



ALLIANCES LESSER CAUCASUS PROGRAMME  
MARKET ALLIANCES IN THE LESSER CAUCASUS REGION OF GEORGIA

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The Alliances Lesser Caucasus Programme (ALCP) is a Swiss Agency for Development and Cooperation market development project implemented by Mercy Corps Georgia working in the dairy, beef, sheep and honey sub-sectors in the Kvemo Kartli (KK), Samtskhe Javakheti (SJ) and Ajara (AJ) regions in Southern Georgia, regions all highly dependent on livestock production. The programme has been audited according to the Donor Committee for Enterprise Development (DCED) Standard and is committed to the successful implementation and measuring of Women's Economic Empowerment.

**Project Time Frame:** The ALCP began on March 1<sup>st</sup> 2014 and is set to run until February 28<sup>th</sup> 2019, incorporating a second phase of Alliances Kvemo Kartli of three years implementation and two years standby, of four years implementation and one year standby in Ajara and from January 1<sup>st</sup> 2015 a two year standby phase for the former Alliances SJ, which will have completed six years of inception and implementation in December 2014. This report covers the first year of the ALCP from March 1<sup>st</sup> 2014 until August 31<sup>st</sup> 2014.

**Our Partners:** The programme works in partnership with the International Association of Agricultural Development (IAAD) and has scope to contract locally grounded technical expertise through sub contracts for Gender, Governance and DRR.

**The Goal of the ALCP** is to contribute to poverty alleviation and the transition to a durable market economy for the livestock sector in the selected regions of KK, SJ and AJ, by creating sustainable changes in the dairy, beef, sheep and honey market systems for the ultimate equitable benefit of small, poor farmers, regardless of gender or ethnicity. The programme is run according to the **M4P (Making Markets Work for the Poor Approach)** a market systems development approach which *facilitates* key market players in the relevant value chains to address key constraints in core markets and supporting functions to exploit pro poor opportunities for growth. Sustainability is built in through a minimum co-investment of 35% from the market players with whom it invests.

**Targets:** The previous phases of the Alliances programme have considerably exceeded their targets, impact which is now being bolstered by the appearance of crowding in. **The ALCP Target** is to reach 24,000 households which is 20% of poor households in the programme area, who will benefit directly and indirectly through improved services, markets and operating environment, with increased income from sales, reduced production & transaction costs, increased net worth and employment. 90% of ALCP supported business will still be operating without programme support by the end of the programme and 49,000 (41%) households will have improved awareness of local Disaster Risk Reduction (DRR) directly related to livestock production.

**The Facilitation Approach:** The ALCP will amplify the successes of the Alliances programmes to date in access to quality inputs, improved market access terms of trade and an improved operating environment, promoting scale and long term behaviour change. The ALCP will continue to work with businesses large, medium and small, who have the best potential to generate changes that are economically beneficial for the small farmers who are their clientele or suppliers. The ALCP will also continue to scale up interventions with all levels of government and other key organizations to help influence operating environment in which the businesses function and farmers exist. Crowding in, copying and sectoral changes already apparent will proliferate to generate long term and lasting change in the lives of small farmers in Georgia. For more information please go to: [www.alcp.ge](http://www.alcp.ge)

## STRATEGIC REVIEW AND OUTLOOK

### MAIN RESULTS ACHIEVED AND IMPLEMENTATION PERFORMANCE OF THE PROGRAMME

**Table: 1 Results achieved and implementation performance of the programme**

The major target beneficiaries of the programme		Actual <sup>1</sup> Alliances Finalized Programme Results <i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	Estimated <sup>2</sup> ALCP Achievements <i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	Alliances & ALCP Programme Aggregated Results <i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
Scale: Number of beneficiaries served <i>(direct beneficiaries outside programme area - &amp; indirect beneficiaries)</i>	Rural households served <sup>3</sup>	65,387 <i>(SJ: 47,447; KK: 17,940)</i>	145,322 <i>(SJ: 720; KK: 16,611; AJ: 3,136; OPA: 124,855)</i>	210,709 <i>(SJ: 48,197; KK: 34,551; AJ: 3,136; OPA: 124,855)</i>
	Average % of Rural households with women members served	68% <i>(SJ: 78%; KK: 42%)</i>	40% <sup>4</sup> (31% for the programme area) <i>(SJ: 35%; KK: 28%; AJ: 47%; OPA: 42%)</i>	49% (59% for the programme area) <i>(SJ: 77%; KK: 35%; AJ: 47%; OPA: 42%)</i>
	Number of rural individuals <sup>5</sup>	304,192 <i>(SJ: 221,668; KK: 82,524)</i>	708,812 <i>(SJ: 3,364; KK: 76,411; AJ: 17,248; OPA: 611,789)</i>	1,013,004 <i>(SJ: 225,032; KK: 158,935; AJ: 17,248; OPA: 611,789)</i>
Net attributable income generated for programme beneficiaries - GEL	For all Households served	27,016,932 <i>(SJ: 16,791,685; KK: 10,225,247<sup>6</sup>)</i>	6,670,313 <sup>7</sup> <i>(SJ: 119,633; KK: 1,937,280; AJ: 4,314; OPA: 4,609,086)</i>	33,687,245 <i>(SJ: 16,911,318; KK: 12,162,527; AJ: 4,314; OPA: 4,609,086)</i>
# of programme clients		70 <i>(SJ: 46; KK: 24)</i>	16 <i>(KK: 12; AJ: 4)</i>	86 <i>(SJ: 46; KK: 36 AJ: 3)</i>
# of programme supported entities		387 <i>(SJ: 336; KK: 51)</i>	73 <i>(KK: 15 AJ: 58)</i>	460 <i>(SJ: 336; KK: 66 AJ: 58)</i>
Net attributable income generated for the programme clients		3,918,535 <i>(SJ: 3,089,547; KK: 828,988<sup>8</sup>)</i>	922,770 <i>(SJ: 50,687; KK: 574,938, AJ: 4,094; OPA: 293,051)</i>	4,841,305 <i>(SJ: 3,140,234; KK: 1,403,926; AJ: 4,094; OPA: 293,051)</i>
# FT Job equivalents		231 <i>(SJ: 150: 61 women / 89)</i>	16 <i>(KK: 9: 4 women / 5 men; AJ: 7)</i>	247 <i>(SJ: 150: 61 W/ 89 men; KK: 97: 47 W/ 50 men; AJ: 100: 50 W/ 50 men)</i>

<sup>1</sup> Based on Impact Assessments

<sup>2</sup> Based on monthly data and multipliers from impact assessments.

<sup>3</sup> The number of individuals in a Rural HH is 4.7 in SJ, 4.6 in KK, 5.5 in AJ and 4.9 Outside of programme area. These number are taken from the Impact Assessments and Baseline Survey.

<sup>4</sup> This is based on service provider data, impact assessment data will in likelihood be higher. (See phase 1 and 2 of KK and SJ based on impact assessments)

<sup>5</sup> Based on HH multiplier listed above the number of individuals served has been estimated based on the assumption that one customer or supplier belongs to one HH.

<sup>6</sup> The calculation methodology for NAIC was updated according to the DCED recommendations.

<sup>7</sup> This number is estimated figure and it will be adjusted during the impact assessments.

<sup>8</sup> The calculation methodology for the programme client's NAIC was updated.

	<i>men; KK: 81: 37 women / 44 men)</i>	<i>7: 5 women / 2 men)</i>	<i>KK: 90: 41 w/ 49 men; AJ: 7:5 women / 2 men)</i>
Indirect Benefits of the Interventions: # of entities	25 (SJ: 12; KK: 13)	12 (KK: 12)	37 (SJ: 12; KK: 25)
Indirect Benefits of the Interventions: # of rural households served	9,232 (SJ: 3,747; KK: 5,485)	5,201 (SJ: 332; KK: 4,869)	14,433 (SJ: 4,078; KK: 10,355)
Indirect Benefits of the Interventions: SSLPs' NAIC	293,232 (SJ: 173,475; KK: 119,757)	151,440 (SJ: 9,284; KK: 142,156)	444,672 (SJ: 182,759; KK: 261,913)

**Table 2: Purpose Level Achievements:**

Purpose Level Achievements		
Actual Alliances Finalized Programme Results (SJ I & II phases: 2008-2014 & KK I phase: 2011-2014) All targets in both regions have been met	To date Alliances Programme's & ALCP Results Estimated ALCP Progress against targets <sup>9</sup> (SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	Alliances & ALCP Programme Aggregated Results (SJ since: 2008, KK since 2011, AJ: since 2014)
<b>Outreach</b>		
65,387 SSLP's with access to target services & markets (68% women / 32% men) (SJ: 47,447; KK: 17,940)	188,011 (20,467 in the programme area) new SSLP's accessing target services & markets (40% women / 60% men) Corresponding 85% out of targeted 24,000 (SJ: 720; KK: 16,611; AJ: 3,136; OPA: 167,544)	253,398 SSLP's accessing target services & markets (49% women / 51% men) (SJ: 48,197; KK: 34,551; AJ: 3,136; OPA: 167,544)
43,615 SSLPs generating tangible positive income changes due to improved services & markets (68% women / 32% men) (SJ: 33,927; KK: 9,688)	123,843 (11,589 in the programme area) new SSLPs generating tangible positive income changes due to improved services & markets (40% women / 60% men) Corresponding 58% out of targeted 20,000 (SJ: 518; KK: 8,970; AJ: 2,101; OPA: 112,254)	167,458 SSLPs generating tangible positive income changes due to improved services & markets (49% women / 51% men) (SJ: 34,445; KK: 18,658; AJ: 2,101; OPA: 112,254)
32,673 SSLPs with access to local public goods (DRR, decision making) facilitated by the programme (SJ: 10,173; <sup>10</sup> KK: 22,500)	8,837 <sup>11</sup> of SSLPs with access to local public goods (DRR, decision making) facilitated by the programme Corresponding 18% out of targeted 49,000 (KK: 8,837)	41,510 of SSLPs with access to local public goods (DRR, decision Making) facilitated by the programme (SJ: 10,173; KK: 31,337)
<b>Value for money – Farmers benefits</b>		
18% increase in monthly income (from sales, reduced production & transaction costs, time saved & increased net worth and employment) of households from livestock production)	3.8% <sup>12</sup> increase in monthly income (from sales, reduced production & transaction costs, time saved & increased net worth and employment) of households from livestock production)	N/A <sup>13</sup>

9 Outside of Program Area (OPA) impact is not counted against the targets.

10 7,773 use new & renovated bridges, 1,262 use watering points and 1,137 use renovated kindergartens.

11 DRR working groups, Women's Rooms and municipality meeting participants are included.

12 This is estimated figure and it will be adjusted from the next impact assessment.

13 This number will be aggregated from the next impact assessment.

( <b>SJ:</b> 16%; <b>KK:</b> 22%)	Corresponding 3.8% out of targeted 20% ( <b>SJ:</b> 2.0 %; <b>KK:</b> 4.9%; <b>AJ:</b> 0; <b>OPA:</b> 1.4%)	
27,016,932 NAIC value in Gel Generated for SSLPs (18,113,753 for HH with women access / 8,903,179 for men) ( <b>SJ:</b> 16,791,685; <b>KK:</b> 10,225,247)	6,670,313 <sup>14</sup> (2,061,227 in the programme area) NAIC value in Gel Generated for SSLPs (2,611,985 for HH with women access / 4,058,328 for men) Corresponding 79% out of targeted 2,6 million ( <b>SJ:</b> 119,633 <b>KK:</b> 1,937,280; <b>AJ:</b> 4,314 <b>OPA:</b> 4,609,086)	33,687,245 NAIC value in Gel Generated for SSLPs (20,725,738 for HH with women access / 12,961,507 for men) ( <b>SJ:</b> 16,911,318; <b>KK:</b> 12,162,527; <b>AJ:</b> 4,314; <b>OPA:</b> 4,609,086)
<b>Sustainability Business profitability</b>		
3,918,535 NAIC value in Gel Generated for programme clients ( <b>SJ:</b> 3,089,547; <b>KK:</b> 828,988)	922,770 (629,719 in the programme area) NAIC value in Gel Generated for programme clients Exceeding targeted 450,000 by 40% ( <b>SJ:</b> 50,687; <b>KK:</b> 574,938, <b>AJ:</b> 4,094; <b>OPA:</b> 293,051)	4,841,305 NAIC value in Gel Generated for programme clients ( <b>SJ:</b> 3,140,234; <b>KK:</b> 1,403,926; <b>AJ:</b> 4,094; <b>OPA:</b> 293,051)
231 full time job equivalents (98 women / 133 men) ( <b>SJ:</b> 150: 61 women / 89 men; <b>KK:</b> 81: 37 women / 44 men)	16 full time job equivalents (9 women / 7 men) Corresponding 9% out of targeted 185 ( <b>KK:</b> 9: 4 women / 5 men; <b>AJ:</b> 7: 5 women / 2 men)	247 full time job equivalents (105 women / 140 men) ( <b>SJ:</b> 150: 61 Women / 89 men; <b>KK:</b> 90: 41 women / 49 men; <b>AJ:</b> 7: 5 women / 2 men)
94% of Alliances supported entities where revenue exceeds costs ( <b>SJ:</b> 93%; <b>KK:</b> 95%)	100% of Alliances supported entities where revenue exceeds costs Exceeding targeted 90% by 10% ( <b>KK:</b> 100%; <b>AJ:</b> 100%)	96.5% of Alliances supported entities where revenue exceeds costs ( <b>SJ:</b> 93%; <b>KK:</b> 98.5%; <b>AJ:</b> 100%)
-15% ROI of programme clients' investments for Outcome 1 and Outcome 2 ( <b>SJ:</b> -7%; <b>KK:</b> -35%)	-49% ROI of programme clients' investments for Outcome 1 and Outcome 2 ( <b>KK:</b> -25%; <b>AJ:</b> -99%)	-22% ROI of programme clients' investments for Outcome 1 and Outcome 2 ( <b>SJ:</b> -6%; <b>KK:</b> -31%; <b>AJ:</b> -99%)
495% SROI of programme investments for Outcome 1 and Outcome 2 ( <b>SJ:</b> 450%; <b>KK:</b> 587%)	96% SROI of programme investments for Outcome 1 and Outcome 2 ( <b>KK:</b> 167%; <b>AJ:</b> -99%)	420% SROI of programme investments for Outcome 1 and Outcome 2 ( <b>SJ:</b> 454%; <b>KK:</b> 449%; <b>AJ:</b> -99%)
Note this indicator was not in the logframe in Phase 1 but was monitored in the KK30% Impact Assessment and found to be 30%	% of SSLP's investing in livestock production <sup>15</sup> due to an improved sense of opportunity/confidence in the agricultural sphere (Note the measurement of this indicator is taken from the mid and end of phase impact assessments.)	

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#### MAIN STEERING IMPLICATIONS FOR THE NEXT PERIOD OF INTERVENTIONS

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1. *The ALCP:* The programmatic and operational mechanisms of the ALCP became fully established over the reporting period in all three regions of the ALCP with the Standby Phase of ALCP SJ coming onto line on January 1<sup>st</sup> 2015. Prior to the January inception, attention was focussed on SJ standby staff capacity building, coordination and team building to ensure a smooth transition. Operational focus was on administration related to staffing and finding and setting up an office. In February 2015 DCED consultant Phitcha Wanitphon conducted a week's technical backstopping with the aim of ensuring the programmatic staff mechanisms and capacities were in place to ensure the smooth merger of the three ALCP regions under one monitoring system, to assess progress in the application of the DCED audit recommendations and to provide technical assistance in issues of impact calculation and attribution now that the market has expanded and thickened and direct and indirect impact is occurring both inside and outside the programme area. Version 2 of the ALCP

14 This number is estimated figure and it will be adjusted during the impact assessments.

15 I.e. to something other than the service/enterprise to which they have been directly linked through programme facilitation

Investments Manual was submitted to SDC in February 2014 revised to reflect the programmes growth in understanding and experience and with a new Chapter *Factors to Consider within the Co-Investment Process* included expanded text on co-investment percentages, negotiation, and risk management amongst other additions.

2. *ALCP Reporting:* This annual report represents the first report in which the data of all concurrent Alliances programmes is being reported together and the first in which impact assessment data for both SJ and KK as well as impact to date for Ajara are being aggregated for the combined impact since 2008 of the Alliances programme.
3. *Standby Phase:* The DCED consultant also focussed on the purpose and mechanisms of the standby phase. To our knowledge the ALCP standby phases are unique in the development world and provide a fascinating opportunity to monitor, assess and analyse impact<sup>16</sup>. The DCED have expressed interest in a future case study. Establishing the template for the phase has been a priority as this will now also guide the standby phases for KK and AJ. The functions of the phase and the monitoring mechanisms to achieve them can be seen below:

Topic	Method
Sustainability of benefits and scale of direct beneficiaries in the target area	Impact assessment for year 2014 and 2016.
Sustainability, expansion and adaptation of business model of direct service providers	Monthly monitoring data for on-going interventions. Sample survey of direct service providers for completed intervention.
Expansion of Direct Service Providers outside Target Areas	Establish the mechanisms to estimate the number of beneficiaries. Extrapolate impacts from the target area and validate with small sample surveys.
Systemic Changes: Crowding-in	Establish mechanism to spot crowding-in service providers. Assess the impact on indirect beneficiaries through survey if appropriate.
Systemic Changes: Other Changes in Market System	Detect the changes through interaction with market players. Conduct qualitative studies on issues detected.
Lessons learned for each type of intervention: What works or not works? And why?	Qualitative Studies

4. *SJ Standby Phase Leveraging Further Impact:* The standby phase also provides an opportunity to further leverage scale and impact in governance interventions in gender and DRR. Interventions in KK and AJ are focussed on national scale up in DRR related to disease control and focussed on DRR WG's and gender focussed interventions related to women's access to decision making. The facilitation of the nationally appointed gender advisors and women's rooms will be facilitated in SJ using existing SJ mechanisms and capital and stimulating new. This will maximize the advocacy benefit to be gained from a tri regional implementation.
5. *ALCP SJ Standby Phase Reporting:* No specifications outside of the bi and annual reports were laid down for standby phase reporting, therefore it is intended that a preliminary report of sustainability impact and analysis will be produced in December/January 2016 with a final report to be produced at the end of the phase. The intention is to use informatics which synthesise quantitative and qualitative information and maps to produce graphical representations of impact and analysis.
6. *ALCP SJ: Impact Assessment:* Previous phases of Alliances SJ had relied on service provider data and small farmer survey triangulation, bar the GeoWel impact assessment of 2013. As noted in the Bi-Annual report and in the note preceding Table 1 an impact assessment is vital to ground truth SP data and to capture the synergies of impact. An impact assessment for SJ for all interventions was therefore conducted in February 2015 in order to be able to capture end of programme impact, establish a baseline for the Standby Phase and to be able to include the figures from the impact assessment in this report<sup>17</sup>.

<sup>16</sup> The lack of opportunity to measure impact and sustainability after the end of programmes is an oft cited constraint for the proper implementation and assessment of development projects.

<sup>17</sup> Both KK and SJ Impact Assessments (IA) will be provided to SDC on completion of SJ IA report.

7. *Monthly Monitoring Database and Impact Assessment*: A database for improving the retrieval and use of monthly Service Provider (SP) data which is pivotal for understanding business dynamics, has been created in SJ and is to be transferred to KK and AJ in the next reporting period. As stated in the bi-annual report a more comprehensively understood system of Impact Assessment to complement the existing system based on Service Provider data and external sources of verification has been in place from spring 2014 with the ALCPKK impact assessment for Phase 1 being undertaken in April 2014. Thus all ALCP regions now have baseline assessments, clear plans for mid and end of phase impact assessments and a clear understanding of techniques for extrapolation and verification methodologies for calculating impact in between impact assessments.
8. *Capturing Systemic Change*: As impact has thickened and complexity has increased much discussion and development has centred around capturing and assessing indirect impact i.e. systemic change, which was checked and verified by the DCED consultant. A *Systemic Change Log* has been created in which instances of indirect impact are categorized and reported for inclusion in the monitoring system. Programme and monitoring staff are both involved. (Please see *Annex 6*)
9. *ALCP Interventions*: Scale for the ALCP is aggregating rapidly. The programme is increasingly developing interventions to national scale in information (See *Annex 5 National Scale up of Information*) veterinary, wool, the Animal Movement Route, the dairy sector, FS and H, BDS, DRR and gender. In Ajara activities feed into and support this growth as will DRR, gender and governance activities in SJ. In AJ traction is now being gained in the new market systems of honey and agro-tourism. The scale-up interventions in the supporting functions has been completed in veterinary, breeding and information with nutrition to follow. All the support services required to facilitate support to producer entities are in place. Relationships with key governmental, civil society and private sector actors have been developed and the first results coming in. The noticeable emphasis on monitoring in this section is to ensure that impact is captured as the sectors thicken and the instances of behaviour change and copying increases in pace, diversity and location. Indirect and direct impact are both occurring outside of the programme area. Systemic change in the dairy sector and consultancy service sector is now clearly attributable to the programme as well as in the inputs and governance sectors. The changes are captured through qualitative and quantitative monitoring and are reported on in the main body of the report and in detail in *Annex 1 & 2*.
10. *Thought Leadership in Women's Economic Empowerment*: The Team Leader continues to maintain a network of contacts in WEE. The programme remains one of few who can transmit results and practice as well as theory. Soon to be published external publications containing case studies of the ALCP's work and WEE are the USAID LEO *Making the Business Case for Women*, an ILO Manual and a Mercy Corps Framework *Gender and Market Development*. The MC Gender Training was also delivered to Ajara staff in November.
11. *Information Exchange, Knowledge Development*: The ALCP website ([www.alcp.ge](http://www.alcp.ge)) is proving a powerful tool in thought leadership and sharing. News items and blog are regularly updated. Web site statistics from March show a healthy number of visitors from inside and outside of Georgia. As noted above knowledge sharing, discussions and contributions to webinars, online discussions etc in WEE and M4P and Market Systems Development (MSD) continue apace and include the SDC E and I network, the BEAM Exchange and USAID Micro Links website. 2015 is the year of case studies and the BEAM/ALCP Roki case study is due out in April 2015 and an M4P in cross cutting themes mini case study in in process with SDC.
12. *As reported in Chapter 1 see Evolution of the Context* the EU association agreement continues to be major point of reference for government policy and activities. The depreciation of the Georgian Lari against the dollar is also subject of considerable debate. No major change has been observed in devolution to LSG since the last reporting period. (See *previous Bi-Annual Report point 14*)
13. *The Ministry of Agriculture and the National Food Agency*: Programme relationships and interventions with MOA in relation to the Animal Movement Route and the NFA in relation to close collaboration within the regions have noticeably improved. Please see *Evolution of the Context* section.



14. *Ajara Autonomous Republic:* Ajara AR represented a new political landscape and culture for the programme, with new stakeholders. In this reporting period key relationships have developed and in civil society notable the Chamber of Commerce and Black Sea Eco Academy and in Government notably the NFA, Department of Tourism, the Botanical Garden and local municipalities. The programme is also networked with the significant number of environmental and conservation programmes entering the space as part of its leveraging of agro tourism. The programme and its staff have now been accepted and serious working relationships developed. See Chapter 1, *Update to the stakeholder analysis* section.
15. *Government Agri Policy: Agro Credit & Vouchers (ACP):* As previously reported. Continued support has seen a growth in areas under cultivation and strong support to growth in the agri business sector which is set to continue as a measure to ‘kick start’ growth. In SJ a large number of government funded dairy entities were Alliances funded entities. Pointing to synergy and sustainability, this will be the subject of study in the standby phase.
16. *Coordination:* Emphasis has been placed on intra programme exchange with the transition to the standby phase and emphasis on an ALCP wide monitoring system. However working links are ongoing with UNDP VET staff on the developing the agri journalism capacities of newspaper and TV reporters intervention that was shared with SDC. ALCP members attended a MOLI organized *AgriIdea* facilitation training in Kakheti. The programme is also awaiting openings for coordination on SDC supported local governance initiatives. In the programme area Alliances coordinates with ICCN on their Women and Girls programme and with EUENPARD, RED and Heifer. See *Direct and Unintended Effects of Programme Interventions* for more details of diverse impact in the INGO sector.

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## CHAPTER 1 - INTRODUCTION

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### DESCRIPTION OF THE PROGRAMME AND ITS INTERVENTION STRATEGY

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The ALCP is a market development programme working in the dairy, beef, sheep and honey sub-sectors in the Kvemo Kartli (KK), Samtskhe Javakheti (SJ) and Ajara (AJ) regions in Southern Georgia all highly dependent on livestock production. It is run in accordance with the M4P approach. Stringent market analysis is used to identify key constraints and pro poor opportunities for growth which the programme leverages through the facilitation of key market actors including local and regional government. Monitoring and evaluation is structured to comply with the DCED Standard (by which two of the Alliances programmes have been audited) and is committed to the successful implementation and measuring of Women’s Economic Empowerment. The ALCP began on March 1<sup>st</sup> 2014 and is set to run until February 28<sup>th</sup> 2019, incorporating a second phase of Alliances Kvemo Kartli of three years implementation and two years standby, four years implementation and one year standby in Ajara and from January 1<sup>st</sup> 2015 a two year standby phase for the former Alliances SJ, which will have completed six years of inception and implementation in December 2014.

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### UPDATE OF THE STAKEHOLDER ANALYSIS

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The reporting period has been relatively stable and has not witnessed the usual high turnover of local, regional and national levels of government which has had positive ramifications for programme interventions. In Ajara key relationships have developed, in civil society with the Chamber of Commerce and Black Sea Eco Academy and in Government notably with the NFA and the NFA in Tbilisi in relation to honey, Department of Tourism, the Botanical Garden and local municipalities. The programme is also networking with the significant number of environmental and conservation programmes entering the space as part of its leveraging of agro tourism. The impact of the programme has fed through to government in KK and Tbilisi and has developed a word of mouth reputation as a very good and unusual

programme delivering real results, a programme government can work with effectively and quickly. Good relations were established with the New Governor of the KK Region who backed a regional plan to mainstream the DRRWG function. Similar regional initiatives are planned regarding gender. Relations with the MOA have developed considerably with the ALCP meeting with Minister Otar Danelia and frequently with the Deputy Minister Levan Davitashvili and the new Head of the Department of Food and Agriculture in working meetings concerning the national infrastructural and management intervention of the Animal Movement Route (see *Transversal Themes* and *Annex 7*) In KK and SJ strong relationships both with national and regional representatives of the NFA have led to working in tandem in terms of information delivery to new actors and the spread of the ALCP dairy and meat model which has resulted in systemic change. New private sector market actors have been identified and relationships developed in Ajara in honey, conservation and rural tourism and in Gardabani and Marneuli in the wool and meat and dairy sectors.

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#### EVOLUTION OF THE CONTEXT (IN PARTICULAR POLITICAL RISKS AND OPPORTUNITIES)

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The ramifications of the EUAA & DCFTA and policy dialogue concerning an informed and supportive approach by the government toward harmonization has continued to be a major issue of note, observers have commented on the dangers of over hasty legislation designed at harmonization<sup>18</sup>. From 2014 a law had been in place that all meat and cheese enterprises are required to have HACCP certification or be barred from selling their products, which will often mean costly investment and the need for external consultancy on behalf of enterprises, it was weakly enforced. In January 2015 the Government announced that this law would now be enforced. In reality however and in relation to FS and H, the government and the NFA seems to be taking a pragmatic approach and NFA activity which has dramatically increased in the reporting period<sup>19</sup> has worked closely with the programme. Similarly the MOA in its recent unveiling of its strategy<sup>20</sup> at the Donor Coordination Meeting, listed as one of the corresponding points on which it would like donor investment as ‘being support to enterprises to comply with HACCP’. The meeting although just outside the reporting period, seems another indicator of an ongoing positive trend in government support to agriculture in Georgia. The meeting was of note due to the detailed organization of the event and presentations, the positive reaction of the participants who included all donors and NGO’s including USAID and a general response that the current administration is taking agriculture seriously and that results are beginning to show from a more concerted investment in agriculture. The GoG/NFA has begun implementation of a Brucellosis Control Strategy with pilot programmes in Kakheti and the environs of Tbilisi, current news is that on successful implementation, roll out to other regions will be considered. Currently vaccinations for Brucellosis are not available in Georgia. The ALCP is closely monitoring developments in tandem with NFA Representatives in the three regions and with respect to its DRRWG’s. Starting in earnest in November from an exchange rate of 1.72 a rapid depreciation saw the rate become 2.22 in March. A large number of Georgians have loans in USD and thus saw the cost of borrowing and purchases made in dollars considerably increase<sup>21</sup>. In terms of the programme this was countered by changing programme grant agreements to USD rather than GEL to counter the fluctuation.

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<sup>18</sup> E.g. as illustrated in *Harmonize But do not Harm* Eric Livny ISET blog February 2015, where doing no harm is preferable to hastily implemented measures towards harmonization with the EU which must be undone.

<sup>19</sup> The activity of the NFA particularly in terms of inspection but also in terms of the consistency of vaccination has steadily increased since the new government. Other welcome plans as stated in the Donor Coordination Meeting include the ongoing registration of livestock and development of a livestock database in which it is likely the ALCP will facilitate.

<sup>20</sup> March 31<sup>st</sup> Donor Coordination Meeting, Tbilisi. Although outside the reporting period the meeting was of note due to the positive reaction of the participants who included all donors and NGO’s including USAID. There was a general response that the current administration is taking agriculture seriously and that results are beginning to show from a more concerted investment in agriculture.

<sup>21</sup> Some commentators saw this as another factor leading to a potential return to stagnation in the housing market with an oversupply on the market and an increased cost of borrowing. *Financial Newspaper March 2015*

*Farmers and rural entrepreneurs acquire the knowledge and capacities to make more informed and efficient use of resources and market channels:* All interventions aim to improve the acquisition and transfer of appropriate knowledge for SSLP's through key livestock related services and information dissemination concerning market information and legislation pertaining particularly to FS&H & animal disease. Increasingly efficacious consultancy services to businesses are providing increasingly expert advice. The national level intervention working to develop the sphere of agro journalism with the Georgian Association for Newspaper Journalists and Georgian Association of Television Journalists and the UNDP VET programme is boosting the depth and scale of the dissemination of information concerning supporting functions, market access and rules and behaviour change as a result is being increasingly documented.

*Principles of disaster risk reduction with emphasis on prevention and reduction of vulnerability are applied at local level.* The capacity building of the DRRWG's in each target municipality has resulted in the development of increasingly self-determined functions, including a target land use function, animal movement route monitoring and the human wildlife interface in Ajara. The programme is now seeking scale through regional level backing of the function and the replication of the groups in Ajara. This is a priority as self- government comes increasingly to the fore in Georgia and local capacity will be sorely tested. BEAT assessments continue to be carried out with service provider clients mainstreaming the environmental 'Do No Harm' approach of the programme.

*Interaction between target groups and local self-government is enhanced through institutional capacity building and participatory decision-making:* The Access to Decision making for Women intervention continues to strengthen community links with local government for men and women. Increased participation of women in community voting on municipal priorities is leading to women led needs being fulfilled e.g. kindergartens, running water. The Advisory Committee provides the forum for regional players representing national, local and regional government, civil society and the private sector to tackle key issues in a participatory venue.

Increasingly, climate sensitive farming will come onto the agenda with an IFAD climate sensitive farming initiative in the pipeline. This is to be welcomed and supported as simple measures of water conservation, conservation agriculture direct drilling, seed varieties and afforestation would see easy gains for small holders, especially in areas such as Kakheti which is seeing the worst climate related effects. In Ajara a number of environmental and conservation programmes mainly centred on the national parks are coming on line, but emphasis needs to remain on how the small holder farmers can learn to co-exist, manage and benefit from the environment. The above noted ramifications of the EUAA & DCFTA and policy dialogue concerning an informed and supportive approach by the government toward harmonization continues to be an issue of note. The ongoing need for comprehensive government support to the rehabilitation of the veterinary sector was stated as a major point for policy dialogue in an SCO consultation on the matter. Disease notification and control remains a key topic in particular in relation to farmer notification and public notification of zoonoses, the government strategy on Brucellosis and safe and compliant disposal of carcasses are key issues. The National Food Agency remains pivotal in relation to the livestock market system and the mainstreaming of the key governance principles in their modus operandi, particularly in improved public information would aid in a potentially painful transitions for livestock sector actors. The direction agriculture in Georgia will take in the future and the role of the small scale livestock producer within it in the context of environmental, economic and social sustainability continues to be in need of ongoing debate.

## CHAPTER 2 – OUTCOMES ACHIEVED FOR 2014

### OUTCOME INDICATORS MEASURED AGAINST TARGET VALUES FOR MARCH 1<sup>ST</sup> 2014 TO AUGUST 31<sup>ST</sup> 2014

**Table: 3 Achievements of Outcome<sup>22</sup> Indicators Measured Against Target Values**

OUTCOME1: The livestock market system functions more effectively in support of small scale livestock producers' access to target services, enabling their decision-making for improved productivity.		
Actual Alliances Finalized Programme Results <i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i> <b>All targets in both regions have been met</b>	To date Alliances Programme's & ALCP Results	
	Estimated ALCP Progress against targets <i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	Alliances & ALCP Programme Aggregated Results <i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
100% out of all 143 of communities covered by target services <i>(SJ: 77 out of 77; KK: 66 out of 66)</i>	30 out of all 114 new communities covered by target services: <i>Corresponding to 26% out of targeted 88% (KK: 18 out of 52; AJ: 12 out of 62)</i>	173 communities covered by target services: <i>(SJ: 77 out of 77; KK: 84 out of 118; AJ: 12 out of 62)</i>
62,988 SSLP's accessing target services & information (68% women / 32% Men) <i>(SJ: 45,828; KK: 17,160)</i>	145,637 (20,782 in the programme area) SSLP's accessing target services & information (40% women / 60% Men) <i>Exceeding target 14,000 by 48% (SJ: 713; KK: 16,933, AJ: 3,136; OPA: 124,855)</i>	208,625 SSLP's accessing target services & information (49% women / 51% Men) <i>(SJ: 46,541; KK: 34,093; AJ: 3,136; OPA: 124,855)</i>
7,202,209 Gel generated as a NAIC due to more effective livestock market system functions for SSLPs (4,897,502 for HH with women access / 2,304,707 for men) <i>(SJ: 4,878,173; KK: 2,324,036)</i>	5,953,408 Gel (1,432,708 Gel in the programme area) generated as a NAIC due to more effective livestock market system functions for SSLPs (2,381,363 for HH with women access / 3,572,045 for men) <i>Exceeding target 1.3 million by 10% (SJ: 54,901; KK: 1,373,493; AJ: 4,314; OPA: 4,520,700)</i>	13,155,617 Gel generated as a NAIC due to more effective livestock market system functions for SSLPs (7,278,865 for HH with women access / 5,876,752 for men) <i>(SJ: 4,933,074; KK: 3,697,529; AJ: 4,314; OPA: 4,520,700)</i>
437 of service providers &/or input suppliers with improved business practices/acumen & outreach to SSLPs markets <i>(SJ: 287; KK: 55)</i>	139 new service providers &/or input suppliers with improved business practices/acumen & outreach to SSLPs markets <i>Corresponding 93% out of targeted 150(KK: 78; AJ: 61)</i>	576 of service providers &/or input suppliers with improved business practices/acumen & outreach to SSLPs markets <i>(SJ: 287; KK: 133; AJ: 61)</i>
26% Increase in total value of sales of services and inputs of programme facilitated service providers <i>(SJ: 29%; KK: 21%)</i>	8% Increase in total value of sales of services and inputs of programme facilitated service providers <i>Corresponding 8% out of targeted 20% (SJ: 2%; KK: 11%; AJ: 0)</i>	25% Increase in total value of sales of services and inputs of programme facilitated service providers <i>(SJ: 29%; KK: 24%; AJ: 0)</i>
22 <sup>23</sup> entities crowding in <i>(SJ: 10; KK: 12)</i>	10 entities <sup>24</sup> crowding in <i>Corresponding 43% out of targeted 30 (KK: 10)</i>	32 entities crowding in <i>(SJ: 10; KK: 22)</i>

<sup>22</sup> Outcome values for NAIC have not been adjusted based on the Impact Assessment they remain a reflection of aggregated data per intervention which does not capture the impact of synergy, information and governance.

<sup>23</sup> 11 vet pharmacies, 5 bull owners, 4 nutrition suppliers, 1 machinery shop, 1 newspaper

<sup>24</sup> Newspaper in Imereti, 3 Bull breeder, 5 nutrition suppliers, 1 machinery shop

**OUTCOME 2:** The livestock market system and Adjarian tourist market provide enhanced market access and terms of trade for small scale livestock producers

<b>Actual Alliances Finalized Programme Results</b> <i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i> <b>All targets in both regions have been met</b>	<b>To date Alliances Programme's &amp; ALCP Results</b>	
	<b>Estimated ALCP Progress against targets</b> <i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<b>Alliances &amp; ALCP Programme Aggregated Results</b> <i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
100% out of all 143 of communities covered by target services <i>(SJ: 77 out of 77; KK: 66 out of 66)</i>	15 out of all 114 new communities covered by target services: <i>Corresponding to 13% out of targeted 20% (KK: 15 out of 52; AJ: 0 out of 62)</i>	158 communities covered by target services <i>(SJ: 77 out of 77; KK: 81 out of 118, AJ: 0 out of 62)</i>
<u>33,730</u> SSLP's with improved market access and better terms of trade (64% women / 36% Men) <i>(SJ: 25,410; KK: 8,320)</i>	<u>11,543</u> SSLP's ( <u>8,636 in the programme area</u> ) with improved market access and better terms of trade (32% women / 68% Men) <i>Corresponding 62% out of targeted 14,000 (SJ: 132; KK: 8,501 OPA: 2,910)</i>	<u>45,273</u> SSLP's with improved market access and better terms of trade (56% women / 44% Men) <i>(SJ: 25,542; KK: 16,821 OPA: 2,910)</i>
2,255,936 Gel generated as a NAIC due to improved market access and better terms of trade for SSLP's (1,443,799 for HH with women access / 812,137 for men) <i>(SJ: 1,073,388; KK: 1,182,548)</i>	701,395 Gel ( <u>613,009 gel in the programme area</u> ) generated as a NAIC due to improved market access and better terms of trade for SSLP's (224,548 for HH with women access / 476,847 for men) <i>Corresponding 47% out of targeted 1.3 million (SJ: 49,222; KK: 563,787; OPA: 88,386)</i>	2,957,331 Gel generated as a NAIC due to improved market access and better terms of trade for SSLP's (1,668,347 for HH with women access / 1,288,984 for men) <i>(SJ: 1,122,610; KK: 1,746,335; OPA: 88,386)</i>
N/A	10 processing, intermediary & HoReCa entities integrating food safety compliance and good management practices into business planning <i>Corresponding 0% out of targeted 30 (KK: 6; AJ: 4)</i>	10 processing, intermediary & HoReCa entities integrating food safety compliance and good management practices into business planning <i>(KK: 6; AJ: 4)</i>
N/A	0 of HoReCa entities serving compliant products <i>Corresponding 0% out of targeted 9</i>	0 HoReCa entities serving compliant products
33% increase in volume & value of trade of dairy products through supported/compliant entities <i>(SJ: 50%; KK: 21%)</i>	30% increase in volume & value of trade of dairy products through supported/compliant entities <i>Exceeding target 20% by 10% (SJ: 10%; KK: 33%<sup>25</sup>)</i>	35% increase in volume & value of trade of Dairy products through supported/compliant entities <i>(SJ: 40%; KK: 26%)</i>
N/A	0 share of exported products out of total increase in volume & value of trade of SSLP's through supported/compliant entities <i>Corresponding 0% out of targeted 20%</i>	0 share of exported products out of total increase in volume & value of trade of SSLP's through supported/compliant entities
2 entities copying &/or crowding in <i>(SJ: 1; KK: 1)</i>	3 entities copying &/or crowding in <i>Corresponding 12% out of targeted 33 (SJ: 1; KK: 2)</i>	5 <sup>28</sup> entities copying &/or crowding in <i>(SJ: 2; KK: 3)</i>

25 Baseline for milk processing was 3,240 tons, while in this reporting period milk processors collected 4,296 tone of milk. 26 3 milk processors, 1 slaughterhouse and 1 BDS company

<b>OUTCOME 3:</b> Small scale livestock producers' benefit from a more efficient and resilient operating environment.		
<b>Actual Alliances Finalized Programme Results</b> <i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i> <b>All targets in both regions have been met</b>	<b>To date Alliances Programme's &amp; ALCP Results</b>	
	<b>Estimated ALCP Progress against targets</b> <i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<b>Alliances &amp; ALCP Programme Aggregated Results</b> <i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
11 joint public/private sector agricultural initiatives  <i>(SJ: 3; KK: 8)</i>	5 <sup>27</sup> joint public/private sector agricultural initiatives  <i>Corresponding to 50% of target 10; (KK: 4; AJ: 1)</i>	16 joint public/private sector agricultural initiatives:  <i>(SJ: 3; KK: 12; AJ: 1)</i>
106 village representatives with increased awareness of the needs of women taking part in local decision making  <i>(SJ: 81; KK: 25)</i>	31 <sup>28</sup> village representatives with increased awareness of the needs of women taking part in local decision making  <i>Corresponding 22% out of target 140 (KK: 31)</i>	137 village representatives with increased awareness of the needs of women taking part in local decision making  <i>(SJ: 81; KK: 56)</i>
66 <sup>28</sup> quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented  <i>(SJ: 50; KK: 16)</i>	9 <sup>29</sup> quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented  <i>Corresponding 75% out of target 12 (KK: 4; AJ: 5)</i>	75 quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented  <i>(SJ: 50; KK: 20; AJ: 5)</i>
New Indicator	% of SSLP's with sense of increased support by public services <sup>30</sup>  N/A	% of SSLP's with sense of increased support by public services  N/A

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#### ASSESSMENT OF OUTCOME ACHIEVEMENT AND LIKELIHOOD OF ACHIEVING THE OUTCOMES IN THE CURRENT PHASE.

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All indications at this point are that the outcomes will be successfully achieved. Scale up is going well, with national outreach in veterinary, information, FS&H, BDS, dairy, wool, gender and DRR. Following the pattern of previous phases, Outcome 1 supporting functions are being rolled out and the support services for Outcome 2 i.e. BDS, FS&H, technical consultancy and engineer, are now in place in Ajara and have begun support to the first production enterprises to be funded in in Kvemo Kartli and Ajara under the ALCP in the reporting period. Outcome 3 Governance interventions in gender and DRR are maturing and advocacy increasingly at a national level and harnessing regional support. In Ajara maturing entry points at all levels of government linking into the momentum of the wider governance interventions in DRR and Governance, with context specific emphasis on issues linked to the rural tourism market are in process.

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#### INFORMATION ON DIRECT AND INDIRECT UNINTENDED EFFECTS OF PROGRAMME INTERVENTIONS

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As the programme has grown the direct and unintended effects have multiplied. The programme captures both through its systematic qualitative monitoring system. Please see a full description of both in *Annex*

<sup>27</sup> KK 1 advisory committee meeting, 1 regional DRRWG mechanism, AMR 2 meetings. AJ 1 advisory committee meeting.

<sup>28</sup> Imprescon, 6 DRR Working Groups, 46 BEAT Assessments, 13 Advisory Committee Meetings.

<sup>29</sup> New DRR WG's 4 KK, 5 AJ.

<sup>30</sup> This indicator will be measured during the next impact assessment

1, 2 & 6. In addition to the programme level effects described in Annex 1, some diverse impacts of note are being observed.

The impact of the ALCP is being seen in diverse sectors. *In the the INGO sector:* FAO<sup>31</sup>, UNDP VET<sup>32</sup>, Eurasia Partnership Foundation<sup>33</sup> entering the media sector using the ALCP programme facilitated entities the Georgian Association of Regional Broadcasters and Georgian Association of Regional Newspapers, ACF and the Government of Abkhazia utilized Roki Ltd to organize 9 trainings for 20 vets from Gali, Abkhazia. UN Women in Georgia invited 5 gender advisors from Ajara municipalities to the “Gender Equality Week 2015” on learning that the five ALCP facilitated gender advisors had been appointed, and Heifer International Georgia PIRT (tourism) project organized a visit to Tsezari Kakhadze, Tsalka municipality based Cheese Producing Enterprise for 30 service providers and travel agencies from Georgia, Armenia, Turkey and Bulgaria.

*In the government sector:* The National Food Agency took the model initiated by the ALCP of meetings with business operators in dairy and meat sectors replicating it in KK and SJ and plan to use the model across Georgia. The Ministry of Agriculture of Ajara has started holding community level meetings seeing the needs of a direct communication with farmers after the ALCP conducted and presented the Ajara Focus Group Survey.

*At the service provider level:* Roki Ltd is increasingly motivated to capture and feed into what is starting to seem a more dynamic sector, the company is going to provide free HACCP consultation to 15 of their larger customers (e.g. dairies, livestock businesses) through an international expert by the end of May. The female member of the company top management has become the opinion leader across the livestock sector for national and regional media. She has been recruited by the Ministry of Agriculture and the National Food Agency to a panel of experts to feed into the Agricultural livestock Sector Policy. Seeing the profitable market, a vet pharmacy owner in Tsalka has started to sell combined feed through his own 3 vet pharmacies. The interest and dynamism of stakeholders of the national information intervention<sup>34</sup> has been unprecedented, 45 journalists countrywide were inspired by an international agro journalist resulted in 50 articles in one month focused on brucellosis, animal health, farm hygiene and EU regulations. 6 universities have showed an interest into inclusion modules of agro journalism in their courses. The machinery shop in Marneuli, facilitated under the access to finance intervention, now offers credit for the purchase of a milking machines, 25 local farmers, including 15 female, have bought the machine that saves 50 minutes per milking. The national farmers’ programme Perma has added 3 minutes report ‘A Consumer’ and 2 minutes report ‘Agro news’. Ajara TV agro programme has held meetings with farmers in villages to understand needs and requirements and has started to make short documentary slots on the livestock husbandry and Food Safety and Hygiene.

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<sup>31</sup> E.g. FAO contacted the ALCP following media reports of the national agri journalist training for the regional TV and newspaper journalists. FAO stated that they needed to train journalists in seed and FS and H but weren’t sure how to do it but on finding out the model and entry points contacted the associations for future collaboration. They will maintain contact with the ALCP and attempts will be made to prevent distortion through facilitation of the clients to deal with different entities from the public sector.

<sup>32</sup> UNDP VET representative Tamar Sanikidze, Coordinator, is the main point of contact for the ALCP where the collaboration between projects is more formalized. Following meetings between ALCP and UNDP, she attended the trainings and is a key contributor to the Media Associations Working Group for developing the agri-journalism modules for universities and for developing content for Kachreti Vocational Training College. She will be an advisor to the media associations on content development.

<sup>33</sup> As above. ALCP facilitation meeting held with Eurasia Partnership Foundation and the association.

<sup>34</sup> 1.4. *Enhanced vocational education services and Capacity building of media practitioners in agro journalism*

*Transversal Themes and M4P:* The governance interventions under Outcome three related to gender and DRR have proven to be amongst the most innovative and successful on the programme. What has become clear is that applying M4P principles and facilitation techniques to governance in the context of transversal themes in the ALCP is beginning to result in large scale and systemic change in key areas of constraint in the operating environment of the ALCP i.e. Access to Public Goods, Livestock Disease Control, gender equity and Women's Access to Decision Making. Facilitation has focussed on leveraging key actors at local (LSG, DRRWG's KK, SJ and AJ), regional (regional Government KK, AJ) and national (MOA, MRDI, MOE, NFA, members of parliament) level as well with civil society entities (Shepherds Association), leveraging incentives such as political need to show progress in gender in relation to international conventions and existing conditions which predispose favourable outcomes such as laws or functions which are enacted and in existence but not in use.

*Advisory Committee:* The ALCP KK AC has been pivotal in leveraging the traction for the national implementation of renewed infrastructure and financing of the Animal Movement Route in Georgia, the first major input since the collapse of the Soviet Union. (Please see *Annex 7*). In Ajara the first Advisory Committee held just outside the reporting period March 2015 marked the public and formal initiation of coordination between central bodies including the NFA and the newly formed DRRWG's the meeting focussed on clarifying functions within the remit of the LSG in relation to disease control and human and wildlife issues<sup>36</sup>.

*DRR:* The ALCP's relations with the NFA have considerably improved at a national level and strong regional links are extant in all three regions. In addition to work on the AMR, the DRRWG model has been expanded to all new municipalities in KK and Ajara resulting in 8 new groups (3 KK and 5 Ajara in the 8 new municipalities) and a new regional level group, via a new regional mechanism facilitated through the Governor of KK. In Ajara the lessons learned and functions developed in KK in including a land use functions and also a human and wildlife management function have been integrated into the group' charter and bolstered by strong links to the NFA. A much more comprehensive campaign of Anthrax vaccinations has seen better containment and a shift of emphasis to Brucellosis and the development of a national pilot Brucellosis strategy. The programme is monitoring developments & information and coordinating with key stakeholders has begun discussions (outside reporting period) prompted by the NFA for an intervention based on aiding the NFA's nationwide cattle registration in preparation for Brucellosis testing.

*Work on Women's Economic Empowerment* continues to be operationalized, with programming and monitoring systems increasingly systematized to generate, capture and analyse impact the programme has been a case study in several major global publications on the subject (see *Lessons Learned*). Facilitation across all three regions is increasingly focussed on improving the Gender Advisor function and feeding in the work of the Women's Rooms, gender trainings and guidelines for better participation of women in key community fora. In Ajara facilitation has focussed on getting gender advisors appointed (as none were in position despite the national mandate) five are now in place, their function embedded and trained in time for the spring community meetings and beginning the process of developing Women's Rooms. A 10-15% increase in female attendance has already been observed. The Women's Rooms opened in SJ and the expanded area of KK through the USAID ICCN Mercy Corps *Broadening Women's Horizons Project* have been supported and leveraged into the wider work of the ALCP. Nationally the Ministry of Regional Development and Infrastructure is working on a package of changes to include gender

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<sup>35</sup> As noted by Springfield in the last but one backstopping report and in the previous annual report the better the tangibility of governance / DRR/ gender challenges issues addressed the better the incentive for market players to address them.

<sup>36</sup> There are plans to use the Advisory Committee function in SJ based on lessons learned from KK and is being done in AJ.



budgeting and gender statistics, copied from the Women’s Room in the Law on Gender Equality to introduce to parliament<sup>37</sup>.

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ILLUSTRATION OF THE PERSPECTIVES OF INVOLVED STAKEHOLDERS

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An assortment of illustrative statements representing the perspectives of different programme stakeholders for each output under each outcome has been compiled and can be found in *Annex 2*. As the programme grows and impact through crowding in and sector wide behaviour change increases so does the diversity of these statements and the stakeholders who have uttered them, including people from outside the programme area and direct programme remit,

**CHAPTER 3: OUTPUTS AND PERFORMANCE ACCORDING TO YEARLY PLAN OF OPERATIONS  
2014**

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SUMMARY OF OUTPUT DELIVERY AND THEIR CONTRIBUTION TO OUTCOMES

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The end of phase impact assessments, highlight the synergistic effect between the outputs of the three programme outcomes and information. Where farmers benefited from outputs from more than one outcome, impact was higher than the sum of its parts, this effect being highest for outputs from three outcomes working together. Table 4 below provides a breakdown of impact per output.

**Table 4: Summary of Outputs Against Logframe Indicators**

<b>Output 1.1:</b> Facilitated improvements to business practices and outreach of animal health service & input providers to access wider SSLP markets with affordable, appropriate and quality products.		
<b>Actual Alliances Finalized Programme Results</b> <i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	<b>Estimated ALCP Achievements</b> <i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<b>Alliances &amp; ALCP Programme Aggregated Results</b> <i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
All 143 communities served by an animal health service provider input <i>(SJ: 77; KK: 66)</i>	<del>30</del> new communities are served by an animal health service provider input <i>(KK: 18; AJ: 12)</i>	About 173 communities are served by an animal health service provider input in total <i>(SJ: 77; KK: 84; AJ: 12)</i>
1,340,406 Gel value of sales of animal health services: <i>562,971 Gel value of sales to women</i> <i>1,273,386 Gel value of sales to SSLPs</i> <i>(SJ: 612,444; KK: 727,962)</i>	5,005,449 Gel value of sales of animal health services: <i>2,102,289 Gel value of sales to women</i> <i>4,755,177 Gel value of sales to SSLPs</i> <i>(SJ: 47,898; KK: 231,916; AJ: 54,638; OPA: 4,670,997)</i>	6,345,855 Gel value of sales of animal health services: <i>2,665,260 Gel value of sales to women</i> <i>6,028,563 Gel value of sales to SSLPs</i> <i>(SJ: 660,342; KK: 959,878; AJ: 54,638; OPA: 4,670,997)</i>
<b>Output 1.2:</b> Facilitated improvements to business practices and outreach of livestock breeding service providers to access wider SSLP markets with affordable & appropriate products.		
122 communities served by breeding service providers <i>(SJ: 63; KK: 59)</i>	8 communities served by breeding service providers <i>(SJ: 0; KK: 8)</i>	130 communities served by breeding service providers <i>(SJ: 63; KK: 67)</i>
55,088 Gel value of sales of breeding service providers: <i>11,018 Gel value of sales to women</i> <i>52,334 Gel value of sales to SSLPs</i> <i>(SJ: 39,644; KK: 15,444)</i>	15,390 Gel value of sales of breeding service providers: <i>3,078 Gel value of sales to women</i> <i>14,620 Gel value of sales to SSLPs</i> <i>(KK: 15,390)</i>	70,478 Gel value of sales of breeding service providers: <i>14,096 Gel value of sales to women</i> <i>66,954 Gel value of sales to SSLPs</i> <i>(SJ: 39,644; KK: 30,834)</i>

<sup>37</sup> The MRDI Gender Advisor saw the WRs gender statistics and budgeting at the meeting facilitated by the programme.

<b>Output 1.3:</b> Facilitated improvements to business practices and outreach of nutritional input & service providers to access wider SSLP markets with affordable & appropriate products.		
108 communities served by nutrition input service providers (SJ: 77; KK: 31)	16 new communities served by nutrition input service providers (KK: 16)	124 communities served by nutrition input service providers (SJ: 77; KK: 47)
3,698,665 Gel value of sales of nutrition input service providers: 612,213 Gel value of sales to women 3,421,193 Gel value of sales to SSLPs (SJ: 3,450,741 <sup>38</sup> ; KK: 247,924)	182,634 Gel value of sales of nutrition input service providers: 38,353 Gel value of sales to women 173,502 Gel value of sales to SSLPs (SJ: 32,781; KK: 149,853)	3,881,299 Gel value of sales of nutrition input service providers: 116,041 Gel value of sales to women 524,947 Gel value of sales to SSLPs (SJ: 3,483,522; KK: 397,777)
2 different nutritional inputs sold	1 new type of nutritional inputs sold	3 different nutritional inputs sold
3 municipalities covered by crowding in results outside of programme area	1 new municipalities covered by crowding in results outside of programme area	4 municipalities covered by crowding in results outside of programme area
<b>Output 1.4:</b> Facilitated improvements to access of SSLP's to appropriate information to support use of target services and decision making related to improved and more secure productivity		
38 information channels with agricultural content <sup>39</sup> of newspapers/of TV programmes/ of internet sites (SJ: 19; KK: 19)	4 new information channels with agricultural content of newspapers/of TV programmes/ of internet sites (KK: 3; AJ: 1)	42 information channels with agricultural content of newspapers/of TV programmes/ of internet sites (SJ: 19; KK: 22; AJ: 1)
21,176 information consumers of products that have agricultural content 19,058 Women readership/access 20,117 SSLP's readership/access (SJ: 7,838; KK: 13,338)	36,221 information consumers of products that have agricultural content 32,590 Women readership/access 34,410 SSLP's readership/access (KK: 5,650; AJ: 3,571; OPA: 27,000)	57,397 information consumers of products that have agricultural content 51,657 Women readership/access 54,527 SSLP's readership/access (SJ: 7,838; KK: 18,988; AJ: 3,571; OPA: 27,000)
<b>Output 1.5:</b> Facilitated improvements to access to financial services for livestock market system SMEs & SSLP's.		
6 SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access (KK: 6)	46 new SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access (KK: 46)	52 SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access (KK: 52)
1,560 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services (KK: 1,560)	733 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services (KK: 733)	2,293 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services (KK: 2,293)
<b>Output 2.1:</b> Increased awareness & adherence of value-chain actors to food-safety, hygiene management standards and best practices facilitated.		
N/A	Number of supermarkets & HoReCa sector actors making changes to inspection procedures & sourcing practice N/A <sup>40</sup>	Number of supermarkets & HoReCa sector actors making changes to inspection procedures & sourcing practice N/A

<sup>38</sup> In case of SJ, the results of the machinery intervention is included in output 1.3.

<sup>39</sup> DRR WG (6), Women's Rooms (3), Vet Pharmacies (23), Newspapers "Trialetis Exspress" & "Samkhretis Karibche", TV Programme "Chveni Ferma", Farvana TV, Imperia TV, "Evreka TV"

<sup>40</sup> As yet too early.

N/A	Number of advocacy initiatives from consumer groups towards government, supermarkets and media  N/A <sup>41</sup>	Number of advocacy initiatives from consumer groups towards government, supermarkets and media  N/A
<b>Output 2.2: Increased access to FS&amp;H, business &amp; tourism consultancy support services for SME's s supplied by SSLP's facilitated.</b>		
49 value-chain actors actively taking measures that will lead them to food-safety law compliance  (SJ: 35; KK:14)	30 new value-chain actors actively taking measures that will lead them to food-safety law compliance  (SJ: 0; KK: 21; AJ: 9)	79* value-chain actors actively taking measures that will lead them to food-safety law compliance  (SJ: 35; KK: 35; AJ: 9)
76 CPC staff were trained on FS&H topics  (SJ: 21; KK: 55)	8 new CPC staff were trained on FS&H topics (KK: 8)	84 CPC staff were trained on FS&H topics  (SJ: 21; KK: 63)
3,970 of milk supplier SSLP's receiving trainings on food-safety, hygiene management standards  (SJ: 2,298; KK: 1,672)	107 milk supplier SSLP's receiving trainings on food-safety, hygiene management standards (65 women/42 men)  (KK: 49; AJ: 58)	4,007 of milk supplier SSLP's receiving trainings on food-safety, hygiene management standards  (SJ: 2,298; KK: 1,721; AJ: 58)
Number of HoReCa sector actors receiving trainings on food safety and hygiene.  N/A	10 HoReCa sector actors receiving trainings on food safety and hygiene  (KK: 6; AJ: 4)	10 HoReCa sector actors receiving trainings on food safety and hygiene  (KK: 6; AJ: 4)
29 of value-chain actors taking GMP assessment  (SJ: 21; KK: 8)	9 new of value-chain actors taking GMP assessment  (KK: 6; AJ: 3)	38 of value-chain actors taking GMP assessment  (SJ: 21; KK: 14; AJ: 3)
11 enterprises have received BDS services on business/marketing plans (including for rural tourism)  (KK: 11)	7 new enterprises have received BDS services on business/marketing plans (including for rural tourism)  (KK: 5; AJ: 2)	18 enterprises have received BDS services on business/marketing plans (including for rural tourism)  (KK: 16, AJ: 2)
47 enterprises have been through BEAT assessment (5 Dairy, 2 Meat)  (SJ: 40; KK: 7)	8 enterprises have been through BEAT assessment  (KK: 5; AJ: 3)	55 enterprises have been through BEAT assessment  (SJ: 40; KK:12; AJ: 3)
2 enterprises/ value-chain actors receiving HACCP trainings  (KK: 2)	1 enterprises/ value-chain actors receiving HACCP trainings  (KK: 1)	3 enterprises/ value-chain actors receiving HACCP trainings  (KK: 3)
<b>Output 2.3: Increased volume and value of trade and efficient and cost-effective access to livestock products for intermediaries and processors from SSLP's facilitated.</b>		
31 (25 milk/ 3 slaughterhouses/ 2 livestock markets/1 wool) enterprises with increased capacity/utilization of milk and meat, wool and hide  (SJ: 23; KK: 8)	1 new enterprises with increased capacity/utilization of milk  (KK: 1)	35 (29 milk/ 3 slaughterhouses / 2 livestock markets / 1 wool) enterprises with increased capacity/utilization of milk and meat, wool and hide  (SJ: 23; KK: 12)
# of processors of meat and milk, wool and hide starting to export N/A	No processors of meat and milk, wool and hide starting to export	No processors of meat and milk, wool and hide starting to export
All 100% of SSLP producers engaging with supported entities		
33% of producers directly engaging with supported entities are women		
N/A	No value-chain actors in dairy or sector gaining access to Adjaran Rural Tourism market (HoReCa sector)	No value-chain actors in dairy sector gaining access to Adjaran Rural Tourism market (HoReCa sector)

<sup>41</sup> As yet too early, plus given the improved relationship with the NFA and their increased activity, part of the rationale of this output has lessened as was devised mostly as a measure to exert pressure on the operating environment in lieu of the NFA .

N/A	No value-chain actors in meat sector gaining access to Adjaran Rural Tourism market (HoReCa sector)	No value-chain actors in meat sector gaining access to Adjaran Rural Tourism market (HoReCa sector)
<b>Output 3.1:</b> Development of improved relationships between market actors, local government and key government agencies in promoting growth in livestock market system facilitated.		
18 consultation fora between local government & agricultural market actors to address agricultural sector priorities (SJ: 12 <sup>42</sup> ; KK: 6)	6 <sup>43</sup> consultation fora between local government & agricultural market actors to address agricultural sector priorities (KK: 5; AJ: 1)	24 consultation fora between local government & agricultural market actors to address agricultural sector priorities (SJ:12; KK: 11; AJ: 1)
26 % women representatives involved in consultation fora		
<b>Output 3.2:</b> Improved quality and equity of governance in the livestock market system facilitated. & Gender sensitive municipality services		
1,519 women using services: (SJ Kindergartens: 864; KK Women's rooms: 655)	417 women and 237 men using services (654 people.) (KK Women's rooms: 417)	1,936 women using services: (SJ Kindergartens: 864; KK Women's rooms: 1,072)
26% of women participants in community meetings		
New Indicator	4 <sup>44</sup> women instigated community/livelihood related initiatives. (KK: 4)	4 women instigated community/livelihood related initiatives. (KK: 4)
<b>Output 3.3:</b> Development of capacity in local government, regional government and civil society representatives to support identification of DRR priorities purporting to the Animal Movement Route, Disease notification, control and reporting and embed the process of preparation & planning and mitigation.		
6 active DRRWGs (SJ: 3; KK: 3)	5 DRRWGs (AJ: 5)	11 DRRWGs (SJ: 3; KK: 3; AJ: 5)
24 % Female representatives engaged in DRRWG activities		
6 DRR based initiatives impacting at the community level (SJ: 3; KK: 3)	3 <sup>45</sup> DRR based initiatives impacting at the community level (AMR) (KK: 3)	9 DRR based initiatives impacting at the community level (AMR) (SJ: 3; KK: 6)
<b>Output 3.4:</b> Development of improved transparency and efficiency of mechanisms for appropriate municipal level pasture and land management.		
16 <sup>46</sup> quality mechanisms implemented for better pasture and land management (KK: 16)	1 new quality mechanisms implemented for better pasture and land management (KK: 1)	17 quality mechanisms implemented for better pasture and land management (KK: 17)
120 infrastructure projects improved access and efficiency of mechanisms for appropriate municipal level pasture (SJ: 120 <sup>47</sup> )	0	120 infrastructure projects improved access and efficiency of mechanisms for appropriate municipal level pasture (SJ: 120)
4,639 ha land affected by the improved pasture management system (SJ: 4,639 ha)	11,000 ha land affected by the improved pasture management system (KK: 11,000 ha)	15,639 ha of land affected by the improved pasture management system (SJ: 4,639; KK: 11,000)

42 7 Advisory Committee meetings, 4 lobby groups (1 regional, 3 municipal level), 1 visit in Poland

43 Tsintskaro coordination in MOA WG, RDA strategy formation workshop, 2 Advisory committee meetings (KK: 1; AJ:1), 1 Animal movement working groups, 1 initiation for including Georgian wool in EU trace system.

44 Out of four initiatives one was implemented

45 Tsintskaro Bypass, 1 DRR regional mechanism and 1 Infrastructure bio security project was initiated

46 Imprescon, 3 DRR Working Groups, 6 BEAT Assessments, 6 Advisory Committee Meetings.

47 3 bridges were built, 6 bridges were renovated, 102 bridges were assessed and 9 watering points were made

As dynamism grows in the livestock sector with a sustained increased in MOA input into the sector and with interventions increasingly becoming national in scale, maintaining the principals of M4P facilitation with programme clients in an increasingly crowded donor, INGO and government space can be a challenge as other initiatives with different *modus operandi* which could potential diminish sustainability of interventions, increasingly seek to leverage the entry points brought about by the ALCP<sup>48</sup>. However managed well these opportunities can amplify and add to the sustainability of impact and growth. (*See Annex 1 and Direct and Indirect Unintended Effects*) Success is dependent on the ALCP pursuing increased activity based collaboration with external entities and targeted facilitation to clients to enable them to manage their interactions in line with the pursuit of sustainability and growth. Other constraints remain consistent with other previous phases of the programme. Regular and rapid change both in key political actors at all levels and in policy (although this has lessened in the second half of the reporting period) and linked to the above and the entry of new players (see *Updates to the Stakeholder Analysis*) are ongoing constraints, however a diversified strategy of working with a range of players and increased coordination across different levels reduces risk and spreads it across the intervention. With regard to external constraints in the operating environment (*See Evolution of the Context and Bilateral and Multilateral Issues of Note for Policy Dialogue*) the programme inputted into the SDC initiative to identify key areas where SDC can be harnessed to further advocacy points.

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EVENTUAL CHANGES TO MAIN ASSUMPTIONS

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Results from; Alliances SJ end of project impact assessment and the commencement of analysis in the ALCP SJ Standby Phase, from KK and the initial activity and results from Ajara see a continuing validation of the M4P approach. The strategy of the ALCP has been developed to harness this impact and use it to generate even wider impact and all indications now see the validation of this strategy. The dairy sector is now showing clear signs of behavioural change and growth from within and without the programme area bolstered by sustainability and crowding in from the ALCP facilitated consultancy services sector i.e. FS&H and BDS which have seen a considerable growth in their businesses and who are basing their inputs on Alliances models and experiences thus boosting replication in the sector. This is bolstered by an increasingly conducive operating environment mainly due to improved and intensified activity through MOA and NFA who are also leveraging ALCP impact. The unified M and E system of the ALCP including the standby phase template capture systemic change, sectoral behaviour change and qualitative impact is now in place and will include the capture of longer term trends for example that of *% of SSLP's investing in livestock production due to an improved sense of opportunity/confidence in the agricultural sphere*. As interventions mature, the pattern of impact growth has become clearer, the 'thickening' of the market, and the diversification of functions. The synergy between the interventions is not only increasingly clear but has through end of phase impact assessments been proven to boost, over and above the sum of its parts the impact for target beneficiaries. The log frame designed for the ALCP, built upon that of Alliances KK to incorporate more flexibility and be more attuned to what would produce the best impact based on what the previous phases (in SJ and KK) had learned. The logframe critical assumptions describe the context as it stands at present.

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<sup>48</sup> Particularly notable in the veterinary sector, information, services (FS&H and BDS) and gender.

## CHAPTER 4 – FINANCES AND MANAGEMENT

### PERCENTAGE OF BUDGET SPENT VS. PLANNED PER OUTCOME

For the ALCP support facilities of the support lines<sup>49</sup> as of February 2014, spending accurately reflects the inception phase and commencement of activities in AJ and the preparatory and funding phase of new interventions in KK as shown below.<sup>50</sup> The apparent underspending of the DRR, Gender and Governance activity lines are of no concern as planned activities and related expenditures occurring just outside the reporting period see spending on track.

ALCP Support Facilities (CHF)	ALCP KK	ALCP AJ
Alliances Investment Support Facility Outcome 1 & 2:	385,619 (96%)	140,145 (108%)
DRR, Gender and Governance Support facility Outcome 3:	40,140 (55%)	3,778 (11%)

### BUDGET DEVIATIONS AND OUTLOOK FOR THE REST OF THE PHASE

Spending is on track for both of the support facilities. Spending percentages for both facilities and regions will be on track in the next reporting period. Upward revision was made to the annual budget (January 2015) in the travel and accommodation budget for ALCP staff, reflecting the need to account for high season prices in Batumi of accommodation, the use of Tbilisi as a meeting point, the need to use the aeroplane<sup>51</sup> and the need for regular trans-regional visits to enhance efficiency, learning and coherence across such a large area. Changes in staffing, staff per diems and hub office rent issues were also detailed in the *Budget Revision Notes* submitted to SDC. Some overspending is being observed on separate lines in the office supplies & equipment section of the budget but is currently within 3.8/9 section parameters.

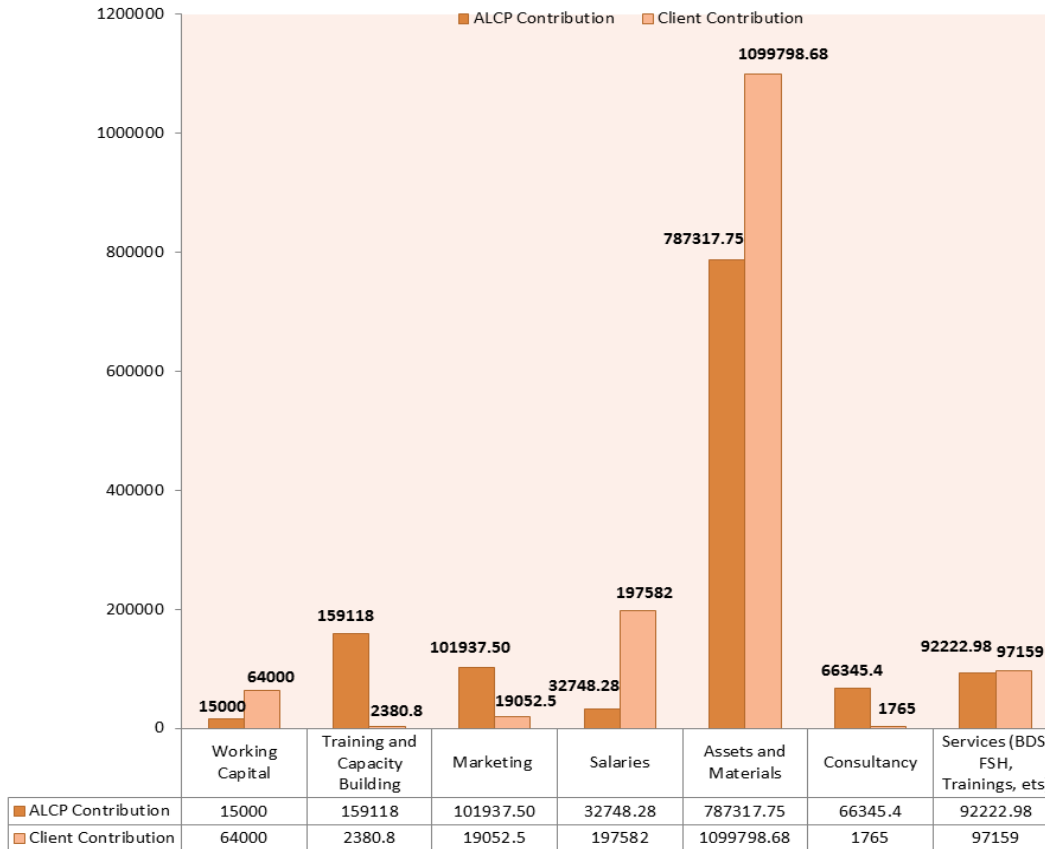
### APPRAISAL ON HOW EFFICIENTLY INPUTS WERE CONVERTED INTO OUTPUTS

The efficiency of input conversion in outputs is enhanced on the ALCP through the use of the co-investment mechanism. The programme operates on leveraging a minimum of 35% co-investment from the clients with whom it co-invests. This is currently running at an average of 54 % up on last year's 42.43% across all the interventions. Work to lower co-investment in the cost of external consultancy for Food Safety and Hygiene consultations and Business Development Services has resulted in FS&H now standing at 76% up from 69% and BDS at 83% down from 100% in the last report. The breakdown of the use of the ALCP investments for clients and the contribution of clients is shown in Figure 1 below. Main points of note are that investment in assets and materials is down to 63% (from 77% in the last report) and Trainings and Capacity Building co-investment currently stands on 13% (up from 3%) reflecting the growing awareness of farmers and journalists in agriculture issues.

<sup>49</sup> ALCP Investment Support Facility, DRR Gender and Governance Support Facility, Study Tours, Mid Term Evaluation, Sub Contactor in DRR, Gender and Governance, IAAD Project Partner.

<sup>50</sup> Calculated linearly spending would be 18% for this period.

<sup>51</sup> In season the plane allows key management and technical staff to arrive by 10am in the Batumi office and in afternoons to leave at 4.45pm. The plane flies only infrequently in winter (September to April) and so trains and cars are utilized then. The train is also utilized as are cars when time is not such a constraint.




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REFERENCE TO ACTIVITIES/INTERVENTIONS PROPOSED AND ACTUAL

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Please see *Annex 3* for the list of interventions undertaken in the reporting period and *Annex 4* for the dynamics of scale and impact per intervention and aggregated per sector. Facilitation has been undertaken for all proposed opening interventions valid in the current context as listed in the logframe. In Ajara entry points have matured under all outcomes with interventions co-financed or facilitated under each outcome<sup>52</sup> in veterinary, breeding, information, FS&H and BDS, DRR and Gender. Co-financing agreements for one dairy and one slaughterhouse were completed in April. Access to machinery through a financial mechanism embedded with a machinery supplier has seen the client grow and the commencement of crowding in with plans to expand outlets in Tsalka focussing on hay and Gardabani focussing on alfalfa. Co-financing is underway/completed in KK for new interventions in dairy (4 entities)<sup>53</sup> for scale in the new programme areas and underway for product diversification into buffalo yoghurt and *Ayran* (2 entities), interventions in wool are developing further with the aim of diversifying the local market for washed wool and international export. In Access to Finance focus on improving eligibility and access of applicants to government agri loans is going well in KK and Ajara channelled through the BDS service provider. Linkages with Regional and national level organisations are being facilitated to support growth. E.g. facilitation has been ongoing NFA, MOA, MRDI, Regional Government of KK and the Regional Media Association, Ajara Chamber of Commerce and Shepherds Association. One member of staff is dedicated to maximizing opportunities with the UNDPVET programme and the programme anticipates the same level of input on SDC UNDP and World Bank local

<sup>52</sup> The first co-financing of a dairy factory, slaughter house and DRRWG's occurred just outside the reporting period.

<sup>53</sup> To come fully online in the next reporting period.

governance programmes. Interventions in the new sector of honey and in agri tourism are in the latter stages of development or preliminary implementation with new stakeholders<sup>54</sup>.

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#### HUMAN RESOURCES ISSUES ON THE ORGANIZATION LEVEL THAT AFFECTED THE MANAGEMENT OF THE PROJECT

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Recruitment was calibrated over the New Year in line with the growing programme, as included in the Revised Budget submitted in January 2015. As was noted in the *Budget Revision Notes* a certain flexibility is to be expected within the staffing of a market systems development programme with a movement and flow with the recruiting of BDO's and assistants (in particular) and in operational support in line with how interventions develop. *In SJ*: A half time position for data entry and an ALCP logistics officer were added as new positions, a database and analysis specialist and DRR, Gender sub-contractor were hired on the national consultants and sub-contracting lines respectively, the sub-contractor partially substituting for the half time Liaison Officer in the original budget. *In KK*: the BDO Information Assistant was promoted to full BDO, recruitment is ongoing for an Outcome 3 BDO, a replacement assistant BDO was recruited for the original BDO who left Georgia. A new finance and HR assistant position was created and the Senior BDO for Gender, DRR and Governance promoted to Gender, DRR and Governance Coordinator. *In Ajara*: Staffing is mainly in line with budget and proposal with one extra BDO added to the staff following a probation period which ended in September for Outcome 3. Recruitment was mainly in line with the proposal and budget for all three offices. The national consultant position of Knowledge Manager was not re-advertised, the web site being complete and the content functions being distributed amongst staff for the time being. Capacity building and mentoring is ongoing and the team in Ajara is noticeably stronger and more mature. This coming to the fore in the interventions as their facilitation skills develop. In KK and SJ staff who have been promoted to more senior roles are developing their capacities and management skills. M4P programmes require practitioners with the right kind of understanding, flexibility and skills.

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### CHAPTER 5 – LESSONS LEARNT

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#### GOOD PRACTICE AND INNOVATIONS WORKING WITH KEY PARTNERS, BENEFICIARIES, INTERAGENCY COLLABORATION, INCLUDING OBSTACLES AND DIFFICULTIES

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Emphasis has been placed on intra programme exchange with the transition to the standby phase and emphasis on a ALCP wide monitoring system. The Mercy Corps *Act for Impact* Gender Training was delivered to Ajara staff in November all ALCP staff have now received the training. ALCP staff are also involved in a Mercy Corps Resilience initiative and the Ajara PM has attended GIZ workshops on agri tourism. The importance of interagency learning also continues. In this period this has mainly focussed on work with the SDC funded UNDP-VET programme on mechanisms to link ALCP supported entities to VET opportunities and the national scale up of the ALCP's information intervention see *Annex 5*. ALCP members attended a MOLI organized *AgriIdea* facilitation training in Kakheti. The programme is also awaiting openings for coordination on SDC supported local governance initiatives. In the programme area Alliances coordinates with ICCN on their Women and Girls programme<sup>55</sup> and with EUENPARD, RED and Heifer, FAO and Eurasia Foundation.

*External Linkages and Knowledge Sharing*: continues to increase. ALCP case study material on M4P and WEE was included in publications (appearing outside the reporting period) for ILO, USAID LEO and

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<sup>54</sup> Signings occurred just outside the reporting period with and Advisory Committee focused on building up the functions and coordination between NFA, central government and the DRRWG's, the Batumi Botanical Garden for Educational Exchange of rural youth and Black Sea Eco Academy for Human Wildlife Interface Research.

<sup>55</sup> This takes the form of solid mutual support including supporting their activities and feeding them into regional and national ALCP gender initiatives and linking ALCP supported entities with their work experience programme.



Mercy Corps. Strong links to the DCED continue and a presentation on the measurement of WEE in M4P in March led to the programme being one of two case studies for the DCED's recent *Measuring Women's Economic Empowerment in Private Sector Development* guidelines published in July 2014. The Team Leader was invited onto the BEAM Exchange Strategic Advisory Panel, funded by SDC and DFID, which held its inaugural meeting in December with the next in April 2015. The role of the SAP is to steer and advise BEAM in to best fulfilling its mandate and the needs and expectations of practitioners. The programme is seeing an ever increasing growth in external linkages and knowledge sharing, needs and requests from diverse actors including SDC, for tailored materials such as case studies, success stories, photograph and film for dissemination to diverse audiences.

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#### IMPORTANT FINDINGS FROM REVIEWS AND SELF-EVALUATIONS

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The main operational review was the February 2015 DCED consultant's technical backstopping with the aim of ensuring the programmatic staff mechanisms and capacities were in place to ensure the smooth merger of the three ALCP regions under one monitoring system, to assess progress in the application of the DCED audit recommendations and to provide technical assistance in issues of impact calculation and attribution now that the market has expanded and thickened and direct and indirect impact is occurring both inside and outside the programme area. He also focussed on the purpose and mechanisms of the standby phase which to our knowledge are unique in the development world and provide a fascinating opportunity to monitor, assess and analyse impact<sup>56</sup>. The DCED have expressed interest in a future case study. The visit verified that DCED recommendations had been implemented, that management, programme and staff were on the right track and provided detailed technical advice on issues such as sample sizes required for attribution of direct impact outside the programme area, greatly aiding management and staff in addressing the challenge of capturing complex and expanding impact. The consultant noted that the programme would be ready for an audit as it stands. The DCED audit of Ajara and possibly of KK is planned for 2016. The second main review in response to the growth in the ALCP's profile within and without Georgia was work on the BEAM Exchange Roki Case Studies. The BEAM Exchange contacted the ALCP with a view to the programme being the subject of the first BEAM case studies in September 2014. Two BEAM consultants came out in December and worked with management and staff, considerable remote work has been ongoing. The case study is due in early summer and consists of three short case studies on *Using Market Analysis, Selecting the Right Private Sector Partner and Generating Scale*. Discussion has been ongoing with SDC for a gender and governance related case study and the current working title for a four page mini case study is *Using M4P in Transversal Themes*.

Version 2 of the ALCP *Investments Manual* was submitted to SDC in February 2014 revised following the visit of the external auditor to the SCO, to reflect the programmes growth in understanding and experience and with a new Chapter *Factors to Consider within the Co-Investment Process* included expanded text on co-investment percentages, negotiation, and risk management amongst other topics, other improvements include the modified list of ongoing interventions see *Annex 4* and the hiring of an additional HR and Finance assistant. In addition as stated in the previous report as the programme grows in complexity and scale it becomes increasingly apparent that the mutually supportive and informative relationship between the ALCP and the SCO must also continue to grow so that information exchange allows efficacious steering and ensures mutually beneficial gains from the project.

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<sup>56</sup> The lack of opportunity to measure impact and sustainability after the end of programmes is an oft cited constraint for the proper implementation and assessment of development projects.

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## CONCLUSION

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The implementation and reporting on the three regions of the ALCP under one programme is now apparent for the first time in the history of Alliances and allows for the maximization of synergies and impacts whose potential was hitherto underutilized. The application of one monitoring system across the whole ALCP, an improved technical understanding and development of tools for capturing impact is now in place and will allow for the maximization of attribution, reporting and analysis of increasingly complex and far reaching impact. The End of Phase Impact Assessments now conducted in both KK and SJ have demonstrated the huge impact being generated by the synergistic operation of the programme. Application of the M4P approach to information and governance is resulting in national scale and considerable impact on the operating environment. The push to capture systemic changes in SJ has laid the foundation for the analysis of the first ALCP standby phase. The programme is developing its systems and capacity in tandem with increasing complexity of programming and impact. The development of a solid template for the standby phase will allow the ALCP to maximize its exploitation of the unique opportunity to map the impact of the ALCP post implementation.

## LIST OF ABBREVIATIONS

AI	Artificial Insemination
AJ	Ajara
ALC	Alliances Lesser Caucasus Programme
AMR	Animal Movement Route
BDS	Business Development Services
BEC	Business and Economic Centre
CG	Caucasus Genetics
CPC	Cheese Producing Centre
DCFTA	Deep and Comprehensive Free Trade Agreement
DRR	Disaster Risk Reduction
DRRWG	DRR Working Group
EC	European Commission
E+I	Employment and Income Network (SDC)
EUAA	European Union Association Agreement
FFI	Flora and Fauna International
FS&H	Food Safety and Hygiene
GDCI	Growth Development & Continuous Improvement of your business (name of a company)
GSA	Georgian Shepherds Association
GEL	Georgian Lira (currency)
IAAD	International Agricultural
ICCN	International Centre for Conflict and Negotiation
IFAD	International Fund for Agricultural Development
ISF	Investment Support Facility
KK	Kvemo Kartli
LCP	Lesser Caucasus Programme (official SDC name for ALC)
LLC	Limited Liability Company
LSG	Local Self Government
MAP	Monitoring Actions Plan Meeting
M4P	Make Markets Work for the Poor Approach
MC	Mercy Corps
MCC	Milk Collection Centre
MFI	Micro-Finance Institution
MIA	Ministry of Internal Affairs in Georgia
MOU	Memorandum of Understanding
MOA	Ministry of Agriculture
MRDI	Ministry for Regional Development and Infrastructure
MSD	Market Systems Development
NFA	National Food Agency
OPA	Outside Programme Area
RC's	Results Chains
SCCSF	Support Centre for Civil Society Formation
SDC	Swiss Agency for Development and Cooperation
SJ	Samtskhe-Javakheti
SME	Small to Medium Enterprise
UN	United Nations
UK	United Kingdom

## ANNEX 1 QUALITATIVE IMPACT PER OUTCOME FOR MARCH 1<sup>ST</sup> 2014 TO AUGUST 30<sup>TH</sup> 2014

Note: Please also see *Annex 2 Stakeholder Perspectives* for further details per output/intervention and *Annex 6 Systemic Change Log*

### Outcome 1: Supporting Functions

#### Direct Impact

##### Farmer Level Behaviour Change

The majority (>90%) female and male farmers beneficiaries become repeat users of veterinary, breeding, nutrition and machinery services after their first usage and they have moved from irregular and casual breeding to planned and organized practices as they are now seeing the benefit. The services have contributed to the increase of the live weight of cattle and family income<sup>57</sup> by 50%. The farmers save transportation costs and time (veterinary, nutrition, machinery). *Indirect Impact Farmer Copying* 1 adult member within the family and 2 neighbours are copying the behaviours of the ALCP's direct beneficiaries on livestock care, preventive activities and good milking practices and food safety and hygiene rules. E.g. (See Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014)

*Veterinary:* In Ajara<sup>58</sup> 12 vet pharmacies were opened in October, farmers are already showing their interest in veterinary services, asking for the advice and have seen the importance of the veterinary services for their cattle. Farmers previously needing to travel to Batumi are receiving local consultation and treatment reduce their transaction costs, save their time and energy.

*Breeding:* Where the bull service is operating in KK, farmers have seen the first benefit of increased liv weight have increased the live weight of cattle and family income with 50%. Profit for per yearling is 400 Gel, more than for the same age of the local breed.

*Nutrition:* In KK, SJ and AJ farmers regularly access combined feed and they have started replacing bran with combined feed as they get more profit in milk and meat: milk up to 2.5 liters/day and meat up to 300gr/day.

*Access to Finance:* Beneficiary farmers in KK have more accessible and cheaper machinery services (40-60 gel/ha) than the machinery services offered by INGO supported and governmental agricultural service centres. Last year the programme beneficiaries in KK processed 1,000 ha of alfalfa with improved machinery service that gives more benefit to farmers as demand, price and productivity of alfalfa is higher than hay (farmers mow alfalfa 4 times a year and hay once a year, alfalfa costs 1 gel more per bale than hay; hay is produced 120 bales/ha and alfalfa 200bales/ha). 25 local farmers, including 15 females, have used internal interest free credit to buy a milking machine that saves 50 minutes per milking.

##### Service Provider Behaviour Change

Programme clients in veterinary, breeding & information are becoming increasingly empowered and motivated to feed into what is becoming a more dynamic sector. They have become opinion leaders across the livestock sector locally, regionally and nationally feeding into media, local MOA based information centres and the National Food Agency. The Ministry of Agriculture and the National Food Agency have recruited the ALCP veterinary client programme manager to a panel of experts to be involved into the Agricultural livestock Sector Policy. In the veterinary sector and information TV, newspaper and regional media associations (*Perma* and *Traletis Exspresi*, Georgian Association of Regional Broadcasters, Georgian Regional Media Association) information was transmitted to the governmental sector, local government officials and MOA officials and members of parliament and who are now actively seeking information themselves as sources of valid and interesting information become more apparent. The service providers have realized that farmers' oriented business is the most important for their success. Service providers have understood the value of diversification for cash flow across the year. Roin Abuladze, Tsalka based vet

<sup>57</sup> Benefits from increased milk yield will be measured from May 2015, as improved breed calves will start milking from May

<sup>58</sup> In KK The intervention will be qualitatively measured on farmer level for the next reporting period

pharmacy owner and *Roki Ltd*, Tbilisi based office decided independently to cooperate with MFI Credo this year and offer micro loans to their customers (See Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014).

*Veterinary:* Roki Ltd has started weekly quantitative and qualitative data keeping for problem analysis and provision to the Minister of Agriculture.

*Information:* The impact of the agro trainings<sup>59</sup> for media sector practitioners and journalists (See *Annex 5*) is being seen in the INGO sector, with FAO, UNDP VET, Eurasia Partnership Foundation entering the media sector using the ALCP programme facilitated entities the Georgian Association of Regional Broadcasters and Georgian Association of Regional Newspapers. 45 journalists countrywide have been inspired by a consultant international agro journalist training to write informative reports about agriculture, resulting in 50 articles in just one month, focused on brucellosis, animal health, farm hygiene and EU regulations. The media practitioners and journalists have started to look at the problems from the different perspective and they are in the process of making changes according to the recommendations from the consultant given by an international agro journalist; writing with positive, report on simple legislative news, price statistics, etc. 6 universities have showed an interest into inclusion modules of agro journalism in their courses. The national farmers' programme 'Perma' has added 3 minutes report 'A Consumer' and 2 minutes report 'Agro news'. Ajara TV agro programme has held meetings with farmers in villages to understand needs and requirements and has started to make short documentary slots on the livestock husbandry and Food Safety and Hygiene.

*Nutrition:* The Combined feed service has expanded its distribution into 13 rural and urban selling points from the door to door distribution only model (50% of feed are sold through selling points) and is expanding to Ajara.

*Access to Finance/Machinery:* 50 small individual operators have improved machinery services due to the development of the credit products for purchasing new tractors, mower, rake, baler and i.e. The Marmot Ltd's owner saw the market potential for business profitability; over the last year he has invested 37 000 USD and has improved services through offering a wide range of tractors and implements, milking machines, internal interest rate free credits, 2 years warranty and free delivery service, altering his business from the highly competitive car parts sector to agricultural machinery in which he has become the lead Georgian supplier of mowers, rakes and spare parts. BDS service provider First Consulting has written 6 applications for clients in the livestock sector for government agro credit.

#### **Indirect Impact: Crowding in**

*Veterinary:* 1 female vet in Borjomi engaged with Roki LTD independently and opened a vet pharmacy after Roki LTD has started distribution in SJ. (See *Annex 2 Stakeholder Perspectives*)

*Nutrition:* Seeing the profitable market, Roin Abuladze a vet pharmacy owner in Tsalka has started to sell combined feed through his own 3 vet pharmacies in Avranlo Village, Tsalka and Khulo municipal centers and increased cost by 1 gel per sack.

*Information:* 1 newspaper in *Kharagauli, Imereti* with agricultural supplement '*Mamuli*' (See Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014)

*Machinery:* Seeing the profitable business a new machinery shop in Marneuli, was established copied the model of interest rate free credit and range of implements from Mar-Mot machinery shop in October 2014.

#### **Indirect Effects**

ACF and the Government of Abkhazia have utilized Roki Ltd to organize 9 trainings for 20 vets from Gali, Abkhazia.

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<sup>59</sup> The intervention will be qualitatively measured on farmer level for the next reporting period

## Outcome 2: Market Access and Terms of Trade

### Direct Impact

#### Farmer Level Behaviour Change

58 Georgian milk suppliers in Ajara and 40 Azeri milk suppliers (see Annex 2 *Stakeholder Perspectives*) in Kvemo Kartli (80% were women) have been trained on how to supply clean milk. Now milk is not been returned back due to pollution with hair, fur, mud and dirty. Impacts of the trainings have been seen immediately after the training. The certification given by a trainer has had a great influence on milk suppliers and they have increased trust toward the dairy processors and have recognized the business more officially. Financial stability seems to be decreasing trends in domestic conflict. Now female milk suppliers feel more secure and family life is easier (See *Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014*).

*Livestock Market:* Farmers who have been better linked to the improved services, have noted that they can invest more in their livestock production, as they make guaranteed sales of their livestock. Opening of the market from once to twice a week works well for about 60% of the farmers coming from remote villages and municipalities (Gori, Kakheti region, Tsalka, Dmanisi and summer pastures). They come on Saturday at 3 PM, take a rest, feed the cattle and from 2 AM of the second day start selling. The newly arranged lighting has helped farmers to start at early morning. Farmers have saved transportation costs and have decreased risks of not selling the cattle. They use the saved time to go to Marneuli agro market and return home early. The new opened vet pharmacy has helped farmers in successful treatment, diseases control and prevention, has regulated the supply and choice of the drugs and Information provision as a means for improving sales.

#### Service Provider Level Behaviour Change

*Dairy:* Several dairy enterprises are moving to a longer-term vision of their businesses, utilizing BDS and FS&H consultations to help them in their planning (See *Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014*).

ALCP Consultancy Services 'Star Consulting' and 'First Consulting' are becoming increasingly empowered and motivated to feed into what is becoming a more dynamic sector. They have become opinion leaders across the livestock sector locally, regionally and nationally. They have both been contracted by the National Food Agency and the government for consultants to applicant for Agri Credit and other agri government schemes in which they base their work on ALCP models and experience and feed into replication/crowding in in the dairy sector in particular.

*Livestock Market:* Language barrier is not a drawback for the businesses anymore. Due to the lack of the knowledge of the Georgian language the livestock market owner was unaware of the food safety and hygiene code to follow the National Food Agency requirements who threatened him with closure if he did not comply with certain key requirements. He has found the technical know-how to overcome the constraint through business supported services facilitated by the programme: Business Environmental Audit Tool (BEAT), construction plan and calculations to improve infrastructure prepared by a local engineer, and has access to livestock market recommendations made by an international expert.

#### Increased Sustainability of ALCP Consultancy Services

##### 'Star Consulting' & Ekaterine Burkadze

Since September 2014 'Star Consulting Company' has received private orders to train 2 slaughterhouses in Telavi (Kakheti) and Photi (Guria), 6 restaurants in different parts of Georgia, 4 bakeries in Tbilisi, 1 producer of semi-finished products producer in Tbilisi and 1 Association of Kindergartens in Sagarejo municipality. Star Consulting has helped in ISO 22 000 setting 1 citrus producer enterprise in Ajara and 1 blueberry producer enterprise in the Global Gap setting in Ozurgeti (Guria), both enterprises successfully have been awarded with the certificates. The company has done 1 assessment of slaughterhouse in Gardabani. In all above mentioned cases it has used the programme facilitated assessment models and training materials. As a consultant of the NFA under 'European Union's (EU) Comprehensive Institution Building Programme (CIB)' Ekaterina Burkadze has trained 35 agency specialists from Tbilisi, Kvemo Kartli and Mtskheta Mtianeti in HACCP settings. Working experience with the ALCP programme, reporting skills and knowledge of constraints of rural SME's was crucial for the NFA to give her the power to transfer knowledge and participate in the discussions.

### **'First Consulting' & George Gigolashvili**

Under 'Project of Co-financing of Agro Processing Enterprises' of the Management Agency of the Minister of Agriculture has extended a contract with First Consulting for another year and it includes making 10 business plans. Working experience with the ALCP programme, knowledge of constraints of rural SME's was crucial for the agency to continue working with the company. Due to the price, proper payment system and knowing the sector better than other companies, First Consulting has increased private orders. Since September 2014 it has provided 50 consultations per month, in phase 1 it was up to 10/month. First Consulting has been registered as the first BDS service on information office hotline. 6 BDS services based on the programme business models have been done for the beneficiaries of the agency: 2 are livestock combined feed producers, 2 cheese producing companies, 1 potato processing enterprise and 1 nuts processing enterprise. The enterprises are planned to open during the year.

#### **Indirect impact Crowding in**

The National Food Agency has taken up the model of meetings with business operators in dairy and meat sectors facilitated by the programme 3 times in Borjomi, Rustavi and Tetrtskaro.

1 BDS company Tbilisi (See Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014).

1 Cheese enterprise Lenteckhi(See Biannual Report March 1<sup>st</sup> 2014 August 31<sup>st</sup> 2014).

### **Outcome 3: Gender DRR, and Governance<sup>60</sup>**

#### **Direct Impact**

##### **Farmer Level Behaviour Change**

##### *Support & strengthening of Women's Access to Decision Making:*

In Phase 2 the Women's Rooms have provided 1,914 services to 654 people from them 65% were women. The Women's Rooms have provided 382 consultation services (65% were women), mostly to rural women who did not know how to handle certain official issues, for example, filling forms, writing requests. Also to women who needed social and infants allowance or juridical information or assistance. The Women's Rooms have provided 136 library services (58% were women) and 244 Children's Corner services (80% were women).The library were used by pupils, and by teachers, mostly they were interested on civic education books. The Children's Corner service is used by customers of local banks, when bank services took long, parents preferred to leave their children in the WRs. The Women's Rooms have provided 637 internet services (50% were women). This service is used by the people who look for a job, send CVs, teachers receive information, youth use internet for the communication. 160 people in the three municipalities have registered their new email accounts. 30% of Women's room visitors are rural women who use it as a resting room, they are coming from remote villages in the morning, do their business and as they wait for the evening transport back home they use the WRs as a waiting area. There they can have a coffee and tea, free internet, uses the restrooms not available in town and others services which are provided by the WRs. In addition:

- 4 Charity events have been hold (for 3 children and 1 female visitors needed help for health).
- 2 female visitors have been practicing in administrative procedures for 3 months.
- 1 female visitor has been appointed Assistant of the Head of Dmanisi municipality and 1 female visitor in Tetrtskaro has been appointed Specialist of Tetrtskaro municipality, the WRs provided them with information about the vacancy and with materials for preparing for the test. .
- Due to the language barrier Azeri, Greek and Armenian male visitors apply WRs to get assistance on sending mails, filling forms and documents.
- 90% of the local government representatives have used the WRs for preparing for a mandatory Human Resources test
- The WRs have initiated 1000 Gel/child assistance from the local budget for 4 poor children.

<sup>60</sup> Although the four outputs of Outcome 3 will be reported in the next reporting period some pertinent impact due to the interventions is being reported below.

*Support & strengthening of DRR Working Groups and key DRR activities:* Farmers in KK use the DRR Working groups regarding animal mortality cases, burial of dead animals, and declaration of quarantine, affected by DRR or households being under a risk; the hot line has been in use 15 calls/month (See Annex 2 *Stakeholder Perspectives*).

*Support to land and pasture management in local government:* farmers in KK use the DRR Working groups regarding land misuse issues, mostly they have been connected with community pastures (problems between villages) and summer pastures (problems between local farmers and nomadic farmers). The farmers have received all kinds of information how they could solve the problems.

### **Service Provider Level Behaviour Change**

*Support & strengthening of Advisory Committee:* The Advisory Committee is now generating more widespread traction than anticipated and in the latest advisory committee about presenting the concrete infrastructural plan of AMR provided by the international livestock expert Edward Hamer facilitated by the programme, the MOA is financing three Bio-security yards with water points on the Animal Movement rout. Lack of a clear action plan and coordinated activities have been the subject of the dispute for years. Now, the infrastructural plan is available, coordinated action from the authorities becomes even more vital for the successful implementation of the project (See Annex 2 *Stakeholder Perspectives*).

*Support to the capacity building of Shepherds Association:* The Ministry of Agriculture has prepared a draft version of the Sheep Development Government Strategy based on the Sheep Study the Association conducted after the ALCP programme facilitation. The Association has facilitated with the Ministry of Regional Development and Infrastructure to do two underpasses for safe movement of the sheep near the Rustavi Bridge after the Ministry of Infrastructure started renovating of the road. The Shepherds Association has increased number of consultations, 3 meetings/week, 50 % of the meetings are with the farmers for the consultation on export, veterinary, control and prevention of animal diseases, 20 % of the meetings are with the government and 30 % with INGOs.

*Support & strengthening of Women's Access to Decision Making:* Gender Guidelines have helped the gender advisors in Ajara to be confident about their responsibilities and know the techniques of the communication with the people to explain the gender issues and make access to the decision-making for female farmers. The Ministry of Regional Development and Infrastructure is working on a package of changes to include gender budgeting and gender statistics experience copied from the Women's Room in the Law on Gender Equality to introduce it to the parliament. The Women Room in Dmanisi have facilitated installing the same heating system in 7 kindergartens in Dmanisi as it is in Boslebi new opened kindergarten. The fund has been already allocated in the local budget of this year. The Women's Room in Tsalka has facilitated establishing 2 kindergartens and opened one more group in the only kindergarten in Tsalka; the funds have been allocated in the local budget this year. Other NGO's utilizing the Women's Rooms as coordination and interaction points, meetings with psychologist and talks about gender. The Tsalka WR is used by an English language teacher for the classes.

*Support & strengthening of DRR Working Groups and key DRR activities:* Local municipalities and Governor's office in Kvemo Kartli is going to establish a new regional mechanism for Disaster Risk Reduction as coordination and interaction points. Working groups in KK have adopted the Animal Movement Route monitoring practice; they have started to collect data on animal mortality cases, burial of dead animals, declaration of quarantine, the number of affected by DRR or households being under a risk; the hot line has been in use 15 calls/month. The municipality has become sensitive towards these issues, accountable and transparent. The information about livestock notified diseases was not available in one place in the government of Ajara. The last version of the livestock disease's map was dated back in 1921 and it has not been updated since then. After meeting with the NFA, private vets, different governmental and non-governmental bodies, IAAD and Association of the Veterinaries the programme has facilitated creation of the Epizootic Map of Ajara region, where all outbreaks of the livestock diseases are notified. The heads of the municipalities have expressed their excitement after seeing the map; it has been distributed to the DRRWGs in each municipality (See Annex 2 *Stakeholder Perspectives*).

*Support to land and pasture management in local government:* DRR working groups in KK and Ajara have adopted land and pasture management. The local governments didn't have any mechanism before to respond to land related problems. During last year they responded to about 50 cases regarding land misuse issues, mostly they were connected with community pastures (problems between villages) and summer pastures (problems between local farmers and nomadic farmers). Despite the fact that pastures aren't under municipal ownership the members of the groups try to help people and resolve conflicts with the information.



## ANNEX 2: PERSPECTIVES OF ALCP STAKEHOLDERS

Outcome 1, Output 1.1: Activity 1.1.1: Co financing of Roki LTD a Tbilisi based nationally focused veterinary inputs, training and services Supply Company to bolster the sector nationally in the absence of any credible capacity for crowding-in at this level.

*Roki Ltd representative Rusudan Gigashvili on intervention outcomes:* ‘We didn’t have vet pharmacies in Ajara, now we have 12 and we are more aware of the main problems regarding the veterinary services. The ongoing trainings give us important feedback from the farmers. We have received high number of calls from the Ajara municipalities that shows us that farmers have seen the importance of usage our consultancy services and gives incentives to the owners of the vet pharmacies to expand their businesses.’

*Shuakhevi, Ajara based vet pharmacy owner Ramin Joidze on intervention outcomes:* ‘In Shuakhevi we never had a vet pharmacy and farmers had to go to Batumi to buy vet medicines, now the number of my customers have increased as they have seen that our prices are low in comparison with the prices of Batumi market because of Roki’s distribution is in place.’

*Borjomi based crowding-in female vet pharmacy owner Elza Gogiladze on intervention outcomes in Samtskhe Javakheti:* ‘I had been purchasing vet medicines from Roki in Tbilisi and serving farmers as a private vet for many years, but I never had a sufficient variety of medicines in stock and I used to ask farmers to buy and bring medicines from Akhatsikhe. I have opened a vet-pharmacy when Roki began supplying our region with medications. As a result, transportation cost has been significantly decreased for farmers and my family has a good business opportunity now.’

Outcome 1, Output 1.2: Activity 1.2.3: Facilitation of the local service providers in the target communities to run profitable bull replacement scheme.

*Male SSLP Irodion Tsikhelashvili from Gantiadi Village, Dmanisi on intervention outcomes:* ‘I have got both local breed and improved breed calves and I see the difference in the weight. This year, I sold 2 male yearlings of improved breed for 900 Gel/each, while I sold local breed calf of the same age for 500 GEL/each. I have a big profit, my family income has increased by 50% and I have started renovation of my house. Now my priority is to get increased milk yield and I’m waiting for May when the milking period starts. All my neighbours use the improved bull service.’

Outcome 1, Output 1.3: Activity 1.3.1: Co financing of Ednari Antadze, scaling up the intervention, for an appropriate nutrition product complying with FS and H requirements and enhancing crowding-in at national level.

*Female SSLP Taliko Shavadze from Khulo, Ajara on intervention outcomes:* ‘I own 8 milking cows. Combined feed helps in increasing milk yield. If earlier I was milking 5 lit/cow, now the yield has increased and I am milking 6-7 lit/cow. I take the product in debt and pay for it after selling the cheese. There are on average 50 households in our village who are also using combined feed for their cattle.’

Outcome1, Output 1.4: Activity 1.4.1/4: Enhanced vocational education services & capacity building to media sector practitioners & journalists development of concrete mechanism & activities.

*Giorgi Suramnidze, producer of the Ajara based agricultural TV programme ‘Me Var Fermeri’, on intervention outcomes:* ‘The programme content has been changed. After your programme facilitation I have found out that producing agro programme is far more complex and includes variety of issues starting from diseases of livestock ending with FS&H. These issues have been included in each programme. The training on agro journalism was a huge help in terms of the program content as we have started to look at the problems from the different perspective and we are in the process of making changes according to the recommendations given by the international agro journalist.’

*Ozurgeti, Guria based newspaper editor Nugzar Asatiani on intervention outcomes:* ‘After the agro training for journalists, my views are now different from what I had been doing for years before. Now I have realized that reporting on agriculture requires a different approach. I had wanted to start making a monthly supplement on the agricultural issues from January 2014, but was not able to do it. This year I'll definitely make it. Writing with positivity is new and the challenge is to make it continuous, because we are not used to it, the most important thing is that I have a great motivation, and all this will be reflected in the product.’

Outcome 1, Output 1.5: Facilitated improvements to access to financial services for livestock market system SMEs & SSLP's.

*Male SSLP, Mahir Pashaev from Seidgojalo Village, Marneuli on intervention outcomes:* ‘I have 10 ha of land where I grow alfalfa and maize. During 1 season I usually need to use machinery service for 5 times. Elvar, our village machinery service provider, last year had only 1 mower and I had to find other service provider from other village. It required time and I had to wait. But now, he owns 2 mowers and I can use his machinery service on time. As I know, this year he plans to get 1 more mower.’

*Female SSLP, Aida from Algeti Village, Marneuli, on intervention outcome:* ‘I have 5 cows. Before without using a milking machine I needed an hour and half for milking, but now I milk cows with my milking machine in 20 minutes and in this case milk is safer. My husband purchased machine 6 month ago by credit, we pay 220 Gel per month, and it has 2 years warranty. My neighbours also liked it; one of them has already bought it.’

Outcome 2, Output 2.1: Activity 2.2.1 Increased access to FS&H, business & tourism consultancy support services for SME's supplied by SSLP's facilitated.

*BDS service provider, First Consulting Company Manager George Gigolashvili on intervention outcomes:* ‘Co-project of Agricultural Products Processing Enterprises’ of the Ministry of Agriculture has extended a contract with our company for another year and it has included making 10 business plans. In addition to the agency orders, we have also private orders. Working experience with the ALCP led to contacts’ extension. I give 50 consultations per month, before it was up to 10/month. First Consulting has been registered as the first BDS service on information office hotline. I have provided business operators information on cheese and nutrition producing equipment, and the whole business model starting from producing and ending with the market using the business plans prepared for the ALCP clients. Our company's business service has become very efficient due to the qualified recommendations and advises. Since September 2014, I have received private orders from 6 enterprises in dairy, combined feed, potato and nut sectors.’

Outcome 2, Output 2.2: Co-invest with Cheese line Ltd for upgrading equipment and transport to increase in Volume and Value of milk from SSLP suppliers & reduce transaction costs in Gardabani.

*Tsalaskuri Village based (Gardabani) Cheese Producing Company Manager, Iveri Gabarauli on intervention outcomes:* ‘40 Azeri milk suppliers have been trained on how to supply clean milk. I had big problems on hygiene issues, I often had to return their milk, there was often hair, fur, mud, and the bottom of the milking bucket was dirty. After a day from the training the situation has become better. The certification given by a trainer has had a great influence on the Azeri community, they have increased trust toward me and they have recognized the business more officially. The numbers of suppliers have increased; many have said that they want to work with me because they trust me. Many farmers told me that they will increase the number of their cattle if I collect their milk.’

SJ Standby Phase Sustainability: Outcome 2, Output 2.2: Crowding in on Activity 2.2.2 Facilitate local slaughterhouse Meskheta Products LLC in Samtskhe-Javakheti to increase in Volume and Value of Meat from SSLP suppliers & reduce transaction costs.

*Aspindza municipality based, newly opened slaughterhouse Lavangardi LLC owner, Aleksandre Kapanadze on intervention outcomes:* ‘I knew Tristan Tsikhelashvili, the manager of the Meskheta Products

slaughterhouse and was observing his business growth for a long time. I liked his business idea and decided to set up my own slaughterhouse. I believe this is proper time now, as the food safety and hygiene regulations has strengthened during the past two years and the demand for slaughtering services has increased accordingly. I contacted Tristan Tsikhelashvili and received advice and consultancy on how to set up the similar business. Furthermore, I was allowed to see the Meskheta Products facility on site and have been shown early NFA recommendations given to them on setting up the facility properly, which I appreciate a lot. This helped me to minimize inconsistencies in the design and construction of the slaughterhouse and also helped to avoid the risk of being fined and/or closed after NFA inspection.'

SJ Standby Phase: Sustainability: Outcome 2, Output 2.2: Co-invest with Sene LLC for upgrading equipment and transport to increase in Volume and Value of milk from SSLP suppliers & reduce transaction costs in Samtskhe-Javakheti.

*Mirashkhani Village based, Aspindza Cheese producing company Sene LLC manager, Jemal Kamashidze on intervention outcomes:* 'Having the cheese producing company established in this area is large step forward as for the villagers as well as for my business. After the company upgraded transport and equipment, it allowed me to collect and process more milk (from 1.5 to 3 tons). As the villagers saw the increased demand and price on milk they have increased the number of the milking cows they keep this year compared to 2013 (from 500 to 800). For me, as a producer, not only quantity but also quality and safety are very important. This year I have made an independent investment worth of GEL 25,000 to upgrade the processing infrastructure and fully comply with the Food Safety regulations. I will be actively pushing and stimulating farmers to produce clean and safe milk and then to supply it to my enterprise. In addition, I plan to hire a vet to vaccinate all the cows in Mirashkhani Village and in the two other neighboring villages where I get the milk from, in order to ensure milk safety.'

Outcome 2, Output 2.2: Activity 2.2.3: Co-invest with Vostoki to improve conditions for livestock, customers, including fences, water points for livestock, parking places and disinfection points to comply with NFA requirements, reduce the entry fee and add one working day to increase sales.

*Male SSLP Amil Iskandarov from Algeti Village, Marneuli on intervention outcomes:* 'The livestock market has started operation two days, so I can come here on Saturday, take rest and feed my cattle, if there are buyers on Saturday I can sell them, if not I sell my cattle on Sunday. The market has been equipped with lights; this makes our work easier at night. Entrance and exit are on different sides; it also allows free movement.'

Outcome 3, Output 3.2: Activities 3.2.1: Support and strengthening of Women's Access to Decision Making intervention including ongoing facilitation of roles and functions according to demand.

*Dmanisi based Women's Room female visitor Tamuna Sidenko on intervention outcomes:* 'I visit the Women's Room once a month, for consultation or information. I am looking for a job and know only this place where I can receive information about a vacancy. For me the main benefit is the information and knowledge which I receive here. I have attended meetings with psychologist and talks about gender; I have shared this with my neighbors. I am glad that I have read and learned something, for example about veterinary here. When we need to meet some government representatives and they are busy we can wait here and don't stand outside.'

*Tetrtskaro based Women's Room male visitor Davit Khvistani on intervention outcomes:* 'I work at the municipality building and I use the room more than twice a week. For me the main benefit is that I can use internet and computer services, printing and typing information. My colleagues also use the service if they need to receive or send information. Recently there were exams for all public officials and many of us used it for preparing.'

*Gender advisor in Keda municipality, Ajara, Tea Sharashidze on intervention outcomes:* 'The post of a gender advisor is new and no one was able to explain to me what my main duties were. After the programme

facilitation, I have been involved in the trainings and now I feel confident about my responsibilities and know the techniques of communication with the people to explain gender issues and facilitate access to decision-making for female farmers.’

*Gender Advisor of the Ministry of Regional Development and Infrastructure, Nino Giguashvili on intervention outcomes:* ‘At this time, we actively give recommendations to gender advisors across country to work in the direction of rural women involvement in decision making processes. I have attended your programme facilitated meeting and I have seen the Women’s Room data about rural women needs and priorities, how they identify problems, what kind of services they use. This data is unique, because today there are no gender statistics in other municipalities. Now we are working on a package of changes in the Law on Gender Equality to introduce it to the parliament, after that the gender advisors will have a detailed action plan. Important issues are gender budgeting and gender statistics that will be copied from the Women’s Room.’

Outcome 3, Output 3.2: Activity 3.2.3: establishing of the Advisory Committee to provide a degree of external accountability.

*Kote Khutsaidze, the Minister of Agriculture focal point for the Animal Movement Route:* ‘The Animal Movement Route issue has come to the point when there is a willingness and concrete plan for taking actions and reaching tangible results. Lack of a clear action plan and coordinated activities – have been the subject of the dispute for years. The simple, practical recommendations – 11 action points for improving the AMR and drawings with estimated budgets prepared by the international consultant from UK - were introduced to us. Now, the infrastructural plan is available, coordinated action from the side of authorities becomes even more vital for the successful implementation of the project.’

*Ilia Sirabidze, the Head of the Regional Division of National Food Agency of Ajara:* ‘Effective regulation and preventive activities in the livestock sector requires coordination between the Government of Ajara, the Ministry of Agriculture of Ajara and the Department of Environment, and most importantly municipalities. We have been trying for years to make this coordination work, but with no success. I am delighted, that your programme moves forward this issue by creating Advisory Committee and facilitating DRR working groups in each municipality that will be the platform for the linkages between municipalities and relevant governmental bodies to prevent diseases and other livestock risks.’

Outcome 3, Output 3.3: Activity 3.3.1: Support & strengthening of DRR Working Groups and key DRR activities (e.g. disease control, quarantine, carcass disposal, AMR etc.)

*Lekso Meladze, Head of the DRR WG in Tetrtskaro municipality on intervention outcomes:* ‘Our DRR working group has adopted the Animal Movement Route monitoring practice; we have started to collect data and the hot line has been in use about animal mortality cases, burial of dead animals, declaration of quarantine, the number of affected by DRR or households being under a risk. The municipality has become sensitive, accountable and transparent towards these issues, has improved management in this direction and it has reacted immediately. The municipality budget has funded monthly fuel and car repairs, previously these funds were not provided in the budget. Last year we had 300 cases of livestock death during the animal movement, mostly the cattle died because of the cold weather.’

*Tariel Ebralidze, Gamgebeli of Shuakhevi municipality:* ‘People come with problems related to the livestock diseases and pastures, in particular, cases of wild animal’s attacks and damaged cattle. Up to now due to our lack of competence and ability, farmers have had to solve all problems by themselves. But after creation of the DRR WG facilitated by the programme, municipality has new important responsibilities; we will manage a database for livestock diseases, carry out quarantine, solve problems related to the wild animals attacks and carry out preventive activities for minimizing risks in the livestock sector. Solving pasture related issues may attract tourists in the villages and highland mountains that have high importance for the local farmers.’

Outcome 3, Output 3.1: Activity 3.1.2: facilitating eco education and rural tourism potential of Ajara region through the contact between and outreach from the Batumi Botanical Garden and the Municipalities.

*Tazo Darchidze, Director of the Botanical Garden:* ‘Engaging students from rural and eco areas after your programme facilitation will lead to the increased awareness of the rural youth on the biodiversity and eco-tourism potential of their municipalities. The project aims to stimulate interest and motivation of the students to generate their ideas and be involved in the agro tourism that will lead to the promotion of the sector.’

### ANNEX 3: LIST OF INTERVENTIONS UNDERTAKEN IN THE REPORTING PERIOD

Note: As outlined in the ALCP Investments Manual Version 2 submitted to SDC in January 2015, co-financing percentages with government and with consultancy services are over the 65% norm for private sector clients. Please see the manual for more details.

LIST OF INTERVENTIONS UNDERTAKEN IN THE REPORTING PERIOD (FROM 1 <sup>st</sup> OF MARCH 2014 – TILL 28 <sup>th</sup> OF FEBRUARY 2014)												
Intervention Number	Intervention Name Logframe Outcome/ Output/ Activity	Name of Company and Legal status	Person to Contact	Location	Description	Interventions Starting Date	Total Budget		ALCP KK Contribution	Client Contribution	Third Party	Clients Performance
							Ge I	%				
1	1.1.1 ROKI/ALCP KK- 2	LTD. ROKI	Davit Bostashvili	Opposite side of 91 Ketevan Tsamebuli Ave. Tbilisi,	Vet. Drugs distribution company	23/07/2014	Ge I	517365	189685	327680		Very Good
2	1.1.1 Association Farmers of Future/ ALCP KK - 2	Association of Future Farmers	Rusudan Gigashvili		Vet. Drugs distribution company	23/07/2014	%	100%	37%	63%		
3	1.1.1 ROKI/ALCP AJ- 1	LTD. ROKI	Davit Bostashvili	Opposite side of 91 Ketevan Tsamebuli Ave. Tbilisi,	Vet. Drugs distribution company	8/10/2014	Ge I	531284	155430	375854		Very Good
							%	100%	29%	71%		
4	1.2.1 Trade Pro/ALCP KK - 1	LTD "Trade Pro"	Giorgi Kharati	33 Flat, 19 Petritsi street, Tbilisi	Bull service	23/02/2015	Ge I	60390	37690	22700		Good
							%	100%	63%	37%		
5	1.2.1 Trade Pro/ALCP AJ - 1	LTD "Trade Pro"	Giorgi Kharati	33 Flat, 19 Petritsi street, Tbilisi	Bull service	23/02/2015	Ge I	129128	94212	45961		Good
							%	100%	64%	36%		
6	1.3.1 Agricultural Machinery	Alliance Group Leasing	Aieti Kukava	#47/57 Kostava street, old Tbilisi	Purchase of Agricultural Machinery (one client)	2/7/2014	Ge I	12471	3015	6908	2548	Good
							%	100%	24%	55%	21%	
		002 ALCP KK LTD "Mar-Mot"	Adil Piriev	Former-potato farm, Marneuli.	Agricultural Machinery shop (forty one clients)	7/5/2014	Ge I	143495	35888.75	107606.25		Very Good
						%	100%	25%	75%			
		D&S GROUP	Zurab Lazaresvili	Bolnisi	Agricultural Machinery shop (one client)	8/7/2014	Ge I	63807	15951.75	47855.25		Good
							%	100%	25%	75%		
7	1.3.1 Ednar Antadze /ALCP kk - 5	I.E. "Ednar Antadze"	Ednar Antadze	Tsintkaro village, Tetrtskaro municipality	Combined feed	24/09/2014	Ge I	87670.25	34812.25	52858		Good
							%	100%	39.71%	60.29%		

8	1.4.1 Mameuli TV/ ALCP KK - 2	LTD "Mameuli TV"	Shalva Shubladze	Marneuli, 26 May street #19	Agricultural TV program	19/06/2014	Ge	34069	20785	13284		Good
							%	100%	61%	39%		
9	1.4.1 Trialeti Express/ALCP KK-3	Newspaper Trialetis Express	Naziko Meshveliani	Aristotele Str 22, Akhaltsikhe	Newspaper	25/09/2014	Ge	8938	3010	5928		Good
							%	100%	33.68%	66.32%		
10	1.4.1 Green Light Studio Production/ALCP AJ-1	LTD Green Light Studio Production	Giorgi Summanidze	Luka Asatiani street #176, Batumi	The TV programmes producer	5/12/2014	Ge	73408	36098	37310		Good
							%	100%	49%	51%		
11	1.4.1 Public Broadcaster/ALCP P KK-2	Legal Entity of Public Law "Public Broadcaster	Tamar Bolkvadze	Kostava street #68, Tbilisi	agricultural TV Programme 'Ferma'	15/01/2015	Ge	99864.50	18927	80937.50		Good
							%	100%	18.95%	81.05%		
12	1.4.1 Georgian Association of Regional Broadcasters /ALCP KK-1	Non-Entrepreneurial (Non-Commercial) Legal Entity	Natia Kuprashvili	Old Tbilisi district, Iashvili street #14/22	Media Association	23/01/2015	Ge	150233	93593	56640		Very Good
							%	100%	62.30%	37.70%		
13	1.4.1 Georgian Regional Media Association /ALCP KK-1	Non-Entrepreneurial (Non-Commercial) Legal Entity	Ia Bobokhidze	Flat 26, Building 3, Nucubidze Str. Micro-district III, IV Block, Tbilisi	Media Association	26/01/2015	Ge	5814	3914	1900		Very Good
							%	100%	67.32%	32.68%		
14	2.2.1 Star Consulting/ALCP KK - 4	LTD "Star Consulting"	Ekaterine Burkadze	43 Flat, 9b Antonovskai a street, Vake-Saburtalo districts.	The consulting company for Food safety and Hygiene	16/07/2014	Ge	29914	19111.6	4761.6	6040.8	Very Good
							%	100%	64%	16%	20%	
15	2.2.1 First Consulting Company/ALCP KK- 1	First Consulting Company	George Gigolashvili	Flat 6, Building 3, Gldani district V.	Consulting Company	16/07/2014	Ge	78600	31710	13200	33690	Very Good
							%	100%	40%	17%	43%	
16	2.2.1 Star Consulting/ALCP AJ-2	LTD "Star Consulting"	Ekaterine Burkadze	43 Flat, 9b Antonovskai a street, Vake-Saburtalo district, Tbilisi	consulting company for Food safety and Hygiene	26/12/2014	Ge	47354	39738.5	3327	4288.5	Very Good
							%	100%	83.92%	7.03%	9.05%	
17	2.2.3 Tsezar Kakhadze/ALCP KK - 5	LTD "Milk Producer company "Tsezari"	Tsezar Kakhadze	Sakdrioni village, Tsalka municipality	Cheese production company	25/06/2014	Ge	82090	43840	38250		Very Good
							%	100%	53%	47%		
18	2.3.1 Milken/ALCP KK - 1	LTD "Milken"	Iveri Gabarauli	XIV district, building #46, apt 57, Rustavi,	Cheese production company	26/09/2014	Ge	97928.68	63290	34638.68		Good
							%	100%	64.63%	35.37%		
19	2.3.1 Georgian Cheese –	LTD "Georgian"	Givi Asanidze	Sulkhan-Saba street	Cheese production	29/09/2014	Ge	60555.99	35610	24945.99		Good

	Mameuli/ALCP KK - 1	Cheese - Mameuli		#2, Mameuli	company		%	100%	58.81%	41.19%		
2 0	2.3.1 Georgian Wool Company /ALCP KK - 1	LTD "Georgian Wool Company"	Zaur Kulievi	Zemo Vedzisi No68, Tbilisi	Wool Processing	19/12/201 4	Ge l	242185	114110	128075		Goo d
							%	100%	47.12%	52.88%		
2 1	2.3.1 Cheese line/ALCP KK - 1	LTD "Cheese line"	Zurabi Dzmanashvil i	Tsalaskuri village, Gardabani Municipality	Cheese production company	15/01/201 5	Ge l	234015.5 1	149850	84165.5 1		Goo d
							%	100%	64.03%	35.97%		
2 2	3.1.1 Tetrtskaro Municipality/3	Tetrtskaro Municipality	Giorgi dalakishvili	Tetrtskaro Municipality	AMR Tsintskaro bypass	19/05/201 4	Ge l	60000	50000	10000		Very Goo d
							%	100%	83%	17%		
2 3	3.1.3 Georgian Shepherds Association/ALCP KK- 2	Georgian Shepherds Association	Beka Gonashvili	#9, Bazaleti St. Vake District, Tbilisi	Georgian Wool Advertisemen t	16/06/201 4	Ge l	81200	65200	16000		Goo d
							%	100%	80%	20%		
2 4	3.2.4/Dmanisi Municipality/ALC P - 1	Dmanisi Municipality	Nodar Aduashvili	Dmanisi Municipality	Women's room	15/04/201 4	Ge l	4880	3500	1380		Goo d
							%	100%	72%	28%		



Service Contracts												
25	2.2.1 Star Consulting/ALCP kk - 1	LTD "Star Consulting"	Ekaterine Burkadze	43 Flat, 9b Antonovskai a street, Vake-Saburtalo districts	The consulting company for Food safety and Hygiene	1/5/2014	Gel	1540	1540			Good
							%	100%	100%			
26	2.2.1 Gergili/ALCP KK-1	Gergili	Revaz Enuqidze	Building N1, dolidze street 1, Tbilisi	Consulting Company- Environmental	3/7/2014	Gel	3850	3850			Good
							%	100%	100%			
27	2.2.1 Gergili/ALCP AJ-1	LLC Gergili	Revaz Enuqidze	Building N1, dolidze street N1, Tbilisi	Consulting Company- Environmental Audit Tools	11/9/2014	Gel	6244	6244			Good
							%	100%	100%			
28	2.2.1 Davit Slabinski/ALCP AJ-1	Davit Slabinski	Davit Slabinski	Ninoshvili st. #65, Tbilisi, Georgia	Consultant od dairy technology	11/9/2014	Gel	5478	5478			Good
							%	100%	100%			
29	2.2.1 First Consulting Company/ALCP AJ-2	LTD First Consulting	Giorgi Gigolashvili	Flat 6, Building 3, Gldani district V, Tbilisi, Georgia	Consulting Company - Business Plan	11/9/2014	Gel	9537	9537			Very Good
							%	100%	100%			
30	2.2.1 Young Scientists Union INTELLECT/ALCP AJ-1	Young Scientists Union INTELLECT	Levan Gobadze	Pirosmani street 12, Batumi, Georgia	Consulting Company - Business Plan	10/10/2014	Gel	12800	12800			Good
							%	100%	100%			
31	2.2.3 Davit Slabinski/ALCP-1	Davit Slabinski	Davit Slabinski	Ninoshvili st. #65, Tbilisi, Georgia	Consultant	24/07/2014	Gel	5600	5600			Good
							%	100%	100%			
32	BSU 001/AJ	Tbilisi Economics and statistics Institute (TESI)	Arkadi Efemidze	Apt#22, Jgenti street #5, saburtalo, Tbilisi	Baseline Research	26/09/2014	Gel	11596.9	11596.9			Good
							%	100%	100%			
33	2294 -International Expert	Independent International Consultant	Edward Hamer		Recommendations and infrastructural design/plans for AMR, wool market system & livestock market	10/2014	Gel	42381.9	42381.9			Very Good
							%	100%	100%			
34	BS001/SJ	Tbilisi Economics and statistics Institute (TESI)	Arkadi Efemidze	Apt#22, Jgenti street #5, saburtalo, Tbilisi	Impact assessment	23/02/2015	Gel	15936.36	15936.36			Good
							%	100%	100%			

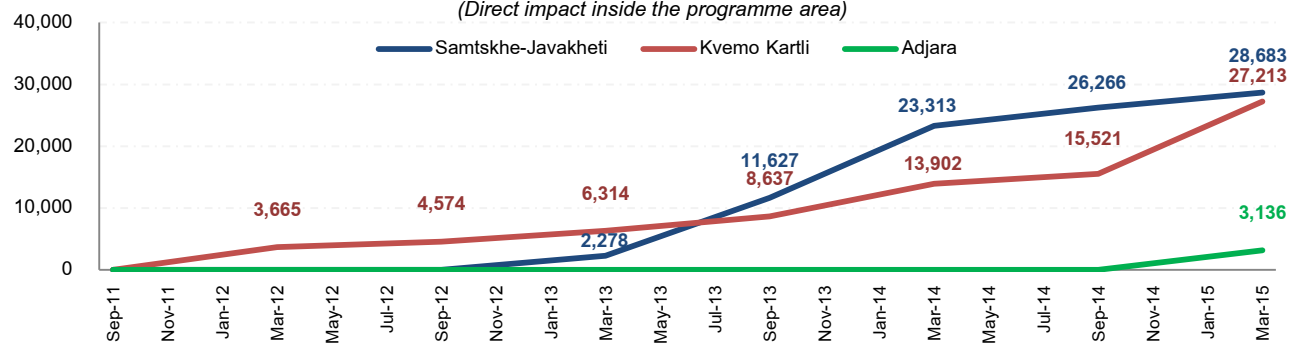
## ANNEX 4: DYNAMICS OF SCALE AND SCALABLE INDICATORS PER INTERVENTION & SECTOR

Interventions	Key Scalable Indicators		
<b>Output 1.1</b>			
<b>Intervention 1.1.1 "ROKI" vet drugs supplier facilitated by the programme</b>			
<i>(SJ: 12 vet pharmacies ; KK: 20 vet pharmacies; AJ: 12 vet pharmacies; And 251 vet pharmacies outside programme area facilitated by the input supplier "ROKI")</i>			
<b>Intervention Budget</b>	<b>Actual Alliances Finalized</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme</b>
<i>Total cost :</i> 1,309,054	<b>Programme Results</b>	<i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<b>Aggregated Results</b>
<i>ALCP contribution:</i> 501,980	<i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>		<i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
# of farmers having access to service	42,346 ( <b>SJ:</b> 28,444; <b>KK:</b> 13,902)	141,541 ( <b>SJ:</b> 239; <b>KK:</b> 13,311; <b>AJ:</b> 3,136; <b>OPA:</b> 124,855)	183,887 ( <b>SJ:</b> 28,683; <b>KK:</b> 27,213; <b>AJ:</b> 3,136; <b>OPA:</b> 124,855)
% of women among beneficiaries	42%		
NAIC generated for farmers (Gel)	1,616,654 ( <b>SJ:</b> 958,348; <b>KK:</b> 658,306)	4,641,596 ( <b>SJ:</b> 7,185; <b>KK:</b> 109,397; <b>AJ:</b> 4,314; <b>OPA:</b> 4,520,700)	6,258,250 ( <b>SJ:</b> 965,533; <b>KK:</b> 767,703; <b>AJ:</b> 4,314; <b>OPA:</b> 4,520,700)
SROI	1147%		
NAIC generated for the client (Gel)	77,575 ( <b>SJ:</b> 41,236; <b>KK:</b> 36,339)	322,231 ( <b>SJ:</b> 1,677; <b>KK:</b> 28,980; <b>AJ:</b> -1,477 <sup>61</sup> ; <b>OPA:</b> 293,051)	399,806 ( <b>SJ:</b> 42,913; <b>KK:</b> 65,319; <b>AJ:</b> -1,477; <b>OPA:</b> 293,051)
Client's ROI	-50%		
<b>Indirect Benefits of the Intervention:</b>			
11 entities crowding in have benefited 10113 farming households with 282,236 Gel as NAIC			

### Dynamics of Scale:

Number of farmers with access to veterinary services

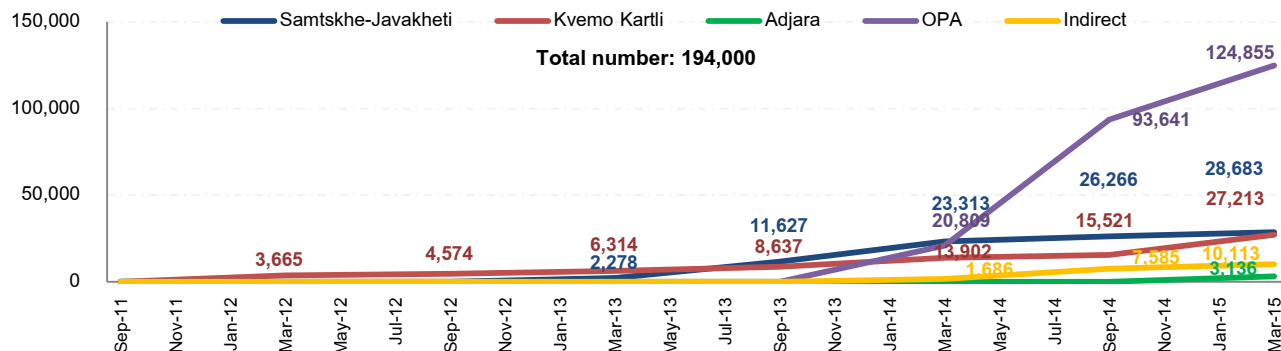
*(Direct impact inside the programme area)*



61 This is estimated figure and will be adjusted according to monthly monitoring data provided by ROKI in May 2015

### Dynamics of Scale:

Total number of farmers with access to veterinary services



#### Output 1.2

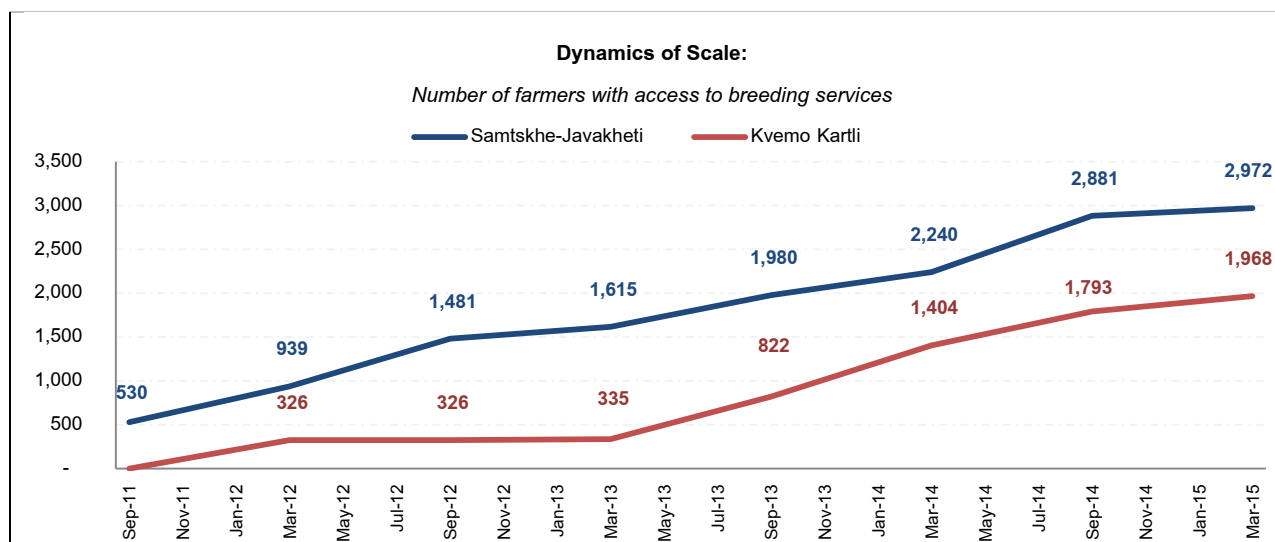
##### Intervention 1.2.1: 1 Input supplier facilitated to provide AI services – “Caucasus Genetics”, in KK and SJ regions

Total cost :	104,005	Actual Alliances Finalized Programme Results	Estimated ALCP Achievements	Alliances & ALCP Programme Aggregated Results
Alliances contribution:	68,984	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
# of farmers having access to service		334 (SJ: 134; KK: 200)	0	334 (SJ:134; KK :200)
% of women among beneficiaries				4%
NAIC generated for farmers (Gel)		21,175 (SJ: 18,241; KK: 2,934)	0	21,175 (SJ:18,241; KK: 2,934)
SROI				-69%
NAIC generated for the client (Gel)		14,617 (SJ: 6,986; KK: 7,631)	0	14,617 (SJ: 6,986; KK: 7,631)
Client's ROI				-58%

##### Intervention 1.2.2: 1 Breeding: 58 bulls are working in SJ, 35 in KK and 43 in AJ

(KK:1 input regional breakdown of bull numbers)

Intervention Budget	Actual Alliances Finalized Programme Results	Estimated ALCP Achievements	Alliances & ALCP Programme Aggregated Results
Total cost :	400,035	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
Alliances contribution:	230,578	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	
# of farmers having access to service	4,042 (SJ: 2,838; KK: 1,204)	564 (KK: 564)	4,606 (SJ: 2,838; KK: 1,768)
% of women among beneficiaries			20%
NAIC generated for farmers (Gel)	350,098 (SJ: 232,669; KK: 117,429)	83,115 (KK: 83,115)	433,213 ( SJ: 232,669; KK: 200,544)
SROI			88%
NAIC generated for the client (Gel)	181,857 (SJ: 141,462; KK: 40,395)	48,390 (KK: 48,390)	230,247 (SJ: 141,462; KK: 88,785)
Client's ROI			36%



**Indirect Benefits of the Intervention:**

8 entities crowding in have benefited 365 farming households with 99,602 Gel as NAIC

**Output 1.3**

**Intervention 1.3.1 Number of nutritional suppliers facilitated by the programme in target area**

(KK: 1 input supplier providing hay, Combined Feed and Brewers Grains; & Ge-Geo Tech in SJ supplies Combined Feed and Brewers Grains)

Intervention Budget:	Actual Alliances Finalized Programme Results	Estimated ALCP Achievements	Alliances & ALCP Programme Aggregated Results
Total cost : 348,687	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
Alliances contribution: 168,419			
# of farmers having access to service	4,616 (SJ: 1,756; KK: 2,860)	2,712 (SJ: 387; KK: 2,325)	7,328 (SJ: 2,143; KK: 5,185)
% of women among beneficiaries			21%
NAIC generated for farmers (Gel)	597,078 (SJ: 216,511; KK: 380,567)	617,581 (SJ: 47,716; KK: 569,865)	1,214,659 (SJ: 264,227; KK: 950,432)
SROI			621%
NAIC generated for the client (Gel)	112,423 (SJ: 39,535; KK: 72,888)	52,324 (SJ: 8,712; KK: 43,612)	164,747 (SJ: 48,247; KK: 116,500)
Client's ROI			-9%

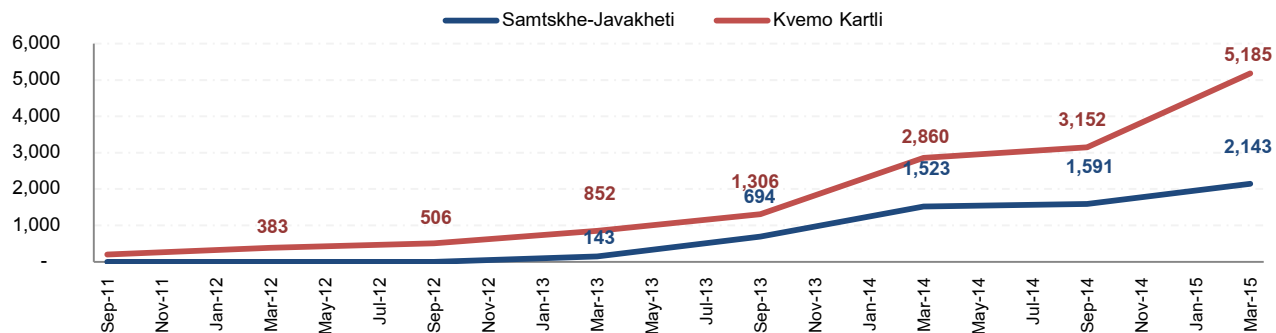
**Indirect Benefits of the Intervention:**

9 entities crowding in have benefited 356 farming households with 57,857 Gel as NAIC<sup>62</sup>

<sup>62</sup> Indirect impact for nutrition is calculated only in case of brewers' grains (4). Impact for combined feed is captured directly from the programme client.

### Dynamics of Scale:

Number of farmers with access to nutritional input services



#### Intervention 1.3.2 Two Machinery Service Providers facilitated by the programme in target area

(1 machinery shop in SJ and 1 shop in KK: 204 machinery implements co-financed in SJ and 52 implements in KK)

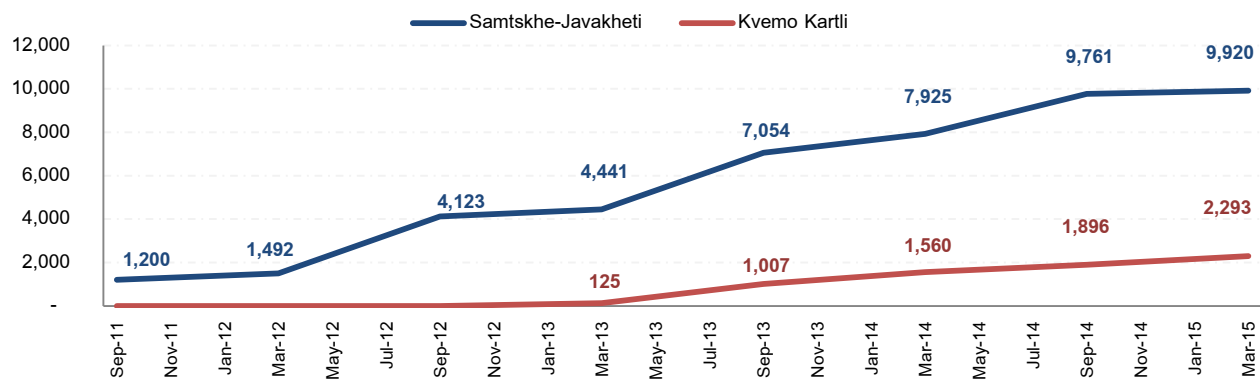
Intervention Budget:	Actual Alliances Finalized	Estimated ALCP	Alliances & ALCP Programme
Total cost :	Programme Results	Achievements	Aggregated Results
1,470,154	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
Alliances contribution: 648,351			
# of farmers having access to service	11,480 (SJ: 9,920; KK: 1,560)	733 (KK: 733)	12,213 (SJ: 9,920; KK: 2,293)
% of women among beneficiaries			16%
NAIC generated for farmers (Gel)	4,617,204 (SJ: 3,452,404; KK: 1,164,800)	611,116 (KK: 611,116)	5,228,320 (SJ: 3,452,404; KK: 1,775,916)
SROI			706%
NAIC generated for the client (Gel)	2,234,954 (SJ: 1,943,754; KK: 291,200)	152,779 (KK: 152,779)	2,387,733 (SJ: 1,943,754; KK: 443,979)
Client's ROI			191%

#### Indirect Benefits of the Intervention:<sup>63</sup>

2 machinery shops crowding in, sold 260 machinery implements.

### Dynamics of Scale:

Number of farmers with access to machinery services

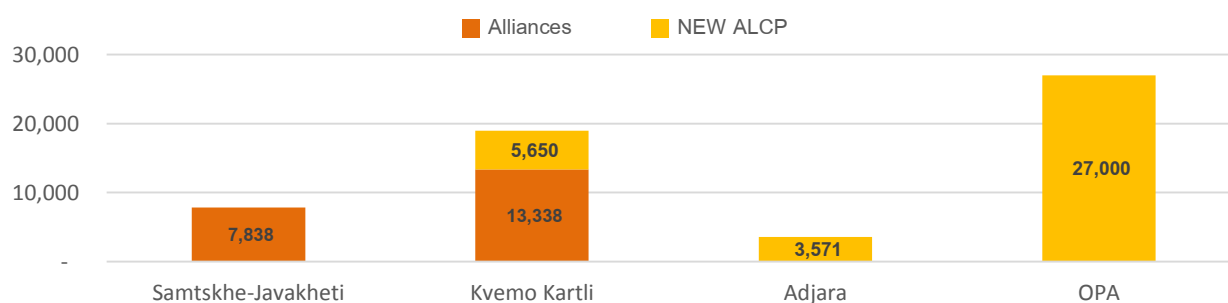


<sup>63</sup> Impact of 260 machinery implements have not been included yet.

<b>Output 1.4</b>			
<b>Intervention 1.4.1 : 2 Newspapers working</b>			
<i>(2 Newspapers supported by the programme financially: SJ: "Samkhretis Karibche", KK: "Trialetis Expressi" &amp; 17 more Newspapers supported countrywide – Journalists have been trained)</i>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
<i>Total cost :</i> 87,614 <i>Alliances contribution:</i> 57,843	<i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	<i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
# of farmers having access to service	10,998 (SJ: 5,948; KK: 5,050)	2,650 (KK: 2,650)	13,648 (SJ: 5,948; KK: 7,700)
% of beneficiary households where women also have an access to information	89%		
NAIC generated for the client (Gel)	7,513 (SJ: 4,063; KK: 3,450)	1,648 (KK: 1,648)	9,161 (SJ: 4,063; KK: 5,098)
Client's ROI	-69%		
<b>Indirect Benefits of the Intervention:</b>			
2 entities crowding in have benefited 3,000 farming households			
<b>Intervention 1.4.2: 6 TVs facilitated to have agricultural content</b>			
<i>(KK: "Sazogadoebrivi Mauwyebeli", "Marneuli TV", SJ: "Farvana TV", "Eureka TV", "Imperia TV", AJ: "GLCP" 8 more TV supported countrywide – Journalists have been trained)</i>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
<i>Total cost :</i> 564,384 <i>Alliances contribution:</i> 257,267	<i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	<i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
# of farmers having access to service	10,178 (SJ: 1,890; KK: 8,288)	33,571 (KK: 3,000 AJ: 3,571 OPA: 27,000)	43,749 (SJ: 1,890; KK: 11,288 AJ: 3,571 OPA: 27,000)
% of beneficiary households where women also have an access to information	91%		

#### Dynamics of Scale:

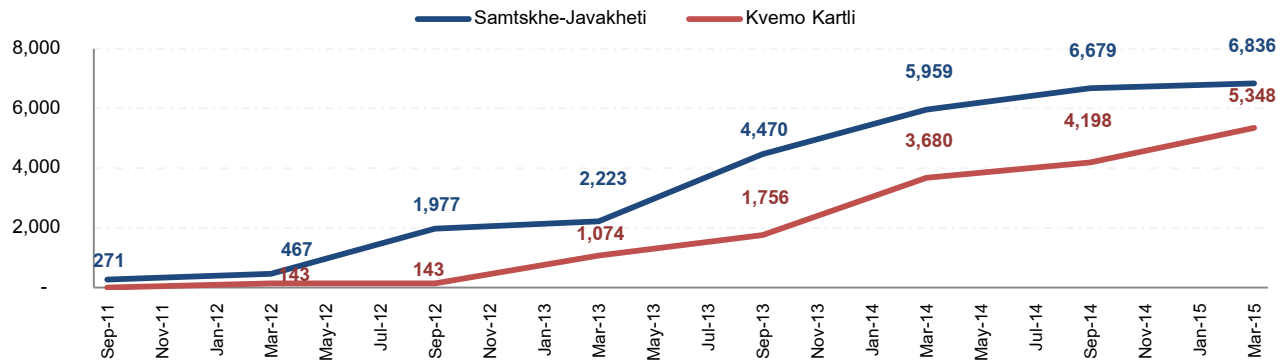
Total number of farmers with access to information



<b>Output 2.1 FS&amp;H consulting</b>			
<b>2.1 FS&amp;H consultancy companies working</b>			
<i>(AJ and KK: "Star Consulting", SJ: "GDCl")</i>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
<i>Total cost :</i> 154,105 <i>Alliances contribution:</i> 123,716	<i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	<i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
# of farmers having access to service	3,598 (SJ: 2,298; KK: 1,300)	124 (KK: 66; AJ: 58)	3,722 ( SJ: 2,298; KK: 1,366; AJ: 58)
% of households with female members accessing services	85%		
NAIC generated for the client (Gel)	3,810 (SJ: 3,000; KK: 810)	1,302 (KK: 1,302)	5,112 (SJ: 3,000; KK: 2,112)
<b>Indirect Benefits of the Intervention:</b>			
1 entities crowding in have trained 300 dairy and business operators			
<b>Output 2.2:</b>			
<b>Intervention 2.2.1: Market Access for Farmers in Dairy Sector: 28 Milk Processors and one milk collector facilitated in target municipalities</b>			
<i>(19 milk processors and one milk collector in SJ and 9 milk processors in KK)</i>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
<i>Total cost :</i> 3,397,858 <i>Alliances contribution:</i> 1,853,290	<i>(SJ I &amp; II phases: 2008-2014 &amp; KK I phase: 2011-2014)</i>	<i>(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)</i>	<i>(SJ since: 2008, KK since 2011, AJ: since 2014)</i>
# of farmers having access to service	10,955 (SJ: 6,757; KK: 4,198)	1,229 (SJ: 79 KK: 1,150)	12,184 (SJ: 6,836 KK: 5,348)
% of women among beneficiaries	77%		
NAIC generated for farmers (Gel)	1,801,523 (SJ: 780,973; KK: 1,020,550)	549,860 (SJ: 47,667; KK: 502,193)	2,351,383 (SJ: 828,640; KK: 1,522,743)
SROI	21		
NAIC generated for the client (Gel)	568,123 (SJ: 350,485; KK: 217,638)	315,387 (SJ: 36,413; KK: 278,974)	883,510 (SJ: 386,898; KK: 496,612)
Client's ROI	-75		
<b>Indirect Benefits of the Intervention:</b>			
3 entities crowding in have benefited 100 farming households with 1,466 Gel as NAIC			

**Dynamics of Scale:**

Number of farmers with access to Dairy Market



**Intervention 2.2.2: Market Access for Farmers in Beef Sector - 3 Slaughterhouses facilitated by ALCP programme**

2 in SJ and 1 in KK

**Intervention Budget:**

Total cost : 571,299

Alliances contribution: 276,356

**Actual Alliances Finalized**

**Programme Results**

(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)

**Estimated ALCP**

**Achievements**

(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)

**Alliances & ALCP Programme**

**Aggregated Results**

(SJ since: 2008, KK since 2011, AJ: since 2014)

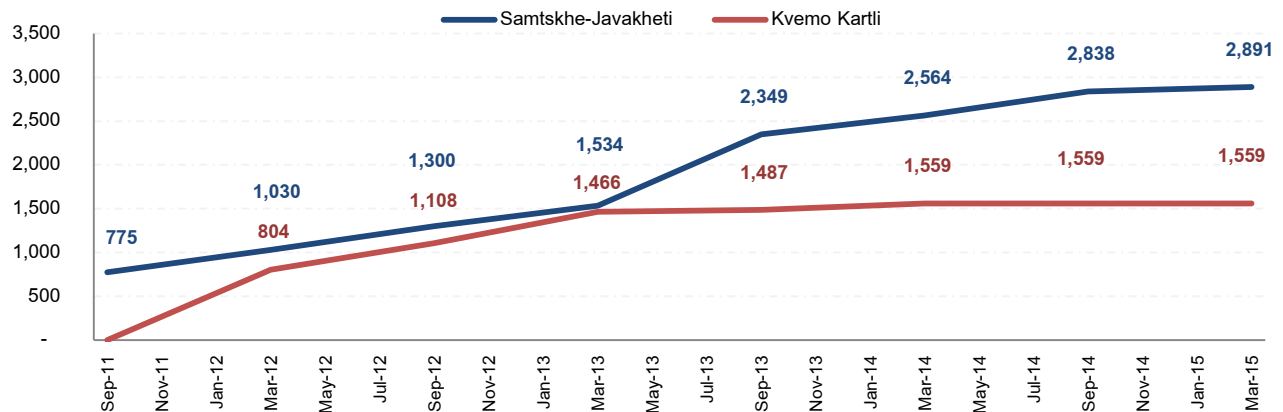
	Actual Alliances Finalized Programme Results	Estimated ALCP Achievements	Alliances & ALCP Programme Aggregated Results
# of farmers having access to service	4,397 (SJ: 2,838; KK: 1,559)	53 (SJ: 53)	4,450 (SJ: 2,891; KK: 1,559)
% of women among beneficiaries			12%
NAIC generated for farmers (Gel)	220,544 (SJ: 83,308; KK: 137,236)	1,555 (SJ: 1,555)	222,099 (SJ: 84,863; KK: 137,236)
SROI			-20%
NAIC generated for the client (Gel)	533,133 (SJ: 504,830; KK: 28,303)	3,730 (SJ: 3,730)	536,863 (SJ: 508,560; KK: 28,303)
Client's ROI			82%

**Indirect Benefits of the Intervention:**

1 entity crowding in have benefited 120 farming households with 3,511 Gel as NAIC

**Dynamics of Scale:**

Number of farmers with access to Slaughterhouse Service



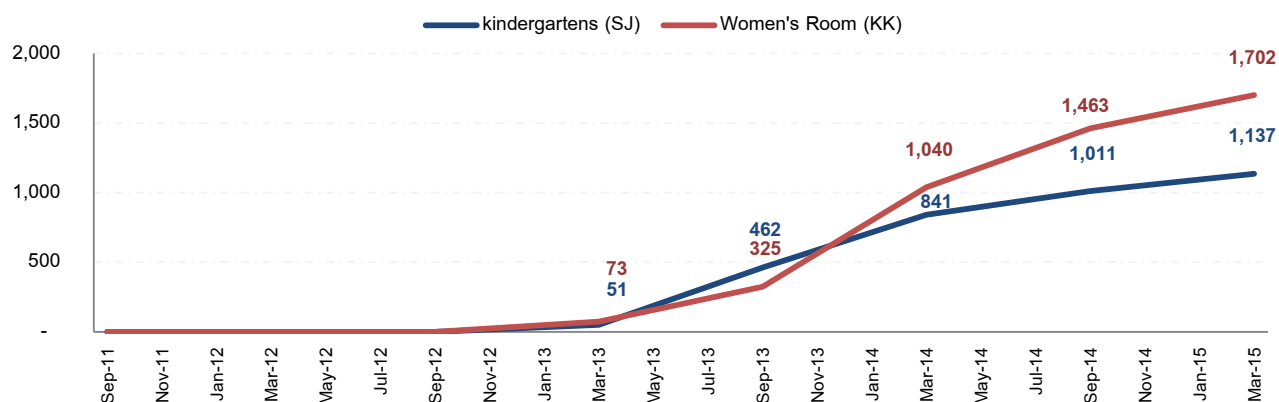


<b>Intervention 2.2.3: Market Access for Farmers in Beef Sector - 2 Livestock Markets facilitated by ALCP programme</b> (1 Livestock market in SJ: "Akhaltsikhe livestock market" and 1 in KK: "Vostoki")			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
Total cost : 825,795 Alliances contribution: 335,040	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
# of farmers having access to service	16,083 (SJ: 16,083)	4,850 (KK: 1,940; OPA: 2,910)	20,933 (SJ: 16,083; KK: 1,940; OPA: 2,910)
% of women among beneficiaries			12%
NAIC generated for farmers (Gel)	209,107 (SJ: 209,107)	147,310 (KK: 58,924; OPA: 88,386)	356,417 ( SJ: 209,107; KK: 58,924; OPA: 88,386)
SROI			6%
NAIC generated for the client (Gel)	52,952 (SJ: 52,952)	12,051 (KK: 12,051)	65,003 (SJ: 52,952; KK: 12,051)
Client's ROI			-87%
<b>Intervention 2.2.4: Market Access for Farmers in wool Sector – 1 wool collector facilitated in KK region : LTD "Georgian Wool Company"</b>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
Total cost : 273,385 Alliances contribution: 128,010	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
# of farmers having access to service	561 (KK: 561)	31 (KK: 31)	592 (KK: 592)
% of women among beneficiaries			33%
NAIC generated for farmers (Gel)	24,762 (KK: 24,762)	2,670 (KK: 2,670)	27,432 (KK: 27,432)
SROI			-79%
NAIC generated for the client (Gel)	130,334 (KK: 130,334)	7,202 (KK: 7,202)	137,536 (KK: 137,536)
Client's ROI			-5%
<b>Output 3.2.1 Women's Room - 3 Women's Rooms Facilitated in Three Municipalities: Dmanisi, Tetrtskaro and Tsalka</b>			
<b>Intervention Budget:</b>	<b>Actual Alliances Finalized Programme Results</b>	<b>Estimated ALCP Achievements</b>	<b>Alliances &amp; ALCP Programme Aggregated Results</b>
Total cost : 71,502 Alliances contribution: 45,802	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, AJ: since March 2014)	(SJ since: 2008, KK since 2011, AJ: since 2014)
# of farmers having access to service	1,040 ( KK: 1,040)	662 ( KK: 662)	1,702 ( KK: 1,702)
% of women among beneficiaries			63%

Output 3.2.2 Kindergartens - 9 kindergartens Facilitated in five Municipalities : Akhaltsikhe, Adigeni, Aspindza, Ninotsminda and Akhalkalaki			
Intervention Budget:	Actual Alliances Finalized Programme Results	Estimated ALCP Achievements	Alliances & ALCP Programme Aggregated Results
Total cost : 334,240	(SJ I & II phases: 2008-2014 & KK I phase: 2011-2014)	(SJ stand by phase: since Jan 2015, KK II phase: since March 2014, A.J: since March 2014)	(SJ since: 2008, KK since 2011, A.J: since 2014)
Alliances contribution: 239,240			
# of farmers having access to service	1,137 ( SJ: 1,137)	0	1,137 ( SJ: 1,137)
% of women among beneficiaries			76%

### Dynamics of Scale:

Number of farmers with access to Kindergartens & Women's rooms



11 pilot interventions implemented in SJ	
<i>Mobile veterinary service, Machinery workshops, Feed mills, Mobile mill, Mobile repair, Milk replacement, Hay intermediaries, Bull breeders, Credit union (GA-Capital), Pasture Service, Cheese storage</i>	
# of farmers having access to service	1,749
% of women among beneficiaries	26%
NAIC generated for farmers (Gel)	186,127

## ANNEX 5: ACCESS TO INFORMATION NATIONAL SCALE-UP

**Note: Outcome 1: Output 1.4: Access to Information:** Facilitation of the capacity of print and TV journalists to report on agriculture through co-investment with Regional Media Associations of Broadcasters and Print Journalists. The intervention will include the development of agri journalism modules to be included in university journalism curricula. Following the agro journalism training by an international agri-journalist of the National media associations for TV and Newspapers, agro articles in newspapers and TV were tracked and attributed to the intervention. The intervention has gained traction with a wide audience including government and INGO's as well as including direct collaboration with UNDP VET programme mainly through UNDP VET Coordinator attendance at meetings, trainings and becoming a key advisor to the Medea Association Working Group setting up links to Kachreti Vocational Education Training College and developing agri-journalism modules for universities. Please also see *Unintended Effects of Direct and Indirect Interventions* for more details of INGO involvement.

Newspaper and News Portal			
February 2015			
Source	Covering Area	Date of Publication	Names
Interpressnews.ge	Throughout Georgia	30.01.2015	The Minister of Agriculture Presented New Agro Regulations to Regional Media <a href="http://interpressnews.ge/ge/sazogadoeba/315029-othar-daneliam-regionuli-mediis-tsarmomadgenlebs-akhali-agroregulaciebi-da-proeqtebi-gaacno.html?ar=A">http://interpressnews.ge/ge/sazogadoeba/315029-othar-daneliam-regionuli-mediis-tsarmomadgenlebs-akhali-agroregulaciebi-da-proeqtebi-gaacno.html?ar=A</a>
Newspaper 'Spektri'	Gurjaani, Kakheti	03.02.2015	All Cowsheds will be Registered until the 2018 Year <a href="http://spektri.ge/?p=15016">http://spektri.ge/?p=15016</a>
Media.ge	Throughout Georgia	06.02.2015	Agro Journalism Training was Held for Regional Media Representatives <a href="http://www.media.ge/ge/portal/news/303453/">http://www.media.ge/ge/portal/news/303453/</a>
Newspaper 'Spektri'	Gurjaani, Kakheti	10.02.2015	How Much will Cost the Cattle Registration for Government? <a href="http://spektri.ge/?p=15209">http://spektri.ge/?p=15209</a>
Newspaper 'Spektri'	Gurjaani, Kakheti	13.02.2015	The Threats Of Echinococcus in the Dairy Product <a href="http://spektri.ge/?p=15279#more-15279">http://spektri.ge/?p=15279#more-15279</a>
Newspaper 'Batumelebi'	Ajara	14.02.2015	Farming has to be Profession Interview with Heather Briggs <a href="http://www.batumelebi.ge/GE/batumelebi/adjara/41384/">http://www.batumelebi.ge/GE/batumelebi/adjara/41384/</a>
PS news (newspaper and internet news portal)	Kutaisi, Imereti	22.02.2015	British Journalist's Tips for Georgian Media, Politicians and Farmers. Interview with Heather Briggs. <a href="http://www.psnews.ge/?m=68&amp;news_id=57563">http://www.psnews.ge/?m=68&amp;news_id=57563</a>
Newspaper 'Chemi Kharagauli'	Kharagauli, Imereti	23.02.2015	Why Should Georgia Become a Country Free From Brucellosis? Interview with Heather Briggs. <a href="http://chemikharagauli.com/?p=5448">http://chemikharagauli.com/?p=5448</a>
Newspaper 'Chemi Kharagauli'	Kharagauli, Imereti	25.02.2015	'I am Going to Feed Bees with Syrups' <a href="http://chemikharagauli.com/?p=5485">http://chemikharagauli.com/?p=5485</a>
Newspaper 'Batumelebi'	Ajara	27.02.2015	How to Defeat the Potato Cancer <a href="http://www.batumelebi.ge/GE/batumelebi/adjara/41878/">http://www.batumelebi.ge/GE/batumelebi/adjara/41878/</a>
KNEWS.ge 'Kakhetis Khma'	Telavi, Kakheti	02.2015	<a href="#">Agro-Strategy Came into Force</a>

(internet news portal)			
'Gardabnis Matsne' (blog)	Gardabani, Kvemo Kartli	02.2015	'Georgia 2020' policy in the Agricultural Sector <a href="http://gardabaniherald.blogspot.com/2015/01/2020.html">http://gardabaniherald.blogspot.com/2015/01/2020.html</a>
KNEWS.ge 'Kakhetis Khma' (internet news portal)	Gurjaani, Kakheti	02.2015	<a href="#">Livestock Number has Increased</a>
Newspaper 'Spektri'	Gurjaani, Kakheti	02.2015	Sheep Smallpox Vaccine has been Illegally Imported From Azerbaijan <a href="http://spektri.ge/?p=14653">http://spektri.ge/?p=14653</a>
March 2015			
KNEWS.ge 'Kakhetis Khma' (internet news portal)	Gurjaani, Kakheti	03.2015	<a href="#">Georgian Fish Will Be Exported to EU Market</a>
News agency NewsPress	Throughout Georgia	04.03.2015	Eastern Georgia Began Plowing Works <a href="http://www.newspress.ge/ekonomika/62255-aghmosavleth-saqarthveloshi-khvnis-samushaoebi-daitsyo.html">http://www.newspress.ge/ekonomika/62255-aghmosavleth-saqarthveloshi-khvnis-samushaoebi-daitsyo.html</a>
Newspaper 'Spektri'	Gurjaani, Kakheti	05.03.2015	Livestock Owners who were Left Without Pastures, Graze Their Cattle On Landfills <a href="http://spektri.ge/?p=15835">http://spektri.ge/?p=15835</a>
KNEWS.ge Newspaper 'Kakhetis Khma'	Gurjaani, Kakheti	03.2015	<a href="#">Increased Production of Animal Products</a>
Newspaper 'Chemi Kharagauli'	Kharagauli, Imereti	10.03.2015	Accrued Scores on Farmers' Agro Cards <a href="http://chemikharagauli.com/?p=5568#more-5568">http://chemikharagauli.com/?p=5568#more-5568</a>
KNEWS.ge Newspaper 'Kakhetis Khma'	Gurjaani, Kakheti	03.2015	<a href="#">The New Regulations on Dairy Products will Come into Force in Summer</a>
Newspaper 'Trialetis Expressi'	Tsalka, Dmanisi, Tetritskaro, Kvemo Kartli	03.2015	Brucellosis – What we Should Know?
KNEWS.ge 'Kakhetis Khma' (internet news portal)	Gurjaani, Kakheti	03.2015	The <a href="#">National</a> Food Agency Started the Wine Control in the Food Objects.

TVs			
February 2015			
Source	Covering Area	Date	
GARB - Media Association of Regional Broadcasters, TV programme 'Mravalkuthedi'	The programme has been featured in 22 local TVs throughout Georgia	28.01.2015	First Training for the Agro Journalism Development <a href="http://qarb.ge/news/pirveli-treningi-agrozurnalistikis-qanvitharebisthvis-video/">http://qarb.ge/news/pirveli-treningi-agrozurnalistikis-qanvitharebisthvis-video/</a>
Adjara TV "Me var Fermeri"	Throughout Georgia	29.01.2015	Training in Agro-journalism The role of the women in agriculture <a href="https://www.youtube.com/watch?v=jFAC8firGw">https://www.youtube.com/watch?v=jFAC8firGw</a>
GARB 'Mravalkuthedi'	The programme has been featured in 22 local TVs throughout Georgia	31.01.2015	Agro journalism- Meeting with the Minister of Agriculture <a href="http://qarb.ge/news/agrozurnalistika-shekhvedra-sophlis-meurneobis-ministrthan-video/">http://qarb.ge/news/agrozurnalistika-shekhvedra-sophlis-meurneobis-ministrthan-video/</a>
Public Broadcaster 'Ferma'	Throughout Georgia	01.02.2015	Training in Agro Journalism/ <a href="http://1tv.ge/ge/videos/view/100473.html">http://1tv.ge/ge/videos/view/100473.html</a>
Public Broadcaster 'Ferma'	Throughout Georgia	02.02.2015	Milk and Milk Products Hygiene <a href="http://1tv.ge/ge/videos/view/100511.html">http://1tv.ge/ge/videos/view/100511.html</a>
Marneuli TV 'Tanamedrove Meurne'	Marneuli, Kvemo Kartli	02.02.2015	'Lasharela' Slaughterhouse <a href="https://www.youtube.com/watch?v=-jJ0V5cc620">https://www.youtube.com/watch?v=-jJ0V5cc620</a>
Public Broadcaster 'Ferma'	Throughout Georgia	08.02.2015	Livestock Development in Adigeni/ Mastitis – How to Recognize and What Causes the Cattle Disease <a href="http://1tv.ge/ge/videos/view/100752.html">http://1tv.ge/ge/videos/view/100752.html</a>
GARB 'Mravalkuthedi'	Same as above	10.02.2015	Pasture Care in Georgia and European Experience <a href="http://qarb.ge/news/sadzovrebis-movla-saqarthveloshi-da-evropuli-gamotsdileba/">http://qarb.ge/news/sadzovrebis-movla-saqarthveloshi-da-evropuli-gamotsdileba/</a>
Adjara TV "Me var Fermeri"	Same as above	12.02.2015	Livestock husbandry and FS&H rules <a href="https://www.youtube.com/watch?v=GXdKQG_xH_M">https://www.youtube.com/watch?v=GXdKQG_xH_M</a>
Public Broadcaster 'Ferma'	Throughout Georgia	15.02.2015	Women in Agriculture/Technical Regulations on Honey will Come into Force since July/NFA Plans to Install Incinerators/ Livestock Registration <a href="http://1tv.ge/ge/videos/view/101062.html">http://1tv.ge/ge/videos/view/101062.html</a>
GARB 'Mravalkuthedi'	Same as above	20.02.2015	Livestock Registration <a href="http://qarb.ge/news/saqonlis-pasportizatsia-video/">http://qarb.ge/news/saqonlis-pasportizatsia-video/</a>
GARB 'Mravalkuthedi'	Same as above	24.02.2015	Livestock Registration - What does it Mean? <a href="http://qarb.ge/news/ras-nishnavs-mskhvilphekha-rqosan-pirutqhvtha-pasportizatsia-video/">http://qarb.ge/news/ras-nishnavs-mskhvilphekha-rqosan-pirutqhvtha-pasportizatsia-video/</a>
Adjara TV "Me var Fermeri"	Same as above	05.03.2015	The FS&H training; Cheese processing company and its constraints <a href="https://www.youtube.com/watch?v=i4rBuXHV0Ro">https://www.youtube.com/watch?v=i4rBuXHV0Ro</a>
March 2015			
Public Broadcaster 'Ferma'	Throughout Georgia	01.03.2015	Started the Small Farmers Supporting Programme /Started Agro Insurance Programme <a href="http://1tv.ge/ge/videos/view/101637.html">http://1tv.ge/ge/videos/view/101637.html</a>
GARB 'Mravalkuthedi'	Same as above	03.03.2015	Woman and Entrepreneurship <a href="http://qarb.ge/news/qali-da-metsarmeoba-video/">http://qarb.ge/news/qali-da-metsarmeoba-video/</a>
Public Broadcaster 'Ferma'	Throughout Georgia	08.03.2015	Plowing - Sowing in Kvemo Kartli/ Increased Egg, Milk and Meat Production in Georgia /New Technical Regulations For Milk And Dairy Products/ Soil Cultivation <a href="http://1tv.ge/ge/videos/view/101974.html">http://1tv.ge/ge/videos/view/101974.html</a>
GARB 'Mravalkuthedi'	Same as above	09.03.2015	5 % of Livestock is Infected with Brucellosis in Georgia <a href="http://qarb.ge/news/ssaqarthveloshi-mskhvilphekha-shinauri-tskhovelis-5-brutselozithaa-daavadebuli-video/">http://qarb.ge/news/ssaqarthveloshi-mskhvilphekha-shinauri-tskhovelis-5-brutselozithaa-daavadebuli-video/</a>

**ANNEX 6: ALCP ANNUAL SYSTEMIC CHANGE LOG**

#	Programme Client's & Intervention Name	Type of Systemic Change	Verification		Impact Calculation added to system (Y/N) (Direct/Indirect/Quant/Qual/Both)	Location (Region, Municipality)	Starting Date	Business Description & Stability	Attribution to the Programme
			Source	Verified/not Verified (& date if verified)					
1	1.1.1 Roki	Crowding in	Client/BDO	Verified/February 2015	Y Indirect Both	Borjomi/SJ	Starting Date-February 2015	1 female vet in Borjomi engaged with Roki LTD independently and opened a vet pharmacy	Roki has started distribution to SJ after the programme facilitation including Borjomi
2	1.1.1 Roki/Roin Abuladze	Business Expansion	Client Supported entity	Verified/February 2015	Y Direct Both	KK/AJ	Starting Date October 2014	2 additional vet pharmacies established in Avranlo Village and Khulo.	Programme facilitation with Roki Ltd included Roin's Tsalka pharmacy the improved business model convinced the owner to open two more
3	1.3.1 Combined Feed	Business Expansion	Client		Y Direct Both	KK/SJ/AJ	Starting Date October 2014	11 new distribution points, programme client sells wholesale and distributes to the points and his clients add an average of a 2 gel mark up	Programme client
4	1.4.1 Newspaper <i>Trialetis Expressi</i>	Crowding in	Client	Verified/July 2014	Y Indirect Both	Imereti	Starting Date November 2013	1 newspaper 'Kharagauli' in Imereti region with 2000 circulation/week added a 2 page agricultural supplement 'Mamuli'	The newspaper copied after the editor of <i>Trialetis Expressi</i> presented her Farmer Supplement at the Regional Media Association meeting in autumn 2013,
5	1.4.1 Media Associations of TVs and newspapers	Unintended Effects	Client	Verified/March 2015	Y Indirect Qual	Tbilisi	Starting Date – January 2015	FAO, UNDP VET and Eurasia Partnership Foundation have been interested to contribute in agro journalism.	The INGOs have used the programme facilitated media associations GARB and GRMA and they have contacted to the associations through the programme.
6	1.5.1 Agricultural Machinery Shop Mar-Mot	Business Expansion	Client	Verified/February 2015	Y Direct Both	Marneuli	Starting Date-December 2014	25 local farmers, including 15 females, have used internal interest free credit <sup>64</sup> to	Mar-Mot has increased sales after the programme facilitation changing the business model from car parts to the less competitive

<sup>64</sup> Credit arranged and provided by the shop itself Marmot Ltd.

								buy a milking machine that saves 50 minutes per milking. Machinery shop owner invested 37 000 USD last year.	and more profitable agricultural machinery sector becoming the biggest machinery spare parts and rake and mower supplier in Georgia, Now offering a wide range of tractors and implements, milking machines, internal interest rate free credits, 2 years warranty and free delivery service
7	1.5.1 Agricultural Machinery Shop Mar-Mot	Crowding in	Client	<i>Verified/ February 2015</i>	Y Indirect Both	Marneuli	<i>Starting Date- October 2014</i>	Seeing the profitable business a new machinery shop in Marneuli, was established copied the model of interest rate free credit and range of implements from Mar-Mot machinery shop	Mar-Mot's improved and diversified services and increased business after the programme facilitation provided a model.
8	2.2 FS&H 'Star Consulting'	Business Expansion	Client	<i>Verified/ July 2014</i>	Y Direct Both	Tbilisi	<i>Starting Date- May 2014</i>	Since May 2014 'Star Consulting Company' has been among 5 companies the National Food Agency recommends to enterprises for taking measures that will lead them to the food-safety law compliance. Also, she was hired as a consultant of the agency under 'European Union's (EU) Comprehensive Institution Building programme (CIB)'.	Working experience with the ALCP programme, knowledge of constraints of rural SME's was crucial for the agency to start working with the company.
9	2.2. The National Food Agency	Crowding in	Client/ BDO/	<i>Verified/ January 2015</i>	Y Indirect Both	Tbilisi	<i>Starting Date – January 2015</i>	The National Food Agency has conducted 3 meetings with business operators in dairy and meat sectors in Borjomi, Rustavi and Tetrtskaro.	The National Food Agency has taken up the model of meetings facilitated by the programme

10	2.2. BDS First Consulting	Business Expansion	Client	<i>Verified/ March 2015</i>	Y Direct Both	Tbilisi	<i>Starting Date – March 2015</i>	Under 'Project of Co-financing of Agro Processing Enterprises' of the Management Agency of the Minister of Agriculture has extended a contract with First Consulting for another year and it includes making 10 business plans.	Working experience with the ALCP programme, knowledge of constraints of rural SME's was crucial for the agency to continue working with the company.
11	2.2. BDS First Consulting	Crowding in	Client	<i>Verified/ September 2014</i>	Y Indirect Both	Tbilisi	<i>Starting Date – September 2014</i>	A new BDS company in Tbilisi was established and provides marketing and business plans to customers.	He copied the model from the company after seeing the profitability of the ALCP service provider First Consulting and the demand from enterprises.
12	3.1 Advisory Committee	Service Provider Level Behaviour Change	Client/ BDO/	<i>Verified/ April 2015</i>	Y Direct Qual	Tbilisi	<i>Starting Date- November 2014</i>	The MOA is financing three Bio-security yards with water points on the Animal Movement route	The MOA decided to finance the three Bio-security yards after the latest advisory committee about presenting the concrete infrastructural plan of AMR provided by the international livestock expert Edward Hamer facilitated by the programme
13	3.2 Support & strengthening of women's access to decision making	Unintended Effects	Client/ BDO	<i>Verified/ March 2015</i>	Y Indirect Qual	Tbilisi	<i>Starting Date- February 2015</i>	The Ministry of Regional Development and Infrastructure is working on a package of changes to include gender budgeting and gender statistics experience copied from the Women's Room in the Law on Gender Equality to introduce it to the parliament.	The MRDI Gender Advisor saw the WRs gender statistics and budgeting at the meeting facilitated by the programme



After identifying the Animal Movement Route as a key constraint for the development of the Georgian sheep sector and as a lynchpin for the development of a national animal disease control strategy, the Swiss Development Cooperation funded Mercy Corps Georgia implemented Alliances Lesser Caucasus Programme has been advocating the improvement of the AMR at all levels of government and civil society and private sector stakeholders through the programme Advisory Committee since 2012.

In spring 2014, the issue was publicized in the programme facilitated Eco Films Documentary ‘The Road’ which has furthered the importance of the route and the movement of animals for the agricultural sector in Georgia. Complex multi stakeholder coordination, the result of years of facilitation between local government, regional government, relevant Ministries, , the private sector and the empowered Shepherds Association led to the construction of the bypass route for the notorious Tsintskaro Village blackspot in Tetrtskaro municipality where the million head of livestock passed directly through the village. The bypass route now managed by Local Self Government has been a real time example how the consolidation of different stakeholders can lead to real solution in livestock transhumance related issues.

The Tsinskaro precedent accelerated the decision-making process and the Ministry of Agriculture and the Ministry of Economics, the National Food Agency, the Shepherds Association and the Municipalities agreed to work closely together in the crucial process of the demarcation and re-appropriation of the land of the AMR itself. The AMR is owned by the Ministry of Economics, however years of neglect had seen the sale of parts of the route to private landowners. A special commission will be set up in 2015 to swap the contested land of landowners who have registered ownership on AMR areas or find alternative land and finalize the official registration of the Route.

In October 2014 ALPC KK contracted international expert Edward Hamer Ltd to design an infrastructural model for the AMR. The simple, practical recommendations prepared by the expert – 11 action points for improving the basic infrastructure of the AMR with drawings and costings were presented for discussion to the relevant stakeholders of the agriculture at ALCP KK Advisory Committee meeting in December 2014. The Minister of Agriculture approved the infrastructural plan and started the process of identifying the strategic points where the existence of proper AMR facilities was essential. Following the request of the Minister of Agriculture Otar Danelia, Mr. Hamer was recently invited in Georgia for validation of the project in March 2015. The consultant fed into work into work in progress on Northern stages of the route, re-appropriation of land, re-routing of the AMR from main roads, decisions on the locations of biosecurity points and environmental considerations. After visiting all the suggested sites for placing the Biosecurity Yards and Water Points together with representatives of the Ministry of Agriculture and National Food Agency – the **ADDITIONAL REPORT on BIO SECURITY POINTS on the ANIMAL MOVEMENT ROUTE** was prepared and infrastructural plans and building ready drawings finalized for Kakheti and Kvemo Kartli.

This report provides information on the 7 Bio-Security Points (BSP’s) for the AMR, on the whole officially registered AMR of Georgia. The construction of five BSP’s is already planned with two more in the pipeline. The successful implementation of the first five BSP’s will allow for the replication AMR infrastructure in North part of the AMR as well.

Meanwhile, in March, 2015 a Memorandum of Understanding was signed between the Minister of Agriculture, the National Food Agency and Mercy Corps. Within the framework of this memorandum the ALCP will facilitate the building of two Bio-security yards with water points on the Animal Movement Route in Kvemo Kartli region, with three Bio-security yards in Kakheti financed from the State Budget.

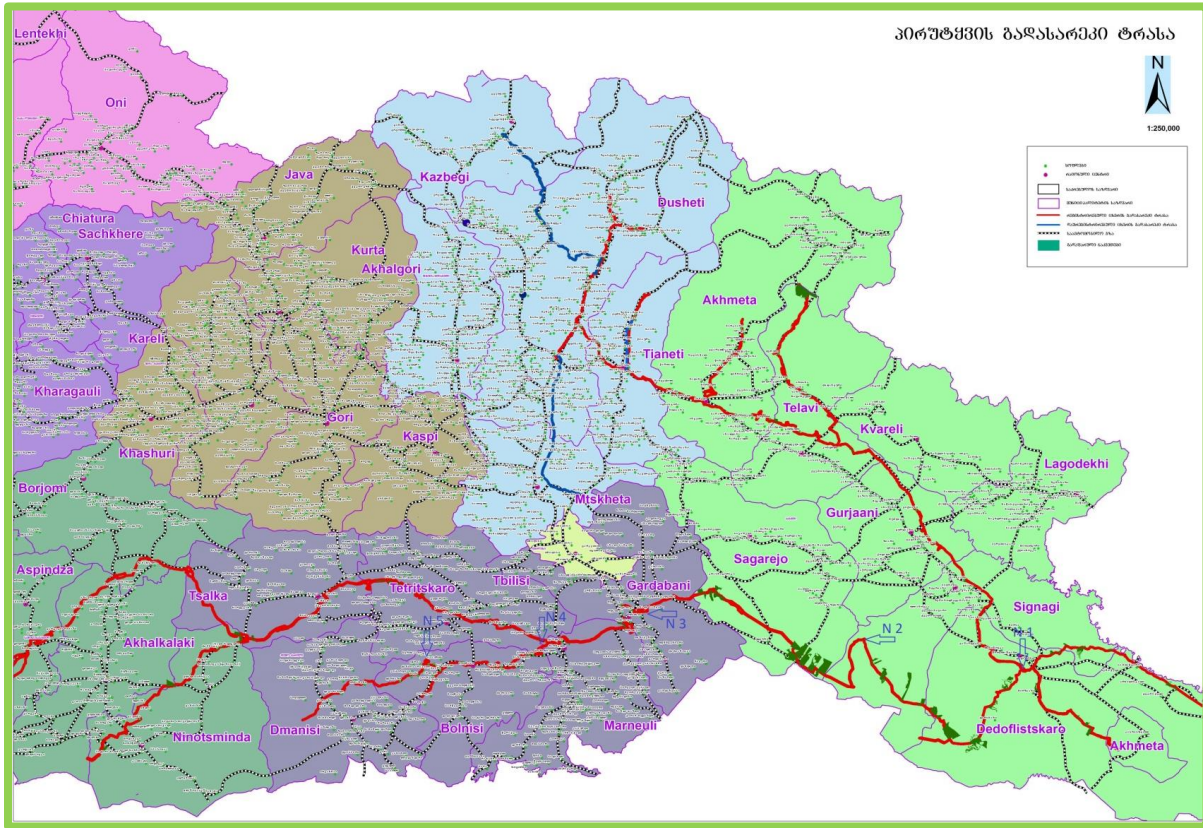


Figure 1: Latest Government Map of AMR showing five confirmed Biosecurity Points.