf Association for Agricultural Development – Dar El Salam, Sohag	21
Abu Bakr Abdel Moniem Abu Bakr Basha	Assistant Professor – Faculty of Agriculture, South Valley University	Irrigation	El Nesa'eia Association for Future and Development – Luxor	28
Ayman Mohamed Abdelnabi Rashawan	Assistant Professor – Faculty of Agriculture, South Valley University	Agronomy	El Tood Association for Agricultural Development – Luxor	23
Mahmoud Ahmed Helmy Abdel Hady	Senior Researcher – Agricultural Research Center in Sohag	Agronomy	Rural Woman Community Development Association in Shoraneya – Sohag	22
Mahmoud Mohamed Mahmoud Soliman	Professor – Faculty of Agriculture, South Valley University	Plant Protection	El Mataana Association for Agricultural Community Development – Luxor	27

[REDACTED] delivered the first round of training for master trainers September 15-16, 2015. The classroom training was mainly interactive to educate the master trainers on the differences between cultivating green beans and other vegetables, the most important factors to consider when cultivating green beans, average costs and yields, as well as the various stages of cultivation. On September 16th, roles were divided among the five master trainers and [REDACTED]

All farmer training focused on the early stages of cultivation including seed and land selection, land preparation, planting the seeds, and rhizobium. During the sessions, trainers distributed handouts that summarized the salient points to all attending farmers. Field visits are scheduled to take place in October on a weekly basis. [REDACTED] is scheduled to go on regular visits to Upper Egypt, at least once a month and as necessary going forward, to accompany the master trainers during their field visits to provide feedback and field demonstrations for the various agricultural processes.



[REDACTED] delivering farmer training

IMPROVED PRODUCTION TECHNIQUES AND TECHNOLOGIES

Improved seed varieties were distributed to farmers to ensure the delivery of the high quality crops and compliance to export standards required for international markets. Buyers provided seeds to the associations as part of the contractual agreement; value of seeds provided shall be deducted from sales at the end of the season. The association in turn distributed the seeds to farmers who will supply the produce at the end of the season. Approximately 12 kg of seeds were distributed for every feddan of green beans (approximately equivalent to 28.5kg per hectare) – please refer to component two of this report, facilitating value chain linkages, for more details about the contractual agreement between buyers and the associations.

LINK VISITS

The team identified host farms for link visits. Most of these farms are located in project areas, including Sohag, Qena, Luxor and Aswan. The only exception are green onions farms which are located in Beni Suef, because Beni Suef farmers are experts in cultivating, harvesting, post-harvesting and transporting green onions.

COMPONENT 4: ORGANIZING AND STRENGTHEN PRODUCER ORGANIZATIONS

Objective: Strengthen the institutional capacity of producer organizations to negotiate collective purchase arrangements with buyers and suppliers, manage and provide quality control throughout the production process, and provide services to members.

In the first quarter of the project (Q2FY15), the team identified an initial pool of 16 associations from which to select the beneficiary associations to work with the project. As described in the previous quarterly report, nine associations were selected. However, based on the negotiations between the AMAL team and exporters, the team decided to engage more associations in the project to respond to exporters' needs and to achieve project goals. Consequently, 17 associations were assessed from which 12 were selected. As detailed in the Q3FY15 quarterly report, for outreach and sustainability purposes, associations which are not selected will be invited to attend relevant training programs implemented by the project. Below is the list of selected associations:

- I. Continuing Associations
 1. El Mataana Association for Agricultural Community Development
 2. El Nesa'eia Association for Future and Development
 3. El Negu Bahary Association for Agricultural Community Development
 4. Association for Agricultural Community Development in Asfun
 5. Bait Khallaf Association for Agricultural Development
 6. El Mostakbal Association for Community Development in El Selsela
 7. Ganoub El Wady Association for Agricultural Community Development
 8. Community Development Association in Al Hekma
 9. Community Development Association in Al Amal

- II. New Associations
 1. El Ghad El Moshreq Association for Agricultural Community Development

2. El Tood Association for Agricultural Development
3. Rural Woman Community Development Association in Shoraneya in Sohag

Prior to assessment, the AMAL COP and the DCOP held meetings with candidates from farmer associations located in Sohag, Qena, Luxor, and Aswan. The main purpose of these meetings was to orient associations to the project, its goals, objectives, activities and their expected roles in relations to the project. The COP and the DCOP met with members of each association, gave them a short presentation on the project, gathered feedback and concerns, learned about their current growing practices, discussed their interest in growing AMAL potential crops, informed them of the baseline survey, and asked them to be cooperative and transparent during the survey implementation. These meetings were fruitful and helped increase cooperation from associations while implementing the survey.

Seventeen³ potential associations were assessed during the baseline survey in order to select the associations that will participate with AMAL. For assessment purposes, the AMAL team used the ACDI/VOCA M4 assessment tool with additional guiding questions in order to carry out the assessment. M4 is a participatory survey for assessing capacity and identifying development priorities for associations in the processes related to *membership, money, management and marketing*. For selection purposes, the team applied the Competitive Profile Matrix (CPM)⁴. This section provides a background and explanation of the tool and the means of applying it to the potential pool of associations and the selection results.

The CPM is a tool that compares the firm/association and its rivals and reveals their relative strengths and weaknesses.

The CPM is a powerful strategic analysis tool and allows business owners, stockholders and other interested parties to see the strengths and weaknesses of all major competitors in an industry on a single page. This helps visualize and communicate the competitive landscape.

Understanding the tool: In order to better understand the external environment and the competition in a particular industry/field of work, firms/organizations often use the CPM. The matrix identifies key competitors and compares them using an industry's critical success factors. The analysis also reveals organizations' relative strengths so that organizations are able to determine those areas that are strong and those that need improvement.

Critical Success Factors (CSF): CSFs are the key areas, which must be performed at the highest possible level of excellence if organizations want succeed in a particular industry. They vary between different industries or even strategic groups and include both internal and external factors. The more critical success factors that are included, the more robust and accurate the analysis is.

³ Sixteen associations were assessed during the actual implementation of the baseline study. Then after discussions and negotiations with the exporters, an additional association was added to the list, Rural Woman Community Development Association in Shoraneya in Sohag. The same baseline assessment procedure was applied to Shoraneya association. Results submitted in the previous quarter are updated in this report to include Shoraneya results.

⁴ The CPM was initiated by Michael Porter in 1990 in the Harvard Business Review aimed at private sector firms and applied in 1999 in the seventh edition of Fred R. *David's Strategic Management, Concepts and Cases*, geared towards the public sector and NGOs.

Weight: Each CSF is assigned a weight ranging from 0.0 (low importance) to 1.0 (high importance). The number indicates how important the factor is in succeeding in the industry. If there were no weights assigned, all factors would be equally important, which is an impossible scenario in the real world. The sum of all the weights must equal 1.0. Separate factors should not be given too much emphasis (assigning a weight of 0.3 or more) because the success in an industry is rarely determined by only one or few factors.

Rating: The ratings in CPM refer to how well organizations are performing in each area. They range from 4 to 1, where 4 means a major strength, 3 a minor strength, 2 a minor weakness and 1 a major weakness. Ratings, as well as weights, are assigned subjectively to each organization, but the process can be done easier through benchmarking. Benchmarking reveals how well organizations are doing compared to each other or the industry’s average. It is important to mention that organizations can be assigned equal ratings for the same factor.

Score & Total Score: The score is the result of weight multiplied by rating. Each organization receives a score on each factor. The total score is simply the sum of all individual scores for the organization. The organization that receives the highest total score is relatively stronger than its competitors.

Benefits of the CPM:

- The same factors are used to compare organizations/firms. This makes the comparison across organizations more accurate
- The analysis displays the information on a matrix, which makes it easy to compare organizations visually
- The results of the matrix facilitate decision-making. Organizations can easily decide which areas they should strengthen, protect, and which strategies they should pursue
- Includes both internal and external factors as parameters

Applying the CPM to AMAL Potential Associations: After completing the baseline study, the AMAL team met together in order to identify the CSFs and assign weights according to the importance of each of the factors. In order to objectively implement the methodology, CSFs were identified and weighted separately for new and old associations. The assessment team was comprised of three team members. After agreeing on the CSFs, each member on the team independently assigned a weight for each of the CSFs. The team then discussed their weights together and came to a consensus on the agreed upon weights for the old as well as the new associations. The table below outlines the CSFs and the agreed upon weights for the new and the old associations.

Critical Success Factors	Weights for Old Associations	Weights for New Associations
Distance	0.10	0.20
Potential Crops	0.15	0.30
Number of Members	0.15	0.10
Women’s Activities	0.20	0.10
Past Experience	0.20	NA
Leader	0.20	0.30

Explanation of CSFs:

- Distance: the association's distance from the Luxor airport
- Potential crops: measures the association's readiness to grow AMAL potential crops based on their past experiences
- Number of members: the number of farmers registered in each of the associations
- Women's activities: this factor looks at the association's willingness to engage women in their activities
- Past experience: this factor applied only to old associations and it is an assessment of their level of cooperation with the project
- Leadership: this measures the strength of the leader in each association and is one of the most important factors to look at



June 6, 2015: Association's Assessment in El Ghad El Moshrek Association

The tables below show the assessment results based on the CSFs, weights, weighted scores and total scores for old as well as new associations.

The first two tables display the ratings and assessment results for continuing (old) associations.

		Rating	Weighted										
Distance	0.10												
Potential Crops	0.15	4	0.60	2	0.30	4	0.60	2	0.30	4	0.60	1	0.15
# of members	0.15	4	0.60	3	0.45	3	0.45	4	0.60	3	0.45	2	0.30
Women Activities	0.20	3	0.60	4	0.80	3	0.60	3	0.60	1	0.20	3	0.60
Past Experience	0.20	4	0.80	4	0.80	4	0.80	4	0.80	4	0.80	3	0.60
Leader	0.20	4	0.80	4	0.80	4	0.80	4	0.80	4	0.80	3	0.60
Total/ Score	1.00	3.70		3.55		3.55		3.40		2.95		2.35	

CSF	Weight	Al Amal		Ganoub Al Wady		Ryad El Salehin		Al Hekma		Mostakbal El Said	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Distance	0.10	1	0.10	2	0.20	1	0.10	1	0.10	3	0.30
Potential Crops	0.15	1	0.15	2	0.30	1	0.15	1	0.15	3	0.45
# of members	0.15	3	0.45	1	0.15	1	0.15	4	0.60	1	0.15
Women's Activities	0.20	1	0.20	3	0.60	1	0.20	3	0.60	3	0.60
Past Experience	0.20	3	0.60	3	0.60	2	0.40	2	0.40	2	0.40
Leadership	0.20	3	0.60	3	0.60	2	0.40	2	0.40	1	0.20
Total / Score	1.00	2.10		2.45		1.40		2.25		2.10	

The table below displays ratings and assessment results for new associations:

Association \ CPM	CSF	Distance	Potential Crops	# Members	Women Activities	Leader	Total Score
	Weight of CSF	0.20	0.30	0.10	0.10	0.30	1.0
El Tood	Rating	4	4	3	4	4	3.90
	Weighted Score	0.8	1.2	0.3	0.4	1.2	
El Ghad El Moshreq	Rating	3	2	2	4	4	3.00
	Weighted Score	0.6	0.6	0.2	0.4	1.2	
Nagea Gaddal	Rating	2	2	1	4	3	2.40
	Weighted Score	0.4	0.6	0.1	0.4	0.9	
El Farsia	Rating	1	4	4	2	2	2.60
	Weighted Score	0.2	1.2	0.4	0.2	0.6	
Al Eslah	Rating	2	3	1	1	1	1.80
	Weighted Score	0.4	0.9	0.1	0.1	0.3	
Shoraneya	Rating	1	3	2	3	4	2.80
	Weighted Score	0.2	0.9	0.2	0.3	1.2	

Based on the goals and objectives of the AMAL project, the team selected nine associations to work with. Because the project will be implemented over three years, seven of the associations are selected from continuing associations and two are selected from the pool of new associations. However, for outreach and sustainability purposes, associations which are not selected will be invited to attend relevant training programs implemented by the project.

Applying the Pearson's test of correlation between the CPM score and each of the M4 scores shows a statistically significant relationship between the CPM and management scores. The Pearson's correlation coefficient demonstrates a fairly strong correlation between the CPM and management score ($R^2 = 0.6$ approximately). M4 as well as CPM scores for selected associations are displayed in the table below:

#	Association	Membership Score	Marketing Score	Money Score	Management Score	CPM Score
1	El Mostakbal Association for Community Development in El Selsela	2.85	2.00	3.48	3.44	2.35
2	El Nesa'eia Association for Future and Development	3.97	1.00	3.50	3.67	3.55
3	El Ghad El Moshreq Association for Agricultural Community Development	2.62	1.92	3.43	3.11	3.00
4	El Negu Bahary Association for Agricultural Community Development	3.07	2.80	3.43	3.44	3.55
5	Association for Agricultural Community Development in Asfun	3.63	2.77	2.90	3.63	3.40
6	El Tood Association for Agricultural Development	3.44	2.35	3.29	3.31	3.90

7	El Mataana Association for Agricultural Community Development	2.39	3.20	3.43	3.44	3.70
8	Bait Khallaf Association for Agricultural Development	2.96	2.80	3.17	3.00	2.95
9	Ganoub El Wady Association for Agricultural Community Development	2.56	2.35	3.29	3.11	2.45
10	Rural Woman Community Development Association in Shoraneya	3.78	3.45	4	4	2.8
11	Community Development Association in Al Hekma	2.88	1.15	3.14	3.22	2.25
12	Community Development Association in Al Amal	2.62	1.00	3.50	2.56	2.1

Three associations were added to the previously selected list of associations (submitted with the Q3FY15 report) to work with the project, namely:

1. Rural Woman Community Development Association in Shoraneya in Sohag
2. Community Development Association in Al Hekma
3. Community Development Association in Al Amal

The latter two associations – Al Hekma and Al Amal – were previously excluded because of their relatively low CPM scores (2.25 and 2.1 respectively). However, exporters specifically requested to work with associations located in Wadi Nukra Aswan that can provide green beans during the months of January and February since green beans sold at this time of the year are more profitable to the exporter and bridges a gap in responding to international market needs. Therefore, the AMAL team decided to add these two associations to the list of beneficiary associations with the project. Throughout the implementation of the AMAL project and its efforts in building the institutional capacity of associations, particular attention will be paid to these two associations to promote their competitiveness.

The Rural Woman Community Development Association in Shoraneya in Sohag was not incorporated in the baseline study but because exporters requested buying produce from this area, the association received an assessment on September 21, 2014. As was the case with the other associations throughout the baseline implementation, the association was assessed for its practices in the areas of marketing, management, money, membership (using the M4 tool) as well as its gender activities. The association demonstrated a willingness to participate with the project and showed potential to work on high value crops.

CROSS CUTTING

Security Visit: ACIDI/VOCA Director of Global Security, [REDACTED], visited the AMAL offices in Cairo and Upper Egypt (Luxor, Qena and Sohag) during the period August 30 – September 8, 2015. The purpose of the assignment was to provide an on-the-ground security assessment, update the Security Manual and Contingency Plan, and conduct operational safety and security support to AMAL staff members and implementing partners. [REDACTED] checked the sites including AMAL offices, hotels used for accommodations, beneficiary associations, as well as the routes leading to the associations. [REDACTED] briefed the COP and DCOP on the findings of his assignment and provided a detailed report with recommendations for going forward to ensure the security of expats as well as local staff.

Photography Training: A professional photographer was appointed to train staff members and university graduates in documenting project activities through photos that tell a story. Ten people attended the two day training. This course consisted of classroom training in the Qena office and infield training where the trainer accompanied trainees in the field and provided hands-on training in capturing good photos. Photos taken by trainees were further evaluated for quality by the trainer and trainees were given advice/guidance on improving the quality of photos through software programs.



Practical training day in photography for university graduates & ACIDI/VOCA staff held at one of the greenhouses in Luxor governorate on Sep 14th, 2015

ISO Audit: As a step towards continual improvement of ACIDI/VOCA's management procedures, the Cairo office received a third party audit from TQCSI, a fully accredited, third party certification body providing certification of Quality Management Systems. The audit was conducted on August 17th against the ISO 9001 and 14001 certificates. The independent auditor checked the safety plan, preventive maintenance plan, data security as well as documentation and record keeping for the various departments. The Cairo office passed this audit and the ISO certificates have been renewed for another year.

GRANT PROCUREMENT AND ADMINISTRATION

Acquisition of goods, materials and services under the AMAL GDA project follows ACIDI/VOCA and USAID's procurement guidelines and procedures that ensure compliance with organizational and donor rules and regulations. Such policies aim at competing procurements to the maximum extent that is reasonable and practicable. Procurements are predominantly awarded based on "best value". Best value is determined through an evaluation of each offer considering multiple factors that include, but

are not limited to, quality, delivery time, specific skill sets, warranties, past performance and price. Awarding on best value does not require that the award be given to the lowest price bidder, but rather to the bidder who provides the best value when quality, delivery schedule, price and other factors are considered together as a whole. The systematic procurement process comprises of the following steps:

1. Initiate a Procurement Requisition (PR): Procurements exceeding \$500 must be approved prior to starting the competition/selection process through the use of the requisition form. The PR is a planning document that serves as a verification of the need for the goods and/or services, confirms the availability of funds and ensures compliance with the competition and donor approval requirements.
2. Getting required Non-Expendable Property (NXP) approval from USAID through our headquarters for any item with a unit value above \$ 5,000 with a useful life more than one (1) year.
3. Competition, solicitation and selection documentation: several forms can be used for this process, the most appropriate of which for our procurement items is the Request for Quotation (RFQ). RFQ is a written solicitation that is distributed to a minimum of three vendors/service providers. Quotes must then be received in writing to facilitate the comparison and selection process.
4. Evaluation and source selection process: the best value selection matrix is utilized to make a selection. An evaluation committee is usually formed to look into the best value selection matrix and make the selection. Selection is not solely based on price but takes into consideration multiple factors that together determine the “best value”. Selection factors include delivery date, after sales service, payment schedule, vendor’s eligibility, etc.
5. Prepare contract: after selecting the vendor, the contract is put in place between ACDI/VOCA and the vendor. Several types of contracts are available, the most appropriate of which for the AMAL GDA project is the Purchase Order (PO) that specifically defines the goods, deliverables, milestones, price, etc. A memorandum of negotiation summarizing the selection process, criteria and justification is always attached to the PO.

The procurement list has undergone several amendments based on the discussions and negotiations with HEIA members. The table below lists the agreed upon grant procurement items per the discussions among USAID, ACDI/VOCA, and HEIA:

DESCRIPTION	# UNITS
Sorting / packing flat tables (1m X 2m)	60
Belt conveyors for full field boxes	3
Belt conveyors for full empty field boxes	3
Belt conveyors for full cartons	7
Slides for empty cartons	4
Free roller conveyors	7
Belt conveyor for warehouse	1
2 kg scale	140
30 kg scale	10
2 ton scale	2
Electric forklift	1
Diesel forklift	1
Manual handlift	4
Electric handlift	4

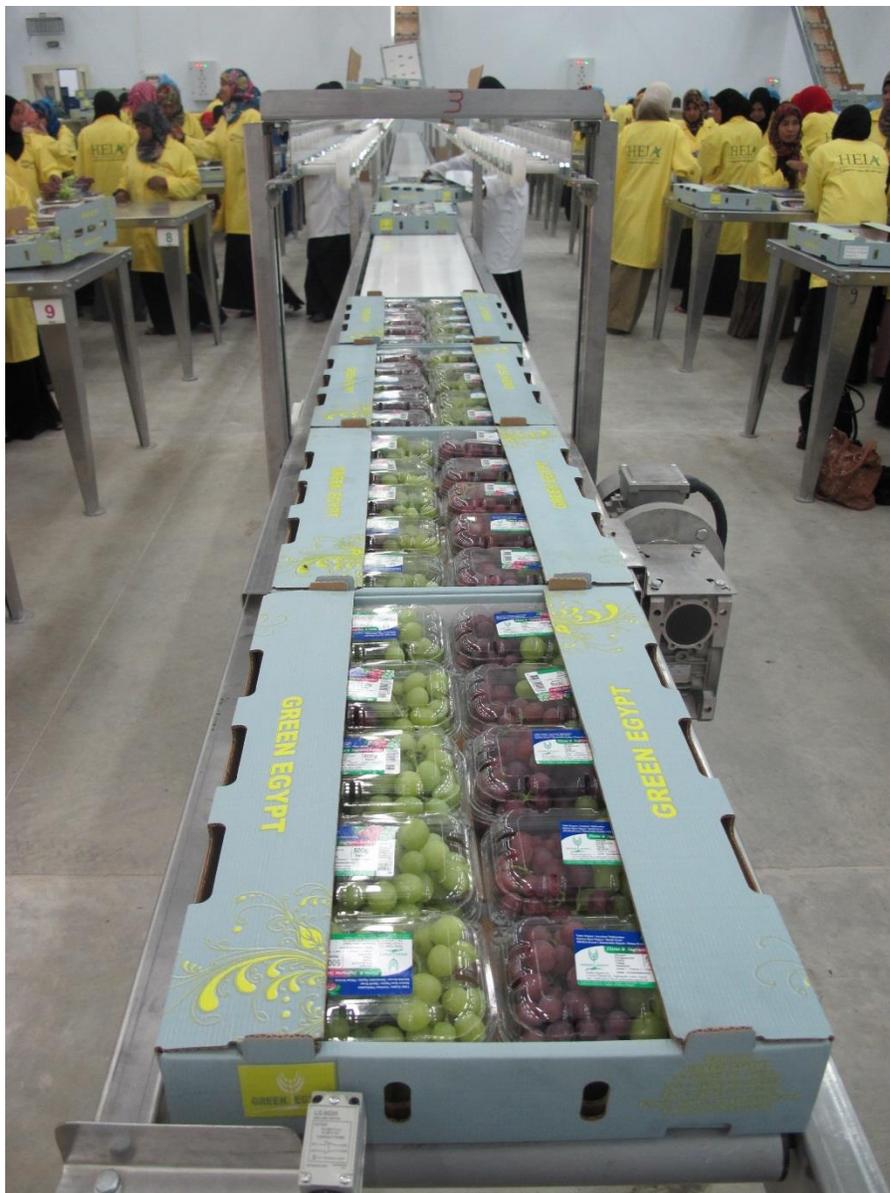
DESCRIPTION	# UNITS
5 ton truck (REFER)	6
20 ton truck (REFER)	1
Pick-up (Double cabin)	1
Pallet wrapping machine	2
Carton erecting machine	1
Compressor, dryer and filters for the carton erecting machine	1
Flow pack sealer for green beans	5
Metal detector	4
Low Height Plastic crates	2,000
Washing machine for plastic crates	1
Scissors for cleaning grapes	500
Knives for cutting green beans	500
Plastic pallets for storage of raw materials	200
Wooden pallets for storage of raw materials	200
Manual sealing machine	5
Garbage basket	150
Digital Thermometer reads humidity	4
Manual Thermometer reads humidity	4
Acidity meter	2
Digital refractometer	8
Grape Sizer	50
Cantaloupe Sizer	50
Uniform for packhouse personnel	520
Boots	120
Center of Excellence furniture	1
Dock leveler	3
Computer servers and accessories/ screen for the server	2
Laptops for Center of Excellence	12
Projector	4
Printers for Centre of Excellence	6
Screens (LED) Centre of Excellence	3
Photocopiers for Centre of Excellence	3
Safe box	1
Central Air-conditioning for Centre of Excellence (L.E1000/sq.m)	1
Traceability – Desktop PC	11
Traceability printers - barcode Zebra GK420t	3
Traceability printers - barcode Zebra ZM400	3
Traceability printers A4 size paper	8
Traceability - Server for the traceability system	1
Traceability - laser barcode scanner ID	9
Traceability - Enterprise Mobile Computer (Bar code reader)	4
Traceability - MS Windows Server for the traceability server	1
Traceability - MS Windows 8.1 for the traceability Desktops + Cal	11
Traceability Hardware installation and delivery	1
Traceability - Cal for each user	11

DESCRIPTION	# UNITS
External hard drive	2
Software for the laptop	12
Software for the Server	2
Router	1
Access point	9

During this reporting period, the AMAL team successfully equipped the COE and the packhouse in Luxor with the necessary equipment and tools indicated in the list below. The total value of assets is slightly over three million Egyptian Pounds. Suppliers installed the equipment and provided necessary how-to training to COE operators in time when the Center was ready to pack harvested grapes for exporting.

Qty	Item Description	Qty	Item Description
	Belt Conveyors System	1	Pickup, Double cabin
1	Carton Erector	1	Safe
-	Central Air Conditioning System	10	Scale, 30 kg
1	Compressor & dryer	140	Scales, 2 kg
2000	Crates, Plastic	2	Scales, 2 ton
1	Forklift, Diesel	500	Scissors
1	Forklift, Electric	60	Tables for sorting & Packing
50	Grape Sizer	4	Thermometer, Digital
2	Handlift, Electric	4	Thermometer, Manual
4	Handlift, Manual	1	Traceability System
200	Pallets, Plastic	520	Uniforms
200	Pallets, Wooden	3	Dock leveler

At the outset of packhouse operations, two experts from HEIA, who specialize in quality control and packhouse operations, delivered an extensive, hands-on, 2-day training for laborers at the packhouse. Throughout the season, the experts watched the laborers work and provide additional training and feedback for an average of two hours per day. Training topics included crop handling, sorting, grading, packaging, data recording, wrapping and pallet preparation, precooling, utilizing packhouse equipment, cold storage and product standards, and crop sampling, among others. As a result of the training, trainees became well equipped with the necessary skills to perform the necessary operations at the packhouse.



Grape Cartoons Ready for Pre-cooling

The packhouse began operations on May 13, 2015. From that time through June 12, 2015 packhouse laborers processed 950 tons of grapes, out of which 650 tons went to export and the remaining quantity was sold in local high-value markets. The technical head count, which included the sorting, grading and packing laborers as well as the support staff, reached a maximum of 264 laborers per day during the operational season.



Female Laborers Working at the Packhouse

Women make up approximately 83 percent of the laborers responsible for crop preparation as well as general packhouse supervision. Male laborers are responsible for support services required for packaging such as package stickers. The table below details laborer data throughout the operational season

Date	# Female Laborers	# Male Laborers	Total Number of Laborers per day	Percent of Female Laborers
13-May-15	150	45	195	77%
14-May-15	134	45	179	75%
15-May-15	168	43	211	80%
16-May-15	185	43	228	81%
17-May-15	188	44	232	81%
18-May-15	186	45	231	81%
19-May-15	205	48	253	81%
20-May-15	182	38	220	83%
21-May-15	181	34	215	84%
22-May-15	201	34	235	86%
23-May-15	200	34	234	85%
24-May-15	195	42	237	82%
25-May-15	201	44	245	82%
26-May-15	203	42	245	83%
27-May-15	218	44	262	83%
28-May-15	215	42	257	84%
29-May-15	216	48	264	82%
30-May-15	216	41	257	84%
31-May-15	208	48	256	81%
1-Jun-15	202	45	247	82%
2-Jun-15	206	48	254	81%
3-Jun-15	198	43	241	82%

Date	# Female Laborers	# Male Laborers	Total Number of Laborers per day	Percent of Female Laborers
4-Jun-15	199	35	234	85%
5-Jun-15	198	33	231	86%
6-Jun-15	190	33	223	85%
7-Jun-15	188	33	221	85%
8-Jun-15	189	30	219	86%
9-Jun-15	195	30	225	87%
10-Jun-15	150	28	178	84%
11-Jun-15	206	32	238	87%
12-Jun-15	175	30	205	85%

MONITORING, EVALUATION, AND LEARNING (MEL)

The AMAL project Monitoring and Evaluation (M&E) team submitted the M&E plan to USAID along with the baseline plan and tools for the baseline study. During June 2015, the team implemented the baseline study. The study was comprised of 5 main components:

- Individual one-on-one interviews with farmers
- Focus groups with groups of farmers
- Focus groups with female family members of the farming community
- Association assessments
- Questionnaires with processors/exporters

A comprehensive report on the findings of the baseline will be submitted to USAID. A workshop to present the findings will be organized with USAID as well.

During the period from August 9 - 20, 2015, ACDI/VOCA's Technical Director for Quality & Compliance, [REDACTED], visited the AMAL Cairo office on an assignment to design and launch a SharePoint Management Information System (MIS) to manage project M&E data, as well as train local staff on database management and data-analysis applications. The two-week in-country assignment was divided as follows:

- i. Design and launch the new system through on-the-job training with project M&E and Public Relations and Communications (PRC) staff (one week).
- ii. Training on data analysis and mapping applications through exercises with existing project data (one week).

The MIS has been launched and two AMAL staff completed the MIS Administrator Training. Trainees were directly involved in the design, configuration and launch of the MIS and demonstrated proficiency managing the system. In addition to the database implementation, the participants received training in the use of business intelligence applications (analysis, visualization and mapping) for the project data that is collected. This training covered building Power Pivot data models, creating Power View dashboards and building multi-layered 3D Power Maps. On the final day of the training, AMAL MIS administrators conducted a live demo of the new AMAL MIS for the COP, outlining the system's

functionality, their new administration and analysis capacities and the strategy for data capture and business intelligence going forward.



AMAL team briefing the COP on the M&E online database

The key applications launched during the training are as follows:

SharePoint M&E Site: This site is the main portal to the M&E applications implemented during the trip. The M&E site is a sub-site to the Office 365 portal launched for AMAL. Currently three individuals have administrative-level control over the site: two local AMAL staff and one technical support person. Other HQ and regional staff have been granted either viewer level access (to view the datasets) or contributor level access (to enter data into the database).

M&E SQL Azure Database (Access Web App): This relational database is the data-entry interface for the MIS, the schematics for which were designed according to the project Performance Monitoring Plan. Further modifications to the tables, forms, navigation and functionality can be made by the AMAL MIS administrators. Through the web interface, multiple users can enter data simultaneously.

The database is designed in such a way that 1) avoids double-counting of beneficiaries who attend more than one training session, 2) tracks individual's engagement with the project through training and technical field visits and contracts and sales, and 3) contains macros to carry out calculations (this ensures minimal human error). When data are populated into the system, administrators can create and share dashboards with management to summarize results and report on indicators.

In order to standardize reporting and data collection required to report and update AMAL indicators on agricultural technology adoption, the AMAL M&E Manager developed the following reports in accordance with the design of the database:

1. Farmer Profiles: to be filled out once for every beneficiary who receives training/technical assistance at least once with the project.
2. Technical Field Report: to be used by master trainers in the field whenever they visit a farm and provide technical assistance. The report gathers basic information on the farmer visited (name, location, area planted, type of irrigation, date of visit and the name of the master trainer) as well as specific technology adoption prompts to be complete by the master trainers to track technology adoption by the individual and by area under improved technology. The report is easy to use and fill out; it has been printed in booklets and each report has 4 duplicates – one copy to be kept with the farmer, one with the master trainer to facilitate follow up visits, one for filing and a backup copy to be kept in the booklet. Each booklet consists of 25 serial numbered reports; each time a farmer receives technical assistance, a report is completed by the master trainer and signed by both the trainer and the farmer who received the technical assistance.

Report templates are annexed to this report for reference.

LIST OF FTF STANDARD AND CUSTOM INDICATORS (A COMPARISON OF ACTUAL ACCOMPLISHMENTS TO TARGETS)

#	Indicator	Actual	Target
Custom	The change in net present value of on farm income	NA	30%
4.5-16,17,18	Gross margin per hectare, animal or cage of selected product	NA	TBD
4.5.2-27	Number of members of producer organizations and community based organizations receiving USG assistance	107 ⁵	4,300
4.5.2-36	Value of exports of targeted agricultural commodities as a result of USG assistance	NA	TBD
Custom	Number of contracts between smallholder farmers and market channel	5	24
4.5.2-23	Value of incremental sales (collected at farm-level) attributable to USG programming	NA	TBD
4.5.2-5	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	NA	TBD
4.5.2.7	Number of individuals who have received USG supported short term agriculture sector or food security training	107	3,000
4.5.2-2	Number of hectares under improved technologies or management practices as a result of USG assistance	NA	TBD
4.5.2.11	Number of food security enterprises, producers organizations, water user associations, women's groups, trade and business associations, and community based organizations (CBOs) receiving USG assistance	5	12
4.5.2.42	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	NA	9

PROBLEMS/CHALLENGES

- The composition of the leverage agreement between USAID and HEIA is being renegotiated. The lack of clarity about contributions and responsibilities has the potential to delay implementation.
- Questions remain surrounding transport of produce from the packhouse through Luxor airport or through the Cairo airport. If tourism levels remain below average, this will pose difficulties of transporting produce directly from Luxor airport – in this case, produce must be transported to Cairo to export to international markets.

⁵ Per training data up to October 21, 2015.

- Risk of contract defaults is possible by either party. If market prices increase, farmers could default and sell their produce directly in the market. On the other hand, if market prices decrease, the buyer might revert to buying produce from local markets
- The packhouse has been idle since the end of the grape season in late May 2015.
- Ongoing negotiations and discussions regarding the AMAL training matrix.
- The governorates of Sohag and Aswan are located in remote areas far from the Luxor packhouse and perishable terminal. The roads to the associations in these two governorates are not paved which increases transportation costs for transporting the crops and the beneficiaries to Luxor. In order to cut down on transportation costs, project sponsored trainings will be conducted for Aswan and Sohag beneficiaries in their governorates of residency.
- Finalizing the list of procurement items for the COE and the packhouse: the list has undergone several changes with HEIA – our alliance partner. This significantly slows down the process and causes delays.
- HEIA’s request to add another 20-ton truck to the procurement list. The original list included one 20-ton truck; however, HEIA is requesting adding another 20-ton truck to the list. This significantly inflates the amount of grant procurement items to be purchased.
- Lack of technical specification for procurement items: in order to verify and validate the selection process, equipment needs to include very accurate specifications and the lack thereof hinders the bidding and selection process.
- Conveying win-win messages to buyers in order to amend contract terms, which represent both buyers and sellers equitably. Current templates utilized for contracting have been heavily influenced by buyers. In addition, buyers continue to process a portion of the produce to their business-owned packhouses in middle Egypt.

PLANNED ACTIVITIES

Each of the five master trainers is scheduled to make weekly field visits to check on farmland, observe the condition of crops and provide recommendations going forward. Technical field visits will start mid-October. In addition to the weekly visits, the lead master trainer for green beans is scheduled make a monthly visit to accompany the master trainers, provide feedback/recommendations and to check the overall condition of crops in the field. In general, the two master trainers working in Sohag will visit farmers on Saturdays and Wednesdays of each week, while the three master trainers assigned to Luxor governorates make field visits on Mondays, Tuesdays and Thursdays of each week. As mentioned earlier, each master trainer is assigned to an association; weekly schedules may differ slightly depending on holidays and other issues that arise.

The table below presents a tentative calendar of events scheduled for Q1FY16:

Activity/ Event Name	Brief Description	Tentative Date(s)	Location	Target Group
October 2015				
Training in soft skills with Farmer-to-Farmer (F2F) Volunteer Consultant (VC)	Training potential trainers in communications, building teams, conflict management, and leadership	Oct. 7-14	Qena	Master trainers, teachers in Agricultural Technical Schools and AMAL staff

Activity/ Event Name	Brief Description	Tentative Date(s)	Location	Target Group
First women's training	Training women in basic marketing skills	Oct. 21	Luxor	Rural women
Training in presentation skills	Training potential trainers in presentation skills	Oct. 22	Qena	Master trainers, teachers in Agricultural Technical Schools and AMAL staff
Lead Master Trainer follow up visit	monthly follow up visit	Oct. 25-29	Luxor and Sohag	Farmers, association representatives and master trainers
November 2015				
First farmer training in Aswan	First round of classroom training to green bean farmers in the early stages of cultivating green beans	Nov. 1-3	Aswan	Green bean farmers
F2F Volunteer Consultant (VC) Visits	Upper Egypt visits of F2F VCs: 1. [REDACTED] – Plant Pathologist for green beans 2. [REDACTED] – Consultant in IPM for green beans	Nov. 3-10	Luxor and Sohag	Farmers, association representatives and master trainers
AMAL Orientation Meeting	Discussion among AMAL partners (USAID, HEIA, ACDI/VOCA)	Nov. 9	Movenpick hotel – Media City	AMAL partners
Association capacity building training	Training association representatives in basic marketing skills	Nov. 15	Sohag	Association representatives
Women's Training	Training women in basic marketing skills	Nov. 16	Luxor	Rural women
Association capacity building training	Training extension agents in soft skills	Nov. 22-23	Luxor/ Qena	Association representatives
December 2015				
Women's Training	Harvest and post-harvest handling for green beans	Dec. 1-2	Luxor	Rural women and youth
Baseline Workshop	Workshop on baseline findings with partners	Dec. 12	TBD	USAID and AMAL staff
Association capacity building training	Production planning and crop planning	Dec. 13	Luxor	Association staff and lead farmers

Activity/ Event Name	Brief Description	Tentative Date(s)	Location	Target Group
Association capacity building training	Training association representatives in marketing skills	Dec. 14	Luxor	Association staff
Women's Training	Responsible use of pesticides	Dec. 15-16	Luxor	Rural women
Association capacity building training	Training association representatives in soft skills	Dec. 20-21	Sohag	Association staff

ANNEXES

Annex 1: Farmer Profile



Advanced Marketing and Agribusiness Linkages (AMAL)

Farmer's Profile

First Name: Father's Name:
 Grandfather's Name: Family Name:
 Date of Birth: / / Gender: Male Female
 Marital Status: Single Married Divorced Widowed
 Primary Mobile Number: Secondary Mobile Number:
 Educational Level:
 Governorate: District:
 Village:
 Household Head: Self Spouse Other relative (specify): Other (specify):
 Date of Birth of Household Head: / /
 Gender of Household Head: Male Female
 Number of Family Members:
 Adult (18+) Male Female Total
 Children (less than 18) Male Female Total
 Affiliate Association:
 Total Landholding: Feddan Kirat Sahm
 Crops grown with AMAL project

						F	K	S
1- Crop	Variety	Year	Area
							F	K
						
2- Crop	Variety	Year	Area
							F	K
						
3- Crop	Variety	Year	Area
							F	K
						

Completed on (date): / /

Annex 2: Technical Field Visit Report



Technical Field Visit Report

[Serial no]
00001

Master Trainer: _____ Date of visit: / /

Farmer Name: _____ Location: _____

Affiliated Association: _____

Value Chain: _____ Variety: _____ Planted area: ___F___K___S

Type of irrigation: Furrow ___F___K___S Drip ___F___K___S

General Observations: (Please describe the field and the crop at the time of the visit)

Problems observed

Recommendations (Please specify the recommendations given to the farmer in details)

Technology adoption: (in the table below, please mark the observed recommendations, specific treatment, indicate the percentage of land for which the farmer applied/did not apply the recommendation and provide a detailed explanation if needed)

Technology	Specific Treatment	Applied (Y/N)	Percentage of Land	Detailed Explanation / Notes or Comments
<input type="checkbox"/> Cultivation method	<input type="checkbox"/> Plowing			
	<input type="checkbox"/> Leveling			
	<input type="checkbox"/> Hoeing			
	<input type="checkbox"/> Thinning			
	<input type="checkbox"/> Pruning			
	<input type="checkbox"/> Turning the soil			
	<input type="checkbox"/> Bed shaping			
	<input type="checkbox"/> Distance between plants			
<input type="checkbox"/> Irrigation	<input type="checkbox"/> Other:			
	<input type="checkbox"/> Amount of irrigation			
	<input type="checkbox"/> Regularity of irrigation			
	<input type="checkbox"/> Timing of irrigation			
	<input type="checkbox"/> Other:			

Farmer's Signature: Master Trainer's Signature:



[Serial no]
00001

Technology adoption: (in the table below, please mark the observed recommendations, specific treatment, indicate the percentage of land for which the farmer applied/did not apply the recommendation and provide a detailed explanation if needed)

Technology	Specific Treatment	Applied (Y/N)	Percentage of Land	Detailed Explanation / Notes or Comments
<input type="checkbox"/> Fertilization	<input type="checkbox"/> Fertilization program			
	<input type="checkbox"/> Timing of application			
	<input type="checkbox"/> Amount of fertilizers			
	<input type="checkbox"/> Other:			
<input type="checkbox"/> Cultivating new varieties				
<input type="checkbox"/> IPM	<input type="checkbox"/> Active ingredients			
	<input type="checkbox"/> Timing of spraying			
	<input type="checkbox"/> Specified dosage			
	<input type="checkbox"/> Quality of chemical/pesticide			
	<input type="checkbox"/> Safety standards			
	<input type="checkbox"/> Method of spraying			
<input type="checkbox"/> Other:				
<input type="checkbox"/> Timing of cultivation				
<input type="checkbox"/> Harvest	<input type="checkbox"/> Time of harvest			
	<input type="checkbox"/> Tools (scissors or other tools)			
	<input type="checkbox"/> Manual harvest			
	<input type="checkbox"/> Other:			
<input type="checkbox"/> Post-harvest	<input type="checkbox"/> Tools			
	<input type="checkbox"/> Cold storage			
	<input type="checkbox"/> Method of transportation			
	<input type="checkbox"/> Cold transportation			
	<input type="checkbox"/> Onsite processing			
	<input type="checkbox"/> Other:			

Farmer's Signature: Master Trainer's Signature: