

AgLink

USA EGYPT

"Agribusiness Linkages for Egypt"

A Project funded by the U.S. Agency for International Development
Contract No. 263-0264-G-00-7020-00

FOURTH QUARTER REPORT
October - December 2001

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EXECUTIVE SUMMARY

AgLink has launched the new phase of the two-year extension period. During this phase, the aim will be to continue to *stimulate economic growth* and to *institutionalize project activities* to ensure sustainability. AgLink continues to work with commercial clients and under this extension phase has expanded to Upper Egypt and extended services on a pilot basis to smallholder livestock farmers in the Delta region and Upper Egypt. During this quarter, AgLink focused its efforts on start-up – *putting systems into place* – and initiating some activities such as local technical assistance.

Achievements for the fourth quarter include:

- **Project start-up** is near completion.
 - *Staff Development:* A retreat was held November 25 to 29 to orient the new AgLink team on project goals and activities followed by a strategic planning session for year-one activity. Most of the staff has now been hired and have completed their orientation and training program.
 - *Rural Expansion:* AgLink established an office in Minya as part of the expansion and extension of services to smallholder clients in Upper Egypt. The Minya office, selected for its central location, will oversee six Upper Egypt governorates that are well known for livestock. The office is up and running and the new staff has been busy orienting the AgLink project to the community and key stakeholders.
 - *Strengthening Partnerships:* The AgLink team continues to establish and strengthen relationships with key stakeholders and government officials. Several meetings were held with the Deputy Prime Minister's (DPM) Assistants to familiarize them with the extension phase of the AgLink project and to orient them on planned project activities. These discussions facilitated the formation of the *AgLink Coordination Committee (ACC)* by identifying and recommending potential members to the DPM. The main tasks of this committee will be to monitor project activity, facilitate the implementation of the project and to evaluate the impact of AgLink's interventions. Members of the ACC include representatives of MOALR, USAID, AgLink and the direct beneficiaries – *farmers*.
- **Technology Transfer**
 - *Commercial Client Base* - Sixty-two new *commercial clients* in both the beef and dairy sectors have been selected to receive one-year free technical assistance. This represents 52 percent of the total target (120) for the two-year extension. Training this quarter was limited to monthly agricultural and veterinary forums due to the holy month of Ramadan and project start-up phase. Three forums were conducted in which 78 participants gained new technical knowledge and networked with colleagues and industry experts.
 - *Smallholder Client Base (Pilot Component)* - The main emphasis under the *smallholder* component during this quarter was to develop and put in place systems to facilitate the new component. The AgLink field staff concentrated their efforts initially on promoting the program and the role of the Livestock Extension Council (LEC) to the communities and key stakeholders in particular the MOALR at both the governorate and district levels. The LEC is composed of senior public and private livestock stakeholders at both the governorate and district levels and will play a crucial role in developing the criteria for the selection of smallholder clients. In addition, pre-selection of the districts and first group of agriculture extension agents was initiated in collaboration with the LEC.
- **Association Development**
 - *Assessment:* AgLink conducted an assessment of three of the four AgLink associations (Egyptian Meat & Farm Technology Associations - *EMFTA*, Dairy Processors Development Association - *DPDA*, and Beef & Veal Development Association - *BVDA*) to determine appropriate interventions for the coming year and also developed tools to better assess training needs of association boards of directors. The method of intervention will be training. To that end, AgLink has identified a program (*Training on Law 32, Financial Management/Business*

Planning, Sector Analysis, Strategic Planning) as steps to building and strengthening the capacity of these burgeoning associations.

PROJECT OVERVIEW

Goals and Strategies

AgLink's goal for the two-year extension period is to continue to *stimulate economic growth and to institutionalize project activities* to ensure sustainability. The focus within the livestock industry is dairy/meat production, dairy/meat processing and feed/farm supplies. AgLink will continue to work directly with livestock commercial clients and *extend its services to smallholders* utilizing a holistic approach and integrating various forms of technical assistance. Interventions will address the entire production, processing and marketing chain. In addition, technical assistance will be extended to local organizations and beneficiaries to empower them with means to continue working with the newly introduced improvements.

These goals will be accomplished by:

- Increasing quality control and standardization for producers and processors.
- Strengthening/establishing industry associations across the supply and production chain.
- Increasing participation in public policy formulation.
- Facilitating new trade relationships for input supplies and machinery.
- Increasing domestic employment opportunities.
- Strengthening/establishing local institutions to ensure sustainability.
- Enhancing skills/skill set of local government entities.
- Improving livestock markets.
- Facilitating agriculture loans.
- Instilling business/market oriented principles.

Sector-Based Approach

AgLink targets the livestock industry and related sub-sectors to accomplish project goals. Agribusiness firms, farms, and smallholder farmers will be selected from each sector to receive direct project support. To reach the widest possible audience, client selection is partially based on the client's ability and willingness to share the transferred technology and expertise provided by the project. The key components of the project are as follows:

- Technology Transfer
 - Commercial Client Base
 - Smallholder Client Base
- Association Development
- Trade Development
- Sustainability

1. Technology Transfer

The objective of the *technology transfer* component is to enable dairy and beef farmers and processors to use new products, technologies and management practices to increase meat and dairy production, efficiencies and product quality.

Commercial Client Base

The AgLink project provides technical assistance to the small, medium, and large commercial dairy/beef producers and processors in both Upper Egypt and the Delta region. The following impact indicators will demonstrate success:

- Number of new technologies and practices adopted.
- Increase in client revenues.
- Increase in client production.
- Decrease in client costs of production.
- Increase in employment.

Client Selection

Core clients are selected once a year in each sub-sector to receive one year of free technical assistance. Client selection is based on three primary criteria:

1. The potential for impact.

2. The willingness and ability of the client to absorb new technologies and practices.
3. The willingness of the client to share new technologies and practices with the industry, the farming community and with associations.

Multiple Interventions

The activities and strategies designed to help clients attain the objectives of the project include:

- Short-Term Technical Assistance (STTA) and consultations.
- Seminars and farmers' meetings.
- Third party training activities in conjunction with research institutes and other entities.
- Trade linkage development (U.S. and Egypt exchanges, domestic linkages, and other trade linkages).
- Association building and business development.

Short-Term Technical Assistance (STTA)

AgLink's clients benefit from the combined technical assistance provided by highly skilled and experienced U.S., local experts and project staff.

Seminars and Farmers' Meetings

Seminars and farmers' meetings are routinely coordinated in conjunction with STTA assignments of U.S. and local consultants, as well as AgLink staff members. This allows for greater outreach and impact.

Other interventions include video presentations on various topics at farm sites or AgLink field offices. In addition, farm excursions involve client farms with demonstrated strengths in specific areas of beef or dairy management. AgLink brings less advanced farmers to visit model farms. Participants benefit from direct exposure to new technologies and practices in the field, from mentoring by more experienced farmers, and from the convincing power of seeing alternative (non-traditional) practices and technologies in use.

Third-Party Conducted Training

Third-party conducted training activities are organized and sponsored by AgLink in collaboration with the Ministry of Agriculture and Land Reclamation (MOALR), specifically Reproduction Institute and Animal Production Institute, with participation of U.S. and local experts.

Smallholder Client Base – Pilot Component

The project has expanded its services to non-commercial smallholder clients (farmers with less than six head of cattle and/or buffalo). The project is currently developing and testing interventions for non-commercial smallholders in Upper Egypt (Minya) and the Delta region (Alexandria and Mansoura). AgLink will test the effectiveness of its methodologies in addressing poverty alleviation and gender equity problems by using technical assistance extended to smallholders in the dairy and beef production and processing. Unlike commercial clients that use U.S. and local short-term experts, AgLink interventions for smallholders will be facilitated through the MOALR Agriculture Extension Agents. The methodology utilized by AgLink so successfully with medium and large commercial farms cannot be utilized with small farms because the target group is very large and technical assistance resources may not reach all or many of the target group. To overcome this problem, AgLink will make a strategic departure in its methodology and, for the first time, work directly with MOALR extension agents. The project will also facilitate loans to smallholders, as finance is one of the main impeding factors to appropriate implementation of recommendations.

Livestock Extension Agents/Smallholder Client Selection

The heart of the strategy to reach smallholders is training and working with livestock extension agents, enabling extension staff to provide technical assistance to smallholder farmers on a regular basis, and thereby institutionalizing AgLink technology within the MOALR. Moreover, Livestock Extension Councils (LEC) composed of senior public and private livestock stakeholders will be established at the governorate and district levels and will play a crucial role in developing the criteria for the selection of smallholder clients. Livestock extension agents will then identify ten clients based on LEC's criteria, and will work directly with each smallholder client. AgLink staff, in collaboration with LEC, will follow-up and supervise/mentor the extension agents as a means to continue *on-the-job training* and to ensure quality interventions is being delivered to the smallholders.

Multiple Interventions

Upon selection of smallholder clients, farmers meetings will be held to establish small farmers groups and to prioritize their needs. These small farmer groups will provide a forum for technological information to be shared and diffused among smallholders. Here smallholders will receive technical assistance to increase production and improve the quality of the products and thereby increase income and employment.

The activities and strategies designed to help smallholder clients attain the objectives of the project include:

- Short-Term Technical Assistance (STTA) and consultations.
- Seminars and farmers' meetings.
- Farm excursions.
- Third party training activities in conjunction with research institutes and other entities.
- Association building and business development

The methodology and approach for the above interventions will be same as stated under *commercial clients*.

Agricultural Credit

In addition, AgLink will initiate and facilitate the establishment of a pilot micro/small loan activity for smallholder clients with the Principal Bank for Development and Agricultural Credit (PBDAC) and in collaboration with MOALR extension agents. The project target is to facilitate access to loans for up to 25 percent of the smallholder clientele. With access to credit, smallholder dairy and beef farmers and processors can obtain financing for the adoption of AgLink -recommended technologies. This credit will be financed through ongoing PBDAC loan programs.

II. Association Development

Association development is crucial to AgLink's sustainability strategy, as associations help to form the foundation for maintaining international and domestic trade linkages for the future of agribusiness. The primary objective of this component is to empower livestock sector associations to advocate on behalf of their members and to ensure that associations remain inclusive and representative of constituency needs. AgLink helps to build the capacity of associations to deliver the support services necessary to ensure the sustainability of these associations within the livestock industry.

AgLink will assist six associations with direct technical assistance in capacity building, advocacy and technical services ensuring sustainability as associations start to embrace their role as industry advocates and providers of technical assistance. The project will also empower members to be active participants in decision making in their sector thereby elevating the status of the association to be a strong and influential entity. The following impact indicators will demonstrate success:

- Effective Management
 - o *Transparency*
 - o *Finance*
 - o *Participation*
 - o *Member Satisfaction*
- Increased Membership
- Services Provided to Members:
 - o *Technical assistance – training, seminars, workshops*
 - o *Networking – identifying markets for members' goods and services*
 - o *Advocacy – members' rights and interests*
 - o *Information management – updated library and database on sector technical information and manuals, key stakeholders contact information, experts and market information.*

III. Trade Development

U.S. and Egypt Exchanges

Exchanges between the United States and Egypt form bonds and facilitate networking activities to ensure sustainable technology transfer, access to information and training, and trade partnerships. AgLink will facilitate trade tours to the U.S. for clients interested in establishing business partnerships, upgrading equipment and enhancing their knowledge in the sector.

Domestic Linkages

AgLink provides opportunities to form domestic linkages for the development of Egyptian agribusiness. These linkages support producers in standardizing as well as increasing the quality and quantity of meat and dairy inputs. This networking activity facilitates the formation of trade linkages and the sharing of new technologies and practices which ensure sustainability in the future.

IV. Sustainability

To achieve a continuation of the improvements being made and to perpetuate the *best practices* implemented, the acquired skills and techniques will be transferred to local organizations and the beneficiaries to empower them with the means to continue working with newly introduced improved technologies. Starting in 1999, AgLink increased its reliance on local experts with excellent results, and has considerably decreased the rate of U.S. experts. The project has also invested significant resources to develop its staff into a team of highly qualified junior consultants. Field Officers and staff continue to provide valuable technical information for technology transfer to clients.

AgLink will facilitate this process of transferring skills and techniques to local organizations in two ways:

1. Institutionalizing livestock industry technical expertise within the MOALR through extension agents and ensuring appropriate implementation by the LEC.
2. Establishing new and strengthening existing local organizations, especially associations, that provide services and technical assistance, advocate members' interests and rights, and identify markets for beneficiaries/members goods and services.

The essence of sustainability is in the overall management of an operation. AgLink's approach is to inculcate sound business/market oriented principles within the local organizations so that they are well equipped to better manage their operation and continue to offer quality products and services to their members, non-members and their community.

Monitoring and Evaluation (M&E) Process

The AgLink M&E system is a flexible monitoring and management tool that accommodates new targets and impact indicators and provides detailed and customized reports. This system centers on recording each of the recommendations made to clients. Then it tracks each recommendation for implementation and based on implementation evaluates the impact achieved by clients. AgLink recognizes the importance and value of monitoring project progress. Therefore it invests valuable time and resources to train field officers in appropriate techniques for collecting meaningful data and tracking and analyzing impact indicators on a monthly basis. This enables AgLink staff to better manage the project and modify implementation as necessary based on lessons learned.

FOURTH QUARTER ACTIVITIES

Project Start-Up

Staffing

AgLink has completed most of its staffing requirement for the extension. Eight new staff members have been hired, bringing the total AgLink staff to 30. Two additional positions (Association Specialist and Field Officer) are currently being recruited. The new staff includes Training Specialists (2), Training Coordinator (1), Association Coordinator, Livestock Field Officer, Administrative Assistant, M&E Senior Specialist, and support staff. An orientation and training was conducted for all new staff members on the AgLink project and ACDI/VOCA policies and regulations followed by a field assessment to ensure that they are capable to work in the field.

AgLink Team Building & Strategic Planning Session

A retreat was held in Ain Soukna, November 25 to 29, 2001 to orient AgLink staff on the project followed by a planning session for year one. The retreat was successful in building team spirit and developing an implementation plan for the first year of the program. Discussions resulted in the following:

- *Client Selection* – finalized a selection criteria and process for targeting the different target groups.
- *Livestock Extension Council (LEC)* – Identified and defined formation of this unit and its role as related to the smallholder component of the program and the conditions for conducting LEC meetings.
- *AgLink Project Implementation Manual* – Identified the need for a management tool for field officers and discussed types of formats for the implementation manual.
- *Annual Project Work Plans* – by sector (beef, dairy, and associations), field offices, support units, and individual operating plans were developed.

- Job Descriptions* – reviewed and revised.
- Monitoring & Evaluation and Reporting Systems* – identified key indicators to be tested by field offices.

New Office in Upper Egypt

AgLink established an office in Minya as part of the expansion and extension of services to smallholder clients in Upper Egypt. The Minya office, selected for its central location, will oversee six Upper Egypt governorates that are well known for livestock. The office is up and running and the new staff has been busy orienting the AgLink project to the community and key stakeholders.

AgLink Orientation to the Counterparts

The AgLink team continues to establish and strengthen relationships with key stakeholders and government officials. Several meetings were held at the MOALR with the Deputy Prime Minister's (DPM) Assistants to familiarize them with the extension phase of the AgLink project and to orient them on planned project activities. These discussions facilitated the formation of the *AgLink Coordination Committee (ACC)* by identifying and recommending potential members to the DPM. The main tasks of this committee will be to monitor project activity, facilitate the implementation of the project and to evaluate the impact of AgLink's interventions. Members of the ACC include representatives of MOALR, USAID, AgLink and the direct beneficiaries – *farmers*. The current members are as follows:

- | | |
|--------------------------|--|
| 1. Prof. Fawzy Naeim | Director of Agriculture. Research Center (ARC). |
| 2. Prof. Fekry El-Keraby | Deputy Director of ARC/AgLink Liaison. |
| 3. Prof. Hussein Soliman | Director of Animal Wealth Development Sector |
| 4. Prof. Fadia Nosier | Director of Foreign Affairs Sector |
| 5. Eng. Amin Wally | Chairman of Animal Wealth Association (<i>farmer representative</i>) |
| 6. Eng. Adly Osman | USAID Project Officer |
| 7. Eng. Hussein Raafat | AgLink Project Director |

The first *AgLink Coordination Committee* will be held in January 2002 to discuss the new components of the extension phase; MOALR's role in facilitating the implementation of the project, and conditions for Letter of Understanding with MOALR at the governorates level.

In addition to the MOALR, the AgLink field offices (Alexandria, Mansoura, Minya) held meetings with various government organizations and other key stakeholders in their respective geographic areas. The field project staff conducted orientation programs to re-introduce the project to include the new components of the program. During these visits they met with officials at Department of Agriculture (DOA), Department of Veterinary Services (DVS), Department of Social Affairs (DOSA), Principal Bank for Development and Agricultural Credit (PBDAC), Research Units and Stations belonging to the Agricultural Research Center, and individual beneficiaries working in the livestock business sector.

Orientation Meetings with Counterparts

AgLink Field Office	# Meetings Conducted	# Governorates Covered	Governorates Covered
Alexandria	3	5	Alex., Gharbeya (portion), Beheira, Menofeya, Kafr El - Sheikh
Mansoura	12	5	Dakhaleya, Damietta, Sharkeya, Ismailia, Gharbeya (portion)
Minya	26	5	Minya, Assuit, Bani-Sweif, Fayoum, Giza
Total	41	15	

Technology Transfer

Commercial Client Base

Client Selection

AgLink field officers, with the support of the field office managers, surveyed their respective regions to identify potential beef and dairy farm clients as per the criteria set at the planning session. Sixty-two new commercial clients were selected representing 52 percent of the total target (120) for the two -year extension period.

Commercial Client Selection

Field Office	Target Clients for Two-Year Extension Period	# of Clients Contacted	Clients Selected		Total Clients Selected	% Clients Selected
			Dairy	Beef		
Alexandria	40	25	6	10	16	40%
Mansoura	40	40	20	6	26	65%
Minya	40	40	8	12	20	50%
TOTAL	120	105	34	28	62	52%

Training Activities

The following matrix highlights training activities for the fourth quarter.

Fourth Quarter Training Activities –cumulative since project inception

ACTIVITES	As of September 2001	October	November	December	TOTAL
Short-Term Technical Assistance	103	-	-	-	103
Seminars / Forums / Farmers Meetings	146	2	1	-	149
Staff Conducted Video Presentations	42	-	-	-	42
Farm Excursions/Exchange	41	-	-	-	41
Third Party Training	7	-	-	-	7
US-to-Egypt Firm Exchange	13	-	-	-	13
TOTAL PARTICIPANTS	7,374	59	19	-	7,423

Short-term Technical Assistance (STTA)

STTA was delivered domestically through agricultural and veterinary monthly forums. These forums provide an opportunity for participants to share experiences with colleagues, meet with experts in the industry and gather new knowledge and skills. Due to the holy month of Ramadan and project start -up phase, the project only conducted three forums this quarter. The events were as follows:

Event	Topic	Facilitator
Agricultural Forum	Feeding of Fattening Calves	Dr Mohamed Hegazy, <i>Animal Reproduction Research Institute (ARRI)</i>
Veterinary Forum	Protection Practices for Mastitis in Dry and Milking Cows and Suitable Ways of Milking	Dr. Kameel Metias, <i>ARRI</i>
Veterinary Forum	Control and Treatment Practices for Mastitis in Dairy Farms	Dr. Amal El-Molla, <i>ARRI</i>

Smallholder Client Base – Pilot Phase

The main emphasis during this quarter was to develop and put in place systems to facilitate this new component. The AgLink field staff concentrated their efforts initially on promoting the program and the role of the Livestock Extension Council (LEC) to the communities and key stakeholders, in particular the MOALR at both the governorate and district levels.

In addition, AgLink initiated pre-selection of the districts and first group of agriculture extension agents in collaboration with the LEC. This entailed protocol meetings both at the governorate and district levels to explain the project activities and to discuss and modify the selection criteria based on current and realistic circumstances. Two districts per region were selected by the LEC according to project criteria. The Department of Extension at the governorate level compiled a list of potential livestock extension agents within the selected districts, which was provided to the AgLink staff for further review and final selection. AgLink finalized the list of candidates in collaboration with the Central Extension Department at the Ministerial level. AgLink field staff then conducted extensive interviews of the pre-selected candidates to determine their qualifications and assess their commitment to work for the project. As of December 2001, 60 candidates were selected to participate in the initial Participatory Rapid Appraisal (PRA) training program to commence in 2002.

Association Development

To date, there are four livestock sector associations of which two are newly established as of June 2001. These nascent associations were formed by former AgLink clients who recognized the value and need of such an organization. The Dairy Processors Development Association (DPDA) in particular was established in response to the new pasteurization law which requires all dairy products to be produced using pasteurized milk.

During this start-up phase of the extension period, AgLink conducted an assessment of three of the four AgLink associations (Egyptian Meat & Farm Technology Associations- EMFTA, DPDA, and Beef & Veal Development Association - BVDA) to determine appropriate interventions for the coming year and also developed tools to better assess training needs of association boards of directors. The method of intervention will be training. To that end, AgLink has identified the following program as steps to building and strengthening the capacity of these burgeoning associations:

- Training on Law 32 – guidelines to establishing and operating associations within Egypt's Association Rules and Regulation (Law 32) – *scheduled for January 2002*
- Financial Management / Business Planning – *scheduled for April 2002*
- Sector Analysis – *scheduled for May 2002*
- Strategic Planning – *scheduled for June 2002*

Highlights of Fourth Quarter Activities:

- With the assistance of the Ministry of Social Affairs (MOSA), AgLink facilitated the registration processes of BVDA that is now registered under number 1443 with MOSA. In addition, AgLink conducted several training sessions for BVDA such as start-up and capacity building of new associations. BVDA is currently planning activities to commence in January.
- AgLink also facilitated several meetings for DPDA in its efforts to follow-up on program development for the association and association members. Program development comprises:
 - Establishing relationships with milk processing equipment manufacturers
 - Planning a conference in partnership with AgLink, Social Fund for Development (SFD) and the Canadian Small and Medium Business Support Project (SMBSP) to find a way of cooperation in future and to present DPDA's mission to community for more attraction of new members at local level.
 - Developing and adapting dairy producers' practices in production according to the new Pasteurization Law effective January 1st 2002.

FIRST QUARTER – 2002 PLANNED ACTIVITIES

Project Start-Up

- Official Opening for Minya Office - February 2002

Technology Transfer

- Continue selection of new commercial clients.
- Conduct monthly agriculture forum meetings on various topics in of dairy farm management and udder health management.
- Local consultancy assignments in the beef sector.
- U.S. consultancy assignment in the dairy sector - farm management.
- Seminar on nutrition as main factor for healthy reproduction.

Association Development

- Conduct training on Law 32 and Financial Management for both BVDA and DPDA.
- Promotion meeting for association in Fayoum.

Monitoring and Evaluation

- Develop staff data gathering and reporting formats.
- Develop the M&E System that incorporates the new pilot activities.

ADMINISTRATIVE DATA AND BUDGET

Country: EGYPT
 Implementing Agency: USAID AGR/MART
 Contractor: ACDI/VOCA
 50 F Street, NW, Suite 1100
 Washington, D.C., 20001
 Phone: (202) 638-4661

Period of This Report: October – December 2001
 USAID Project Officer: Adly Osman
 ACDI/VOCA Project Director: Hussain Raafat
 Original Authorization: Grant # 263-G-00-97-00020-04
 Estimated Completion: September 30, 2003
 Life of Project: 7 years
 \$9,500,000 Current Obligated
 \$11,949,636 Total Authorized
 LE 920,000 Current Obligated
 LE 1,113,903 Authorized

Financial Status Report

Period of this Report 01-October 2001 to 31-December 2001

AgLink Quarterly Financial Status Report						
	Previously Reported US\$	Oct.-Dec. 2001 (4 th Qtr) US\$	4 th Qtr 2001 Cumulative US\$	Previously Reported LE	Oct.-Dec. 2001 (4 th Qtr) LE	4 th Qtr 2001 Cumulative LE
Total Outlays	\$8,896,340	262,181	\$9,158,521	756,774	14,655	771,429
Recipient Share of Outlays						
Federal Share of Outlays	\$8,896,340	262,181	\$9,158,521	756,774	14,655	771,429
Total unliquidated obligation			\$341,479			178,571
Recipient share of unliquidated obligation						
Federal share of unliquidated obligation			\$341,479			178,571
Total Federal Share			\$9,500,000			950,000
Unobligated balance of federal funds			\$2,449,636			163,903
Total federal authorized funds.			\$11,949,636			1,113,903

ATTACHMENTS

- AgLink Two-Year Extension Proposal Work Plan
- 2002 Annual Work Plan
- Organizational Chart
- AgLink Staff Profile

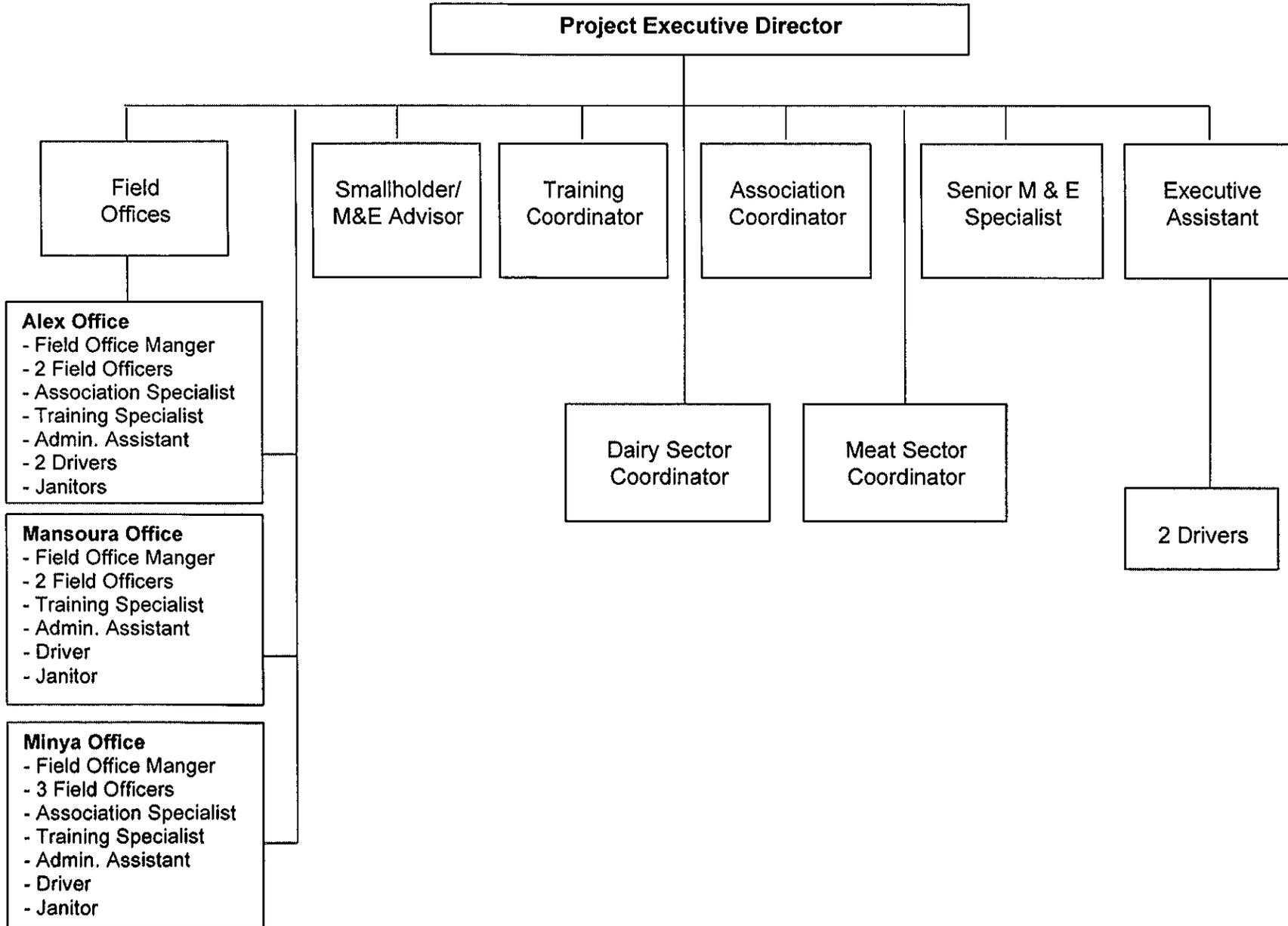
AgLink Two-Year Extension Proposal Work Plan

	ACTIVITIES	YEAR I												YEAR II												
		Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
I	START-UP																									
1	Creation / Modification Of Job Description.																									
2	Staff Hiring																									
3	Project Procurement																									
4	Set Up Of Upper Egypt Office																									
5	Project Orientation Package																									
6	M&E System Modifications																									
7	Letter Of Understanding With Associations & MOALR																									
8	Team Building & Strategic Planning Workshop (US-Local)																									
9	Developing Implementation Plan																									
II	MEDIUM/SMALL COMMERCIAL FARM DEVELOPMENT																									
1	Forming Of Livestock Extension Council – Governorate Level																									
2	Survey/ Identify Targeted districts																									
3	Forming Of Livestock Extension Council – District Level																									
4	Conduct Strategic Planning W/S (Council & Assoc. & MOAEs)																									
5	Implementation Plan/Follow Up																									
III	ASSOCIATIONS																									
1	Meeting With The Existing/Potential Associations																									
2	Training Needs Assessments																									
3	Developing Training Agenda																									
4	Training Materials/Modules																									
5	Institutional & Financial Management Workshop																									
6	Strategic Planning Workshop																									
7	Lobbying & Advocacy Workshop																									
IV	MOALR																									
1	MOALR Meetings																									
2	Identify MOALR Extension Agents																									
3	Survey Training Needs																									
4	Develop Training Plan/Curriculum/Materials																									
5	Implement Training Courses																									
6	Set Extension Implementation Plan																									
7	Delivery of Services to Commercial Fs/Smallholders																									
8	Accomplishment Review Workshop																									
V	TECHNOLOGY TRANSFER																									
1	Write Scope of Work																									
2	Recruit For Consultants (US & Locals)																									
3	Plan Consultant Daily Schedule																									
4	Consultants' Assignments																									
5	Staff Conducted Training & Training Courses																									
6	Farm Exchange																									
7	Seminars																									
VI	VISITS TO U.S																									
1	Farmers Groups to U.S																									
2	Egyptian Firms to U.S																									
VI	EVALUATION																									
1	Follow Up																									

AgLink 2002 Annual Work Plan

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TECHNOLOGY TRANSFER												
Selection of 120 commercial clients	X	X	X	X	X							
One-one Consultation for Clients by US & Local Consultants:		Local					US					
Dairy Farms Management												
Nutrition in Dairy Farms												
Health Care in Dairy Farms												
Reproduction in Dairy Farms												
Beef Farm Management												
Nutrition in Beef Farms												
Health Care in Beef Farms												
Training Programs by Egyptian Consultants:												
Milk Animal Health (4 - 5 days)												
Milk Animal Health (3 days)												
Beef Farms Management (Workshop)												
Beef Nutrition (workshop)									2 days			
Artificial Insemination (4 - 5 days)	1day		1day									
Programs to be implemented by the AgLink Staff:												
Video presentation (Dairy Farms)		1	2	2	1	2	1	2	1			
Video presentation (Beef Farms)				1	1	1	1	1	1			
Farm Excursion (Dairy Farms)			2	2	1	1	1	1	1			
Farm Excursion (Beef Farms)				1	2	1		2				
ASSOCIATION DEVELOPMENT												
Provide support in Establishing 2 new Associations in Upper Egypt	X	X	X	X	X							
Provide support to (DPDA) to finalize its registration procedures.	X	X	X									
Evaluate three existing associations' activities and asses their training needs.	X	X										
Develop technical assistant plan for the associations.		X										
Implement the training plan for association.			X	X	X	X	X	X	X	X	X	X
Assist in proposal writing for two associations and facilitate their contact with appropriate donor.											X	X
Assist associations in implementing activities to build network, to increase membership.										X	X	X
Facilitate conducting strategic planning training for 3 associations & advocacy training by US consultants.						X						X
TRAINING COMPONENT												
Develop database for "Training Sources & Training Expertise"	X	X	X			X				X		
Select Agricultural Extension Agents (AEAs) and train them on "Selection Criteria for Smallholders".			X	X								
Training Needs Assessment for Agricultural Extension Agents in the three working areas.			X	X	X							
Develop Training Plans.		X	X	X	X	X	X	X	X	X	X	X
Develop the training curriculums and produce the training materials.			X	X	X	X	X	X	X	X	X	X
Implement training programs for Agricultural Extension Agents:												
(1) Problem Identification - livestock production problems faced by smallholders.			X	X	X	X	X	X	X	X	X	X
(2) Livestock management /small business implementation.			X	X	X	X	X	X	X	X	X	X
(3) Updated livestock production technologies.			X	X	X	X	X	X	X	X	X	X
Monitoring and evaluation for the activities and training courses.				X	X	X	X	X	X	X	X	X
Conduct Agricultural and Veterinary Forums for project clients.	X	X	X	X	X	X	X	X	X	X	X	X

AgLink Organizational Chart



AgLink Team Profile

Hussein Raafat Zacharia

Executive Project Director

Hussein Raafat is a highly successful executive with nineteen years of experience in management, training, associations, community development, and extension. He has held various positions in the field of community development (working with small, medium and large scale farmers) – 1st executive director, AgReform assistant project manager, Farm Link project supervisor, facilitator, and farm supervisor – with Horticultural Export Improvement Association (HEIA), CARE International, Fayoum Agriculture College, and El Rayan Project, respectively that have honed his technical and managerial skills over time. Hussein Raafat is highly creative, customer-driven, quality focused professional with proven success in managing new challenges to achieve bottom line results. Expertise includes broad range of quality improvement tools, customer focused strategies, people motivation skills, organization abilities, and 'hands on' capability that gets things done. Hussein Raafat has been with ACDI/VOCA since 1998 starting out as the Assistant Director for Association Development and since 2000 as the Executive Director of the project. He has also worked as a consultant for ICA, IPM, Save the Children and three private sector associations. He earned his BSc in Agriculture, Animal Production in 1983 from Cairo University. He has since updated his skills in management, strategic planning, and others as related to management and development through various workshops and seminars held in Egypt and overseas.

Adham El-Sherbini

Alexandria Region Manager / Meat Sector Coordinator

Adham El-Sherbini started his career in international development with ACDI/VOCA in 1990. He has since worked on several projects in various capacities from Field Assistant with the Farmer to Farmer project to his current position with AgLink. Adham graduated from Animal Science Department, Faculty of Agriculture, Alexandria University in 1986. He earned two diplomas from Sadat Academy for Management Sciences, *Management Information Systems & Computer Technology* in 1990 and *Public Administration* in 1991. Adham is a member of various organizations including *Association of International Agriculture and Extension*, Ohio, USA; *American Society of Animal Science*, USA; and the *Farmers Association for Rural Development* based in Alexandria, Egypt.

Ahmed Oweis

Association Coordinator

Ahmed Oweis has been working in the field of rural development since 1990 in various capacities with Save the Children, NGO Services Center and CARE International. He has extensive experience in *participatory approaches* in the areas of rural extension, institution building of NGOs, strategic planning and training needs assessment for both staff and target groups. This includes developing and managing customized training programs for rural beneficiaries focusing on development issues. Oweis is *always* very enthusiastic about working with smallholders in particular in the field of association development. Prior to that he practiced veterinary medicine for six years and worked as a livestock marketing specialist for almost two years therefore brings a wealth of experience related to the livestock sector. Oweis has a BSc from Cairo University in the field of Veterinary Medicine (1984). He has since updated his skills by attending numerous workshop and seminars in the field of extension management, association management, project design and others as related to the field of association development.

Bahaa El Wesemy

Minya Region Manager

Bahaa El Wassemy has been with ACDI/VOCA since August 1999 as an association specialist with sheep breeders in Matrouh Governorate and currently heads our newly established office in Upper Egypt. His experience with farmers extends to machinery training (instructor) at the Alexandria Farm Machinery Training Center from 1987 to 1988. In the interim, Bahaa lived in the U.S.A for eleven years and gained valuable management experience in both food and retail sectors. He graduated from Alexandria University, College of Agriculture, Department of Agricultural Engineering in 1986.

El Bayoumi Awad

Mansoura Region Manager / Dairy Sector Coordinator

El Bayoumi has over ten years of international development experience in agriculture, eleven years of which have been with ACDI/VOCA. With ACDI/VOCA, he worked on several projects in different capacities starting out as a field assistant under the Farmer to Farmer project in 1992. His diverse and international (Middle East) experience extends to horticulture extension agent in *Libya – three years* and *Egypt – seven years*, science teacher in *Yemen – two years*, and a poultry production supervisor in *Qatar – two years*. EL Bayoumi earned his BSc in Plant Production from Mansura University, Faculty of Agriculture in 1978.

Eman Shaban

Training Coordinator

Eman recently joined ACDI/VOCA and brings with her extensive training experience. Prior to ACDI/VOCA, she worked as a program officer with NGO Service Center providing training and technical assistance to NGOs. Eman has also worked in various capacities – field officer, project supervisor and journalist – with Save the Children, CARE International, Egypt for Investment and Trade, and Local Journal. Eman earned here BSc in Mass Communication, 1989 and a Diploma in NGO Management, 2000 from Cairo University. She is currently pursuing her MA degree in the fields of Mass Communication and NGO Management.

Gebriil Mahjoub

Senior Monitoring & Evaluation Specialist

Gebriil joined ACDI/VOCA's AgLink Project in November 2001 and brings with him twenty years of experience in the field of agriculture specializing in smallholder activities, M&E, training, institutional development and management. He worked for CARE International for eleven years in various capacities enhancing his leadership and management skills. In addition has had worked as a consultant for Africare and the Dutch IPM project. He earned his BSc in Horticulture from Assuit University in 1981 and MSc in Agriculture Science from Suez Canal University in 1989. Additional courses include *Agro Ecology* at the University of California in Berkeley in 1997 and *Conflict Resolution and Peace Building*, sponsored by Multi-Track Diplomacy International Institute, in Jordan in 1998.

Sophia Makonnen

Smallholder Advisor

Sophia Makonnen has diverse experience in management, marketing, finance, new business development and business project design, field work, training, and research – both in the private and public sectors. She has worked in various capacities in the financial sector with State Street Bank, Fidelity Investments and Liberty Securities. Sophia has over five years of international development experience – four years with ACDI/VOCA. *Development experience* includes: advising smallholder coffee associations in East Africa to manage their operation as a *business* – develop business plans, manage business relationships, deliver quality products/service – ; research on ways and means to develop economic opportunities through investment and entrepreneurship in Eritrea; investigating and reporting on prevailing political and social issues in South Africa. *Marketing accomplishments* include facilitating all aspects of marketing and exporting East African farmers' gourmet coffee to overseas clients; developing various corporate and product development marketing materials; and analyzing demographic data to determine market potential. Competencies in finance and administration include: budgeting and forecasting; and developing financial and program management tools. She has a BA in Economics from University of Massachusetts, Amherst, MA (1988) and an MPA in Public Administration with a concentration in Development Administration from Northeastern University, Boston, MA (1998).