



CARE EGYPT

YOUTH EMPLOYMENT PROJECT
DOCUMENTATION

OUTREACH EGYPT CONSULTANCY FOR DEVELOPMENT



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List of Acronyms

Agricultural Cooperatives	Coops
Agricultural Services & Development Foundation	ASDF
Capacity Building	CB
Community Development Associations	CDA
Microfinance	MF
Microfinance Institute	MFI
Monitoring and Evaluation	M&E
Non-Governmental Organization	NGO
Outreach Egypt	ORE
Swiss Agency for Development and Cooperation	SDC
Value Chains	VC
Village Savings & Loan Association	VSLA
Youth Employment Project	YEP

Executive Summary

The Youth Employment Project (YEP) is a project funded by the Swiss Agency for Development and Cooperation (SDC). The project started in September 2014 with a 3-year plan aiming at providing job creation and income increase opportunities to the youth in Aswan, in the agricultural sector.

Aswan, in particular, has suffered economically since 2011, with a continuation of slowdown in tourism. While the majority of employment percentage in Aswan comes from agriculture, the economy as a whole is largely tourism based.

The agricultural sector is an economic opportunity in Aswan, with potential of employment and increased income to the rural communities, and the economy at large.

The project is designed to serve the agricultural sector in Aswan, which is heavily based on smallholder agriculture. Young people from the rural areas of Aswan have no option other than to work in the agricultural sector or to commute or migrate to the capital or to other urban centers across Upper Egypt in search of employment and better prospects.

With this opportunity in the plan, the project was designed based on two outcomes (1) Increased production or revenue and profits for farmers, fishermen, traders and processors in the horticulture, livestock, aquaculture and fisheries value chains; and (2) Enabling environment improved for the development of new and existing horticulture, livestock, aquaculture and fisheries businesses in Aswan.

Seven value chains were identified to be the focus of the project: Dairy, Poultry, Sheep/Goat, Fisheries/Aquaculture, Date Palm, Tomato, and Aromatic/Medicinal Plants. Interventions in each value chain were addressed through the micro financing, zero interest loans, capacity building and technical assistance.

The project worked closely with local CDAs and Coops to build their capacities and encourage these associations to work with business models that are sustainable and income generating, aiming at providing job opportunities to the youth in the agricultural sector.

The project faced several challenges in kicking off the activities, while establishing the Agriculture Services & Development Foundation (ASDF), in parallel, as a main project outcome. The findings of the evaluation resulted in seizing the project and its activities, as the project had not achieve the expected targets.

Nevertheless, there were lessons learnt and best practices, along the way, in the value chains, processes, and community engagement that need to be documented, as references, for future projects.

This is a documentation report, developed by Outreach Egypt Consultancy for Development, to record thoroughly the project design, targets, logical framework, activities, and achievements. The report also documents each value chain and the interventions related to each, while documenting lessons learnt, challenges and best practices.

Introduction

In April 2017, Outreach Egypt Consultancy for Development, was assigned for the documentation of the Youth Employment Project (YEP) in Aswan.

The Agriculture and Natural Resources Programme of CARE has been carrying out the “Youth Employment in Aswan Governorate” project, which is funded by the Swiss Agency for Development and Cooperation (SDC), in collaboration with the WorldFish Center in Egypt. The project goal was to “provide increased and sustainable income for 2,500 and employment for a further 4,000 disadvantaged youth, women and men in Aswan”.

To this end, the project has been implementing actions that serve to increase production and/or revenue and profits for farmers, fishermen, traders and processors in the horticulture, livestock, aquaculture and fisheries value chains; and contribute to the creation of an enabling environment for the development of new and existing horticulture, livestock, aquaculture, and fisheries businesses in Aswan.

The objective of this report is to document the project programming, implementation, and results from inception to conclusion. The documentation includes four main areas: 1) Approaches and methodologies used to achieve project goal. 2) The overall structure of the project. 3) The components of the project 4) Lessons learnt and best practices across the previous areas.

Outreach Egypt reviewed all relevant project documents, developed a work plan for the field work, and designed the necessary tools for information gathering.

Outreach Egypt conducted field visits, interviews, meetings and focus groups across all project stakeholders, partners and beneficiaries to compile the relative information needed for the project. The report focuses on the processes and activities conducted to achieve the project design and expected results.

This report is a documentation tool to record YEP from a holistic approach. And by holistic, it is meant to consider the project from various perspectives to describe the complexity of the project. The sections of the report include: Methodology for Information Gathering, Project Design and Logical Framework, Project Outcomes and Outputs, Target Groups & Beneficiaries, Goals & Targets, Interventions in the Value Chains, Lessons Learnt and Best Practices in the VCs, Activities within the enabling environment: Microfinance, Zero Interest Loan Projects, Capacity Building, ASDF, Entrepreneurship, Marketing, Gender and M&E. The report also documents the community outreach and mobilization, challenges and impact as well as the success stories and lessons learnt.

Documentation Methodology

The documentation and information gathering took place during April and May, 2017. Outreach Egypt planned for the information gathering to ensure thorough and coherent documentation through a participatory approach with the project team.

Desktop Research & Literature Review

Outreach Egypt gathered documents, reports and material to refer to all information in the documentation. ORE received the below documents. Some were received before the documentation started, as information gathering and planning of the documentation, and some documents were gathered during the documentation process itself. The documents range from the inception phase study to the technical proposal and midterm evaluation report. There were also studies related to each value chain analysis. Outreach Egypt also gathered presentations, reports, documents, forms and templates to document the project, holistically. (Annex 1: List of Documents)

Site Visits & Field Work

Outreach Egypt team conducted three field visits for the information gathering. As the duration of the information compilation was two months, extensive documentation trips and meetings schedule were put in place. The methodology relies on meetings, field trips, interviews, focus groups, and audio-visual documentation.

Table 1 Outreach Egypt Team Visits

Date	Purpose
April 25, 2017	Orientation Trip
May 16-18, 2017	Documentation
May 23-25, 2017	Documentation

Full Schedule below

The first trip, on April 25, 2017, was to meet with the project team (in Aswan) to gather and collect information about the project structure, locations, components and VCs. The purpose of the trip was to get an introduction about the project and get to know the team members, and explain the assignment and highlight that it was a documentation assignment that required participation and inputs from all project team members.

ORE team got an introduction on components and project activities, as well as the structure and an overall view of the project. At the end of the meeting, the team planned for the next documentation field trip.

The second trip, May 16-18, 2017 was based on the information received during the first meeting and from the received literature. The purpose of the second trip was to see projects, sites, the different locations, beneficiaries, organizations, and document the impact on the different communities. Below is the visit schedule:

Table 2 Schedule of Second Field Visits

Day 1 - May 16, 2017		
Time	Location	Activity
9:00 am– 3:00 pm	Aswan	- Attend the sustainability workshop - Interview with Coops Management
3:00 pm – 5:00 pm	Aswan	- Meeting with project team - Planning for the rest of the visit
8:00 pm – 9:30 pm	Aswan	- Meeting with project management

Day 2 - May 17, 2018		
10:0 am -1:00 pm	Kom Ombo Qibly	- VSLA groups - MF borrowers and NGOs - Meeting with MF Success Stories
1:00 pm - 3:00 pm	ASFD office	- Meet project component managers - Meet with Mahmoud (Horticulture component)
Day 3 – May 18, 2017		
10:0 am -11:30 am	Kom Ombo	- COOP visit dairy
11:30 am - 12:30 pm	Kom Ombo	- COOP visit poultry
12:30 pm - 1:00 pm	Armena	- Improving lineage of goats and sheep

The third trip, May 23-25, 2017 was a continuation of the documentation process of further projects, VCs information gathering, site visits to project pilots, and project beneficiaries.

Table 3 Schedule of Third Field Visit

Day 1 - May 23, 2017		
Time	Location	Activity
12:00 pm- 5:00 pm	Kom Ombo, ASDF office	Meeting with project members Meeting with Molasses beneficiary
Day 2 - May 24, 2017		
10:00 am- 11:00 pm	Al Gaafra	Palm beneficiaries and NGO
12:00 pm- 12:30 pm	Adendan	Molasses Factory
1:00 pm- 1:30 pm	Wadi Al Noqra	Aromatic plants
9:30 pm- 11:30 pm	Aswan	Meeting with CARE management
Day 3 - May 25, 2017		
10:00 am-11:00 am	Aswan	WorldFish meeting
1:00 pm- 2:00 pm	Edfu	Tomatoes Pilot
3:00 pm -4:00 pm	Nagaa' Helal	VSLA success stories

Information Gathering Tools

Due to the short timeframe of the documentation period, various tools were developed to gather sufficient and useful information, about each component and the related work of each VC.

Questionnaires, forms, and templates were developed in order to gather relative information. The forms were distributed among the YEP team members to gather the information. (Annex 2 all forms received and filled by project team).

Table 4 Tools & Forms for Information Gathering

#	Tools/Forms	Purpose of Tool
1	Goals & Targets	Gather information about targets of the components generally as well as a yearly assessment of targets achievements in a separate table
2	SWOT Analysis	Analysis of strength, weakness, opportunities and threats of the components to be able to identify and document successes and challenges, and be able to set a sustainability and scaling up plan

#	Tools/Forms	Purpose of Tool
3	Operation Cycle	Information about component operation cycle, number of VCs in the cycle, criteria and activities implemented
4	Profiling	Information gathering about NGO/Coops, number of beneficiaries, benefit from project, demographic info
5	Facts and Figures	Assessing activities achieved in each component for all VCs, number of participants, to have a complete idea of all activities implemented and impact on beneficiaries
6	Expectations Questions	What the component managers expected the end results of the project to be vs. what actually happened
7	Components Expectations Questions	Same assessment but only regarding their respective components
8	VCs vs. Components Matrix	A table that shows which VCs were part of which component and which VCs were not part of components' activities
9	General Questionnaire	General information about the components and project
10	Registration Form	NGO/Coop related demographic info
11	Registration Form	General registration form for all meetings and interviews
12	Case Study Templates	Templates that the component managers will fill according to guidelines to unify format and add in report
13	Before and After Template	Photos of before and after situation with brief to be filled according to template guidelines and sent by mail
14	Success Story Template	Same recommendation as past two items, all must be sent by mail to use in final report.
15	Components Interviews	Specified questions for each component that will be used during interviews with component managers

The documentation was done through desktop research & literature review, meetings with Project Team (Cairo & Aswan), site visits to projects and beneficiaries, and interviews & Focus Groups.

Site Visits & Interviews

Outreach Egypt team visited project sites and beneficiaries for the documentation of the project in the horticulture and livestock value chains. Outreach team visited and/or interviewed the 10 zero interest projects, along with sample projects from the micro finance and VSLAs. (Annex 3 log forms of the interviews)

Table 5 List of Projects & Beneficiaries Visited

Project	Location
Milk Distribution Center	Kom Ombo

Project	Location
Poultry (VSLA)	Kom Ombo
Sheep/Goat Breeding (VSLA)	Kom Ombo
Poultry (Microfinance Borrower)	Kom Ombo
Oriental Sweet & Pastries Bakery (VSLA)	Ballana Talet
Sheep/Goat Breed Improvement	Ballana Talet
Poultry fodder and Supplies	Kom Ombo
Pigeons Breeding	Armena
Sheep/Goat Breeding	Armena
Palm Project	Al Gaafra
Molasses Project	Adendan
Aromatic Plants Pilot	Wadi Al Noqra
Tomatoes Pilot Project	Edfu
Poultry (VSLA)	Nagaa' Helal
poultry supplies (VSLA)	Nagaa' Helal
Rabbits & Pigeons (VSLA)	Nagaa' Helal

Interviews with Project Staff

In-depth Interviews were also conducted at the project management and implementation level. The team interviewed the project management and staff to document the project.

Table 6 List of Interviews - Project Management

Name	Position	Organization
Samir Sedky	Agriculture and natural resources director (CARE)	ASDF
Ahmed Nasrallah	Scientist, aquaculture and genetic improvement	WorldFish
Olfat Habib	Fisheries and aquaculture component leader	World Fish
Moustafa Osama	Entrepreneurship component officer	CARE
Awny Mikhael	ASDF manager	ASDF
Ahmed Maher	Capacity building component officer	CARE
Otham Hussein	Microfinance component officer	CARE
Mahmoud El Sayed	Horticulture VC officer	CARE
Shaimaa Al Soliman	M&E officer	CARE
Osama Abdo	ANR Director	CARE

In addition, focus groups were conducted with VSLA borrowers to gather information on the project activities, their micro-projects, savings and impact.

Group	Location
Al Baraka Group	Kom Ombo
VSLA members from different groups	Ismalia Village, Kom Ombo
VSLA members from different groups	Ballana Talet

Audio-Visual Documentation:

ORE team ensured the photography of all project sites, meetings, and interviews for the documentation.

Documentation Limitation & Challenges

There were several limitations and challenges faced by Outreach team during the documentation process. They are summarized below:

Time Factor

The research and documentation were conducted within a very tight time frame. Trips were condensed and the visits' itinerary was very tight given the wide scope of work and locations of projects, CDAs and coops. This was managed by increasing the number of ORE team to run in-parallel tasks during the visits in order to gather as much information as possible, in the available time.

Availability of Information

Data collection was challenging because information, reports, and data were not available in a structured manner. Therefore, site visits were essential as they were the alternative to gathering first-hand information from the beneficiaries to be able to document the processes, challenges, opportunities, and impact. The original scope of work for ORE was documentation rather than conducting research. However, in order to obtain thorough documentation, it was essential for ORE team to interview beneficiaries, project partners and stakeholders, and conduct site visits and focus groups.

Team Spirit and Morale

This was one of the main challenges, Outreach team was present in the field after the decision of seizing the project activities. The overall team spirit and morale were low, and this was apparent in interviews, meetings and discussions. Outreach team had to ensure morale motivation all the time to be able to cooperate in the working conditions.

Overall Project Context

CARE has been carrying out the “Youth Employment in Aswan Governorate” project, from September 2014 to June 2017, which is funded by the Swiss Agency for Development and Cooperation (SDC), in collaboration with the WorldFish Center in Egypt.

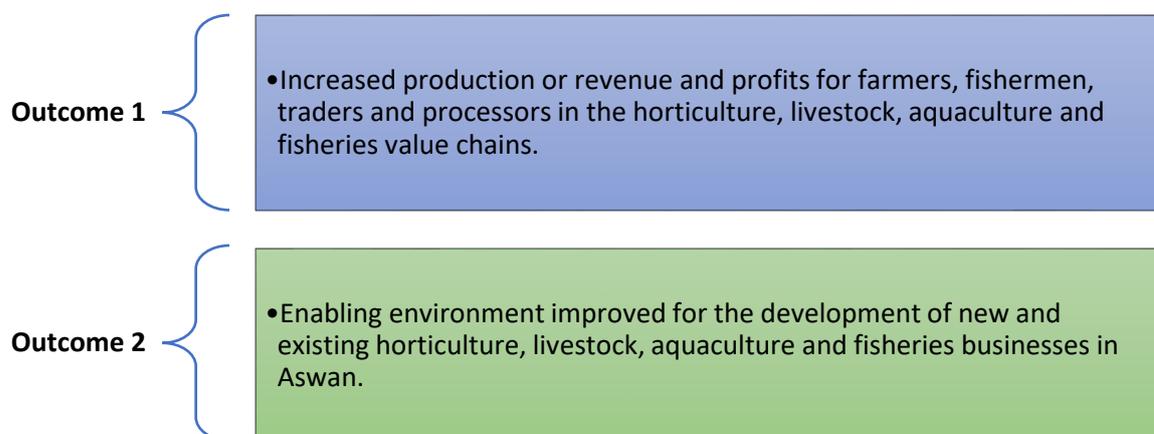
Prior to the contract signature, in September 2014, there was an inception phase from November 2013 to February 2014, where a situation analysis and a value chain analysis have been conducted to identify the intervention plan for the VCs, and understand the agricultural sector in Aswan.

The project goal is to “provide increased and sustainable income for 2,500 and employment for a further 4,000 disadvantaged youth, women and men in Aswan”.

Aswan, in particular, has suffered economically since 2011, with a continuation of slowdown in tourism. While majority of employment percentage in Aswan comes from agriculture, the economy as a whole is largely tourism based. The agricultural sector is an economic opportunity in Aswan, with potential of employment and increased income to the rural communities, and the economy at large.

Project Outcomes and Outputs

The agricultural sector, in Aswan, is heavily based on smallholder agriculture. The rural districts of Edfu, Kom Ombo, Nasr El Nouba and Daraw are particularly marginalized in terms of their access to services. Young people from these areas have no option other than to work in the agricultural sector or to commute or migrate to the capital or to other urban centers across Upper Egypt in search of employment and better prospects. With this opportunity in the plan, the project outcomes were set, as follows:



Better quality inputs, best practices and access to markets across all sectors despite the wide differences between them, will all contribute to increased revenue and profits. The outputs under outcome 1 are therefore outlined as follows:

- Output 1.1 Value chain stakeholders have improved access to high quality inputs
- Output 1.2 Stakeholders along the selected value chains adopt best practices
- Output 1.3 Stakeholders along the selected value chains have better access to markets
- Output 1.4 Value adding activities are introduced or improved in the selected value chains

In parallel to, and complementing outcome 1, an enhanced enabling environment supports the development of value chains and provides existing and start-up businesses with the technical and financial support they require to succeed and expand. The outputs under outcome 2 therefore are organized as follows:

➤ Output 2.1	The Agricultural Services Center facilitates the access of stakeholders along the selected value chains to technical and market information
➤ Output 2.2	Existing and new businesses have improved access to micro finance
➤ Output 2.3	Entrepreneurs in the selected value chains have improved access to entrepreneurship training and support
➤ Output 2.4	Strong, business- aware NGOs and cooperatives improve their services and are better able to advocate for the interest of their constituencies

And crosscutting to the project implementation, CARE recognizes gender as a core of its strategies and interventions across all programming. These interventions are planned on three levels of empowerment: agency, relations and structures.

Project Logical Framework

CARE technical proposal had a logical framework for achieving the outcomes and outputs.

Table 7 Logical Framework

Hierarchy of Objectives	Key Performance Indicators + Baseline Data	Means of Verification	Assumptions & Risks
	<ul style="list-style-type: none"> # of youth with increased income 		
<p>Impact (Goal)</p> <p>Increased and sustainable income & employment for youth, women and men in Aswan</p>	<p>Target:</p> <ul style="list-style-type: none"> 2500 youth have increased income 25 % of which are women <p>• # of new jobs created</p> <p>Target:</p> <ul style="list-style-type: none"> 4000 Job created for youth 25 % of which are women 	<ul style="list-style-type: none"> Project reports Governorate or national statistics Surveys and feedback forms 	<ul style="list-style-type: none"> Political and security issues do not negatively impact production, marketing and transportation of products or provision of services. Economic difficulties (i.e. inflation) do not cause significant reduction in consumption of products or significantly reduce profitability.
<p>Outcome 1:</p> <p>Increased production or revenue and profits for farmers, fishermen, traders and processors in the horticulture, livestock, aquaculture and fisheries value chains.</p>	<ul style="list-style-type: none"> # of value chain stakeholders with increased productivity/revenue Target: TBD based on value chain analysis (25% of which are women) Baseline: 0 # of value chain stakeholders with increased profitability 	<p>External Midterm/Final evaluations</p> <p>M&E System - Internal Surveys</p>	<ul style="list-style-type: none"> Political and security issues do not negatively impact production, marketing and transportation of products or provision of services. Economic difficulties (i.e. inflation) do not cause significant reduction in consumption of products or significantly reduce profitability.

	<p>Target: TBD based on value chain analysis (25% of which are women) Baseline: 0</p>		
<p>1.1 Value chain stakeholders have improved access to high quality inputs</p>	<ul style="list-style-type: none"> ▪ # of stakeholders confirm they are able to access better quality affordable inputs Target: 1000; Baseline: 0 ▪ # of new input providers established in Aswan Target: 5; Baseline : 0 	<p>Monitoring reports</p> <p>Client satisfaction survey</p> <p>External Midterm/Final Evaluations</p>	<ul style="list-style-type: none"> ▪ Flooding, disease, climate change or other natural disasters do not hinder horticulture, livestock or fishery and aquaculture related activities. <p>The security situation does not prevent investors from opening and expanding existing businesses.</p>
<p>1.2 Stakeholders along the selected value chains adopt best practices</p>	<ul style="list-style-type: none"> ▪ % reduction in post-harvest losses in selected value chains (quantity and value) Target: 10%; Baseline: 0 ▪ # of stakeholders in the value chains adopting best practices Target: 70% of target number of best practice training participants; Baseline: 0 ▪ # of stakeholders along the value chains who report improved product quality based on market/recognized quality standards Target: 750; Baseline: 0 ▪ % of stakeholders who have reduced environmental impacts through improved natural resources use (water efficiency, organic fertilizers, etc.) Target: 50%; Baseline: 0 	<p>Monitoring reports</p> <p>External Midterm/Final Evaluations</p> <p>Client satisfaction survey</p>	

<p>1.3 Stakeholders along the selected value chains have better access to markets</p>	<ul style="list-style-type: none"> ▪ # of markets which stakeholders along selected value chains have access to Target: 5; Baseline: 0 ▪ # of new crops cultivated based on market demand Target: 5; Baseline: 0 	<p>Monitoring reports</p> <p>External Midterm/Final Evaluations</p>	
<p>1.4 Value adding activities are introduced or improved in the selected value chains.</p>	<ul style="list-style-type: none"> ▪ # of new value-adding activities introduced in the selected value chains Target: 5; Baseline: 0 ▪ # of existing value-adding activities that have improved the quality of their products Target: 4; Baseline: 0 	<p>Monitoring reports</p> <p>External Midterm/Final Evaluations</p>	

For outcome 2, an indicators' logical framework was developed:

Table 8 Outcome 2 indicators

Output/outcomes	Indicator	Total target	Female Target	Year 1 Target	Year 2 target	Year 3 target
Outcome 2: Enabling environment¹ improved for the development of new and existing horticulture, livestock, and aquaculture and fisheries businesses in Aswan.	<ul style="list-style-type: none"> Increased value of new investments in the selected value chains Target: 20%; Baseline: 0 	20 %			10%	10%
	<ul style="list-style-type: none"> Supported institutions apply strategic development targets including the integration of environmental practices and gender mainstreaming Target: 75% of targets; Baseline: 0 	30	23 NGO	5 NGO	15	10
	<ul style="list-style-type: none"> # of policies influenced or enacted to promote the growth of the value chains by the institutions Target: 3; Baseline: 	3			2	1
1 The ASC facilitates the access of stakeholders along the selected value chains to technical and market information.	<ul style="list-style-type: none"> # of stakeholders along the value chains with improved access to market information Target: 1500; Baseline: 0 	1500	375	200	800	500
	<ul style="list-style-type: none"> # of entrepreneurs/businesses who use the ASC's business development services Target: 200; Baseline: 0 	200	50	50	100	50
	<ul style="list-style-type: none"> # of cooperatives who use the ASC's business development services Target: 30; Baseline: 0 	30		5	15	5
	<ul style="list-style-type: none"> Quality of business development services available for new and existing businesses Target:5; Baseline: 0 	5		1	3	1

¹ Enabling environment includes institutions (cooperatives, producer associations, MFIs), policy frameworks and gender mainstreaming.

Output/outcomes	Indicator	Total target	Female Target	Year 1 Target	Year 2 target	Year 3 target
	<ul style="list-style-type: none"> Technical and business development outreach materials are accessible and meet the needs and expectations of stakeholders Target: 75% satisfaction rate; Baseline: 0 	75%	25%	10%	35%	25%
	<ul style="list-style-type: none"> The ASC is financially sustainable Target: 30% by end of year 3 (40% by end of year 4; 70% by end of year 5; 100% by end of year 6); Baseline: NA 	30%				30%
	<ul style="list-style-type: none"> The ASC has completed an adequate business plan by mid of year 3 Target: First draft by end of year 1; Final draft by end of year 3; Baseline: NA 	300		Draft	Revised	Completed
				30	170	100
2.2 Existing and new businesses have improved access to micro finance	<ul style="list-style-type: none"> # of new financial products designed to meet the needs of the selected value chains Target: 3; Baseline: 0 MF strategy is developed by end of year 1, based on the findings of the value chain analysis. 	3		2	1	0
				Strategy		
		650		50	350	250
		3			3	
2.3 Entrepreneurs in the selected value chains have improved access to entrepreneurship training and support	<ul style="list-style-type: none"> # of youth who completed the entrepreneurs training Target: 250 (25% women); Baseline: 0 # of youth businesses supported by mentoring program Target: 100 (25% women); Baseline: 0 # of stakeholders with existing businesses who adopt good entrepreneurship practices 	250	63	25	125	100
		100	25		50	50
		250	63	25	50	50

Output/outcomes	Indicator	Total target	Female Target	Year 1 Target	Year 2 target	Year 3 target
	Target: 250 (25% women); Baseline: 0					
2.4 Strong, business-aware NGOs and cooperatives improve their services and are better able to advocate for the interest of their constituencies	<ul style="list-style-type: none"> Number of businesses managed profitably by NGOs and cooperatives. Target: 20; Baseline: NA 	20 NGO		3	15	12
	<ul style="list-style-type: none"> NGOs and cooperatives jointly develop advocacy strategies including policy recommendations for the agricultural cooperatives, fisheries and aquaculture laws and policies by the end of year 2. Target: 3; Baseline: NA 	3		1	1	1
	<ul style="list-style-type: none"> NGO/coops evaluations demonstrate that they have made improvements in their governance structures and decision making in accordance to set targets Target: 75% of performance targets achieved; Baseline: NA 	23		3	10	10
	<ul style="list-style-type: none"> NGO/coops evaluations demonstrate that they have mainstreamed gender in their programming Target: 75% of performance targets achieved 	23		3	10	10
		650		50	350	250

YEP Project at a Glance

In three years, YEP reached out to underserved areas and un-privileged communities to ensure sound and positive impact. Through the project design and implementation, there were lessons learnt, challenges, and incidents that hindered the smooth implementation of the project. Through the documentation process, there were also efforts, success stories and opportunities documented, which are presented in the different sections of the report.

In Brief, this map shows the geographical areas that the project succeeded in reaching out to, whereby some of the villages are remote, underserved, and are limited in resources and opportunities.



Figure 1 Map of Areas and Projects

Project Target Group & Beneficiaries

The project's main target is the youth from both genders between the ages of 18 to 40. The objective of the project was to provide them with job and income increase opportunities in the agricultural sector through interventions in selected value chains.

To communicate with target groups and beneficiaries, YEP team (through the project components) visited schools, institutes, universities, NGOs, CDAs and Coops, and cooperated with coordinators, field officers and community leaders to promote the project and reach out to the youth in their local communities. YEP team conducted several activities ranging from formal and informal gatherings, conferences, and seminars to promote the project and ensure participation and engagement of the target groups.

To provide job opportunities and income increase, YEP project had to engage with civil society and agriculture cooperatives and provide products such as loans, capacity building, and micro financing, to ensure the availability of opportunities for the youth in the agricultural sector.

YEP project had to encourage the stakeholders to be able to trigger new approaches and motivate them to participate in YEP project to reach the youth to provide job opportunities and increase in income. One of the main challenges (which will be addressed in the following sections of the report) was to mobilize the community and the agricultural cooperatives to be engaged in activities and income generating business models. Due to several factors, economic and cultural, mobilizing the associations and target groups was a process that was time and effort consuming.

The project was able to introduce new economic ideas in the agro-sector throughout the geographical scope of the project. Some examples of the project ideas (and in the following sections there are details pertaining to each) are Milk Collection & Distribution Units, Aromatic & Medicinal Plantations, Vertical Plantation of Tomatoes, Salted Fish Vacuum Packaging, Poultry Fodder, among others. On the other hand, some economic instruments were introduced to encourage and motivate associations and cooperatives to be engaged in the project such as the VSLA and the Zero Interest Loan.

These new ideas turned into projects that are creating job opportunities in the surrounding communities, and are increasing the income of the beneficiaries. The ideas that became prevalent and were appealing to the surrounding communities were replicated in the same geographical areas, creating a foundation and a base for an organic cluster. An example is the molasses and the aromatic plants, which will be described in the relevant sections of the report.

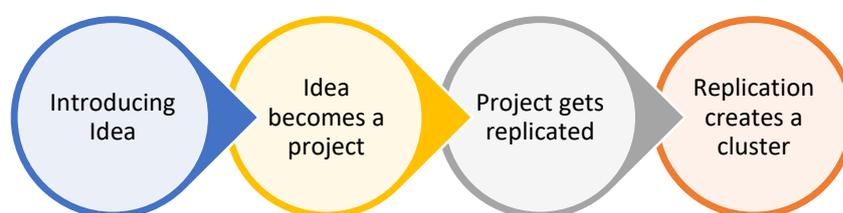


Figure 2 From an Idea to a Cluster

Job Creation & Income Increase

The project target was to provide increased and sustainable income for 2,500 and employment for a further 4,000 disadvantaged youth, women and men in Aswan. YEP team used the M&E tools to record the achievements. YEP team recorded a total of 1201 opportunities in job creation and income increase as such:

Table 9 Job Creation & Income Increase

Item	Male	Female	Total
Job opportunities created	361	449	810
Income increased	121	270	391
Total	482	719	1201

As for jobs created based on the project's criteria of: 240 working days or 6000 EGP in annual income, only a total of **194** Job opportunities were created.

Project Goals

The project tackles seven value chains in horticulture, livestock, fisheries and aquaculture. From the inception of the project, it was planned that CARE will be responsible of the horticulture and livestock VCs, whereas WorldFish will be providing the technical assistance for the fisheries and aquaculture-based value chains. And hence the project goals were divided among the two institutions as such:

Table 10 Distribution of Numerical Targets

Institution	Goal 1 Target Share	Goal 2 Target Share
	Total Target 4000 Job Creation	Total Target 2500 Increased Income
CARE Egypt	3200	2000
WorldFish	800	500

With this split in targets, as shown above, each institution worked with its resources to achieve the goals expected for the value chains.

Project Structure on Implementation Level

The project was divided according to the outcomes. Seven value chains were selected to achieve outcome 1, and five components were identified to achieve outcome 2 in support of the VCs, along with the establishment of ASDF.

The seven VCs selected for the horticulture, livestock, and fisheries were:

- 1 Tomato
- 2 Date Palm
- 3 Aromatic & Medicinal Plants
- 4 Poultry
- 5 Dairy
- 6 Sheep & Goat
- 7 Fisheries & Aquaculture

And the five components for the enabling environment: Microfinance, Capacity Building, Entrepreneurship, Marketing and Gender.

Each component had a target to reach specific numbers of job creation and increase in income. Gender was identified as a crosscutting component to address women empowerment and engaging women in the VCs productivity. Monitoring & Evaluation (M&E) was an in-parallel component to the project monitoring and documenting the numeric targets in job creation and increase in income.

At the time of the documentation (April 2017 – May 2017), the human resources available for the project implementation was for the following components:

Table 11 Availability of Project Staff per Component

Component	Availability of Project Team
Project Manager	✓
Microfinance	✓
Capacity Building	✓
Marketing	✗
Horticulture Expert	✓
Livestock Expert	✗
Entrepreneurship	✓
Gender Expert	✗
M&E	✓

The components address the VCs according to the needs and local market. From the chart above, it was observed and documented that the Fisheries & Aquaculture VC was not in the structure of the project implementation, but rather was implemented on its own under the management of the WorldFish. There were communication between Aswan office and Cairo office on the implementation level, however there was no communication between WorldFish and CARE staff in Aswan. On the management level, CARE office in Cairo and WorldFish communicated to follow up on the deliverables and achievements from a management perspective. On the field level, and project implementation structure was:

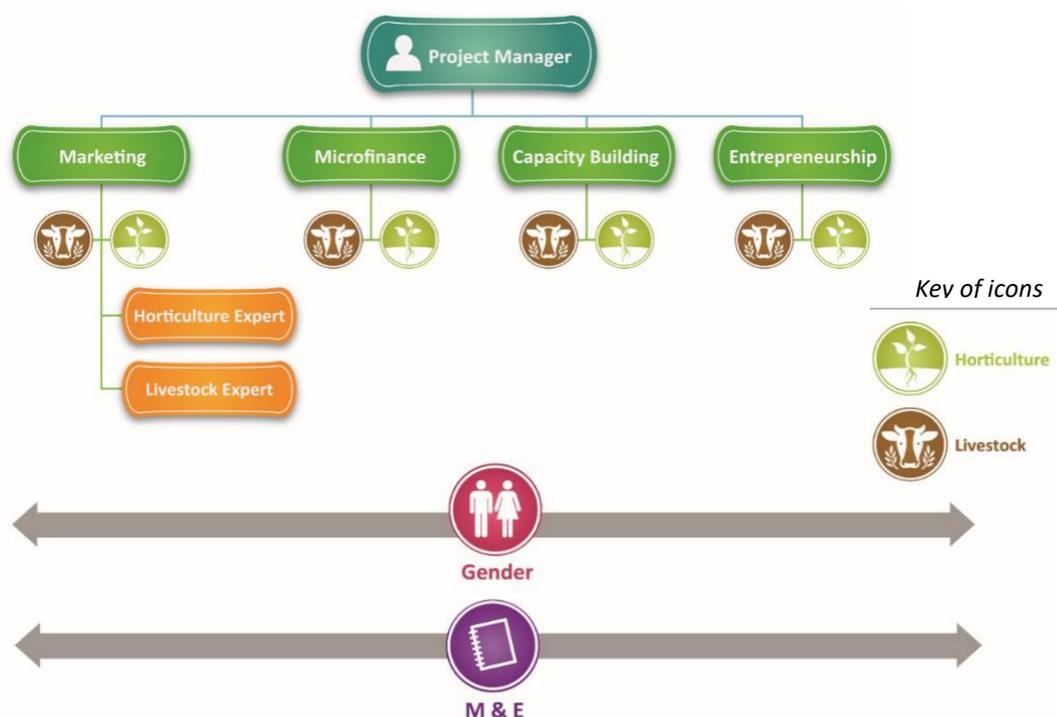


Figure 3 Project Implementation Structure

Project Timeline

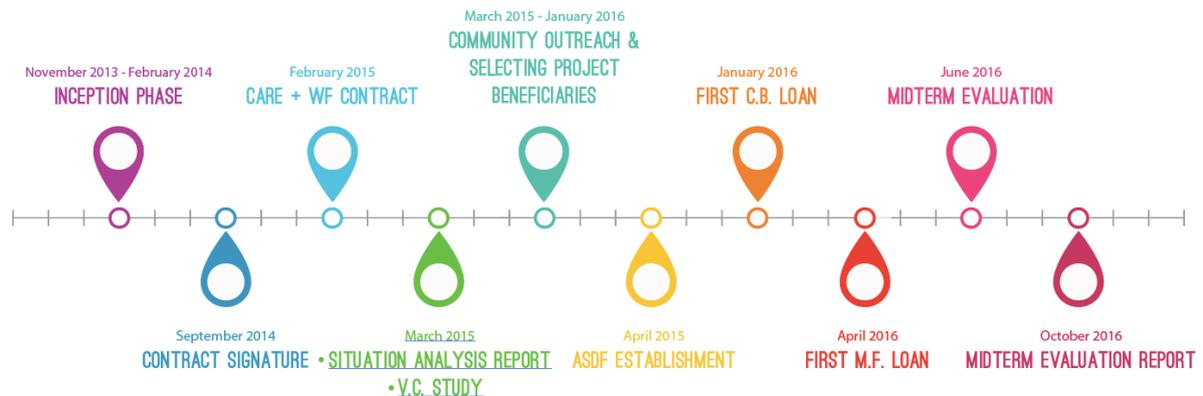


Figure 4 Project Timeline

There was an inception phase that took place before the start of the project activities, during which YEP team started gathering data and information for the project. A situation analysis was conducted to collect information, especially the ones about challenges, obstacles and priorities related to the development of two sectors: horticulture and animal production, from secondary resources and field studies that explore the opinions of the concerned government entities, the cooperation sector, and the private sector and of groups of farmers and breeders. There were four main objectives for the inception phase:

- 1 Conduct the situation analysis to review and modify the basic project document to be more consolidated and result oriented
- 2 Build complementary team work and partnership among project partners and stakeholders
- 3 Develop project action plan for 3 years
- 4 Implement some activities related to project start-up

The goal of the inception phase was to conduct the situation analysis in the target areas of interventions to:

- ❖ Set the necessary technical, monitoring and evaluation tools
- ❖ Set the managerial and financial foundation to ensure effective and efficient implementation
- ❖ Set a plan to ensure the achievement of its intended outcomes and goal

Following the study results, CARE finalized the technical proposal to address the agricultural sector in Aswan based on the findings of the situation analysis.

As of September 2014, after the signature of the contract, studies were made depending on the information gathered. According to the situational analysis report, which was published in March 2015, YEP team implemented interviews and focus groups with beneficiaries as well as governmental representatives. For example, officials from the ministry of agriculture information were interviewed about the national and local agricultural status of Aswan.

As of February 2015, the cooperation between WorldFish and CARE started specifically for the fisheries VC.

One of the main outcomes of Yep is the establishment of ASDF, for which the process had already started and was accomplished when the ASDF was established in April 2015. However, the process of activating the activities of ASDF took longer than expected and resulted in the stagnation of all its outcomes due to national policies and procedures.

Nevertheless, as of April 2015, the microfinance component was able to give out its first loan. Even with the difficulties faced while establishing ASDF and the implementation of its activities, the project had found alternative ways to reach the community and affect noticeable/ tangible change with activities such as the VSLAs.

Midterm evaluation started in June 2016, a year after the beginning of the activities of the project. Within this year the project had managed to mobilize the community and promote project activities, and build capacities of coops and NGOs to participate in the project activities, even when the project faced stagnation for the first year and the results were delayed. Finally, the midterm evaluation report was published in October 2016.

Outcome 1: Value Chains

Value Chain is a systematic approach designed to develop the features that make the product highly competitive. It includes all the processes that the product may go through starting with the inputs and ending with customer. It is based on a realistic study of inputs and outputs to achieve the highest return possible from the product and the highest quality, while reducing costs in different operations.

Seven value chains were identified within three fields of horticulture, livestock and fisheries & aquaculture for YEP. In the horticulture: tomatoes, palm and aromatic plants were identified; in livestock: dairy, poultry, and sheep/goat, and in the fisheries (Lake Nasser as the main destination) fisheries, aquaculture and fish processing were identified as the interventions for enhancing the fisheries value chain.

A value chain analysis was conducted for each of the identified VCs. The purpose of the studies was to provide an overview situation of each value chain in Egypt, generally, and in Aswan in specific to ensure that the project is addressing actual and existent needs of each value chain. Each study presents insights on the value chain in production, post production, and focusing on the different stages within the VCs. The studies also identified the current situation, challenges and opportunities. In addition, each study presented the interventions required to increase the efficiency and effectiveness of the value chain.

The section below highlights the intervention plan for each of the VCs identified, and will be followed by a detailed description of each VC and the actual interventions that took place in comparison to the planned scope.

As per the technical proposal of CARE, below is a highlight of the plan that was set for the intervention of each value chain, and in the following sections of the report, there is a highlight to the actual achievements in each of the interventions.

Intervention Plan for Horticulture

A value chain analysis for each of the identified VCs was developed to identify the interventions needed.

While traditional crops such as sugar cane, sesame, wheat and maize continue to dominate agricultural production (some estimates cite that sugar cane alone accounts for over 70% of cultivated land), Aswan's climate is ideal for the introduction of some types of vegetables, fruit and aromatic herbs and plants given the length of the agricultural season and the quality of the produce. Important crops include date-palms, tomatoes, and aromatic herbs and plants such as mint, geranium and basil (among others) as well as the more traditional ones such as hibiscus and henna. All of the above value chains have a potential for growth given the increased employment opportunities they offer as well as the value added opportunities that they offer. The program team expects that a further in depth value chain analysis for each product will identify the specific opportunities for interventions focused around post-harvest, value-added processing, and increased market information allowing for more equitable relationships between farmers and aggregators. However the following is a brief on each value chain.

Date palms are multi-purpose trees that are resistant to heat and salinity, making them ideal for hot arid and semi-arid regions like Aswan. The trees can be used for timber and building and the fruits (dates) have a high economic and cultural value. Egypt has approximately 15 million date palms (approximately 15% of global trees), with 1 million active and 600,000 inactive date palms in Aswan. However, Egypt exports less than 0.03% of date palm seedlings. Additionally, higher quality varieties

are available and better processing is available for existing varieties. Following the findings of the inception phase including the results of the situational analysis, CARE has already predicted that the creation of a tissue culture nursery for date palms will be a central activity in the project. CARE will conduct a value chain analysis on the date palms to identify the other main areas where date palms need development.

Aswan's climate puts it at an advantage in comparison with other governorates as it is suitable to grow tomatoes and other vegetables almost all year round, cutting down on the seasonality of labor and increasing opportunity for productivity. Tomatoes offer high employment opportunities in comparison to traditional crops such as sugar cane and maize, a finding confirmed by the situational analysis conducted during the inception phase which revealed that the average Feddan of tomatoes generates almost 170 labor days every six months in contrast to the sugar cane's 96 days every 18 months (see table below). At the same time however, tomatoes in Egypt have a particularly challenging value chain with losses that reach to over 50% from harvest to market. With many branches of the tomato value chain, the program must conduct a full analysis to better understand how it can be more efficient. Particular emphasis will be on post-harvest, processing, packing and cold-chain. Based on the analysis of the results, the program will determine the business areas that the tomato value chain has to offer.

Aromatic herbs and plants are a new and growing crop in Aswan and have only started to become popular in the past few years, particularly in newly reclaimed lands. These plants do not require large amounts of land, and therefore are ideal for the situation in Aswan where the vast majority are smallholders. Like tomatoes and other vegetables, aromatic herbs and plants present a large number of employment opportunities in comparison to traditional crops. A rapid assessment of the number of working days required by one Feddan of aromatic herbs and plants per year conducted during the inception phase's situational analysis revealed that on average, there is a need for 130 – 150 working days per year (see table above). At the same time, they also present an advantage as they serve inputs into two value chains – drying and essential oil extraction both of which present important opportunities for the employment of women.

Below is a synopsis regarding each of the horticulture VCs in Aswan, followed by a detailed description of the intervention plan set for each of the VCs.

HORTICULTURE VALUE CHAIN



TOMATOES

Aswan cultivates an average area of 3,000 acres to produce approximately 60,000 tons of tomatoes per. Studying the value chain of tomatoes in Aswan allowed for collection of information from all stages of the agricultural production, post-harvest and marketing through wholesale and retail markets and other alternative markets, especially solar drying operations for tomatoes.



AROMATIC & MEDICAL PLANTS

Improving medicinal and aromatic plants is a value added for marketing. Value chains identified for Aswan within the aromatic and medicinal plants are: production requirements, growing & production, drying & manufacturing, and marketing. Some of the plants identified: Mitchum- German mint, Dutch fennel, Basil, Anise, Fennel Flower, Chia Seeds, Quinoa, Parsley, Cumin, Chamomile, and Marjoram



PALM

Aswan is the 4th largest governorate in Egypt in the number of palm trees, with a total of 1.1 million productive palm trees. Palm is the 2nd agricultural crop after sugar cane in terms of economic income. To increase efficiency of value chain in palm trees, the value chain analysis addressed the production requirements, growing and harvesting, transfer and logistics, manufacturing, and marketing.

Figure 5 Horticulture Value Chain

Table 12 Intervention Plan for the Horticulture VCs

Intervention Plan for Tomato VC					
Manufacturing	Marketing	Harvest and postharvest transactions	Employment and Agricultural operations	Production Requirements	Nurseries and seedlings production
Call for attention to the expansion of solar (sun) drying projects through the preparation of models for these projects in terms of technical and financial studies in collaboration with research institutions	Training on direct sales from the farm or by farmers instead of intermediaries and promoting the establishment of direct sales outlets	Training for women through the use of specialized technical resources to train them on post-harvest and sun drying of tomatoes and other varieties	Preparing a technical team through the rehabilitation and training of young graduates with a bachelor degree in agricultural or agricultural secondary diploma with the grant of trainees certified certificate from Aswan	Training on the opportunities of collective purchasing of inputs through NGOs to reduce costs while ensuring the quality of inputs	Providing economic feasibility studies for the establishment of agricultural nurseries for vegetables and fruits
Provide technical support for access to new value added products from dried tomatoes such as small final packaging and tomato powder packages produced by local Aswan women and how to promote and advertise them	The announcement of the existence of these projects currently in Aswan and show the value of expansion in the future, especially for the government side so that access to support these opportunities for manufacturing and export	Training farmers on proper harvesting practices in terms of proper methods and picking dates	Exchange & Field visits	Assisting associations in conducting direct contracting with companies producing production inputs And contracting between the association and farmers to provide the requirements of production requirements of seeds, fertilizers and pesticides	Training in the establishment of nurseries within the house in the trays of seedlings

Assist in providing loans to youth and families in this field while providing production models for small or household projects	Training and encouraging the signing of contracts of sale between farmers and buyers, especially in the field of tomato drying by providing the common characteristics of both parties	Post-harvest training, packaging specifications, safe packing methods and transportation methods	Training farmers and agricultural workers on the various agricultural processes, such as land processing, agriculture methods, and...of agriculture and	Practicing waste recycling to produce organic fertilizer, which reduces agricultural costs	Provide technical support and knowledge of the economic importance of hybrid tomato varieties and their comparative advantages in disease resistance and the quality of the product and increase the amount of production of Feddan
	Training members of associations and marketing committees on the knowledge of the desired varieties, standards and quality specifications according to market requirements	Training on the specification of quality standards and food safety	Training farmers and agricultural workers on fertilization and preventive or remedial programs		Assistance in providing loans to young people for the establishment of agricultural hothouses to produce seedlings
	Advertising, exhibitions, or participation in specialized exhibitions	Training to obtain certificates of agricultural quality for farms and sorting and packaging centres in preparation for entry into export markets	The use of videos and pictures to present entrepreneurs and organizations with agricultural best practices examples	Providing a database of the names of the companies that are working to provide the reliable production requirements with training on the possibility of identifying the extent	Promotion in order to attract companies selling vegetable seeds and the possibility of establishing extension or commercial units through these companies or establishing branch

				of conformity of products to quality and detect methods of cheating	offices for these companies in Aswan
	Contracting with a supermarket or export opportunities		Explain solutions and ways to attract farmers to participate in associations		Exchange & Field visits to seed production units within the agricultural farm
	Provide opportunities in contracting with food processing companies		Training farmers to register and document agricultural operations annually		
			Training on advanced or modern irrigation systems and how to reduce waste in irrigation water		

Intervention Plan for Aromatic & Medicinal Plant VC

Drying and Manufacturing	Marketing	Harvest and Postharvest Transactions	Employment and Agricultural Operations	Production Requirements	Instructions
Call for attention to the expansion of the projects of sun drying hangers (Manasher) and the establishment of screening units, grinding and crushing through the preparation of models for these projects in terms of	Training on direct sales from the farm or by farmers to senior traders rather than having intermediaries by providing a database	Focus on the role of women by utilizing specialized technical resources to train them on post-harvest and sun drying operations	Preparing a technical team through the rehabilitation and training for youth holding a bachelor degree in agricultural or agricultural secondary diploma in the fields of production, marketing and manufacturing in	NGOs received trainings on how to purchase equipment and find the best prices and highest quality.	Farmers and YEP partnered in implementing pilot models in several locations in Aswan to monitor growth and opportunities.

technical and financial studies in cooperation with research institutions			cooperation with the research bodies with the trainees granted an approved certificate		
Provide technical support to access new value-added products such as small finished packages produced by Aswan women and how to promote and advertise them	Training marketing managers in target communities on the concepts and principles of marketing. Knowing competitors in order to produce competitive products according to the specifications and needs of the market in order to prepare production plans that meet market needs.	Training farmers on proper harvesting practices in terms of proper methods, crop collection dates and reduction of losses	Exchange & field visits	Facilitating direct contracting opportunities between associations and registered production companies. Additionally, facilitating contracting between associations and farmers to provide the needed requirements for the production of seeds, fertilizers and pesticides	Training on proper methods of seed production.
Assist in providing loans to youth and families in this field while providing production models for small or household projects	Encouraging direct sales contracts between farmers and buyers by providing both parties with motivating privileges.	Training on : Post-harvest, packaging specifications, proper packing methods for dry yield, and storage and transport methods	Training farmers and agricultural workers on the various agricultural processes on the Preparation of the land, method of agriculture and the appropriate and ideal timing of agriculture	Training on waste recycling to produce organic fertilizer, which reduces agricultural costs	Training and awareness for the diversity of crops, especially new ones according to the needs of the market and to be appropriate to the nature of the climatic conditions in Aswan Governorate

<p>Preparing and qualifying farmers and youth for the final processing of medicinal and aromatic plants</p>	<p>Training members of associations and marketing committees to know the desired varieties with criteria and quality specifications according to the market requirements, and the possibility of cultivating other varieties such as (cumin and Yanson), which can be cultivated & highly demanded in Aswan</p>	<p>Training on implementing the standards of quality and food safety</p>	<p>Training farmers and agricultural workers on fertilization and preventive or remedial programs To enable farmers to apply organic farming systems through raising awareness and training them on methods and systems of organic nutrition for soil, plant and biological control</p>	<p>Training on proper use of fertilizers and pesticides for different types of plants, which helps reduce losses and cut cost. Also, training on identify appropriate dates to buy and use such chemicals.</p>	<p>Training producers to contract and register with organic registration companies with preparation of cadres for the management of organic farms and how to take samples and deal directly with the laboratory of analysis of pesticides and residues</p>
<p>Assisting in contracting accredited laboratories for sample analysis</p>	<p>Advertising and media training on electronic marketing, organizing and participating in specialized exhibitions</p>	<p>Training to obtain certificates of agricultural quality for farms or sorting and packaging centers in preparation to enter into export markets</p>	<p>Providing associations and pioneers with efficient agricultural training through the use of relevant visual and audio aids such as videos or pictures.</p>	<p>Providing a database for the names of the companies that are working to provide the reliable production requirements. Training on the possibility of identifying the extent of conformity of products to quality standards and detecting methods of cheating</p>	<p>Training on the development of a system for product traceability from the early stages to discover the mistakes, identify the responsibly and critical areas of HACCP</p>

Take advantage of manufacturing by-products such as (Henna wood)in handicrafts	Advertising these projects in Aswan and emphasizing the value of expansion, especially to relevant government entities in order to encourage manufacturing and exporting prospects.	Introducing and training on the use of modern agricultural equipment used to harvest crops such as mowers and other agricultural machines	Training on modern irrigation systems and how to reduce waste in irrigation water	Promotion in order to attract companies selling seeds and pesticides and the possibility of setting up extension or commercial units through these companies or establishing branch offices for these companies in Aswan	Exchange & Field visits to production units of medical and aromatic plant production and processing
	Development of the waste recycling system from the drying processes (compost production)		Training farmers to register and document agricultural operations annually		

Date Palm Intervention Plan					
Manufacturing	By Products	Hangers (El Manshar)	Palm Farms	Production Requirements	Marketing
Developing new palm production processes with the help of research centers	Market analysis with regards to the quality requirements of wicker products. Encouraging sales outlets for wicker products.	visits for owners of hangers to El Wadi El Gedid	Training 200 young people from 20 villages to work in palm plantations and productions	Implementing new palm plantations and/or improve existing ones to create youth income increase opportunities	Improving refrigeration and packaging methods to extend sales season and to guarantee farmers better prices for their products.
Use of seeds in alternative products such as Kohl and coffee.	Training of young men and women with a focus on quality with the support and inspiration from students of fine arts	Promote the idea of refrigeration and packaging	Supplementary projects with bran to eliminate seasonal palm.....	Labor trained on separation of the seeds (fasaiel) to reach 50% instead of 20%	Attention to products and quality in the market

Date paste, baked goods, and nut and/or chocolate stuffed-dates	The production of damaged dates for animal feed and connection of the bran to the workers in wicker (gireed)	Not to mix the categories/ types	Short demonstrational videos on good practices.	Purchasing wholesale equipment and introducing recycling processes to cut cost	Advertising, media and exhibitions to increase sales
Promotion of date palm as an economic value	Analysis of the components of damaged date cores to determine potential use as feed.	Attention to quality at harvest time and during transport to hanger (manshar)	Expansion of palm plantations with cane, mango and new lands	Exchange visits between the featured owners of nurseries (plantation) and Governorate which has good experience in seeds separation process.	Marketing Association for Dates
			Create research teams form Aswan youth		Proper sorting, packaging and grading increase farmers' profits.
			Create A.S.C site which has all the training materials		Contracting with a supermarket or export opportunities
					Open distribution outlets in cooperation with the government

Livestock

Since dairy, sheep & goat, and poultry were identified as the three VCs in livestock with potential to boost economy, provide employment opportunities for youth, and increase income, a VC analysis for each was developed.

The predominant types of livestock in Aswan are goats, sheep, buffalo and cows and while there is a significant presence of camels as well, the inception phase found that camels were more of a trading business than breeding as most camels are imported from Sudan to be sold in the main market in Giza. Aswan is therefore considered a temporary place for camels to fatten, in preparation for sale. In terms of dairy production, despite having 2.2% and 1.4% of Egypt's buffalo and cows respectively, Aswan only produces only 0.95% and 0.89% of the milk. This means Aswan cows produce, per head, 35% lower than national average, and Aswan buffalos produce 57% lower than the national average. For smaller breeders, these numbers are even lower considering larger breeders have better access to veterinary services, quality breeds, and quality processing. Low production rates are caused by a combination of factors such as: poor veterinary services, poor feed (due to breeders' lack of financial means to provide for high value feed), as well as lack of refrigeration, and local processing. Meetings with the Aswan Businessmen Association and the Animal Production Cooperative Association, who provided loans for breeders, revealed weaknesses in these programs. For example, loans helped with the purchase of the animals, but were not sufficient to cover the maintenance of the animals (veterinary services and animal feed). As a result, smaller farmers were unable to feed their animals which ultimately lead to losses. The study also revealed that the average breeder in newly reclaimed lands such as those in Al Noqra have larger herds than those in the old lands and have also a high potential for expansion. Finally, Aswan also has a culture of shared breeding where traders and breeders invest in animal production together to increase profit for both parties. These opportunities and lessons learnt will be taken into account in the program.

Smaller animals such as goats have incredible potential in a relatively poor market like Aswan due to their resilience and relatively low cost compared to cows. Goat milk is also more durable than cow milk which is better for Aswan's hot climate. Furthermore, there are important possibilities of trading small animals with Sudan and CARE will investigate this possibility which will increase the resilience of local breeds to the arid climate. While Aswan's geographic location is often considered as a disadvantage due to its remoteness in relation to major Egyptian cities, the program will focus on the advantages of its proximity to Sudan as an avenue to open doors of cooperation and trade with Sudan and beyond that to other African countries.

Finally, poultry is raised in almost every rural household in Aswan and is traditionally the responsibility of women. While ducks, as a type of poultry, provide an alternative for many households to chicken because they are more resistant to disease, and the introduction of avian flu decimated the livelihoods of many chicken farmers, chicken continues to be profitable for its provision of eggs as well as white meat. Raising ducks is also particularly suited to strong communities, and initial surveys show remarkable interest in particular from Nubian communities. With even the smallest interventions (fencing, hygiene, etc.) poultry raising can increase in size and profit for women and their households. Smaller poultry raising projects can provide households with an extra source of income while larger ones can become full-fledged businesses.

Below is a synopsis of each VC with regards to Aswan, followed by a detailed table with the intervention plan for each of the identified VCs.

LIVESTOCK VALUE CHAIN



Figure 6 Livestock Value Chain

Table 13 Intervention Plan for Livestock VCs

Intervention Plan for the Dairy VC			
Manufacturing	Marketing	Care and breeding	Production requirements
Practical training courses for manufacturing stages	Providing manufacturing equipment by granting good loans or supporting collective work	Training on the manufacture of non-traditional feed	Shops selling basic productions tools and equipment such as thermometers and containers are required.
Encouraging milk collectors in villages to work together.	Training youth on packaging and conservation methods	Provide trained workers	
Conduct field visits to each milk complex and study its needs	Use the extension manufacturing laboratory to teach and transfer the skills of dairy manufacturing of youth	Conduct veterinary seminars to trainers and producers	
Provide a means of transportation equipped to transport milk from assembly and manufacturing points to outlets and areas of consumption	Providing equipped vehicles through the association.	Providing low interest loans to help youth	
Establishment of dairy collection points in milk producing villages	Expand distribution channels and study market requirements of manufactured products		
Cooperation with association to establish sales outlets			

Intervention Plan for Sheep/Goat VC				
Marketing (Finished products- by- products or annual products)	Manufacturing of annual products (Wool-leather)	Manufacturing (Slaughtering-meat and dairy factories)	Care & Breeding (Labor-veterinary care- guidance and technical support)	Production Requirements (Capital- breeding flock- animal-feed & medicines)
Providing feasibility studies to determine the economic size of small herds	Training on manufacturing of by-products of wool and leather.	Encouraging investment in meat processing and trading projects	Provide training programs, veterinary advice and technical support for young raisers	Encouraging breeding practices that are highly productive and suitable for the environmental conditions in Aswan.
Developing the role of existing NGOs and activating the role of the marketing committees in the collective purchase of production inputs from feed and medicine	Exploitation of annual products in the establishment of small industrial projects through the provision of technical support and training	Provide training on the manufacturing of dairy products from goats	Preparation and training to provide technical and economic feasibility studies for various projects	Training for pioneers and trainers on how to identify good breeds and their characteristics
Create marketing links from breeders	Provide financing and promotion of by products such as wool, dairy and leather manufacturing	Reciprocal/ cross visits	Exchange & Field visit for distinguished individuals	Provide the necessary technical support and training to know the actual nutrition needs of the animal
Establishing a database for markets, major traders and breeders			Emphasize and promote the role of women and train them to implement small projects to benefit from annual products & market them	Training on how to benefit from the seasons of the availability of green fodder through manufacturing or storage, such as bales industry (Balat el drees)
Activation of the contracting system between breeders and buyers			Recommendations to the government side to activate the role of service institutions related to the activities	Encouraging investment in the fields of traditional and non-traditional feed production, especially small projects, and providing feasibility studies
			Encourage the establishment of specialized centers which provide	Activating and developing the role of the existing NGOs in providing

			technical support and supervision of farms, provide recommendations and feasibility studies and training for upcoming and existing projects.	databases for educators and marketing information for the sources of purchase and markets
				Assist in providing loans to youth and families in this field while providing production models for small or household projects

Intervention Plan for Poultry VC			
Marketing (Finished products – annual products/ by-products)	Manufacturing	Care & Breeding (Labor- veterinary care- guidance & technical support)	Production requirements (Feed and veterinary medicines - chicks)
Providing feasibility studies to determine the economic size of small and large projects	Encouraging investment in poultry industry projects and their circulation	Provide training programs, veterinary advice, technical support for young breeders and provision of trained labor	Recommending the breeding of highly productive and suitable species for the environmental conditions in Aswan
Developing the role of existing NGOs and activating the role of marketing committees in the process of collective purchase from production of feed, medicine and breeding lines	Youth exchange visits and training on the establishment of small industrial units	Preparation and training to provide technical and economic feasibility studies for various projects	Training for pioneers and breeders on how to identify good breeds and their characteristics
Establish marketing links between breeders and encourage the work of companies among youth to implement poultry breeding projects		Reciprocal / Exchange & Field visits to distinguished individuals	Provide the necessary technical support and training to know the actual nutrition needs of poultry

Establishing a database for the markets and major traders, as well as breeders and traders of production requirements		Activate the role of women and qualify them to implement small projects	Training on how to benefit from seasons of availability of dry feed by manufacturing or storage
Activation of partnerships and contracts between farmers and traders to sell different breeds at all ages.		Recommendations to the government side to activate the role of service institutions which are related to the activity	Encouraging investment in the field of feed processing, especially small projects such as the work of a unit of shower and mixing and unloading and the establishment of small hatcheries (cookers) for housewives to breed fertile eggs and provide feasibility studies
Training youth and girls on the trade of table eggs and opening marketing channels with outlets and supermarkets		Encouraging the establishment of specialized centers (private non-governmental sector) to provide technical support, supervision, recommendations, feasibility studies for agricultural projects, training and provide technical training for the trainer	Activating and developing the role of the existing NGOs in providing databases for breeders and marketing information for the sources of purchase and markets
Training on marketing of chicks		Training for the transition from the stage of home breeding to the stage of economic breeding	Provide awareness for the female breeders through coordination with veterinarians (doctors) and assistants to provide appropriate awareness materials.
			Assist in providing loans to youth and families in this field while providing production models for small or household projects

Fisheries & Aquaculture

The fisheries and aquaculture value chains are the main role of WorldFish in YEP. The objective is to support the development of fisheries and aquaculture-based value chains. This includes improving the management of Lake Nasser fisheries, testing a range of aquaculture and culture based fisheries approaches and supporting the development of fish processing enterprises in Aswan.

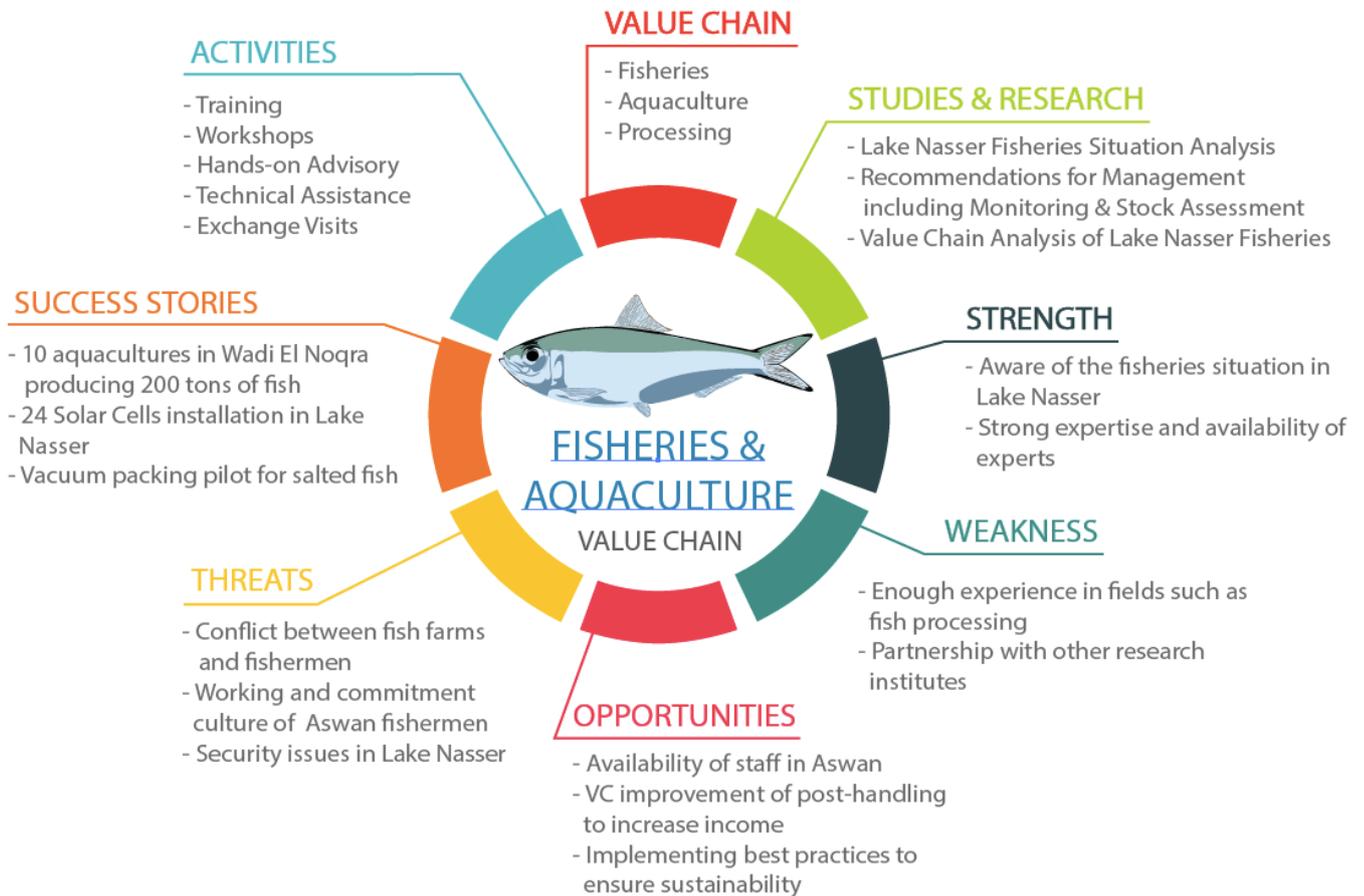


Figure 7 Fisheries & Aquaculture Component

Value Chains Interventions

In this section of the report, there is a documentation of each value chain, the interventions at all levels, the outreach to the beneficiaries, the monitoring, results, challenges and impact.

To showcase the project intervention within each VC, the below table highlights the interventions achieved within each VC.

Table 14 Overall Achievements of Interventions in VCs

Value Chain	Inputs/Supply	Farming/Production	Value Added/Processing	Marketing
Tomatoes	✓	✓	✓	✓
Date Palm	✓	✓	✓	✓
Aromatic Plants	✓	✓	✓	✓
Poultry	✓	✓	✓	✓
Dairy	✓	✓	✓	✓
Sheep/Goat	✓	✓	x	x
Fisheries & Aquaculture	✓	✓	✓	✓

There are several project models in YEP, ranging from a micro-scale within the VSLA to a large project operated by a cooperative and benefiting the surrounding community. The below section shows the interventions for each VC, scope of the project, its activities, beneficiaries, impact, success stories, and lessons learnt.

Tomato Value Chain

Tomatoes were one of the VCs in horticulture that were identified for the project. While there was an intervention plan for the VC, the actual technical assistance was implemented with the vertical plantation of tomatoes.

YEP team through the horticulture expert reached out to the land owners and promoted the method of vertical plantation of tomatoes. The project provided technical assistance through gatherings with the farmers, and training on feasibility studies on dried tomatoes. Also 20 agricultural engineers received a training on harvesting techniques. The two main activities that took place with the tomatoes VC were related to marketing and harvesting.



With regards to the marketing, YEP's goal was to build the capacity of the producers and growers for "collective selling". The objective of the collective selling was to ensure a buyer before harvest season with a fair price. Aswan has an abundance in tomatoes production, which obliges the grower to sell for a lower price to avoid excess produce. Pre harvest sale is a solution to this problem, as this would also mean that during selling season, the farmers will have less to sell so the price of selling would increase.

YEP team met with several of the growers and provided them with the technical assistance needed for pricing. Also, efforts were made to link growers to the private sector through a meeting with "Aghzeya", a company that specializes in producing tomato sauces and tomato paste. However, the growers and the company representatives were unable to reach an agreement on pricing.

Linkages with private sector for collective selling

The second activity in the tomato value chain was a pilot project for vertical plantation. The vertical growing took place in three farms in Edfu, Wadi El Noqra and Nasr El Nuba, as such:

Ahmed Abdel Kerim	Adendan - Nasr El Nuba
Kazem Ali & Nasser Mohamed	Wadi EL Noqra
Ahmed EL fouli	Edfu

The agreement between the beneficiary and YEP, was that there will be cost sharing by both parties, where the project will provide the equipment for planting vertical tomatoes, and the beneficiary will provide the land and bear the costs such as the irrigation, soil nutrients and pesticides. Each of the landowners provided ½ feddan for the project, with a total area of 1 ½ feddans.

Pilot project for vertical tomatoes

This was an incentive for the grower/land owner to experiment with a new method of growing tomatoes. The grower received the technical assistance needed and the material for vertical growing. Tomatoes were planted using two different methods, Spanish and Dutch, to monitor differences, and see which one would be more applicable to the nature of Aswan. The Spanish method worked better than the Dutch. Tounta Absoluta destroyed the crops, but there has been lessons learnt from the pilot and the processes.

Challenges, Opportunities & Lessons Learnt

One of the challenges was the delay in the availability of the equipment which resulted in growing the tomatoes off-season (December instead of September). The land got infected with the “Tuta Absoluta”; and only 1% of the crop was saved.

The beneficiary saw an opportunity in growing the crop with the vertical approach as it does not require large space, and is easier to control the pests. Vertical planting could increase productivity to 2000 crates, whereas normal planting could produce 500 crates.

The growers expressed the interest of the surrounding communities in replicating the experiment with the vertical planting technique. And if they will consider growing tomatoes again, it should be during the right season, and if the financial resources is available.

From the marketing intervention, although securing linkages with private sector did not take place, however it is an indicator that there is a market opportunity in this field, but more time, technical assistance and capacity building is needed to ensure behavioural changes of the farmers and growers in Aswan to understand the market dynamics.

TOMATOES VALUE CHAIN

VERTICAL GROWING PILOT PROJECT

BENEFICIARY PROVIDES

- Land
- Land Preparation
- Workers
- pesticides



LESSONS LEARNT

- Green House
- Winter Crop not Summer
- Frequent Technical Assistance
- Quality of Thread
- Enough Wooden Sticks
- مشاكل لخصوبه التراب

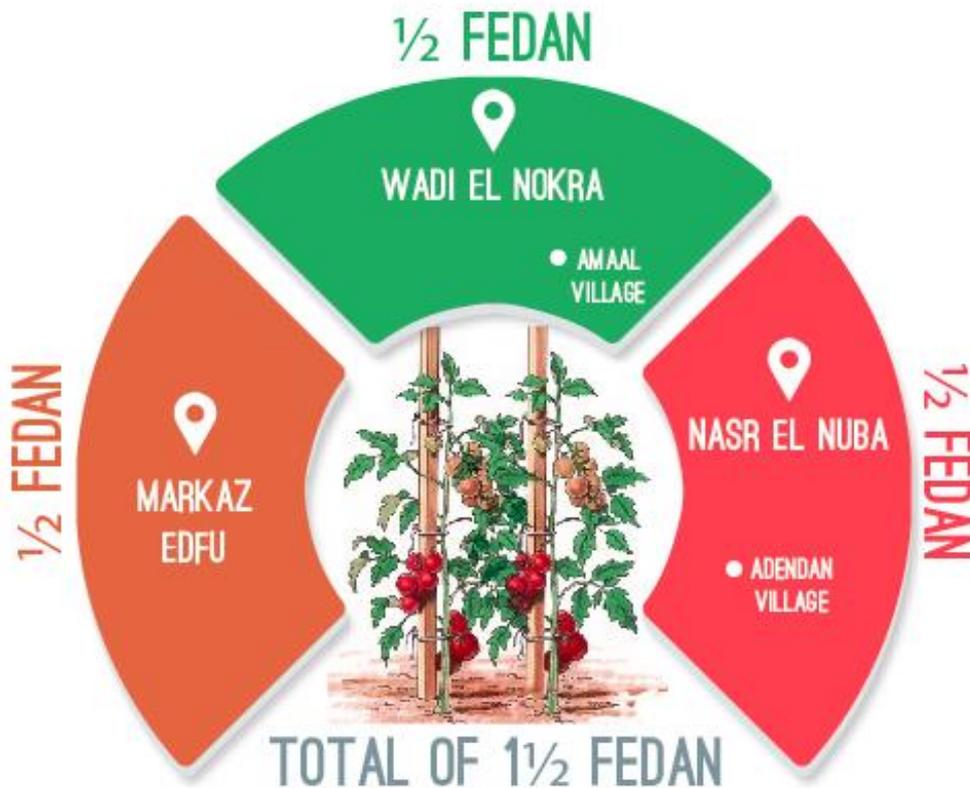
PROJECT PROVIDES

- Seedlings
- wood & threads
- Technical Assistance



OBJECTIVE

Experimenting vertical tomatoes plantation in Aswan to be replicated to increase tomato crop in Aswan



Tomatoes were planted using the Spanish and Dutch methods. The Spanish method worked better but Tuta Absoluta destroyed the crops

INTERVENTIONS IN MARKETING TOMATOES

Efforts were made to link the beneficiaries with private sector through collective selling to ensure fair pricing to the growers.



Figure 8 Tomato VC Overview

Activities in the Interventions of the Tomatoes VC

Table 15 Actual Interventions Achieved in the Tomato VC

Manufacturing	Marketing	Harvest and postharvest transactions	Employment and Agricultural operations	Production Requirements	Nurseries and seedlings production
<p>Training & Seminars expansion of solar (sun) drying projects through the preparation of models for these projects in terms of technical and financial</p> <p>Training & Seminars : technical support for access to new value added products from dried tomatoes such as small final packaging and tomato powder packages produced by Aswan through women and how to promote and advertise them</p>	<p>Training and encouraging the signing of contracts of sale between farmers and buyers, especially in the field of tomato drying by providing the common characteristics of both parties</p> <p>Training members of associations and marketing committees on the knowledge of the desired varieties, standards and quality specifications according to market requirements</p> <p>Advertising, exhibitions, or participation in specialized</p>	<p>Training farmers on proper harvesting practices (vertical tomatoes)</p> <p>Post-harvest training, packaging specifications, safe packing methods and transportation methods in vertical tomatoes</p>	<p>Preparing a technical team through the rehabilitation and training of young graduates with a bachelor degree in agricultural or agricultural secondary diploma with the grant of trainees certified certificate from Aswan</p> <p>Exchange and field visits within Aswan</p> <p>Training farmers and agricultural workers on the various agricultural processes such as land processing, method of agriculture, and the ideal timing /season for growing vertical tomatoes.</p> <p>Seminars for farmers and agricultural workers on fertilization and preventive or remedial programs</p> <p>Providing associations and entrepreneurs with efficient agricultural training through the</p>	<p>Training on the opportunities of collective purchasing of inputs through NGOs to reduce costs while ensuring the quality of inputs</p> <p>Providing a database of the names of the companies that are working to provide the reliable production requirements with training on the possibility of identifying the extent of conformity of products to quality and detecting methods of cheating</p>	<p>Vertical Tomatoes Greenhouse: cucumbers and tomatoes</p> <p>Entrepreneurship training sessions. Training on establishing nurseries within the greenhouse in seedling trays. Provide technical support and knowledge of the economic importance of hybrid tomato varieties and their comparative advantages in disease resistance and the quality of the product and increase the amount of production of feddan</p> <p>Cross and field visits to seed production units within the agricultural farm</p>

Manufacturing	Marketing	Harvest and postharvest transactions	Employment and Agricultural operations	Production Requirements	Nurseries and seedlings production
	<p>exhibitions on dried tomatoes in Edfu</p> <p>Provide contracting opportunities with food processing companies</p>		<p>use of relevant visual and audio aids (videos, pictures, etc.)</p> <p>Training on advanced or modern irrigation systems and how to reduce waste in irrigation water for vertical plantation</p>		

Date Palm

The date palm was identified as a main agricultural source in Aswan for its high productivity. Several projects were implemented to address interventions in the date palm value chain. Ranging from horticultural technical assistance and marketing to projects implemented through zero interest loans.

Two main technical assistance projects, led by horticulture expert were implemented in the palm value chain. One project took place in Wadi Abadi - Edfu, and the other in Al Gaafara village.

Date Cooling

The initial goal of the projects was to get farmers to buy fridges and try out date cooling. But due to delays on the farmers' side and the end of the date season, the project had to find an alternative to the pilot. It was then decided that the project implementers would buy dates from the farmers and show them how to do the cooling process.

Accordingly, the project bought 2 tons of raw dates from the growers. They worked with three kinds of dates: malkabi, qandila, bartamuda as they are rich in flesh and do not lose their quality in the cooling process.



In Al-aqaab village, Mohamed El Hussein, a palm producer who showed interest in the trainings contributed to the project by providing the fridge so he can witness first-hand the cooling process, and gain experience from the pilot project.

The project used an expert to demonstrate the cooling process to the farmers. The duration of the training was three days each time. Sessions and trainings were conducted with the beneficiaries directly.

The objective of the experiment was to extend the date season and give farmers a chance to sell their produce at a fair price. The cooled dates were then sold at specialized events such as Siwa Festival and the Cairo Exhibition.

Impact of Date Cooling Pilot

Before the project, the known process of drying was the old traditional way known in Aswan. YEP introduced the cooling as an innovative technique. By monitoring the pilot project of YEP, farmer Ahmed El Fouly replicated the idea with "Malkabi" and "Gandila" dates and requested technical support from YEP on cooling the dates.

El Fouly harvested 15 tons with the help of the project. Using 15 tons of "Malkabi dates", he rented a fridge and stored the dates to be able to sell throughout the year, not just during harvest season.

He requested from the project to market his dates and they connected him with the Siwa Date Festival and by attending he was able to export his dates as such:

- 100 KG to Germany



- 12 Tons to Lina Company (They exported his dates to Morocco)
- 1 Ton to Australia
- Sold 1 Ton at the Cairo International Conference.

In the future, Mr. El Fouly would like to expand his production to be able to collect and export more dates, and buy another fridge so he can expand his business activity to Cairo.

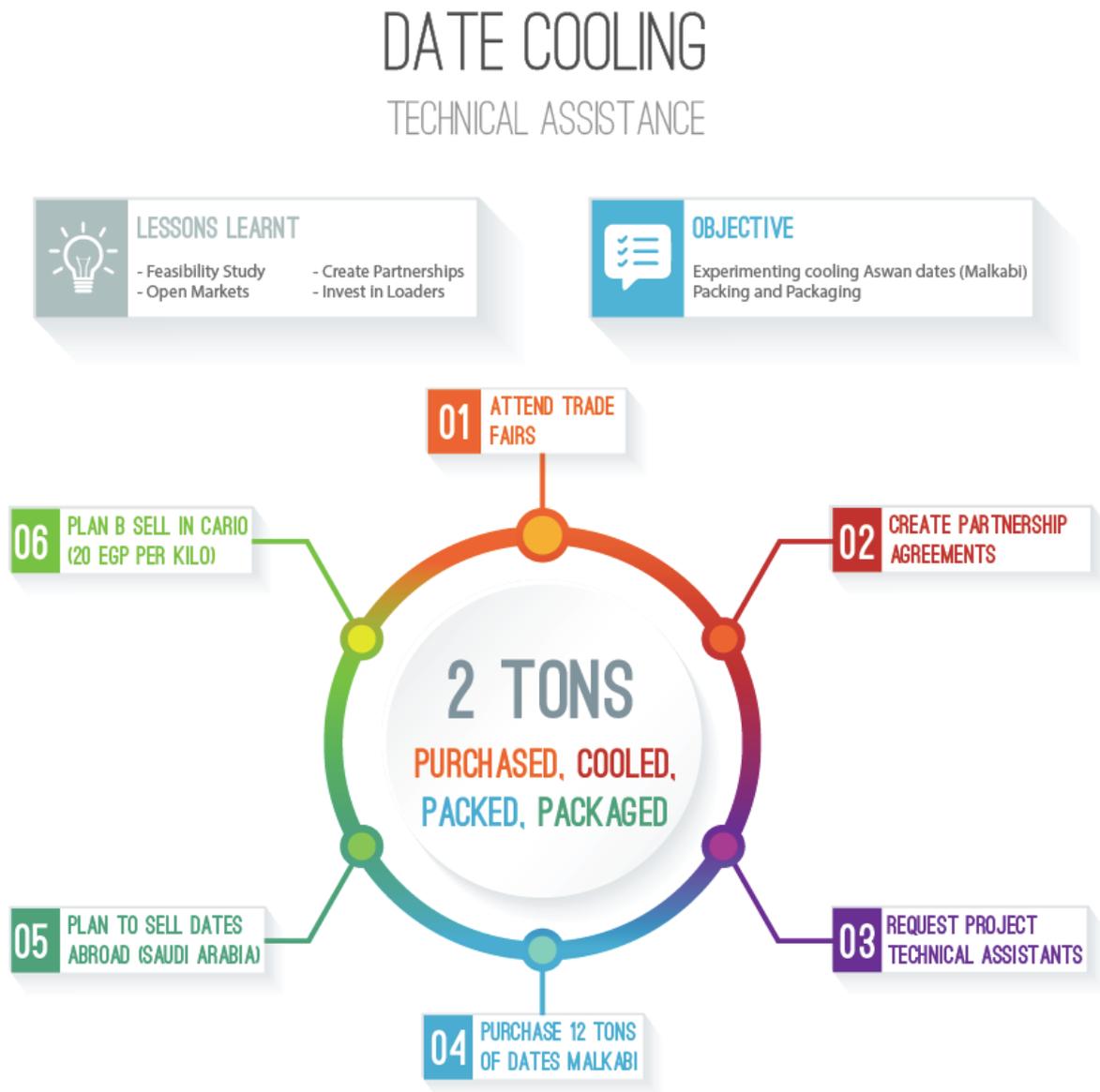


Figure 9 Date Cooling Project

Harvesting & Post Harvesting Techniques

Two of the beneficiaries of the Harvesting and Post Harvesting Techniques training program were Youssef Abou El Hassan (Board Director of NGO), and Mansour Ali Mohamed of Al Gaafra village (Trainer in date palm techniques). During the project, Mansour received training in separating new born palm trees “Fasl Fasayel” and in trimming & pruning palm trees. These techniques allow for better palm tree growing and better production, both of which increase productivity and income. Mansour Mohamed, who has 200 palm trees all perfectly cared for, explained that it takes 30 minutes to clip a tree that is well taken care of. However, a tree that is not cared for takes up to an hour and a half of a farmer’s time.



PALM DATES

OBJECTIVE

- Provide job opportunities
- Enhance technical skills
- Stop using casual workers

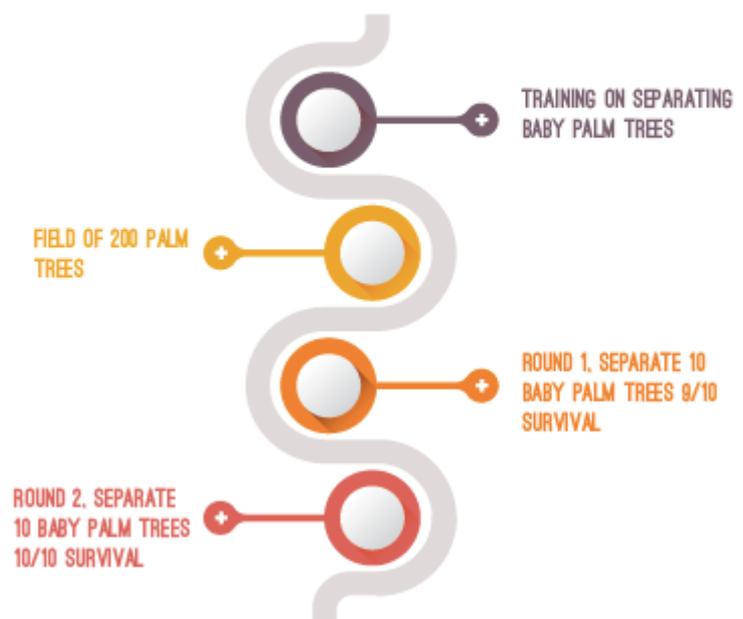
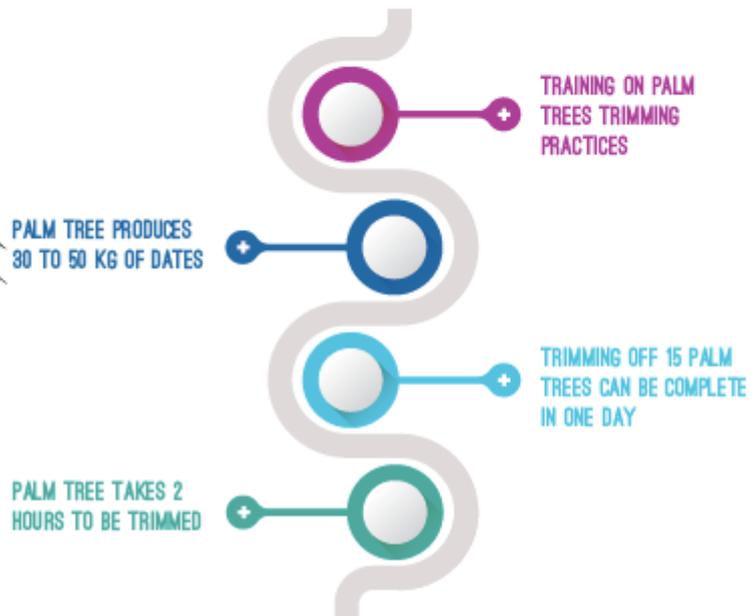


Figure 10 Date Palm Project Facts

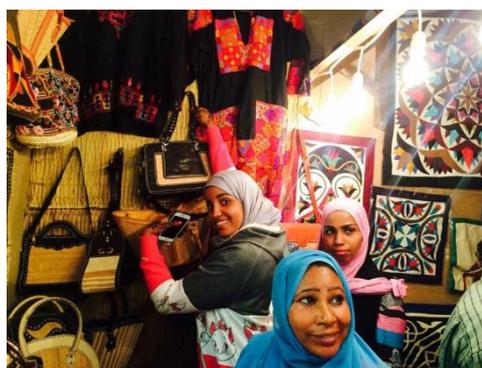
Date Palm Exhibitions

The exhibition was an output of the zero interest loan activities with Al A'qaab NGO. More details related to the activities and outputs of Al A'qaab project are in the related section of the zero interest loan project. Below is a documentation of the marketing intervention in the Date Palm as an impact of Al A'qaab training program. The project has assisted the beneficiaries to participate in specialized events related to date palm to support the marketing intervention plan of the VC.

Egyptian Handmade Exhibition: Ebdaa' Mn Misr

In November 2016, in Cairo Exhibition Center, three beneficiaries/ artists attended the fair: Fatima Idris Mohamed, a pioneer in handicrafts, in addition to trainees from Al-A'qaab village, Fatima Azim and Hala Bahaa al-Din. The purpose of the visit:

- To identify the culture and heritage of the governorates of Egypt
- Explore the exhibitions and learn the extent of interest in any of the goods and new designs
- Build business relationships both inside and outside Egypt: Institutions - Companies - Clients



Beneficiaries Feedback and Recommendations

- ❖ The exhibition was showcased handicrafts only from governorates of Egypt and was based on the preservation of heritage and environmental products. The exhibition aimed to help and encourage artisans to increase their production and to market their handicrafts.
- ❖ The turnout due to interest in the beneficiaries' products was very strong, but the artists received comments on the quality of the products.
- ❖ Participation allowed for the artisans to get acquainted with the heritage of each participating governorate, such as: New Valley - Luxor - Fayoum - Siwa - Alexandria - Cairo - Damanhour - Aswan and worked to expand their ideas in art and creativity on everything that is new.
- ❖ The trainees had a strong incentive to work and develop their crafts. They had a desire to be trained on how to develop and improve the quality of their products.

Several recommendations were documented post the exhibition: _

- develop training for the development of products to participate in the next exhibitions
- provide technical training for artisans from Al-A'qaab village
- Linkages with organizations such as Industrial Modernization Center for training and improving the skills of the handicrafts producers.
- Find a suitable means of communication with the contacts achieved from the exhibition and participate in other conferences and exchange visits of similar products and artisans

Second Festival of Dates in Siwa

The exhibition was held under the auspices of Khalifa International Date Palm Award, Ministry of Commerce and Industry, and the Ministry of Agriculture. The purpose of the exhibition was to motivate those interested in the field of date palms to improve the quality of all palm products. The goal was also to encourage competition in the area of international export of all palm products. Incentives were awarded to participating farmers, researchers, traders, exporters, companies, associations, and



workers who are affiliated with the field of secondary products of date palms. The exhibition was held from 27 to 29 October 2016 in Siwa. A total number of 20 beneficiaries participated in the exhibition.

Beneficiaries Feedback and Recommendations

The feedback from the visitors was very positive, they were interested to see Aswan's produce and handmade products exhibited in the Siwa festival. The beneficiaries gained experience by communicating directly with market players, companies, and institutions. Some of the recommendations:

- ❖ Branding of product
- ❖ Modernization and product development to fit market needs
- ❖ Improve quality of the product
- ❖ Sales rate was lower than expected: the main reason was that not all products were in the final form (mainly due to the short training period that the artisans received before the exhibition)
- ❖ Exchange visits to identify new products and ideas
- ❖ Training program for quality and product development
- ❖ Develop handmade packing items from palm trees for cooled and dried dates

Activities in the Interventions of the Date Palm VC

Table 16 Actual Interventions in the Date Palm VC

Manufacturing	By- Products	Hangers (El Manshar)	Palm Farms	Production Requirements	Marketing
Date Cooling pilot	Training of young men and women with a focus on quality with the support of students of fine arts	<p>Visits for owners of hangers to El Wadi El Gedid</p> <p>Promote the idea of refrigeration and packaging</p> <p>Technical Assistance on how not to mix the categories/ types of dates</p> <p>Attention to quality at harvest, & transport to the hanger (manshar)</p>	<p>Training youth on date palm harvesting</p> <p>Short & simple movie to demonstrates all good practices</p> <p>Create research team form Aswan youth</p>	<p>Investment opportunities for youth: preservation of existing plantation land, and increasing the size of land dedicated to growing palm trees.</p> <p>Labor trained on separation of the seeds to match previous spelling to reach 50% instead of 20%</p> <p>Purchasing big sets of production requirements, and waste recycling reduce costs</p> <p>Exchange visits to Wahat between the featured owners of nurseries (plantation) and Governorate which has good experience in seeds separation</p>	<p>Refrigeration and packaging is a good mechanism to increase and expand the sales season and get the farmer a better price</p> <p>Attention to products and quality in the market</p> <p>Advertising, media and exhibitions to increase sales (date cooling)</p> <p>Sorting, packaging and grading increases the price the farmer gets (date cooling)</p> <p>Contracting with a supermarket or export opportunities (date cooling)</p> <p>Participation in exhibitions</p>

Aromatic & Medicinal Plants

The Aromatic and Medicinal plants is the third horticulture identified for the YEP. The concept of the project was to establish a demonstration plot for growing aromatic and medicinal plants. The location chosen was Wadi El Noqra, and it was selected based on the recommendation of the Governorate of Aswan, because its inhabitants have existing experience in growing aromatic plants. The objective of this pilot was to ensure the success of growing varieties of aromatic plants in Wadi El Noqra, and measure the productivity.

The experiment and pilot project was to grow aromatic and medicinal plants. The beneficiary of this model was the NGO selected in Wadi El Noqra (Aromatic & Medicinal Plants NGO), represented by Sherif Selim Abdel Waniss. He originally planted mint and pepper, and in October 2015, Sherif started working with YEP on the aromatic plants pilot. The NGO allocated a plot² of 1 Feddan, divided into 32 sections of around 160 m each to be a pilot plot. This pilot field included 16 new varieties of plants; each planted 2x, on each end of the plot to compare soil and growing conditions. The types of plants are: Mitchum- German mint, Dutch fennel, Basil, Anise, Fennel Flower, Chia Seeds, Quinoa, Parsley, Cumin, Chamomile, and Marjoram. From the 16 types of the pilot, 7 plants succeeded.



- 1- Fennel
- 2- Anise
- 3- Chia seeds
- 4- Fennel Flower
- 5- Quinoa
- 6- Mitchum
- 7- Parsley

The NGO received technical assistance till December 2015. The NGO continued to grow the plants that showed success rates apart from the project. They conducted three trials of different aromatic plants. The first trial included 40 feddans of "Dutch Fennel", unfortunately the land was diseased and did not succeed. The project tried to offer technical assistance and apply corrections to the land, but the land was not suitable for growing these plants. Different trials were applied on other solids and it succeeded.



There were three stakeholders/Counterparts to the project:

1. The project:

- ❖ Coordination between the technical consultant, the farmer and the companies.
- ❖ Provide continuous technical support and bear the costs of the consultant.
- ❖ Cost of rent per acre

² The land was an inkind contribution from a farmer (Mahmoud Salah).

2. Farmer:

- ❖ Comply with the Consultant's instructions;
- ❖ Cultivation of feddan with agreed varieties.
- ❖ Labor costs and agricultural operations.

3. Private Companies (SEKEM & AGRI PURE & DELTA SPICE)

- ❖ Seed availability
- ❖ Evaluation of the crop (If the product is successful, the experiment will be spread over large areas).

Brief of Activities in this pilot project & Impact:

- Cultivation of acres of the above mentioned items at a rate of 45 meters for each category.
- Technical support was provided by consultant / Dr. Saber Hendawi.
- The payment of 5,000 pounds at the end of the experiment for farms, although the total cost of the pilot project was 11 thousand pounds.
- The experiment succeeded technically as the varieties gave a good harvest, which encouraged companies and farmers to repeat.
- Some of the crops lasted 4 months, such as anise and fennel flower, while the fennel crop lasted for 5 months,)
- All crops were lifted from the land by the end of June 2016.
- Absence of the role of the project suddenly at the end of December, and there was only direct contact between farms and companies, and consultant Dr. Saber Hendawi.



On the other hand, In Wadi Al Saa'yda they replicated the pilot and it succeeded where they produced 700 Kg per feddan. The second trial included planting "Mitchum Peppermint" and it succeeded. As for the third trial, they planted "Quinoa" but crops were eaten by birds.

Growers from surrounding villages in Wadi El Noqra and Wadi El Sa'ayda replicated this model as they foresaw market opportunities, such as medical companies for pharmaceutical use. Sekem continued cooperation with the growers, but through direct contact between one another, and not through the project.

Five surrounding villages in Wadi Al Noqra replicated the model of growing aromatic and medicinal plants, as they saw opportunities for income increase.. These village are: Amal, Manar, Hekma, Karam and Baraem.

Facts & Figures on Aromatic & Medicinal Planting

Production & Processing Cost

The table below was developed by CARE team during the implementation of the interventions in the aromatic plants to document the numerical values of labor needed, cost, and expenses that can be used for business planning.

Plant	Labor in Agriculture	Processing Labor	Total Labor	Labor Cost	Cost Before Processing	Processing Cost	Total Costs	% of labor in total cost%
Local Mint	104	40	144	5410	9030	1780	10810.0	50.0
Peppermint Mint	104	50	154	5910	9030	2280	11310.0	52.3
Basil	75	41	116	1840	9249	1840	11089.0	16.6
Wormwood	49	189	238	4450	6290	4450	10740.0	41.4
Lemon Grass	84	115	199	9500	12320	9500	21820.0	43.5
parsley	54	82	136	4100	8500	4100	12600.0	32.5
Molokheya	31	62	93	2000	7200	3200	10400.0	19.2
Marjoram	25	27	52	1350	7550	1350	8900.0	15.2

Production Cost & Net Profit

Plant	Production (before & after processing)						Net Profit	
	Feddan Productivity/Ton (Raw)	Price/Ton Raw	Production Value (Raw)	Productivity after processing/Ton	Price/Ton After Processing	Total Value of Productivity	Net Profile before processing/Feddans	Net Profile after processing/Feddans
Local Mint	30	600	18000	2.3	12000	27000	8970	16190.0
Peppermint Mint	25	900	22500	1.5	17000	25500	13470	14190.0
Basil	30	500	15000	2.3	10000	22500	5751	11411.0
Wormwood	3.5	5000	17500	0.8	28000	21000	11210	10260.0
Lemon Grass	30	850	25500	6.5	7000	45500	13180	23680.0
parsley	20	900	18000	1.5	23000	34500	9500	21900.0
Molokheya	4	4000	16000	1	22000	22000	8800	11600.0
Marjoram	7	2000	14000	2	15000	30000	6450	21100.0

Net Profit

Plant	Net Profit	
	Net Profile Before Processing/Feddans	Net Profit After Processing/Feddans
Local Mint	8970	16190.0
Peppermint Mint	13470	14190.0
Basil	5751	11411.0

Wormwood	11210	10260.0
Lemon Grass	13180	23680.0
parsley	9500	21900.0
Molokheya	8800	11600.0
Marjoram	6450	21100.0

AROMATIC & MEDICAL PLANTATION

 <p>LESSONS LEARNT</p> <ul style="list-style-type: none"> - Coordination - Regular follow-up - Management 	 <p>OBJECTIVE</p> <p>Test the possibility of planting different kinds of aromatic and medical crops in Wadi El Nokra environment</p>
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 Mint	 Mithum	 Dutch Fennel	 Quinoa
 Chia Seeds	 Marjoram	 Rosemary	 Chamomile
 Al Baraka Seeds	 Curly Parsley	 Anis	 Cumin
 Basil	 Parsley	 Savory	 Hibiscus

16 TYPES WERE PLANTED

 <p>FIVE VILLAGES replicated</p>	 <p>POPULATION 15,000 of five villages</p>	 <p>3,000 FAMILIES experimented</p>
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Figure 11 Aromatic & Medicinal Plants Facts

Activities in the Interventions of the Aromatic & Medicinal Plants VC

Throughout the pilot experiments, there has been achievements in each of the interventions of the aromatic plants value chain, as such:

Table 17 Actual Interventions in the Aromatic Plants VC

Drying and Manufacturing	Marketing	Harvest and Postharvest Transactions	Production Requirements
<p>Provide technical support to access new value-added products such as small finished packages produced by Aswan women and how to promote and advertise them</p> <p>Only one beneficiary tried packing aromatic and medicinal plants</p>	<p>Training on direct sales from the farm or by farmers to senior traders rather than having intermediaries by providing a database</p> <p>Linkages with private sector</p> <p>Encouraging farmers and buyers to sign direct sales contracts by providing all parties with needed training and common privileges.</p>	<p>Technical assistance and guidance on growing aromatic and medicinal plantations</p> <p>Training and awareness on the diversity of crops, especially new ones according to Aswan market needs and climate.</p> <p>Applying successful components of the pilot model to future ventures such as the partnership among farmers</p>	<p>Practicing on the opportunities of collective purchase of inputs through NGOs to reduce costs while ensuring the quality of inputs and thus ensure the quality of the final product (but no outputs)</p> <p>Assisting associations in conducting direct contracting with companies producing, and registered for production inputs. On the other hand, the contracting between the association and the farmers to provide the needed requirements for production of seeds, fertilizers and pesticides (but no outputs)</p> <p>Providing a database for the names of the companies that are working to provide the reliable production requirements & training on the possibility of identifying the extent of conformity of products to quality standards and detecting methods of cheating</p>

Molokheya Pilot (Aromatic & Medicinal Plants)

Medical Molokheya is a crop grown and exported, where it is an extract element used in different vaccines and medicines. Fayoum is one of the cities famous for its cultivation. The goal of the experiment was to:

- Experiment with the possibility of cultivating the medical Molokheya in the agricultural environment of Aswan as a species within the medicinal and aromatic plants.
- Supporting the pioneer Mohammed Galal in the leadership of the cultivation of medical Malokheya in Aswan.



Agreement: There was no written agreement between the parties concerned, but verbal agreement was reached between:

CARE and Professor Mohammed Galal - Edfu Center, who was chosen by the project for a number of reasons, including:

- He is a pioneer, and willing to participate
- Has a drying rack for tomatoes and exports them abroad, so he has prior experience in the agricultural field and is considered a growing entrepreneur worth supporting by the project
- Mohammed Galal's prior cooperation with the United Nations Industrial Development Organization (UNIDO).
- As part of the project's support, Mohamed was able to showcase his produce in two exhibitions in Cairo.

The involved stakeholders/Counterparts:

Project:

- Providing seeds to farmers as grants (The agency responsible for the technical support is the same party that provided the seeds, and is also the same entity that bought the product from the farms)
- Technical support.

Farmer:

- Rent costs of 5 acres (5000 pounds/ acre for a total of 25 thousand pounds).
- Labor costs of cultivation, processing, harvesting, and packaging.
- Transportation fees



Experiment Results & Impact:

The experience as a technical experiment in cultivating the medical Molokheya in Aswan was successful as the farmer was able to produce 41 cartons of Molokheya, weighing 5 kg each. The average price of a carton was 120 EGP. The land was proved

However, Mohammed Galal did not want to repeat the experiment, which proved to be unprofitable due to several factors. When implementing the experiment, some factors varied between Fayoum and Aswan, including:

- The timing of planting
- In Fayoum, farmers were already trained, skillful and have lower rates than Aswan so harvesting was faster and easier; whereas in Aswan there aren't many agricultural workers due to social customs and it being a touristic city: labor cost is higher and is also less efficient.

Relative humidity rates in Fayoum positively contributed to improving the quality of the Molokheya produce. Unlike Aswan's characteristic of dry weather, which negatively affected the moisture ratio of the Molokheya leaf at harvest time. Farmer Mohamed Galal confirmed that he carried out all the instructions in terms of harvesting at dawn, and although some cultivated areas were near the Nile, he found it difficult to maintain Molokheya during the harvest in Aswan.



MEDICAL MOLOKHEYA PLANTATION

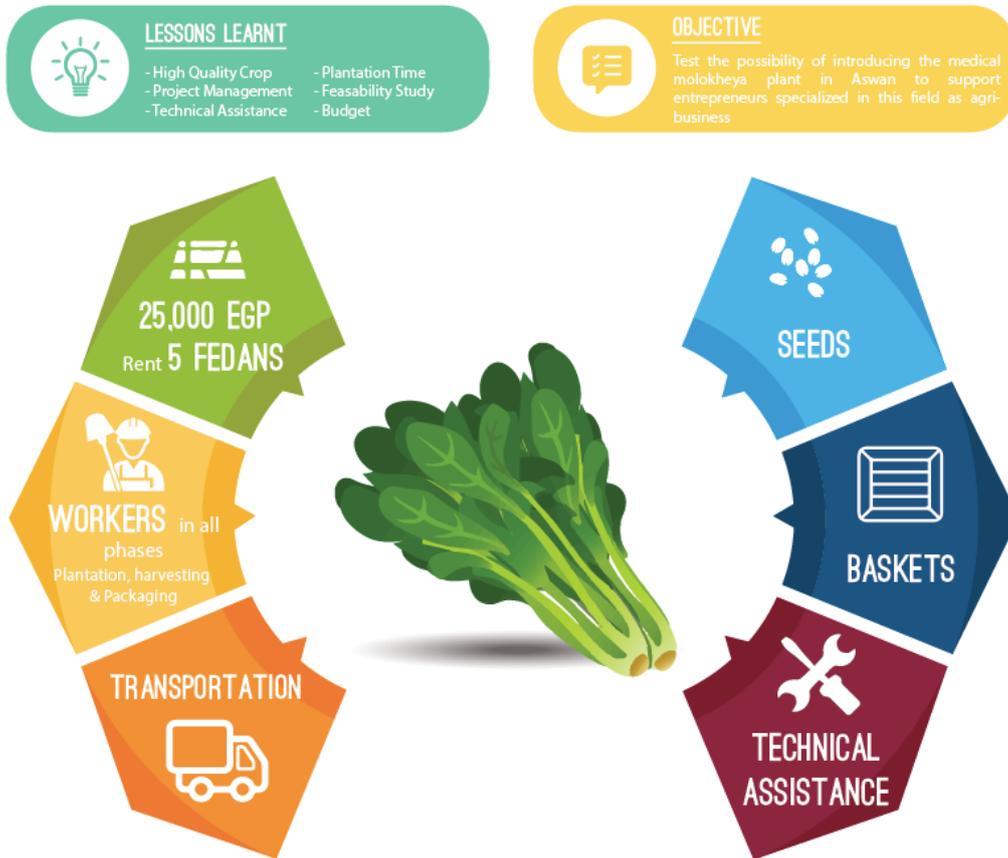


Figure 12 Molokheya Medicinal Plantation Pilot

Experiments outside of the Selected Value Chains

Some experiments were conducted in the horticulture that were not in the original plan of the interventions for the horticulture value chains. These experiments were chosen based on a specific need that was required during implementation. The below section highlights the experiences in these value chains: Soybeans, Greenhouses, and Molasses production, and why each was selected to be tested.

Soybeans

Soybean is a main ingredient for animal feed. Animal fodder has increased in price, and production of local soybean would be a cost effective approach, especially after the devaluation of the Egyptian Pound. The soybean contains a high proportion of protein, which is one of the best feeds used in poultry and animals, and is mixed with other feeds. Soybeans are crops that need a lot of labor, so planting them will serve the project's goal of creating jobs opportunities. Technical assistance was only provided in the plantation of soybeans and not in the production of animal feed.

The experiment was carried out in 3 fields from May-September 2016.

Village	Area	Beneficiary
Nasr El Nuba, Adendan	½ Feddan	Khaled Hehsam
Nasr El Nuba – Wadi El Noqra	¼ Feddan	Ibrahim Othman
Daraw - Dar El Salaam	¼ Feddan	Abdel Raouf Gebril

Different areas (nature of different lands) were selected to determine which areas are suitable for soybeans agriculture. The criteria for selecting the beneficiaries/ farmers were:

- The farmer should a land owner and will not have to pay rent.
- The farmer has a desire to carry out the experiment.

In the Adnan experiment, Khalid Hashim grew soybeans at his own cost because he owns a poultry farm and used soy as feed for the poultry.



Experiment Outputs & Impact

Soybeans have never been grown in Aswan, and the project has the lead in soybean cultivation in Aswan. The experiment results were:

- The experiment succeeded in Adendan and Daraw: with the total harvest of 1250 kg, and 500 kg, respectively.
- The experiment in Wadi El Noqra produced only 500 KG; the challenges were:
 - High soil temperature.
 - The land was rich in grass which prevented the growth of the soybean crop.



SOYBEANS PLANTING

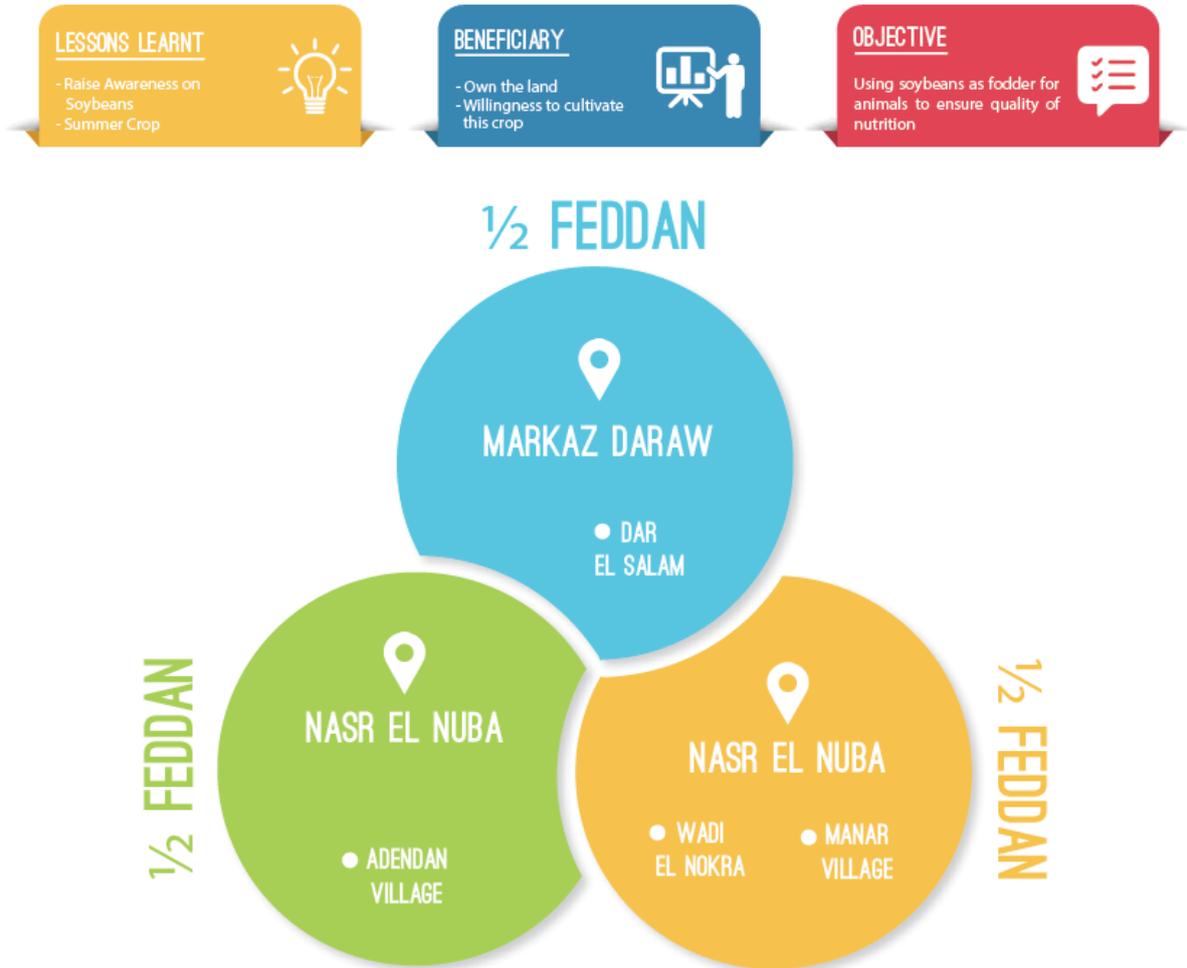


Figure 13 Soybean Planting

Molasses Production

The molasses project was part of the capacity building component to encourage cooperatives to invest in business models that generate income and provide job opportunities. In this section, there is a highlight on the project and its results, and in the related section of the zero interest loans, there is a description of the project's management and finance.

The project goal was to develop and increase productivity of the molasses production facility in Adendan. The plan was to achieve the following:

- Increase productivity from 100 kg per day to 500 kg per day.
- Provide 20 job opportunities
- Provide indirect employment and increased income opportunities through the value chain interventions

The NGO received the technical assistance and the loan to proceed with the project proposed. The results were:

- Previously, the association used to produce 90 KG of Molasses using 1 ton of sugar cane
- After the upgrade of the facility, the factory uses 4 tons of sugar cane a day the facility was developed through the assistance from the Technology Center for Food Industry at Cairo University.

Project Results, Impact and Lessons Learnt

The factory faced some technical difficulties at the beginning of the operation such as:

- Shortage of production due to juicer inefficiency
- Molasses became darker in color, which is not preferred to the local consumer in the village of Adendan, which forced the association to use the old equipment
- Instability of electric current damaged the Juicer motor
- Lack of available qualified human resources

The technical assistance that was provided to the association to address these challenges:

- Coordination with the Technology Center for Food Industry at Cairo University to visit the factory in the village of Adendan for one week to address all the specific technical problems (efficiency of the juicer, boiler and consumption of diesel, maintenance of all equipment).
- Recommendation of the purchase of a stabilizer device to control the electric current.



The project succeeded in putting together a production plan to increase the facility productivity to 400 kg of molasses a day. In addition, the quality of molasses improved for assuring a 72% of sugar in the molasses. The association saw a market opportunity, and the following plan is to work on a packing and packaging unit for the molasses.

MOLASSES

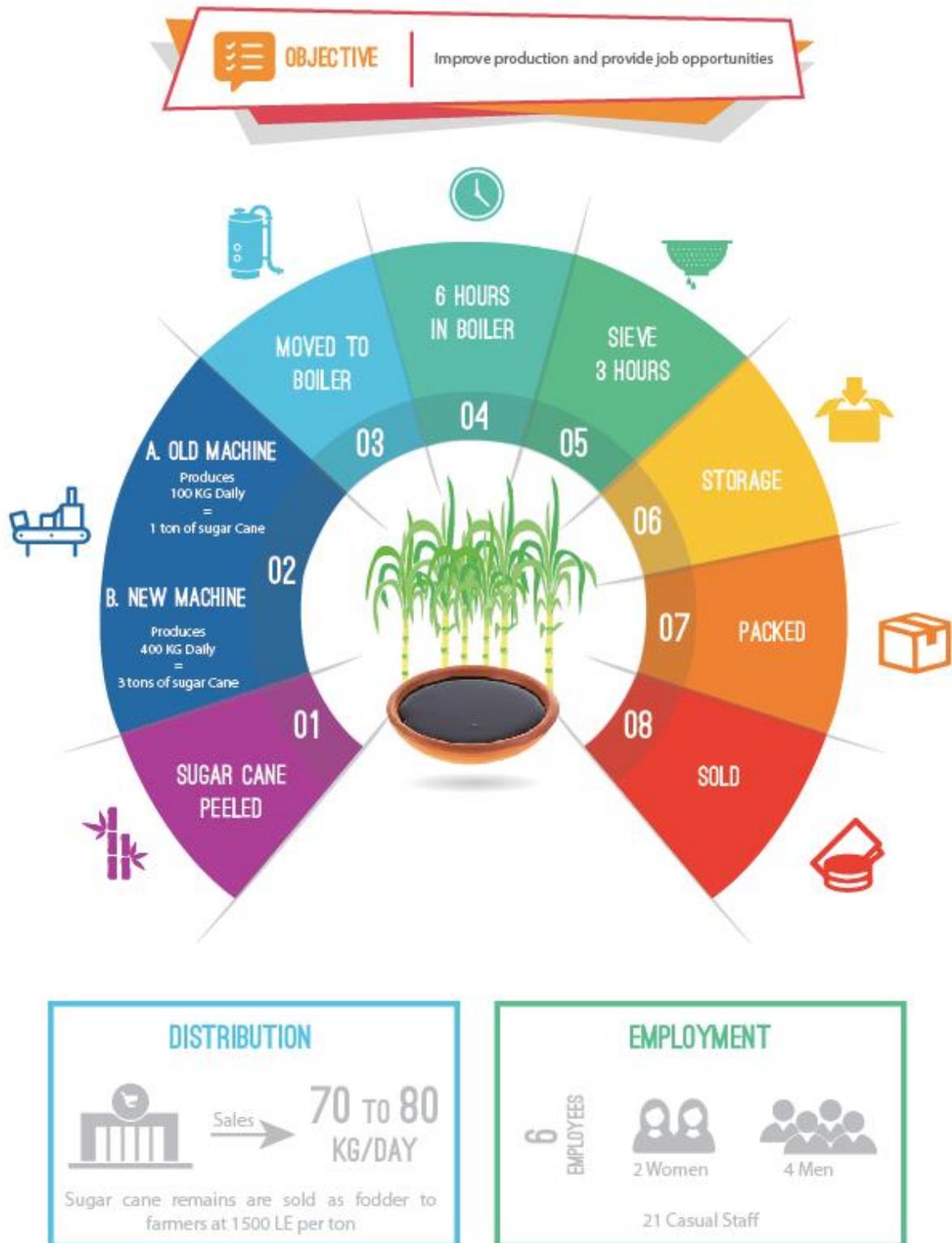


Figure 14 Molasses Project

Greenhouse Pilot

The project provided capacity building in greenhouse technologies to increase productivity and address an agricultural methodology that adheres to the project goals which is increasing job opportunities in the agricultural sector. The purpose of the experiment was to cooperate with greenhouses with which the project has not worked in the past. Technical assistance was for a summer cucumber crop.

The project chose a greenhouse in Benban, for the following reasons:

- Suitable size of the available greenhouse; 2 acres.
- Vegetables such as tomatoes and cucumbers have been successfully grown in the past. The availability of a continuous and trained labor force, which will support the project to achieve its goal.
- The owner of the greenhouse was willing to cooperate with the project.



Experiment Partners and Roles

The project:

- Providing technical support to the farmer
- Linkages with company owning the cucumber crop

Greenhouse Owner:

- Purchase seeds
- Labor costs and agricultural operations
- Follow the technical instructions provided by the project

Experiment implementation

The project linked the owner of the greenhouse to the company owning the cucumber seed “Rijk Zwaan”, to provide knowledge of the characteristics of this crop. The beneficiary bought 6000 seeds and enhanced some of the agricultural techniques (fertilizers and soil preparation).

The growing took place in April 2016, and the seeds remained in the land till October 2016. The sprout started 40 days after the seeds were planted.

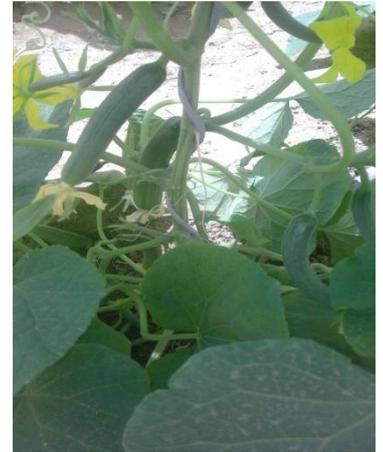
The experiment succeeded in terms of quality and quantity of the product, as well as economically, where it allowed for profit increase for the owner of the greenhouse. However, a lesson learnt was that although the cucumber summer crop was of good quality and yield, cucumber proved to be a crop that stressed the land causing it to need long recovery time.



Results and Impact

The greenhouse was not used during the summer season. The idea of the cucumber summer crop was lucrative as it provided a source of income, and continuity in the labor force of the greenhouse, at a time when the greenhouse was left without cultivation.

On the other hand, the daily workers of this greenhouse were women from the surrounding villages. The growing of the cucumber in the summer has allowed for a sustainable income generating source throughout the year, as they had minimal income during the summer.



1ST GREENHOUSE PILOT

IN COOPERATION WITH BENBAN FARM

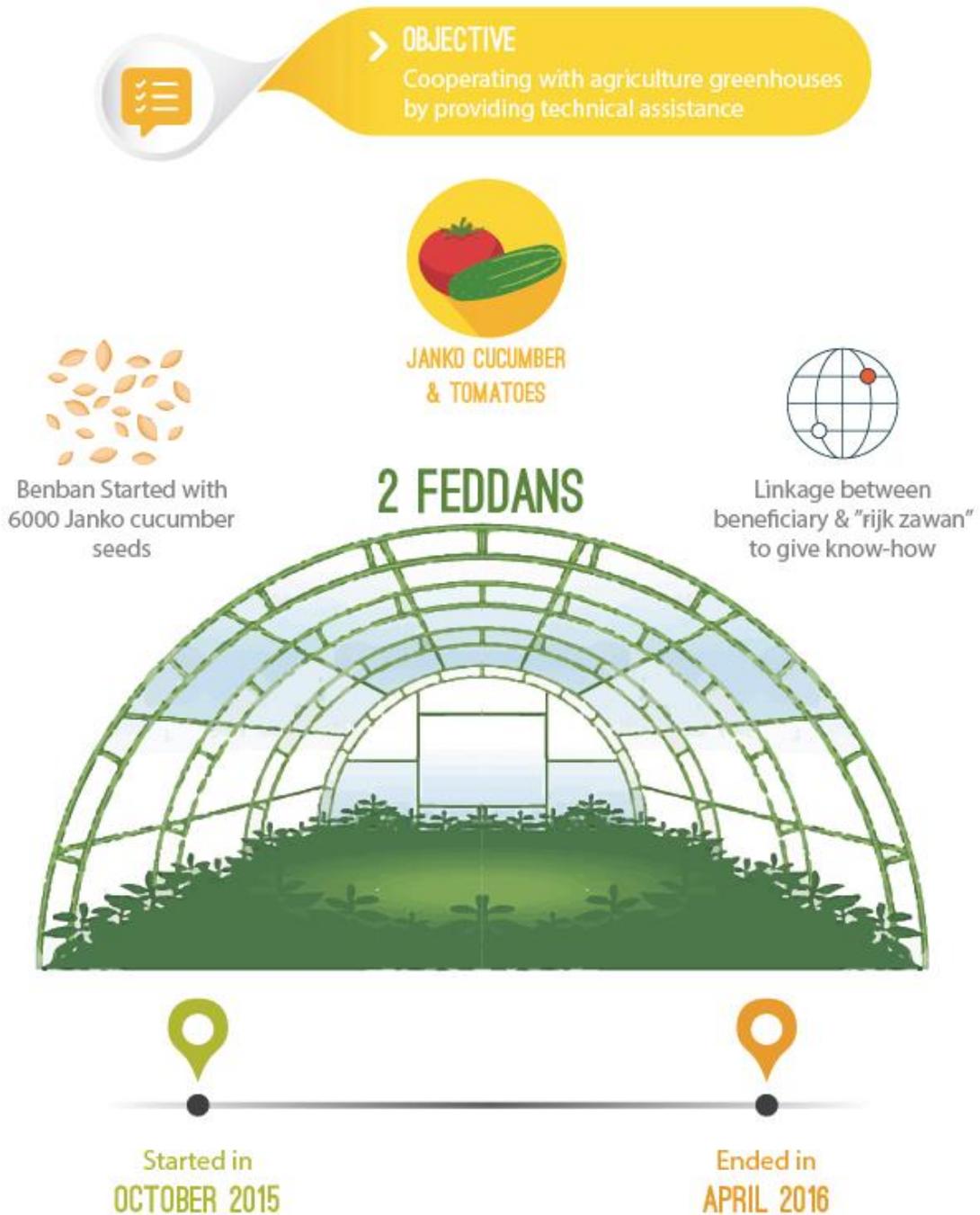


Figure 15 Greenhouses for Horticulture

Dairy Value Chain

The main projects in the dairy value chain, were implemented through the zero interest loan. The other projects, were financed through micro-loans and VSLAs, and were implemented on a household level. The projects were for milk collection and milk distribution. Technical assistance from YEP included: developing project concept notes, developing a financial plan, and securing financial assistance through the zero interest loans to establish the projects. In addition, there were services such as visits for best practices, vet convoys, seminars, visiting suppliers and equipment wholesalers, and providing support all through the establishment of the project. The details on the projects are in the Zero Interest Loan section of the report, and the below is a highlight on the achievements in the VCs.



Milk Collection & Distribution Centers

There are milk collection unit projects that have been established and operated during the YEP implementation phase, with the financial support of the project through the zero-interest loan intervention.

Milk Collection Unit in Mansheya

This project was implemented by an agricultural cooperative in Al Mansheya – in Kom Ombo (Mansheya Agricultural Cooperative). The cooperative was established in 1980 and has had profound activities in the agricultural services. They received a zero-interest loan of 70,000 EGP in 2016, and has been fully repaid. The cooperative selected a youth committee of four (3 women and 1 man) to promote and work on the project.

All 4 people working in the coop are newly employed; 9 job opportunities were created as their first attempt as milk suppliers. The average smallholder milk supplier used to supply 5 Kgs/day at EGP 5 compared to EGP 2.75 before project intervention. Hence, the average increase in daily income is EGP 11.25/day.

With this loan, the coop established the unit and equipped it with a 300 Liter tank. They would buy the fresh milk for 3.5/4 EGP, and sell it for 6 EGP. They deal with 15 small farms that supply them with the fresh milk, and work with 3 traders who collect from scattered households in the surrounding villages. At the time of documentation, the project was still running, and was managed by the coop.

Milk Distribution Center in Kom Ombo

The beneficiary is a cooperative that received a zero-interest loan to establish a milk distribution center in Kom Ombo (El Game'ya El Moshtaraka). Established in 1981, the coop is a leading organization of 23 local cooperatives, established to provide agricultural services. They are also a selling hub for meat and poultry and frozen commodities. They received the loan from YEP worth 162,000 EGP in 2015. They equipped the unit, and bought a car with a tank to collect and distribute milk. The volume of the unit is between 200-300 KG daily. They started with around 20 farmers, and now they deal with almost 100 farmers, who sell them fresh milk. They buy the milk for 4.5 EGP



and sell it for 6 EGP. The project employs 3 staff in the unit, and has 6 youth who collect milk from the households.

There are 2 staff employed and directly involved with the coop (starting salary of EGP 500) and 10 retailers were documented. At the time of documentation, the project was still running, and was managed by the coop.. They also sometimes buy milk from the milk collection center in Mansheya.

Milk Collection & Distribution Center in Al Hekma

This project was in Wadi El Noqra, and the loan was worth 46,500 EGP. The project was not very successful, as with the increase in prices, the transportation cost was very high in relation to the quantity of milk collected. As a result, the inhabitants of Wadi El Noqra found that using the milk themselves would be more economically feasible for them than if they were to sell it under the circumstances at the time. The reason behind the unsuccessful model, was more of socio-economic factors, and not the business model itself.

Profitably and Sustainability of the MCCs

The model in itself is a profitable and sustainable model. During the documentation process, there was no financial information gathered from the MCCs. However, from the financial planning that was done prior to the establishment of the units, and before the loan agreement, the coops had the financial plan for the project and its profitability.

The key is to have a sustainable supply of fresh milk from the farmers, which entails fair pricing and non-financial services such as veterinarian services and supply of animal feed.

One evidence of the impact, is that Al Moshtaraka saw opportunities in a business model other than providing agricultural services, per say, and invested 75K EGP in a distribution center of fresh and frozen meat. This is one of the impacts documented from the zero interest intervention.

MILKING COLLECTION CENTERS & DISTRIBUTION

OBJECTIVES
 Provide Job opportunities for youth and women, multiply production, improve quality and increase income

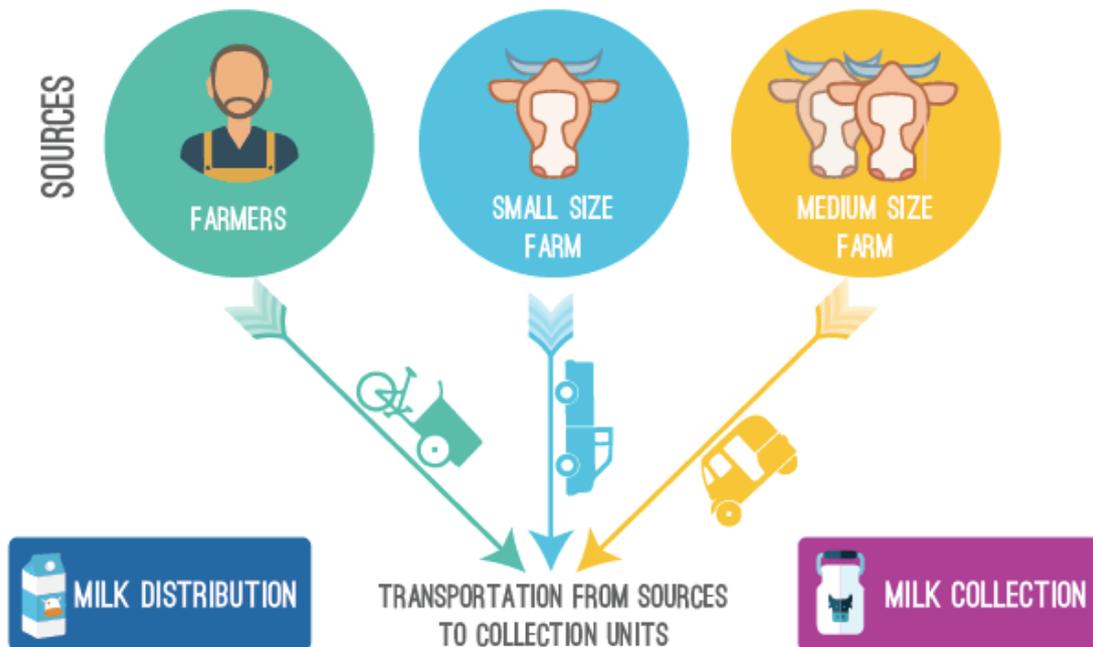


Figure 16 Milk collection & Distribution Projects

Activities in the Interventions of the Dairy Value Chain
Table 18 Dairy Value Chain Actual Interventions

Production	Marketing	Breeding & Animal Care
Trying to make a union between the milk collectors and distributors in each village	Providing manufacturing equipment by granting good loans or supporting collective work	Training on the manufacturing of non-traditional feed
Conduct field visits to each milk complex and study its needs	Training of youth on packaging and conservation methods	
Provide a means of transportation equipped to transport milk from assembly and manufacturing points to outlets and areas of consumption	Use the extension manufacturing laboratory to teach and transfer the skills of dairy manufacturing to youth	Conduct veterinary seminars to trainers and producers
Establishment of dairy collection points in milk producing villages	Supplying equipped cars through the association and renting them to work	
Outlets for the product in vital places in association with associations	Expanding distribution channels and study market requirements of manufactured products	

Poultry Value Chain

The poultry value chain is an integral item in the livestock. With the fierce increase in red-meat prices, the consumption of poultry, is bound to increase, gradually. From the documentation, there were two models for the poultry VCs, one was on the household level, and the other is a project with a business model and growth plan. On the household level, the breeding is on a micro level, as an opportunity to increase income and to support household consumption. The project with the business model, with a vision of growth and sustainability is a project with the zero interest loan.

Poultry Fodder

One of the zero-interest loan beneficiaries is the Animal Production Development cooperative. It was established in 1980 with the main activity of poultry breeding and animal feeding. The cooperative received a zero interest loan of a total amount of 175,500 EGP to provide animal fodder. It is considered a market advantage, as it is the only fodder outlet in the region. The closest outlets are located in other governorates, such as Qena. The management of the cooperative saw an opportunity in investing the loan in buying different fodder supplies for animal feed. They ensure high quality fodder.

This project has allowed for the breeders to cut cost, save on breeding expenses and increase productivity. They started the project with 5 clients, now they have 200 customers buying the fodder for their animal feeding.

This project is considered to be a pioneer in the area. The cooperative used the loan to setup the venue, buy the fodder, and equip the location with machinery for mixing fodder. One of the machines is big enough to mix 1 ton per hour, and the smaller machine mixes ½ ton per hour. Various ingredients are used to make the fodder and there are options to buy readymade fodder or customized according to client's specs and needs.

There are three directly employed locals at an average salary of EGP 1000; 200 beneficiaries are able to buy feed on loans, which is not offered by other traders. Feed costs EGP 1000 less per ton, which also lowers costs per cycle of breeding. The average cycle of smallholder breeders at 500 headcount is about 1.5 ton per cycle.

There are 5 agricultural constituencies in Aswan, and this model was designed to grow in the 5 areas, one location at a time, to ensure smooth operations.

Poultry Breeding

There are several projects in poultry breeding, whereby the beneficiaries are either from the VSLA groups or MF borrowers. During the documentation, Outreach Egypt team visited beneficiaries who have small projects in their households. For example:

Al Baraka is a VSLA group in Kom Ombo, and Karima is one of the group members who received 250 EGP from the savings and invested in 15 chickens. She sells them for 25 EGP each, and she uses the profit to support household needs and requirements. Then Karima also invested in Muscovy duck, which is bought for 65 EGP and sold for 150



EGP, and spends around 200 EGP per month on feeding. The project allowed for continuous income, and the result was that she convinced her father and brother to invest their savings to expand the project. Several other women were introduced to the VSLA and the micro finance and started their own projects, which increased their income and had a positive impact on their socio-economic livelihood.

POULTRY

INTERVENTIONS IN POULTRY VALUE CHAIN

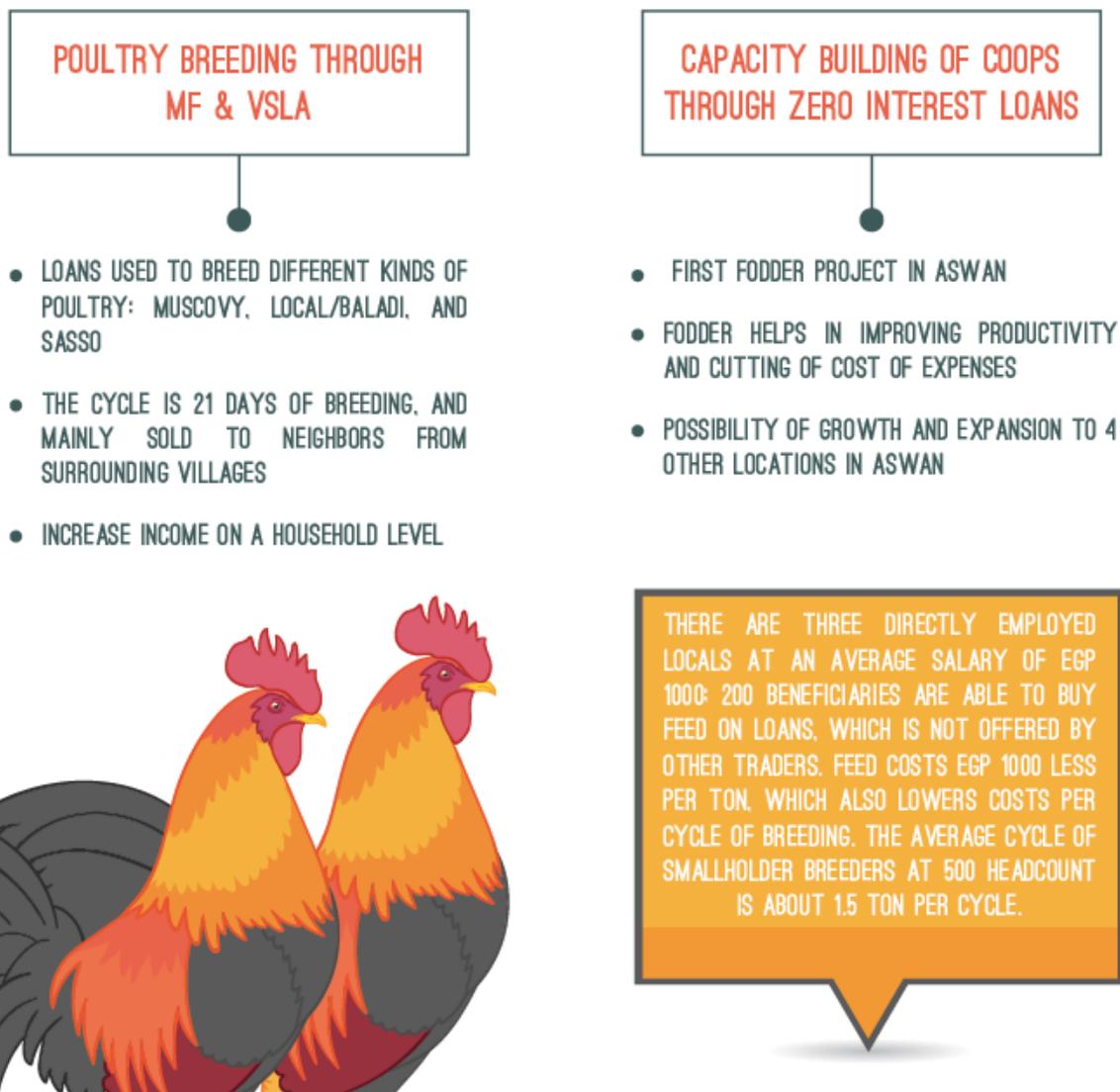


Figure 17 Poultry VC

Activities in the Interventions of the Poultry Value Chain
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Table 19 Actual Interventions of Poultry VC

Production requirements (Feed and veterinary medicines - chicks)	Care & Breeding (Labor- veterinary care- guidance & technical support)	Manufacturing	Marketing (Finished products – annual products/ by-products)
Recommending the breeding of highly productive and suitable species for the environmental conditions in Aswan	Provide training programs, veterinary advice, technical support for young breeders and provision of trained labor	Encouraging investment in poultry industry projects and their circulation	Providing feasibility studies to determine the size of projects
Training for pioneers and breeders on how to identify good breeds and their characteristics (305 trainees, 235 women and 67 men)	Preparation and training to provide technical and economic feasibility studies for various projects	Youth exchange visits and training on the establishment of small industrial units	Developing the role of existing NGOs and activating the role of committees in the process of collective purchase from production of feed, medicine and breeding
Provide the necessary technical support and training to know the actual nutritional needs of poultry	Reciprocal / cross visits to distinguished individuals		Establish marketing links between breeders and encourage the work of companies among youth to implement poultry breeding projects
Providing feasibility studies. Encouraging investment in the field of feed processing, especially small projects such as the work of a unit of shower, mixing and unloading, and establishing small hatcheries (cookers) for housewives to benefit from enriched eggs.	Activate the role of women and qualify them to implement small projects		Establishing a database for the markets and major traders, as well as breeders and traders of production requirements

Production requirements (Feed and veterinary medicines - chicks)	Care & Breeding (Labor- veterinary care- guidance & technical support)	Manufacturing	Marketing (Finished products – annual products/ by-products)
Activating and developing the role of the existing NGOs in providing databases for breeders and marketing information for the sources of purchase and markets	Recommendations to the government side to activate the role of service institutions which are related to the activity		Activation of the contracting system between breeders and buyers in all stages of age and different varieties
Provide awareness for the female breeders through coordination with veterinarians and assistants to provide them with appropriate awareness materials	Encouraging the establishment of specialized centers (private non-governmental sector) to provide technical support, supervision, recommendations, feasibility studies for agricultural projects, training and provide technical training for the trainer (Toweisa CDA as well as, local leaders in Gaa'fra, aboulrish, A'qab, and Ismailiya CDAs are also acting as specialized centers. One poultry breeder in Najaa' Helal is also acting as a hub for poultry in Edfu for smallholder women breeders.)		
Assist in providing loans to youth and families in this field while providing production models for small or household projects	Training on the transition from the stage of home breeding to the stage of economic breeding		

Sheep/Goat Value Chain

Similar to the poultry, the sheep/goat value chain intervention was carried out through the zero interest loan in the form of projects managed by coops/NGOs, or through individual microfinance loans. The interventions were either for breeding, animal feeding or fattening calves and improving breeds.

A total of 15 local breeders in 5 villages were assigned to improve breeds for at least 50 female goats. The number of beneficiaries was hard to measure, however mixed-breeds have been witnessed on sale in local markets. The improved breed was sold by local breeders for at least double the price. One breeder reported to have sold a goat at EGP 3000 compared to local breeds sold at EGP 1200.

Zero-interest loans were offered to coops. However, loans were offered with low-interest to beneficiaries at around 6% at a capital ranging from EGP 5000 – 8000. Revenues from the interest rate was utilized as operational costs for staff at coops. MF loans were capped at EGP 5000 with an interest of 5%.

In-Kind loans in Sheep/Goat

The cooperative received the zero interest loan to improve the sheep and goat breeding, and provide job opportunities through a micro-financing scheme of in-kind loans.

Armenna cooperative in Nasr El Nuba established in 1965, received a zero interest loan of 104,000 EGP. This loan was to fund the project concept, which was improving breeds and animal production.

The project is implemented as an in-kind loan worth 8000 EGP. A total of 13 projects were implemented: 12 in sheep/goat breeding, and the 1 in poultry.

A success story is Faisal, one of the borrowers who received the loan, and now has 600 chicks, which he feeds and vaccinates. To increase his income, he invested in pigeon breeding as well to expand his animal production.

Sheep/Goat Breeding

Breeding sheep and goat has also become prevalent in several communities. Many community members have seen the income that can be increased by breeding sheep and goat. The projects vary from VSLA beneficiaries to microfinance borrowers. They are involved in feeding, fattening, and improving breeds.



SHEEP & GOAT

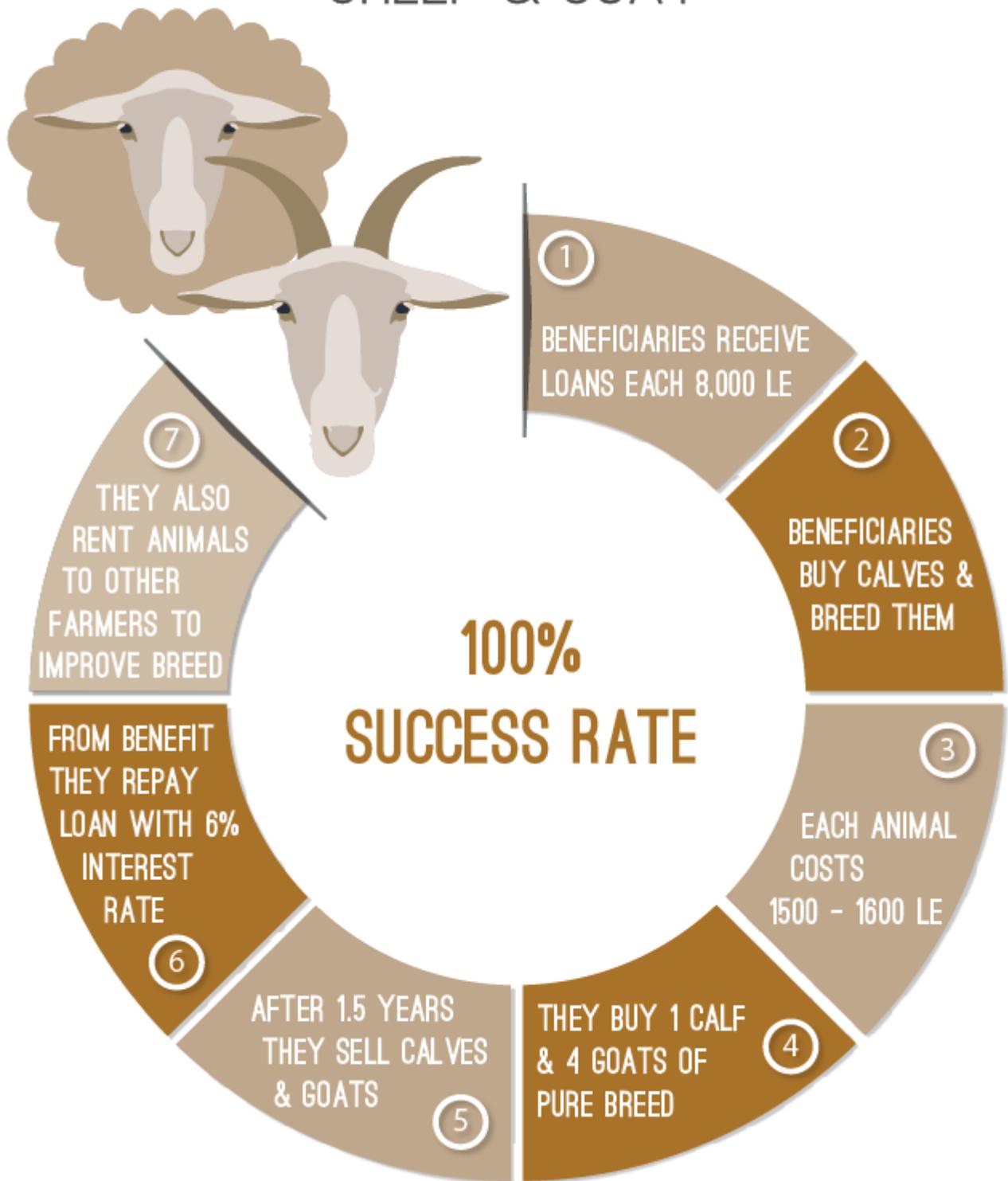


Figure 18 Sheep & Goat VC

Activities in the Interventions of the Sheep/Goat Chain

Table 20 Actual Intervention in the Sheep & Goat VC

Production Requirements (Capital- breeding flock- animal- feed & medicines)	Breeding (Labor- veterinary care- guidance and technical support)	Manufacturing (Massacres- meat and dairy factories(Manufacturing of annual products (Wool- leather)	Marketing (Finished products- by- products or annual products)
Encouraging breeding as it is highly productive and suitable for the environmental conditions in Aswan	Provide training programs, veterinary advice and technical support for young raisers	Encouraging investment in meat processing and trading projects No processing took place. However, trading of improved breeds faced a high demand locally.	–	Providing feasibility studies to determine the economic size of small herds
Training for pioneers and trainers on how to identify good breeds and their characteristics	Preparation and training to provide technical and economic feasibility studies for various projects	Exchange visits	–	Developing the role of existing NGOs and activating the role of the marketing committees in the collective purchase of production inputs from feed and medicine
Provide the necessary technical support and training to know the actual nutritional needs of the animal	Cross visits for distinguished individuals			Establishing a database for markets, major traders and breeders (database was not completed)
Training on how to benefit from the seasons of the availability of green fodder through manufacturing or	Provide women with opportunities in household breeding of sheep and goat.			

Production Requirements (Capital- breeding flock- animal- feed & medicines)	Breeding (Labor- veterinary care- guidance and technical support)	Manufacturing (Massacres- meat and dairy factories(Manufacturing of annual products (Wool- leather)	Marketing (Finished products- by- products or annual products)
storage, such as bales industry (Balat el drees)				
Encouraging investment in the fields of traditional and non-traditional feed production, especially small projects, and providing feasibility studies	Recommendations to the government side to activate the role of service institutions related to the activities			
Activating and developing the role of the existing NGOs in providing databases for educators and marketing information for the sources of purchase and markets				
Assist in providing loans to youth and families in this field while providing production models for small or household projects				

Livestock Project Models Impact & Achievements

Zero interest loans were an incentive to allow for the initial behavioural changes. There are several cultural and traditional attitudes in regards to the cooperatives in Egypt, in general, and in Aswan in specific. Aswan is a city with high agricultural productivity. However agriculture in Aswan is not considered a lucrative economic activity.

To encourage the cooperatives to become more active and be involved in projects with a business perspective, the zero-interest loan was a successful approach as an incentive to take the risk and invest their time and efforts in a project. Also in some cases, the zero-interest loan was just a base for the project funding, and some cooperatives have added capital to it to finalize the project design and proceed with implementation.

There is direct impact that can be calculated by the project, but there is a wider outreach and in-direct impact that was not documented during project implementation.

For example: through the Mansheya milk collection unit, only three job opportunities were documented by the project; traders and fresh milk suppliers. However, the project's positive impact reached beyond those documented opportunities to include community members and small farmers who were able to increase their income through selling milk.

The achievements and impact of such projects can be summarized:

- Aswan is considered to be low on animal production, so the milk collection units was a socio-economic intervention that allowed the community to start seeing economic opportunities from their animal production.
- Visits to successful models in other governorates to observe operations of best practices
- Behavioural changes: from using the milk only for household needs to selling fresh milk daily
- Increase in income of households
- A sustainable practice
- Providing non-financial services to enhance the animal production which increases productivity and hence increases household income

Fisheries & Aquaculture

Throughout the implementation of the fisheries & aquaculture VCs technical assistance, WorldFish, provided hands-on advisory, assisted in the implementation of actual projects, and provided technical assistance. .

Fisheries

In the fisheries value chain, the assessment of current fisheries situation in the Lake Nasser helped to create awareness in policy level of the critical need to improve fish stock in the Lake. The assessment revealed that fish stock is under overfishing pressure and catch will decline in future if management did not take action to reduce fishing pressure and improve fish stock in the lake. For the first time since 2011 the government decided to stop fishing in spawning season (March to May of 2016) to give opportunity for fish reproduction in the Lake. In addition to the studies, baseline and training activities, WorldFish assisted in product development such as salted fish, vacuum packing, and fish drying and smoking.



Fish Processing

In the processing activity, WorldFish assisted the fishermen to establish business linkage with a scientific organization (Food Technology Research Institute, FTRI) and other processors in the Delta. The intervention aimed to improve product quality, add value, and improve market opportunity of the product. An example is the vacuum packing of salted fish. This packing was done through the business linkage/collaboration between processors and FTRI. WF had a plan to develop a protocol agreement with the institutes, but it was a time consuming procedure, that did not take place. Alternatively, and from the positive working relations with FTRI, WF sent the project beneficiaries to the FTRI to receive the services directly.



Improving fishers living conditions in the Lake through provision of Solar Cell

According to a needs assessment, fishers live in camps by the lake with no electricity supply. The importance of electricity supply is to provide light to fishers to mend their fishing nets at night, recharge cell phones and protect them from wild animals and venomous insects.



WorldFish has delivered 24 solar off grid cells to generate power to the fishermen living in the Lake Nasser area. The distribution of the cells to the fishermen was arranged through consultations with the Fishers Cooperatives working in the Lake. The 24 cells were installed on the islands in Lake Nasser

where most of the fishermen live. Each cell generates power for one living camp. Each camp has an average of 10 fishermen. Each cell generates power for 10 hours after sunset that would:

- Light three light bulbs
- Provide power for 2-3 power outlets

Opportunities in the Fish Value Chains

WF team has set some recommendations for fresh fish and salted fish, based on the situation in Lake Nasser, currently capacities and market opportunities.

Fresh Fish

- Freshness is guaranteed by using good quality of ice and should preserve fish in 2:4 °C.
- Using proper equipment especially knives.
- Preservation by freezing.
- Dried fish, as a product development
- Smoked fish for Tilapia and Nile Perch as sliced fillets by using solution

Salted fish

- Focus on the purity of salt, quality of containers and the preservation condition.
- Smoked salted fish. A previous project of salting catfish was unsuccessful. Salting one ton of catfish produced 400kg of smoked fish at the price of L.E. 30 per kilo, while smoked herring was on the market for only L.E.8 per kilo.

Aquaculture

Though the knowledge and interest in aquaculture was very limited among Aswan fishermen, WorldFish developed a series of stakeholder workshops and training programs/ sessions to promote aquaculture development in Aswan. Fisheries value chain team succeeded to encourage 10 fishermen to invest and enhance aquaculture development. Wadi El Noqra, El Shahama and Amro Ebn El Asse villages were identified as lands, with high levels of ground water, unsuitable for agriculture activity. Therefore, the best use of such vast areas of land is to invest in the fish farming business.

Aquaculture facilities are, currently, available in Wadi El Noqra and El Shahama, with an estimated production capacity of around 100 tons. WorldFish studies show that for each 100 Tons, 14 job opportunities are created. Hence, the current aquaculture developments are estimated to create 14 job opportunities. Example of the technical assistance:

Ahmed Abu Kahla farm

The fish farm is comprised of one earthen pond with an area of about half feddan (2000 m²). WF recommended to dry up the pond completely to eliminate the risk of carnivore. Also, Ahmed was taught how to secure the irrigation openings with nets to prevent the entrance or escape of fish from and into the pond. The total cost was calculated which is the price of fingerling, transportation and etc.



Wataney Abd El Hafez farm, El Shahama village, Wadi El Saayda, Edfu

The farm consists of three ponds used for irrigating agriculture crops, each 1/2 feddan. The water level is more than 3 meters and fluctuated according to water pumping for the irrigation of agricultural crops to reach about 1.5 - 2 meters. Mr. Abdel Hafez started fish farming but the fish did not grow as expected. A sample was taken to check the average weight of the fish. It was found that it ranges between 150-400 grams (*Tilapia nilotica*).



WorldFish made several technical support visits to the farmer to train him on how to prepare the artificial feed, how to run a fish farm, how to reach the marketing size, and the proper time to start cultivation.

The farmer stocked two ponds with high quality seed early May 2017. He bought 17 thousand tilapia fingerlings (10 thousand in one pond and 7 thousand in the other).

Women Fish Retailers

Through the project, WF had an objective to establish a fish market. They visited the existing markets, and realized that the current situation was that wholesalers, and not the fishermen, are the ones who supply the market with fish as traders. They also realized that establishing a fish market is not the efficient approach. Instead, they reached out to women to find an alternative, to upgrade the existing sellers, who were mainly women in an informal sector.



Mona Abd El Mageed Abd El Sammee "Om Ahmed Arabee"

Mona, 49 years and a resident of Kom Ombo, was educated in El-Azhar secondary school, and she has been working as a fish retailer for about 23 years.

The fish market is located on a street beneath Kom Ombo Bridge where Mona sells fish on the ground. She puts the fish in large metal washing-basin with a small amount of water without ice to preserve the fish.

She buys the fish on credit from a wholesaler in Kom Ombo who gets it from Lake Nasser. Mona pays the wholesaler back before buying more fish after a day or two.

Mona usually buys 2 fish boxes in different sizes. The capacity of each box is 25 kg. She buys the box of small size tilapia (Shabar) for 210 EGP, which means that one kg costs 8.5 EGP. Mona then sells it for 10 EGP/kg. The smallest size of tilapia (illegal fish) costs 90 EGP/ box and she sells it for 5 EGP/kg. Super tilapia costs Mona 400 EGP/ box and she sells it for 17:18 EGP/kg. Prices have to be reduced if fish is sold the next day.

Mona has a small shop with no running water or electricity. None of retailers use ice to preserve the fish because the price of one block of ice is 6 L.E. All the fish retailers got those small shops from town council and they have been told that the council is going to demolish these shops to set up a public garden instead. They have been complaining but no action has been taken to solve their problem.

Fish	Buying price		Selling price (L.E. / kg)	Overnight price (L.E. / kg)
	box	kg		
Small Tilapia	210	8.5	10	7:8
Very small Tilapia	90	3.5	5	10 for 3 kg
Super Tilapia	400	16	17-18	13

Zeinab Mahmoud Ahmed Badawe "Om Ashraf"

Zeinab, a 50 year-old resident of Hagage Farm, is illiterate and has been working as a fish retailer for about 10 years.

She sells fish on the ground at the fish market. Zeinab puts her fish in a large metal washing basin with a small amount of water with no ice to preserve it.

She buys the fish on credit from Abd El Radee, a wholesaler in Kom Ombo, who gets it from Lake Nasser. Zeinab pays the wholesaler back before buying more fish after a day or two.

Depending on demand, Zeinab buys 2:4 boxes of fish in different sizes. She buys tow boxes at night to sell it in the morning without ice. Zeinab sells mixed fish (referred to in harbour as bowaza, houts, karmout, etc...). She buys her fish for 6 EGP from the wholesaler and sells it for 7:8 EGP. She has a small shop with no running water or electricity. She is selling the fish with the same price of Mona.

Amasem Ahmed Mohamed "Om Arafa"

Amasem, a 50 year-old resident of Kom Ombo, illiterate and has been working as a fish trader for about 20 years.

This trader buys fish from the Nile fishermen. She has a small shop in the fish market where she keeps her fish in a concrete basin. Amasem buys fish for 3000:4000 EGP/ day. She distributes fish to young retailers on credit and they pay her back after a day or two.

Mahasen Mohamed Hassen "Om Hassan"

Mahasen, a 56 year-old resident of El Bayara –located about 4-5km from Kom Ombo-, has a prep school certificate and has been working as a fish retailer for about 10 years.

She sells fish from her house (clean place). She buys the fish on credit from Abd El Radee, a wholesaler in Kom Ombo. Mahasen buys 2:4 boxes of fish per week. She pays the wholesaler part of the price, and delivers the rest of the payment when she goes back for more fish. Mahasen's son helps by going door to door asking neighbors if they would like to place orders for fish. Mahasen has a deep freezer with the capacity of 50kg where she keeps any leftover fish.

Sherefa Abd El Hameid Fareed "Om Nada"

Sherefa, a 49 year-old resident of El Nagagra –located about 2km from Kom Ombo-, is illiterate and has been working as a fish retailer for 7 years.

Sherefa sells fish out of her clean home where she has no freezer or access to ice to preserve her fish. A block of ice costs 6.00 EGP, and Sherefa needs at least 4 blocks of ice to be able to keep her 2 to 4 boxes of fish fresh.

Abeer Ramadan Hemad "Om Zeyad"

Abeer, a 28 year-old resident of Kom Ombo, has a commerce secondary certificate and has been working as a fish retailer for more than 20 years (as a young child, she helped her late father in the same line of work)

She sells Lake Nasser fish from her home where she uses half a block of ice to preserve her fish. There are 2 ice plants one in Kom Ombo "Beketa ice plant and another one in El Nagagra.

Abeer's brother buys two boxes of fish for his sister from wholesalers, and she pays him back when she sells the fish. Generally, Abeer sells small tilapia at the same price as the other women retailers. Except during the Christian fasting when she sells Bayad (Nile Perch), which is expensive, for 20 EGP /kg and Karmot (Catfish) for 8-10 EGP/kg.

Outcome 2 Enabling Environment

Outcome 2 in the project design is the enabling environment, where the components were designed to achieve the targets within the VCs. The enabling environment included microfinance, capacity building, marketing and entrepreneurship, and the establishment of the ASDF as a main output of outcome 2.

The vision according to the inception phase was that an enhanced enabling environment will support the development of value chains and provide existing and start-up businesses with the technical and financial support they require to succeed and expand. Key elements of the enabling environment include financial services, entrepreneurship development schemes, the availability of market information and associations and cooperatives that are able to support their constituencies.

The enabling environment supports the development of new and existing businesses. Zero interest loans and micro financing were the two main approaches to build the capacities of the organizations to provide products to the youth and communities. The objective was to provide products (in the form of financial support) to the CDAs/Coops/NGOs working in the agricultural sector to develop new projects addressing the VCs and the interventions.

Microfinance Component

CARE developed a strategy for the microfinance component, based on a SWOT analysis to ensure impact and sustainability. This strategy was based on integration and compatibility with the current situation and not competition in the existing microfinance environment of Aswan. The inception phase recommendations support the need for tailored microfinance solutions that are geared for the agricultural sector and smallholder farmers, women and youth in particular as well as business support services that are capable of sustaining sector growth.

Component Kick-off

Kicking off this component was challenging because a large number of NGOs did not obtain a license to work in microfinance according to law No. 141 for 2014. This has delayed the lending process to the NGOs, and the first loan was disbursed mid-April 2016.

However this delay did not affect the identification process and the capacity building of the NGOs. The component team reached out to the local communities through:

- Introductory meetings to explain the activity and objectives of the project in addition to identifying the associations and gaining knowledge on interested associations to cooperate.
- Meetings with representatives and leaders from local communities to spread the idea of the project.
- Implementing the institutional evaluation to reach the best partners to implement the project.

Village Saving & Loan Association (VSLA) Intervention

The VSLA was an intervention, which was not originally in the project design, but was seen as a necessary approach that would assist in creating opportunities for increased income, especially to women in the marginalized communities. The VSLA is CARE's successful microfinance model where it provides access to financial services, and is considered a factor that eliminates poverty and generates income.

The VSLA approach is relevant to the constraints and challenges seen in Upper Egypt as it is designed to target poor and marginalized women in rural communities and enables them -through participation

in the savings and loan groups – to manage household cash in an efficient and flexible manner, while investing in income generating activities that can secure and stabilize cash income.

The VSLA is a self-managed group that does not receive any external funding; it provides its members a safe place to save their money, to access loans and to obtain emergency insurance. It is a type of traditional rotational community method of saving that provides the opportunity to save and to receive credits. The model depends on creating groups of people (10 to 25 members), who can pool their savings in order to have a source of lending funds. This way, members make savings contributions to the pool, and can borrow from it.

As a result, VSLA members experience significant improvements in household, health and wellbeing, and an overall improved quality of life, as it financially and socially empowers poor and vulnerable people.

MF Component Outreach

To reach out to the NGOs and CDAs, the MF component visited potential beneficiaries in the local communities, and below is a chart of the outreach of the component:

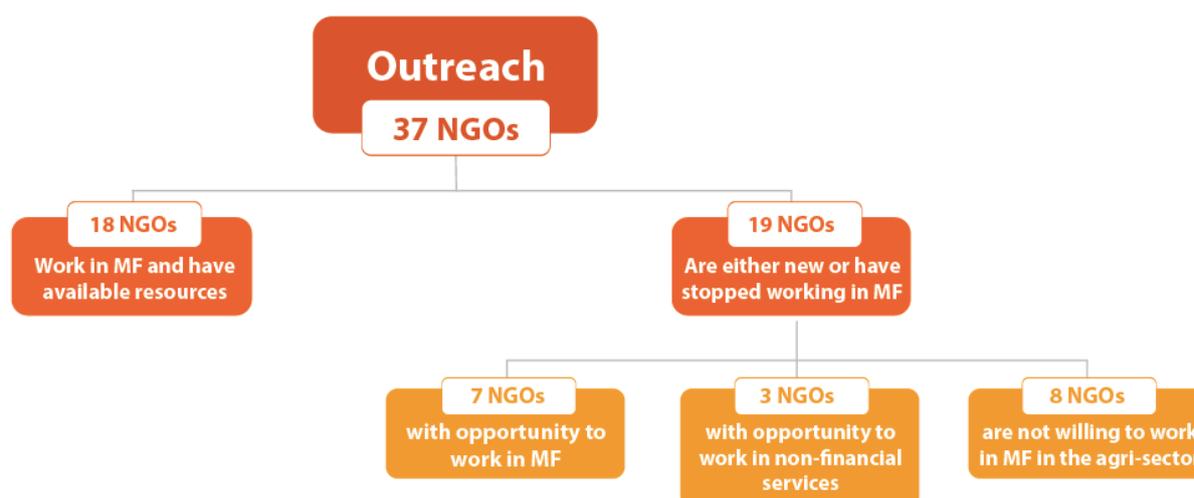


Figure 19 MF Outreach to Organizations

Selection criteria were set to ensure that the chosen NGOs are the most fit for the project, and that there will be a commitment from the NGO team to work closely with YEP team and ensure reaching the target of the component. The selection criteria was:

- The presence of the association within an agricultural geographical area
- Has experience in the implementation of MF projects as well as human resources
- The NGO has adapted the situation according to Law 141 of 2014
- The ability to provide services to neighbouring areas (expansion of the geographical range)
- The ability of the association in continuity and sustainability
- Availability of youth who desire to have an agricultural project

A value was identified for the selection criteria, as such:

Table 21 Evaluation Criteria of MFIs

Criteria	Value
Management	26
Monitoring & Evaluation	6
Activities	9
Financial System	15
NGO participation	3
Experience in Development	37
Geographical location	4
Total	100

According to the results of the evaluation, 3 NGOs were selected to be the main beneficiaries of the Microfinance - individual lending, and 4 NGOs were selected for the VSLA, as such:

Table 22 NGOs & Locations

Program	NGO	Location
Microfinance – individual lending	Belana Talet	Nasr El Nuba
	Om Shelbaya	Edfu
	Kofour Kom Ombo	Kom Ombo
Microfinance - VSLA	Ismalia	Kom Ombo Qibly
	Nage' Hilal	Edfu
	Coptic Care	Edfu
	Belana Talet	Nasr El Nuba

MF Component Facts & Figures

Through the MF component, projects were done within the following VCs, where MF loans and VSLA projects were on a household level, mainly for breeding and income generation:

Table 23 Value Chain per Activity

Value Chain	MF Component	
	Individual Loans through MFIs	VSLA
Poultry	✓	✓
Dairy	✓	✓
Sheep/Goat	✓	✓

Two factors were the main reasons why the MF component did not tackle all VCs:

1. Time frame was too tight: grants were disbursed to the partner associations in April 2016 after the establishment and activation of ASDF, which was disbursed from its account.
2. Seasonal value chain activities, most of which are in the winter (limited trading period from October to March).

Within the MF and VSLA activities, below are tables with updated figures of number of loans, beneficiaries and amounts:

Table 24 MF Component Beneficiaries & Size of Loans

NGO	Total Number of Beneficiaries	Distribution by Gender		Amount of Loan
		Male	Female	
Om Shelbaya	88	54	34	EGP 429,500
Kofour Kom Ombo	89	55	34	EGP 439,000
Belana Talet	74	34	40	EGP 337,500
Total	251 Beneficiaries	143 Men	108 Women	EGP 1,206,000

Table 25 VSLA Beneficiaries & Savings

Total Number of VSLA Groups	Total Number of Members	Total Amount of Savings
68	1227	390,021 EGP

Throughout the project duration, the below are the main achievements of the VSLAs:

- Establishing the VSLA methodology for the first time in Aswan governorate in the number of 4 associations, including voluntary association (Belana).
- Qualifying 12 field officers on the methodology of VSLA, and the possibility of measuring and determining the expected results and outputs of the project, and the extent to achieve the desired goals.
- Possibility to achieve sustainability, a system managed by the community and its own resources (since the VSLA belongs to them).
- Economic empowerment of women.

MF Component Activities

During the project implementation, there were activities conducted with the NGOs and CDAs to build their capacities and ensure their participation in the project. Outreach Egypt documented the activities, target groups and beneficiaries, number of participants, as well as the design, preparation, implementation, and the outputs of each activity in the table below:

Table 26 MF Component Activities

Activity	No of NGOs	No. of Participants	Location	Procedures for Arranging & Brief on Activity
Studying the current situation regarding the loans in Aswan and dividing the loans situation into 3 levels	–	3	CARE	<ul style="list-style-type: none"> ➤ Compilation of the most important associations, institutions, companies and banks working in the field of microfinance. ➤ Classifying them according to banking services provided into three categories. ➤ Competitors analysis and service delivery method to be designed to fit the component and target group of the project
Meeting with the director of the Agriculture Program to work on the microfinance strategy	–	3	CARE	<ul style="list-style-type: none"> ➤ Analysis and study of the available data for the microfinance market in Aswan. ➤ Study and analysis of challenges and possible solutions ➤ Develop a mechanism to implement the microfinance component
Participation in value chain workshops (poultry, sheep, dairy, palms)	This was a capacity building activity. MF officer attended to be introduced to the NGOs/CDAs and coops			<ul style="list-style-type: none"> ➤ Presenting information and data on each value chain through project studies. ➤ Discussing the value chains and making recommendations to the stakeholders. ➤ Presenting updated and important value chain results which have been agreed upon with the stakeholders
Establishment of microfinance units (Operations Management) From 20 to 22 October 2015	5 loan associations	10	Aswan Businessmen Assoc.	<ul style="list-style-type: none"> ➤ Studying Law 141 for the year 2014 and its impact on the loan associations. ➤ Preparing and presenting the models of the General Authority for Financial Supervision in accordance with Law 141 of 2014. ➤ Preparing the scientific material with the participation of Aswan Businessmen Association. ➤ Follow-up on the NGOs in writing their internal regulations to carry out the microfinance activity category (c) according to Law 141 of 2014.

Activity	No of NGOs	No. of Participants	Location	Procedures for Arranging & Brief on Activity
				<ul style="list-style-type: none"> ➤ Follow-up on the partner NGOs in the delivery of the internal regulations to carry out the microfinance activity category (C) in accordance with Law 141 of 2014 ➤ Follow-up on the partner NGOs in obtaining the license category (c).
Establishment of microfinance units (Financial management) October 25-26, 2015	4 loan associations	10	Aswan Businessmen Assoc.	<ul style="list-style-type: none"> ➤ Studying the partner NGOs' documentation cycle of the financial operations from the beginning until the end ➤ Designing a detailed training program on documenting the financial operations cycle for the partner associations.
Establishment of microfinance units (Information Systems Management) November 1 to 2, 2015	3 loan associations	10	Aswan Businessmen Assoc.	<ul style="list-style-type: none"> ➤ Choosing an appropriate loan follow-up program (tracker). ➤ Training the staff on the selected program.
Workshop for NGOs working in microfinance 11 July 201	5 loan associations	11	Teaching Faculty Club	<ul style="list-style-type: none"> ➤ Specifications and conditions of NGOs eligible for funding ➤ Financing criteria for project implementation ➤ Loan policies and procedures ➤ Target Groups ➤ Duties and Responsibilities of the Partner NGOs ➤ Duties and Responsibilities for the ASC related to CARE ➤ How an NGO can submit a funding request for the Youth Employment Project ➤ Future vision of the developmental role for the NGOs
Training on the American Journal for the Belana and Kfour Kom Ombo NGOs	Belana Talet and Kfour	7	Belana Talet	<ul style="list-style-type: none"> ➤ Hiring a Trainer. ➤ Targeted group from training (Accountants + Executive, Director of the NGO)

Activity	No of NGOs	No. of Participants	Location	Procedures for Arranging & Brief on Activity
5 to 6 March 2016	Kom Ombo NGOs			<ul style="list-style-type: none"> ➤ Agreeing on the scientific material with the trainer. ➤ Evaluation of the training and the extent to which trainees benefit from it. ➤ Meeting with the board of directors to apply the US Journal instead of revenues and expenses tracker.
Training on the American Journal for the Umm Shalbaya NGO 12 to 13 March 2016	Umm Shalbaya NGO	4	Umm Shalbaya Edfou	<ul style="list-style-type: none"> ➤ Hiring a Trainer. ➤ Targeted group from training (Accountants + Executive Director of the Association) ➤ Agreement on the scientific material with the trainer. ➤ Evaluation of the training and the extent to which trainees benefit from it ➤ Meet with the board of directors to apply the US Journal instead of revenues and expenses tracker
Alignment of financial status for NGO SMEs with the loan tracker program during the period of 11-12/3/2017	Umm Shalbaya - Kfour – Belana Talet	11	Aswan Businessmen Association	<ul style="list-style-type: none"> ➤ Agreement with the Aswan Businessmen Association to implement the training. ➤ Targeted group from the training (accountants, data entry and activity manager) ➤ Agreement on the scientific material with the trainer. ➤ Evaluation of training and the extent to which trainees benefit from it.
Training on the Sustainability plan 25 April 2017 3 microfinance 3 VSLA	Umm Shalbaya - Kafur – Belana Talet - Coptic Care - Naja Hilal - Ismailia	20	Aswan Businessmen Association	<ul style="list-style-type: none"> ➤ Training content developed by Mr. Awny and Aswan Businessmen Association ➤ Agreement on the scientific material with the trainer. ➤ Nomination of beneficiaries from training (Board of Directors - Executive Director - Field Officers) ➤ Design of sustainability plan ➤ Continue writing the sustainability plan for 6 partner NGOs
Provision of loan tracker (MIS)	Umm Shalbaya -	–	–	<ul style="list-style-type: none"> ➤ Communicate with the top three loan-tracking companies.

Activity	No of NGOs	No. of Participants	Location	Procedures for Arranging & Brief on Activity
	Kfour – Belana Talet			<ul style="list-style-type: none"> ➤ Price quotations and communication with CARE procurement department. ➤ Evaluate the best programs in terms of efficiency. ➤ Deposit Payment for the contract provider with the Association of Businessmen of Alexandria on follow up loan issue program 3.1 ➤ Final Payment for the supply of the loan follow up program version 3.1 of the Alexandria Business Association ➤ Work plan to receive and install the loan follow up program for 3 partner NGOs ➤ Record from 3 partners confirming their receiving the loan tracker program 3.1
Receiving and installing the Loan Monitor software version 3.1 and configuring it First Assembly: During the period from Sunday, October 23, 2016 until Tuesday 25 October 2016	Umm Shalbaya	4	Umm Shalbaya	<ul style="list-style-type: none"> ➤ Receiving and installing the Loan Monitor software version 3.1 and configuring it. ➤ Conducting training for Mr. Ihab Shehata, Mr. Hussain Ali, Mr. Mahmoud Abdullah, Ms. Sakina Abdel Fattah, and Ms. Bahia Abdel Wahab on the documentaion process for the loan cycle that is included in the loan follow up program, as well as the reports covered by the program and how to secure the data. ➤ Receiving the user guide for the loan follow up program.
Receiving and installing the Loan Monitor software version 3.1 and configuring it Second Assembly: During the period from Wednesday 26 th to Friday 28 th of October 2016	Belana Talet	3	Belana Talet	<ul style="list-style-type: none"> ➤ Receiving and installing the Loan Monitor software version 3.1 and configuring it. ➤ Training for Ms. Ghada Hassan, Ms. Fatma Mahmoud and Ms. Zahra Mohammed on the loan cycle of the loan follow-up program as well as the reports covered by the program and how to secure the data. ➤ Receiving the user guide for the loan follow up program.
Receiving and installing the Loan Monitor software version 3.1 and configuring it	Kfour	4	Kfour	<ul style="list-style-type: none"> ➤ Receiving and installing the Loan tracker software version 3.1 and configuring it

Activity	No of NGOs	No. of Participants	Location	Procedures for Arranging & Brief on Activity
Third Assembly: During the period from Saturday 29 October 2016 to Monday, 31 October 2016				<ul style="list-style-type: none"> ➤ Training of Alaa El Din Ali, Nada Abdullah Ahmed, Nashwa Saber Ali and Fatima Mohamed Bakry on the loan cycle of the loan follow-up program as well as the reports covered by the program and how to secure the data. ➤ Receiving the user guide for the loan follower program.

In summary the activities/tasks that were performed by the MF component are as follows:

- ❖ Preparing & Planning
- ❖ Studying the lending market in Aswan.
- ❖ Preparing the training of partner associations
- ❖ Procedures for disbursement of the first payment grants to partner associations.
- ❖ Disbursement of grants to partner associations (first installment)
- ❖ Implementation of lending and savings activities in partner associations.
- ❖ Following up on the work and monitoring the results.
- ❖ Evaluating the performance of the technical and financial partner associations.
- ❖ Procedures for disbursement of the second payment grants to partner associations.
- ❖ Disbursement of grants to partner associations (second installment)
- ❖ Monitoring and documenting the results of the component with partner associations.
- ❖ Procedures for the settlement and closing of grants with partner associations.

The MF component tracked and followed up on the activities for both the micro loans and the VSLA, as follows:

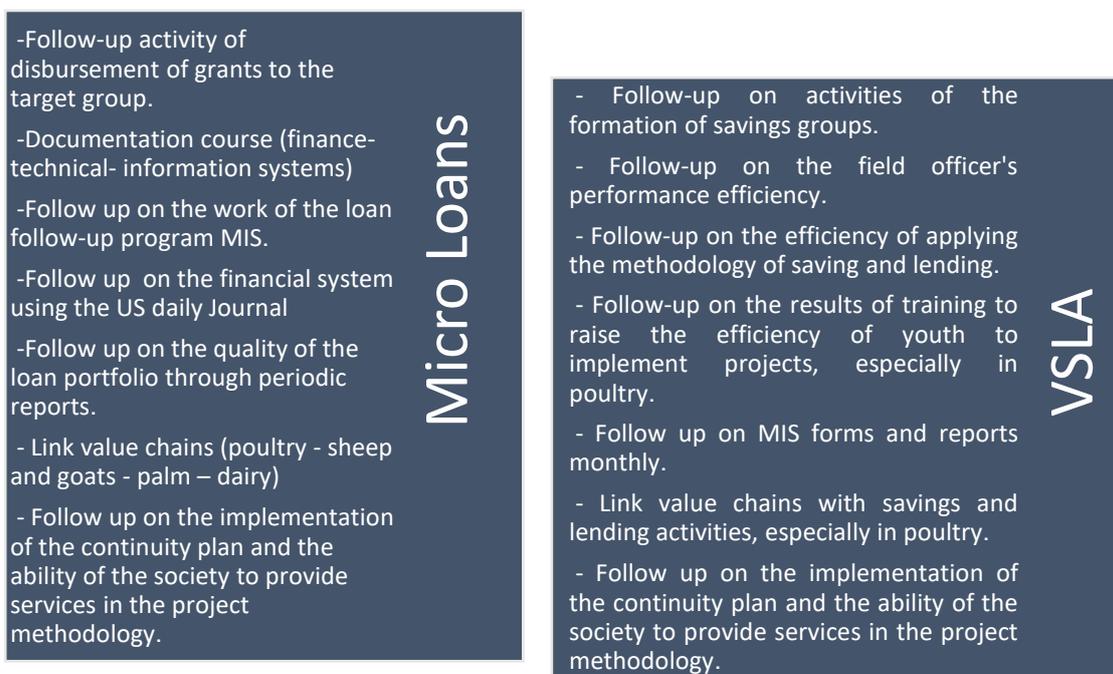


Figure 20 MF Activity Follow Up

MF Component Targets & Achievements

The main objective of the MF component was to achieve 400 opportunities to increase income and provide 650 job opportunities for young people of both sexes within three years. Below is a table with the sub-goals and achievements

Table 27 MF Objectives & Achievements

Objectives	Goals achieved
Enable three NGOs to play their active role in providing 350 job opportunities and 250 opportunities of increase in sustainable income for young people of both sexes with microcredit component within three years.	<ul style="list-style-type: none"> ➤ 278 job opportunities and income increase until May 2017 ➤ Granting 900,000 EGP for three associations worth 300,000 EGP for each association. ➤ Capacity building of three associations with the ability to manage a loan portfolio with high efficiency through: <ul style="list-style-type: none"> - Program of the follower loans version 3.1 of the Association of Businessmen of Alexandria. - Institutional support (technical - financial - information systems)
Enable three NGOs to play their active role in achieving 250 jobs and 150 opportunities of sustainable income for both sexes in the savings and lending component of the VSLA within three years.	<ul style="list-style-type: none"> ➤ 333 job opportunities and income increase until May 2017 ➤ Establishing the savings and lending methodology for the first time in Aswan Governorate. ➤ Composition of a savings and lending group ➤ Rehabilitation of 12 field officials on the methodology of savings and lending.
The microfinance component and the savings and lending component are linked to three value chains: poultry, sheep, goats and dairy.	<ul style="list-style-type: none"> ➤ The microcredit component and the savings and lending component (VSLA) have been linked to value chains and arranged in terms of importance. <ol style="list-style-type: none"> 1. Poultry = 60% 2. Sheep and goats = 35% 3. Palm = 4% 4. Dairy = 1%

Insights on the VSLA

Focus groups were conducted with VSLAs. The team asked about their projects, how they formulated the group, the social barriers they faced in doing the projects, their savings, the opportunities they saw in the VSLA, the impact on their lives and their families.

VSLA group “Al Baraka” group consists of 17 women. Initially, the group started with 13 members and grew to be 17 members. There are 2 young girls who joined as members to save money for higher education, and 1 senior citizen who is also saving money for times of need. The remaining 14 are creating income-generating activities using the money received. Al Baraka is considered an example of a successful VSLA activity. The team met with the women and discussed the process, income-generating activities the women engaged in, and the challenges and impact. Most, if not all, the women explained that before the VSLA they did not have a source of income, and were dependent on their spouses’ income or an allowance that they received. The total amount saved in Al Baraka group was 16,000 EGP



Challenges and Impact

- Most of the women were hesitant about joining the group and did not trust that investing their money through the VSLA group would be beneficial

- Spouses and family members did not wish/ encourage the women to join
- No motivation to start a project
- No time due to children, household needs
- Some women who took loans to buy poultry and ducks were unfortunate enough to have their birds become ill and die of illnesses. Some lost up to 20 ducks
- Community cooperates with each other and supports one another to ensure that their income generating activities are successful



The women learned how to

- Develop a basic financial plan for their project
- Test their product/service
- Document their expenses and create a basic balance sheet
- Save money

Type of Projects

Below is a list of the beneficiaries and their project types:

- Rakabeya: Started with a 15.00 EGP investment and used the money to start a cheese project at her own home
- Karima- invested the money received – 250.00 EGP- in 15 chickens; 2 died, and the remaining were sold or eaten at home
- Karima sold each chicken for 25.00 EGP
- Profit was used to buy needed household items- blender and plates
- Karima was able to convince her father and brother to also invest their money so they can have a bigger profit
- Karima said: “We are no longer dependent on our husbands for money, it’s empowering”
- The muscovy duck is bought for 65.00 EGP, and is sold for 150.00 EGP
- Expenses per month: 50.00 EGP on bread and 160.00 EGP on food
- Amna- young girl saving money for higher education, no activity planned
- Nawal- opened a kiosk for basic groceries
- Nagwa- started a duck project and also invested in a goat. She looked after her goat until it grew older and was able to give birth. She did not sell the newborn goat after a few weeks, rather waited until the goat became old enough to give birth to be able to multiply her investment.
- Ekram- invested but did not start an activity as she does not have time
- Karima- new member- will invest in goats as she was inspired by Nagwa’s story
- Hakka- only saving money to go to pilgrimage
- Nagwa Ibrahim- took a loan for 300.00 EGP and bought 10 ducks
 - Initial investment was 5.00 EGP, but was able to increase investment to 25.00 EGP (5 shares)

- Fatma- member of 4 VSLA groups- initial investment was 30 pairs of ducks (60 total)



- After the initial investment, she invested in 48 more ducks
 - 28 baladi
 - 20 muscovy
 - Sells the male chicks for 35-55 EGP at age 14 days, depending on their weight
- Neama Sayed- husband refused that she join the VSLA and then kicked her out of the house because she insisted on participating so she took her children's allowance and asked her parents for money to invest in the VSLA group. She kept investing until she was able to collect 900 EGP as a loan to buy vegetables to sell from her home. When her husband saw the success of her business, she returned home and they invested in a donkey carriage. Her husband began helping her and they started selling the vegetables using the donkey carriage to be able to roam a larger area and increase their client base. Her husband began selling to friends and family members at a reduced price so they began losing money. Neama then could not cover the loan so she had to sell the donkey cart. She was also in debt to a vegetable vendor as she and her husband collaborated with the vendor to increase their sales. To pick up business again, Fatma gave Neama her loan money to be able to continue to buy vegetables. She also started making, freezing, and selling homemade tomato salsa. This was a welcomed idea in the community and sold extremely well, allowing her to pay her debts and begin investing in the VSLA again. Neama was then able to borrow yet another 900 EGP and expand her business. Her husband is now working in Marsa Allam at a hotel and she is selling vegetables and tomato salsa to the community.

The concept of VSLA's spread through word of mouth and through the community members seeing the successes of the women who participated in round 1.



There are currently 12 VSLA groups in Kom Ombo Qibly, with over 400 women registered, which include income-generating activities such as

- Chickens
- Muscovy Ducks
- Goats/sheep
- Dairy and cheese production
- Vegetables
- Sewing
- Clothes

- Slippers
- Perfumeries (My Way company)

MF Component SWOT Analysis

A SWOT analysis has been documented for both the MF and the VSLA to show the strengths of the component, its opportunities, and a summary of challenges:

Strengths

- Provide technical support for partner associations to obtain a license to work in lending. In accordance with Law 141 of 2014
- The use of the input value chain in the project makes us not only focus on production but on the requirements of production, manufacturing and marketing
- The use of value chain input in the project contributes strongly to identifying innovative business opportunities and ideas for traditional and non-traditional youth projects with value added
- Granting partner associations a value of LE 300,000 making the association able to continue and provide services after the project ended.
- Due to the success of the idea of the project within the associations, Umm Shalbaya Association and Kfour Kom Ombo Association contributed to the working capital of the project to reach more members of the target group.
- Update previous feasibility studies work with the Social Fund for Development to be modern and suitable for small borrowers. The production of 3 financial products sheep and goats + poultry (chickens - duck) + manufacture of dairy
- Factors contributing to lower risk investments and a better return were: 1) designing agricultural products to be commensurate with the nature and seasonality of the sector 2) being mindful of projects and instalments dates.
- Loans adopt job creation as a direct impact of loan programs

Weaknesses

- A large number of associations do not have the ability to obtain a license to work in lending. In accordance with Law 141 of 2014
- Funding delayed by ASDF
- Difficulty of contracting procedures for the loan follow-up program due to the high price of the program and the low number of suppliers

Opportunities

- There are many institutions that provide lending in Aswan and many of these institutions are from associations, banks, companies, institutions covering most of Aswan Governorate
- There are private institutions and agricultural organizations with large capital and interest kept in banks and not invested in small projects due to a fear of capital loss.

Threats

- Application of Law 141 of 2014 at the beginning of the project
- A large number of associations do not have the ability to obtain a license to work in lending. In accordance with Law 141 of 2014
- In the view of the institutions, the agricultural production sector is a risk sector and therefore is not paid attention to it like other sectors.
- Other associations believe that the financing of agricultural loans is expensive and is small in size and therefore focus on large loans that are less expensive in collecting premiums.
- The associations do not see a clear relationship between the loan and the creation of jobs and do not have a database for that.
- Seasonality of most agricultural activities (winter)

MF Component Overall Status

MICROFINANCE COMPONENT FACTS & FIGURES

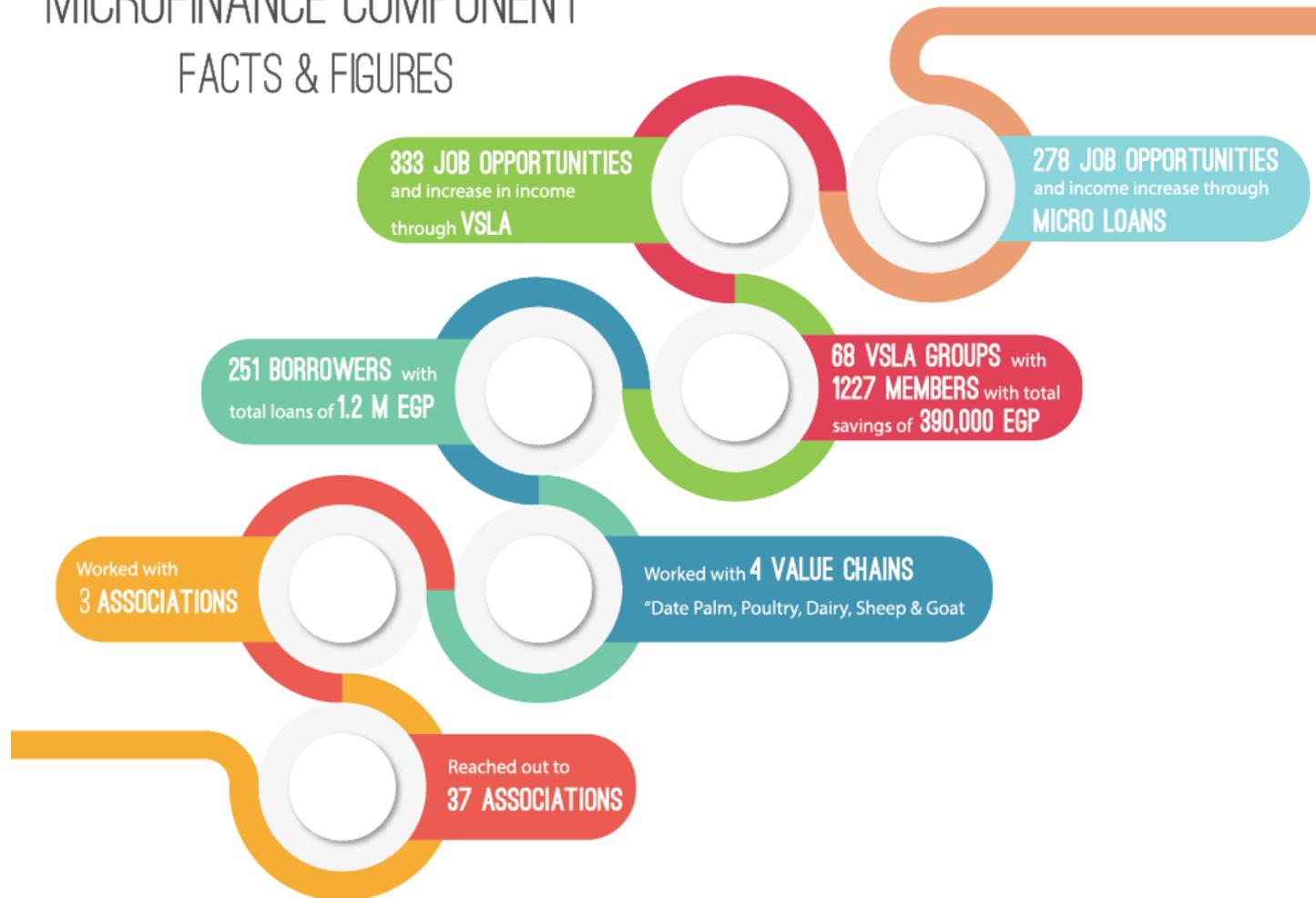


Figure 21 Microfinance Facts & Figures

Capacity Building

The capacity building (CB) component is a main factor of YEP. It works directly with the agricultural cooperatives aiming at building their capacities and improving their services. Throughout the duration of the project, the component's team reached out to the local coops/CDAs/NGOs to benefit from the project activities.

This unit focused on building the capacity of select NGOs and cooperatives to enhance their ability in business management, promote the internal structures and systems that ensure good governance and better efficiency, and supported them in becoming more accountable to their constituencies and communities. The unit also disbursed and managed loans to these organisations to promote their business abilities and local job creation. Furthermore, the unit linked organisations with the other business units as necessary to provide NGOs and coops with a full range of information and learning.

CB Component Kick-off

Value chain analysis completion caused a delay in the coops' capacity building process. However, the project team started with identifying the coops in the targeted communities, and reached out for selecting the organizations.

Zero Interest Loan

In parallel to the capacity building activities, the Zero-interest loan approach was introduced. This mechanism was designed to target the cooperatives and NGOs who have a capital base to start a project. It was an incentive approach for cooperatives to shift their mind-set towards investing in projects that would generate income, mobilize the community, create job opportunities, and increase income of surrounding communities. Coops received these loans as a seed funding to implement projects in the VCs identified ranging from dairy to poultry and palm. In this section of the report, there is a description of the 10 projects implemented with the zero- interest loans.

CB Component Outreach

Through the component, there was an outreach to organizations, as such:

- The cooperatives and NGOs were contacted at the beginning through coordination with the Directorate of Social Solidarity for the Community Development Associations and the Directorate of Agriculture for the agricultural Coops, in order to nominate the strongest candidates.
- Field visits to NGOs and communities were carried out in order to explain the idea of the project to their boards and members, as well as to the youth within the communities.

The component reached out to the following:



Figure 22 CB Outreach to Organizations

The identification of the Coops and the NGOs was through:

- Contacting the Directorate of Social Solidarity for the Community Development Associations and the Directorate of Agriculture for the agricultural cooperatives, to nominate the prominent associations.
- Conducting field visits to CDAs and Coops to explain the idea of the project to members of associations and youth within communities.

The NGOs and Coops were selected based on a two-step evaluation process; the first was based on passing specifications to continue on to the second step, as follows:

Table 28 Evaluation Criteria & Specification

Specification	Grade
The effectiveness and participation of members of the General Assembly	5
The extent and effectiveness of the functional structure of the NGO	5
The credibility of the grassroots assembly	5
Has a clear vision, mission and goals for the NGO	5
The diversity and effectiveness of the Board of Directors	5
The demand of the Board of Directors to participate in the project.	5
The ability of the Board of Directors and the functional structure to manage projects	5
Level of services provided to target groups	5
Ability to document and save files and display achievements	5
The success of the NGO in the implemented projects.	5
Participation in a policy and procedure advocacy case	5
The current situation of the women and youth roles within the NGO sectors	5
Opportunities for integrating women and youth within the various sectors of the NGO	5
The extent to which the mechanisms of good governance are applied	5
Opportunities for Entrepreneurship Success	5
Extent of the current activities within the NGO and continuity of service delivery	5
The proportionality of community with project components and target group	5
Experience in previous agricultural development projects	5
Availability of financial, in-kind and human resources	5
The existence of investment opportunities in NGO and society	5

Specification	Grade
Total	100

The second step of the evaluation: NGOs with the highest score were selected for an institutional assessment that is based on the following:

Table 29 Institutional Evaluation Criteria

Specification	Grade
Number of jobs created by the project	20
Project cost and risk	10
Innovative idea and value added	10
Previous experience	10
The existence of some or all of the infrastructure of the project	10
The contribution of the NGO or those who are capable of from the society	10
Quick repayment of premiums	10
The percentage of girls in the project	10
Project impacts on the environment	10

The 22 associations that were selected, received the highest scores (above 50%) of the initial evaluation. The first 10 cooperatives were:

Table 30 List of Cooperatives that received the Zero Interest Loan

Association	Location	Type	Activity	Zero Interest Loan
			Capacity Building	
Al Moshtaraka al Qibleya b Adendan	Nasr El Nouba - Adendan Village	Agricultural Cooperative	✓	✓
Abou Simbel Al Zer'eya	Nasr El Nouba - Abu Simbel	Agricultural Cooperative	✓	✓
Armena Al Zera'eya	Nasr El Nuba - Armena Village	Agricultural Cooperative	✓	✓
Wadi Abadi Al Zera'eya	Edfu- Wadi Abadi 1	Agricultural Cooperative	✓	✓
Al Mansheya Al Gedida Al Zer'eya	Kom Ombo– Al Mansheya Al Gadida Village	Agricultural Cooperative	✓	✓
Al Gam'eya Al Naw'eya Ltarbiyat Al Sarwa Al Haywaniya	Kom Ombo- Bayarah	Agricultural Cooperative	✓	✓
Al Gam'eya Al Moshtaraka Bkom Ombo	Kom Ombo - Agricultural Cooperation Department	Agricultural Cooperative	✓	✓

Al A'kab Al Zera'eya	Aswan - Al A'kab Bahary	Agricultural Cooperative	✓	✓
Omar bin Abdul Aziz Al Zera'eya b Wadi El Noqra	Nasr El Nouba - Wadi El Naqra - El Amal Village	Agricultural Cooperative	✓	✓
Al Hekma Al Zera'eya n Wadi El Noqra	Markaz Nasr El Nobah - Wadi El Naqra - El Hekma Village	Agricultural Cooperative	✓	✓

CB Component Facts & Figures

The component was able to work with 5 VCs, as below:

Table 31 Value Chain per Activity

Value Chain	CB Component	
	Capacity Building	Zero-Interest Loan
Aromatic Plants	✓	✗
Palm	✓	✓
Poultry	✓	✓
Dairy	✓	✓
Sheep/Goat	✓	✓
Tomatoes	✓	✗
Fisheries & Aquaculture	✓	✗

Further to the selection of the NGOs and Coops the table below shows facts & figures related to the activities and participation, and the outcomes:

Table 32 Number of Activities

Number of Activities	Number of Participants	Ratio of Women participating
25	625	40%

Table 33 Outcomes of CB Activities

Number of Coops/NGOs	Number of Projects	Number of VCs	Total Amount of Loans	Number of Jobs Created (Direct)
10	10	4	1,128,300 EGP	150

The 10 Coops that received the zero-interest loan established the following projects, and in the following section of the report, there is a description of each of the zero interest project:

Table 34 Zero Interest Loan Projects

Coop	Project
Al Moshtaraka al Qibleya b Adendan	Molasses
Abou Simbel Al Zer'eya	Sheep and goat
Armena Al Zera'eya	Sheep and poultry
Wadi Abadi Al Zera'eya	Sheep and poultry
Al Mansheya Al Gedida Al Zer'eya	Meat and dairy
Al Gam'eya Al Naw'eya Ltarbiyat Al Sarwa Al Haywaniya	Fodder and poultry supplies
Al Gam'eya Al Moshtaraka Bkom Ombo	Dairy outlet
Al A'kab Al Zera'eya	Palm products
Omar bin Abdul Aziz Al Zera'eya b Wadi El Noqra	Sheep and goat
Al Hekma Al Zera'eya n Wadi El Noqra	Dairy outlet

After the first round of the zero-interest loan disbursement, the CB component worked with an additional 12 associations, and project concepts and feasibility studies were finalized for a total amount of 1,300,900 EGP. However, these loans were not disbursed, as the project's activities were already paused. These organizations, are listed below with the type of project concept:

Table 35 List of Organizations on the waiting list for Zero Interest Loan

Cooperative/NGO	Location	Coop	CDA	Project Concept
Al - Noor Women 's Association for community development in Twaisa	Al-Twaisa Village - Daraw Center		✓	Handmade Carpets
Al - Zahraa for community development in Faras	Faris Village - Kom Ombo Center		✓	FronD Products + Milk collection Unit
Al Wadi Al Akhdar for Community Development	Wadi Abadi village - Edfu center		✓	Palm Nursery & Plantation
Al Gam'eya Al Ta'awneya Al Zera'eya Mota'adedat al Aghrad Bqaryet Al Abasseya	Abasiya Village - Kom Ombo Center	✓		Unit of Cultured Barley + Goat Breeding
Al Gam'eya Al Ta'awneya Al Zera'eya Mota'adedat al Aghrad Bqaryet Daraw	Daraw Center - Aswan City	✓		Unit of Cultured Barley + Goat Breeding
Al Gam'eya Al Ta'awneya Al Zera'eya Mota'adedat al Aghrad Bqaryet Selsela	Al Selsela Village - Kom Ombo Center	✓		Date Cooling
Al Gam'eya Al Ta'awneya Al Zera'eya Mota'adedat al Aghrad Bqaryet Sabeel	El Sabil Village Ezbet Makki - Kom Ombo Center	✓		Greenhouse
Al Gam'eya Al Ta'awneya Al Zera'eya Mota'adedat al Aghrad Bqaryet Salwa Bahri	Salwa Bahri Village - Kom Ombo Center	✓		Drying & Marketing Aromatic Plants
Gma'eyet El Obour Al Zera'eya	Khreit village - affiliated to the center of Nasr Nubia	✓		Molasses Factory

Cooperative/NGO	Location	Coop	CDA	Project Concept
Gam'eyet Aneeba Al Zeray'eya	Ainbeh Village - Nasr El Nouba Center	✓		Molasses Factory
Gam'eyet Sheikh Jad Al Haq Al Ta'awneya Al Zera'eya	Amr Bin El Aas Village in Wadi El Saayda - Edfu Center	✓		Camel Feeding
Gam'eyet Imam Al – Ghazali Al Ta'awneya Al Zer'eya	Amr Bin El Aas Village in Wadi El Saayda - Edfu Center	✓		Camel Feeding

CB Component Activities

Throughout the project duration 25 activities were implemented to build the capacities of the NGOs and the Coops, ranging from one -day events to 15-days training sessions. Below is a table of the activities:

Table 36 Capacity Building Activities

Activity	Number of Participants		
	Female	Male	Total
Conference for NGOs	4	43	47
Governance Workshop	7	11	18
Workshop for writing proposals & project concepts	1	29	30
Workshop for writing proposals & project concepts	7	15	22
Workshop for periodicals and documentation	1	4	5
Training Workshop of Honey Project (project committee)	4	1	5
Workshop on the basics of governance	12	13	25
Conference on the secondary products of date palm	42	0	42
Workshop for writing proposals for NGOs and cooperatives	7	39	46
Workshop to write ideas for projects	2	31	33
Workshop for findings and agreements	3	29	32
Exchange visit for dairy project equipment purchases	0	4	4
Exchange visit for the honey industry	0	3	3
Exchange visit to suppliers of dairy equipment and honey factory	0	5	5
Visit of the head of the central administration to the executed projects	1	2	3
Conference for Zero interest loans disbursement	22	40	62
Training of youth committees in cooperatives	6	23	29
Exchange visit to CARE projects	0	12	12
Conference for the nomination of associations	4	43	47
Workshop for secondary palm industries	20	0	20
Second Group Workshop for Secondary Industries	18	0	18
A symposium on poultry raising in Al-Twaisa area	25	0	25
Seminar on poultry raising in Abu Alraish area	50	0	50
Resource mobilization workshop	2	22	24
Sustainability Workshop	1	17	18

In summary the capacity building component worked closely with the cooperatives and the NGOs to assist them in putting together a project concept note that is based on a business model, and has a feasibility study. In addition, the beneficiaries participated in exchange visits to similar projects in other governorates as well as visiting equipment suppliers related to their projects.

They also received trainings in the areas of project management, proposal writing, governance and financial management.

CB Component Targets & Achievements

The capacity building component main targets were to provide 650 job opportunities and 250 increased income opportunities for community members through the activities of the components. Below is a table of the achievements.

Table 37 CB Targets and Achievements

Goals	Achieved Goals
<p>Component Objective: The existence of strong non-governmental organizations and cooperatives that can improve their services and can be able to defend the interests of their constituencies.</p> <p>Indicators according to the logical framework:</p> <ul style="list-style-type: none"> - There are 20 projects managed by profits within the associations - Adoption of the issue of advocacy, gain and support to come up with a draft of some amendments to the law on agricultural cooperation to be submitted to decision makers with the participation of the 3 NGOs - 75% of the agglomeration assessments show that Agriculture NGOs and Non-governmental organizations made improvements in their governance structures and decision-making. - 75% of the assessments shows that agriculture NGOs and non-governmental organization have integrated both genders into their programs - Providing 650 jobs opportunities. 	<ul style="list-style-type: none"> - A total number of 10 projects within the NGO, with a total of 150 job opportunities in addition to the indirect employment opportunities and opportunities to increase income and the number of families benefiting from the services of the projects (milk, black honey, meat, sheep and poultry). - Building the capacities of NGOs in the area of governance. Youth committees have already been formed within agricultural associations - Gender has been taken into account in the committees of the NGO and in all the projects implemented - Preparation of 12 project proposals for NGOs that did not receive loans in the various value chains (palm trees, medicinal and aromatic plants, sheep, poultry, dairy, black honey projects and establishment of greenhouses for vegetables) with total loans of 1,300,900 LE. - An activity was implemented to provide job opportunities and income increased through the implementation of an initiative to provide employment opportunities in cooperation with 3 NGOs (Al-Noor Women's Association in Twaisa - Al A'kab Agricultural Society Association - Abu Al-Reish Society for Community Development), 280 beneficiaries attended the activities. - New initiatives have been implemented with the full funding of the NGOs that received the grants and the projects are :the production of black honey in Abu Simbel Agricultural Society, meat project in the joint association in Kom Ombo, and building outlets in the Mansheya Agricultural Association

Zero Interest Loan

Capacity building activities were based upon agreements between the projects and Coops/NGOs. At the start of the project, team members sought out interested beneficiaries. And because the project introduced new ideas, processes, and approaches such as zero-interest loans and VSLAs, some organizations and community members were hesitant to participate.

To decide on necessary interventions and activities, YEP staff conducted focus groups and meetings with agricultural experts in each field to discuss the needs of the community and how YEP could increase opportunities and develop the agricultural field in Aswan.

Based, on the outcomes of those meetings, interventions were decided and planned. Below is the process used to reach out to the community and approach the different stakeholders and beneficiaries to procure agreements.

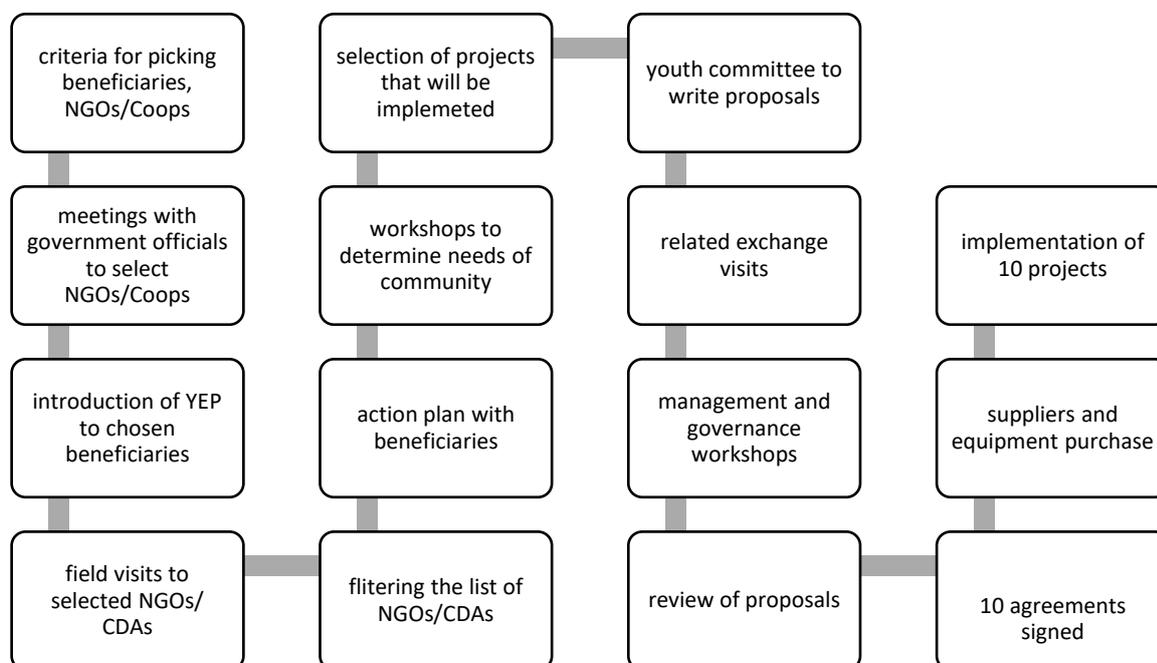


Figure 23 Capacity Building Operations Cycle

YEP project signed a protocol with the Ministry of Agriculture (the Ministry of Social Solidarity was supposed to be part of the protocol but there were delays from their side). The purpose of the protocol was to:

1. Get nominations of CDAs/Coops
2. Evaluate available nominations
3. Provide written evaluation forms

According to pre-set criteria and nominations, CDAs and Coops with highest scores were picked to participate in the project, following the evaluation:

- YEP team then conducted field trips to the chosen CDAs/Coops individually and introduced them to the project in details.
- After the individual meetings, a conference was held with all the CDAs/Coops present to continue explaining the project
- Consequently, the first training was given to the first organization out of a total of fifteen.
- After the CDAs/Coops presented their proposals, 10 were chosen to be implemented
- Exchange visits were also conducted between beneficiaries of a same VC to receive knowledge from well-established farmers, processors, companies and/or experts.
- The beneficiaries then presented feasibility studies

The process of choosing the projects and signing the agreements took place from March 2015 to December 2015. (Annex 4: contracts and agreements)

The first zero-interest loan was disbursed in January 2016. A celebration event was organized, where all coops/NGOs received their first cheques.

However, the beneficiaries faced issues that delayed the process of implementation. The pre-set criteria of the project required the beneficiaries to have separate bank accounts to be able to cash the cheques. As most beneficiaries did not have bank accounts, this process took a long time for some of the beneficiaries, depending on the banks. Some were able to open an account quickly and were able to start working after a month, while it took others a few months to be able to start working on their projects.

During the first phase of YEP, ten projects were implemented and showed success and innovation in their specific communities as well as in Aswan in general. Below are the projects implemented in the zero-interest loan, with a total loan of 1,128,300 EGP.

Project	Value Chain	NGO/CDA	Amount EGP
Milk Collection & Distribution Center	Dairy	Kom Ombo El Moshtareka	127,000
Sheep/Goat Breeding	Sheep/Goat	Armena	104,000
Milk Collection & Distribution Center	Dairy	Al Mansheya El Gedida	70,000
Milk Collection Point	Dairy	AL Hekma - Wadi El Noqra	46,500
Fodder for Poultry Farms	Poultry	Al Tharwa Al Hayawaneya - Kom Ombo	157,300
Date Trading	Date Palm	Al A'qaab	100,000
Sheep/Goat Breeding	Sheep/Goat	Abo Simbel	96,000
Sheep/Goat Breeding	Sheep/Goat	Omar Ibn Abdel Aziz - Wadi El Noqra	217,500
Molasses Facility	Sugarcane	Adendaan	110,000
Rugs Making	Sheep/Goat	Wadi Abady	100,000

After conducting several visits and assessments, as explained in the process above, YEP team realized that there were opportunities in the area of molasses production. There was potential to create job opportunities and increase income and productivity, thus, answering to the main outcomes of the YEP.

Agreements were signed between the beneficiaries and YEP stipulating the terms and conditions of the loan process and what each party was responsible for. The agreements also stated the number of jobs that needed to be created by each project. It also primarily stated that loans would be given out and collected by the ASDF; however, due to obstacles in its creation, agreements were amended from ASDF to CARE organization. In each description of the projects, below, there is a highlight to the amount of loan, payment schedules, and methods of repayment.

One of the main advantages of the CB systems is that the NGO/Coops work as a mediator between the beneficiaries and YEP. From their side, beneficiaries trusted the NGO/Coops so they were willing to participate in project activities. From YEP's side, the NGO/Coops were an insurance of the beneficiaries and the payment of the loans, in the case of CB. It is safe to say that YEP was able to build a relationship of mutual trust between beneficiaries and NGO/ Coops.

Dairy projects:

Three projects were implemented through YEP project. Each received zero-interest loans. The process started with exchange visits to Beni Suef as it had already existing profitable models of MCCs. After those visits, contracts were signed between YEP and the beneficiaries and cheques were given out. After purchasing the necessary equipment, beneficiaries and YEP contacted and visited suppliers in Cairo, Mansoura and Mit Ghamr. Based on the offers they received, they decided on the most appropriate suppliers.

The next step was training. YEP implemented trainings with experts on how to manage their projects and calculate expenses and benefits. Marketing was done through sessions where the beneficiaries and YEP explained their projects to the community.

When the projects started, they all worked together but when their projects showed great benefit and progress each wanted to manage their own project independently and seek distributors/collectors elsewhere to increase productivity. Each of the three projects expanded their businesses to the neighbouring communities and even to Beni Suef. Because the collection and distribution centers advertised their projects they received a lot of support. For example, in the case of Al Moshtaraka distribution center, they received an overflow of milk so they were forced to slow down productivity to be able to manage the large quantities on hand. From that point on, they sought more collection centers outside their communities as well as outside Aswan.

Al Moshtaraka:

From a total of 127,000 EGP of zero-interest loan, the Coop received 32,000 EGP as a primary loan from YEP for the preparation and implementation of the center, then, they received 95,000 EGP to buy a milk transportation car and the cooperative invested from their own capital to buy the truck with the its cooling tank, which cost 152,000 EGP at the time. The cooperative also paid 25,000 EGP for a milk tank, the project did not partake in that expense. As the center generated more income, they were able to fully pay for new equipment and expand their production. They now also have a meat outlet due to the benefit generated from the milk distribution center.



Fifteen jobs were, documented:

- 1 driver
- 2 permanent employees
- 1 accountant
- At least 10 suppliers

However, more jobs were created, but were not recorded during monitoring and evaluation.

El Mansheya:

Received a loan of 70, 000 EGP which was repaid on two instalments. Funds were used to create two projects; a meat and poultry outlet as well as a milk distribution center. 15,000 EGP were directed towards purchasing equipment for the milk center. Production started at 5 Kg of milk and has now reached 50-70kgs. More than 11 jobs were created but only ten were documented.

Al Hekma:

Al Hekma started out as the most successful of the three dairy projects. In a short period of time it was able to start up a collection as well as a distribution center. They received a loan of 46,500 EGP. They had the best quality of milk and sold it at lower prices. Al Hekma sold one kg of milk for 4,50 EGP, whereas other locations charged 6.50 EGP. However, due to the increase in prices the demand decreased and people started breeding at home. Because of its remote location compared to the others, Al Hekma's expenses became higher than its benefits so they had to stop working for a while. There are no sustainability plans yet in this case.

Poultry Fodder:

The fodder project was a pioneer in its community and has no competitors. It was proposed by the beneficiary and because there was a need for it in the community, YEP signed an agreement with Gam'eyet El Tharwa El Haywaniya to start a fodder project. This project delivered the two outcomes of the project as it increased the beneficiaries' incomes, and created new job opportunities in the community. It also changed the VC as it introduced a new type of production to the community and upgraded the poultry value chain.



The organization received 157,300 EGP to be repaid on three instalments. YEP's collaboration was material, the beneficiaries did not receive money from the project but a location and necessary equipment. The last instalment is due in September 2017. The project also gave out fodder in kind to women and youth to start their own breeding projects. They allowed from 500 to 1000 EGP in kind. However, those beneficiaries and projects created out of the fodder project were not recorded. The Poultry Fodder project shows great potential of sustainability and expansion. The beneficiaries want to have an outlet in each of the five agricultural administrations in Aswan.



Sheep and Goat:

Sheep and goat projects must be well suited to their hosting communities. So the process for those project must match the microfinance process where loans generate a 6% interest rate. Also, all sheep and goat projects achieved 100% success and benefit. In this case, there was amelioration of breed where beneficiaries bought pure breeds and rented them to other breeders to ameliorate their breeds. Four organizations worked together under the sheep and goat value chain. They all received training on proposal writing and enterprise management. Nevertheless, each project worked on its own when it came to implementation.

Gam'eyet Armenia:

Received a loan of 104,000 EGP. With that amount, Armenia implemented 1 poultry project and thirteen sheep and goat projects. Each beneficiary received 8,000 EGP to buy (1 kabsh and 6 goats). One of the beneficiaries, Faysal, used the 8,000 EGP loan to start his own breeding ranch where he now has sheep, goats and poultry. Armenia has 13 projects in total, two of which are run by women and 11 by men.



Gam'eyet Abu Simbel:

Agreement was based on the fact that the organization already had a poultry ranch. However, there were difficulties to use the location so the poultry project was halted. Abu Simbel received 96,000 EGP in loans. They gave out six loans to beneficiaries for breed improvement. However, in that case, there was no interest but a pure breed new-born instead. The loans worked in a binary scheme. Each gave out to 2 beneficiaries and so on. The new-born sheep and goat pay for the loan. After 1.5 years all calves are divided into two loans of 6 and distributed to other beneficiaries. After new beneficiaries receive the new-born calves and goats, they repay the loan in money. The only ones who repay the loans in animals are the first twelve beneficiaries.

Gam'eyet Omar Ibn Abdel Aziz:

Received 217,500 EGP with each loan reaching 8,700 EGP, the 6% interest rate rule applied in that case. Four women and 21 men ran their own businesses from that loan. They bought sheep and goat from Sohag as they mostly originate from there. Projects in that case were all related to breeding as well as the upkeep of the animals.

Gam'eyet Wadi Abadi:

Received 100,000 EGP which were repaid after 15 months in one instalment. YEP found an old wool workshop in the organization and planned to fix it and build a wool by product workshop. However, as this workshop belonged to a prior project, they were not able to make use of it. Nevertheless, as the old project saw the impact of YEP on the community, they restarted using the workshop. Now, two workshops are functional due to YEP and its impact on the community.

The agreement was then altered to sheep and goat projects. There are fifteen beneficiaries to those projects. All loans were repaid within ten months in full, bearing in mind the fact that all loans in that case were material and not in cash.

The main problem with the livestock loans was finding good breeds of sheep and goat. However, all sheep and goat projects were successful; all loans were repaid and all beneficiaries benefited financially from the projects.

Date Palm:

Gam'eyet Al A'qab:

Received a loan worth 100,000 EGP. It was fully repaid within 11 months. Coop generated profit from the other component of the loan (date trading). The profit was utilized to repay the loan.

In that case, the beneficiaries received trainings on developing by-products out of dates, up keeping palm trees as well as trainings in the plantation process of palm trees such as the separation of new shrubs. Consequently, there were forty jobs created, forty women trained on Arjun products. They also exported palm dates that were harvested within YEP. There were also trainings for youth to work in palm agriculture, which were not documented. However, as the documentation team visited the different NGO/Coops, they met with one of the beneficiaries of the trainings who now works with one of the trainers on his plantation.



The purpose of the trainings was to provide opportunities to increase income and create new job opportunities.

Molasses:

Gam'eyet Adendan:

One of the biggest successes of the CB component was the molasses factory. It received a loan of 110,000 EGP from the project and paid an additional 70,000 EGP (not in the loan) to cover all expenses and equipment and is in the process of paying back the loan. YEP decided to work on an intervention that serves a VC that was not a part of the project because sugar cane is one of the most prominent agricultures in Aswan and the project saw opportunities in the intervention such as:



- Upgrade of agriculture
- Manufacturing new produce
- More job opportunities
- More income increase opportunities
- There were no molasses factories in the area to pose a competition

Other projects have now implemented the model that YEP used to develop more molasses factories. Gam'eyet Adendan is the only molasses facility that is automated by machines and not just a manhandled juicer.

The project agreement stated that 21 jobs must be created within the project. Only 11 direct beneficiaries were documented, all the small businesses or other indirect beneficiaries that benefited from the factory were not documented.

Exchange visits were implemented with manufacturers from El Minya, more specifically at Tuna El Gabal, others to Cairo and Mansoura under the auspices of the ministry of industry. The equipment was purchased with the help of the Food Technology Institute.



The factory started with a production rate of 60-70 kg per day and has now reached ¼ ton.

All projects in the CB component created 150 documented job opportunities. However, many more indirect and direct opportunities were not recorded and/or documented.

Zero-Interest Loan Impact

- According to YEP capacity building team, working with the community revitalized activities and projects of NGO/Coops.
- The component helped increase the number of small businesses within the community.
- Beneficiaries were eager to work and respected the deadlines and instalment dates.
- More initiatives can be based on the impact and relationship that was created with CARE and YEP teams.

Lessons learnt:

- Focus more on working with ministries
- The next step would be to partner with beneficiaries and not just give out loans.
- A bigger team is needed in such wide-reaching projects.
- Give component and field officers more authority as they are most aware of the needs of the community.
- There needs to be decentralization when it comes to decision making
- Phase two should be based on faults and findings of phase one.
- Criteria and instructions should fit the nature and needs of the community.

CB Component SWOT Analysis

Capacity building is a main component, and also a highly needed effort with the Coops and NGOs to ensure effective and efficient implementation. Throughout the planning, preparation and execution of activities with the component's beneficiary, a SWOT analysis was documented as follows:

Strengths

- Building strong partnerships with all implementing partners (associations, communities, government, beneficiaries, etc.)
- Implementing 10 different projects within agricultural associations serving a large number of beneficiaries

- Success in building the capacity of associations for the continuity of implemented projects
- The formation of youth committees within associations, representing women and youth
- The process of selecting associations has been done professionally, efficiently and transparently
- 430 jobs have been achieved in 4 different value chains
- Preparing a comprehensive guide for cooperatives, NGOs and lending mechanisms

Weaknesses

- Some government approvals were delayed
- Banks' delay in opening accounts of associations
- The second instalment of loans was not disbursed to 12 associations whose capacity was built

Opportunities

- A large number of associations have been placed on the waiting list
- A lot can be built on the knowledge and experience gained throughout the duration of the project.
- There are great partnership opportunities between the foundation and associations with promising potential
- There are significant opportunities for partnerships with the private sector
- The possibility of achieving a large number of employment opportunities in the field of poultry farming

Threat

- Weak representation of women and youth on the boards of directors of agricultural cooperative societies due to the conditions of candidacy under the Agricultural Cooperation Law
- Some donors give grants to associations, rather than loans
- Seasonal agriculture and animal production
- The economic problems experienced by the state coincided with the project (economic reforms and the floating of the pound)

Capacity Building Component Overview



Figure 24 Capacity Building Facts & Figures

Entrepreneurship

Entrepreneurship is key when addressing youth employment. The initial plan was that this component was going to be managed by Mercy Corps, as a leading organization in entrepreneurship. However the decision was made that this component will continue under CARE management, as Mercy Corps was no longer a member of the implementing consortium.

From the documentation, it was evident that the entrepreneurship component faced several factors that hindered the progression. The component struggled in achieving its targets, minimal documentation was available regarding the component, and the activities that were implemented to evaluate its impact, were not well monitored. In this section, the information presented is from the forms developed for the report, very few documents, reports, and materials were available for documentation.

Component Kick-off

The component interventions were expected to be implemented through the International Labor Organization (ILO) and the Food and Agriculture Organization of the United Nations (FAO), using their entrepreneurial experience in microenterprises and opportunities for innovation in agriculture, where the project provides a component administrator who acts as a coordinator between project components and partner organizations. The project proposal also provided loans to entrepreneurs through the lending component. The component framework was determined without providing loans. Rather, the training and technical support were provided only to be responsible for creating jobs for entrepreneurs by providing technical support and training only.

The component also faced difficulties in implementation due to the absence of the FAO organization in Aswan and the withdrawal of the ILO from Aswan at the beginning of the project. The project used Al-Qora Foundation and the Social Fund for Development to implement an ILO training program as an alternative to direct interventions.

In January 2016, adding a Senior Supervisor to serve as an advisor expanded the component and the target was increased to 300 job opportunities, where a larger number was expected after the addition of the functional structure of the component. A new (unwritten) condition was established in May 2016 for the selection of trainees, where training would be carried out only when a group is serious in providing a source for financing their projects with serious implementation.

The objective of the component at the beginning of the project was to attract/ launch 100 entrepreneurs in the value chains of the project in order to support creativity and ideas that are not supported by the project in other components and interventions. The target was:

- ❖ 250 young people who have completed entrepreneurship training
- ❖ 100 youth projects supported by the orientation and Guidance Program.
- ❖ 250 owners of projects from existing entrepreneurs who have adopted good entrepreneurial practices.

Component Activities

The activities implemented were mainly designed to choose an institution to roll out the training, and to communicate with the community. The activities reached out to the youth in the targeted areas to raise awareness on entrepreneurship, as listed below:

Table 38 Entrepreneurship Activities

Activity	# of Participants	Place	Activities Outputs
Know your self	20	Aswan (trainees from all over the governorate)	20 individuals who have received Know yourself training and have a better ability to focus their personal interests in the field of work
Select the idea of your project	28	Komombo	28 individuals have the ability to identify the idea of an income-generating project
Start your project	27	Komombo	27 individuals have the ability to design a revenue-generating business
Select the idea of your project	27	Komombo (trainees are from Edfoo)	27 individuals have the ability to identify the idea of an income-generating project

Activity	# of Participants	Place	Activities Outputs
Select the idea of your project	20	Komombo (trainees from Nasr el Nuba)	20 individuals have the ability to identify the idea of an income-generating project
Select the idea of your project	27	Komombo (trainees from komombo)	27 individuals have the ability to identify the idea of an income-generating project
Start your project	24	Aswan(trainees from Komombo & drao)	24 individuals have the ability to identify the idea of an income-generating project
Entrepreneurship Training	18	Aswan (trainees from Aswan)	18 individuals have the ability to identify the idea of an income-generating project
Start your project	30	Komombo (trainees from Komombo)	30 individuals have the ability to identify the idea of an income-generating project
Training on Frond Basketry	9	Al Mansoreyah- Drao	9 young people are able to make cages of paper as a source of income
Orientation session for the component	21	Adnadan	Participants are aware of the services offered by the project in the field of entrepreneurship
Training session to support the financial planning of entrepreneurs	7	Different institutions	Participants are aware of the importance of financial planning
Orientation session for the component in El Nosrab community (Edfoo)	34	Al Nosrab- Edfoo	Participants are aware of the services offered by the project in the field of entrepreneurship
Component session for university youth	15	Aswan	Participants are aware of the services offered by the project in the field of entrepreneurship
Orientation session for the component at Om Shelbaya Community	35	Efdoo	Participants are aware of the services offered by the project in the field of entrepreneurship
Orientation session for the component in Nag3 Helal (Edfoo)	30	Nag3 helal- Edfoo	Participants are aware of the services offered by the project in the field of entrepreneurship
Orientation session for the component at Khor El Za2 village (Edfoo)	28	Hoor El Za2- Edfoo	Participants are aware of the services offered by the project in the field of entrepreneurship
Orientation session for the component	52	Aswan	Participants are aware of the services offered by the project in the field of entrepreneurship

Activity	# of Participants	Place	Activities Outputs
(For university youth and graduates)			
Training on secondary palm industries (Arjun)	18	Aswan	The girls have the technical ability to implement different designs of the Argonne products

Component Targets & Achievements

Documenting achievements and activities in the Entrepreneurship component was a challenge, as there was no documentation throughout the project. Outreach Egypt team used the forms to gather as much information as possible and below is the summary of the findings. Any additional information that required monitoring and /or evaluation during the implementation is not available. Through the training and sessions, the component addressed the following VCs

Table 39 Entrepreneurship Intervention in VCs

Value Chain	Entrepreneurship Intervention	Output
Tomatoes	✘	NA
Aromatic Plants	✓	One trainee worked in aromatic plants packaging
Date Palm	✓	Training for basketry production
Poultry	✓	–
Dairy	✓	–
Sheep/Goat	✓	–
Fisheries	✘	NA

From the activities implemented, the component was able to reach the following:

- 128 individuals were trained on entrepreneurship.
- 28 people were trained in technical training (Basketry from Palm)
- 13 job opportunities and 8 opportunities for increased income through training
- 210 individuals were interviewed at different sessions as one of the surveys of entrepreneurship in the agricultural sector in Aswan. Where the aim was to find a number of youth boys / girls who had a source of funding or were eligible for funding terms with a viable idea.
- Participation in 4 exhibitions with a total of 25 participants, where there was benefit new connectivity opportunities, sales, contracts, and marketing.

Table 40 Targets & Objectives

Target	Achieved targets	Comments
Achieving 100 jobs for young people in entrepreneurship in agriculture within 3 years	13 jobs and 8 income opportunities	Most of the beneficiaries did not implement income-generating projects due to lack of funding sources

Table 41 Sub targets and Achievements

Target	Achieved targets	Comments
250 young people who have completed entrepreneurship training	93 completed entrepreneurship training	Training was not carried out after January 1, 2016, because of the low number and capacities of youth and trainees who carry out projects
100 youth projects supported by the Guidance and orientation Program	0 of 100	The project did not create a pilot program or use an external service provider to provide guidance services
250 owners of projects from existing entrepreneurs have adopted good entrepreneurial practices	21 of 250	Jobs were calculated and income earned as number of individuals applying best practices increased. (Not periodically followed)

Component SWOT Analysis

The entrepreneurship component is one that struggled throughout implementation; there are various contributing factors as below:

Strengths

- Having a large budget allows the provision of support in different forms to beneficiaries
- The existence of different value chains and chains offers different opportunities for young people
- The experience in agriculture allows the identification of implementable ideas for projects for young people
- The existence of value chain studies identifying opportunities in different chains

Weaknesses

- The association had no experience in entrepreneurship and partners had no experience in implementing various interventions
- The absence of a budget item that provides loans to beneficiaries
- Lack of a training and guidance program for the project
- No networks linking entrepreneurs to institutions
- a lack of clear definition that all project staff agreed on

Opportunities

- There are no competitors in agricultural entrepreneurship in Aswan
- The existence of organizations that offer microcredit
- Lack of services provided to entrepreneurs in Aswan presents an area that needs development

Threat

- Shortage of experienced individuals who can provide services to entrepreneurs (training, registration and management services, loans)
- Community and youth fear of risk; Youth aversion to agriculture for low returns
- The community has the tendency to prefer traditional agricultural projects instead of new models

Entrepreneurship Overview



Figure 25 Entrepreneurship Facts & figures

Marketing

Although marketing is an essential component, not only as an intervention in the VCs, but also for the project visibility outreach, however it was challenging to gather information about the component. During documentation, there were no marketing personnel, and it was documented that it was one of the components that had a high turnover rate, and therefore its activities were not consistent or sustainable.

Information on the component itself was not available. The only marketing facts that were documented, were the ones gathered from the implementing team. For example: the linkages with the private sector for collective selling of tomatoes, the SEKEM linkages for aromatic plants, the product development for the processed fish and packaging, the date cooling packaging, and the participation in the exhibitions of the date palm. In addition, there were the marketing technical assistance in each VC, as per the tables in the related VC highlighting the achievements in each intervention, whereby marketing is one of these interventions.

Gender

Gender is a crosscutting component and a transversal theme. Understanding and addressing gender-sensitive issues is a key to improving women's livelihood and empowering women especially in rural areas. In the YEP design, the gender inclusion strategy had the following objectives:

- Introduce the ideology of gender in target groups and NGOs for gender equality issues and to encourage women to participate within the organization
- Activities within NGOs must respect gender
- Skills and information about gender to spread gender empowerment messages to the community
- Policies and rules supportive of gender equality

To reach these goals, the component team reached out to Coops and CDAs to address gender related issues. Through outreach to organizations, a total of 14 associations (9 Coops, and 5 CDAs) participated in activities addressing gender issues. The selection of the associations was based on their geographical location, and the nature of projects and activities being implemented with CARE and ASDF. Each association allocated a team to work with the gender component to ensure impactful awareness raising, and transfer of knowledge on empowering women and addressing gender issues.

Table 42 Associations working on Gender Issues

Association	Team
Om Shelbaya CDA	7
Kufour Kom Ombo CDA	9
El Hekma Agricultural Coop	9
El Ismailia CDA	5
Ballana Talet CDA	5
Adendan Agricultural Coop	6
Nagaa Helal CDA	10
Wadi Abadi Coop	5
Abu Simbel Agricultural Coop	3
Omar Ibn Abdel Aziz Agricultural Coop	5
Manshiya Agricultural Coop	7

El A'qab Agricultural Coop	5
Armena Agricultural Coop	5

Activities were implemented with various associations and institutions to raise awareness on the importance of addressing gender related issues in the organization structure of the associations, activities and overall women empowerment.

Table 43 Gender Component Activities & Outputs

Activities	Associations involved in the activity	Number of participants in the activity	Place	Tasks	Activity outputs
Social training for board of cooperatives	Manshiyya, El A'abab, Abu Simbel, Kom Ombo, Adnan, Wadi Ebadi, Obour, Aniba, El Raghama, Kom Ombo, Salwa Qebli, Saba'a Qebli, Hijaz	45 participants	Nasr El Noba-Komombo	1- A meeting was held with officials of the Agriculture Directorate of Aswan. 2- Training was announced through the heads of the sector	Representation of the female component to the boards of directors of the agricultural cooperation societies
Interactive visits between CDAs	3 associations Gam'eiet Tanmeiet El Mogtama Bakfur Kom Ombo Gam'eiet Tanmeiet El Mogtama in Nagaa Helal Gam'eiet Tanmeiet El Mogtama in Ismailia	11 members	Edfu	1- Holding a meeting with the host society and the guest associations 2- Arrange with the office and prepare appropriate procedures 3- Setting a timetable and agreeing on topics to be raised through the host society.	4 -Activating the female component within the boards of directors 5- Introduce new active female members to the boards. 6- Identifying the abilities of the female component in helping society achieve its goals and repeating the experiment

Activities	Associations involved in the activity	Number of participants in the activity	Place	Tasks	Activity outputs
Event for awareness on violence against women	1- President of Aswan Center and City 2-The University 3- Regional Union 4- CARE NGOs 5- NGOs from the Social Fund 6- Endowments 7- The Church 8- Hisham Mubarak Office for Human Rights 9- Security Directorate 10- Agriculture Department in Kom Ombo 11- Natural leaders 12- Literacy and adult education 13- Broadcasting 14- Television	100 participants	Helnan Aswan Hotel	Plan 4 meetings with: 1- Social Fund 2- The National Council for Women 3- Preparation of event, sending out invitations and seating plan	1- Defining associations and women where services can be addressed 2- Knowledge of women places to help them to improve income through loans and offers provided by the Social Fund 3- identify the parties that can help them while being harassed
Training the Women's Committee on how microenterprises work	Gam'eiet Tanmeiet Al Mogtama b Balana	18 ladies	Gam'eiet Tanmeiet Al Mogtama b Balana	Coordination with trainers, Assembly, and the Women's Committee to find out what type of training is needed Get necessary equipment for training in coordination with MF officer.	Breeding is a small project that can be implemented by women in their homes
To raise women's social awareness	Gam'eiet Tanmeiet Al Mogtama b Naga'a Helal	30 ladies	Gam'eiet Tanmeiet Al Mogtama b Naga'a Helal	Coordinate with the association to invite ladies to meet	Naga Hilal women have the right to participate in decision-making Women are thinking of finding income-generating projects through savings groups

Activities	Associations involved in the activity	Number of participants in the activity	Place	Tasks	Activity outputs
Training on how to prepare a program and campaign for local councils	Gam'eiet Tanmeiet Al Mogtama b Naga'a Helal	2 ladies	National Council for Women	Coordination with the National Council for Women Coordination with the Association, which will nominate members of local councils	Representation of women in local councils

Gender SWOT Analysis

Gender as a crosscutting activity faced some challenges to be able to address gender as a transversal theme, however there are some strengths and opportunities documented.

Strengths

- The geographical location of the ASDF Foundation has helped in continuous communication with organizations
- Project officers and team understand the needs and requirements of the components thus, are capable of helping the beneficiaries.
- ASDF is run by management that is specialized and understands the situation of women gender in the society and its importance in the program.
- CARE provides the resources available for carrying out the activities
- Most of the organizations that the project deals with have already participated in other developmental projects so it is easier to communicate with them.

Weaknesses

- Time was not enough for all activities
- The gender component was not introduced at the beginning of the project, which negatively affected the associations' readiness to accept the idea of the component.
- Agreements with other institutions to implement the trainings however, due to the lack of time the trainings were not carried out.

Opportunities

- The existence of partners such as (National Council for Women - Social Fund for Development in Aswan)

Threat

- According to national laws, to be a board member a woman must be an owner of land, however, it is hard to find women fitting the criterion under the age of 65.
- Also, according to national laws, it is forbidden for board members to gain benefit from any activities implemented by the organization which makes it hard for women to be part of the board.
- Because of traditions and customs, it is frond upon for women to partake in volunteer work so usually, there is only one woman represented in the board and is either the wife of the board chairman, the wife of one of its members, or a member of the general assembly who usually do not know anything about the organization.
- Lack of awareness within organization management about the importance of women participation and gender equity in regards to salaries.
- Project duration was not extended so as to carry out all activities

- Pausing the activities' implementation by funding entity many times shortened implementation duration
- Participating Cooperatives have never been part of developmental projects so they had difficulty implementing the activities.

Monitoring & Evaluation

There was an MIS system designed for the project, and to be used as a monitoring and evaluation system. The overall objective of the M&E system is to enhance CARE M&E processes and to activate a light and dynamic system involving stakeholders and partners to support accountability and learning after its rollout and sufficient pilot testing.

The purpose of this guideline was to provide information on the preparation for implementation of the M&E plan of the youth employment project monitoring and evaluation (M&E) system. The package contained two components:

- 1) Guideline outlining the recommended M&E approach during the course of the project and;
- 2) Toolbox providing immediate access to those tools that are most likely needed at different stages of monitoring, ranging from a monitoring implementation plan, Evaluation/review, Terms of References, contracts and agreements for Third Party Monitors, to pre-formulated checklists and questionnaires for output, and outcome indicators, and many more.

The intended audience were all CARE staff involved in the project M&E activities, including M&E officers, programme director/managers, technical staff in horticulture, dairy, and agriculture value chains and other partners such as WorldFish.

A guide was developed to provide a brief description of the suggested M&E approach, and access to all documents highlighted in the Toolbox. The toolbox included the below forms and templates:

1. Preparation, Administration and Management
 - ❖ Project Action Plan
 - ❖ M&E Implementation Plan (PowerPoint)
 - ❖ M&E Calendar (PDF)
 - ❖ M&E Calendar (Excel)
 - ❖ Project Monitoring Plan Tracking Sheet (Excel)
2. Monthly Reporting Bundle
 - ❖ Horticulture Component Status Report Template (EN & AR)
 - ❖ Animal and Dairy Component Status Report Template (EN & AR)
 - ❖ Entrepreneurship Component Status Report Template (EN & AR)
 - ❖ MIS Component Status Report Template (EN & AR)
 - ❖ Capacity Development Component Status Report Template (EN & AR)
 - ❖ Microfinance Component Status Report Template (EN & AR)
 - ❖ Fisheries Component Status Report Template
 - ❖ Stakeholder Complaint Form Template
 - ❖ Complaints log
 - ❖ Consolidated Status Report Template
3. Survey
 - ❖ Quantitative Questionnaire
 - ❖ Focus Group Discussion Guiding Instructions and Questions

- ❖ Stakeholder Satisfaction and Impact Report for Youth Employment Project Template
- ❖ External Partner Scope of Work
- ❖ Analysis Plan
- ❖ Sampling plan
- ❖ Sample Size Calculator Sheet
- ❖ Data Entry and Cleaning Tips
- ❖ Data Entry Sheets for Quantitative Questionnaire EXCEL

4. Donor Reports Bundle

- ❖ Semi Annual/Annual M&E Report Template
- ❖ Value Chain Feasibility Study

5. Mid Term Evaluation

- ❖ Midterm review/evaluation ToRs

However, upon kicking off the M&E component, and a team of personnel was responsible for the M&E system, some changes were made, and different forms were designed to be used by the operating team. The following forms were found during the documentation process that were available and used by YEP team. (Annex 5 templates of the M&E tools)

مؤسسة الخدمات التوعوية والتدريبية
 هيئة كير الدولية بصر
 مشروع تطوير قدرات الشباب من أجل تحقيق الأمن الغذائي في اليمن

بطاقة تدريب

الاسم	اللقب	الجنس	العمر	مستوى التعليم	مهنة
.....

ملاحظات:

- 1- التأكد من صحة البيانات المدخلة
- 2- التأكد من صحة رقم الهاتف المدخل
- 3- التأكد من صحة البريد الإلكتروني المدخل
- 4- التأكد من صحة العنوان المدخل
- 5- التأكد من صحة المدينة المدخلة
- 6- التأكد من صحة المحافظة المدخلة

مؤسسة الخدمات التوعوية والتدريبية
 هيئة كير الدولية بصر
 مشروع تطوير قدرات الشباب من أجل تحقيق الأمن الغذائي في اليمن

بطاقة تدريب - ملخص

الاسم	اللقب	الجنس	العمر	مستوى التعليم	مهنة
.....

مؤسسة الخدمات التوعوية والتدريبية
 هيئة كير الدولية بصر
 مشروع تطوير قدرات الشباب من أجل تحقيق الأمن الغذائي في اليمن

مؤشرات الأداء

المؤشر	الهدف	القياس	الوقت	البيانات
1	زيادة عدد المتدربين	عدد المتدربين	شهر
2	زيادة عدد المتدربات	عدد المتدربات	شهر

بطاقة تدريب

بطاقة تدريب

استمارة تقييم ورشة

مؤسسة الخدمات التوعوية والتدريبية
 هيئة كير الدولية بصر
 مشروع تطوير قدرات الشباب من أجل تحقيق الأمن الغذائي في اليمن

استمارة تقييم ورشة

الاسم	اللقب	الجنس	العمر	مستوى التعليم	مهنة
.....

مؤسسة الخدمات التوعوية والتدريبية
 هيئة كير الدولية بصر
 مشروع تطوير قدرات الشباب من أجل تحقيق الأمن الغذائي في اليمن

استمارة تقييم ورشة

1. الهدف من الورشة:

2. أهداف الورشة:

3. نتائج الورشة:

4. ملاحظات:

مؤسسة الخدمات التوعوية والتدريبية
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استمارة تقييم ورشة

الاسم	اللقب	الجنس	العمر	مستوى التعليم	مهنة
.....

استمارة تحليل

استمارة بيانات

استمارة تقييم مؤسسي

Agriculture Services and Development Foundation (ASDF)

The Agriculture Services and Development Foundation (ASDF) was established with the main goal of being a foundation that provides services where business is merged with development to ensure sustainability. Addressing the great potential of agricultural cooperatives in Egypt's economic development in the agri-sector, the ASDF mandate is to mobilize these coops to work with farmers to generate income, utilize resources, and expand the agricultural sector.

The ASDF was identified as an outcome of the project in the project design. With the kick off of the project, ASDF was being established, which took almost 1 year to finalize the legal establishment, including:

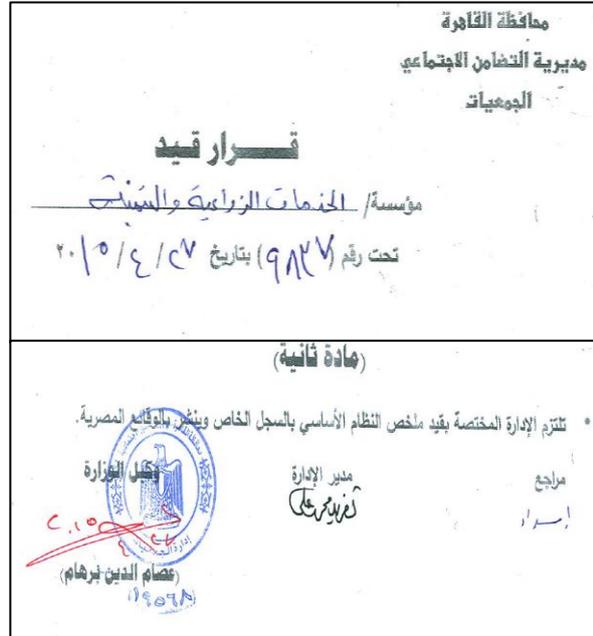
- Gathering and finalizing paperwork needed for registration
- Opening bank account
- Completing registration

In April 2015, the ASDF was established as a foundation offering development services to the agricultural sector.

In parallel to the ASDF establishment, and since the contract signature with SDC, the project had to kick off its implementation, so ASDF management and CARE team started to build a project team. To facilitate implementation, the staff had to be recruited by CARE to be able to join the project's workforce while the foundation was being established. This, along with the additional legal and admin work, caused some delays in the implementation.

Also finding the suitable qualifications of project team members with the technical knowledge and skills needed for YEP was a challenge. This resulted in investing more time in building capacities of the project team, which was a hindrance to kicking off the project.

The establishment of ASDF, in itself, was an achievement of the project outcome. However, the role that ASDF was supposed to play during the implementation was not achieved due to the time spent on the establishing the foundation.



Community Outreach & Mobilization

To reach out to and communicate with target groups and beneficiaries, YEP team visited schools, institutes, universities, NGOs, CDAs and Coops, and cooperated with coordinators, field officers and community leaders to promote the project and reach out to the youth in their local communities. YEP team conducted several activities ranging from formal and informal gatherings, conferences, and seminars to promote the project and ensure participation and engagement of the target groups.

YEP team assisted the coops and NGOs in the formation of youth committees within associations, and in representing youth from both genders to reach out to the local communities.

YEP project had to encourage the stakeholders to be able to trigger new approaches and motivate them to participate in YEP project to reach the youth to provide job opportunities and increase in income. Mobilizing the community and the organizations such as the agricultural cooperatives to be engaged in activities and income generating business models was challenging, due economic and cultural factors. The organizations are used to grants and funding vs investing in business models.

Approaches such as the zero-interest loans were interventions that motivated the organizations to adopt new models of projects and businesses. This mind-set shift was time and effort consuming, but because it resulted in impact, it gave credibility to the project among the organizations and beneficiaries. Mobilizing the community was based on the trust built between the project staff and the communities.

The VSLA was one of the methodologies used for outreach and mobilizing the communities. The approach in itself is attractive to women in rural areas and has led to increasing outreach and increasing income generation on a household level.

Gender was a component in the project structure with specific goals and targets, as described in the related section(s) above. However, there was further impact in addressing gender in the project implementation, some of which was documented by the YEP team. Other aspects of this impact were gathered during the documentation process of this report. Some of the documented gender impact was mainly in the VSLA, and insights on these groups were gathered from the focus groups conducted by Outreach Egypt team during the documentation process. And others were addressed by the WF in the fisheries VC.

Lessons learnt

The scope of work of this assignment, for Outreach Egypt, was documentation and not evaluation. However, and from the desktop research, interviews, the evaluation report, meetings, and observation in the field, Outreach Egypt team recoded several lessons learnt. These are summarized, as such:

- Project design is too large for a 3 year duration
- The ASDF establishment in itself is a lengthy procedure. If CARE were to have enough time to establish, develop a business plan, allocate staff, and have the foundation for operations, then ASDF should not have been considered a target to be achieved by the end of the project. The challenge was that the ASDF was an enabling environment in outcome 2, and at the same time was planned to be the management unit of YEP.
- ASDF should have been the entity that CARE would handover YEP to, for sustainability.
- The project activities took some time to kick off, and by the time the activities were initiating and starting to achieve impact, the mid-term evaluation was conducted and its results affected the

implementation of the activities. CARE team should have planned for a period of kick off for team building assigning roles and responsibilities and planning for project management.

- The project took a lot of time to kick off in September 2014, till the first loan to be disbursed in January 2016.
- The design of the project became, in itself, the main threat to CARE and ASDF. Addressing seven VCs, through enabling environment components (that were not fully established), while establishing a social enterprise foundation, and setting an optimistic numerical target for job opportunities and income increase has become the main challenge for the project.
- The criteria set for the monitoring impact: 6000 EGP annual income, and 240 working hours, was too restricting in the nature of the project implementation, availability of team and time. The monitoring tools were not efficient to gather the necessary data to report on the impact and achievements.
- When Mercy Corps were excluded from the implementation of the project, the entrepreneurship component should have been either removed, or CARE should have searched for a partner to be subcontracted for this component.
- The segregation between the VCs resulted in an independent route for WF to implement the fisheries VC without coordination with the project field team.
- Turnover rate in a short period of time for the marketing component resulted in several incomplete activities and tasks, whereas marketing is an essential component for the enabling environment.
- The culture of Aswan is very tough, the youth are used to a specific lifestyle that did not require extensive working style, and even with the drop in tourism, and the eagerness to find new income opportunities, there was still lack of working motivation.
- The locations chosen were too far from one another, and far from the office premises which was a challenge for the team members to commute, follow up and engage with the target groups and communities (also this is relative to the time factor and number of selected VC versus the targets).

In general, the low ratio of team members versus the extensive work needed in all components and value chains made it hard for YEP team to achieve the required target. On a broad level, and looking at numbers, it might be concluded that the project did not achieve the expected results, nevertheless, YEP team has exerted a lot of efforts to mobilize the community and liaise between various stakeholders and beneficiaries to kick off the activities. The efforts that were made with the Coops and NGOs were noticeable during the documentation and meeting with the representatives, as they all expressed that they have started working on new business models and approaches. The Coops and NGOs have also reported that they have seen behavioural changes in the communities, and impact on the different communities which was also noticeable to the documentation team each time the team visited a location or a project. Beneficiaries consider YEP team to be trustworthy; they helped them find job opportunities and/or increase their income prominently. But because this increase in income did not meet the criteria that were pre-set in the project design, it was not documented as an achieved project target.

Considering the struggle between achieving targets, establishing the ASDF, kicking off the project and ensuring community outreach, there are several factors that need to be documented for future projects:

- The zero- interest loan is an intervention and approach that motivated the existing associations to become active through business oriented projects.

- Aswan has potential in the agricultural sector especially with green houses, and aromatic plantations (if designed and managed effectively)
- Some of the VCs have more potential than others; and some interventions have more potential than other VCs. For example: Poultry Fodder
- Include sugarcane as one of the economic resources of Aswan, not the growing, but from an industrial perspective by investing in by-products and processing.
- VSLA is an intervention that will work, efficiently, on a household level and provide a source for income increase to women and will consequently result in socio-economic upgrade in the livelihood, but not necessarily achieve the target of such project with the scope of YEP.

Through the documentation process, three main factors were noticed that CARE should record as impact:

- ❖ Behavioral changes related to working in the agricultural sector;
- ❖ Youth taking risks in economic activities;
- ❖ Project beneficiaries becoming community leaders

Behavioural change is one of the most challenging factors that such projects face. YEP project's main struggle in community mobilization was related to behavioural change since it requires motivation, guidance, manipulation, and persistence. While it will remain a challenge for any project design, nonetheless, CARE has set the base and foundation (that took a lot of time in the beginning of the project) for future projects in the region.

Conclusion

The documentation was conducted during the months of April and May of the year 2017. From the first glance, it was a complex project with a huge scale of implementation on a multidisciplinary level.

Then when Outreach Egypt team continued the documentation process, the project became more visible showing intertwined factors and elements that shed light on the overall context of the project. The below chart depicts these factors and elements to reflect what has been observed, found and witnessed in the field.



Figure 26 Project Factors & Elements

This chart shows the various factors that, collectively, put a structure to the complexity of this project. In conclusion, there is a structure for project components addressing community needs, through a project team, reaching out to the beneficiaries and communities, in remote locations and rural areas, while addressing the gender element, to provide opportunities in agricultural VCs. From the M&E there are lessons learnt, success stories, cases, challenges and impact recorded. Furthermore, a sustainability plan can be developed to ensure continuity and further impact on the targeted communities.

This document and its sections reflect the integration of all the above-mentioned elements in the logical framework and structured context to record and document the project programming, implementation, and results from inception to conclusion.