FINAL

2003 CLIENT SATISFACTION REVIEW

Submitted to:

USAID/Egypt
Strategic Objective 16
Environmental for Trade and Investment Strengthened

Under:

MOBIS Contract No. GS-10F-0185K
Task Order No. 263-M-00-03-00006-00

Prepared by:

Heather Dale
CSR Director

Mamadou Sidibe
IR 2 Team Leader

Submitted by:
Results Reporting Support Activity
Development Associates, Inc.
20 Aisha El-Taimoreya St., 1st Floor, Apt.2,
Garden City, Cairo,
Egypt

December 21, 2003

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLE

APPENDICES

LIST OF ACRONYMS

ALEB	Agriculture-Led Export Businesses
AgLink	Agribusiness Linkages to Egypt
CSR	Client Satisfaction Review
EUREGAP	Euro Retailer Produce Working Group Good Agricultural Practice Assessment
GAAP	Generally Accepted Accounting Principles
GAP	Good Agriculture Practices
GMP	Good Manufacturing Practices
GOEIC	General Organization of Export & Import Control
HACCP	Hazard Analysis & Critical Control Points
HEIA	Horticultural Export Improvement Association
IPM	Integrated Pest Management
IRA	Industry Rapid Analysis
ISO	International Organization for Standardization
IT	Information Technology
IR2	Intermediate Results 2
MALR	Ministry of Agriculture & Land Reclamation
MOU	Memorandum of Understanding
SAS	Strategic Alliance Services Sector
SO16	Strategic Objective 16
SOW	Scope of Work
SPS	Symantec Product Specialist
SSOP	Shrink Small Outline Package
TA	Technical Assistance
TQM	Total Quality Management

EXECUTIVE SUMMARY

This Client Satisfaction Review (CSR) focuses on services provided by five Partners to three target client groups: private firms, associations, and smallholders. It aims to assess service content and quality from the perspective of these clients by providing a forum for them to rate how satisfied they have been with Partner services, and offer suggestions for improvement. The CSR also asks clients to estimate the impact of these services on their income, exports, production, and employment. The 2003 CSR is the fifth such study to be carried out in Egypt of Partner services.

The 2003 CSR focuses on services provided by five Partners in Intermediate Result 2 (IR2), which aims to promote increased private sector competitiveness. The five partners, ExpoLink, the Horticulture Export Improvement Association (HEIA), Agriculture-Led Export Businesses (ALEB), Agribusiness Linkages (AgLink), and AgReform, collectively serve 3974 clients in Lower and Upper Egypt. Business, association, and smallholder clients were interviewed in eight governorates. These clients responded to survey questions about what services they had received; how these services had impacted their income, export opportunities and employment; how satisfied they were with Partner services; and how these services could be improved in the future. Because service packages and client needs vary significantly between beneficiary groups, assessments of satisfaction and impact cannot be compared across groups.

Since 2001, Partners have more than doubled their business clientele. Partners including ExpoLink, HEIA, and ALEB provided technical assistance, training, and marketing services to businesses in greater Cairo and Alexandria. Seventy-two percent of firms stated that they were satisfied with these services, and the majority would recommend them to other firms. Clients highlighted several services that warrant greater emphasis, particularly market intelligence and firm-specific technical assistance. Firms also noted that their capacity to implement recommendations was at times constrained by a lack of access to credit. Respondents reported that Partners should increase communication with their clients in order make services more demand driven, and that the process be made more transparent.

ALEB, AgReform, and AgLink provide business and farmer associations in Lower and Upper Egypt with capacity building assistance. Partners aim to develop association capacity to improve and increase service provision to members, expand membership enrollment, and become sustainable, member-led organizations. Seventy-four percent of associations observed that they were satisfied with Partner services, and the majority would recommend them to others. Associations reported that their primary need was assistance in expanding their revenue generating capabilities, and recommended greater support in providing fee-based services to their members and in applying for grants from donors.

AgReform and AgLink work with smallholders in Alexandria, Daqhaleya, Fayoum, Qena, Sohag, and Minya. Partners provide these farmers with technical and marketing assistance through individual consultations, seminars and farmer meetings, video presentations, link visits, and extension agent training. An overwhelming 99 percent of smallholders reported that they were satisfied, and nearly all estimated that income as well as production had increased as a result of Partner assistance. Farmers recommended that Partners increase several particularly successful services, including community-wide interventions, link visits, and marketing assistance.

General implications of CSR findings for USAID and Partner management are, first, that large firms benefit more from targeted, firm-specific assistance than from general training. Second, several Partners are now focusing on creating legacy institutions to carry on their work. These Partners should continue to focus on more experienced trade associations that can serve as models and mentors for less experienced associations and sustain USAID-supported efforts into the future. Third, Partners in concert with USAID need to determine how smallholders and their associations, who have benefited significantly both from community-wide and specialized technical assistance, can be integrated into newly contracted activities and not lost in the transition.

CHAPTER ONE
INTRODUCTION

USAID's economic growth assistance strategy in Egypt emphasizes increased private sector competitiveness as a means of fostering rapid economic growth. One major objective towards the achievement of this goal is to enhance the business environment for the emergence of a competitive Egyptian private sector, capable of competing in international export markets. In order to assess progress towards these goals, periodic Client Satisfaction Reviews (CSR) have been conducted.

The 2003 CSR is the fifth such study to be carried out in Egypt of USAID Partner services. It was conducted by the Results Reporting Support Activity (RRSA), which represents an endeavor to provide quality assurance services for USAID/Egypt's economic growth strategy and to USAID Partners who implement that strategy.[1] RRSA carries out evaluation studies and surveys, of which the CSR survey is one, monitoring and evaluation services for individual Partner activities, and annual performance reporting on the growth strategy. RRSA carried out the CSR survey during June to September 2003.

PURPOSE

This CSR focuses on services provided by five Partners to three target beneficiary groups: private firms, associations, and smallholders. It explores client perspectives on the content and quality of Partner services, and their assessment of the impact of these services on their income, exports, production, and employment. The CSR also provides a forum for clients to rate how satisfied they have been with Partner services, and for clients to offer their recommendations on how better to meet their needs. These recommendations are from the clients themselves, and do not necessarily represent the opinions of RRSA.

The purpose of the CSR is four-fold:

(i) To define in detail what services USAID Partners have provided to different beneficiary groups;
(ii) To determine from the client perspective to what degree services have resulted in expanded employment opportunities and increased income for client firms, associations, and small farmers;
(iii) To determine client overall level of satisfaction of the services received from Partners;
(iv) To gather recommendations from clients on unmet needs and ways to further enhance USAID service delivery.

[1] RRSA is implemented by Development Associates under MOBIS Contract No. GS-10F-0185K.

PARTNER PROFILES

The Client Satisfaction Review analyzes clients' perspectives of the services of five USAID Partners: the Egyptian Exporters Association (ExpoLink), the Horticulture Export Improvement Association (HEIA), Agriculture-Led Export Businesses (ALEB), Agribusiness Linkages to Egypt (AgLink), and the Agricultural Reform (AgReform).[2] While working with a diverse array of client groups and offering a wide range of services, these Partners all share the central goal of promoting opportunities for private sector growth in Egypt. All Partners offer their clients service packages encompassing technical assistance and training as well as marketing support based on clients' diverse needs.

ExpoLink and HEIA are both private sector associations founded and composed of members of the Egyptian business community who aim to stimulate Egyptian exports in key sectors. ALEB, in turn, is a USAID activity that focuses on the development of the processed food sector. These three Partners primarily work with medium- to large-scale businesses[3], and it is not uncommon to find firms who have, for example, received training from ExpoLink, market information from ALEB, and participated in a study tour sponsored by HEIA.

AgLink and AgReform both work with small- to medium-scale farmers and farmer associations in Upper and Lower Egypt. AgLink focuses on smallholders working in the livestock and dairy sectors while AgReform focuses on farmer and processor associations promoting horticulture. Both have field offices in rural Egypt, and both work with extension officers from the Ministry of Agriculture and Land Reclamation (MALR) to reach the maximum number of farmers.

METHODOLOGY

The Client Satisfaction Review covered a large and heterogeneous population that varied by geographical location, unit of analysis, and the number and type of services utilized. Because of this, it was important to select a sample frame that, while maximizing limited time, human, and financial resources, was also representative of this larger universe of clients.

The CSR team therefore designed the survey to focus on a representative sample of businesses and smallholders across the country, as well as all client associations. The team interviewed 37 associations, 145 businesses, and 240 Smallholders in eight governorates: Cairo, Giza, Alexandria, Daqhaleya, Fayoum, Minya, Qena, and Sohag.[4] Basic statistical calculations were employed to determine the size of the sample frame, and the number of smallholders and businesses interviewed in each Governorate were pro-rated by the number of smallholder and business clients in each area.[5] Interviewers worked in teams of two in each governorate, and

[2] ExpoLink is implemented by the Egyptian Exporters Association (EEA); ALEB is implemented by ABT Associates; AgLink is implemented by ACDI/VOCA; AgReform is implemented by CARE International; and HEIA is implemented by the Horticulture Export Improvement Association.
[3] ALEB also works with business associations.
[4] While Partners work in over 20 governorates, these eight areas represented 84 percent of the total client population in Egypt.
[5] A more detailed description of the methodology employed is found in Appendix I.

received a significant amount of assistance from Partners' field offices in terms of transportation, lodging, and locating interviewees.[6]

STRUCTURE OF THE PAPER

The CSR is a review of the content and quality of service packages from the perspective of Partners' clients. Chapters are therefore divided by beneficiary group rather than by Partner.[7] Chapter 2 begins with an examination of Partner services offered to private sector firms. It explores in detail the different types of services offered, and firms' assessments of the results of these services on business performance. Chapter 3 looks at services aimed at business and farmer associations. These associations analyze the quality and impact of services on their ability to function as sustainable, member-driven associations with the longer-term aim of operating without Partner assistance. Chapter 4 examines services provided to smallholders in Upper and Lower Egypt. Farmers assess the impact of Partner services on Smallholder production and income. Chapter 5 summarizes key unmet needs of USAID beneficiaries, as well as their thoughts on how to enhance Partner services to meet these needs. Based upon client recommendations, the chapter concludes with an analysis of the implications of these findings on USAID management priorities.

[6] Partners gave field office staff explicit instructions not to be present during interviews.
[7] This format is a departure from previous CSRs, in which chapters were divided by Partner.

CHAPTER TWO
PRIVATE BUSINESS ASSESSMENTS

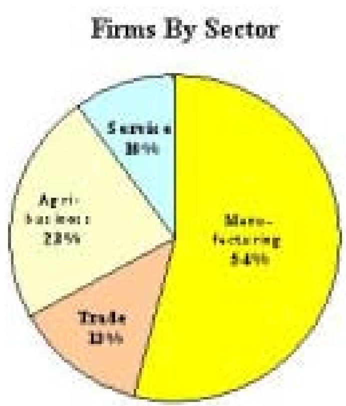
INTRODUCTION

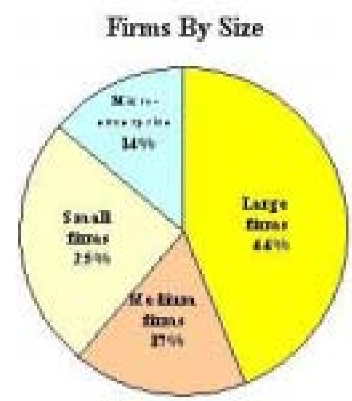
Partners serve 1418 firms in the manufacturing, trade, agribusiness, and service sectors located in 23 governorates.[8] ExpoLink, ALEB, and HEIA aim to deliver up-to-date consulting, training and marketing assistance in all aspects of business management. Services include, but are not limited to, assisting businesses with financial, marketing, production, organization, and technical problems and feasibility studies. Assistance is provided to both current and potential exporters.

This chapter covers in detail client views of the technical assistance, training, and marketing services offered by Partners, including firms' estimates of the impact of services on business performance and their satisfaction with these services.[9] The chapter also includes a brief assessment of Partners' advocacy efforts, and future areas of reform needed. The chapter concludes with overall findings and firms' recommendations to improve business services.

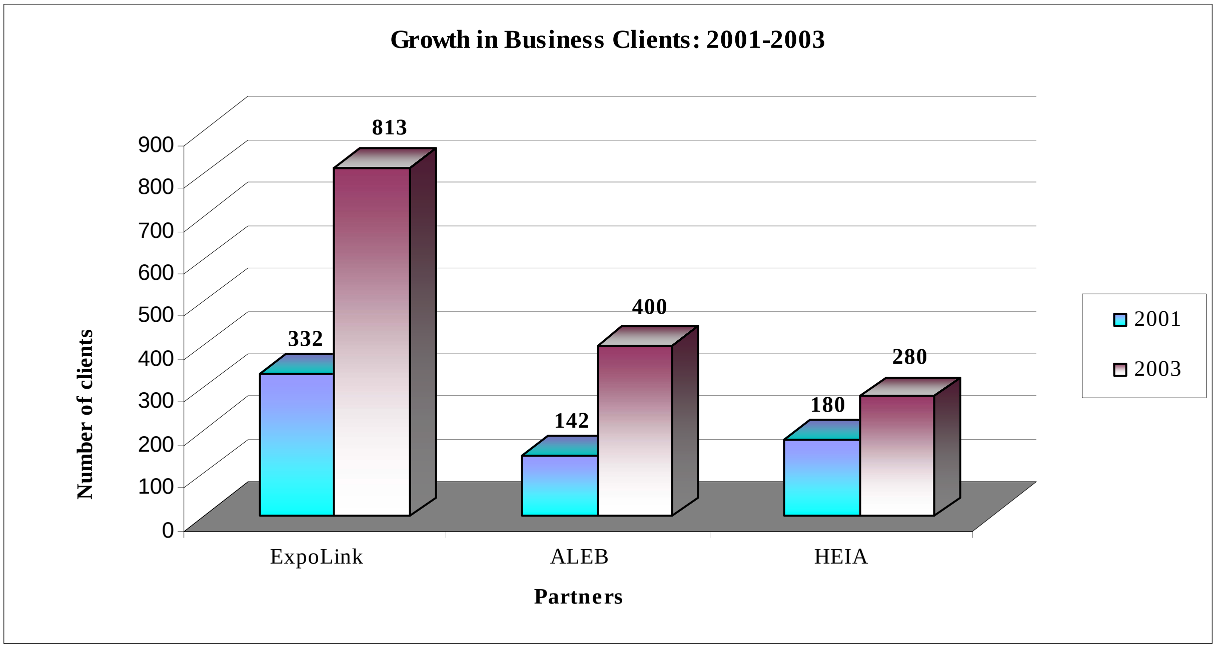
PROFILE OF BUSINESSES RECEIVING USAID SERVICES

The 2003 Client Satisfaction Review interviewed 145 businesses in greater Cairo and Alexandria. The number of interviews per Partner was weighted by their share of the total client population.[10] The following figures illustrate the sample distribution according to sector and size.[11]
The number of clients continues to grow, and compared with the last CSR (2001), Partners more than doubled the number of clients.[12]



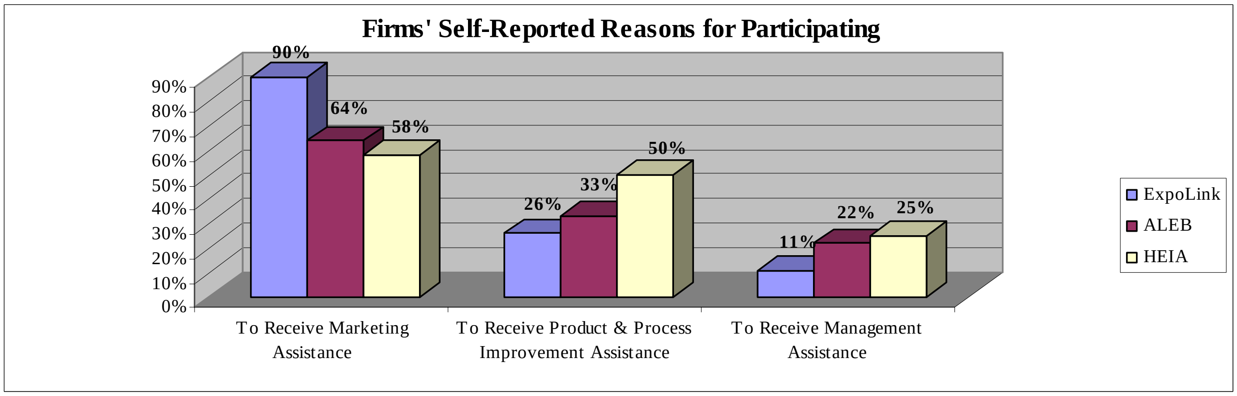


[8] See Appendix I for geographical breakdown.
9 All firm responses were disaggregated by size and sector to determine any patterns. When not noted, there was no statistically significant difference in response by size or sector.
[10] ExpoLink: 58 interviews; ALEB: 48 interviews; HEIA: 39 interviews.
[11] Firm size can be assessed in a number of ways, including the number of employees, the value of annual domestic sales, and the value of annual exports. However, in the CSR, we found that firms were reticent to report these figures. Because of the low response rate (less than 50 percent), we have used the number of employees as a proxy for firm size. While an imperfect measure (high technology industries may employ less people than less technologically advanced industries for example), we found this to be the most reliable proxy available. In the CSR, firms with more than one hundred employees are large, medium firms have between 51 and 100 employees, small firms have between 10 and 50 employees, and microenterprises have less than 10 employees. See tables 2.1 and 2.2 for breakdown.
[12] In the 2001 CSR, ALEB, ExpoLink, and HEIA served a total of 586 firms. In 2003, they serve 1418.

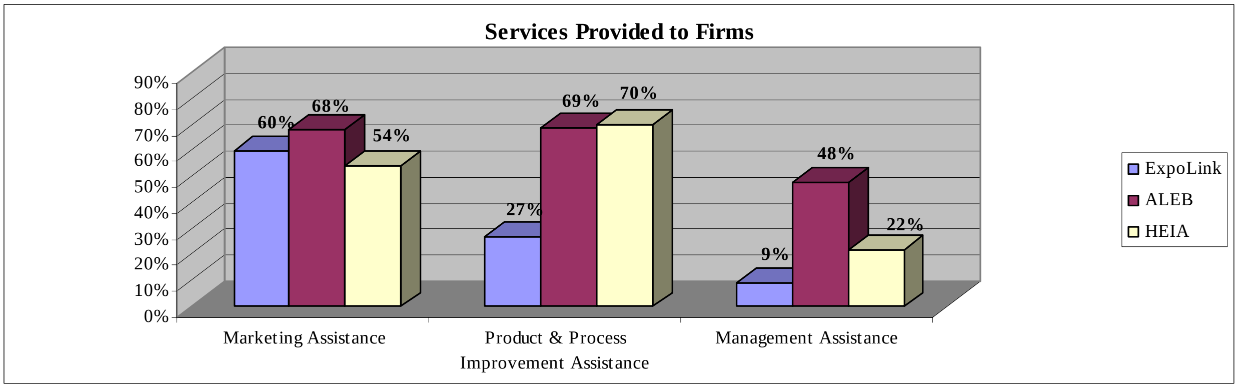


REASONS FOR WORKING WITH PARTNERS

Firms began working with Partners in order to improve their marketing capacity, to receive technical assistance, and improve management skills, respectively.[13] CSR survey results indicates that Partners have responded to these needs, as the majority of firms received one or more marketing services, followed by technical assistance and finally management training. However there appears to continue to be unmet demand for marketing assistance, which is addressed later in the chapter.



13 In total, 91 percent wanted to improve their marketing capacity. One third began because they wanted to improve their technical capacity, and one quarter because they wanted to improve management skills.



OVERALL SATISFACTION AND IMPACT

Seventy two percent of all firms stated that they were satisfied or very satisfied with Partner services overall.[14] As the following table illustrates, a significant percentage of clients additionally estimated that Partner services had impacted key areas of business performance.[15]

REPORTED IMPACT OF PARTNER SERVICES ON BUSINESS PERFORMANCE

Impact Area	% of Clients who noted a change in each impact area	Percentage Increase in Each Impact Area	
		Median	Mode
Income	48% (52)	25%	20%
Employment	27% (29)	20%	20%
Number of Clients	43% (46)	20%	20%
Value of exports	46% (50)	30%	20%
Total # Respondents	108		

The following sections discuss firms' assessments and impact of services by service area: on-site consultant visits, training, marketing assistance, and advocacy. The final section presents overall findings and clients' recommendations to improve service delivery.

SERVICES

ON-SITE CONSULTANT VISITS

All three Partners dealing with businesses provide technical assistance services to their customers. Technical assistance in this study is defined as targeted firm-level assistance provided by local or international consultants who conduct field visits to individual firms. ExpoLink, HEIA, and ALEB collectively provide assistance in the adoption of new technologies; development of new products and processes; and development and implementation of improved quality control programs.

[14] 108 of 147 respondents noted impact. One firm did not respond to this question. Refer to appendix II Tables 2.3 – 2.11 for a disaggregation of satisfaction ratings.
[15] Impact disaggregated by service, sector, and size of firm are further discussed below.

On-site consultant visits are both formal and informal. ExpoLink provides formal visits, in which experts are paired with individual companies to provide targeted, firm-specific assistance in order to improve management and production processes.[16] ExpoLink members pay 50 percent of total costs for these services. Consultant visits range from several days to several months depending upon the needs of the firm.

HEIA contracts with consultants to come for several weeks and visit specific firms for one day each. Firms are informed of the visits in advance, and send requests with deposits in order to reserve time with the consultant. Firms pay 25 to 30 percent of the consultant's daily cost.

In addition to a small number of firm-specific consultations concerning production economics, seed variety, and HAACP certification, ALEB offers more "informal visits." These visits occur when international experts come to Egypt to provide workshops and training, and then subsequently visit several firms to provide rapid assessments and offer technical advice. Firms do not pay for these informal visits.

Of those surveyed, 43 percent (64 firms) received a consultant visit in the past year from one or more of the Partners, 68 percent of whom were medium and large firms. Sixty-two percent of the consultant visits were formal, in which firms paid for the service.

SATISFACTION AND IMPACT

The large majority of firms (84 percent) who received technical consultants stated that they were satisfied or very satisfied, and 96 percent would recommend them to other firms.[17]

Firms who implemented the recommendations reported marked improvements in business performance. On average, firms estimated that income and production *both* increased by 20 percent after implementing consultants' recommendations.

However, in spite of these high ratings, of the 64 firms who received at least one on-site consultant visit, only one third implemented the recommendations. The primary reason firms gave for not implementing recommendations was lack of financial resources. Firms therefore recommended that Partners facilitate access to credit and offer financial management assistance as part of the TA package.[18] Small firms were as likely to implement the recommendations as medium and large firms, and there was no statistically significant difference between firms in different sectors or from different Partners.

[16] The majority of consultants are identified by the firms themselves. Consultants are found through many sources. Some are referred to ExpoLink from one client to another, buyers and equipment suppliers recommend consultants to firms, other associations recommend consultants (such as the American Apparel Association), and firms recommend consultants to each other.

[17] 54 firms satisfied, 61 (of 64) recommend to others.

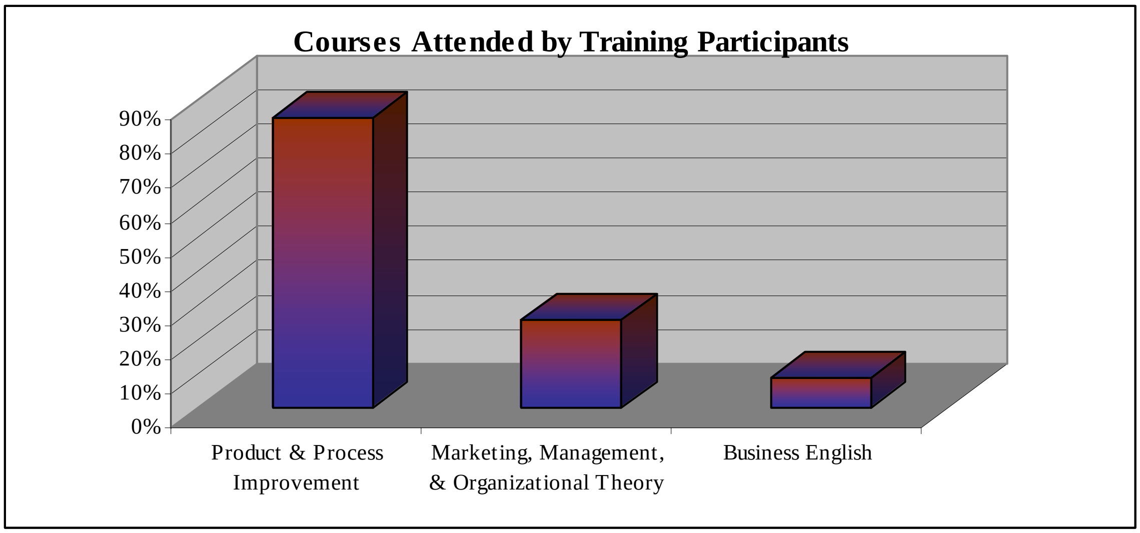
18 ALEB does provide a number of these services, including linking firms with credit facilities. Expanding the number and type of services--as well as making sure that firms know that they are offered-- may be one method of assisting firms implement valuable advice.

Mango producer increases production and sales with advice from expert visit

Nimos Company has been a member of HEIA since 1999, and last year requested HEIA's assistance contracting a consultant to provide advice on mango production. The expert advised Nimo to institute a more cost-effective method of protecting mangos from frost, and spraying mango trees only during harvest time. Nimo implemented both recommendations, and increased production and sales by 30 percent.

TRAINING

Training services offered by ALEB and HEIA encompass a wide variety of formats and topics. These training services are aimed at workers, mid-level management, and business executives, and are conducted through courses, workshops, seminars, and study tours. In the CSR sample, 62 percent (92) firms attended one or more training session this year.[19] As shown below, the majority of firms who attended training sessions focused on product and process improvement courses.[20]



SATISFACTION AND IMPACT

The large majority of firms who received training (85 percent) stated that they were satisfied or very satisfied with the overall quality and content of the courses.[21] When responding to why they were satisfied, 63 percent stated that training had increased their sales and exports, and over half stated that the courses were applicable to their needs.[22]

[19] 92 firms attended 110 courses in the sample. As noted, some firms took more than one course.
[20] 78 courses in product and process improvement, 24 courses in management and marketing, and 8 courses in business English.
[21] Information on specific types of training are discussed below.
[22] The CSR team did not include data on percentage changes in sales and exports, as most firms were unable to attribute exact numerical changes to training attendance.

Product & process improvement

ALEB and HEIA offer general courses in quality control, product improvement, and meeting international certification standards. Among the programs that have been offered are ISO 9000, HACCP (Hazard Analysis and Critical Control Points), and other programs that focus on HACCP prerequisites, such as pest control and sanitation. ALEB fees average LE 50 to LE 150 per participant per day for each two- to three-day training course.[23]

HEIA provides training courses for top management of member farms and companies in order to introduce GAP specifications in preparation for audit and certification, and 29 farms are now EUREPGAP certified.[24] HEIA has also developed Arabic-language GAP courses to train middle managers on members farms concerning worker health and safety, welfare, and training.[25]

Eighty-four percent of the 78 firms who attended training in product and process improvement were satisfied or very satisfied. Satisfied firms noted that the training had taught them ways to improve production and that the trainers were excellent.[26] Additionally, approximately half of the firms estimated that because of training in product and process improvement, their production as well as their income had increased.[27]

Management, Marketing, & Sales Training

Twenty-four firms surveyed received training in marketing, management, and organizational theory. Of these firms, 92 percent were satisfied with the courses.[28] Firms stated that marketing assistance was particularly useful, and recommended that the number and variety of these courses be increased. Larger firms additionally recommended that Partners offer more advanced-level courses, including such topics as negotiation strategies, international marketing strategies, market entry strategies, and researching foreign markets.[29]

Business English Courses

ALEB and HEIA offer classes in professional business English aimed at improving skills of middle management and executives. In the CSR survey, eight firms surveyed had attended these training courses. All firms were satisfied or very satisfied.[30] Firms observed that the content of the courses and the teachers were excellent, and all would recommend the courses to others.

---

[23] ALEB recently co-hosted a five day program with Moody International, and charged LE 1500 per participant. (Correspondence with Alexandra Harrison; http://www.aleb.org/ALEBDOC/Admin/Training-calnder/train-alt.htm)
[24] HEIA, "Quarterly Report," 6/03.
[25] HEIA's training program is being expanded to include extension workers and agronomists at MALR. In 2002, they trained 600 extensionists in Giza, Qena, Fayoum, Beheira, and Ismailia.
[26] 78 percent of satisfied firms stated learned new production methods, 65 percent stated that trainers were excellent.
[27] 53 percent estimated that production had increased, and 49 percent stated that income had increased.
[28] See Appendix II Table 2.5.
[29] While Partners do not offer all of the above courses, ALEB, for example, does offer courses in negotiation strategies and researching foreign markets in both Cairo and Alexandria. This indicates that Partners may need to increase outreach efforts to ensure that customers are aware of the variety and schedule of all courses offered. This subject is elaborated upon in the final section of the chapter.
[30] See Appendix II Table 2.6.

Study tours

ALEB and HEIA organize national and international study tours for local producers and exporters. Study tours aim to introduce firms to new methods of production and marketing through exposure to companies who have instituted efficient and profitable systems of production and sales.

ALEB organizes study tours in order for food company representatives to attend various trade fairs and expositions as well as tours involving technical training overseas.[31] HEIA sponsors international and local study tours for producers and exporters. The cost of study tours vary by location and number of days, but average between $2500 to $5000 per participant for international tours.[32]

Twenty-two percent (33) of firms surveyed had participated in either a domestic or international study tour. Of these firms, 79 percent stated that they were satisfied or very satisfied, and 88 percent would recommend the study tours to other firms.[33] Satisfied firms stated that study tours had exposed them to advanced methods of production and marketing and supplied them with new contacts including buyers, suppliers, and exporters.[34]

Study tour introduces management to new technologies, impacting production and income

The General Manager of Light Food Company attended a study tour to the US with ALEB to attend the Interbeverage Trade Fair and visit bakery factories. On this tour, the GM discovered new machinery designed to minimize waste and increase production. Following this visit, Light Food Company purchased three new machines, which increased production by 40 percent and sales by an estimated 40 to 50 percent.

MARKETING SERVICES

ExpoLink, ALEB, and HEIA provide a myriad of marketing services aimed at assisting firms to break into new markets, make new sales, and promote the firms' products and services locally and abroad. These services fall under four major activities: providing market information, corporate image building, matchmaking, and trade fairs.

In total, 60 percent (89 firms) surveyed have received a marketing service from one or more Partners.[35] Half of the recipients of marketing services are large firms with more than 100 employees, 40 percent are medium and small firms, and less than ten percent are microenterprises.[36]

[31] ALEB has conducted seven study tours in 2003 in Germany, Dubai, Canada, and the US. ALEB also hosted an eighth in-country study tour wherein an instructor from the Campden and Chorleywood Food Research Association came to Egypt to conduct three consecutive courses in HACCP for ALEB's clients.
[32] Study tours are generally funded through DTII.
[33] See Appendix II Tables 2.3 and 2.4.
[34] Exposed them to new techniques: 73 percent; new contacts: 55 percent.
[35] 68 percent of all ALEB clients had used a marketing service, 60 percent of ExpoLink, and 54 percent of HEIA.
[36] CSR survey results indicate that there were two primary reasons why some firms did not take advantage of marketing services: many firms did not know of all of the courses offered, and some firms (particularly larger companies) need higher-level marketing assistance beyond that currently offered by Partners. The implications of these findings are discussed at the end of this chapter.

SATISFACTION AND IMPACT

Through these marketing services offered by Partners, firms are making more international contacts, increasing sales and exports, and gaining exposure to international business practices and standards. Thirty-nine percent of the recipients of marketing assistance made a new sale due to Partner services, and firms reported having made 148 "serious" business contacts abroad.[37]

Satisfaction with marketing services overall was slightly lower than technical assistance and training programs, with 70 percent of marketing service recipients reporting that they were satisfied or very satisfied.[38]

The smaller firms who received marketing services (45 percent of small and microenterprises) tended to rate marketing services higher compared with the ratings given by larger companies.[39] Over three quarters of small and microenterprises stated that they were satisfied or very satisfied, while approximately 65 percent of medium and large firms were satisfied. Larger firms observed that market information provided benefited smaller, less knowledgeable firms, but generally did not meet their needs. These firms recommended that Partners provide more in-depth, up-to-date market intelligence.

Market information

ExpoLink and ALEB provide its customers market information in the form of market intelligence reports, Industry Rapid Analyses (IRAs), market correspondents in Europe, access to databases of target markets, and additional market intelligence publications such as Market Updates; Situation & Outlook Reports; and Special Opportunity Focus Reports. [40]

As shown below, however, 47 percent of clients interviewed do not utilize any type of market information provided by Partners, as they noted that information was too general and not up-to-date.[41] Of the 53 percent who did use one or more market information source, 72 percent were satisfied or very satisfied, and 88 percent would recommend them to other businesses.[42] Smaller firms were on average more satisfied than their medium and large counterparts. Many larger firms have in-house staff dedicated to market research, and pay for market information on the internet and from specialized research firms. These larger businesses generally did not rely on Partners' market information when developing business strategies.[43]

---

[37] "Serious" business contacts are defined as contacts made in which there was subsequent follow-up between the parties. 35 of the 89 firms made a new sale.

[38] As noted above, technical assistance and training received satisfaction rates of 84 and 85 percent respectively. Reasons for lower satisfaction ratings are discussed at the end of this section.

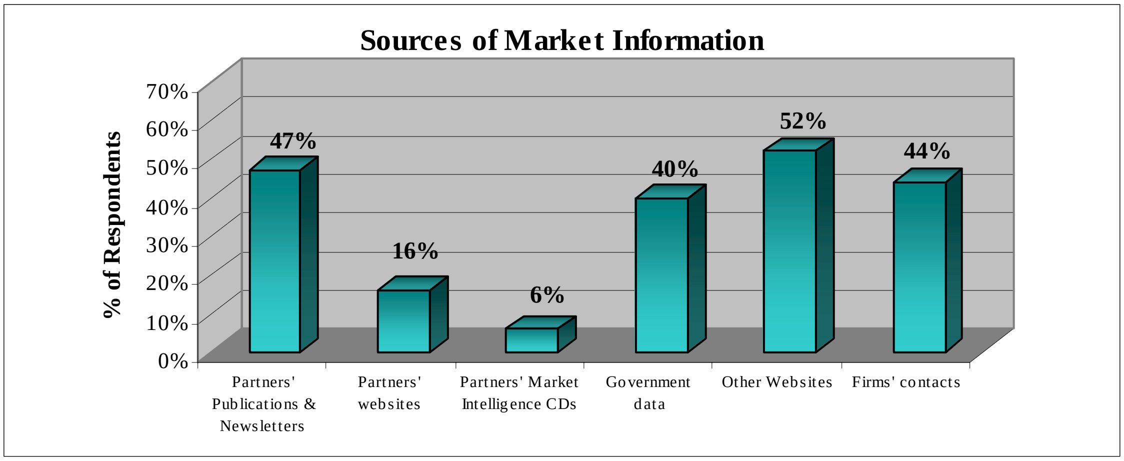
[39] 26 of the 58 small and microenterprises surveyed

[40] In response to requests by HEIA members to receive market information HEIA has begun to focus on providing market information to its members through ExpoLink and ALEB. HEIA signed an MOU with ExpoLink and has prepared an MOU with ALEB.

[41] Of the 78 firms who utilized market intelligence services, 90 percent used ALEB and ExpoLink's publications and/or newsletters. 31 percent reported that they also utilized Partners' websites to obtain marketing information, and 12 percent used market intelligence CDs. The graph above shows percentages for *all* clients, including the 53 percent who used Partner market intelligence services and the 47 percent who did not.

[42] See Appendix II Tables 2.7 and 2.8

[43] ExpoLink and ALEB have responded to firms' requests to provide more advanced market intelligence, which were repeated in previous CSRs. ExpoLink is in the process of starting a market intelligence unit, in which detailed information will be provided by sector and sub-sector of different markets across the world. The information will be



Corporate Image Building

ExpoLink is the primary provider of corporate image building services.[44] It does so by assisting members in producing promotional materials such as printed corporate identity packages, brochures, and CD-ROMs through companies contracted by ExpoLink. The promotional materials are designed to be used in trade fairs and marketing campaigns, and range in cost from 800 LE for 1000 copies of an insert flyer to 10,000 LE for 1,000 twenty-page catalogues.[45] In 2002-03, ExpoLink completed five major corporate image building projects, and 39 percent of ExpoLink clients (24 firms) reported having received some assistance in producing promotional materials.

Ninety-two percent of firms who received assistance in corporate image building were satisfied.[46] Firms observed that the quality of the finished product was attractive and professional, and that these materials were effective promotional tools to buyers and exporters.[47] Additionally, only one of the 24 firms who received these services would *not* recommend the service to others.[48]

While satisfied with corporate image building services, firms did express concern about the costs of the publishers available to them. Clients recommended that ExpoLink offer a larger selection

available on-line for a fee. ALEB, in turn, has produced some CDs with more specific market information by sub-sector and particular target markets. Additionally, ALEB sends periodic "Market Pulse Updates" for specific subsectors and markets to clients by email, and publishes a limited number of annual Situation and Outlook reports and Special Opportunity Focus Reports on specific markets. ALEB also produces tailored market information for clients upon request by identifying the specific types of information and analyses that a company requires and producing it from the body of information that is available to ALEB.

[44] ALEB also refers their clients to ExpoLink when they request assistance in developing promotional materials.

[45] ExpoLink, cost breakdown of accepted printhouses, 2002-03.

[46] See Appendix II Table 2.9

[47] High quality of finished product: 75 percent; effective marketing tools: 49 percent.

[48] See Appendix II Table 2.10

of acceptable publishers at more competitive costs in order to decrease expenses incurred by them as well as the Partner.[49]

Matchmaking

ALEB and ExpoLink provide matchmaking services to their customers in the form of assistance in negotiating contracts and bringing together exporters and international buyers.[50] Through its Strategic Alliance Services sector (SAS), ALEB assists Egyptian firms in the matchmaking process by identifying potential strategic linkages and providing firms with the necessary skills to form an alliance. SAS also offers a CD-ROM containing directories of Egyptian food processors, service firms, international donors operating in Egypt, ministries of the Egyptian government, commercial offices and embassies.

ExpoLink organizes both "inward" and "outward" trade missions. "Outward" missions are designed to introduce exporters to specific segments of the international market. "Inward" trade missions invite international buyers to Egypt in order for them to inspect local products and explore the potential for mutually beneficial trade agreements. These missions include factory visits enabling buyers to become familiar with the capabilities of Egyptian exporters and develop direct working relationships with ExpoLink members.[51] In 2002-03, ExpoLink hosted 6 international buyers and introduced them to 42 Egyptian exporters.[52]

One third of firms surveyed received matchmaking services. Of these firms, 80 percent stated that they were satisfied, and reported having made a total of 105 "serious" business contacts.[53]

Trade fairs

Both ExpoLink and ALEB participate in trade fairs.[54] ALEB sends firms as observers, while ExpoLink sends members as observers as well as fair participants. ExpoLink trade fair packages include marketing campaigns and construction of pavilions for trade fair exhibitors, and exhibitors pay fifty percent of total trade fair costs.[55] ALEB participants receive orientation and training prior to attending the fairs, addressing topics such as negotiation strategies, marketing methods, presentation skills, and how to follow up on leads. ALEB observers pay for their meals and incidental expenses.

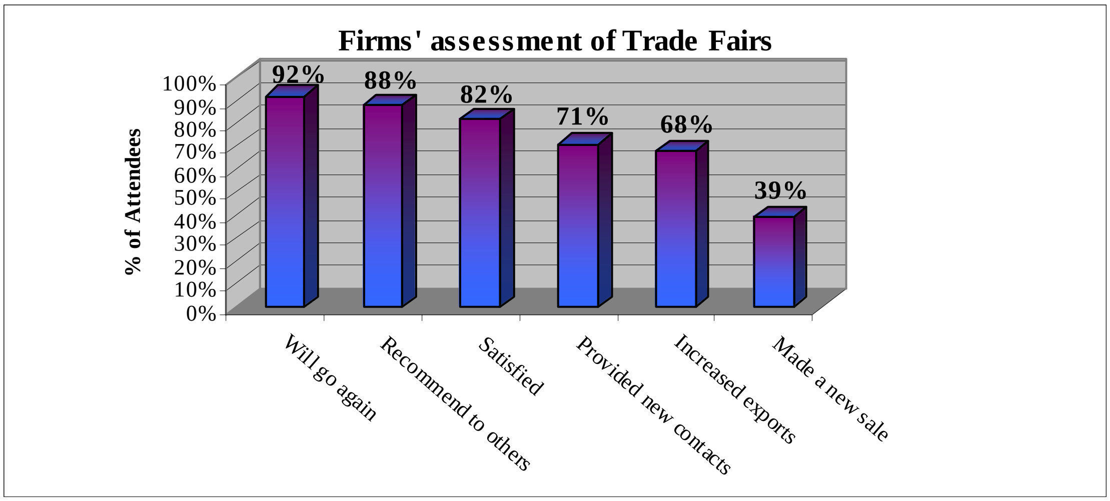
[49] ExpoLink is aware of the higher cost of their publishers. However, ExpoLink does run a competitive bidding process, in which printhouses are rated by quality as well as cost competitiveness. ExpoLink is looking for ways to reduce costs without sacrificing quality.
[50] HEIA indirectly provides matchmaking services through networking opportunities among HEIA members. It is not, however, in their SOW to offer matchmaking services.
[51] ExpoLink is planning to use its website as a new matchmaking service. Under "buyer links" and "exporter links," firms will be able to log on and make new business contacts.
[52] Buyers were from France, South Africa, Sweden, the US, and Federation of Serbia and Montenegro. ExpoLink, "Performance Report: First Year," 4/03.
[53] See Appendix II Table 2.11. For definition of "serious" business contacts, refer to footnote 35.
[54] AgLink and the associations they support participate in Trade Fairs in Egypt, including Agrena, Milk III, and AgriFood.
[55] Observers and graduates of ExpoLink pay 100 percent of trade fair costs.

In the CSR survey, 39 firms attended a trade fair either as an exhibitor or as an observer. Eighty-three percent of trade fair attendees were medium and large companies.[56]

Approximately one third of trade fair participants (12 firms) received training prior to attending, the majority of which was provided by ALEB.[57] Ninety-two percent of those who received pre-trade fair training stated that it was helpful, and 76 percent of those who did not receive training stated that they need training before trade fair attendance.[58]

Software company increases contacts and exports at Getex Trade Fair

Research and Development International (RDI) is a large software company that has been a member of ExpoLink since 2002. Earlier this year, RDI attended the Getex Trade Fair in Riyadh. Prior to attending, ExpoLink assisted RDI develop new, more attractive brochures, and received a booklet detailing trade fair attendees. Through Getex, RDI stated that they made several contacts with potential distributors and end-users, resulting in a 40 percent increase in exports this year.



POLICY ADVOCACY

ExpoLink and HEIA both engage in policy advocacy with the Egyptian government.[59] Through presentations, conferences, general assembly and board meetings, they aim to identify the policy, legal, and regulatory barriers to trade and provide these concerns as well as proposed solutions to decision makers. ExpoLink and HEIA's policy agendas focus on efforts to reduce direct and indirect taxes on exports, restructure customs rates, simplify import procedures, promote trade liberalization, and propose export incentive policies.

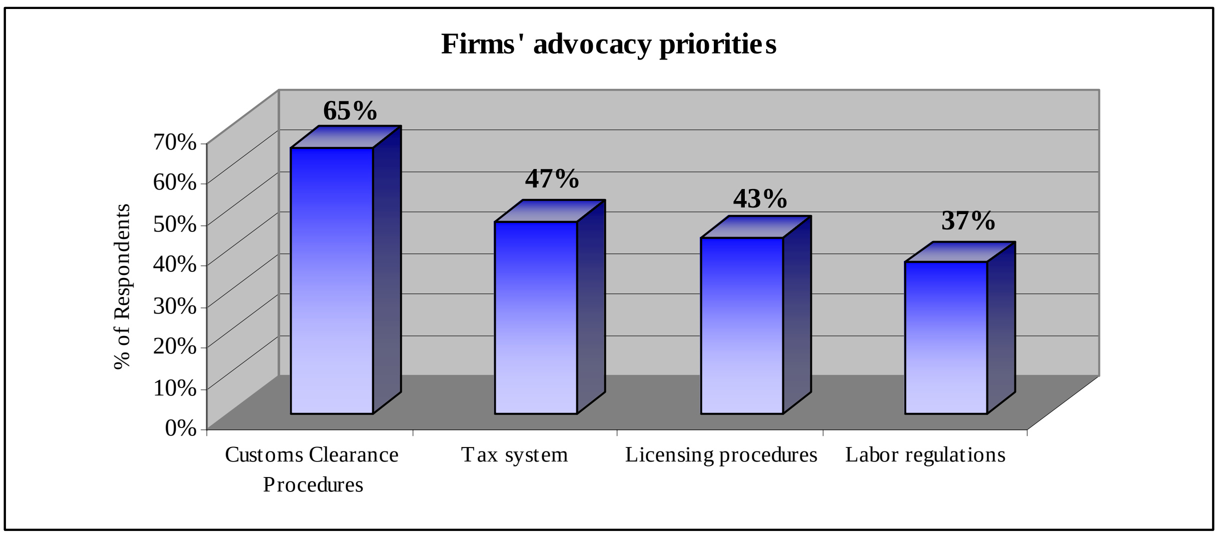
ASSESSMENT OF ADVOCACY EFFORTS

[56] 60 percent were large companies, 23 percent were medium, 17 percent were small, and no microenterprises attended.
[57] See Appendix II Table 2.13
[58] See Appendix II Tables 2.14 and 2.15
[59] ALEB has a more indirect role in advocacy. ALEB does not directly advocate to policy makers, but has rather begun to work with business associations to illustrate how they can organize their efforts to change policies, positions or programs of governmental institutions and agencies.

Clients indicated that firms need to focus more on advocacy. Over half of the firms surveyed stated that they did not know the advocacy role that Partners played, and 16 percent assessed that the Partners had no impact on government policies and regulations.[60] Only one third stated that Partners' advocacy efforts had had an impact, with 12 percent assessing that they were very effective, and 19 percent saying that they were somewhat effective.[61] Firms who stated that Partners were successful advocates often attributed Partners' personal contacts with decision makers to their success. In order to ensure that advocacy efforts meet the needs of their members, and to promote greater membership loyalty and involvement, Partners may want to explore additional ways of informing firms of Partner advocacy efforts and providing venues for member involvement in the advocacy process.

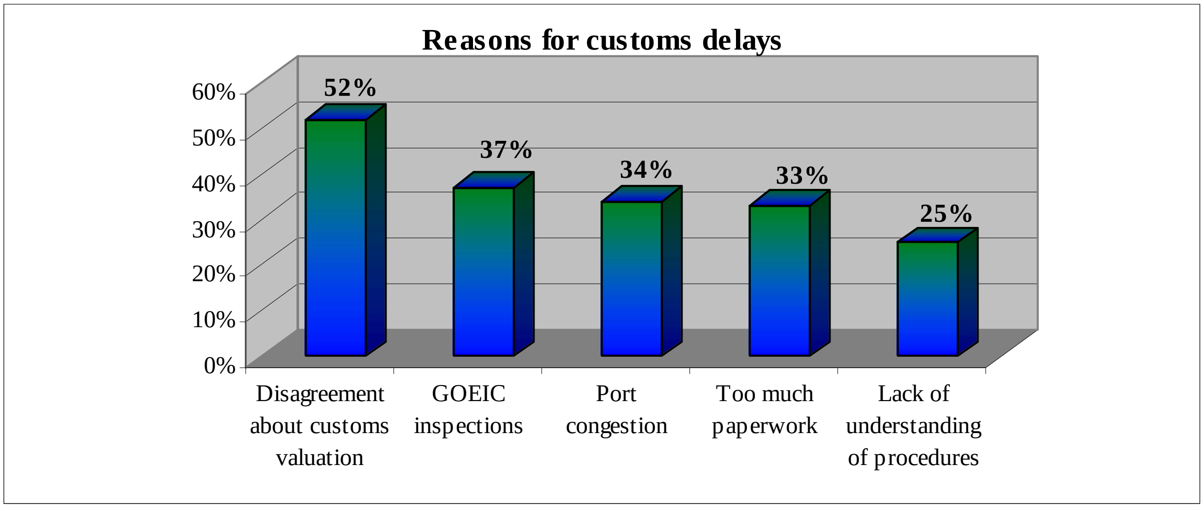
AREAS FOR ADDITIONAL ADVOCACY

Firms interviewed in the CSR stated that several areas of government regulation and policies were in need of greater advocacy efforts. Trade policy received the bulk of attention, with the majority emphasizing customs as the area most in need of significant reform. Disaggregated by sector, all groups ranked customs clearance procedures as the top issue.[62]



Firms provided several reasons for customs delays, with approximately half attributing delays to disagreement about customs valuation.

[60] See Appendix II Table 2.16
[61] The CSR did not ask firms to provide examples of effective advocacy efforts. This question and further details of how firms assess "effectiveness," should be included in the next CSR.
[62] This ordinal ranking did not vary by sector or firm size. Manufacturing: 86% of firms stated that customs clearance procedures needed particular focus, trade: 85%, agribusiness: 81%, services: 71%.



CONCLUSION: RESPONDENTS' PERCEIVED NEEDS AND SUGGESTIONS

In addition to service-specific suggestions noted by clients in this chapter, firms had four overarching recommendations to improve service provision. These recommendations are an aggregation of general assessments, needs, critiques, and suggestions made by businesses concerning Partners' overall approach to service delivery.

BUSINESSES' SUGGESTION: ENHANCE CLIENT-PARTNER RELATIONSHIPS TO MAKE SERVICES MORE DEMAND-DRIVEN

The general sentiment expressed by firms was that communication between themselves and Partners had improved over time. However, businesses did suggest that Partners explore ways to enhance further bi-directional communication with their clients, both in terms of Partner outreach as well as acquiring client feedback.

- Client feedback
  Clients indicated that they would like to see more demand-driven services offered. In order for Partners to provide the types of services that firms need, clients stated that they wanted to provide feedback following service provision, as well as feedback about their unmet needs and new ways in which Partners could be of assistance. Clients observed that Partners do at times make efforts to follow up on firms' opinions concerning services, but there was a perception that this follow up is not systematic either in collecting information or in using this information to inform management programming decisions.

- Partner Outreach
  A significant number of firms are not aware of the vast array of services offered by Partners.[63] Businesses therefore recommended that Partners enhance efforts to inform their clients of all services offered. Partners do send periodic faxes to firms about

[63] For example, as discussed in the chapter, several firms recommended that Partners offer particular courses, such as in marketing and sales, which are in fact already offered by one or more Partners. Several firms stated that they did not know of Partners' course selections.

training and other services, albeit with varying degrees of frequency. Partners may need to discuss with their clients the most effective methods of distributing information about services offered. ALEB, for example, has posted all training sessions offered online, yet less than a third of ALEB clients take advantage of this. The challenge may therefore be to encourage firms to utilize these alternative sources of information, and explore new methods of information dissemination.

BUSINESSES' SUGGESTION: PROVIDE MORE FIRM-SPECIFIC ASSISTANCE

When discussing technical assistance, training, and marketing services, a common theme that emerged was that general services, while beneficial, had less impact overall than firm-specific assistance. Firms suggested that Partners offer more on-site consultant visits, that Partners offer more tailored workshop courses, and that Partners follow up these services to assist firms implement the recommendations.

- Increase on-site consultant visits
  Firms who had received on-site consultants requested more visits, and many smaller firms who had not received on-site visits requested them.

- Follow up technical assistance
  As discussed, while firms found consultant visits useful, less than half have implemented recommendations. Clients suggested that Partners follow up technical assistance in order to assist firms implement recommendations, including assistance in linking up with credit facilities.

- Alternative training formats
  Partners are limited in the degree to which they can offer one-on-one counseling to all clients. Firms therefore additionally offered suggestions on ways to modify workshop formats to make sessions more responsive to individual firms' needs while also maximizing the number of firms who receive assistance. Several firms recommended that Partners offer tailored workshops in which firms are pre-screened by size, sector, or any other relevant category, and then invited to participate several weeks in advance. Firms recommended that Partners provide forms for firms to define their specific problems, and from client responses, trainers tailor the courses to address commonly-shared issues. These types of workshops are more demand-driven, directly respond to firm needs, and enable many firms who likely share similar problems to benefit from the information.

BUSINESSES' SUGGESTION: PROVIDE MORE MARKETING ASSISTANCE

As noted in the beginning of this study, the vast majority of firms became clients of Partners in order to receive marketing assistance, and over fifty percent of the clients surveyed had taken advantage of one or more marketing service offered by Partners. While the majority of clients stated that they were satisfied, marketing services ranked the lowest in overall satisfaction compared with technical assistance and training. Firms suggested that marketing assistance be increased and enhanced, particularly market information and positive country of origin promotion.

- Provide more in-depth, up-to-date market intelligence
  As discussed in the chapter, slightly less than a third of firms use Partner market information to inform business decisions because of firms' perceptions that the information is too basic and not current. Over half of the firms who had used market intelligence services stated that they needed more in-depth and up-to-date market information.

- Continue to promote Egypt's image abroad
  According to CSR respondents, one of the most central goals for Partners should be to promote the image of Egyptian products abroad. Firms acknowledged that Partners had made significant strides in this area through trade fairs, exhibitions, and other promotional activities, and recommended that these activities continue and increase. Additionally, some firms noted that in order for all firms to contribute to a favorable image of Egypt, that Partners offer pre-trade fair training in presentation skills and negotiation strategies to newer participants.

BUSINESSES' SUGGESTION: ENHANCE TRANSPARENCY IN CLIENT ASSISTANCE

Discussions with clients indicated that there is a perception that not all firms have equal access to events such as trade fairs, study tours, and other events. When referring to ExpoLink and HEIA as associations, some members also observed that they need more information on how board members and council heads are chosen.

- Ensure that the process of client service provision is transparent and well-understood
  In order for firms to feel that they all have equal access to all services offered, firms requested that Partners clearly state how firms can join study tours, trade fairs, and other high profile services, and how participants are selected.

- Guarantee transparency in selecting association leadership
  As members of an association, firms belonging to ExpoLink and HEIA want to understand how leadership is determined, and how they can become involved in the process. Members suggested that Partners clarify the associations' methods of determining and rotating leadership positions, and encourage the nomination of qualified candidates.

CHAPTER THREE
ASSOCIATION ASSESSMENT

INTRODUCTION

Partners work with business, farmer, and processor associations in eight governorates and provide assistance aimed at improving the capacity of these associations to become member-led, sustainable organizations.[64] This chapter explores associations' views of the institutional development, strategic planning, service delivery, marketing, and advocacy services offered by Partners. The analysis includes associations' estimates of their capacity to provide services without Partner assistance, and measures associations' satisfaction with the services they have received. The chapter concludes with overall findings and associations' recommendations to enhance association services.

PROFILE OF ASSOCIATIONS RECEIVING USAID SERVICES

The CSR sample interviewed 37 business, farmer, and processor associations in greater Cairo, Alexandria, Daqhaleya, Fayoum, Minya, Sohag, and Qena.[65] In the CSR sample, business associations assisted by ALEB have an average of 202 members and are located in Cairo, Alexandria, and Daqhaleya.[66] On average, associations are 10 years old and have been clients of ALEB for approximately three years. The majority of business associations (84 percent) received services from ALEB in the past year.[67]

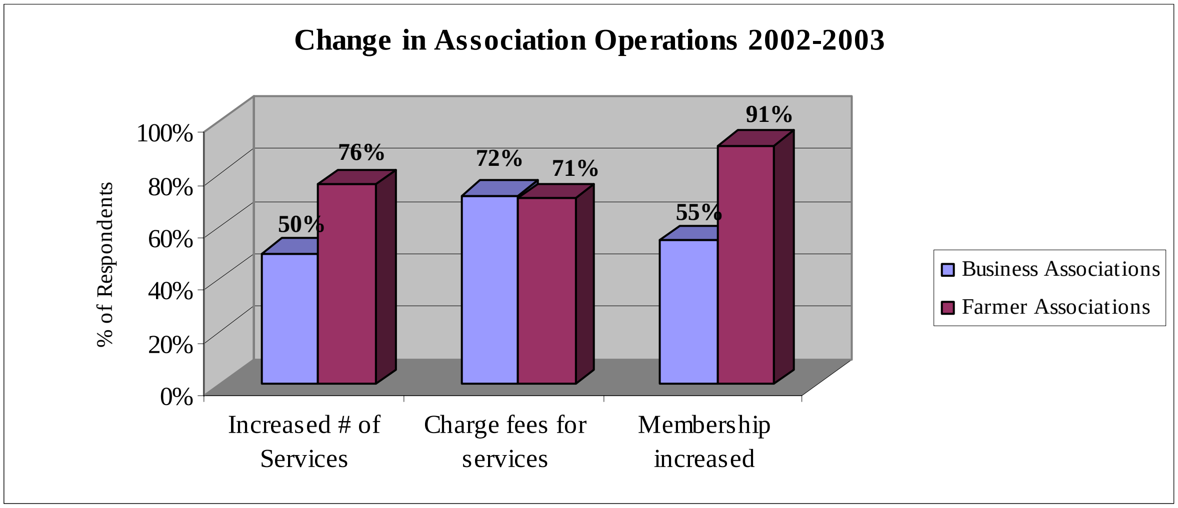
Farmer and processor associations assisted by AgReform and AgLink are significantly smaller, averaging 103 members for AgReform and 33 for AgLink. Farmer and processor associations are also much younger than business associations, averaging 3 years in operation.[68] Associations have received assistance from AgLink for an average of one year and from AgReform for an average of two years. Only one association has stopped receiving assistance.[69]

OVERALL SATISFACTION AND IMPACT

Seventy-four percent of associations stated that they were satisfied or very satisfied with Partner services. As illustrated below, satisfied associations assessed that assistance has led to significant improvements in the capacity of associations to deliver services to their members, begin to generate revenue, and increase member enrollment.

---

[64] ExpoLink and HEIA are business associations as well as USAID Partners. However, in the context of the CSR, ExpoLink and HEIA are considered only as Partners, and their service provision is analyzed in Chapter 2, Business Assessments.
[65] CSR interviewed 13 business associations and 24 farmer associations.
[66] See Appendix III Tables 3.1 and 3.2
[67] See Appendix III Table 3.3
[68] While associations averaged three years, the majority existed as informal organizations prior to AgLink and AgReform, who assisted in formally organizing and registering them. This service is further addressed below.
[69]This association is a "graduate" of AgLink, and therefore no longer receives assistance.



SERVICES

Association services offered by ALEB, AgReform, and AgLink aim to provide associations with the skills they need to improve and increase service provision to their members, expand membership enrollment, and become sustainable organizations.

Through its Trade Association and Strategic Alliance Sector, ALEB provides training and technical assistance to business associations in matters related to organizational development, fund-raising, strategic planning, service delivery, and policy advocacy. In 2003, ALEB offered four courses in membership retention and recruitment and how to generate non-dues revenue, and provided technical consultations to 11 associations.[70]

AgLink and AgReform assist livestock, grower, and processor associations register with the Egyptian government, and offer capacity building training in association management, strategic planning, financial management, service delivery, and advocacy. Collectively, AgReform and AgLink have now registered 29 associations.[71]

INTERNAL GOVERNANCE ASSISTANCE

The success of any association ultimately depends upon the capacity of its leadership to provide the vision and direction needed not only to survive, but to develop and prosper. Partners work with business and farmer associations through one-on-one consultations as well as training sessions to develop organizational mission statements and define roles of boards of directors, committees, and association management. Sixty-two percent of business associations and all farmer associations surveyed obtained assistance in internal governance and management from Partners.

[70] In the CSR sample, eight associations received TA. The additional three associations noted here were among those who were unavailable for the interview (see chapter one, methodology section, for more detail). The figure of eleven associations comes from ALEB's database, not from the CSR sample.
[71] As with the case noted in the previous footnote, the team interviewed 24 of the 29 farmer associations who were registered. The count of 29 associations is from AgLink and AgReform databases, not from the CSR sample.

The majority of business and farmer associations gave high satisfaction ratings to internal governance services offered. Three quarters of business associations and 95 percent of farmer associations stated that they were satisfied or very satisfied with assistance in internal governance.[72] Additionally, 100 percent of farmer *and* business associations would recommend the training to other associations.[73]

STRATEGIC PLANNING

Partners' strategic planning assistance works with associations to establish their organizational purpose, vision, and goals, and to develop strategies and objectives that will enable their achievement. Sixty-two percent of business associations and three quarters of farmer associations received assistance in strategic planning.

Associations rated strategic planning assistance particularly favorably. Eighty-eight percent of the associations--86 percent of business and 94 percent of farmer associations--assessed that these services had improved their abilities to devise strategic plans for the associations.[74] Ninety-two percent of associations also stated that they were satisfied or very satisfied with the assistance, and all associations (100 percent) would recommend strategic planning training to other associations.[75]

Livestock association conducts sector analysis study to develop their strategic plan

Livestock associations in Minya are focusing on promoting meat and dairy industries in Upper Egypt. With AgLink's assistance, Minya's livestock association carried out a sector analysis of the meat market in Upper Egypt, interviewing processors, input providers, traders, and farmers throughout the governorate. The association focused on identifying key players, determining market demand, and exploring possibilities for investment and growth. Based on these findings, the association worked with AgLink to formulate a three-year strategic plan.

SERVICE DELIVERY

Strengthening member services is a precondition for the success and sustainability of business and farmer associations. ALEB assists business association management and staff deliver services through courses and one-on-one consultations.[76] AgLink and AgReform, in turn, work with and through farmer associations to provide services to association members. Through Partner-association collaboration, Partners expect associations to "learn by doing," ultimately gaining the capacity to provide these technical services to members without Partner support in the future.

While technical assistance and training are positive first steps, associations—particularly farmer associations—continue to have difficulties delivering services without Partner assistance. While the majority of farmer associations reported that they had learned how to improve service

[72] See Appendix III Table 3.4
[73] See Appendix III Table 3.5
[74] See Appendix III Table 3.6
[75] See Appendix III Tables 3.7 and 3.8
[76] ALEB offered four courses in 2003, all of which were taught in Arabic. Topics included, among others, the role of association staff in delivering services to members, how the association can monitor and evaluate its services to determine if they are meeting member needs, and reviewing lessons learned from international and domestic associations in improving service delivery. All courses were free of charge. According to ALEB's database, 28 associations attended these courses this year.

provision to their members, less than half (46 percent) were currently doing so without Partner support.[77]

In spite of this slow start, both business and farmer associations rated assistance in service delivery highly. Ninety percent of all associations said that they were satisfied or very satisfied with the services received, and 93 percent recommend these services to other associations.[78]

MARKETING AND STRATEGIC LINKAGES

ALEB and AgReform assist associations in providing marketing services to their members by linking associations' members with traders, exporters, and service firms.

Through its Strategic Alliance Services division, ALEB assists associations and their members in the matchmaking process by identifying potential strategic linkages and providing association members with the necessary skills to form an alliance. Eleven of the 13 business association respondents (85 percent) received marketing assistance in the past year.

AgReform develops linkages between large-scale farmers/exporters and farmer associations in order to provide the associations with a better understanding of the export market. AgReform furthermore assists associations establish marketing committees in order to sell members' crops collectively to traders and exporters.[79] Nearly all AgReform associations (94 percent) had received assistance in marketing members' products through linkages with traders and exporters, and half of the associations received help from AgReform in negotiating contracts.

As a result of ALEB's and AgReform's work in this area, business and farmer associations stated that they have learned how to assist members in marketing, and they are now furthering plans to expand these services. Fifty-four percent of associations stated that they plan to offer marketing assistance and matchmaking services to their members in the future, and three quarters of the associations stated that they were satisfied or very satisfied with the marketing assistance provided by Partners.[80]

Marketing Assistance to Trade Associations: Increasing services and membership

The research specialist at the Food Commodity Council requested assistance from ALEB in conducting market research and providing market intelligence information to their members. ALEB worked with the FCC research team to identify websites with key data pertinent to FCC members, and taught FCC how to analyze the data to provide members with information on potential markets, pricing, and product requirements. FCC is now generating their own market intelligence and providing information to members through their monthly newsletter. FCC estimates that, as a result of ALEB's marketing assistance, membership has increased by ten percent.

[77] See Appendix III Table 3.14
[78] See Appendix III Tables 3.9 and 3.10
[79] AgReform also provides training and follow-on support to associations on how to maintain a database of market information sources on their computers.
[80] 63 percent of associations planning to offer marketing assistance will work on linking members with traders. 50 percent will link members with exporters, 40 percent plan to help members with contract negotiations, and 27 percent plan to help members draft contracts.

ADVOCACY ASSISTANCE AND TRAINING

ALEB, AgReform, and AgLink have begun to work with associations to demonstrate how these groups can provide a forum for identifying members' common needs, constraints, and opportunities, as well as how associations can serve as focal points to address them. ALEB works with business associations to illustrate how they can organize their efforts to change policies, positions or programs of governmental institutions and agencies. AgLink and AgReform, in turn, train farmer and processor associations on how to advocate on behalf of their members and ensure they represent the needs of their constituencies.

In the CSR sample, 41 percent of associations received advocacy training. Both business and farmer associations rated advocacy assistance highly. Ninety-three percent estimated that training had improved their associations' capacity to advocate, and 93 percent stated that they were satisfied or very satisfied.[81] All associations who received assistance in advocacy would recommend it to others.[82]

STUDY TOURS

ALEB, AgReform, and AgLink offer study tours and cross-visits both domestically and abroad in order to see best practices and gain insight into running successful associations. ALEB sponsors association study tours to the US, in which association leaders visit a number of American trade associations and attend the annual American Society for Association Executives conference.[83] AgReform and AgLink, in turn, sponsor cross-visits to other farmer associations so that associations can learn from each other and share ideas on how to strengthen their organizations.

In the CSR sample, three business associations and 20 farmer and processor associations participated in study tours. Both business and farmer associations (100 percent) stated that they were satisfied or very satisfied with the study tours, and all would recommend them to other associations.

CONCLUSION:
RESPONDENTS' PERCEIVED NEEDS AND SUGGESTIONS

Partners share the goal of developing the sustainable capacity of associations to represent the needs of their members and deliver services. Effective service delivery supplies a source of revenue for associations, strengthens member loyalty, and provides incentives for others to join. Partner support to associations has led to positive results, particularly in terms of assisting associations register, become organized, and develop strategic plans. As discussed in this chapter, both business and farmer associations estimate that membership as well of the number of services that they provide to their members has increased since they began to receive

[81] See Appendix III Tables 3.11 and 3.12
[82] See Appendix III Table 3.13
[83] ALEB began US study tours in 2002, and organize one per year. The most recent tour included eleven associations who traveled for three weeks to Washington, DC, San Francisco, and Hawaii to attend the American Society for Association Executives annual conference. As part of the study tour package, ALEB offers pre-tour training to participants.

assistance from Partners. Associations rated each service provided by Partners highly, with the majority stating that they were satisfied with the services they had received.

There is still progress to be made, however, particularly in promoting financial sustainability. Associations emphasized their need for more assistance in generating revenue, both through fee-based services as well as from external sources of funding.[84]

ASSOCIATIONS' SUGGESTION: EXPAND ASSISTANCE IN ACQUIRING REVENUE FROM DONORS

Associations observed that financial sustainability for nascent associations will be difficult to achieve if the main source of revenue is the members themselves. Newer associations' finances are easily outstripped by the need to offer services before repayment can be expected, and associations stated that they needed technical assistance in developing new methods of generating income. Associations suggested that Partners expand targeted assistance in the area of resource development, addressing issues such as identifying external sources of funding and improving their grant-writing capacity.[85]

ASSOCIATIONS' SUGGESTION: INCREASE ASSISTANCE IN SERVICE PROVISION

As underscored above, most young associations cannot depend exclusively on fees from members when aiming for financial sustainability. However, associations' ultimate success does depend largely on their ability to accurately identify and communicate with their members regarding perceived needs, and on their capacity to develop and deliver services that members will see as valuable and will pay for. Associations noted two primary ways in which their capacity to deliver services could further increase: collaborating with Partners in providing services, and learning from other successful associations.

- <u>Partner-association collaboration in service provision</u>
  As described in this chapter, Partners have at times teamed up with associations in delivering services to members. Associations observed that collaborating with Partners had been an effective method of increasing their own capacity to provide services to their members independently, and recommended that this be expanded.[86]

[84] As stated in Chapter 1: Introduction, these recommendations come from the associations themselves, and do not necessarily reflect the opinions of RRSA.

[85] ALEB, AgLink, and AgReform do offer assistance in resource development. For example, ALEB recently assisted the Chamber of Food Industries apply for a grant to the Industrial Modernization Program, and two of AgLink's associations have successfully received grants totaling 400,000 LE from the NGO service center this year. Seven AgReform associations are in the process of applying for grants from the Suez Fund, the Social Fund for Development, NGO Service Center, and JICA.

[86] ALEB and AgReform both have positive experiences in partnering with associations to deliver services. For example, AgReform collaborated with associations in negotiating export deals in 2002, and this year, associations succeeded in negotiating a deal with green bean exporters to bear transportation costs without staff assistance. ALEB demonstrated another successful example of association collaboration in its recent Market Outlook Conference (October 2003). This conference was co-sponsored by the Food Commodity Council (FCC), ExpoLink, and HEIA, each of whom had distinct responsibilities in running the conference.

- <u>Study tours</u>

  Study tours and link visits were judged very favorably by both farmer and business associations. Associations observed that study tours showed them how they could improve their operations, develop new services, and increase membership. Business and farmer associations recommended that Partners offer more study tours and link visits.

ASSOCIATIONS' SUGGESTION: INCREASE ONE-ON-ONE CAPACITY BUILDING ASSISTANCE

While associations focused on promoting financial sustainability, younger associations also emphasized that they continued to need assistance in the basics of association management, strategic planning, and in coming together as associations to advocate on behalf of their members. Associations observed that capacity building assistance was most effective when provided through one-on-one consultations, and recommended that assistance either be offered through individual consultations, or that consultations follow up group training sessions.[87]

[87] ALEB, AgLink, and AgReform all provide one-on-one technical consultations with associations. ALEB focuses the majority of their efforts on individual assistance, and AgLink and AgReform follow up most courses with one-on-one support.

CHAPTER FOUR
SMALLHOLDER ASSESSMENT

INTRODUCTION

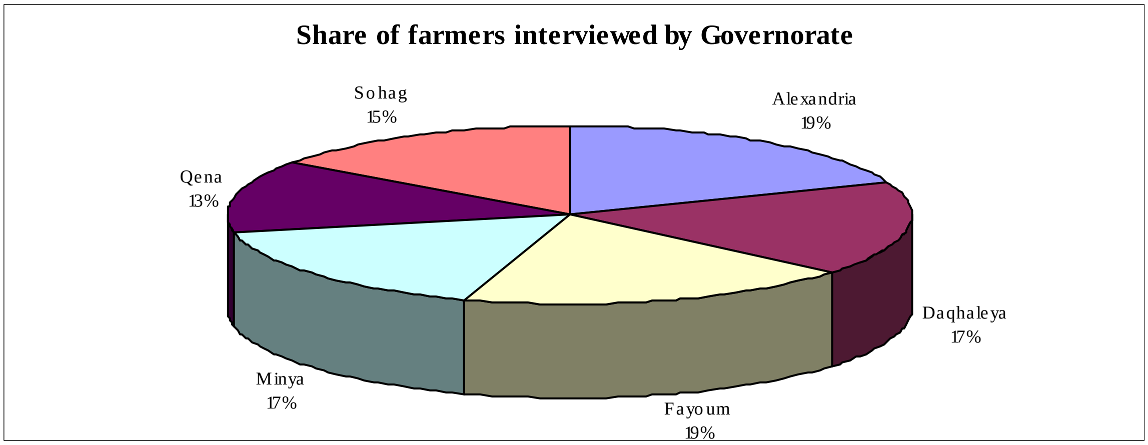
AgLink and AgReform work with 2420 farmers in six governorates in Upper and Lower Egypt.[88] AgLink works with cattle and buffalo smallholders, focusing on assisting clients with dairy/meat production, dairy/meat processing, and feed/farm supplies. AgReform works with grower associations to assist farmers improve and increase production, secure contracts for export and input supply, and help them meet market demand. Interventions of both Partners address the entire production, processing and marketing chain of farmers' products, and their activities focus on three major objectives: technology transfer; association development; and trade development.

This chapter describes client views of the technical assistance and marketing services offered by Partners, including farmers' estimates of the impact of services on production and sales as well as their satisfaction with these services. The chapter concludes with overall findings and farmers' recommendations to enhance service provision to smallholders.

PROFILE OF SMALLHOLDERS RECEIVING USAID SERVICES

AgLink's targeted beneficiaries are farmers in the livestock sector. AgReform, in turn, works with small and medium growers focusing on producing for export markets. AgLink defines smallholders as farmers with less than six head of cattle and/or buffalo, and AgReform refers to smallholders as farmers with less than five feddans of old land.

The CSR sampled 240 farmers in Alexandria, Daqhaleya, Fayoum, Qena, Sohag, and Minya. There was no statistically significant difference in responses among regions. Sixty-three percent of farmers reported that they began to receive services from AgLink and AgReform in the past year, and 95 percent of farmer clients do not receive assistance from any other organization.[89]



[88] AgLink works with farmers in Alexandria, Daqhaleya, and Minya. AgReform works with farmers in Fayoum, Qena, and Sohag

[89] Because AgLink and AgReform have worked with the majority of farmers for a relatively short amount of time, impact results reflect only immediate rather than longer-term benefits. See tables 4.3 and 4.4.

OVERALL SATISFACTION AND IMPACT

Farmers rated services very highly, with 99 percent stating that they were satisfied or very satisfied with Partner services.[90] Farmers additionally noted significant improvements in their production and income from Partner services. Ninety-four percent of respondents estimated that their production had increased, and 94 percent of respondents also reported an increase in income.

The following sections explore smallholders' assessments of services by service area: technical assistance and marketing services, and concludes with findings and farmers' recommendations.

SERVICES

TECHNICAL ASSISTANCE

AgLink and AgReform provide short term technical assistance and consultations to their clients in order to provide access to new products, technologies and management practices. Technical assistance to smallholders takes the form of one-on-one consultations, seminars and farmers' meetings, farm visits, video presentations, link visits with the Ministry of Agriculture and Land Reclamation (MALR) researchers, and extension agent training.

In 2003, AgLink and AgReform provided technical assistance to an estimated 2420 smallholders in Upper and Lower Egypt, and in the CSR sample, 98 percent of farmers received technical assistance. Of those who received TA, most did not pay. Of the 17 percent who did, the average cost was 19 LE for technical assistance.

SATISFACTION AND IMPACT

The overwhelming majority of farmers—98 percent—stated that they were satisfied or very satisfied with the technical assistance offered, and 95 percent would recommend the services to other farmers. Farmers stated that they rated services highly due to the impact that these services had on their production and income. Farmers estimated that due to Partner assistance, production had increased an average of 44 percent and income had increased an average of 43 percent.

<u>Veterinary, Nutrition, and Husbandry Technical Assistance</u>

Through its technology transfer component, AgLink aims to enable dairy and beef farmers and processors to have access to new technologies and management practices in order to increase meat and dairy production and product quality. AgLink provides technical assistance through one-on-one consultations, farmers' meetings, and video presentations at farm sites or AgLink field offices. Areas of technical expertise include dairy herd and feedlot nutrition, health care, and farm management. AgLink also trains extension agents on problem diagnosis; farm

[90] In analyzing the data, we noted that there were at times small differences between those who were satisfied and those who would recommend Partner services. The team found that the most common reason for *not* recommending Partners came from farmers who were satisfied, but who stated that their neighbors did not need Partner assistance because they themselves would teach other farmers. This in itself is a positive finding, in that farmers are beginning to extend benefits beyond immediate client populations.

management and feasibility studies; updating technical information; and providing technical assistance to livestock**.**

Ninety-eight percent of AgLink farmers reported that they had received assistance in veterinary, nutrition, and animal husbandry. The majority of these smallholders received training from extension workers, expert visits, as well as group training sessions, and the vast majority--98 percent--implemented the recommendations.[91] All farmers received veterinary assistance for free.

Clients reported very high satisfaction ratings with these services. Ninety-eight percent stated that they were satisfied or very satisfied, and 92 percent would recommend services to other farmers.[92] Smallholders stated that they were satisfied because of the positive impact of veterinary assistance on their production and income.[93] Ninety-eight percent of clients estimated that production had increased by an average of 47 percent, and 93 percent estimated an average income increase of 45 percent.[94]

AgLink's veterinary services in Minya: increasing production and income through technical assistance

Refka Ishaak Shehata is a small cattle breeder from the village of Al Amoudein, Minya. Refka began working with AgLink a year ago, and received technical assistance concerning better feeding techniques, cattle hygiene, animal nutrition, and dairy processing. Following advice given by AgLink's extension agent, Refka improved the quality of the cattle feed by adding yeast, minerals, and fenugreek to the dried berseem. She also learned not to feed the cattle during the milking process, as feeding caused the cattle to lie down and led to infections in the udder. Refka's daily milk production has now increased by more than 10 percent, and her income by LE 5/day. With the added income, she has bought a manual milk separator for the village, charging neighbors LE .05/kilo for the service. She has also begun to make cottage cheese, which she serves to her family and trades with neighbors.

Technical Assistance in Cultivation Methods

AgReform provides technical assistance packages to farmers encompassing the entire cultivation process. This includes assistance with procuring the correct agricultural inputs, introducing new varieties, assistance with cultivation and irrigation techniques, and introducing new technologies and equipment.

Eighty-nine percent of AgReform's clients received assistance in improving their cultivation methods. The majority of smallholders received information through group training sessions as well as expert visits, and 91 percent implemented the recommendations.[95]

[91] Extension workers: 80 percent, group training: 66 percent, expert visits: 66 percent. Farmers received information from more than one source; hence totals do not equal 100 percent.
[92] See Appendix IV Tables 4.7 and 4.8
[93] See Appendix IV Tables 4.4 and 4.5
[94] Most dairy and meat production is utilized for home consumption, and not for local markets. Increased income was credited to learning proper nutrition techniques (thereby saving money on expensive fodder); having access to affordable veterinary care (thereby decreasing amounts spent on medicine and private veterinarians); buying goods in bulk through associations (thereby decreasing costs of goods and transportation); and a small number who have begun to sell processed milk in local markets.
[95] Group training: 60 percent, expert visits: 51 percent. Only 29 percent relied on extension workers' advice when learning new cultivation techniques. Farmers received information from more than one source; hence totals do not equal 100 percent.

Growers assessed that assistance in cultivation techniques had a significant impact on their productivity, income, and employment. Ninety percent of farmers estimated that production had increased, and 95 percent estimated that income had increased.[96] They additionally stated that due to these services, 70 percent hired more workers, the majority of whom were seasonal.[97] Due to these positive results, all growers (100 percent) stated that they were satisfied or very satisfied, and 98 percent would recommend AgReform cultivation methods assistance to other farmers.[98]

Post-harvest Processing

Farmers can increase value addition and profitability by adopting improved post-harvest handling techniques. AgReform assists farmers adopt modern post-harvest processing methods through trained extension workers and group training sessions via farmer associations.

Three quarters of AgReform clients surveyed received assistance in post-harvest processing. The majority were trained in group sessions, and approximately one third had been visited by consultants. Eighteen percent received information from extension workers. The majority of farmers implemented the recommendations concerning post-harvest processes (89 percent), and most received the information free of charge (82 percent).

Growers rated these technical services highly. Ninety-nine percent stated that they were satisfied or very satisfied, and 94 percent would recommend post-harvest assistance to other growers.[99] Farmers stated that they were satisfied because the impact of these services had been exceptionally high. Ninety-one percent of growers who implemented the recommendations stated that assistance had increased production, and 93 percent stated that it had increased their income.[100] Additionally, 83 percent reported that they hired more workers as a result of post-harvest assistance, most of whom were seasonal workers.[101]

Farmer-to-Farmer Training & Link Visits

AgLink and AgReform promote farmer-to-farmer training, in which targeted farmers receive advanced training that they then disseminate throughout the community. Farmer to farmer training also takes the form of study visits, in which Partners bring smallholders to model farms with demonstrated strengths in specific areas.

Farmers who participated in farmer-to-farmer learning sessions reported very positive results. Ninety-six percent stated that they were satisfied or very satisfied, and 94 would recommend

[96] Farmers estimated a 46 percent average increase in production and a 49 percent average increase in income. See tables 4.9 and 4.10.
[97] 1.5 percent of new hires were fulltime, 9 percent were part-time, and 89 percent were seasonal. Seasonal employment is considered fulltime employment for a part of a year. Length of employment varies by the crop grown. Part time employment happens throughout the year, but work is less than the standard number of hours per week. Full time employment is constant employment throughout the year for the standard number of hours per week.
[98] See Appendix IV Tables 4.11 and 4.12
[99] See Appendix IV Tables 4.15 and 4.16
[100] Reported production increased an average of 43 percent, and income an average of 49 percent. See Appendix IV T5ables 4.13 and 4.14.
[101] 84 percent were seasonal workers and 16 percent were part-time.

farmer-to-farmer training to others.[102] Furthermore, all (100 percent) stated that they implemented the recommendations that they had learned, and all farmers also stated that as a result, production and income had increased.[103] These farmers estimated that production and income had more than doubled, and 81 percent stated that they hired new workers as a result.[104]

MARKETING SERVICES

AgLink and AgReform provide marketing assistance to smallholders by linking them with traders and exporters and assisting them in the negotiation process. The overall goal is to increase sales and income for participating smallholders.

AgLink aims to link livestock farmers to buyers in both domestic and export markets through assistance in processing dairy products and training in marketing strategies. Domestic linkages are designed to facilitate local trade and increase the quality and quantity of meat and dairy inputs. International linkages take place through study tours and US to Egypt Farm/Firm Exchanges. In these exchanges, US farm/firm owners and managers travel to Egypt to initiate trade relationships and seek investment and joint venture opportunities.[105]

AgReform provides growers with access to export markets through joint marketing efforts involving smallholders and farmer associations. AgReform supports associations in meeting with farmers' groups and marketing committees to select the crops to be targeted for export, and facilitates access to information so that marketing groups identify and respond to export market opportunities.[106]

Producing cantaloupes for export in Qena: AgReform's assistance to marketing committees

Hasan Aly Shehata is a member of the Al-Waqf farmer association in the governorate of Qena. In cooperation with Ag-reform, Al Waqf association's marketing committee conducted a study identifying new, non-traditional crops that had high export potential and could be produced in Qena. As a result, with Agreform's help, the association signed a contract with an exporter to encourage farmer members to grow cantaloupe and green beans. Hasan was one of the first ones to ask to be part of the contract. He decided to grow cantaloupe on 2 of his 5 acres, and many other farmers followed his lead. Following technical assistance demonstrating optimal techniques for producing export cantaloupes, Hasan produced a total of 20,345 kg from the 2 acres, recording one of the highest productivities during this season. Of this yield, 7845 kg were exported, again a high record. Hasan spent a total of LE 9200, and gained LE 31,155 (in one season), making a net income of LE 21955 a record income for him.

Hasan used this income to buy new land to grow cantaloupe and other export crops, in addition to paying for the education of his five daughters. His high productivity and income convinced his neighbors to join the association to participate in export contracts.

SATISFACTION AND IMPACT

Through these marketing services offered by Partners, smallholders are increasing their income, employment, and exposure to the international market. Sixty-two percent of all farmers surveyed reported having sold to exporters in the past year, the majority of which were through

[102] See Appendix IV Tables 4.19 and 4.20
[103] See Appendix IV Tables 4.17 and 4.18
[104] 93 percent were seasonal workers and 7 percent were part-time.
[105] These farm exchanges are also used as a way to transfer technology and exchange ideas with Egyptian farm managers.
[106] Farmers participating in export contracts identify the necessary input supply needs and the most appropriate supplier, and associations purchase the supply in bulk. AgReform has also created a compact disk covering basic aspects of agricultural production and marketing in Arabic.

written contracts (70 percent).[107] Of those who had contracts, half agreed upon prices ahead of time, one quarter received compensation for transport costs, and 17 percent received agricultural inputs.

Marketing assistance is generating positive results. The large majority of farmers (85 percent) stated that the sale price for their products was higher than their previous transactions, and as a result, they hired more labor.[108] Eighty-one percent of farmers reported that they hired a total of 1457 new workers, three quarters of whom were seasonal workers.[109]

Due to these positive benefits, farmers gave exceptionally high satisfaction ratings for marketing services due to income and sales increases. Ninety-nine percent of smallholders stated that they were satisfied or very satisfied, and 89 percent would recommend their services to other farmers. Farmers noted that trust had increased between both parties, as both they and the buyers were meeting the terms of agreement stipulated in the contracts.[110]

CONCLUSION: RESPONDENTS' PERCEIVED NEEDS AND SUGGESTIONS

As this chapter has described, smallholder clients rated all services provided by Partners very highly, and farmers credited Partner services with increases in their income, production, sales, and employment. Farmers recommended that Partners increase several particularly successful services, including community-wide interventions, link visits, and marketing assistance.

TECHNICAL ASSISTANCE

The vast majority of farmers were satisfied with the technical assistance provided, particularly services involving hands-on, applied learning techniques and one-on-one assistance. Farmers recommended that technical assistance increase, particularly veterinary campaigns and technical information offered through farmer-to-farmer training and link visits.

FARMERS' SUGGESTION: INCREASE THE FREQUENCY OF VETERINARY CAMPAIGNS

AgLink organizes periodic veterinary caravans, in which livestock specialists visit individual villages for a day to provide veterinary services to animals, conduct artificial insemination, and educate smallholders in animal nutrition. All villagers--AgLink clients as well as non-clients--have access to the veterinarians. The majority of AgLink farmers interviewed recommended that AgLink organize the campaigns on a more regular basis, as most had received the service only once per year. According to farmers surveyed, these campaigns were often considered the only opportunity to have access to qualified veterinarians and individualized care for their livestock.[111]

[107] See Appendix IV Table 4.22
[108] 5 percent stated that sale price was lower, and ten percent estimated prices had not changed. See table 4.23.
[109] 75% seasonal, 20% part time, 5% full time.
[110] 75 percent of buyers met the terms of agreement, according to farmer respondents.
[111] Agricultural Exports and Rural Incomes (AERI) livestock component plans to increase the frequency of veterinary campaigns to two to three per year per village. In order to make these campaigns a sustainable activity, AERI will focus on assisting associations contact veterinary specialists without Partner assistance. Additionally, in

FARMERS' SUGGESTION: EXPAND FARMER-TO-FARMER PROGRAMS & LINK VISITS

Smallholders emphasized that in order to benefit more from workshops and seminars, training should be more applied rather than "theoretical." Farmers stated that transfer of technology worked best when there was a hands-on, in-the-field approach, and recommended that link visits and farmer-to-farmer sessions be increased, so that they could see for themselves how recommendations are implemented by other farmers, both small and large.

MARKETING ASSISTANCE

Smallholders have made significant progress in securing written contracts with exporters, resulting in higher prices for their products and increased income. Because of farmers' success in these areas, many recommended that additional efforts be focused on linking farmers with exporters in order to consolidate the progress made. Farmers also observed that they needed more market information in order to assist them when making cropping pattern decisions.

FARMERS' SUGGESTION: CONTINUE TO LINK GROWERS WITH EXPORTERS

Farmers noted that through their associations they had begun to enter into deals with exporters, and that their sales and income had consequently increased. Smallholders also observed that through this process, trust had begun to grow between themselves and exporters, and that both parties were now more willing to continue mutually beneficial contract agreements. Farmers recommended that Partners continue and expand assistance to themselves and their associations when meeting with exporters and negotiating contracts.[112]

FARMERS' SUGGESTION: PROVIDE MORE MARKET INFORMATION

Smallholders acknowledged that Partners had assisted them in analyzing market demand when making cropping pattern decisions. However, many also observed that they wanted more information, particularly about current prices and demand in local as well as international markets.[113]

---

order to improve the quality of government veterinary services, AERI will involve government veterinarians in the campaign so that they can learn from the experts contracted by AERI.

[112] AERI will focus on continuing current efforts to promote contract grower arrangements through farmer associations.

113 Under Activity 2, Technical Support to Agricultural-Based Trade Associations, AERI will provide associations training in market intelligence and training to members in meeting export market standards.

CHAPTER FIVE
CONCLUSION

USAID Intermediate Results 2, comprised of ExpoLink, HEIA, ALEB, AgLink, and AgReform, aims to increase opportunities for private sector growth in key sectors. Partners provide services to private sector firms and farms to improve production processes, enhance the quality of clients' products, and assist them market their products abroad. Partners also assist associations to become sustainable organizations that represent the collective interests of their members, provide a range of key services, and mobilize cooperation among members. Services to all clients take the form of technical assistance, training, and marketing support.

The CSR provides a forum for clients of these Partners to assess the quality of the services they have received, express unmet needs, and offer recommendations for service improvement. The 2003 CSR surveyed 422 businesses, associations, and smallholders in eight governorates who are clients of one or more Partners. These clients rated how satisfied they were the services that they had received; estimated the impact of these services on their income, production, and exports; and indicated how services could be improved.

SUMMARY OF FINDINGS

Businesses

Seventy two percent of all firms stated that they were satisfied with Partner services overall, and a significant number of firms attributed positive changes in their revenue, value of exports, number of new clients, and employment to Partner services.

Businesses offered suggestions to enhance individual services (including on-site consulting visits, training, marketing assistance, and advocacy), and also discussed how Partners' overall approach to service delivery could be improved. Firms' recommendations fell into four primary categories: improve client-Partner communication; provide more firm-specific assistance; provide more marketing services; and enhance transparency in client assistance.

Associations

The majority of associations also provided high ratings of Partner services, 74 percent observing that they were satisfied, and 91 percent recommending Partner services to other associations. Satisfied associations noted significant improvements in the capacity of associations to deliver services to their members, increase member enrollment, and generate revenue.

Associations also stated that they continue to require ongoing training in association management, fundraising, and service menu development in order to become sustainable organizations. Suggestions for enhancing Partner service delivery focused on help in increasing their financial resources; promoting association capacity to provide services independently; and more individual technical assistance.

Smallholders

Farmers rated Partner services particularly highly. Ninety-nine percent stated that they were satisfied or very satisfied, and 89 percent would recommend their services to other farmers. Farmers additionally noted significant improvements in their production and income, with 94 percent estimating that their production and income had increased due to Partner assistance.

Farmer suggestions focused on the need to increase already beneficial technical assistance and marketing services. Farmers additionally highlighted a number of key unmet needs, many of which will be addressed in the upcoming AERI activity.

IMPLICATIONS FOR USAID AND ITS PARTNERS

An important goal of the CSR is to provide information for use by USAID and Partner management so as to improve client services. In order to follow up on survey findings, a cost: benefit analysis would ideally be performed so as to cost out the additional services by type and by client. It is beyond the scope of the CSR, however, to provide such a cost : benefit analysis or to prioritize the type of clients that should be served. Nevertheless, issues of both cost and benefit do warrant further analysis, as they ultimately inform Partner decisions about the content, format, and types of services that are offered.

In furthering the process of making survey information useful to managers, a broad analysis based on CSR findings comprises the remainder of this report. The first general finding suggests that large firms with more than 100 employees make up the largest share of business beneficiaries. For the most part, these firms already export, often have their own quality control and marketing departments, and now need highly specialized, advanced-level assistance. As noted in Chapter 2, these firms indicated that training tended to be too general, and that they benefited more from targeted, firm-specific assistance.

Partners began to work with these firms because they already demonstrated potential in expanding their exports and in becoming industry leaders who would pave the way for less experienced counterparts. This strategy has shown great promise, as exports in target sectors have expanded and Egyptian firms have entered new foreign markets. If Partners are to continue to focus on these larger clients, suggestions to offer more advanced marketing and technical services may warrant priority. However, if Partners wish to expand their services to newer firms with little or no export experience, Partners may consider expanding the number and frequency of training courses already offered, in conjunction with increased outreach efforts.

A second general finding is that business association assistance parallels that of firms, in that a limited group of experienced associations with large memberships and revenue-generating services now receive the bulk of individual technical assistance. This was an intentional decision by the Partner, who is now focusing on developing legacy institutions capable of carrying on its work in the future. Suggestions to continue targeted assistance and Partner-association collaboration are therefore congruent with Partners' objectives and their target clientele.

A third general finding is that smallholders and their associations perceive to have benefited significantly both from community-wide and specialized technical assistance. Partners now face the challenge of determining how these successful activities highlighted by clients will be integrated into AERI, and how sustainability will be achieved in areas where activities may cease.

Since the first CSR in 1998 through this most recent 2003 survey, Partners have continued to respond to client suggestions to improve, reorient, and develop new services. While focusing on enhancing service provision, Partners also recognize that client needs, as well as the Partner objectives, change over time. Partners are now at a critical point in their activity cycles, in which they are beginning to consolidate gains and focus on promoting sustainability.

The CSR has highlighted key client suggestions to enhance particular services and refine Partners' overall approach to service delivery. These suggestions should contribute to Partner management decisions, especially as Partners further define which particular client groups to target, and from this, which tailored services will ultimately contribute to sustainable, private sector-led growth in Egypt.

BIBLIOGRAPHY

Abt Associates, "Trimester Report," Agricultural Led Export Business (ALEB), 2/28/03.

___________, "Trimester Report," Agricultural Led Export Business (ALEB), 10/31/02.

ACDI/VOCA, "AgLink Extension Proposal," AgLink, 2001.

___________, "AgLink PowerPoint Presentation," AgLink, 12/24/02.

CARE, "A Two-Year Cost Extension Proposal for the AgReform Project," AgReform, 5/30/02.

___________, "AgReform Extension: Project Implementation Report," AgReform, 6/30/03.

Development Alternatives Inc., *Assessment of Egypt's Agricultural Sector Competitiveness*, Agriculture Policy Reform Program, 6/02.

Egyptian Exporters Association, "Three-Year Proposal," ExpoLink, 4/02.

___________, "Performance Report: First Year," ExpoLink, 4/03.

Horticulture Export Improvement Association, "Scope of Work," HEIA, 2002.

___________, "Quarterly Report," HEIA, 3/03.

___________, "Quarterly Report," HEIA, 6/03.

PriceWaterhouseCoopers, *Client Satisfaction Review*, Growth Through Globalization (GTG), 1998.

___________, *Client Satisfaction Review*, GTG, 1999.

___________, *Client Satisfaction Review*, GTG, 2001.

US Agency for International Development, *Abbreviated Activity Approval Document, AERI*, USAID/Egypt, 8/25/02.

www.aleb.org

www.expolink.org.eg

www.heia.org

APPENDICES

APPENDIX I
METHODOLOGY AND SAMPLING INFORMATION

The Client Satisfaction Review (CSR) survey aims to provide a representative sample of the opinions and experiences of all clients located in Lower, Middle, and Upper Egypt. For the purpose of the CSR, "clients" included both: (1) businesses, associations, and smallholders who are receiving or have received a service from one or more partners; and (2) businesses, associations, and smallholders who have chosen not to receive any services, but are counted among the "target recipient" population of Partners. Geographically, Partners' activities cover Lower, Middle, and Upper Egypt, with the majority of Smallholders found in Middle and Upper Egypt, and the majority of businesses and associations found in the Cairo metropolitan area (Cairo and Giza) and the Delta (Alexandria).[114]

SAMPLING STRATEGY

The CSR covers a large and heterogeneous population that varies by geographical location, unit of analysis, number and type of services utilized, etc. Because of this, it was important to select a sample size that, while minimizing use of human and financial resources, was also representative of the larger universe of clients. For the business and the smallholder surveys, a two stage sampling strategy was adopted. In the first stage, governorates were selected. Governorates with less then 5% of the sampling universe were not included unless dictated by Partner strategic presence in that location. Assuming an acceptable margin of error of +/- 6% and a confidence level of 90%, 187 interviews in each group were required.[115] The desired sample size was set at 200 units per group to allow a margin for non-response. The relative size of each Partner's sub-population was used to determine the Partner's proportion of cases in the total sample. In the second stage of selection, the sampling units were randomly selected within each strata.

A total of 37 associations representing 82 percent of all associations were surveyed. The CSR team intended to survey all associations, but eight declined to be interviewed.

ACTUAL SAMPLE SIZES

The actual sample sizes of the surveys were as follows by group and location:[116]

1. Businesses: 145, in Cairo/Giza, Alexandria and Fayoum. While client businesses are located in 31 Governorates in total, about 80 percent of all businesses, and over 70 percent of each partners' business clients, are located in the above areas. Forty of AgReform's businesses were originally selected to be in the business sample but were

[114] Appendix Tables 1.1 to 1.3 show the sampling frames of the three categories of partners.
[115] The sample size was estimated by using the following equation: $n = p * (1-p) * [(z_{a/2}) / d]^2$ Where: n= sample size; p = probability of selecting a desired unit from the population; $p * (1 - p)$ = estimate of the population variance; $z_{a/2} =$ Two sided Normal Deviate at a given confidence level; d = margin of error.
116 Appendix Tables 1.4 to 1.6 show the number of cases in the sample for each Partner and Governorate.

analyzed as part of the Smallholder survey because of the similarities of respondents with those in the Smallholder sample;

2. Associations: 37, found in the Delta, Cairo, and Middle and Upper Egypt (seven Governorates);
3. Smallholders: 240 Smallholders, in Lower, Middle, and Upper Egypt (Alexandria, Daqhaleya, Fayoum, Minya, Qena, and Sohag), including 40 of AgReform's businesses.

SURVEY MANAGEMENT

Interviewers worked in teams of two, and focused on a *geographical region*, rather than on specific Partners or types of clients. The CSR team judged that human and financial resources would be most effectively utilized if interviewers traveled, for example, to Upper Egypt and conducted all interviews for the region for all services. This meant that surveyors interviewed different groups of clients for different Partners, which required careful and targeted training prior to their field work. This training was carried out on June 29-30.[117] Logistical arrangements were also conscientiously determined prior to their departure in order to minimize traveling time and confusion.

The team pre-tested the questionnaire with a representative subset of the client groups in Cairo, Alexandria, and Fayoum, beginning on July 1. Following the results of these interviews, the questionnaire was revised.

STATISTICAL ANALYSIS

The summary tables and the summary statistics were generated by using "SPSS: Tables" for qualitative and quantitative variables. Chi Square tests of independence were performed to test the significance of key relations between categorized variables.

In the course of the survey, some clients declined to respond to particular questions. These questions generally concerned firms' annual sales and exports, and the response rate was so low that the team did not utilize the data in the analysis. As discussed in the following chapter, the number of employees was utilized instead as a proxy for firm size. All other situations where response rates were less than 80 percent are indicated in the text.

[117] Surveyors were given a packet of background information for all Partners to review prior to official training. The team trained the interviewers in order to familiarize them with the different sets of questions for different groups of clients and brief them on the different activities and services provided by each partner. Different interviewing styles and strategies were also covered.

Appendix Table 1.1: Sampling Frame of 1418 Businesses

Number	Location	Partners					Total	Col %
		AgLink	AgReform	Aleb	ExpoLink	HEIA		
1	Alexandria	10		48	61	15	134	9.4
2	Arab City			8				0.0
3	Assuit	5		1			6	0.4
4	Badr City			1				0.0
5	Bani Suef	3		1	1		5	0.4
6	Beheira	17		28		8	53	3.7
7	Cairo			160	219	137	516	36.4
8	Dakahlia	11		3	1		15	1.1
9	Dumietta	4		3	11		18	1.3
10	El Ariesh				1		1	0.1
11	Fayoum	21	93	4			118	8.3
12	Gharbeya	12		2	3	1	18	1.3
13	Giza	4		85	106	74	269	19.0
14	Ismailia	6		2	2	3	13	0.9
15	Kafr El-Sheikh	2				1	3	0.2
16	Kalubeya	6		3	3	1	13	0.9
17	Luxor					1	1	0.1
18	Mahalla El-Kobra				10		10	0.7
19	Menofeya	4			6	4	14	1.0
20	Minya	6			1		7	0.5
21	Nobaria			1				0.0
22	Obour City			5				0.0
23	October(6th) City			22				0.0
24	Port Said			6	5	1	12	0.8
25	Qena		3			3	6	0.4
26	Ramadan City			12				0.0
27	Sadat City			1		3	4	0.3
28	Sharkeya	8		2	30	3	43	3.0
29	Sohag		134	2			136	9.6
30	Suez				2		2	0.1
31	Tanta					1	1	0.1
Total		119	230	400	462	256	1418	100.0
Row %		8	16	28	33	18	100	

Source: Calculated from Data provided by partners.

Appendix Table 1.2: Sampling Frame of 45 Associations

Number	Location	Partners			Total	Col %
		AgLink	AgReform	Aleb		
1	Alexandria	1		1	2	4
2	Cairo	2		5	7	16
3	Dakahlia	1		1	2	4
4	Fayoum	1	8		9	20
5	Giza			8	8	18
6	Minya	1			1	2
7	Qena		8		8	18
8	Sohag		8		8	18
Total		6	24	15	45	100
Row %		13	53	33	100	

Source: Calculated from Data provided by partners.

Appendix Table 1.3: Sampling Frame of 2420 Smallholders

Number	Location	Partners		Total	Col %
		AgLink	AgReform		
1	Alexandria	561		561	23
2	Dakahlia	499		499	21
3	Fayoum		315	315	13
4	Minya	510		510	21
5	Qena		382	382	16
6	Sohag		153	153	6
Total		1570	850	2420	100
Row %		65	35	100	

Source: Calculated from Data provided by partners

Appendix Table 1.4: Sample Size for 145 Businesses by Governorate and by Partner

Governorate	Statistics	Partner			
		Aleb	ExpoLink	HEIA	Total
Alexandria	Count	8	6	2	16
	% within Governorate	47.1%	35.3%	11.8%	100.0%
	% within Partner	16.7%	10.3%	5.1%	11.5%
Cairo/Giza	Count	40	52	37	129
	% within Governorate	31.0%	40.3%	28.7%	100.0%
	% within Partner	83.3%	89.7%	94.9%	87.2%
Total	Count	48	58	39	145
	% within Governorate	32.4%	39.2%	26.4%	100.0%
	% within Partner	100.0%	100.0%	100.0%	100.0%

Source: CSR Survey; Oct 2003

Appendix Table 1.5: Sample Size for 37 Associations by Governorate and Partner

Governorates	Statistics	Partner			Total
		AgLink	AgReform	Aleb	
Alexandria	Count	0	0	1	1
	% within Governorate	.0%	.0%	100.0%	100.0%
	% within Partner	.0%	.0%	7.7%	2.7%
Cairo	Count	2	0	11	13
	% within Governorate	15.4%	.0%	84.6%	100.0%
	% within Partner	50.0%	.0%	84.6%	35.1%
Dakahlia	Count	1	0	1	2
	% within Governorate	50.0%	.0%	50.0%	100.0%
	% within Partner	25.0%	.0%	7.7%	5.4%
Fayoum	Count	0	5	0	5
	% within Governorate	.0%	100.0%	.0%	100.0%
	% within Partner	.0%	25.0%	.0%	13.5%
Minya	Count	1	0	0	1
	% within Governorate	100.0%	.0%	.0%	100.0%
	% within Partner	25.0%	.0%	.0%	2.7%
Qena	Count	0	7	0	7
	% within Governorate	.0%	100.0%	.0%	100.0%
	% within Partner	.0%	35.0%	.0%	18.9%
Sohag	Count	0	8	0	8
	% within Governorate	.0%	100.0%	.0%	100.0%
	% within Partner	.0%	40.0%	.0%	21.6%
Total	Count	4	20	13	37
	Expected Count	4.0	20.0	13.0	37.0
	% within Governorate	10.8%	54.1%	35.1%	100.0%
	% within Partner	100.0%	100.0%	100.0%	100.0%

Source: CSR Survey; Oct 2003.

Appendix Table 1.6: Sample Size for 240 Smallholders by Governorate and Partner

Governorate	Statistics	PARTNER		Total
		AGLINK	AGREFORM	
Alexandria	Count	46	0	46
	% within Governorate	100.0%	.0%	100.0%
	% within Partner	35.7%	.0%	19.2%
Dakahlia	Count	46	0	46
	% within Governorate	100.0%	.0%	100.0%
	% within Partner	35.7%	.0%	19.2%
Fayoum	Count	0	43	43
	% within Governorate	.0%	100.0%	100.0%
	% within Partner	.0%	38.7%	17.9%
Minya	Count	37	0	37
	% within Governorate	100.0%	.0%	100.0%
	% within Partner	28.7%	.0%	15.4%
Qena	Count	0	34	34
	% within Governorate	.0%	100.0%	100.0%
	% within Partner	.0%	30.6%	14.2%
Sohag	Count	0	34	34
	% within Governorate	.0%	100.0%	100.0%
	% within Partner	.0%	30.6%	14.2%
Total	Count	129	111	240
	% within Governorate	53.8%	46.3%	100.0%
	% within Partner	100.0%	100.0%	100.0%

Source: CSR Survey; Oct 2003

APPENDIX II
SUMMARY OF RESPONSES FROM BUSINESSES

TABLE 2.1: Distribution of Partners Business Sample by Sectors
(N=148)

TOTAL			
Partner	**Category**	**Count**	**Column %**
Aleb	1. Manufacturing	25	52.1%
	2. Trade	7	14.6%
	3. Services	6	12.5%
	4. Agribusiness	10	20.8%
	5. Others		
ExpoLink	1. Manufacturing	48	82.8%
	2. Trade	3	5.2%
	3. Services	5	8.6%
	4. Agribusiness	2	3.4%
	5. Others		
HEIA	1. Manufacturing	7	17.9%
	2. Trade	7	17.9%
	3. Services	3	7.7%
	4. Agribusiness	22	56.4%
	5. Others		
Total	1. Manufacturing	80	54.1%
	2. Trade	19	12.8%
	3. Services	14	9.5%
	4. Agribusiness	34	23.0%
	5. Others	1	0.7%

Source: RRSA; CSR Survey, October 2003

TABLE 2.2: Distribution of Partners Business Sample by Size
(n=148)

TOTAL				
Partner		**Category**	**Count**	**Column %**
Aleb	Employees	< 10	9	20.0%
		10 - 50	9	20.0%
		51 - 100	9	20.0%
		> 100	18	40.0%
ExpoLink	Employees	< 10	2	3.8%
		10 - 50	10	18.9%
		51 - 100	11	20.8%
		> 100	30	56.6%
HEIA	Employees	< 10	5	13.5%
		10 - 50	15	40.5%
		51 - 100	4	10.8%
		> 100	13	35.1%
Total	Employees	< 10	19	13.8%
		10 - 50	34	24.6%
		51 - 100	24	17.4%
		> 100	61	44.2%

Source: RRSA; CSR Survey, October 2003

TABLE 2.3: Satisfaction with Study Tours - Business Sample
(n=33)

	Aleb		ExpoLink		HEIA		Total	
Category	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very Satisfied	7	58.3%	2	33.3%	7	46.7%	16	48.5%
Satisfied	2	16.7%	2	33.3%	6	40.0%	10	30.3%
Neither	2	16.7%			1	6.7%	3	9.1%
Dissatisfied	1	8.3%	1	16.7%	1	6.7%	3	9.1%
Very Dissatisfied			1	16.7%			1	3%

Source: RRSA; CSR Survey, October 2003

TABLE 2.4: Recommend Study Tours for Other Firms - Business Sample
(n= 31)

	Aleb		ExpoLink		HEIA		Total	
Response	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	10	83.3%	4	66.7%	15	100.0%	29	87.8%
No	2	16.7%	2	33.3%			4	12.1%

Source: RRSA; CSR Survey, October 2003

TABLE 2.5: Satisfaction with Management, Marketing and Sales Training - Business Sample
(n= 24)

	Aleb		ExpoLink		HEIA		Total	
Category	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very Satisfied	8	50.0%	2	50.0%	3	60.0%	13	54.1%
Satisfied	6	37.5%	2	50.0%	1	20.0%	9	37.5%
Neither					1	20.0%	1	4.2%
Dissatisfied								
Very Dissatisfied	1	6.3%					1	4.2%

Source: RRSA; CSR Survey, October 2003

TABLE 2.6: Satisfaction with Business English Training - Business Sample
(n=8)

	Aleb		**HEIA**		**Total**	
Category	Count	Column %	Count	Column %	Count	Column %
Very Satisfied	1	50.0%	3	50.0%	4	50.0%
Satisfied	1	50.0%	3	50.0%	4	50.0%
Neither						
Dissatisfied						
Very Dissatisfied						

Source: RRSA; CSR Survey, October 2003

TABLE 2.7: Satisfaction with Marketing Information - Business Sample
(n= 78)

	Aleb		**ExpoLink**		**HEIA**		**Total**	
Category	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very Satisfied	10	40.0%	10	31.3%	7	33.3%	27	34.6%
Satisfied	8	32.0%	13	40.6%	8	38.1%	29	37.2%
Neither	3	12.0%	5	15.6%	3	14.3%	11	14.1%
Dissatisfied	3	12.0%	3	9.4%	2	9.5%	8	10.3%
Very Dissatisfied	1	4.0%	1	3.1%	1	4.8%	3	3.8%

Source: RRSA; CSR Survey, October 2003

TABLE 2.8: Clients Recommend Partners' Market Information Services - Business Sample
(n = 65)

	Aleb		**ExpoLink**		**HEIA**		**Total**	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	20	87.0%	28	90.3%	18	85.7%	66	88
No	3	13.0%	3	9.7%	3	14.3%	9	12%

Source: RRSA; CSR Survey, October 2003

TABLE 2.9: Satisfaction with Corporate Image Building Service - Business Sample
(n = 24)

	ExpoLink		Total	
	Count	Column %	Count	Column %
Very Satisfied	9	37.5%	9	37.5%
Satisfied	13	54.2%	13	54.2%
Neither	1	4.2%	1	4.2%
Dissatisfied				
Very Dissatisfied	1	4.2%	1	4.2%

Source: RRSA; CSR Survey, October 2003

TABLE 2.10: Recommend Corporate Image-Building Service to Other Firms - Business Sample
(n = 48)

	ExpoLink		Total	
	Count	Column %	Count	Column %
Yes	23	95.8%	23	95.8%
No	1	4.2%	1	4.2%
Total	24	100%	24	100%

Source: RRSA; CSR Survey, October 2003

TABLE 2.11: Satisfaction with Matchmaking Service - Business Sample
(n = 50)

	Aleb		ExpoLink		Total	
	Count	Column %	Count	Column %	Count	Column %
Very Satisfied	10	62.5%	9	26.5%	19	38%
Satisfied	4	25.0%	17	50.0%	21	42%
Neither	1	6.3%	2	5.9%	3	6%
Dissatisfied	1	6.3%	6	17.6%	7	14%
Very Dissatisfied	-	-	-	-	-	-

Source: RRSA; CSR Survey, October 2003

TABLE 2.12: Trade Fair Attendance - Business Sample
(n = 141)

		Alexandria		Cairo		Total	
Partner	**Response**	Count	Column %	Count	Column %	Count	Column %
Aleb	Yes	4	57.1%	14	35.9%	18	39.1%
	No	3	42.9%	25	64.1%	28	60.9%
ExpoLink	Yes			12	24.5%	12	21.8%
	No	6	100.0%	37	75.5%	43	78.2%
HEIA	Yes			8	21.6%	8	20.5%
	No	2	100.0%	29	78.4%	31	79.5%
Total	Yes	5	31.3%	34	27.2%	39	27.1%
	No	11	68.8%	91	72.8%	102	72.9%

Source: RRSA; CSR Survey, October 2003

TABLE 2.13: Receive Training Prior to the Trade Fair - Business Sample
(n = 34)

Partner	Response	Alexandria		Cairo		Total	
		Count	Column %	Count	Column %	Count	Column %
Aleb	Yes	2	50.0%	8	66.7%	10	62.5%
	No	2	50.0%	4	33.3%	6	37.5%
ExpoLink	Yes			2	18.2%	2	18.2%
	No			9	81.8%	9	81.8%
HEIA	Yes					0	
	No			7	100.0%	7	100.0%
Total	Yes	2	50.0%	10	33.3%	12	35.3%
	No	2	50.0%	20	66.7%	22	64.7%

Source: RRSA; CSR Survey, October 2003

TABLE 2.14: Usefulness of the Trade Fair Training Received - Business Sample
(n = 12)

Partner	Category	Alexandria		Cairo		Total	
		Count	Column %	Count	Column %	Count	Column %
Aleb	Very Helpful	2	100.0%	6	75.0%	8	80.0%
	Somewhat Helpful			2	25.0%	2	20.0%
	Not Helpful						
ExpoLink	Very Helpful			1	50.0%	1	50.0%
	Somewhat Helpful						
	Not Helpful			1	50.0%	1	50.0%
HEIA	Very Helpful						
	Somewhat Helpful						
	Not Helpful						
Total	Very Helpful	2	100.0%	7	70.0%	9	75.0%
	Somewhat Helpful			2	20.0%	2	16.7%
	Not Helpful			1	10.0%	1	8.3%

Source: RRSA; CSR Survey, October 2003

TABLE 2.15: Desire to Receive Training Prior to the Trade Fair - Business Sample
(n = 29)

Partner	Response	Alexandria		Cairo		Total	
		Count	Column %	Count	Column %	Count	Column %
Aleb	Yes	1	50.0%	9	90.0%	10	83.3%
	No	1	50.0%	1	10.0%	2	16.7%
ExpoLink	Yes			7	70.0%	7	70.0%
	No			3	30.0%	3	30.0%
HEIA	Yes			5	71.4%	5	71.4%
	No			2	28.6%	2	28.6%
Total	Yes	1	50.0%	21	77.8%	22	75.9%
	No	1	50.0%	6	22.2%	7	24.1%

Source: RRSA; CSR Survey, October 2003

TABLE 2.16: Effectiveness of Partner's Policy Advocacy Efforts - Business Sample
(n = 92)

Partner	Category	Alexandria		Cairo		Fayyoum		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Aleb	Very Effective			3	7.7%			3	7.0%
	Somewhat Effective			4	10.3%			4	9.3%
	Not Effective	1	25.0%	6	15.4%			7	16.3%
	Do Not Know	3	75.0%	26	66.7%			29	67.4%
ExpoLink	Very Effective			7	14.9%			7	13.2%
	Somewhat Effective	1	16.7%	8	17.0%			9	17.0%
	Not Effective	3	50.0%	5	10.6%			8	15.1%
	Do Not Know	2	33.3%	27	57.4%			29	54.7%
HEIA	Very Effective	1	50.0%	5	14.3%			6	16.2%
	Somewhat Effective			12	34.3%			12	32.4%
	Not Effective	1	50.0%	5	14.3%			6	16.2%
	Do Not Know			13	37.1%			13	35.1%
Total	Very Effective	1	8.3%	15	12.4%			16	12%
	Somewhat Effective	1	8.3%	24	19.8%			25	18.8%
	Not Effective	5	41.7%	16	13.2%			21	15.8%
	Do Not Know	5	41.7%	66	54.5%	2	100.0%	71	53.4%

Source: RRSA; CSR Survey, October 2003

APPENDIX III
SUMMARY OF RESPONSES FROM ASSOCIATIONS

TABLE 3.1: Number of Association Members by Governorate and by Partner (n=33)

	AGLINK			AGREFORM			ALEB			Total		
	Number of Members			Number of Members			Number of Members			Number of Members		
	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N
Alexandria	.	.		.	.		300	300	1	300	300	1
Cairo	36	36	1	.	.		191	142	9	176	141	10
Daqahlia	25	25	1	.	.		205	205	1	115	115	2
Fayoum	.	.		76	76	4	.	.		76	76	4
Menia	39	39	1	.	.		.	.		39	39	1
Quina	.	.		65	60	7	.	.		65	60	7
Souhag	.	.		149	116	8	.	.		149	116	8
Total	33	36	3	103	85	19	202	175	11	130	90	33

Source: RRSA; CSR Survey, October 2003

TABLE 3.2: Age of Associations by Governorate and by Partner (n=35)

	AGLINK			AGREFORM			ALEB			Total		
	AGE			AGE			AGE			AGE		
	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N
Alexandria	.	.		.	.		13.00	13.00	1	13.00	13.00	1
Cairo	4.00	4.00	1	.	.		10.40	7.50	10	9.82	7.00	11
Daqahlia	1.00	1.00	1	.	.		3.00	3.00	1	2.00	2.00	2
Fayoum	.	.		1.60	1.00	5	.	.		1.60	1.00	5
Menia	.00	.00	1	.	.		.	.		.00	.00	1
Quina	.	.		1.71	2.00	7	.	.		1.71	2.00	7
Souhag	.	.		5.50	2.00	8	.	.		5.50	2.00	8
Total	1.67	1.00	3	3.20	2.00	20	10.00	7.50	12	5.40	2.00	35

Source: RRSA; CSR Survey, October 2003

TABLE 3.3: Number of Years Received Services from Partners – Association Sample (n=35)

	AGLINK			AGREFORM			ALEB			Total		
	Years of Services			Years of Services			Years of Services			Years of Services		
	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N	Mean	Median	Valid N
Alexandria	.	.		.	.		4.00	4.00	1	4.00	4.00	1
Cairo	4.50	4.50	2	.	.		2.56	3.00	9	2.91	3.00	11
Daqahlia	2.00	2.00	1	.	.		3.00	3.00	1	2.50	2.50	2
Fayoum	.	.		1.80	2.00	5	.	.		1.80	2.00	5
Menia	1.00	1.00	1	.	.		.	.		1.00	1.00	1
Quina	.	.		1.71	2.00	7	.	.		1.71	2.00	7
Souhag	.	.		2.13	2.00	8	.	.		2.13	2.00	8
Total	3.00	3.00	4	1.90	2.00	20	2.73	3.00	11	2.29	2.00	35

Source: RRSA; CSR Survey, October 2003

TABLE 3.4: Satisfaction with Training in Internal Governance – Association Sample (n=31)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Cairo	Very Satisfied	2	100.0%			2	28.6%	4	44.4%
	Satisfied					3	42.9%	3	33.3%
	Neither					1	14.3%	1	11.1%
	Dissatisfied					1	14.3%	1	11.1%
	Very Dissatisfied								
Daqahlia	Very Satisfied	1	100.0%			1	100.0%	2	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Fayoum	Very Satisfied			3	60.0%			3	60.0%
	Satisfied			1	20.0%			1	20.0%
	Neither								
	Dissatisfied			1	20.0%			1	20.0%
	Very Dissatisfied								
Menia	Very Satisfied	1	100.0%					1	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Quena	Very Satisfied			5	71.4%			5	71.4%
	Satisfied			2	28.6%			2	28.6%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Souhag	Very Satisfied			7	100.0%			7	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Total	Very Satisfied	4	100.0%	15	78.9%	3	37.5%	22	71.0%
	Satisfied			3	15.8%	3	37.5%	6	19.4%
	Neither					1	12.5%	1	3.2%
	Dissatisfied			1	5.3%	1	12.5%	2	6.5%
	Very Dissatisfied								

Source: RRSA; CSR Survey, October 2003

TABLE 3.5: Recommend Training in Internal Governance – Association Sample (n=31)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes								
	No								
Cairo	Yes	2	100.0%			7	100.0%	9	100.0%
	No								
Daqahlia	Yes	1	100.0%			1	100.0%	2	100.0%
	No								
Fayoum	Yes			5	100.0%			5	100.0%
	No								
Menia	Yes	1	100.0%					1	100.0%
	No								
Quina	Yes			7	100.0%			7	100.0%
	No								
Souhag	Yes			7	100.0%			7	100.0%
	No								
Total	Yes	4	100.0%	19	100.0%	8	100.0%	31	100.0%
	No								

Source: RRSA; CSR Survey, October 2003

TABLE 3.6: Association's Capacity to Make Strategic Plans Improved After Strategic Planning Assistance (n=25)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes								
	No								
Cairo	Yes	2	100.0%			6	85.7%	8	88.9%
	No					1	14.3%	1	11.1%
Daqahlia	Yes	1	100.0%					1	100.0%
	No								
Fayoum	Yes			2	66.7%			2	66.7%
	No			1	33.3%			1	33.3%
Menia	Yes								
	No								
Quina	Yes			7	100.0%			7	100.0%
	No								
Souhag	Yes			5	100.0%			5	100.0%
	No								
Total	Yes	3	100.0%	14	93.3%	6	85.7%	23	92.0%
	No			1	6.7%	1	14.3%	2	8.0%

Source: RRSA; CSR Survey, October 2003

TABLE 3.7: Satisfaction with Training in Strategic Planning – Association Sample (n=26)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Cairo	Very Satisfied	2	100.0%			4	57.1%	6	66.7%
	Satisfied					2	28.6%	2	22.2%
	Neither					1	14.3%	1	11.1%
	Dissatisfied								
	Very Dissatisfied								
Daqahlia	Very Satisfied	1	100.0%			1	100.0%	2	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Fayoum	Very Satisfied			2	66.7%			2	66.7%
	Satisfied								
	Neither			1	33.3%			1	33.3%
	Dissatisfied								
	Very Dissatisfied								
Menia	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Quina	Very Satisfied			6	85.7%			6	85.7%
	Satisfied			1	14.3%			1	14.3%
	Neither								
	Dissatisfied								
	Very Dissatisfied								

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Souhag	Very Satisfied			4	80.0%			4	80.0%
	Satisfied			1	20.0%			1	20.0%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Total	Very Satisfied	3	100.0%	12	80.0%	5	62.5%	20	76.9%
	Satisfied			2	13.3%	2	25.0%	4	15.4%
	Neither			1	6.7%	1	12.5%	2	7.7%
	Dissatisfied								
	Very Dissatisfied								

Source: RRSA; CSR Survey, October 2003

TABLE 3.8: Recommend Training in Strategic Planning – Association Sample (n=24)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes								
	No								
Cairo	Yes	2	100.0%			7	100.0%	9	100.0%
	No								
Daqahlia	Yes	1	100.0%					1	100.0%
	No								
Fayoum	Yes			3	100.0%			3	100.0%
	No								
Menia	Yes								
	No								
Quina	Yes			7	100.0%			7	100.0%
	No								
Souhag	Yes			4	100.0%			4	100.0%
	No								
Total	Yes	3	100.0%	14	100.0%	7	100.0%	24	100.0%
	No								

Source: RRSA; CSR Survey, October 2003

TABLE 3.9: Satisfaction with Training in Service Delivery to Members – Association Sample (n=30)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied								
	Satisfied					1	100.0%	1	100.0%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Cairo	Very Satisfied	2	100.0%			3	37.5%	5	50.0%
	Satisfied					2	25.0%	2	20.0%
	Neither					1	12.5%	1	10.0%
	Dissatisfied					2	25.0%	2	20.0%
	Very Dissatisfied								
Daqahlia	Very Satisfied	1	100.0%					1	50.0%
	Satisfied					1	100.0%	1	50.0%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Fayoum	Very Satisfied			2	66.7%			2	66.7%
	Satisfied			1	33.3%			1	33.3%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Menia	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Quina	Very Satisfied			6	85.7%			6	85.7%
	Satisfied			1	14.3%			1	14.3%
	Neither								
	Dissatisfied								
	Very Dissatisfied								

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Souhag	Very Satisfied			7	100.0%			7	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Total	Very Satisfied	3	100.0%	15	88.2%	3	30.0%	21	70.0%
	Satisfied			2	11.8%	4	40.0%	6	20.0%
	Neither					1	10.0%	1	3.3%
	Dissatisfied					2	20.0%	2	6.7%
	Very Dissatisfied								

Source: RRSA; CSR Survey, October 2003

TABLE 3.10: Recommend Training in Service Delivery to Others – Association Sample (n=30)

		AGLINK		AGREFORM				Total	
		Count	Column %	Count	Column %		Column %	Count	Column %
Alexandria	Yes					1	100.0%		100.0%
	No								
Cairo	Yes		100.0%			7	87.5%	9	90.0%
	No					1		1	10.0%
Daqahlia	Yes	1	100.0%					1	
	No						100.0%	1	50.0%
Fayoum	Yes			3	100.0%			3	100.0%
	No								
Menia	Yes								
	No								
Quina	Yes				100.0%			7	100.0%
	No								
Souhag	Yes			7	100.0%			7	100.0%
Total	Yes	3	100.0%	17	100.0%	8	80.0%	28	93.3%
	No					2	20.0%	2	6.7%

Source: RRSA; CSR Survey, October 2003

TABLE 3.11: Association's Capacity to Advocate Improved after Policy Advocacy Assistance – Association Sample

(n=15)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes								
	No								
Cairo	Yes					2	100.0%	2	100.0%
	No								
Daqahlia	Yes	1	100.0%					1	100.0%
	No								
Fayoum	Yes			3	100.0%			3	100.0%
	No								
Menia	Yes								
	No								
Quina	Yes			7	100.0%			7	100.0%
	No								
Souhag	Yes			1	50.0%			1	50.0%
	No			1	50.0%			1	50.0%
Total	Yes	1	100.0%	11	91.7%	2	100.0%	14	93.3%
	No			1	8.3%			1	6.7%

Source: RRSA; CSR Survey, October 2003

TABLE 3.12: Satisfaction with Policy Advocacy Assistance – Association Sample (n=15)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Cairo	Very Satisfied					1	50.0%	1	50.0%
	Satisfied								
	Neither					1	50.0%	1	50.0%
	Dissatisfied								
	Very Dissatisfied								
Daqahlia	Very Satisfied	1	100.0%			1	100.0%	2	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Fayoum	Very Satisfied			1	50.0%			1	50.0%
	Satisfied			1	50.0%			1	50.0%
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Menia	Very Satisfied								
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Quina	Very Satisfied			6	85.7%			6	85.7%
	Satisfied			1	14.3%			1	14.3%
	Neither								

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
	Dissatisfied								
	Very Dissatisfied								
Souhag	Very Satisfied			2	100.0%			2	100.0%
	Satisfied								
	Neither								
	Dissatisfied								
	Very Dissatisfied								
Total	Very Satisfied	1	100.0%	9	81.8%	2	66.7%	12	80.0%
	Satisfied			2	18.2%			2	13.3%
	Neither					1	33.3%	1	6.7%
	Dissatisfied								
	Very Dissatisfied								

Source: RRSA; CSR Survey, October 2003

TABLE 3.13: Recommend Assistance in Policy Advocacy to other Associations
(n=14)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes								
	No								
Cairo	Yes					2	100.0%	2	100.0%
	No								
Daqahlia	Yes	1	100.0%					1	100.0%
	No								
Fayoum	Yes			2	100.0%			2	100.0%
	No								
Menia	Yes								
	No								
Quina	Yes			7	100.0%			7	100.0%
	No								
Souhag	Yes			2	100.0%			2	100.0%
	No								
Total	Yes	1	100.0%	11	100.0%	2	100.0%	14	100.0%
	No								

Source: RRSA; CSR Survey, October 2003

TABLE 3.14: Able to Provide Services to Members without Partner Assistance
(n=37)

		AGLINK		AGREFORM		ALEB		Total	
		Count	Column %	Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes					1	100.0%	1	100.0%
	No								
Cairo	Yes	1	50.0%			9	81.8%	10	76.9%
	No	1	50.0%			2	18.2%	3	23.1%
Daqahlia	Yes								
	No	1	100.0%			1	100.0%	2	100.0%
Fayoum	Yes			3	60.0%			3	60.0%
	No			2	40.0%			2	40.0%
Menia	Yes	1	100.0%					1	100.0%
	No								
Quina	Yes			4	57.1%			4	57.1%
	No			3	42.9%			3	42.9%
Souhag	Yes			2	25.0%			2	25.0%
	No			6	75.0%			6	75.0%
Total	Yes	2	50.0%	9	45.0%	10	76.9%	21	56.8%
	No	2	50.0%	11	55.0%	3	23.1%	16	43.2%

Source: RRSA; CSR Survey, October 2003

APPENDIX IV
SUMMARY OF RESPONSES FROM SMALLHOLDERS

TABLE 4.1: Average Family Size by Governorate and by Partner – Smallholder Sample (N=159)

	AGLINK				AGREFORM				Total			
	Family Size				Family Size				Family Size			
	Mean	Median	Mode	Valid N	Mean	Median	Mode	Valid N	Mean	Median	Mode	Valid N
Alexandria	13	11	8	39	.	.	.		13	11	8	39
Daqahlia	4	4	4	3	.	.	.		4	4	4	3
Fayoum	.	.	.		10	8	8	38	10	8	8	38
Menia	10	7	6	37	.	.	.		10	7	6	37
Quina	.	.	.		7	7	6	9	7	7	6	9
Souhag	.	.	.		10	8	7	33	10	8	7	33
Total	11	9	5	79	10	8	6	80	10	8	6	159

TABLE 4.2: Average Farm Size (Feddan) by Governorate and by Partner - Smallholder Sample (N=147)

	AGLINK				AGREFORM				Total			
	Farm Size(Fed)				Farm Size(Fed)				Farm Size(Fed)			
	Mean	Median	Mode	Valid N	Mean	Median	Mode	Valid N	Mean	Median	Mode	Valid N
Alexandria	4	4	3	34	.	.	.		4	4	3	34
Daqahlia	3	2	2	14	.	.	.		3	2	2	14
Fayoum	.	.	.		7	4	3	38	7	4	3	38
Menia	0	0	0	1	.	.	.		0	0	0	1
Quina	.	.	.		14	5	3	27	14	5	3	27
Souhag	.	.	.		5	4	1	33	5	4	1	33
Total	4	3	3	49	8	5	3	98	7	4	3	147

TABLE 4.3: Distribution of Years Clients Began to Receive Services from Partners - Smallholder Sample (N=240)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Year Enter	1994			2	1.8%	2	.8%
	1995			5	4.5%	5	2.1%
	1996			17	15.3%	17	7.1%
	1997			5	4.5%	5	2.1%
	1998			4	3.6%	4	1.7%
	1999			6	5.4%	6	2.5%
	2000			11	9.9%	11	4.6%
	2001	10	7.8%	12	10.8%	22	9.2%
	2002	112	86.8%	40	36.0%	152	63.3%
	2003	7	5.4%	9	8.1%	16	6.7%

TABLE 4.4: Clients Receiving Assistance from Other Organizations - Smallholder Sample (N=213)

	AGLINK				AGREFORM				Total			
	Yes		No		Yes		No		Yes		No	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Alexandria	2	6.1%	31	93.9%					2	6.1%	31	93.9%
Daqahlia	2	4.3%	44	95.7%					2	4.3%	44	95.7%
Fayoum					3	7.0%	40	93.0%	3	7.0%	40	93.0%
Menia	3	8.1%	34	91.9%					3	8.1%	34	91.9%
Quina					1	3.1%	31	96.9%	1	3.1%	31	96.9%
Souhag							33	100.0%			33	100.0%
Total	7	6.0%	109	94.0%	4	3.7%	104	96.3%	11	4.9%	213	95.1%

TABLE 4.5: Production Increase from Veterinary, Nutrition and Husbandry Assistance - Smallholder Sample (N=166)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	44	95.7%			44	95.7%
	No	2	4.3%			2	4.3%
Daqahlia	Yes	46	100.0%			46	100.0%
	No						
Fayoum	Yes			8	100.0%	8	100.0%
	No						
Menia	Yes	36	97.3%			36	97.3%
	No	1	2.7%			1	2.7%
Quina	Yes			10	90.9%	10	90.9%
	No			1	9.1%	1	9.1%
Souhag	Yes			18	100.0%	18	100.0%
	No						
Total	Yes	126	97.7%	36	97.3%	162	97.6%
	No	3	2.3%	1	2.7%	4	2.4%

TABLE 4.6: Income Increase from Veterinary, Nutrition and Husbandry Assistance - Smallholder Sample (N=163)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	38	88.4%			38	88.4%
	No	5	11.6%			5	11.6%
Daqahlia	Yes	46	100.0%			46	100.0%
	No						
Fayoum	Yes			8	100.0%	8	100.0%
	No						
Menia	Yes	32	86.5%			32	86.5%
	No	5	13.5%			5	13.5%
Quina	Yes			10	90.9%	10	90.9%
	No			1	9.1%	1	9.1%
Souhag	Yes			18	100.0%	18	100.0%
	No						
Total	Yes	116	92.1%	36	97.3%	152	93.3%
	No	10	7.9%	1	2.7%	11	6.7%

TABLE 4.7: Recommend Veterinary, Nutrition and Husbandry Assistance to Other Smallholders (n= 163)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	43	100.0%			43	100.0%
	No						
Daqahlia	Yes	34	73.9%			34	73.9%
	No	12	26.1%			12	26.1%
Fayoum	Yes			8	100.0%	8	100.0%
	No						
Menia	Yes	37	100.0%			37	100.0%
	No						
Quina	Yes			10	90.9%	10	90.9%
	No			1	9.1%	1	9.1%
Souhag	Yes			18	100.0%	18	100.0%
	No						
Total	Yes	114	90.5%	36	97.3%	150	92.0%
	No	12	9.5%	1	2.7%	13	8.0%

TABLE 4.8: Level of Satisfaction with Veterinary, Nutrition and Husbandry Assistance (n=168)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied	26	57.8%			26	57.8%
	Satisfied	17	37.8%			17	37.8%
	Neither	2	4.4%			2	4.4%
	Dissatisfied						
	Very dissatisfied						
Daqahlia	Very Satisfied	31	67.4%			31	67.4%
	Satisfied	15	32.6%			15	32.6%
	Neither						
	Dissatisfied						
	Very dissatisfied						
Fayoum	Very Satisfied			8	100.0%	8	100.0%
	Satisfied						
	Neither						
	Dissatisfied						
	Very dissatisfied						
Menia	Very Satisfied	36	97.3%			36	97.3%
	Satisfied	1	2.7%			1	2.7%
	Neither						
	Dissatisfied						
	Very dissatisfied						
Quina	Very Satisfied			3	21.4%	3	21.4%
	Satisfied			10	71.4%	10	71.4%
	Neither						
	Dissatisfied			1	7.1%	1	7.1%
	Very dissatisfied						
Souhag	Very Satisfied			18	100.0%	18	100.0%
	Satisfied						
	Neither						
	Dissatisfied						
Total	Very Satisfied	93	72.7%	29	72.5%	122	72.6%
	Satisfied	33		10	25.0%	43	25.6%
	Neither	2	1.6%			2	1.2%
	Dissatisfied			1	2.5%	1	.6%
	Very dissatisfied						

TABLE 4.9: Increased Production from Cultivation Methods Assistance - Smallholder Sample (n=86)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Yes				
	No				
Daqahlia	Yes				
	No				
Fayoum	Yes	30	81.1%	30	81.1%
	No	7	18.9%	7	18.9%
Menia	Yes				
	No				
Quina	Yes	18	94.7%	18	94.7%
	No	1	5.3%	1	5.3%
Souhag	Yes	30	100.0%	30	100.0%
	No				
Total	Yes	78	90.7%	78	90.7%
	No	8	9.3%	8	9.3%

TABLE 4.10: Increased Income from Cultivation Methods Assistance - Smallholder Sample (n=86)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Yes				
	No				
Daqahlia	Yes				
	No				
Fayoum	Yes	35	92.1%	35	92.1%
	No	3	7.9%	3	7.9%
Menia	Yes				
	No				
Quina	Yes	17	94.4%	17	94.4%
	No	1	5.6%	1	5.6%
Souhag	Yes	30	100.0%	30	100.0%
	No				
Total	Yes	82	95.3%	82	95.3%
	No	4	4.7%	4	4.7%

TABLE 4.11: Recommend Cultivation Methods Assistance to Other Smallholders (n=96)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	2	100.0%			2	100.0%
	No						
Daqahlia	Yes						
	No						
Fayoum	Yes			37	97.4%	37	97.4%
	No			1	2.6%	1	2.6%
Menia	Yes						
	No						
Quina	Yes			22	95.7%	22	95.7%
	No			1	4.3%	1	4.3%
Souhag	Yes			33	100.0%	33	100.0%
	No						
Total	Yes	2	100.0%	92	97.9%	94	97.9%
	No			2	2.1%	2	2.1%

TABLE 4.12: Level of Satisfaction with Cultivation Methods Assistance (n=97)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied	1	50.0%			1	50.0%
	Satisfied	1	50.0%			1	50.0%
Daqahlia	Very Satisfied						
	Satisfied						
Fayoum	Very Satisfied			25	64.1%	25	64.1%
	Satisfied			14	35.9%	14	35.9%
Menia	Very Satisfied						
	Satisfied						
Quina	Very Satisfied			14	60.9%	14	60.9%
	Satisfied			9	39.1%	9	39.1%
Souhag	Very Satisfied			32	97.0%	32	97.0%
	Satisfied			1	3.0%	1	3.0%
Total	Very Satisfied	1	50.0%	71	74.7%	72	74.2%
	Satisfied	1	50.0%	24	25.3%	25	25.8%

TABLE 4.13: Increased Production from Post-Harvest Processing Assistance - Smallholder Sample (n=67)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Yes				
	No				
Daqahlia	Yes				
	No				
Fayoum	Yes	20	80.0%	20	80.0%
	No	5	20.0%	5	20.0%
Menia	Yes				
	No				
Quina	Yes	12	92.3%	12	92.3%
	No	1	7.7%	1	7.7%
Souhag	Yes	29	100.0%	29	100.0%
	No				
Total	Yes	61	91.0%	61	91.0%
	No	6	9.0%	6	9.0%

TABLE 4.14: Increased Income from Post-Harvest Processing Assistance - Smallholder Sample (n=70)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Yes				
	No				
Daqahlia	Yes				
	No				
Fayoum	Yes	22	88.0%	22	88.0%
	No	3	12.0%	3	12.0%
Menia	Yes				
	No				
Quina	Yes	14	87.5%	14	87.5%
	No	2	12.5%	2	12.5%
Souhag	Yes	29	100.0%	29	100.0%
	No				
Total	Yes	65	92.9%	65	92.9%
	No	5	7.1%	5	7.1%

TABLE 4.15: Recommend Post-Harvest Processing Assistance to other Smallholders (n=80)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Yes				
	No				
Daqahlia	Yes				
	No				
Fayoum	Yes	27	96.4%	27	96.4%
	No	1	3.6%	1	3.6%
Menia	Yes				
	No				
Quina	Yes	16	80.0%	16	80.0%
	No	4	20.0%	4	20.0%
Souhag	Yes	32	100.0%	32	100.0%
	No				
Total	Yes	75	93.8%	75	93.8%
	No	5	6.3%	5	6.3%

TABLE 4.16: Level of Satisfaction with Post-Harvest Processing Assistance (n=79)

		AGREFORM		Total	
		Count	Column %	Count	Column %
Alexandria	Very Satisfied				
	Satisfied				
	Neutral				
Daqahlia	Very Satisfied				
	Satisfied				
	Neutral				
Fayoum	Very Satisfied	15	53.6%	15	53.6%
	Satisfied	12	42.9%	12	42.9%
	Neutral	1	3.6%	1	3.6%
Menia	Very Satisfied				
	Satisfied				
	Neutral				
Quina	Very Satisfied	11	55.0%	11	55.0%
	Satisfied	9	45.0%	9	45.0%
	Neutral				
Souhag	Very Satisfied	30	96.8%	30	96.8%
	Satisfied	1	3.2%	1	3.2%
	Neutral				
Total	Very Satisfied	56	70.9%	56	70.9%
	Satisfied	22	27.8%	22	27.8%
	Neutral	1	1.3%	1	1.3%

TABLE 4.17: Increased Production from Farmer to Farmer Training
(n=37)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	1	100.0%			1	100.0%
Daqahlia	Yes						
Fayoum	Yes			9	100.0%	9	100.0%
Menia	Yes						
Quina	Yes			2	100.0%	2	100.0%
Souhag	Yes			25	100.0%	25	100.0%
Total	Yes	1	100.0%	36	100.0%	37	100.0%

TABLE 4.18: Increased Income from Farmer to Farmer Training
(n=37)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	1	100.0%			1	100.0%
Daqahlia	Yes						
Fayoum	Yes			9	100.0%	9	100.0%
Menia	Yes						
Quina	Yes			2	100.0%	2	100.0%
Souhag	Yes			25	100.0%	25	100.0%
Total	Yes	1	100.0%	36	100.0%	37	100.0%

TABLE 4.19: Recommend Farmer to Farmer Training to Other Smallholders
(n=80)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Yes	1	100.0%			1	100.0%
	No						
Daqahlia	Yes						
	No						
Fayoum	Yes			7	87.5%	7	87.5%
	No			1	12.5%	1	12.5%
Menia	Yes	33	100.0%			33	100.0%
	No						
Quina	Yes			7	63.6%	7	63.6%
	No			4	36.4%	4	36.4%
Souhag	Yes			27	100.0%	27	100.0%
	No						
Total	Yes	34	100.0%	41	89.1%	75	93.8%
	No			5	10.9%	5	6.3%

TABLE 4.20: Level of Satisfaction with Farmer to Farmer Training
(n=77)

		AGLINK		AGREFORM		Total	
		Count	Column %	Count	Column %	Count	Column %
Alexandria	Very Satisfied						
	Satisfied	1	100.0%			1	100.0%
	Neutral						
	Dissatisfied						
	Very Dissatisfied						
Daqahlia	Very Satisfied						
	Satisfied						
	Neutral						
	Dissatisfied						
	Very Dissatisfied						
Fayoum	Very Satisfied			8	100.0%	8	100.0%
	Satisfied						
	Neutral						
	Dissatisfied						
	Very Dissatisfied						
Menia	Very Satisfied	21	95.5%			21	95.5%
	Satisfied	1	4.5%			1	4.5%
	Neutral						
	Dissatisfied						
	Very Dissatisfied						
Quina	Very Satisfied			4	22.2%	4	22.2%
	Satisfied			13	72.2%	13	72.2%
	Neutral			1	5.6%	1	5.6%
	Dissatisfied						
	Very Dissatisfied						
Souhag	Very Satisfied			26	92.9%	26	92.9%
	Satisfied						
	Neutral						
	Dissatisfied			1	3.6%	1	3.6%
	Very Dissatisfied			1	3.6%	1	3.6%
Total	Very Satisfied	21	91.3%	38	70.4%	59	76.6%
	Satisfied	2	8.7%	13	24.1%	15	19.5%
	Neutral			1	1.9%	1	1.3%
	Dissatisfied			1	1.9%	1	1.3%
	Very Dissatisfied			1	1.9%	1	1.3%

TABLE 4.21: Marketing of Farm Smallholder Products
(n=79)

			AGLINK		AGREFORM		Total	
			Count	Column %	Count	Column %	Count	Column %
Alexandria	Sell to Whom	Wholesalers	1	50.0%			1	50.0%
		Retailers	1	50.0%			1	50.0%
		Exporters						
		Local Coops						
		Others						
Daqahlia	Sell to Whom	Wholesalers						
		Retailers						
		Exporters						
		Local Coops						
		Others						
Fayoum	Sell to Whom	Wholesalers			6	18.2%	6	18.2%
		Retailers						
		Exporters			14	42.4%	14	42.4%
		Local Coops			9	27.3%	9	27.3%
		Others			4	12.1%	4	12.1%
Menia	Sell to Whom	Wholesalers						
		Retailers						
		Exporters						
		Local Coops						
		Others						
Quina	Sell to Whom	Wholesalers			2	8.0%	2	8.0%
		Retailers						
		Exporters			23	92.0%	23	92.0%
		Local Coops						
		Others						
Souhag	Sell to Whom	Wholesalers			5	26.3%	5	26.3%
		Retailers			1	5.3%	1	5.3%
		Exporters			12	63.2%	12	63.2%
		Local Coops			1	5.3%	1	5.3%
		Others						
Total	Sell to Whom	Wholesalers	1	50.0%	13	16.9%	14	17.7%
		Retailers	1	50.0%	1	1.3%	2	2.5%
		Exporters			49	63.6%	49	62.0%
		Local Coops			10	13.0%	10	12.7%
		Others			4	5.2%	4	5.1%

TABLE 4.22: Type of Contract with Buyers of Farm Products (n=77)

	Type of Contract	AGREFORM Count	AGREFORM Column %	Total Count	Total Column %
Alexandria	Written				
	Verbal				
Daqahlia	Written				
	Verbal				
Fayoum	Written	17	53.1%	17	53.1%
	Verbal	15	46.9%	15	46.9%
Menia	Written				
	Verbal				
Quina	Written	24	96.0%	24	96.0%
	Verbal	1	4.0%	1	4.0%
Souhag	Written	13	65.0%	13	65.0%
	Verbal	7	35.0%	7	35.0%
Total	Written	54	70.1%	54	70.1%
	Verbal	23	29.9%	23	29.9%

TABLE 4:23: Prices Received for Agricultural Products Compared with Previous Year (n=59)

		AGREFORM Count	AGREFORM Column %	Total Count	Total Column %
Alexandria	Higher				
	Same				
	Lower				
Daqahlia	Higher				
	Same				
	Lower				
Fayoum	Higher	19	76.0%	19	76.0%
	Same	3	12.0%	3	12.0%
	Lower	3	12.0%	3	12.0%
Menia	Higher				
	Same				
	Lower				
Quina	Higher	13	81.3%	13	81.3%
	Same	3	18.8%	3	18.8%
	Lower				
Souhag	Higher	18	100.0%	18	100.0%
	Same				
	Lower				
Total	Higher	50	84.7%	50	84.7%
	Same	6	10.2%	6	10.2%
	Lower	3	5.1%	3	5.1%

APPENDIX V
SUMMARY OF SO-16 IR2 CLIENT SATISFACTION FOR SERVICES RECEIVED BY PARTNER

		TYPE							
Partner	**Response**	**Business**		**Association**		**Smallholder**		**Total**	
AgLink	Very Satisfied			3	75.0%	45	75.0%	48	72.7%
	Satisfied	2	100.0%			15	25.0%	17	25.8%
	Very dissatisfied			1	25.0%			1	1.5%
	Total	**2**	**100.0%**	**4**	**100.0%**	**60**	**100.0%**	**66**	**100.0%**
AgReform	Very Satisfied			15	75.0%	67	82.7%	82	81.2%
	Satisfied			3	15.0%	13	16.0%	16	15.8%
	Dissatisfied			2	10.0%	1	1.2%	3	3.0%
	Total			**20**	**100.0%**	**81**	**100.0%**	**101**	**100.0%**
Aleb	Very Satisfied	19	38.8%	3	27.3%			22	36.7%
	Satisfied	17	34.7%	2	18.2%			19	31.7%
	Neither	5	10.2%	3	27.3%			8	13.3%
	Dissatisfied	7	14.3%	1	9.1%			8	13.3%
	Very dissatisfied	1	2.0%	2	18.2%			3	5.0%
	Total	**49**	**100.0%**	**11**	**100.0%**			**60**	**100.0%**
ExpoLink	Very Satisfied	20	35.7%					20	35.7%
	Satisfied	18	32.1%					18	32.1%
	Neither	4	7.1%					4	7.1%
	Dissatisfied	11	19.6%					11	19.6%
	Very dissatisfied	3	5.4%					3	5.4%
	Total	**56**	**100.0%**					**56**	**100.0%**
Heia	Very Satisfied	14	35.0%					14	35.0%
	Satisfied	17	42.5%					17	42.5%
	Neither	4	10.0%					4	10.0%
	Dissatisfied	5	12.5%					5	12.5%
	Total	**40**	**100.0%**					**40**	**100.0%**
Total	**Very Satisfied**	**53**	**36.1%**	**21**	**60.0%**	**112**	**79.4%**	**186**	**57.6%**
	Satisfied	**53**	**36.1%**	**5**	**14.3%**	**28**	**19.9%**	**87**	**26.9%**
	Neither	**13**	**8.8%**	**3**	**8.6%**			**16**	**5.0%**
	Dissatisfied	**23**	**15.6%**	**3**	**8.6%**	**1**	**.7%**	**27**	**8.4%**
	Very dissatisfied	**4**	**2.7%**	**3**	**8.6%**			**7**	**2.2%**
	Total	**146**	**100.0%**	**35**	**100.0%**	**141**	**100.0%**	**322**	**100.0%**

APPENDIX VI
PROFILE OF PARTNERS

INTERMEDIATE RESULTS 2 DESCRIPTION

Intermediate Results 2 makes up part of USAID/Egypt's Strategic Objective 16 (SO16): Environment for Trade and Investment Strengthened. Intermediate Results 2 (IR2) aims to promote increased private sector competitiveness by working with key stakeholders—private sector businesses, associations, and smallholders—across the country. Five projects, known as Partners, operate under IR2: ExpoLink, the Horticulture Export Improvement Association (HEIA), Agriculture-Led Export Businesses (ALEB), Agricultural Linkages (AgLink), and AgReform. These Partners all offer their clients service packages encompassing technical assistance and training as well as marketing support based on clients' diverse needs.

EXPOLINK

ExpoLink is a nonprofit organization founded by a group of Egyptian private sector exporters in 1997. The main goal of ExpoLink is to increase non-traditional exports by providing effective firm-level assistance to Egyptian firms who are currently exporting or have the potential to export. ExpoLink's activities include offering targeted firm-level "service packages" that address issues such as information, market research, technology transfer, export promotion, and market entry. ExpoLink also assists members to participate in trade fairs worldwide, and engages in policy advocacy aimed at removing export barriers and enhancing export incentives. ExpoLink signed a follow-on Cooperative Agreement with USAID May 2002.

Mission Statement

EEA's mission is "to become a World Class, Member-based Export Development Organization that Supports Sustained Export Growth, thereby Increasing Employment Opportunities and Achieving Equitable Economic Prosperity for Egypt."

ExpoLink Members

ExpoLink is composed of 813 member firms located in 18 governorates across Egypt. These firms are concentrated in six sectors: fresh and processed food; apparel and made-ups; building materials; software and IT; furniture; and leather and footwear. Member firms are either "full" or "associate" members.

Activities and Services Provided

The overall goal of ExpoLink's activities is to achieve sustained private sector export growth by meeting four main objectives: Increase Egyptian Exporters' Competitive Advantages; Achieve Positive Country-of-Origin Position; Increase Access to Reliable Market Information; and Institutionalize Policy Advocacy. In so doing, the activity focuses on eight key areas:

1. Technical Assistance from in-house experts as well as international consultants
2. Start-Ups Program is under planning to help smaller manufactures and producers with little or no export experience become successful exporters.
3. ExpoLink participates in international specialized trade fairs as both organizers and observers. Trade fair packages include marketing campaigns and construction of pavilions for trade fair exhibitors.
4. ExpoLink assists firms produce promotional materials including printed corporate identity packages, brochures, CD-ROMs, video productions and web sites as part of its "Corporate Image Building" assistance.
5. "Inward" and "Outward" Trade Missions
6. Market Intelligence, which includes acquiring studies and access to databases that provide basic data and performance indicators for targeted markets.
7. ExpoLink has developed a network of market correspondents located in targeted markets in the EU to serve as "market openers" for Egyptian exporters by identifying sales leads and arranging inward and outward trade missions.
8. Export Policy Advocacy. According to ExpoLink's Year One Workplan, its policy agenda focuses primarily on: improvement of the Temporary Admissions System; restructuring of customs rates; promoting trade liberalization; advocating a new labor law; proposing export incentive policies; and promoting tax reform

HORTICULTURAL EXPORT IMPROVEMENT ASSOCIATION (HEIA)

The Horticultural Export Improvement Association (HEIA) was formed by a group of horticultural exporters in 1996. HEIA offers a wide range of training, technical and networking support to members of the horticultural industry. HEIA provides services to members in areas such as export promotion, technical support, market knowledge, and training services for exporters.

Mission Statement

"To support the Egyptian horticultural industry (exporters, growers, and processors) to increase exports of fresh and processed produce through continuous improvement of quality production, marketing, policy advocacy, training and management aspects assuring Egypt's international quality reputation and raising agriculture labor force standards for a sustainable national economy."

HEIA Members

HEIA serves producers, exporters, suppliers of horticultural products, as well as affiliated companies such as equipment and packaging manufacturers. HEIA currently has over 180 members, 40 percent of whom are growers, 11 percent are exporters, 33 percent are both producers and exporters, and 16 percent are "other".

Activities and Services Provided

HEIA's activities fall under four objectives: Assisting the horticulture industry meet world-quality standards; Introducing new technologies to the Egyptian horticulture industry; Sustainable industry leadership; and Leading horticultural community development. Each objective encompasses a set of activities that are designed to contribute to HEIA's ultimate goals.

1. GAP training for top management of member farms and companies.
2. Arabic-language GAP courses for middle managers on members farms concerning worker health and safety, welfare, and training.
3. Linking members with European food certification companies approved by EUREPGAP to provide evaluation, audit, and certification services.
4. Quality inspection services to growers and exporters.
5. Training extension workers and agronomists at MALR in Giza, Qena, Fayoum, Beheira, and Ismailia.
6. Pre- and post-harvest consultant visits.
7. Technical assistance in organic production.
8. Cooperation with ALEB and ExpoLink on providing market intelligence, business management information, and assisting with market promotion activities.
9. Gender training program for female farm and packinghouse workers on basic food safety issues, personal cleanliness, first aid, and hygiene in accordance with EUREPGAP standards.
10. Advocacy program targeting: financing for the refrigerated terminal at the airport; eliminating the requirement for bank guarantees for customs duties on imports eligible for drawback; and providing tax rebates on duties paid on production/post-harvest inputs.
11. Technical training school in Sadat City for secondary school students.
12. Perishables terminal in the Cairo Airport.

HEIA Organization

HEIA is directed by a board of directors that is chosen through regular elections. Two membership categories are available: Full Members and Associate Members. Crop Councils are an extension of HEIA and are responsible organizationally and financially to HEIA. The Councils operate as voluntary private sector representation groups under the guidance of its members. HEIA currently has crop councils in: table grapes; strawberries; melons; mangos; green beans; cut flowers; nurseries; organic agriculture; and food processing.

AGRICULTURE-LED EXPORT BUSINESS (ALEB)

Agriculture-Led Export Business (ALEB) provides assistance in "collecting and utilizing market information; integrating new food processing technologies; improving adherence to international food quality and safety standards; enhancing marketing and business skills; strengthening associations; and forming strategic alliances."[1] ALEB began in January 1999 and is presently under extension until 2004.

[1] Www.aleb.org

Mission Statement

ALEB's mission is to "*improve the global competitiveness of the Egyptian food processing industry, related service industries (e.g. packaging, printing, pest control, etc.) and associations in order to achieve sustainable export growth.*"

ALEB Clients

ALEB works with companies in targeted processed food categories (e.g., dehydrated vegetables, frozen fruits and vegetables, juices, etc.), business associations, and service firms (such as packagers, package converters and printers). The food processing companies receive the bulk of ALEB's services, accounting for 75% of all activities.

As stated in ALEB's Scope of Work (Option Period), ALEB works with companies that are: "Within the targeted product clusters, have the financial and human capacity to benefit from ALEB's assistance, and that are capable of increasing exports."

Activities and Services Provided

ALEB provides technical assistance and support to Egyptian food processing companies, related service firms, and associations in order to enhance the global competitiveness of the Egyptian food processing industry and increase exports of processed foods.

ALEB's activities are divided into three main activities or task areas: 1) Business Development and Market Information Services; 2) Technical Services; and 3) Trade Association and Strategic Alliance Services.

1. <u>Business Development and Market Information Services</u> aim to assist Egyptian food processors improve their organizations in areas such as marketing, strategic planning, and organizational and human resource development. Within this Task, ALEB provides training and technical assistance (TA) to firms, as well as market intelligence in the forms of a market information system and market opportunity studies.
    - The *MarketPulse-Egypt Information System* (MPE) assists Egyptian food processors in accessing and using market information. MPE, which is available via CD-ROM, hard copy, and the Internet, contains statistics on production, trade, demand, supply and per capita consumption of processed fruit and vegetable categories as well as derivative food product lines in thirty-five countries.
    - *BDS/MIS Financial Management/Linkages* provides technical assistance to firms to prepare for financial assistance and organizes credit facilities workshops.

2. <u>Technical Services</u> in the adoption of new technologies; development of new products and processes; and development and implementation of improved safety, sanitation and quality control programs. ALEB's TS primarily works through educational programs and field work utilizing industry experts from the United States, Egypt and ALEB staff.

3. Trade Association and Strategic Alliance Services provides training and technical assistance to Egyptian associations in a number of areas, including: organizational development, fund-raising, strategic planning, membership surveys, and policy advocacy. Activities include developing resources for trade associations, assisting associations with developing strategic alliances, organizing study tours, and training in policy advocacy.

AGLINK

Agribusiness Linkages to Egypt (AgLink) began in 1997, and is scheduled to end late 2003. The project's targeted beneficiaries are farms and agribusinesses in the livestock sector. The focus within the livestock industry is dairy/meat production, dairy/meat processing, and feed/farm supplies. Interventions address the entire production, processing and marketing chain.

Clients

AgLink's traditional client base has been medium and large dairy processors, dairy producers, and beef producers in the Delta. In the extension phase which began in 2001, AgLink extended its client base to include associations, agricultural extension agents, and livestock small holders in Lower and Upper Egypt. Smallholders are defined as farmers with less than six head of cattle and/or buffalo.

Services

AgLink's activities focus on three major objectives: Technology transfer; association development; and trade development.

Technology Transfer

1. Consultants provide one-on-one consultation to an AgLink client firm or farm based on the needs assessment.
2. Seminars and farmers' meetings are coordinated in conjunction with the Short term technical assistance (STTA) assignments as well as AgLink staff.
3. Farm excursions involve client farms with demonstrated strengths in specific areas of beef or dairy management.
4. Video presentations on various topics at farm sites or AgLink field offices.
5. Third-party training activities in conjunction with research institutes and other entities.
6. Extension agent training.

Association development

1. Small group formation of farmers
2. Association registry
3. Association training

Trade development

1. US to Egypt Farm/Firm Exchanges.
2. Domestic linkages to support producers in standardizing as well as increasing the quality and quantity of meat and dairy inputs.

AGREFORM

Background

AgReform began in 1996 as a project designed to equip small farm Smallholders with improved crop and livestock technologies and wider access to national markets. AgReform aimed to directly link "innovative farmers" to sources of agricultural information, while simultaneously enhancing the local availability of market and livestock information. AgReform supported the creation of farmer-based NGOs, and established a participatory monitoring and evaluation (PM&E) system with both farmers and marketing groups so that farmers could learn more systematically from their experiences. In May 2002, AgReform shifted its focus to working with recently established farmer NGOs to support farmers for securing contracts for export and input supply and help them meet market demand. AgReform works in Fayoum, Sohag, and Qena.

Goal

"To build the capacity of farmer-based NGOs to represent and respond to their members' needs and provide them with greater access to information in order to improve their ability to meet the demands of the export market."

Clients

AgReform focuses on small and medium farmers in three governorates (Fayoum, Sohag, and Qena). "Small" is defined as farmers with less than five feddan of old land, "medium" is defined as farmers with five to ten feddan of old land.

Services

The objective of AgReform's service is for small and medium farmers to compete successfully in the agriculture export market in Europe and the Gulf States. AgReform's activities fall under two Intermediate Objectives: Capacity building of farmer NGOs to support export marketing opportunities; and increased access for small and medium farmers to export market opportunities.

Objective 1: Capacity building of farmer NGOs to support export marketing opportunities

1. Register farmers' groups as NGOs
2. Workshops, cross-visits to other NGOs, and link visits

Objective 2: Increased access for small and medium farmers to export market opportunities

1. Technology transfer packages and technical assistance
2. Information dissemination through workshops, training, extension agents

APPENDIX VII
BUSINESS QUESTIONNAIRE

Name of business: _______	Interview #: ______
Business ID: __________	Interviewer: _______
Name of respondent: _______	
Position of respondent: ________	Date: __________
Governorate: _________	Time: ___________

RRSA Client Satisfaction Review
Businesses' Questionnaire

1. In what year was this business started? ENTER YEAR:_______________

2. In what sector do you work?
   (1) Manufacturing
   (2) Trade
   (3) Services
   (4) Agribusiness
   (5) OTHER [SPECIFY]:_______________

2a What is the number of employees in the company?
ENTER NUMBER: ___________

2b. What is the value of your domestic annual sales? ENTER IN LE:____________

2c. What is the value of your annual exports? ENTER IN LE:__________________

3. In what year did you begin to participate in the programs of [PARTNER]?
ENTER YEAR: _____________

4. Do you still participate in the programs of [PARTNER]?
   (1) YES
   (2) NO [GO TO Q6]

5. What was the main reason you decided to participate in this program?
   (1) Needed to improve technical capacity
   (2) Needed to improve management capacity
   (3) Needed to improve marketing capacity
   (4) OTHER [SPECIFY]:________________________________

[GO TO Q8]

6. What was the last year you participated in the programs? ENTER YEAR______

7. What was the main reason you stopped participating in these programs?
   (1) No longer needed this assistance
   (2) Could not meet program requirements
   (3) Too much paperwork
   (4) Other: [PLEASE SPECIFY]: _______________________________________

8. Has your company received any of the following technical assistance services? [COMPLETE FOR ALL THAT APPLY]

Type of Service	**B. Date received service** [IF SERVICE NOT RECEIVED ENTER NA]	**C. Did you pay for the service** (1) YES (2) NO Cost of service: LE:_____	**D. Did you implement recommendations?** (1) YES (2) NO Reason not used:	**E. Did this use increase production** (1) YES (2) NO % increase in production	**F. Did this use increase income** (1) YES (2) NO % increase in income	**G. Did you hire more workers** (1) YES (2) NO # of new workers: ___	**H. How satisfied are you with the service** (1) very satisfied (2) satisfied (3) neither (4) dissatisfied (5) very dissatisfied **WHY?**	**I. Recommend service** (1) YES (2) NO
New products		______LE		________ %	______%			
Technical assistance in product improvement		______LE		________ %	______%			
New processes		______LE		________ %	______%			
Post-harvest processing		______LE		________ %	______%			
Quality control		______LE		________ %	______%			

9. Has your company received any of the following Management or Organizational Development services? [COMPLETE FOR ALL THAT APPLY]

Type of training services	**A. Date received training** [IF SERVICE NOT RECEIVED ENTER NA]	**B. Duration of training** ENTER NUMBER OF DAYS	**C. Training provided by** (1) International consultant (2) Local consultant (3) Other	**D. Method of selection of participants** (1) Selected by staff (2) Nominated by members (3) Selected by committee (4) Other	**E. # of participants** ENTER NUMBER	**F. Satisfaction with training** (1) very satisfied (2) satisfied (3) neither (4) dissatisfied (5) very dissatisfied WHY	**G. Recommend training to other businesses** (1) Yes (2) No Reason for answer
1 Management							
2 English							
3 Strategic planning							
4 Report/proposal writing							
5 Feasibility studies							

10. Has your company received any of the following marketing services? [COMPLETE FOR ALL THAT APPLY]

Type of services	**A. Details**	**B. Date received services**	**C. Cost of this service** LE.	**D. Did your business make any new sales?** (1) Yes (2) No → E. DETAILS	**E. Value of sale (LE)**	**E. Satisfaction with marketing serv.** (1) very satisfied (2) satisfied (3) Neither (4) dissatisfied (5) very dissatisfied WHY	**F. Recommend to other businesses** (1) Yes (2) No WHY
1 Market information			_______LE				
2 Brochures & promotional materials			_______LE				
3 Matchmaking			_______LE				
4 Inward buying missions			_______LE				
5 External buying missions/promotional trips/study tours			_______LE				

11. Have you attended any trade fairs in the past year sponsored by [PARTNER]?
    (1) YES
    (2) NO [GO TO Q20]

12. Did you pay for the cost of attending this trade fair provided by [PARTNER]?
    (1) YES
    (2) NO

13. Did you receive any training prior to the trade fair?
    (1) YES
    (2) NO [GO TO Q15]

14. Was this training very helpful, somewhat helpful, or not at all helpful in preparing for the trade fair?
    (1) very helpful
    (2) somewhat helpful
    (3) not at all helpful

[GO TO Q16]

15. Would you have liked to receive training prior to participating in the trade fair? (DETAILS)
    (1) YES
    (2) NO

16. Did you make any new business sales during this trade fair?
    (1) YES
    (2) NO [GO TO Q18]

17. What was the value of the sale? ENTER IN LE:____________________

18. To participate in trade fairs, would you prefer to pay a flat fee or a pro-rated fee based on the value of the sales generated at the fair?
    (1) FLAT FEE
    (2) PRORATED FEE

19. Would you attend another trade fair sponsored by [PARTNER]?
    (1) YES
    (2) NO

    WHY: ____
    ____
    ____

20. In your opinion, has [PARTNER] been very effective, somewhat effective or not at all effective in their advocacy efforts with the government?
    (1) VERY EFFECTIVE
    (2) SOMEWHAT EFFECTIVE
    (3) NOT AT ALL EFFECTIVE
    (4) DON'T KNOW [GO TO Q22]

21. In what areas do you think their advocacy efforts have been most effective?
    (1) internal trade
    (2) import/export regulations
    (3) OTHER [SPECIFY]:____________________________

22. Would you like to see these agencies engage in more advocacy efforts in the following area? [MARK ALL THAT APPLY]
    (1) Customs
    (2) Licensing
    (3) Labor regulations
    (4) Tax regulations
    (5) OTHER [SPECIFY]: ____

23. As an exporter/importer, what are the specific customs areas that you think need particular focus? [MARK ALL THAT APPLY]
    (1) appeal/arbitration mechanisms
    (2) how brokers are licensed
    (3) customs clearance procedures
    (4) GOEIC inspections
    (5) OTHER [SPECIFY]:___________________________

24. How many days does it take for you to clear imported goods at a seaport?
    (1) Less than 3 days
    (2) 3-5 days
    (3) 5-10 days
    (4) 11-15 days
    (5) More than 15 days

25. What are the major causes of delay in importing?
    (1) Too much paperwork required before shipping to Egypt
    (2) Poor understanding of required paperwork and procedures
    (3) Port congestion and operations
    (4) Disagreement about customs valuation
    (5) GOEIC inspections related to health and/or agriculture
    (6) Other [SPECIFY]:_____________________________________

26. Do you receive payments from the Government through the duty drawback system?
    (1) Yes
    (2) No, I do not export [GO TO Q 28]
    (3) No, the procedures are too burdensome, so it is not worth the effort [GO TO Q 28]

27. How long does it take after you apply to receive your refund?

28. Have you taken a dispute regarding the treatment of your exports or imports to the Ministry of Foreign Trade, Foreign Trade Sector?
    (1) YES

(2) NO [GO TO Q31]

29. Do you think your case was handled quickly?
    (1) YES
    (2) NO

30. Did you think that your case was handled fairly?
    (1) YES
    (2) NO

31. Do you use economic data published by the government of Egypt in your business decision making?
    (1) YES
    (2) NO [GO TO Q35]

32. How often do you use this data, frequently, rarely or never?
    (1) FREQUENTLY
    (2) RARELY
    (3) NEVER

33. How would you rate the quality of the economic data published by the government of Egypt? Would you say very helpful, somewhat helpful or not at all helpful?
    (1) VERY HELPFUL
    (2) SOMEWHAT HELPFUL
    (3) NOT AT ALL HELPFUL [GO TO Q 35]

34. [IF VERY OR SOMEWHAT HELPFUL] Please identify the most useful sources of government data and/or publications:

____

____

____

35. Do you use other sources of information in your business decision making?
    (1) YES
    (2) NO [GO TO Q 37]

36. What are these sources? LIST ALL SOURCES.

____

____

Since you started participating in the programs of [PARTNER], has your total

	A 1.increased 2.stayed the same 3.decreased	B Approximate percentage change
1. Revenue		%
2. Operations costs		%
3.Number of employees		%
4. Number of clients		%
5. Value of exports		%

37. How satisfied are you with the [PARTNER'S] services overall? Would you say you are very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied or very dissatisfied?
    (1) VERY SATISFIED
    (2) SATISFIED
    (3) NEITHER SATISFIED NOR DISSATISFIED
    (4) DISSATISFIED
    (5) VERY DISSATISFIED

38. Do you have any suggestions for improving [PARTNER] service?
    (1) YES
    (2) NO [GO TO Q 41]

39. What are these suggestions?

____
____
____
____
____

40. Are there any other services that you would need that these programs do not provide?
(1) YES
(2) NO [GO TO Q 43]

41. What are these services?

____
____
____

42. Do you receive assistance from any other organization?
(1) YES
(2) NO [END OF INTERVIEW]

43. Please tell me the name of the organization and type of assistance they provide you.

NAME OF ORGANIZATION	TYPE OF ASSISTANCE

APPENDIX VIII
ASSOCIATION QUESTIONNAIRE

Name of association: _______	Interview #: ______
Association ID: __________	Interviewer: _______
Name of respondent: _______	
Position of respondent: ________	Date: __________
Governorate: _________	Time: ___________

RRSA Client Satisfaction Review
Associations' Questionnaire

a. When was this association founded? [YEAR]__________

b. What are the main objectives of your association?

c. How many members do you have?____________

1. In what year did you begin to receive services from (PARTNER)?
   [ENTER YEAR]: _________________

2. Do you still receive services from (PARTNER)?
   (1) YES [GO TO Q5]
   (2) NO
3. In what year did you stop receiving services from (PARTNER)?
   ENTER YEAR: _________________
4. What was the main reason you stopped receiving assistance?
   (1) No longer needed this assistance
   (2) Could not meet program requirements
   (3) Too much paperwork
   (4) Other: [PLEASE SPECIFY]: ___________________________________

5. Has the number of members increased since 2002?
   (1) YES
   (2) NO [GO TO Q7]
6. What is the percentage increase in the number of your members?
   (1) less than 25%
   (2) between 26-50%
   (3) between 51-75%
   (4) over 75%
7. Since 2002, have you increased the number of services that you provide to your members?
   (1) YES
   (2) NO [GO TO Q. 9]
8. What services do you now offer without Partner assistance?
   ____
   ______

9. Did you receive any assistance from (PARTNER) with the registration of your association?
   (1) YES
   (2) NO

10. Did you receive any of the following capacity-building services from (PARTNER)? COMPLETE FOR ALL THAT APPLY.

Type of training services	**Year received training** [IF SERVICE NOT RECEIVED ENTER NA]	**Training participants** (4) Members (5) Board members (6) Staff (7) Other	**Method of selection of participants** (1)Selected by staff (2)Nominated by members (3)Selected by committee (4)Other	**Training improved association's capacity** (1) YES (2) NO	**Reason for the impact of training on improvement of lack of improvement of capacity**	**Satisfaction with training** (2) very satisfied (3) satisfied (4) neither (5) dissatisfied (6) very dissatisfied	**Recommend training to other associations** (1) Yes (2) No
Internal governance							
Service delivery to members							
Networking							
Strategic planning							
Advocacy							
OTHER [SPECIFY]							

11. Has (PARTNER) offered the following technical assistance services to your members? MARK ALL THAT APPLY.

Type of Service	**First year services was provided** [IF SERVICE NOT RECEIVED ENTER NA]	**Method of provision of technical assistance** (1) extension worker (2) group training (3) expert visit **(4)** OTHER: ________	**# of members receiving training**	**# of members asking for additional training**	**Members pay for services** (3) YES (4) NO	**Members payment as percentage of cost** **ENTER %**	**Satisfaction with program support** (1)very satisfied (2)satisfied (3)neither (4)dissatisfied (5)very dissatisfied
Veterinary, nutrition, husbandry						%	
Cultivation methods						%	
Irrigation techniques						%	
Post-harvest processing						%	
Linking farmers with researchers						%	
Study tours						%	
Computer IT/Training						%	

12. Has your association provided any training to your members *without the assistance* of the (PARTNER)?
    (1) YES
    (2) NO [GO TO Q17]

13. Did you provide training in any of the following areas? [MARK ALL THAT APPLY].
    (1) Veterinary, nutrition, husbandry
    (2) Cultivation methods
    (3) Irrigation techniques
    (4) Post-harvest processing
    (5) Linking farmers with researchers
    (6) Study tours
    (7) Computer IT/Training

14. Did the training participants pay a fee for this service?
    (1) YES
    (2) NO [GO TO Q17]

15. Did their payment cover the total cost of the training event?
    (1) YES [GO TO Q17]
    (2) NO

16. What percentage of the cost did their fees cover?
    (1) less than 25%
    (2) between 26-50%
    (3) between 51-75%
    (4) over 75%

17. Have you received any assistance from [PARTNER] in selling your members products?
    (1) YES
    (2) NO [GO TO Q25]

18. Did they help your members by: [MARK ALL THAT APPLY]

		Provide help (1) YES (2) NO	**Date provided help ENTER YEAR**
1	Linking them with traders		
2	Linking them with exporters		
3	Helping them with contract negotiations		
4	Helping them with drafting contracts		
5	OTHER [SPECIFY]		

19. Did your members' sales increase as a result of these services?
    (1)YES
    (2)NO [GO TO Q21]

20. In your estimation, what is the average percentage increase in the volume of sales?
    (1) Less than 10%
    (2) Between 11 and 20%
    (3) Between 21 and 30%
    (4) Over 30%

21. Did the value of the crops sold increase due to the program's assistance?
(1) YES
(2) NO [GO TO Q23]

22. In your estimation, what is the average percentage increase in the value of the crops sold?
    (1) Less than 10%
    (2) Between 11 and 20%
    (3) Between 21 and 30%
    (4) Over 30%

23. What percentage of your clients did [PARTNER] assist in finalizing sales agreements?
(1) Less than 25%
(2) Between 26-50%
(3) Between 51-75%
(4) Over 75%

24. Do you plan to offer any of the following marketing services *without the support* of [PARTNER]? [MARK ALL THAT APPLY]
(1) Linking members with traders
(2) Linking members with exporters
(3) Helping members with contract negotiations
(4) Helping members with drafting contracts

25. How satisfied are you with the [PARTNER] service overall? Would you say you are very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied or very dissatisfied?
(1) VERY SATISFIED
(2) SATISFIED
(3) NEITHER SATISFIED NOR DISSATISFIED
(4) DISSATISFIED
(5) VERY DISSATISFIED

26. Why?

____

____

____

27. Would you recommend [PARTNER] services to other associations?
(1) YES
(2) NO

28. Why/Why not?

____

____

____

29. Do you have any suggestions for improving the [PARTNER] service?
(3) YES
(4) NO [GO TO Q32]

30. What are these suggestions?

31. Are there any other services that you would need that these programs can provide?
(3) YES
(4) NO [GO TO Q33]

32. What are these services?

33. Do you receive assistance from any other organization?
(3) YES
(4) NO [END INTERVIEW]

34. Please tell me the name of the organization and type of assistance they provide you.

NAME OF ORGANIZATION	**TYPE OF ASSISTANCE**

APPENDIX IX
SMALLHOLDER QUESTIONNAIRE

Name of Farm: _______ Interview #: ______
Farm ID: __________ Interviewer: _______
Name of respondent: _______
Position of respondent: ________ Date: __________
Governorate: _________ Time: ___________

RRSA CLIENT SATISFACTION REVIEW
SMALLHOLDER QUESTIONNAIRE

a. How many people, including yourself, live in this Smallholder?
ENTER NUMBER: _________

b. How large is your farm? ENTER NUMBER OF
FEDDANS:__________________

1. In what year did you begin to work with Aglink/AgReform? ENTER YEAR:______

2. Do you still receive assistance from AgLink/AgReform?
(1) YES [GO TO Q5]
(2) NO

3. In what year did you stop receiving assistance? ENTER YEAR:______

4. What was the main reason you stopped receiving assistance?
(1) No longer needed this assistance
(2) Could not meet program requirements
(3) Other: [PLEASE SPECIFY]: ____

5. Please tell me about the technical assistance services you received. MARK ALL THAT APPLY FOR EACH SERVICE RECEIVED.

Type of Service	**Year provided** [IF SERVICE NOT RECEIVED ENTER NA]	**Service provided by** (5) extension worker (6) group training (7) expert visit **(8)** OTHER: [SPECIFY]	**Did you Use new method** (3) YES (4) NO Reason not used:	**Use increased production** (3) YES (4) NO % increase in production	**Use increased income** (5) YES (6) NO % increase in income	**Hire more workers** (3) YES (4) NO	**# & Type of workers hired** (1) Fulltime (2) Part-time (3) Seasonal	**Pay for service** (3) YES (4) NO Cost of service: LE:_____	**Recommend service** (1) YES (2) NO	**Satisfaction with service** (5) very satisfied (6) satisfied (7) neither (8) dissatisfied (9) very dissatisfied
Veterinary, nutrition, Husbandry				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
New varieties				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
Cultivation methods				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
Post-harvest processing				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
Link Visits				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
Equipment needs assessment				%	%		____Fulltime ___Part-time ____Seasonal	LE.		
Farmer-to-farmer training				%	%		____Fulltime ___Part-time ____Seasonal	LE.		

2. Have you received any assistance from AgLink/AgReform in selling your products?
(3) YES
(4) NO [GO TO Q20]

3. Did they help you by: [MARK ALL THAT APPLY]

		Provide help (1) YES (2) NO	**Date provided help ENTER YEAR**
1	Linking you with traders		
2	Linking you with exporters		
3	Helping you with contract negotiations		
4	Helping you with drafting contracts		
5	OTHER [SPECIFY]		

4. In your last transaction assisted by AgLink/AgReform, did you sell your products to
(5) Wholesalers
(6) Retailers
(7) Exporters
(8) Local agricultural cooperative
(9) OTHER: [SPECIFY]: ________________

5. Did you have a written contract or verbal agreement with your last buyer?
(5) written contract
(6) verbal agreement

6. In this agreement, were [MARK ALL THAT APPLY]
(5) Prices agreed upon ahead of time
(6) Inputs provided
(7) Transport costs paid
(8) OTHER [SPECIFY]:______________

7. Did your buyer meet the terms of your agreement?
(5) YES
(6) NO

8. Could you meet the terms of your agreement?
(5) YES
(6) NO

9. [ASK ONLY IF Q12 OR Q13 IS NO]
What were the reasons for not meeting the terms of the agreement?
____
____

10. What was the sale value of your product? ENTER VALUE IN POUNDS
LE: ___________________ [NOTE UNIT VOLUME OF PRODUCT]

11. Was the sale price for your product higher, the same or lower than your previous transaction?
(5) HIGHER
(6) THE SAME
(7) LOWER

12. Due to this business agreement, did you need to hire any more people?
(5) YES
(6) NO [GO TO Q20]

13. How many new people did you hire? ENTER NUMBER:________________

14. Are the new hires full time workers, part time workers or seasonal workers?
(5) FULL TIME WORKERS
(6) PART TIME WORKERS
(7) SEASONAL WORKERS

15. How satisfied are you with the AgLink/AgReform service? Would you say you are very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied or very dissatisfied?
(5) VERY SATISFIED
(6) SATISFIED
(7) NEITHER SATISFIED NOR DISSATISFIED
(8) DISSATISFIED
(9) VERY DISSATISFIED

16. Would you recommend AgLink/AgReform services to other farmers?
(5) YES
(6) NO

17. Do you have any suggestions for improving AgLink/AgReform services?
(5) YES
(6) NO [GO TO Q24]

18. What are these suggestions?

____
____
____
____
____

19. Are there any other services that you would need AgLink/AgReform to provide?
(5) YES
(6) NO [GO TO Q27]

20. What are these services?

____
____
____

21. Do you get information from the following that help you decide what to plant each year?

(5) EXTENSIONISTS
(6) INFORMATION FROM AGLINK/AGREFORM
(7) COOPERATIVES
(8) NEIGHBORS
(9) OTHER: SPECIFY:________________________________

22. Do you receive assistance from any other organization?
(5) YES
(6) NO [GO TO Q28]

23. Please tell me the name of the organization and type of assistance they provide you.

NAME OF ORGANIZATION	TYPE OF ASSISTANCE

APPENDIX X
LIST OF INTERVIEWS

GREATER CAIRO

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
20-Jul	Aleb	Nile Fruit-Pulp	Business	Dr. Ashraf El Sayed	President & CEO
20-Jul	Aleb	Emcco for Oils & Food Industries	Business	Dr. Adel Khairat	Chairman
20-Jul	HEIA	C.A.G.	Business	Mr. Mohamed Fattouh	General Manager
21-Jul	Aleb	Ramo Egypt	Business	Mr. Ramez Sadhom	Chairman
21-Jul	HEIA	CELF	Business	Mr. Samy Ibrahim	Partner / G.M.
21-Jul	HEIA	Delta Express	Business	Mr. Mohamed Saadawi	Chairman
21-Jul	HEIA	Orchard	Business	Mr. Hamam El Malt	General Manager
22-Jul	Aleb	Kenzy B.B.C Company	Business	Mr. Medhat Thabet	Exporting Manager
22-Jul	Aleb	El Seba Trading Company	Business	Mr. Ahmed Shady	Chairman
22-Jul	Aleb	Olive Hill	Business	Eng. Nabil Badr El Din	Chairman
22-Jul	Aleb	Cats Co. for Cheeses	Business	Mr. Freddy Malak	General Manager
24-Jul	Aleb	CAFÉ	Association	Mr. Atef Mokhtar	General Manager
24-Jul	HEIA	Utaco	Business	Mr. Magdy Abdel Moneim	Owner / G.M.
24-Jul	Aleb	ECA	Association	Ms. Myriam	Executive Director
24-Jul	HEIA	Khaleel Nursery	Business	Mr. Mohamed Khaleel	General Manager
24-Jul	Aleb	Al Wadi Spices, Herbs & Volatile Oils	Business	Mr. Alaa El Din Wadi	Chairman
27-Jul	HEIA	Nimos Engineering & Agricultural Development Co.	Business	Mrs. Nadia Niazi Mostafa	Chairman & Part Owner
27-Jul	Aleb	El Nasr Dehydrating	Business	Mr. Aly Masoud	Chairman
27-Jul	HEIA	No- Name	Business	Mr. Yasser Gheith	Owner
27-Jul	Aleb	El Salam Co. for Trading & Distribution	Business	Eng. Emad Abdel Salam	Managing Partner
27-Jul	Aleb	Fostat Establishment for Foreign Trade	Business	Mr. Mostafa Ghorab	President
28-Jul	HEIA	Fresh Fruits Egypt	Business	Mrs. Zeinab Abdel Hamid	General Manager
28-Jul	Aleb	Royal for Herbs & Spices	Business	Mr. Mahmoud Fawzy	Chairman
28-Jul	Aleb	ESAS- Egyptian Seed Association	Association	Eng. Adel Sayed Ahmed	General Manager
28-Jul	HEIA	Cleopatra Group	Business	Eng. Mohamed Azab	Sipervisor of Agricultural Sector
28-Jul	Aleb	Nature	Business	Mr. Sherif Bishr	General Manager
29-Jul	HEIA	Egyptian Agro-Service Center	Business	Eng. Salem Radwan	Agricultural Manager
29-Jul	Aleb	Dina Farms (Supplier)	Business	Eng. Ahmed Essam	Business Planning manager

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
29-Jul	HEIA	Dina Farms (Supplier)	Business	Eng. Ahmed Essam	Business Planning manager
29-Jul	Aleb	Ramses Fresh	Business	Mr. Medhat Micheal	Marketing & Export Manager
29-Jul	Aleb	Special Foods International Company	Business	Dr. Yomna El Sheridy	Chairwoman
29-Jul	Aleb	ECAP	Business	Mr. Youssef Farid	Sales Manager
30-Jul	Aleb	Agro Green	Business	Mr. Alaa	Financial Manager
30-Jul	HEIA	Green Egypt Company	Business	Mr. Sherif Abdalla Attia	Managing Director
30-Jul	HEIA	Venus for air Cargo	Business	Mrs. Samia El Sayed	Owner / G.M.
30-Jul	Aleb	Roasty	Business	Eng. Galal Maamoun	Sales + Marketing Manager
31-Jul	Aleb	Mina for Oils	Business	Eng. Wassim Malak	Chairman / G.M.
31-Jul	HEIA	Egyptian Sun Company	Business	Mr. Hassan El Shafei	Managing Director & Partner
31-Jul	Aleb	Al- Masriya Scots-Bakeer	Business	Mr. Ahmed Fathy	Sales Manager
31-Jul	HEIA	Green House Flower Shop	Business	Mr. Mohamed Mazhar	Owner & Manager
31-Jul	HEIA	Farm- (No-name)	Business	Mrs. Fatma Ragab	Owner
31-Jul	HEIA	Florabel	Business	Mr. Roupen Nubar	Owner
2-Aug.	Aleb	Centerior, CRS	Business	Mr. Esmat Doss	Executive Manager
2-Aug.	Aleb	El Amal Company Trade Agency	Business	Mr. Osman Mohamed Islam	Chairman
2-Aug.	HEIA	Al Assaf Group	Business	Dr. Mansour Assaf	Owner
2-Aug	Aleb	Dieg International Trading	Business	Mr. Khaled El Gewely	Chairman
3-Aug	Aleb	Egyptian American Agriculture Development	Business	Dr. Rashdan Ali Mohamed	Chairman
3-Aug	Aleb	Foodico	Business	Eng. Naim Iskander	Manager of Planning & Monitoring Dept
3-Aug	Aleb	StarChem for Chemical Industry-Shoura Group.	Business	Eng. Hosny Mohamed Shafik	Public Health Decision Manager
3-Aug	HEIA	El Misria Co. for Tarding	Business	Mr. Ahmed Salah	Partner + General Manager
3-Aug	Aleb	International Company for Packing & Refrigeration	Business	Mr. Maher El Maghraby	Managing Director + Partner
3-Aug	HEIA	Yassin Farm	Business	Mr. Sami Yassin	Owner
3-Aug	ExpoLink	Engineering for Computer & Systems	Business	Eng. Hisham Aly	Sales Manager
4-Aug	Aleb	Enjoy	Business	Ms. Marwa Farid	Export + Foreign Purchase Manager
4-Aug	Aleb	Gelcy Agro Organic Co.	Business	Dr. Hamdy Ibrahim Seif El Nasr	Chairman
4-Aug	HEIA	United Co. for Agriculture	Business	Mr. Adnan Zaied	General Manager
5-Aug	Aleb	ESMAP	Association	Dr Farouk El Shobaki	Chairman of Board
5-Aug	Aleb	ECCA	Association	Eng Hesham Badawy	Chairman of Board
5-Aug	HEIA	Floramix	Business	Mahmoud El Basiouny	Owner

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
5-Aug	Aleb	Light Food Company	Business	Mr. Mahmoud Meery	Chairman
5-Aug	ExpoLink	Sinai Stone for Investment & Industrial Development	Business	Eng. Safwan	Technical Manager
5-Aug	HEIA	Alaa Abou Aly Farm	Business	Mr. Alaa Abou Aly	Owner
6-Aug	HEIA	Khadra & El Zeitun Farm	Business	Mr. Mohamed Nassar	Owner
6-Aug	ExpoLink	Assel Computer Company (ACC)	Business	Dr. Ayman Bahaa / Mr. Magdi Shaarawi	Technical Manager / Board of Directors
6-Aug	ExpoLink	Arab Soft	Business	Mr. Mahmoud Zahed	Programming Manager
6-Aug	Aleb	King M	Business	Eng. Mohamed Radi	Chairman
6-Aug	ExpoLink	Giza Seeds & Herbs	Business	Mr. Sayed Sakr	Export Manager
6-Aug	Aleb	Golden Pack	Business	Mrs. Waganat Ragab	General Manager
7-Aug	ExpoLink	Alpha Group	Business	Eng. Ashraf Abul Hamayed	Marketing Manager
7-Aug	ExpoLink	El- Roda	Business	Eng. Adel Osman	Trade Manager
7-Aug	ExpoLink	Adany for Leather Clothes	Business	Mr. Hassan Al Adany	General Manager
7-Aug	ExpoLink	Future Soft	Business	Mr. Hatem Sayed	Sales Manager
7-Aug	ExpoLink	Al Motassem Worked Marbel & Granite	Business	Ms. Aida Motassem	Deputy General Manager
9-Aug	ExpoLink	Level Collection	Business	Dr. Sameh	Owner / G.M.
9-Aug	ExpoLink	Egyptian Saudi Co. for Mining	Business	Mr. Yehia Aly Saad	C.E.O.
Date	Partner	Company Name	Interview Group	Interviewee Name	Position
10-Aug	HEIA	Green Valley for Reclamation & Agriculture	Business	Ms. Amany Sobhi Kodsi	Export Manager
10-Aug	Aleb	EAGA- Egyptian Agribusiness Assiciation	Association	Ms. Noha Tharwat	Deputy General Manager
10-Aug	ExpoLink	Horreia 2000 for Chocolate & Confectionary	Business	Mr. Mahmoud Samy + Mr. Hassan El-Fendi	Export Manager
10-Aug	ExpoLink	Egyptian Software & Systems- Primasoft	Business	Mr. Mohamed Hechmat	G.M. + C.E.O.
10-Aug	HEIA	Kafr Dawood Farm (Pico)	Business	Mr. Mohamed Awad	Owner
10-Aug	HEIA	El Marwa Co. for Agricultural Development	Business	Mr. Said Abdel Raouf	Chairman
11-Aug	ExpoLink	Dana	Business	Ms. Naglaa Salah	Export Manager
11-Aug	Aleb	Golden Frites	Business	Mr. Samieh Labib Zaki	Partner / G.M.
11-Aug	ExpoLink	Cairo Tan	Business	Eng. Tarek	Board Member
11-Aug	ExpoLink	Sekem	Business	Mr. Christoph Floride	Export Manager
11-Aug	HEIA	Boghdady Farm	Business	Mrs. Gehan El Boghdady	Owner

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
11-Aug	ExpoLink	Research & Development International	Business	Mr. Osama El Dalhamawy	Marketing Manager
11-Aug	ExpoLink	Texmar	Business	Mr. Ibrahim Mardini	Commercial Manager
11-Aug	Aleb	El Marwa	Business	Mr. Ismail Thabet	General Manager
12-Aug	ExpoLink	Short for Leather Industries	Business	Mr. Ahmed Short	C.E.O.
12-Aug	ExpoLink	Shatex	Business	Mr. Tarek Anas	Commercial Manager
12-Aug	ExpoLink	Shakieb Designs	Business	Mr. Mohamed Shakieb	General Manager
12-Aug	ExpoLink	Al Home for Interior Decorations	Business	Mr. Khaled Omar	General Manager
12-Aug	ExpoLink	Giza Spinning & Weaving	Business	Mr. Mohamed Marzouk	C.E.O.
12-Aug	HEIA	Ezz Farm	Business	Mrs. Omayma Abdel Hady	Owner
12-Aug	ExpoLink	Hafez & Ouda Co.	Business	Mr. Ouda El Kharamawy	Partner, General Manager
12-Aug	ExpoLink	Farag for Leather Products	Business	Mr. Ahmed Farag	Chairman
12-Aug	ExpoLink	Mora	Business	Mr. Saeed Kotb	C.E.O.
13-Aug	ExpoLink	Egyptian Global Engineering & Furniture	Business	Mr. Amr Fathy	G.M.
13-Aug	ExpoLink	Mekka Company	Business	Mr. Abdel Nasser Aggag	General Manager
13-Aug	HEIA	Nabil Eissa Farm	Business	Eng. Nabil Eissa	Chairman
14-Aug	ExpoLink	Multi M. Group	Business	Eng. Sherif Abdel Hady	General Manager
14-Aug	HEIA	El Meleigy Farm	Business	Mr. Hassan El Meleigy	Owner
14-Aug	ExpoLink	El Ahlia for Dehydration	Business	Mr. Mostafa El Banaa	Managing Director
14-Aug	HEIA	Egyptian Group for Development	Business	Mr. Amr Waly	President
17-Aug	ExpoLink	Golden Foods	Business	Mr. Raafat Rozeika	General Manager
17-Aug	Aleb	El Salheya- New Salheya Olive Oil Mill	Business	Eng. Mostafa Hashem	G.M. / Marketing Manager
17-Aug	ExpoLink	Noor East for Import & Export	Business	Mr. Alaa	Export Manager
17-Aug	ExpoLink	Universal Co. for Industry & Trade	Business	Mr. Hani Abdalla Teema	Chairman
17-Aug	ExpoLink	Wadi Food Processing Co.	Business	Mr. Khalil Nasrallah	Chairman
18-Aug	Aleb	Flaminco Snack & Food Co.	Business	Mrs. Iman Louis Dawood	General Manager

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
18-Aug	Aleb	Kamena Products Corporation	Business	Mr. Medhat Iskander	Chairman
18-Aug	HEIA	El Wahsh Farm & Misr Engineering & Trading Co.	Business	Mr. Nashaat El Wahsh	Chairman
18-Aug	HEIA	Florite Farm	Business	Mr. Ola Hamdy	Partner
18-Aug	ExpoLink	Alpha for Leather Industries	Business	Mr. Maged Metwally	General Manager
18-Aug	ExpoLink	Arabize	Business	Mrs. Manal Amin	General Manager
18-Aug	ExpoLink	Egyptian Trade & Industry Co.	Business	Mrs. Iftikar	Owner
18-Aug	ExpoLink	Misr El Nour Group for Plastic Packages Marble & Granite	Business	Mr. Mohamed Mostafa Mahfouz	President
18-Aug	ExpoLink	Sinai International for Marble & Granite	Business	Eng. Nagy Taha	Export Manager
18-Aug	ExpoLink	Emporio	Business	Ms. Samia Abdel Wahab	Owner
18-Aug	ExpoLink	Maytex	Business	Mr. Wagdy El Sonbaty	Deputy GM
19-Aug	ExpoLink	Orouba Agrifoods Processing Co.	Business	Mr. Mohamed El Eraki	Export Manager
19-Aug	HEIA	Hegazy Farm	Business	Mr. Sherif Hegazy	General Manager
19-Aug	Expolink	Egyptian Italian Garments	Business	Mr. Mostafa El Saeed	Export Manager
19-Aug	ExpoLink	Harvest Foods	Business	Ms. Suzan Zeidy	Managing Director
19-Aug	ExpoLink	Wintex-Wintrade	Business	Mr. Said Ibrahim	Chairman
19-Aug	ExpoLink	DIMA Socks	Business	Mr. Ahmed El Beleidy	Chairman
19-Aug	ExpoLink	Gallop Enterprises for Furniture	Business	Mr. Nagui Rizk Attia	GM
19-Aug	ExpoLink	Cairo Stone for Marble & Granite	Business	Mr. Mohamed Sherif	Export Assistant
19-Aug	ExpoLink	Marie Louis (BTM)	Business	Mr. Magdi Kirolos	Marketing Manager
20-Aug	ExpoLink	Hawai	Business	Mr. Ahmed Metwally	Sales Manager
20-Aug	Aleb	El-Maghraby	Business	Mr. Sherif El-Maghraby	Managing Director
20-Aug	ExpoLink	Moderna	Business	Mr. Monir Kabany	Chairman
20-Aug	ExpoLink	Fabrique De Flannelles Samir	Business	Mr. Samir Riad	Chaiman
21-Aug	ExpoLink	Al Sheshai for RMG & Tricot	Business	Mr. Ali El-Shishai	Owner
21-Aug	ExpoLink	Viva Lingerie	Business	Mr. Boulos Amin Massoud	Chairman
21-Aug	Aleb	HEIA	Association	Mr. Wael El Shinnawy	Executive Director

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
25-Aug	Aleb	FCC-Food Commodity Council	Association	Mr. Hani Farouk	
25-Aug	AgLink	EMFTA	Association	Mr. Samir Badr	Chairman
26-Aug	AgLink	EMPA	Association	Mr. Abdel Kader El Haraky	Executive Manager
29-Aug	Aleb	EgSAE	Association	Mr. Khaled Seweilam	Executive Manager

DAQHALEYA

Date	Partner	Village	Interview Group	Interviewee Name	Position
30-Aug	AgLink	EIBA	Association	Ms. Nahed Aly Ads	Chairperson
30-Aug	AgLink	DBDA	Association	Mr. Abdallah Tawfik	Chairman
27-Jul	AgLink	Awiesh El Hagar	Small Holder	Mohamed El Sawy	Small Holder
27-Jul	AgLink	Awiesh El Hagar	Small Holder	Ali El Seedy	Small Holder
27-Jul	AgLink	Awiesh El Hagar	Small Holder	Ahmed Ali Shatat	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Aboul Fotouh Abdel Gawad	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Abdel Khalek Abdel Aziz	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Ashraf Abdel Sattar	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Ahmed Abdel Gawad	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Mohamed Hassan	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Mohamed Soliman	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Mosaad Ali Eissa	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Hilal Attia	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Mostafa Abdel Rahman	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Rizk Abdel Tawab	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Suliman Abdel Aziz	Small Holder
28-Jul	AgLink	El Khayaria	Small Holder	Ragab Yaseen	Small Holder
30-Jul	AgLink	El Danabeque	Small Holder	Mohamed Abdel Razek	Small Holder
30-Jul	AgLink	El Danabeque	Small Holder	Nasrah El Sayed	Small Holder
30-Jul	AgLink	El Danabeque	Small Holder	Abdel Aziz El Sahmy	Small Holder
30-Jul	AgLink	El Danabeque	Small Holder	Saleh El Gazar	Small Holder
30-Jul	AgLink	El Danabeque	Small Holder	Ali Abdel Raouf	Small Holder
30-Jul	AgLink	Mahalet Damana	Small Holder	El-Balkeny Fadl	Small Holder
30-Jul	AgLink	Meet Mahmoud	Small Holder	Othman Fouad	Small Holder
30-Jul	AgLink	Meet Mahmoud	Small Holder	Sabry Ezz El Din	Small Holder
3-Aug	AgLink	Meet El Amel	Small Holder	Mohamed Abdel Khalek	Small Holder
3-Aug	AgLink	Meet El Amel	Small Holder	Abul Maaty Garwis	Small Holder
3-Aug	AgLink	Meet El Amel	Small Holder	Mohamed Ali Abul Hassan	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Zahia Atia El Sayed	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Maleha El Metwaly	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Mahmoud El Badrawy	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Atef Mostafa Youssef	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Abdel Mohsen El Hoshi	Small Holder
4-Aug	AgLink	Borg El Nour	Small Holder	Anwar Ahmed Gad	Small Holder
5-Aug	AgLink	Nawsa	Small Holder	Abdel Hamid El Shehaby	Small Holder
5-Aug	AgLink	Nawsa	Small Holder	Dandasha Abdel Khalek	Small Holder

Date	Partner	Village	Interview Group	Interviewee Name	Position
5-Aug	AgLink	Meniat Samanoud	Small Holder	El Sayed Faeed	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Hamed El Afify Hamed	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Mohamed Abdel Khalek	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Mohamed Halabia	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Nagah Abo Hashem	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Ali Hamed El Alfy	Small Holder
5-Aug	AgLink	Meniat Samanoud	Small Holder	Abdallah Mansour	Small Holder
6-Aug	AgLink	Stefnas	Small Holder	Ahmed Gaafar	Small Holder
6-Aug	AgLink	Stefnas	Small Holder	Abdel Fattah El Deeb	Small Holder
6-Aug	AgLink	Stefnas	Small Holder	Mostafa Ahmed	Small Holder
6-Aug	AgLink	Stefnas	Small Holder	Mohamed Salem	Small Holder
6-Aug	AgLink	Stefnas	Small Holder	Hamed Badr	Small Holder

ALEXANDRIA

Date	Partner	Company Name	Interview Group	Interviewee Name	Position
7-Jul	Aleb	SONAC	Business	Mr. Ashraf Abu Ismail	G.M.
7-July	Aleb	EGINTEX	Business	Eng. Mohamed Omar	
7-Jul	Aleb	Herrawi Group	Business	Mr. Ihab Kamal	Quality Assurance Manager
8-Jul	Aleb	Alexandria Business Association (ABA)	Association	Mrs. Hanem El Shenawy	Deputy Executive Director
8-Jul	Aleb	Intertek Testing Service (Caleb -Brett Egypt)	Business	Mr.Kassem Wahid	General Manager
8-Jul	AgLink	El-Arba'a Ezab, Maamoura	Business	Mr.Zakaria El-Wakil	Owner
8-Jul	Aleb	Kadmar Shipping - Hyundai Line	Business	Mr. Mohamed Ibrahim	Quality Manager
6-Aug	ExpoLink	Arab Co. for Rashed & Granite	Business	Mr. Amr Lotfy	Export Manager
6-Aug	ExpoLink	S.G. for Knitwear	Business	Mr. Nabil El Messiry	Export Manager
6-Aug	ExpoLink	Alexandria for Leather Production	Business	Mr. Mohamed Al Sabarouti	Chairman
6-Aug	ExpoLink	Egyptian International Export Co.	Business	Mr. Mohamed Omar	Export / Technical Manager
6-Aug	ExpoLink	Wassilatex Spinning Mill	Business	Mr. Anwar Raslan	G.M.
6-Aug	Aleb	Hi Tadi	Business	Eng. Ibrahim	Member / G.M.
7-Aug	ExpoLink	El Shorook Co.	Business	Mr. Hesham El Sheikh	Chairman
7-Aug	ExpoLink	Baby Coca	Business	Mr. Ibrahim Shaaban	Financial Manager
7-Aug	Aleb	Mr. Morad Stefanos	Business	Mr. Morad Stefanos	President & Chairman
7-Aug	ExpoLink	Swiza	Business	Mr. Sameh Zahran + Mr. Makram Hashem	Chairman + Export Manager
9-Aug	ExpoLink	Ebony	Business	Mr. Fadel Ayad	Chairman
9-Aug	HEIA	Naggar Shipping	Business	Mr. Sherine El Naggar	C.E.O.
10-Aug	Aleb	Egyptian Traders Company	Business	Mr. Ashraf El Nozahy	Export Supervisor
11-Aug	HEIA		Business	Mr. Waleed Badr	Chairman
12-Aug	ExpoLink	International Group for legal Consultation	Business	Mr. Yasser Nassar	C.E.O.

QENA

Date	Partner	Village Name	Interview Group	Interviewee Name
17-Aug	AgReform	Danfek	Smallholder	Hamdeto Massoud Ali
17-Aug	AgReform	Danfek	Smallholder	Abdel Rehim Saeed
18-Aug	AgReform	Awlad El Sheikh	Smallholder	Mohamed El Said
18-Aug	AgReform	Awlad El Sheikh	Smallholder	Saeed El Naggar Mohamed
18-Aug	AgReform	Awlad El Sheikh	Smallholder	Mohamed Ahmed El Assiouty
18-Aug	AgReform	Awlad El Sheikh	Smallholder	Abdel Wahab El Senousy Osman
18-Aug	AgReform	El Mahamed Bahari	Smallholder	Hassan Mohamed Mousy
18-Aug	AgReform	El Mahamed Bahari	Smallholder	Abdel Kerim Mohamed Ahmed
18-Aug	AgReform	El Mahamed Bahari	Smallholder	Metwally Rashwan Ahmed
18-Aug	AgReform	El Mahamed Bahari	Smallholder	Abdel Shafy Ahmed Mohamed
18-Aug	AgReform	El Mahamed Bahari	Smallholder	Abdel Kerim Ahmed Abdel Karam
19-Aug	AgReform	Ngoa Bahary	Smallholder	Abdel Fattah MohamedHammam
19-Aug	AgReform	Ngoa Bahary	Smallholder	Reda Madany Badawy
19-Aug	AgReform	Ngoa Bahary	Smallholder	Rkabee Ahmed Mohamed
19-Aug	AgReform	Ngoa Bahary	Smallholder	Hashem Seleem Ali
19-Aug	AgReform	Ngoa Bahary	Smallholder	Mhamed Alaa El Din
19-Aug	AgReform	Agricultural Society Development Assocoiation	Association	Aly Fadlallah Hussein
19-Aug	AgReform	Tomas	Smallholder	Sanaa Yassin Abdo
19-Aug	AgReform	Tomas	Smallholder	Safa Hassan
19-Aug	AgReform	Tomas	Smallholder	Al-Motawakel Abdel Ghaffar
19-Aug	AgReform	Tomas	Smallholder	Gamal El Din Galal
19-Aug	AgReform	El Zafria	Smallholder	Ftouh Ahmed Abdel Rahman
21-Aug	AgReform	El Zafria	Smallholder	Harbia Mahmoud
21-Aug	AgReform	El Zafria	Smallholder	Zakaria Hassan
21-Aug	AgReform	El Zafria	Smallholder	Ahmed Mahmoud Ali
21-Aug	AgReform	El Wakf	Smallholder	Ali MohamedMahmoud
21-Aug	AgReform	El Wakf	Smallholder	Hassan Ali Mohamed
21-Aug	AgReform	El Wakf	Smallholder	Sayed Abdel Ghani
21-Aug	AgReform	El Wakf	Smallholder	El-Abd El Sayed Hassan
21-Aug	AgReform	El Wakf	Smallholder	Mohamed Moubarak
21-Aug	AgReform	Farmers Development Association	Association	Hassan Ahmed Nasrallah
18-Aug	AgReform	Farmers Development Association	Association	Mostafa Mohamed Abdel Kerim
21-Aug	AgReform	Development of Agricultural Sociaety Association	Association	Fahim Mohamed Abdel Kerim
17-Aug	AgReform	Economic & Social Development Association	Association	Mohamed Nazir Abdallah
19-Aug	AgReform	Enterprises and Training Development Association	Association	Al-Motawakel Abdel Ghaffar
18-Aug	AgReform	Awlad El Sheikh	Association	Mohamed Gad Ahmed
20-Aug	AgReform	El Tood	Smallholder	Noby Abdel Basset
20-Aug	AgReform	El Tood	Smallholder	Sayed Mohamed Mahmoud
20-Aug	AgReform	El Tood	Smallholder	Mohamed Abdel Sayed Rezk
20-Aug	AgReform	El Tood	Smallholder	Mohamed Ramel Ahmed
20-Aug	AgReform	El Tood	Smallholder	Nader Basada

MINYA

Date	Partner	Village Name	Interview Group	Interviewee Name
23-Jul	AgLink	Bani Kamger Village	Smallholder	Mohamed Abu Bakr Mohamed
23-Jul	AgLink	Bani Kamger Village	Smallholder	Abdallah Sinousy
23-Jul	AgLink	Bani Kamger Village	Smallholder	Mohamed Abdel Hakim
23-Jul	AgLink	Bani Kamger Village	Small Holder	Gaber Ibrahim Mohamed
23-Jul	AgLink	Bani Kamger Village	Small Holder	Magdi Khalil
23-Jul	AgLink	Bani Kamger Village	Small Holder	Samir Botrous
23-Jul	AgLink	Bani Kamger Village	Small Holder	Salem Selim Rabie
23-Jul	AgLink	Samalout	Small Holder	Gamalat Khalifa
23-Jul	AgLink	Talla Village	Small Holder	Layla Ahmed
23-Jul	AgLink	Talla Village	Small Holder	Fawzeya Boshra Shaker
23-Jul	AgLink	Talla Village	Small Holder	Fathya Ali
23-Jul	AgLink	Talla Village	Small Holder	In'am Abdel Azim
23-Jul	AgLink	Talla Village	Small Holder	Naeema Khalifa
23-Jul	AgLink	Talla Village	Small Holder	Mostafa Abdel Kader
23-Jul	AgLink	Talla Village	Small Holder	Ahmed Mahmoud Abdel Ghani
23-Jul	AgLink	Talla Village	Small Holder	Saadiya Mohamed Abdel Ghani
24-Jul	AgLink	El-Amoudein Village	Small Holder	Farhan Sayed Youssef
24-Jul	AgLink	El-Amoudein Village	Small Holder	Adel Shaker
24-Jul	AgLink	El-Amoudein Village	Small Holder	Refkaa Eshak Shehata
24-Jul	AgLink	El-Amoudein Village	Small Holder	Khalaf Omar Ayoub
24-Jul	AgLink	El-Amoudein Village	Small Holder	Khalaf Sayed
26-Jul	AgLink	Samalout	Small Holder	Milad Yousseg
26-Jul	AgLink	Samalout	Small Holder	Maher Leisy Mohamed
26-Jul	AgLink	Samalout	Small Holder	Azza Kamal Kamel
26-Jul	AgLink	Samalout	Small Holder	Abdel Nabi Mohamed Ismail
26-Jul	AgLink	Samalout	Small Holder	Zeinab Abdel Hamid
26-Jul	AgLink	Samalout	Small Holder	Nagat Abdel Hamid
27-Jul	AgLink	Saft El Khammar	Small Holder	Fouly Ahmed Sayed
28-Jul	AgLink	Minya Animal Wealth Development Association	Association	Dr. Mahmoud Mohei El Din
28-Jul	AgLink	El-Tawfikeya	Small Holder	Ishak Abdallah
28-Jul	AgLink	El-Tawfikeya	Small Holder	Farouk Rady Nasr
28-Jul	AgLink	El-Tawfikeya	Small Holder	Mahrous Nashed
28-Jul	AgLink	Klosna Village	Small Holder	Khalef MahmoudMohamed
28-Jul	AgLink	Klosna Village	Small Holder	Abdallah Senousy Mahmoud
28-Jul	AgLink	Klosna Village	Small Holder	MamdouhMohamed Osman
28-Jul	AgLink	Klosna Village	Small Holder	Amal Khalef Mohamed
28-Jul	AgLink	El- Borgaya Village	Small Holder	Emad Abdel Aziz Senousy
29-Jul	AgLink	Hehya	Small Holder	Attaya Khalef
29-Jul	AgLink	Hehya	Small Holder	Gomaa Mohamed Gomaa
29-Jul	AgLink	Hehya	Small Holder	Abdel Shahid Younes
29-Jul	AgLink	Hassan Basha Village	Small Holder	Ashour Korany
29-Jul	AgLink	Hassan Basha Village	Small Holder	Ragab Abdel Hakim
30-Jul	AgLink	Damsheer Village	Small Holder	Mahmoud Aly Mohamed

FAYOUM

Date	Partner	Village Name	Interview Group	Interviewee Name
21-Aug	AgReform	Nakalifa	Farmer	Mahmoud Youssef Habib
21-Aug	AgReform	Nakalefa	Farmer	Yaser Fadl Abou Zeid
17-Aug	AgReform	Samaan	Farmer	Hussein Sobhy Eid
	AgReform		Farmer	Arafa Abdel Hady Younes
21-Aug	AgReform	El Zeraat El Hayawiya	Farmer	Ali Khalil
	AgReform		Farmer	Salah Abdel Aziz Nagi
	AgReform		Farmer	Khalifa Arafat Ali
17-Aug	AgReform	Nakalefa	Farmer	Badawi Mohamed Badawi
18-Aug	AgReform		Farmer	Helal Farahat
18-Aug	AgReform		Farmer	Eid Moftah
18-Aug	AgReform		Farmer	Eid Koleib Mohamed
17-Aug	AgReform	Samaan Village	Farmer	Shaaban Gomaa Ali
	AgReform	Salem Gad Village	Farmer	Yassin Hussein Mohamed
17-Aug	AgReform	Samaan Village	Farmer	Sayed Ahmed Mohamed
	AgReform		Farmer	Gamal Ahmed Nael
21-Aug	AgReform	El Zeraat El Hayawiya	Farmer	Mohamed Ahmed Osman
	AgReform		Farmer	Mamdouh Ali Mohamed
21-Aug	AgReform		Farmer	Moawad Moussa Abdel Hafiz
19-Aug	AgReform	Kasr El-Basel	Farmer	Abdel Hamid Abdel Aziz
21-Aug	AgReform	El Zeraat El Hayawiya	Farmer	Deif Farag El Tayel
21-Aug	AgReform	El Zeraat El Hayawiya	Farmer	Ibrahim Mohamed Ibrahim
19-Aug	AgReform	Nakalefa	Farmer	Karem Mahmoud Abdel Kader
21-Aug	AgReform	El Zeraat El Hayawiya	Farmer	Abdel Wanis Abdel Karim
21-Aug	AgReform	El Zeraat El Hayawiya	Association	Awad Abdel Aziz Awad
24-Aug	AgReform	Community Development Association for Farmers & their Families	Association	Khaled Fathi Abdel Samad
	AgReform	Fayoum Association	Association	Ragah Hussein Abdel Sattar
26-Aug	AgReform	Mostafa El-Gebely Farm	Commercial Client	Mostafa El-Gebely
26-Aug	AgReform	Khaled Abdel Samee Farm	Commercial Client	Khaled Abdel Samee
20-Aug	AgReform	Not Available	Farmer	Ali Gouda Said
18-Aug	AgReform	Not Available	Farmer	Khairy Gomaa
20-Aug	AgReform	Not Available	Farmer	Gomaa Abdel Aziz Ali
20-Aug	AgReform	Not Available	Farmer	Hazem Mohamed Abdel Aziz
19-Aug	AgReform	Not Available	Farmer	Mahmoud Sultan
17-Aug	AgReform	Not Available	Farmer	Mohamed Imam Abou Haris
20-Aug	AgReform	Not Available	Farmer	Mounir Mostafa Hosni
20-Aug	AgReform	Not Available	Farmer	Mostafa Hemeida
20-Aug	AgReform	Not Available	Farmer	Saadawy Mohamed Saadawy
19-Aug	AgReform	Not Available	Farmer	Yehia Atwi Aly Saleh
20-Aug	AgReform	Not Available	Farmer	Youssef Ragheb Hussein