Advanced Marketing and Agribusiness Logistics (AMAL)

Quarterly Report Q2FY16

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HEIA Horticultural Export Improvement Association

ADVANCED MARKETING AND AGRIBUSINESS LOGISTICS (AMAL)

Global Development Alliance

QUARTER 2 FY 2016 PROGRESS REPORT

February 1 – March 31, 2016

Cooperative Agreement No. AID-263-A-15-00014

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Submitted April 30, 2016

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Acronyms

AMAL	Advanced Marketing and Agribusiness Logistics
CBO	Community Based Organization
COP	Chief of Party
EGO	Egyptian Growers Organization
GAP	Good Agricultural Practices
GDA	Global Development Alliance
HEIA	Horticulture Export Improvement Association
MOU	Memorandum of Understanding
M&E	Monitoring & Evaluation
RCOE	Regional Center of Excellence
USAID	United States Agency for International Development
ToT	Training of Trainers

Introduction

This quarterly reports documents progress in activities during the second quarter of the fiscal year 2016 (January 1 – March 31, 2016). However, since the period January 1-31 was covered under Q1FY2016 report, this document excludes January and reports on progress of AMAL activities carried out during the period February 1 through March 31, 2016. This is the fifth 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 Q3FY16 activity implementation.

Executive Summary

AMAL witnessed success with the various beneficiary groups during the reporting period. Among this quarter's highlights is the successful completion of the capstone training course which brought together the different beneficiary groups from the different governorates in a highly interactive and condensed training course. Significant achievements during the reporting period include:

- 743 beneficiaries engaged with AMAL activities to date, of which 55% are farmers. Other beneficiary groups include women, associations' staff, university graduates and HEIA staff.
- 100% of AMAL farmers who grew green beans under contract applied at least one form of improved technology to 100% of the land cultivated.
- Eight associations developed their initial marketing plans to supply the high value markets with high quality produce.
- AMAL beneficiary associations bumped $ 217,000 worth of exports into the international markets.
- Twelve associations engaged with AMAL to date.
- Through the successful contractual agreements between AMAL beneficiary associations and the exporters, small growers received $ 43,300 of advance from the buyers in the form of cash advance (57%) and in-kind inputs (47%).

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 that 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.

In accordance with USAID and ACDI/VOCA policies, gender integration is critical to the success of the project. Since women take part in the decision making processes in the family, AMAL pays specific attention to transferring critical skills and knowledge to women to develop them. Project interventions are designed to maximize women's participation. AMAL schedules events specifically targeting rural women with the objective of developing their capacities to better serve their families and communities.

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 structure:

- 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
AMAL Goal: I. 30% increase in net present value of on farm income II. Increased gross margin per hectare		▪ The change in net present value of on farm income ▪ Gross margin per hectare, animal or cage of selected product	Project surveys, data collected through producers' organizations, farm records	
AMAL Purpose: A. Improved access and use of market intelligence B. Strengthened value chain linkages C. Improved production practices D. Organized, commercially oriented producers' organizations	***Crosscutting: Gender, youth***	▪ 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	Surveys and project records, farm records, association records, technical field reports	▪ 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
AMAL Outputs: 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.)		▪ 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	Project records, periodic progress reports, training records	▪ 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
AMAL Inputs: Resources and Interventions 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				▪ 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

STRATEGIC MARKETING PLANNING CAPSTONE TRAINING

Among AMAL's highlights during the reporting period is the capstone course in "Strategic Marketing Planning"[1]. A capstone course is a culminating experience that integrates trainees' knowledge to gain insight into the meanings of professional practice. Outcomes of the capstone course feed into multiple components since it engages different value chain actors. This section of the report describes the whole capstone course. Outcome/impact for the different groups will also be addresses under the relevant component with reference to the capstone course.

Introductory Description of the Course: AMAL designed a capstone course in "Strategic Marketing Planning" that brought together the different actors of the value chain to share experiences, understand each other's roles more closely, apply what they have learned and finally produce initial marketing plans for AMAL beneficiary associations. The course engaged university graduates, HEIA staff members, associations' representatives and farmers from the different governorates of operations of AMAL. Thirty participants representing different beneficiary types and different governorates attended the eleven-day course. The course was designed in two phases; phase I took place March 27 – April 2 (7 days) and phase II took place April 17 – 20, 2016 (4 days). The course took place outside the governorates of residencies of trainees – namely in the city of Hurghada, Red Sea Governorate – in order to ensure 100% commitment of trainees to the training program which is an essential criteria of a capstone course because:

1- For the eleven days of training, the in-class training took place from 9 am till 4 pm. It would have been extremely challenging to maintain trainees' attendance throughout the course for extended hours in the beneficiaries' governorates of residence given their other responsibilities especially that the training subject is intense and requires focus.
2- With each topic presented, trainees were required to work on assignments and exercises together which they completed together after the training hours.
3- The different beneficiary groups needed to understand each other's roles and importance in the decision-making process when designing marketing/production plans for the associations. This could not have been achieved if the training were delivered to each group and/or governorate separately. The exchange of experience and knowledge between the different groups from the different governorates added substantial value to the topics presented as well as the final product of the training.

Formation of Teams and Crop Selection: AMAL trainers carefully carried out the selection of trainees to ensure the achievement training objectives. Thirty trainees were formed into six different groups where each group comprised at least of one university graduate, one lead farmer, association representative, and one HEIA member. Groups were formed on the first day of training and each group's composition was maintained until the completion of the eleven-day course. Each group worked to represent the association(s) formed by its members. The teams' formation played an influential role in preparing more realistic marketing plans for the

[1] The Capstone course started in Q2FY2016 (on March 27) and concluded in Q3FY2016 (on April 20) and is being covered thoroughly in this Q2FY2016 report. With the exception of the capstone training, the remaining parts of the report cover AMAL activities only up until the end of Q2FY2016.

participating associations. Groups were named according to the association(s) they represent. As the main objective of the Capstone Course was to develop preliminary marketing plans for associations' products, crops were chosen in such a way to reflect the actual (or at least potential) production pattern of vegetables and fruits in each association's geographic location. This was intended to train beneficiaries how to go through the detailed steps for each crop to develop the production/marketing plans. The table below lists groups' formation and crops selected by each group:

Governorate	Group/Association(s) Name	Selected Crop(s)
Luxor	El Tood Association for Agricultural Development	• Green Beans • Grapes • Green and dried onions • basil
	El Ghad El Moshreq Association for Agricultural Community Development	• Green Beans • Green Onions • Tomatoes
	El Nesa'eia Association for Future and Development	• Green Beans • Sun-dried Tomatoes
Aswan	Kom Ombo Associations – representing the associations of Ryad El Salehin Association for Community Development and El Mostakbal Association for Community Development in El Selsela	• Green Beans • Sun-dried Tomatoes
	Wadi Nukra Associations – representing the associations of Community Development Association in Al Hekma & Community Development Association in Al Amal	• Green Beans • Green Onions • Mint • Basil • Mango • Dried onions
Sohag	Rural Woman Community Development Association in Shoraneya	• Green Beans (different varieties) • Green onions

Group Activities During the Capstone Training

Importance/Significance of the Capstone Course: The primary goal of this capstone course is to build and strengthen value chain linkages of participants to develop marketing and production plans for the associations which integrate all business activities and resources to meet customer's needs and generate profit.

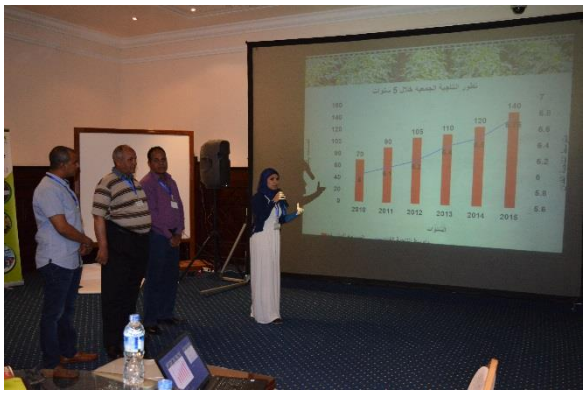
As mentioned earlier, the course was designed in two phases. Phase I took place from March 27 – April 2 and it focused mainly on identifying key business opportunities in the market in addition to translating the position that associations want to create for the target market into a product, service and information bundle that serves the customer's need and communicates the desired image. This is of significant importance to the associations in order to analyze the profitability and future growth of the produced or marketed crops by deciding whether or not to invest in it.

Phase II was conducted only two weeks later – during the period April 17-20 – and it focused on the financial analysis of the selected crops. Topics covered included the income statement and the cash flow statement. It is essential to include the financial analysis as part of the associations' marketing plans since this allows the associations to understand how operations function, where the money is coming from and how it is being spent. Additionally, the financial analysis is an essential tool in planning the finances throughout the season, determining the need for loans or advances and the best timing to plan for cash flow throughout the season. The final days of Phase II, trainees were tasked with putting together the different parts of their marketing plans for presenting it before a committee to select the winning three groups.

Final Presentations: As this is an integrative course, the preparation of plans underwent many steps to their final presentations. Throughout the variety of exercises, the AMAL team and peer teams provided groups with constructive criticism in order to enhance the individual parts of the plan. This invaluable exchange of experience and feedback paid off in the groups' final presentations. Each group members worked together in close coordination to produce marketing plans for their associations that comprised of the following sections:

- Association's Mission
- Goal, Objectives and Activities
- Market Analysis
    - Market Information
    - The Five Forces Analysis
    - Competitiveness Analysis
- Target Markets – *Identifying Market Trends and Understanding Market Signals*
- Marketing Strategy (The Marketing Mix)
    - Product
    - Price
    - Promotion
    - Place
    - Position
- Business Strategy
    - SWOT analysis
- Financial Analysis
    - Income Statement
    - Cash Flow Statement

- Implementation Plan



Groups' Final Presentations – Hurghada, April 20, 2016

Knowing that they are working towards a competition, the teams were consistently energized to complete and finalize their presentations. This helped maintain a high level of commitment throughout the whole course. In fact, winning groups met together in the off-training hours and worked hard on finalizing their presentations.

Course Outcome: Each of the eight participating associations in the capstone workshop has its own marketing/production plan for the crop(s) which its members have worked on throughout the two rounds of the training. Each association shall work closely with its members to amend and reinforce the plans with the broader objective of generating additional incomes and improving the livelihoods of small growers in the area.

Evaluation of the Groups' Presentations: The evaluation committee comprised of four members; each of the four members independently evaluated the performance of each of the groups; scores were averaged to select the winning groups. Members of the evaluation committee were:

- [redacted] – AMAL Alternate AOR who judged the presentations from a developmental/ technical approach
- [redacted], AMAL Marketing Intelligence Expert who focused on the business/ developmental approach of the presentations

- Dr. Walid Sallam – AMAL COP and the primary trainer of the course who focused on evaluating the technical content of the presentation
- [redacted] – Sales and Export Manager of El Waha for exports who judged the presentations from a business point of view

Each member of the committee received an evaluation sheet with the evaluating criteria as well as the floor and ceiling scores for each criterion. Presentations were scored out of 100 points that were divided among the various criteria as follows:

- Marketing plan content (70 points)
- Presentation skills (10 points)
- Team work (10 points)
- Time management (10 points)

At the end of each 30-minute presentation, the committee posed questions/ comments to each of the presenting groups before finalizing the evaluation sheets that were then averaged to select the highest three scores.

Announcing the Winners and Course Closing: At the end of the day, Ms. Annie Steed – AMAL AOR – gave a short speech to the attendees expressing USAID's appreciation for the outcome of the capstone workshop. [redacted] specifically valued the groups' use of technical/business terminology in a practical way during the presentations and question and answer session. USAID representatives emphasized the importance of improving farm products for both local and international markets; they stressed the importance of keeping the participants connected. Certificates were handed out at the end of the workshop by the committee. Based on the evaluation results, the winning groups were:

- First rank: Wadi Nukra Associations
- Second rank: Shoraneya Association
- Third rank: El Tood Association

Each of the winning groups received a desktop computer to be located at the association's premises to improve and automate the association's business operations.

Handing Out Certificates – April 20, 2016

Conclusion and Follow Up: There was a high degree of harmony within and among groups. This resulted from the interdependence among the involved participants. A stakeholders' workshop meeting is being planned and organized for by AMAL to bring together associations and exporters in a one-day workshop to establish new linkages with high end markets. The planned workshop shall result in new and hopefully sustainable business relationships between the associations and the exporters especially with the associations ready to present and amend their production and marketing plans.

Challenges: In general, the course was extremely successful in achieving its objectives with minor challenges which almost had no impact on the quality/ objective of the course since these were manageable to a great extent. Four trainees out of 34 attendees to the first round of the course could not make it to the second round due to their other commitments. Since this did not affect groups' formation, it almost had no impact on the training.

Progress on Activities by Component

This section of the report documents the progress on the different activities by component.

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

University graduates and HEIA staff members represent AMAL target group for this specific activity. AMAL has so far engaged one group of trainees (out of a target of three groups) under this activity. The objective is to qualify trainees as prospective marketing agents. The training delivered contributes to building the capacities of trainees in this regard to capture, analyze, represent and understand market data. Forty-six beneficiaries have so far received targeted training under this activity.

The table below summarizes training activities to university graduates and HEIA staff members during the reporting period:

Training Topic	# Days	Start Date	End Date	Location	Trainer	M	F	Total
Marketing Skills	3	8-Feb-16	10-Feb-16	Qena	Dr. Walid Sallam AMAL COP	8	8	16
Computer Skills	4	22-Feb-16	25-Feb-16	RCOE	[redacted] AMAL Training Manager	11	8	19
Market Data Warehousing, Analysis and Presentation	3	15-Mar-16	17-Mar-16	RCOE	[redacted] AMAL M&E Manger	6	8	14

Building the Capacity of University Graduates and HEIA Staff through AMAL Training

Starting Q3FY2016, a new group of graduates will enroll with the project to receive the same modules of training.

In addition to the group specific training, the engagement of graduates as well as HEIA staff in the capstone course had a significant impact on raising their capacities as marketing agents. HEIA staff members assisted the associations in introducing technical ideas to improve the production process and the quality of export crops. University graduates played an influential role in putting together the different parts of the marketing plan, preparing it in its final format, doing the math and calculations required, extrapolating market data and integrating those with the data provided by the other group members (associations' representatives, lead farmers and HEIA staff members). Graduates combined the academic knowledge and practical experiences in a consistent way that helped in preparing effective marketing plans. Twelve university graduates and four HEIA staff members participated in the capstone training course.

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.

Substantial communication took place between AMAL team and HEIA members, as well as other buyers, to identify their market needs for Y2 and consequently plan the engagement of farmers' beneficiary associations to deliver the agreed upon needs. Negotiations with buyers have so far reached the below mentioned estimates for value chain needs during Y2:

Value Chain	Buyer(s)	Anticipated Quantities
Basil	• SEKAM • Giza Co. for Seeds	300 Tons
Dried Onions	• OLAM – international company and is not a HEIA member	3000 Tons
Mint	• SEKAM • Giza Co. for Seeds	500 Tons
Mangoes	• Egyptian Growers Organization (EGO)	500 Tons
Green Beans	• Green Egypt • Nivex • BELCO	1000 Tons
Grapes	• Egyptian Growers Organization (EGO)	1000 Tons

Grapes, mangoes and green beans will go through HEIA Luxor packhouse, while other crops like basil, mint and even dried onions, will go through another chain.

In addition to communicating with the export markets, AMAL established communication channels with domestic high-end markets including supermarkets and processors who will be invited to the stakeholders' meeting in Cairo during Q3FY2016 to establish the connections between them and AMAL beneficiary associations with the objective of establishing protocols for delivering non-export high quality crops to the domestic market.

FACILITATING FORWARD CONTRACTING

The contractual agreements between AMAL beneficiary associations and the green beans exporters witnessed success during the first season. The project succeeded in effectively facilitating agreements for farmers' access to finance as well as in-kind advances. The two green beans exporters – Nivex and Green Egypt – provided approximately $ 43,330 worth of advances to associations in the form of cash advances ($ 22,980) and high value seeds (3,187 KG equivalent to $ 20,350). During the winter 2015/2016 season, AMAL beneficiary associations exported $ 217,000 worth of green beans to two exporters.

In general, Green Egypt was more compliant and more supportive than Nivex throughout the whole season; this was evident in many instances:

- Supply was supposed to be completed by mid-March; however, due to the unexpected change in weather conditions, harvest continued until the end of March. During that

period, Green Egypt continued sending its trucks to get the produce from Aswan AMAL growers

- Despite the drop in local market prices and the availability of green beans in the north, Green Egypt has been keen to maintain the relationship with Aswan associations. This played an influential role in gaining associations' and growers' trust in buyers.

During the harvest season that extended from November 21 up until the end of March, 68% of the green beans production by AMAL beneficiary farmers' associations (from the governorates of Luxor and Sohag) went through exporting channels. Export sales prices varied significantly across the different producing governorates, Sohag farmers received the minimum sales price of approximately 290 $/Ton while Aswan farmers received the highest prices of approximately 575 $/Ton. The huge range of prices offered by the exporters is explained by the timing of supply of green beans; Aswan farmers receive much higher prices since they supply green beans mostly at times when open-air cultivation is not abundantly available throughout the country. The table below highlights details of the contractual agreements and updates on green beans sales by AMAL farmers during the winter 2015/2016 season:

Item	Unit	El Shoraneya	Dar El Salam	El Tood	Al Hekma	Al Amal	Totals
Harvested Area	**Feddans**	70	40	48.70	15.5	20	*194.2*
	Hectares	29.4	16.8	20.454	6.51	8.4	*81.564*
Total Cash Advance	**$**	4,469	-	3,192	10,217	5,108	*22,988*
Association Commission	**$/Ton**	1.92	-	6.38	12.77	12.77	
Quantity of Seeds Provided	**KG**	1225	560[2]	582	525	295	*3,187*
Value of Seeds	**EGP**	57,000	14,000	14,550	47,250	26,550	*159,350*
Value of Seeds	**$**	7,280	1,788	1,858	6,034	3,391	*20,351*
Harvest Start Date		November 21	November 28	December 9	February 13	February 13	*November 21*
Harvest End Date		January 3	December 23	February 10	March 31	March 31	*March 31*
Export Sales Quantity	**Tons**	420	183	49.75	21.851	11.185	*685.786*
Export Sales Price	**$/Ton**	301.19	287.35	383.14	574.7	574.7	*316.6*[3]
Total Sales Quantity	**Tons**	420	262	279.65	TBD	TBD	*961.65*[4]
Percentage of Export to Total Sales	**%**	100%	70%	18%	TBD	TBD	*68%*[5]
Buyers		Green Egypt	Green Egypt	Green Egypt	Green Egypt Nivex	Green Egypt	*Green Egypt Nivex*

[2] Calculated figure based on the cultivated area and the quantity of seeds required per feddan
[3] Weighted average of export sales prices. Weights are represented by the quantities of sales to the export channels
[4] Excludes Aswan sales to local markets
[5] Excludes Aswan

With the exception of Shoraneya association – who sold 100% of its production through export channels – other AMAL beneficiary associations sold portions of their sales in local market channels. While data are not yet available for Aswan associations, the other two associations in Sohag and Luxor sold 57% of their production to local markets. Surprisingly, local market prices in Luxor and Sohag exceeded the export sales prices by approximately 90 $/Ton. The table below shows details of sales from El Tood in Luxor and Dar El Salam in Sohag to the various market channels

Parameter	Unit	Sohag – Dar El Salam	Luxor – El Tood	Total
Quantity of Export Sales	Ton	183	49.75	*232.75*
	% of Sales Quantity	70%	18%	*43%*
Quantity of Local Market Sales	Ton	79	229.9	*308.9*
	% of Sales Quantity	30%	82%	*57%*
Export Sales Price	EGP/Ton	2,250	3,000	*2,410*
	$/Ton	287.35	383.14	*307.82*
Local Market Price	EGP/Ton	2,000	3,500	*3,116*
	$/Ton	255.43	447.00	*398*

ACCESS TO HIGH QUALITY AGRICULTURAL INPUTS

Using the cash advances provided by the exporters and in close coordination with the Aswan Senior Field Coordinator, AMAL coordinated and facilitated the bulk purchase of quality inputs for its green beans beneficiary farmers in Aswan. The association purchased high quality inputs in bulk quantities from a reliable chemicals' supplier at a reduced cost to farmers. This paid off as farmers achieved high yields according to the quality standards set by the exporter.

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 & IMPROVED PRODUCTION TECHNOLOGIES

Training for and technical visits continued to AMAL green beans farmers who still had crops in their lands – with specific focus on Aswan farmers who started harvesting their crops in February and finished importing to the exporters on March 30. It is worth mentioning that average yields are anticipated at 3.5 tons per feddan (8.3 tons per hectare) for Aswan farmers. Harvest was completed over five days (700 KG on average per feddan per harvesting day). After consulting with the green beans master trainers and technical team, some farmers in Aswan are drying their last harvest (pick) in order to produce seeds which they will sell locally and use for future seasons. It is also anticipated that sales to export channels roughly represent third the yield produced by Aswan farmers. Details regarding the profitability and sales by Aswan farmers will be completed during Q3FY2016.

Throughout the season, master trainers transferred the concepts of Good Agricultural Practices (GAP) to AMAL beneficiary farmers in the various stages of cultivation starting from land preparation and seed transplantation all the way through proper harvesting and post-harvesting practices up until the delivery of the produce to the exporter. Since all farmers who grew under contract received the desired seed variety from the exporter, 100% of the contracted farmers applied improved technologies in at least one

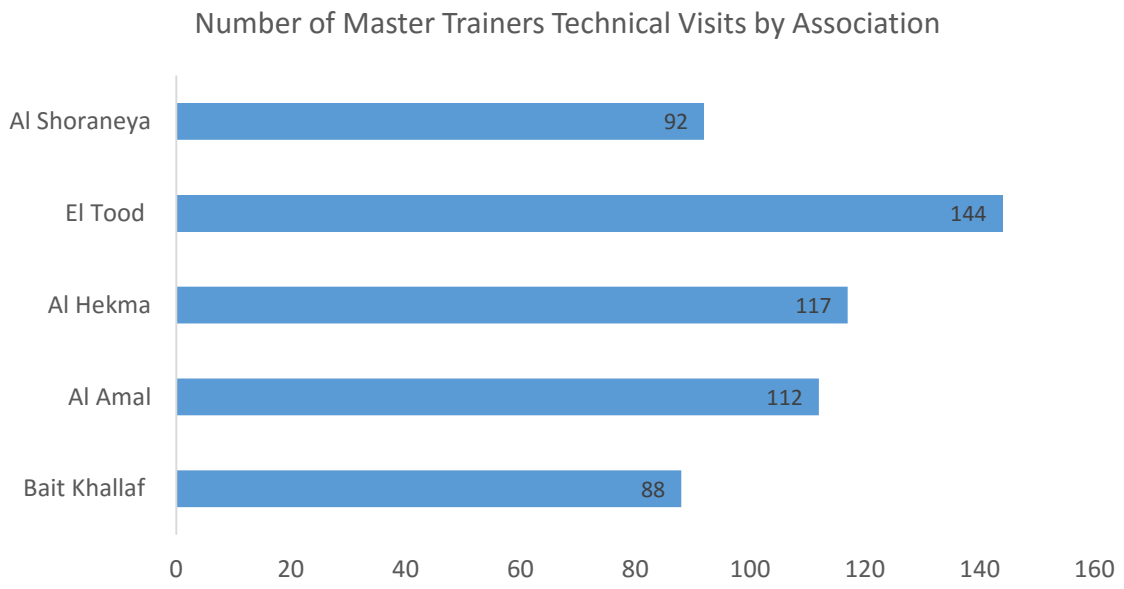
stage of cultivation: improved seed varieties. In addition, at least 90% of the contracted farmers applied other improved practices related to cultivation method (land preparation, bed shaping, spacing between plants, etc.), fertilization and irrigation schedules and planting dates.

Technical Field Visits for Green Beans Farmers

Four hundred and nine farmers enrolled with AMAL to date receiving technical assistance in a variety of forms including classroom training, on-the-job field visits in the farmer's land, in addition to link visits for non-AMAL farmers to witness the condition of AMAL farmers' lands and crops.

100% of AMAL farmers applied at least one new form of improved technology thanks to the technical assistance, classroom training and field visits provided by AMAL team of trainers.

Throughout the green beans season, the team of master trainer trainers worked for 90 days through which they conducted 553 visits to farmers affiliated with AMAL associations in the different governorates per the chart below.



In addition to the technical training throughout the different stages of producing green beans, AMAL recruited a team of business/economics trainers who are teaching staff at the faculty of agriculture – Cairo University. The assigned team of trainers started delivering training to farmers (as well as other beneficiary groups) in "Crop Budgeting, Production Planning and Contracting". Prior to starting the training, the team of trainers met together with the AMAL COP to agree on the content and the material to be used for the training to ensure the same message is delivered to AMAL beneficiary farmers in the different areas of operation for AMAL project. The main point covered in this training include:

- Production Planning
  - Product-Customer Matrix (PCM)
  - Product Life cycle
  - Competition strategies
  - Traceability concept
- Crop budgeting
  - Variable, managerial and total costs
  - Returns and Net income
  - Income analysis
- Contracting
  - Definition of contract farming
  - Contract farming models
  - Advantages and disadvantages of contract farming
  - Setting Price Mechanisms for contracting

Given their other responsibilities, the team of trainers split among the different governorates to deliver the training modules to AMAL beneficiaries. Each trainer submits a training report whenever a training takes place highlighting the major observations, challenges, feedback and recommended follow up for each group of trainees. Training ranges between 2-3 days for the different groups based on their background information and their grasp of the introduced concepts. This training is of significant importance since it helps farmers to:

- Estimate costs, returns and net income using crop budgeting
- Improve their understanding of the role of product-customer matrix in production planning
- Understand the basic aspects of managing products from launch through maturity in the framework of product life cycle
- Develop their own competition strategy
- Prepare and discuss the contract farming schemes

As such, the training is highly interactive and it engages trainees in a variety of exercises to ensure they fully absorb the concepts presented. Trainees' high level of interest in the topics presented is evident through their evaluations of the training sessions as well as through their discussions with the trainers. According to the trainers' reports, trainees bring to the discussion other topics which they are eager to learn more about (e.g. mechanisms for setting prices, traceability requirements among others). One hundred and five farmers (of which 12% are females) received eleven days of training in "Crop Budgeting, Production Planning and Contracting" per the details outlined below:

Start Date	End Date	# days	Location	Trainer	Attending Association(s)	# M	# F	Total
8-Mar-16	9-Mar-16	2	Sohag – Association Premises	[redacted]	• Rural Woman Community Development Association in Shoraneya	14	5	19
19-Mar-16	21-Mar-16	3	Aswan – Al Hekma Training Room	[redacted]	• Community Development Association in Al Hekma • Community Development Association in Al Amal	18	3	21
20-Mar-16	21-Mar-16	2	Sohag – Association Premises	[redacted]	• Rural Woman Community Development Association in Shoraneya	23	0	23
20-Mar-16	21-Mar-16	2	RCOE	[redacted]	• El Nesa'eia Association for Future and Development • El Tood Association for Agricultural Development	13	5	18
22-Mar-16	23-Mar-16	2	RCOE	[redacted]	• El Ghad El Moshreq Association for Agricultural Community Development • Community Development Association in El Farsia • Community Development Association in Nagea Gaddal	24	0	24

Farmers' Agribusiness Training – March 15-21, 2016

Trainees' feedback was very positive and it was evident through their interaction and engagement in group discussions that brought more insight into the training. Farmers expressed their readiness, willingness and desire to receive more in-depth training that would help them make informed decisions, enhance their negotiation skills and consequently increase their incomes.

"Contracting has always been the association's responsibility; the contracting session enhanced our understanding of the process and built my skills to participate in future contracting negotiations – specifically in the price setting process" – [redacted] Al Shoraneya

We used to calculate costs and revenues haphazardly without taking into consideration the cost classifications but now we can classify them and choose the best option among the available input alternatives – [redacted] from Al Shoraneya

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.

One hundred and seven members representing twelve associations from the governorates of Sohag, Luxor and Aswan engaged with AMAL project to date in the different training activities offered through AMAL. Training topics presented during the reporting period included:

- Soft skills training in leadership, teamwork, communications and problem solving. These included the importance of communication, means of communication, tips for effective communications, traits of the successful leader, the difference between a leader and a manager,

etc. The main theme of the soft skills training is that "*Work is successfully accomplished through a successful leader who communicates effectively with his/her team and who skillfully resolves their conflicts*".

- Financial management training: a team of finance trainers has been assigned to implement training in documentation and record keeping for associations. Unlike other associations' training, this training is delivered to each association independently from other associations since the content could slightly change from one association to another.
- Financial analysis training: the team of agribusiness trainers delivered training to participating associations in setting price strategy, preparing and analyzing the financial statements (including the income and cash flow statements as well as the balance sheet), credit analysis and the profitability model. During the training, trainees learned how to look into the financial ratios related to the income statement and the balance sheet in which they can identify profits and losses.

Associations' training relied primarily on interaction between the trainers and the trainees. Trainers divided the trainees into groups to exchange experience and work on exercises that helped absorb the concepts of the training. In most of the cases, more than one association participated in the training sessions. The following table summarizes associations' training that took place during the reporting period.

Associations' Capacity Building Training

Training Topic	Start Date	End Date	# Days	Location	Trainer	M	F	T	Participating associations
Financial Analysis for Agribusiness Projects	23-Feb-16	25-Feb-16	3	RCOE – Luxor	Dr. Walid Sallam	7	3	10	El Nesa'eia Association for Future and Development El Tood Association for Agricultural Development Community Development Association in El Farsia
Financial Analysis for Agribusiness Projects	1-Mar-16	3-Mar-16	3	RCOE – Luxor	[redacted]	10	4	14	El Ghad El Moshreq Association for Agricultural Community Development Community Development Association in Nagea Gaddal
Financial Analysis for Agribusiness Projects	1-Mar-16	3-Mar-16	3	RCOE – Luxor	[redacted]	10	3	13	Rural Woman Community Development Association in Shoraneya
Financial Analysis for Agribusiness Projects	1-Mar-16	3-Mar-16	3	Al Hekma Training Room – Aswan	[redacted]	22	8	30	Community Development Association in Al Hekma Community Development Association in Al Amal
Leadership & Communication	9-Mar-16	10-Mar-16	2	Al Hekma Training Room – Aswan	[redacted]	15	7	22	Community Development Association in Al Hekma Community Development Association in Al Amal
Financial Management	19-Mar-16	20-Mar-16	2	Sohag – Bait Khallaf	[redacted]	11	0	11	Bait Khallaf Association for Agricultural Development
Financial Management	21-Mar-16	22-Mar-16	2	Sohag – Al Shoraneya	[redacted]	4	4	8	Rural Woman Community Development Association in Shoraneya
Team Work & Conflict Resolution	23-Mar-16	24-Mar-16	2	Al Hekma Training Room – Aswan	[redacted]	13	7	20	Community Development Association in Al Hekma Community Development Association in Al Amal
Leadership & Communication	30-Mar-16	31-Mar-16	2	RCOE – Luxor	[redacted]	23	0	23	El Ghad El Moshreq Association for Agricultural Community Development Community Development Association in El Farsia Community Development Association in Nagea Gaddal

Fourteen associations' board members and lead farmers participated in the Capstone training course. Associations' attendance and participation added prominent value to the workshop since they were the source of primary data for their groups and they shared their practical experience with participants which was essential to prepare realistic production plans. Eight associations developed their production plans during the capstone workshop. The winning groups were each rewarded a PC Desktop for use in their associations to improve the work flow and standardize their documentation.

Gender Integration

Women have been integrated across all AMAL components and activities to ensure they get equal access to knowledge and training as their male peers in the rural communities. In addition, women specific activities continued for Aswan women who started receiving their technical training towards the end of Q1 FY2016. The table below summarizes the women-specific activities carried out during the reporting period:

The technical training for both groups concluded on March 16, 2016. Each of the trainers worked extensively with his/her group of trainees throughout the whole period and maintained a friendly relationship with the trainees. Each group member evaluated the trainer and was evaluated by the trainer. Evaluation results from both sides are only positive.

First: Sewing and Embroidery Group

, Sewing and Embroidery Teacher at Aswan Technical School taught 14 trainees how to make the different stiches for decorating clothes, linens and tablecloths. Trainees also learned how to take measures for designing and cutting traditional clothes. At the beginning of the training, trainees lacked knowledge in the subject matter; their level of knowledge was assessed at 70% by the end of the training. Trainees' levels of understanding ranged between good and excellent with more than half the group falling under the very good category. At the end of the training, trainees received training materials which they can refer to whenever they need to refresh their memories. The sewing machines are still maintained at a safe accessible location in the village for use by trainees. According to the trainees, the trainer was extremely successful in transferring the concepts to them, the training in general was very useful and it shall help them save costs of buying things for themselves and their families which they can make at home at cheaper prices; furthermore, trainees currently have the opportunity to start their own businesses and generate incomes accordingly.

Second: Arts' Group

, Former Senior Arts' Teacher at Aswan Technical School trained 10 females how to paint on glass, how to decorate mirrors, how to decorate glasses and other home tools to be bought by local brides, how to make picture frames as well as how to make curtains using palm leaf stalks – which constitutes one of the major environmental wastes in Aswan villages. The table below summarizes technical training sessions for women in Aswan.

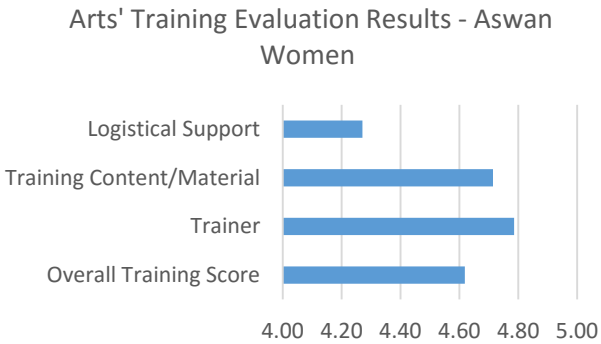
Twenty-four women beneficiaries received 26 days of technical training during the reporting period. Breakdown and details are displayed in the table below:

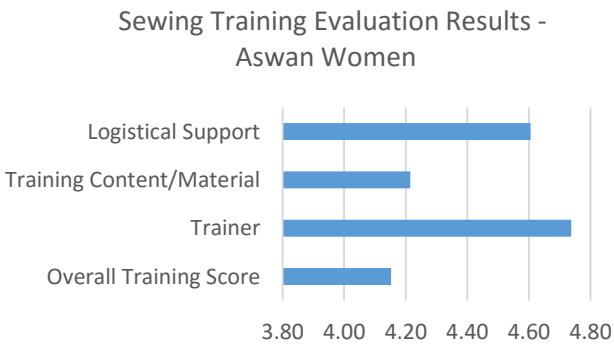
Sewing Group		Arts' Group	
Date	**# Trainees**	**Date**	**# Trainees**
8-Feb-16	7	8-Feb-16	11
10-Feb-16	6	10-Feb-16	12
15-Feb-16	7	15-Feb-16	11
17-Feb-16	6	17-Feb-16	10
20-Feb-16	6	20-Feb-16	11

Sewing Group		Arts' Group	
Date	**# Trainees**	**Date**	**# Trainees**
22-Feb-16	8	22-Feb-16	12
27-Feb-16	7	27-Feb-16	11
29-Feb-16	8	29-Feb-16	11
5-Mar-16	6	5-Mar-16	11
7-Mar-16	7	7-Mar-16	13
12-Mar-16	7	12-Mar-16	10
14-Mar-16	7	14-Mar-16	11
16-Mar-16	7	16-Mar-16	13

Women's Technical Training in Aswan

On the last training day, trainees completed evaluation forms to assess their levels of satisfaction of the training; evaluation criteria included overall rating for the training, trainer's evaluation, evaluation of the training content and training materials as well as evaluating the logistics of the training. Each criterion was based on a number of statements; each statement received a score out of 5. The charts below display trainees' evaluation results of the training:





Side Activities

Ribbon Cutting Ceremony at the Regional Center of Excellence – Luxor, February 12, 2016

On Friday February 12, AMAL team received a visit from HE Ambassador [redacted], the Senior Advisor to the Secretary of State HE Ambassador John Kerry, HE Ambassador [redacted] Ambassador of the United States of America in Egypt, [redacted], USAID Mission Director, [redacted] AMAL Alternate AOR, in addition to other representative from USAID and the US Embassy in Egypt.

Ribbon Cutting Ceremony for RCOE – Luxor, February 12, 2016

The visit started with cutting the ribbon for the Regional Center of excellence in Luxor (RCOE). Visitors started the day by meeting with AMAL Chief of Party, Dr. Walid Sallam, representatives of HEIA BoD, Chairman [redacted], Board member [redacted], board member [redacted], and Executive Director [redacted].

The Ambassadors listened carefully to HEIA BoD representatives and the challenges facing them for developing an advanced exporting base in Upper Egypt. Then, visitors continued their tour in the RCOE meeting with representatives of AMAL project different beneficiary groups including women, farmers, associations' representatives, and fresh graduates. Visitors listened to different beneficiaries telling their stories and showing the positive impact of the training and technical assistance they are receiving through AMAL project.

AMAL Project Partners meeting on February 12, 2016 at ROCE

US Embassy visitors met with AMAL farmer beneficiaries who offered samples of their superior quality green beans cultivated under AMAL technical team supervision

GRANT PROCUREMENT AND ADMINISTRATION

AMAL team finalized the procurement of the furniture and the IT equipment required for the RCOE prior to its inauguration on February 12, 2016. The project is currently in the process of procuring the 20-ton refrigerated truck. Procurement is strictly following ACDI/VOCA and USAID policies and procedures. This is an updated list of procured as of March 31st, 2016:

Item	Status/ Qty
Manufacture belt conveyor system and sorting/packing flat tables for packing horticulture crops (hand on training area)	Completed
Supply and installation of air conditioning units at the COE	Completed
5kg and 10 kg (instead of 2 kg scale)	140
30 kg scale	10
2 ton scale	
Carton erecting machine	1
Electric forklift	1
Diesel forklift	1
Electric handlifts	2
Manual handlifts	4
Plastic crates	2000
Uniform	520
Traceability system (software & hardware)	Installed
Safe box	1
Manual humidity/thermometer	4
Digital humidity/thermometer	4
Grape sizer	50
Grape Scissors	500

Item	Status/ Qty
Compressor and dryer	1
Pick up car (double cabine)	1
Plastic pallets	200
Wooden pallets	200
Dock leveler	3
IT equipment for the COE	In place
Center of Excellence furniture	Completed

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

This section provides an update on AMAL's indicators per the cooperative agreement with USAID.

#	Indicator	Actual	Project Target
Custom	The change in net present value of on farm income	NA	50%
4.5-16,17,18	Gross margin per hectare, animal or cage of selected product	2,186.52	TBD
4.5.2-27	Number of members of producer organizations and community based organizations receiving USG assistance[6]	409	3,000
4.5.2-36	Value of exports of targeted agricultural commodities as a result of USG assistance	217,121.94	TBD
Custom	Number of contracts between smallholder farmers and market channel	9	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	156	1800
4.5.2.7	Number of individuals who have received USG supported short term agriculture sector or food security training	743	4,300
4.5.2-2	Number of hectares under improved technologies or management practices as a result of USG assistance	89.83	60% of cultivated area
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	12	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	8	9

[6] The figures for indicators 4.5.2.27 and 4.5.2.7 were mistakenly swapped in previous reports

Indicator 4.5-16,17,18: Gross margin per hectare, animal or cage of selected product

This figure updates the number previously reported under Q1FY2016 report and it represents the gross margin during the winter 2015/2016 season for green beans. It takes into account AMAL associations in Luxor and Sohag. While the annual survey has not yet been calculated, this figure is based on estimates provided by the associations, the technical team of trainers and AMAL team. The table below breaks down the different components of items used to calculate the indicator:

	Shoraneya	Dar El Salam	Tood	Total/ Average
Hectares	29.40	16.80	20.45	***66.65***
Quantity of Export Sales (Ton)	420.00	183.00	49.75	***652.75***
Quantity of Local Market Sales	-	79.00	229.90	***308.90***
Export Sales Price ($/Ton)	301.19	287.35	383.14	***303.56***
Local Market Price ($/Ton)	-	255.43	447.00	***398.00***
Total Sales Per Hectare ($/Hectare)	4,302.78	4,331.19	5,956.11	***4,817.31***
Cost per Hectare ($/Hectare)	2,595.33	2,595.33	2,710.88	***2,630.79***
Gross Margin Per Hectare ($/Hectare)	1,707.45	1,735.92	3,245.23	***2,186.52***

4.5.2-27: Number of members of producer organizations and community based organizations receiving USG assistance

To date, 409 farmers engaged with AMAL in the different training activities out of which 274 farmers received training and/or technical assistance in agricultural development while the remaining 135 farmers received different types of training including business operations, capacity building, etc.

Indicator 4.5.2-36: Value of exports of targeted agricultural commodities as a result of USG assistance

Despite the fact that Aswan income data is not yet available, export sales data are accessible through the association for the calculation of this indicator. The table below breaks down the calculation for this indicator by association

	Shoraneya	Dar El Salam	Tood	Amal	Hekma	*Total*
Quantity of Export Sales (Ton)	420.00	183.00	49.75	11.19	21.85	***685.79***
Export Sales Price ($/Ton)	301.19	287.35	383.14	574.40	574.40	***316.60***
Value of Exports ($)	126,499.80	52,585.05	19,061.22	6,424.66	12,551.21	***217,121.94***

Custom Indicator: Number of contracts between smallholder farmers and market channel

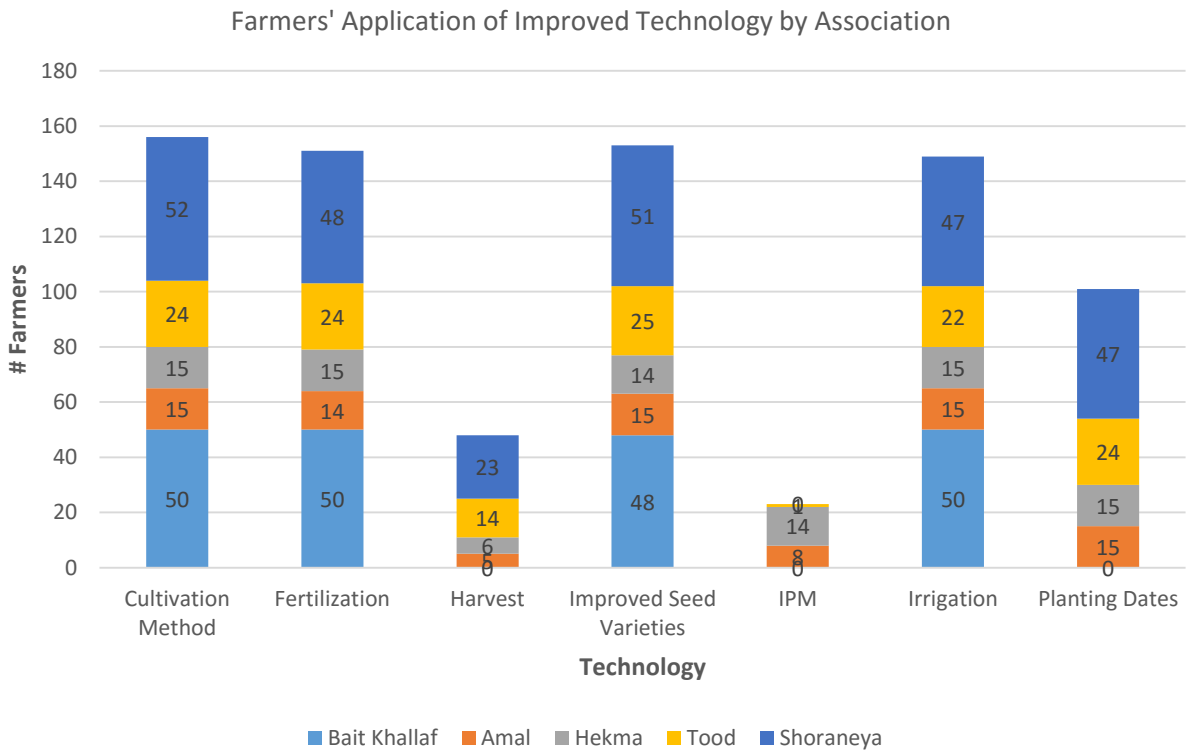
As indicated in the previous quarterly report, nine contracts were signed between AMAL beneficiary associations and two green beans buyers for the winter 2015/2016 season. Two of the signed contracts between two associations in Luxor and Green Egypt have not been fulfilled while the remaining seven contracts have been successfully fulfilled.

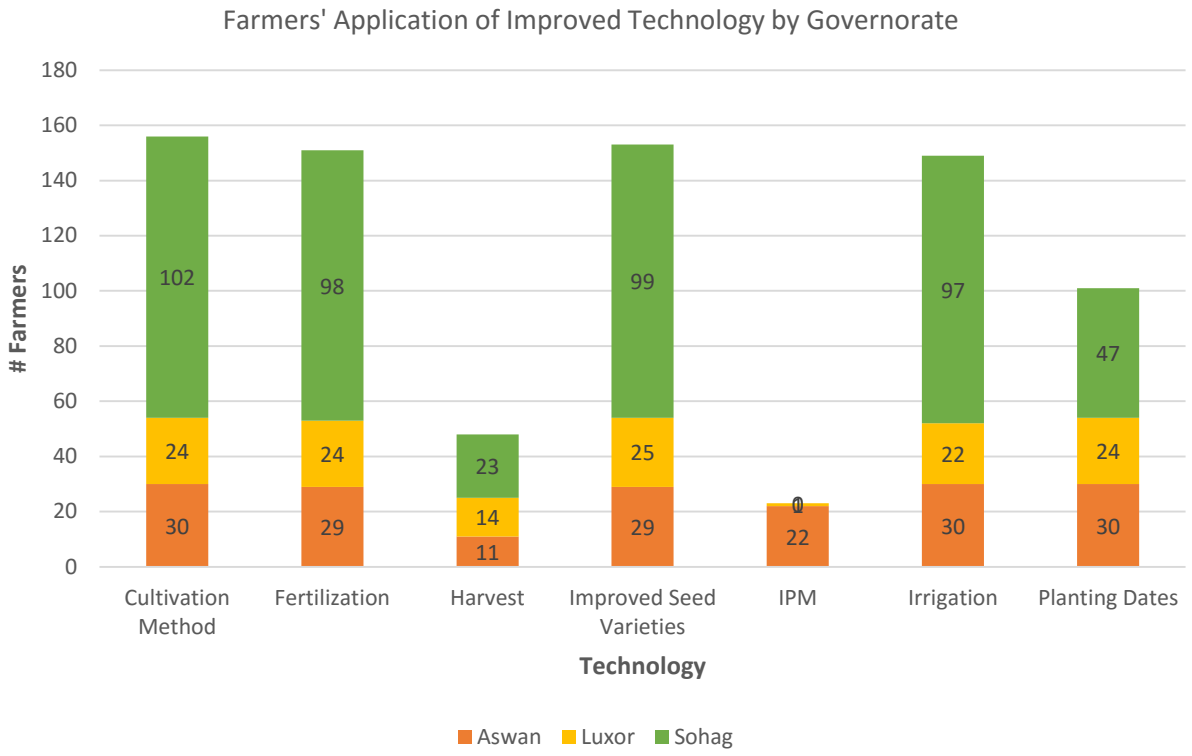
4.5.2-23: Value of incremental sales (collected at farm-level) attributable to USG programming

Although data are not available at the aggregate level since the annual survey has not been completed yet, it is estimated that sales increased by approximately 280 $/Hectare over the baseline figure of 1,900 $/Hectare.

4.5.2-5: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance

The two charts below show the number of farmers who have applied improved technologies by governorates as well as by association

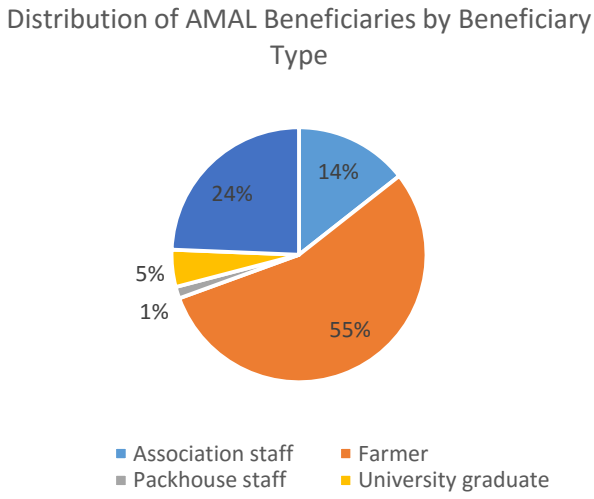




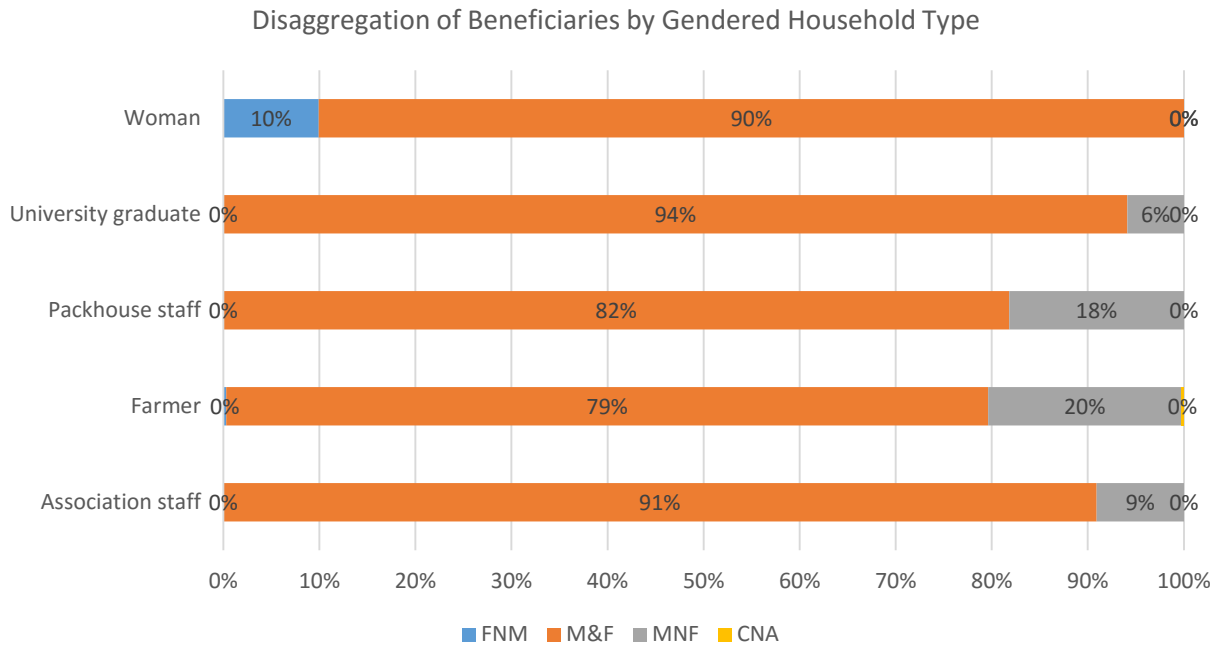
4.5.2.7: Number of individuals who have received USG supported short term agriculture sector or food security training

AMAL has so far engaged 743 beneficiaries according to the details below

Beneficiary Type	# Beneficiaries
Association staff	107
Farmer	409
Packhouse staff	11
University graduate	35
Woman	181
Total # Beneficiaries	**743**

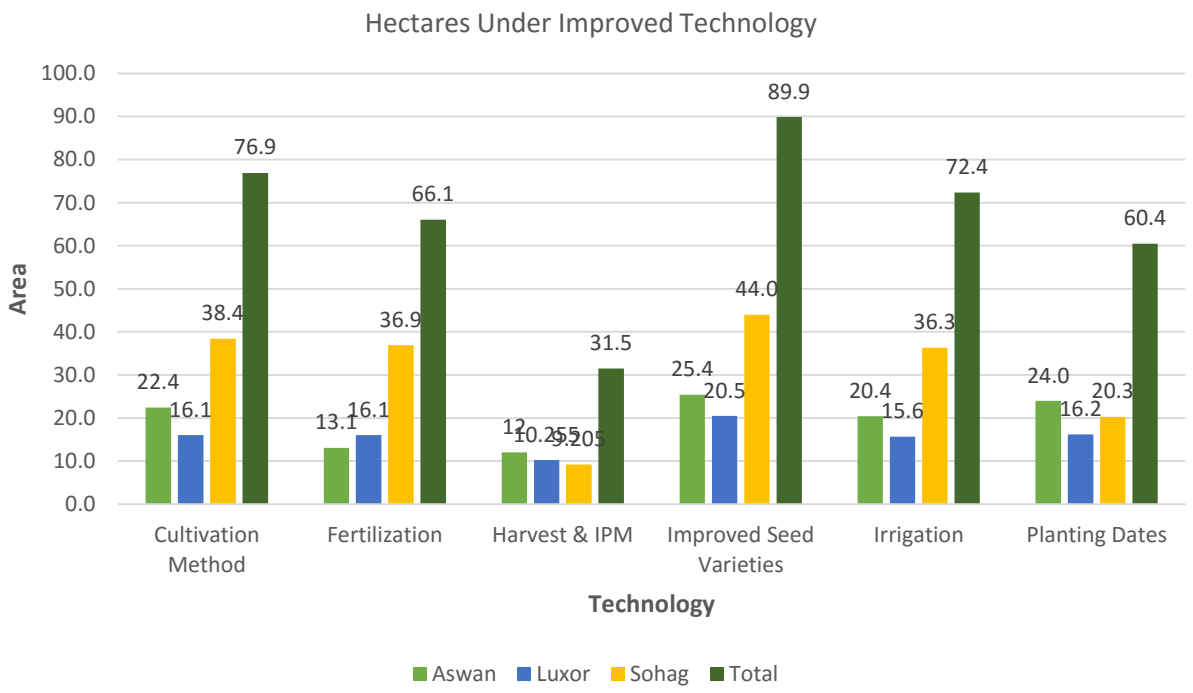


85% of AMAL beneficiaries fall under the male and female gendered household type. The disaggregation of the different beneficiary types according to the gendered household is shown in the following chart



Indicator 4.5.2-2: Number of hectares under improved technologies or management practices as a result of USG assistance

100% of AMAL farmers and cultivated lands experienced at least one form of improved technology. The chart below shows the different technologies adopted and the area under each technology category.



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

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

Twelve associations have engaged with AMAL project so far, in at least one form of activity. Eight out of the twelve associations have participated in AMAL's Capstone workshop and have thus drafted their production/marketing plans per the details in the following table

Governorate	Association	Initial marketing plans in place	Signed Contract	Fulfilled Contract	Farmers' Training				Associations' Training						Women's Training
					Agriculture		Agribusiness Training		Financial Training		Agribusiness Training		Soft skills training		
					M	F	M	F	M	F	M	F	M	F	
Sohag	Bait Khalaf	√	√	√	75	-	-	-	11	-	-	-	7	-	X
	Shoraneya	√	√	√	96	7	45	9	4	4	10	3	8	6	√
Luxor	El Farsia	X	X	X	14	-	15	-	-	-	17	-	-	-	√
	El Nesa'eia	√	√	X	19	6	14	9	5	3	1	18	4	12	√
	El Ghad El Moshrek	X	X	X	9	-	8	-	-	-	1	-	-	-	X
	El Negu Bahry	X	X	X	4	-	3	-	-	-	3	-	-	-	√
	El Tood	√	√	√	49	4	9	-	3	1	6	17	6	10	√
	Nagea Gaddal	X	X	X	14	-	7	-	-	-	16	-	-	-	X
Aswan	El Mostakbal	√	X	X	-	-	-	-	-	-	-	-	-	-	X
	Ryad El Salehin	√	X	X	10	-	-	-	-	-	-	-	-	-	X
	Al Hekma	√	√	√	68	-	12	4	-	-	-	-	8	6	√
	Al Amal	√	√	√	32	-	-	-	-	-	-	-	7	1	√

Problems/Challenges

- One of the main challenges for the project and the operation of Luxor packhouse, is that HEIA does not have a business plan for the packhouse. They only have a plan for grapes; they will receive about 1000 tons of grapes this season, of which 650 tons will go to the UK market, and 350 tons will go to the local high value markets (supermarkets). HEIA wants to work on green beans and mangoes but they have yet to develop detailed business plans.
- Due to the security situation in Egypt now, it is almost impossible to start the annual survey since collecting data from project beneficiaries especially farmers and associations, puts the project team that gathers data at high risks. This process (collecting data for the annual survey) should start upon the receipt of a formal approval from both the Ministry of Agriculture and the National Security, which makes the process very complicated and time-consuming.
- The poor tourism industry remains weak in Luxor and Aswan leading to fewer number of flights to Europe per week, therefore the direct transportation of the fresh produce from Luxor airport is almost impossible.
- The continuous contribution of HEIA in project activities, and HEIA meeting its leverage and obligations is another important challenge.
- Each of the farmers and HEIA exporters must respect the contracts that will be signed this summer season, since these contracts are not restraining to any of the parties. Not abiding by the contracts results from the fluctuating prices, which in some cases makes the price in the contract higher than the market price for the exporter, or lower than the market price for the farmers and associations.
- The National Security through the Ministry of Social Solidarity has requested fthe project to seek approval to work in Aswan since it is a borderline governorate. This approval could take time and lose the farmers the summer season.
- Hidden agendas between HEIA exporters leads them to take unexplainable and illogic decisions, such as not packing the green beans in the Luxor packhouse last season and instead transporting it to Cairo for packing there.
- The huge fluctuations (increases) in the currency exchange rates tend to mislead the direction of AMAL indicators. In order to overcome this problem, AMAL M&E team reports income figures in Egyptian pounds and also uses the exchange rate of 1 USD = 7.83 EGP throughout all reports in order to facilitate the comparison with the baseline figures. The used exchange was the prevalent rate at the time of the baseline that was used to do the calculations and conversions.
- The local market prices of green beans increased slightly than the contractual price due to the severe weather conditions in lower Egypt which resulted in losses to farmers in the north and translated to higher market prices for Upper Egypt farmers. AMAL team coordinated closely with the farmers and the associations to fulfil their contractual agreements as a step towards sustaining the relationship with the buyers.
- The vague relationship between the exporters and HEIA association, especially since the exporters decided to transport the green beans from Luxor and Sohag to their packhouses in Cairo and lower Egypt, rather than preparing the crop at the Luxor packhouse.
- The lack of highly qualified temporary labor especially for harvesting the green beans.
- Farmers' and associations reluctance to reveal their income and production data. To address the issue, AMAL tasked the technical team of trainers to work closely with the farmers' associations to get the most realistic income/production figures.
- Farmers' uncertainty and resistance towards changing their traditional growing patterns and growing untraditional crops for export. With the exception of Shoraneya, Upper Egypt farmers

lack the technical knowledge required for growing crops for export and thus had high fears of alternating their patterns and undertaking the risk.

- Cultural constraints surrounding women in rural communities and the difficulty of transporting them outside their villages, and engaging them in AMAL activities.

Planned Activities

The table below presents a tentative calendar of events scheduled for Q2FY16:

Activity/ Event Name	Tentative Date(s)	Location	Target Group	Training Provider
April 2016				
Training in Computer Skills (Windows, MS Word, MS Excel, Internet	Apr. 6	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 7	Aswan	Associations staff	ACDI/VOCA
Financial Management	Apr. 9-12	Luxor	Associations staff	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 10-12	Aswan	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 10- 12	Luxor	Farmers	ACDI/VOCA
First Aid training	Apr. 14	Luxor	Rural women & Laborers	ACDI/VOCA
First Aid training	Apr. 14	Sohag	Rural women & Laborers	ACDI/VOCA
Fork Lift Operations	Apr. 12	Luxor	University Students	HEIA
Maintaining and Operating Pre-cooling and Cold Storage	Apr. 13-14	Luxor	University Students	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 13-14	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet	Apr. 13-14	Aswan	Association staff	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 17-19	Luxor	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 17-19	Aswan	Farmers	ACDI/VOCA
First Aid training	Apr. 18	Aswan	Rural women & Laborers	ACDI/VOCA
First Aid training	Apr. 21	Luxor	Rural women & Laborers	ACDI/VOCA
First Aid training	Apr. 21	Sohag	Rural women & Laborers	ACDI/VOCA
Managing the Work Flow in a Pack House	Apr. 17-19	Luxor	University graduates	HEIA
Sorting, Grading, Packing & Post Harvest Treatment	Apr. 20-22	Luxor	University graduates	HEIA

Activity/ Event Name	Tentative Date(s)	Location	Target Group	Training Provider
Harvesting, In-field Sorting, Grading & Packing, Post-Harvest Treatment	Apr. 23	Luxor	University Graduates	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 20-21	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 20-21	Aswan	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 20-21	Sohag	Association staff	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 24-25	Sohag	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 24-25	Aswan	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	Apr. 24-26	Luxor	Farmers	ACDI/VOCA
First Aid training	Apr. 26	Aswan	Rural women & Laborers	ACDI/VOCA
First Aid training	Apr. 28	Luxor	Rural women & Laborers	ACDI/VOCA
First Aid training	Apr. 28	Sohag	Rural women & Laborers	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 27-28	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 20-21	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	Apr. 20-21	Luxor	Association staff	ACDI/VOCA
traceability system implementation (from field to final customer)	Apr. 27	Luxor	University Graduates	HEIA
traceability system and mock recall implementation	Apr. 28	Luxor	Association Staff	HEIA
May 2016				
Crop budgeting, farming as a business, marketing and production planning	May 1-3	Aswan	Farmers	ACDI/VOCA
HACCP (Hazard Analysis and Critical Control Point) Implementation	May 2	Luxor	University Graduates	HEIA
HACCP (Hazard Analysis and Critical Control Point) Implementation	May 3	Luxor	University Graduates	HEIA
First Aid training	May 3	Aswan	Rural women & Laborers	ACDI/VOCA
First Aid training	May 3	Luxor	Rural women & Laborers	ACDI/VOCA
First Aid training	May 3	Sohag	Rural women & Laborers	ACDI/VOCA
Dairy processing	May 3	Aswan	Rural Women	ACDI/VOCA

Activity/ Event Name	Tentative Date(s)	Location	Target Group	Training Provider
Layout, flow diagram (product , workers , packaging material) and segregation	May 4	Luxor	University Graduates	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 4-5	Luxor	Association staff	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 4-5	Aswan	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 4-5	Sohag	Association staff	ACDI/VOCA
Layout, flow diagram (product , workers , packaging material) and segregation	May 5	Luxor	Association staff	HEIA
Dairy processing	May 5	Aswan	Rural Women	ACDI/VOCA
Financial Management	May 8-11	Aswan	Association staff	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 8-10	Sohag	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 8-10	Luxor	Farmers	ACDI/VOCA
Dairy processing	May 8	Aswan	Rural Women	ACDI/VOCA
prerequisite programmers (PRPs) Implementation	May 8	Luxor	University Graduates	HEIA
prerequisite programmers (PRPs) Implementation	May 9	Luxor	Association staff	HEIA
First Aid training	May 9	Aswan	Rural women & Laborers	ACDI/VOCA
good manufacturing practices GMPs) Implementation	May 10	Luxor	University Graduates	HEIA
Dairy processing	May 10	Aswan	Rural Women	ACDI/VOCA
Hygiene and Sanitation	May 11	Luxor	Rural Women & Youth	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 11-12	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 11-12	Aswan	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 11-12	Sohag	Association staff	ACDI/VOCA
First Aid training	May 12	Luxor	Rural women & Laborers	ACDI/VOCA
Food Safety/Food Quality Systems and Certifications	May 15-17	Luxor	Association Staff & lead Farmers	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 15-17	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 15-17	Aswan	Association staff	ACDI/VOCA

Activity/ Event Name	Tentative Date(s)	Location	Target Group	Training Provider
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 15-17	Sohag	Association staff	ACDI/VOCA
Dairy processing	May 15	Aswan	Rural Women	ACDI/VOCA
First Aid training	May 16	Aswan	Rural women & Laborers	ACDI/VOCA
Dairy processing	May 17	Aswan	Rural Women	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 18-19	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 18-19	Aswan	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 18-19	Sohag	Association staff	ACDI/VOCA
First Aid training	May 19	Luxor	Rural women & Laborers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 22-24	Aswan	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 22-24	Sohag	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 22-24	Luxor	Farmers	ACDI/VOCA
Dairy processing	May 22	Aswan	Rural Women	ACDI/VOCA
First Aid training	May 23	Aswan	Rural women & Laborers	ACDI/VOCA
Dairy processing	May 24	Aswan	Rural Women	ACDI/VOCA
Farm Management	May 25-26	Luxor	University Graduates	HEIA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 25-26	Luxor	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 25-26	Aswan	Association staff	ACDI/VOCA
Training in Computer Skills (Windows, MS Word, MS Excel, Internet)	May 25-26	Sohag	Association staff	ACDI/VOCA
First Aid training	May 26	Luxor	Rural women & Laborers	ACDI/VOCA
Financial Management	May 29-June 1	Aswan	Association Staff	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 29-June 1	Luxor	University Graduates	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 29- 31	Sohag	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 29- 31	Luxor	Farmers	ACDI/VOCA
Crop budgeting, farming as a business, marketing and production planning	May 29- 31	Aswan	Farmers	ACDI/VOCA
Dairy processing	May 29	Aswan	Rural Women	ACDI/VOCA

Activity/ Event Name	Tentative Date(s)	Location	Target Group	Training Provider
Dairy processing	May 31	Aswan	Rural Women	ACDI/VOCA
June 2016				
Responsible Use of Pesticides	June 1-2	Sohag	Rural Women & Labor	ACDI/VOCA
Responsible Use of Pesticides	June 1-2	Luxor	Rural Women & Labor	ACDI/VOCA
Responsible Use of Pesticides	June 1-2	Aswan	Rural Women & Labor	ACDI/VOCA
Financial Management	June 19-22	Aswan	Association Staff	ACDI/VOCA