



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

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MARCH 1ST 2014 AUGUST 31ST 2014



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MercyCorps

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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 1st 2014 and is set to run until February 28th 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 1st 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 six months of the first year of the ALCP from March 1st 2014 until August 31st 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 Alliances-KK 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

STRATEGIC REVIEW AND OUTLOOK

MAIN RESULTS ACHIEVED AND IMPLEMENTATION PERFORMANCE OF THE PROGRAMME

NB: For a full breakdown of how ALCP monitoring is being aggregated please refer to the *Parameters of the Project Log frames and the Calculation of Impact and Targets* section p7 in the Introduction of the ALCP Programme Strategy Document. *Programme impact for Scale and NAIC:* has been adjusted to reflect the findings of the Alliances KK End of Phase Impact Assessment¹ which reveals what the DCED audit presupposed that Phase I programme estimates of impact calculated based on service provider data were conservative. What has become fully apparent is that SP data alone cannot, capturing as it does the impact of only one intervention in isolation, capture the effect of the synergy between interventions and the effect of information and governance. The actual figure taken from the Impact Assessment is considerably higher, revealing that as synergies have grown SP data can only account for 25% of impact of Phase I. Multipliers applied to Phase II figures have also been adjusted accordingly.² Mid and End of Phase Impact Assessment will be conducted in the ALCP including an Impact Assessment for Alliances SJ. Where the figures are reported based on multipliers and SP data rather than Impact Assessment they are clearly labelled as estimated figures. *Systemic Change:* Estimated Scale and NAIC for crowding in will be reported annually. *ROI & SROI:* Will be calculated annually.

Table: 1 Results achieved and implementation performance of the programme

The major target beneficiaries of the programme		Actual Alliances KK I Phase Results	Estimated ALCP II Phase Achievements	ALCP I & II Phase Cumulative Results
Scale: Number of beneficiaries served	Rural households served	17,940	4,308	22,248
	Rural households with women members served	5,830	1,379	7,209
	Number rural people benefited (individuals) ³	82,524	19,817	102,341
Net attributable income generated for programme beneficiaries - GEL	For all Households served	9,327,500 ⁴	3,519,839	12,847,339
	Amount of money generated by women	3,171,351	1,196,746	4,368,097
	Amount of money controlled ⁵ by women	1,775,954	670,177	2,446,131
	Amount of money spent by women on their personal needs ⁶	951,404	359,023	1,310,427
# of programme clients and supported entities		75	48	123 ⁷
Net attributable income generated for the programme clients		479,294	179,425	658,719
# FT Job equivalents		81(37 women/44men)	3 (1 women/2 men)	84 (38 women/46 men)

¹ Submitted with this report conducted in April with data processing and cross checking finished by end of July.

² Scale and income figures.

³ Rural HH number is taken as 4.6 taken from the April 2014 Impact Assessment based on the assumption that one customer or supplier supplies one HH.

⁴ This figure has not been adjusted for inflation.

⁵ Taken from WEE Impact Assessment 2013. HH Budgeting and spending

⁶ Items and activities only for the woman herself.

⁷ Programme clients and supported entities: 123. *Programme Clients 26 in total:* LTD “ROKI”, “Caucasus Genetics”, bull owners (7, from pilot intervention), LTD “GeoStat”, Entrepreneur: Ednari Antadze, Newspaper: “Trialetis Expressi”, TV “Sazogadoebrivi Mauwyebeli”, “Marneuli TV”, Alliances Group Holding, Agro Group, machinery retailer LTD “Mar Mot”, LTD “Star consulting”, Slaughterhouse “Shula”, CPC “Sakdrioni”, CPC “BMB”, CPC “Cheese Mania”, CPC “Kakhadze”, CPC “Khinikadze”, LTD “Ravil & Partners”, LTD “Vostock”

Programme supported entities 97 in total: Vet Pharmacies (20), AI service providers (6), bull owners (19, from “GeoStat” intervention), machinery service providers (43), MCC in Tsintsikaro village Tetrtskaro Municipality, Slaughterhouse “Orientali”, Cheese Producing Centres (1), Municipalities DRR working Groups (3); Municipalities: Women’s Rooms(3);

Table 2: Purpose Level Achievements:

Purpose Level Achievements		
Actual Phase I Alliances KK results	To date (I & II Phase) ALCP Results	
	Estimated Phase II to date	ALCP I & II Phase Aggregated Results
Outreach		
17,940 livestock producers with access to target services & markets in Dmanisi, Tetrtskaro and Tsalka municipalities (32% women/68% men) ⁸ <i>exceeded the target by 49% (13,940)</i>	4,308 new livestock producers accessing target services & markets (32% women/ 68% men) <i>corresponding 18% out of targeted 24,000</i>	22,248 livestock producers) accessing target services & markets (32% women/68% men) <i>In Kvemo Kartli: 22,248</i> <i>In Ajara: 0</i>
9,688 target households generating tangible positive income changes due to improved services & markets <i>exceeding target 4000 SSLP HHs by 114%</i>	2,310 new SSLP's generating tangible positive income changes due to improved services & markets (Women/Men) <i>corresponding 12% out of targeted 20,000</i>	11,930 SSLP's generating tangible positive income changes due to improved services & markets (Women/Men) <i>In Kvemo Kartli: 11,930</i> <i>In Ajara: 0</i>
22,500 households have improved awareness of local Disaster Risk Reduction, in programme area – <i>exceeding 3 times the targeted 8,000.</i> <i>New Indicator developed for Phase II</i>	6363 SSLP's with access to local public goods (DRR, decision making) facilitated by the programme <i>corresponding 10% out of targeted 49,000</i>	6363 of SSLP's with access to local public goods (DRR, decision making) facilitated by the programme <i>In Kvemo Kartli: 6363</i> <i>In Ajara: 0</i>
Value for money – Farmers benefits		
22% increase in monthly income (from sales, reduced production & transaction costs, time saved & increased net worth and employment) of households from livestock production) <i>exceeding the targeted 10% increase in income by 12%</i>	6% increase in monthly income (from sales, reduced production & transaction costs, time saved & increased net worth and employment) of households from livestock production) <i>Corresponding to 6% out of targeted 20%</i>	✓ NA ⁹
9,327,500 NAIC value in Gel generated for SSLP's <i>no target has been set for the indicator</i>	3,519,839 NAIC value in Gel generated for SSLP's ✓ <i>corresponding to 35% above targeted 2,6 million</i>	12,847,339 NAIC value in Gel generated for SSLP's <i>In Kvemo Kartli: 3,263,742</i> <i>In Ajara: 0</i>
Social Return on Investment 117% ¹⁰	Reported annually	Reported annually
Sustainability -Business profitability		
479,294 NAIC value in Gel generated for programme clients ✓ <i>no target has been set for the indicator</i>	179,425 NAIC value in Gel generated for programme clients ✓ <i>corresponding 40% out of targeted 450,000</i>	658,719 NAIC value in Gel generated for programme clients <i>In Kvemo Kartli: 658,719</i> <i>In Ajara: 0</i>
81 of full time job equivalents (37 women/44 men) <i>no target has been set for the indicator</i>	3 of full time job equivalents (1 women/2 men) ✓ <i>corresponding 2% out of targeted 185</i>	84 of full time job equivalents (38 women/46 men) <i>In Kvemo Kartli: 84</i> <i>In Ajara: 0</i>

⁸ Taken from the Impact Assessment.

⁹ This will be aggregated following mid and end phase impact assessment.

¹⁰ Including all outcomes and total project cost.

95% of Alliances supported entities where revenue exceeds costs <i>exceeding the targeted 90% by 5 %</i>	100 % of Alliances supported entities where revenue exceeds costs ✓ <i>exceeding the targeted 90% by 10 %</i>	98.5% of Alliances supported entities where revenue exceeds costs ✓ <i>exceeding the targeted 90% by 8.5 %</i>
-15 % ROI of Alliances clients' investments	Reported annually	
Note: this indicator was not in the logframe in Phase 1 however it was monitored in the impact assessment and was found to be 30% ¹¹	% of SSLP's investing in livestock production ¹² due to an improved sense of opportunity/confidence in the agricultural sphere (Note the next measurement for this indicator will be mid phase and end of phase impact assessments.)	

MAIN STEERING IMPLICATIONS FOR THE NEXT PERIOD OF INTERVENTIONS

1. *The ALCP*: the transformation of the current Alliances KK & SJ programmes into the Alliances Lesser Caucuses Programme was confirmed and project implementation began on March 1st 2014, following a two weeks no cost extension ending Phase 1 of Alliances KK. The proposal details the logistics of the expansion in detail and describes the consequent phases including Standby Phases until February 2019 and a budget was submitted for the five year period. SDC funding cycles mean that the contract has been signed to February 2017 and a second proposal will be submitted for the two year standby in KK and the one year implementation and one year standby in Ajara.
2. *End of Phase Report*: The end of phase report for KK was submitted to SDC in May and contains the data until the end of February 2014 from whence this report continues. Reporting is now clearly segregated between phases and regions and is also aggregated for cumulative results which can include those of SJ in the next reporting period.
3. *ALCP AJ Inception Phase*: The Ajara four month informal inception phase, which focussed on logistics, recruitment, training, capacity building, market analysis and data collection, was extended for a month until July to account for recruiting delays, recruiting proving more challenging in Batumi with the programmes commitment to local staffing. The presentation of the ALCP AJ's strategy based on the Market Analysis and Focus Group Survey was made to SDC at the beginning of September and bolstered the strategy as outlined in the pro-doc for scaling up and harnessing downstream demand from the tourism sector and included the justification for the inclusion of the honey sector.
4. *ALCP KK*: Kvemo Kartli followed a similar pattern of analysis, carrying out a farmer level Focus Group Survey and preparatory activities for the funding of scale up interventions to be funded from September as well as on going facilitation. The reporting period also marked a busy season for visitors, guests, audits and exchanges.
5. *ALCP SJ*: Following successful backstopping by key SJ staff to Ajara the functions of ALCP SJ in the standby phase to begin on January 1st 2015 have been elaborated and were presented to SDC at the beginning of September. Leveraging trans-regional advocacy opportunities, trans-regional market mapping and data analysis and M and E were detailed.
6. *Achieving Scale and Systemic Change*: The reporting does not yet register any results for Ajara and few for new interventions in KK as new interventions were yet to begin in the reporting period, however it is noticeable that scale is aggregating rapidly due to the momentum gathered through the previous phase of the programme. In addition the sector is noticeably 'thickening' with more and diverse examples of behaviour change at all levels of the sector taking place and the rate of crowding in increasing in pace and starting to occur in the dairy sector and consultancy service sector as well as in the inputs sector. The changes are captured through qualitative monitoring and are reported on in the main body of the report and in detail in Annex 1 & 2. In line with strategy both KK and Ajara

¹¹ This indicator will not be aggregated across both phases as the influential factors are too different across both phases.

¹² I.e. to something other than the service/enterprise to which they have been directly linked through programme facilitation

are starting scale-up interventions in the supporting functions with veterinary outreach first, followed by support to producer entities. In the governmental sector results are becoming mainstreamed. At policy level in Food Safety and Hygiene and Gender, through in one case a government official reporting certain activities to the programme as proof of action and in another the inclusion of the results of programme intervention in official reporting as a signatory to an international convention.¹³

7. *Monitoring:* Both Alliances SJ and KK were fully audited as ‘in use’ systems, in accordance with the DCED Standard for results measurement and received the final reports in January 2014. KK scored very well with 87% in the ‘must’ and 65% in the ‘recommended’ category. Special mention was made of the programmes systems for monitoring gender and Women’s Economic Empowerment for which no extra discretionary marks could be given.¹⁴ The recommendations from the audit have been applied to the system resulting in a continual improvement which includes a more comprehensively understood system of Impact Assessment to complement the existing system based on Service Provider data and external sources of verification. From autumn work will begin on Alliances SJ systems to be brought in line with those of the ALCP.
8. *Impact Assessment:* The Impact assessment of Alliances KK 1 took place in early April 2014 and the findings are reflected in the figures quoted for Phase 1 in this report. Programme impact has been adjusted to reflect the findings of the end of phase impact assessment which reveals what the DCED audit presupposed, that Phase 1 programme estimates of impact were conservative. SP data provides an assessment of the actual benefit for one intervention only cannot capture the effect of synergies between interventions and the effect of information and governance. Multipliers have also been adjusted accordingly. Estimated and actual figures are clearly labelled. Mid and End of Phase Impact Assessments will be conducted in the ALCP. Impact assessment of Alliances SJ will be conducted as part of the standby phase
9. *Women’s Economic Empowerment:* The ALCP will continue to take forward the work on operationalizing gender and WEE in market systems development programming. Building on the programmes inclusion on the first M4P Hub Guidelines for incorporating WEE in M4P in 2012, the programme was one of two case studies for the DCED’s recent *Measuring Women’s Economic Empowerment in Private Sector Development* guidelines published in July 2014 and which included a global webinar as part of the roll out in which the Team Leader presented.
10. *Knowledge Management, Publicity and Information Exchange:* The programme responded to a need for a more systematic approach to external knowledge sharing, promotion and publicity including increased requests for knowledge and materials from international actors within SDC and Mercy Corps but also from without. A national consultant was hired who concentrated primarily on building the photographic stock of the programme, human interest stories, data presentation (for the increased number of presentation the programme is obliged to now give) and building the website in conjunction with the TL. The new website www.alcp.ge was ready for an October launch and focusses on being a more interactive, user friendly resource linked to all main forms of social media.
11. *As reported in Chapter 1 see Evolution of the Context:* the war in the Ukraine, the signing of the EU association agreement (and the NATO summit held just outside the reporting period) were major happenings of note with relevance to the programme’s operating environment. They see a continuing commitment of Georgia to a pro-European and globalized allegiance, politically and economically.
12. *The National Food Agency:* Remains the key government agency whose actions have wide ranging ramifications on programme activity. The ramifications of the EU AA are discussed in more detail in the *Evolution of the Context* section. Observers¹⁵ are increasingly noticing that rushed policy making e.g. relating to pharmaceuticals, immigration regulations, is leading to the need for further legislation

¹³ The Ministry of Agriculture working group on the Animal Movement Route as reported by the Head of the NFA. An entry on women inclusion in community level decision making one of the few areas of progress for rural women in the report on the response of Georgia to CEDAW July 2014 and the Ministry of Agriculture working group on the Animal Movement Route as reported by the Head of the NFA.

¹⁴ I.e. the programme’s gender and WEE M and E has gone beyond that of the audit.

¹⁵ Including ISET

to rectify the mistakes, which in turn indicates a serious lack of capacity in the civil service¹⁶ and a lack of strategic insight into what the country really requires in terms of regulation.

13. *Ajara Autonomous Republic*: Ajara AR represents a new political landscape and culture for the programme, with new stakeholders. See Chapter 1, *Update to the stakeholder analysis* section. A dense political landscape, more paternalistic in tendency than that outside of Ajara carries some risk as well as opportunities to harness enthusiasm for change. Strong backing from SDC and the dividends of recruiting an Ajara manager who is a well thought of Head of Section from the Ministry of Economics are helping the programme navigate the small and relatively complex space.
14. *Devolution to the municipalities*: The decree¹⁷ for Local Self Governance is still in draft form. However plans to create new municipalities have been postponed until current municipalities finish their consolidation of new processes. It seems certain that more power and money will be devolved to municipalities. It is still unclear when this might be enacted but is being monitored closely offering as it does opportunities to transfer operational models e.g. Advisory Committee, Women's Rooms activities and DRR functions to local government.
15. *Government Agri Policy: Agro Credit & Vouchers*: The number of government agro credit schemes has proliferated and the programme is working on facilitation of access to these, which is not guaranteed despite apparent eligibility, due to factors such as location, or absence of property to serve as collateral to the value of twice the loan amount. The annual spring voucher scheme has led to investment by farmers in the programme area to fencing and the cultivation of alfalfa which the programme intends to facilitate. There has been no apparent monitoring by the government of the impact of the scheme.
16. *Governance*: Certain governance related interventions i.e. Women's Access to Decision Making and DRR related to the Animal Movement Route are coming to fruition and are being facilitated at a national level. Results based on concrete issues, as has been previously stated are key to the approach and provide leverage to further action with the help of media attention. The Tsintskaro Bypass, a programme facilitated bypass of the infamous hotspot where hundreds of thousands of stock pass through a village, will be opened in October and will form the next leverage point for further action on the AMR. The Advisory Committee will remain a key facilitation tool, with the next meeting to be held following the opening of the bypass.
17. *Coordination*: Exchange visits have been held between Alliances KK and MOLI in Kakheti for the purpose of learning and knowledge exchange. This is set to continue with ALCP and MC members attending a MOLI initiated facilitation training. Ongoing coordination and dedicated workshop attendance has been held with UNDP VET programme, opportunities for leveraging VET are being promoted where possible e.g. with Roki vet pharmacy staff attending veterinary trainings in the Kachereti VET College. 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.

CHAPTER 1 - INTRODUCTION

DESCRIPTION OF THE PROGRAMME AND ITS INTERVENTION STRATEGY

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.

¹⁶ Georgia is one of the youngest democracies in the world.

¹⁷ The Decree of the Government of Georgia Concerning the Main Principles of Decentralisation of the Government and Self Governments Development Strategy 2013/14.

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 1st 2014 and is set to run until February 28th 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 1st 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 six months of the first year of the ALCP from March 1st 2014 until August 31st 2014. ALCP AJ completed a 'soft'¹⁸inception phase in July.

UPDATE OF THE STAKEHOLDER ANALYSIS

Changes in staff at local, regional and national levels of government posed the usual challenges to programme implementation. Ministers and their staff, changed as a result of local self-government elections had some ramifications to programme activities particularly in relation to the speed of action on the MOU signed with the Ministry of Regional Development and Infrastructure on Women's Access to Decision Making.¹⁹ In the expanded area of KK and the new region of Ajara, programme staff have familiarized themselves with new political players, political climates and market actors. In Ajara the Ministry of Agriculture of Ajara has a strong interest in a more direct delivery of agricultural support, which includes a more formalized system of agricultural extension run through the Agri Service Centre and its outreach centres in the municipalities. ALCP Ajara has coordinated with all key players and recognizes the importance of working through elements of the government structure.

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

The war in the Ukraine initially held great potential to destabilize Georgia, fuelling fears of partisanship in Russian speaking/ethnically linked parts of Georgia. These fears seems to have abated somewhat during the reporting period but emphasized the importance and value of understanding ethnicity in the programme area, an area of deep and ongoing commitment in programming. Signed on 27th of June, 2014 in Brussels the EU Association Agreement²⁰ and the Deep and Comprehensive Free Trade Agreement (DCFTA) which is part of it, was the major event carrying far reaching implications for the livestock market system of the reporting period. The agreement which allows compliant enterprises meeting stringent EU Food Safety and Hygiene standards (HACCP as a minimum) to export to the EU according to the special conditions of the agreement, also allows EU enterprises easier access to the Georgian market. Georgian companies who already export to the European Union will benefit right from the start. Companies will also benefit immediately from simpler conditions for establishing their businesses in the European Union and in Georgia. However in order to penetrate foreign markets Georgian companies must gradually approximate their economic, financial regulations and food safety standards to those of the EU. In April important amendments were made in the Food Safety Code however about 90 normative acts have to be adopted in the Codex to facilitate the harmonization of Georgian legislation to that of the EU. A seven-year plan for this harmonization was drawn out by the Ministry of Agriculture of Georgia. Whilst the agreement was mainly hailed as bringing opportunities for market access, other observers²¹ posited that parts of the agricultural sector will be placed under severe pressure due to increased competition from European food producers. The other main ramification of the agreement is where rapidly brought in

¹⁸ In that the project pro doc had been accepted and contract for the 3 year implementation period signed.

¹⁹ Where Ministers were changed twice, with their staff and the programme had to rebuild relationships and momentum.

²⁰ Association Agreements are international agreements that the European Community / European Union has concluded with third countries with the aim of setting up an all-embracing framework to conduct bilateral relations. These agreements normally provide for the progressive liberalisation of trade.

²¹ E.g. ISET Blog [Survival of the Fittest in Georgian Agriculture](#)

changes uninformed by trade associations, lobbyists, advocacy groups and civil society are resulting in the legal requirements for compliance in sector, that are often unable to comply and may result in the closure of the only services available to poor farmers in a dysfunctional system e.g. incorrectly labelled veterinary medicines in veterinary pharmacies.

STRATEGIC LINK TO OUTCOMES OF COOPERATION STRATEGY AT COUNTRY LEVEL

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. Television and newspapers are playing an extremely important role disseminating information concerning supporting functions, market access and rules and behaviour change as a result is being increasingly documented. The same is set to continue in Ajara with TV and newspapers and crowding in has been observed in newspapers through the Regional Media Association with whom the programme intends to leverage further impact.

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 and animal movement route monitoring. Finding a mechanism to develop this function more broadly 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.

BILATERAL OR MULTILATERAL ISSUES OF NOTE FOR POLICY DIALOGUE

The above noted ramifications of the EUAA & DCFTA and policy dialogue concerning an informed and supportive approach by the government toward harmonization has become a major issue of note. The urgent 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, public notification of zoonoses, compensation in the instance of a mass cull for 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 transition 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 1ST 2014 TO AUGUST 31ST 2014

Table: 3 Achievements of Outcome²² 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.		
I Phase Alliances KK results	Cumulative to date (I & II Phase) ALCP Results	
	II Phase Achievements	Cumulative results
100% (out of all 66) of communities covered by target services	14 (16% out of all 88 communities in target area) new communities covered by target services corresponding to 7% out of targeted 20%	80 communities covered by target services (14 - II Phase) In Kvemo Kartli: 80 (66 out of 124) In Ajara: 0 (0 out of 67)
17,160 SSLP's households accessing target services & information <i>no target has been set for the indicator</i>	3367 SSLP's households accessing target services <i>corresponding 24% out of targeted 14,000</i>	20,527 SSLP's households accessing target services & information In Kvemo Kartli: 20,527 In Ajara: 0
1,766,495 Gel generated as a NAIC due to more effective livestock market system functions for SSLP's <i>no target has been set for the indicator</i>	579,782 Gel generated as a NAIC due to more effective livestock market system functions for SSLP's <i>corresponding 45% out of targeted 1.3 million</i>	2,346, 277 Gel generated as a NAIC due to more effective livestock market system functions for SSLP's In Kvemo Kartli: 1,766,495 In Ajara: 0
55 ²³ of service providers &/or input suppliers with improved business practices/acumen & outreach to SSLP markets <i>exceeding targeted 50 by 5</i>	48 ²⁴ new service providers &/or input suppliers with improved business practices/acumen & outreach to SSLP markets <i>corresponding 32% out of targeted 150</i>	103 ²⁵ of service providers &/or input suppliers with improved business practices/acumen & outreach to SSLP markets In Kvemo Kartli: 102 In Ajara: 1
21 % Increase in total value of sales of services and inputs of programme facilitated service providers <i>exceeding targeted 20% by 1 %</i>	15% Increase in total value of sales of services and inputs of programme facilitated service providers <i>corresponding 15% out of targeted 20%</i>	1% Increase in total value of sales of services and inputs of programme facilitated service providers
13 entities copying &/or crowding in (4 nutrition suppliers, 7 veterinary pharmacies, 1 cheese factory, 1 online newspaper) <i>no target has been set for the indicator</i>	7 entities ²⁶ copying &/or crowding in <i>corresponding 30% out of targeted 30</i>	21 entities copying &/or crowding in In Kvemo Kartli: 0 In Ajara: 0

²² 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.

²³ 11Vet pharmacies + 1 medicine input supplier Roki + 6 AI technicians +7 bull owners (from pilot intervention) +19 bull owners (from GeoStat intervention) + 1 Nutritional input supplier + 1 Newspaper+ 1TV + 1 Alliances Group Holding + 1Agro Group + machinery retailer LTD “Mar Mot” + 6 machinery service provider

²⁴ 9 Vet Pharmacies +1 medicine input supplier Roki supported to enter new Ajara market + 1TV+ 37 machinery service provider

²⁶ 1 Kharagauli Newspaper in Imereti, Breeding 3, 2 (Akhalsikhe 1 Dmanisi), Nutrition 4 (shops in Akhalkalaki)

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

I Phase Alliances KK results	Cumulative to date (I & II Phase) ALCP Results	
	II Phase Achievements	Cumulative results
100% (out of all 66) of communities covered by target services <i>no target has been set for the indicator</i>	No new communities yet covered by target services <i>corresponding 0% out of targeted 20%</i>	66 out of 191 of communities covered by target services <i>In Kvemo Kartli: 66 (out of 124)</i> <i>In Ajara: 0 (0 out of 67)</i>
8,320 SSLP's with improved market access and better terms of trade <i>no target has been set for the indicator</i>	800 SSLP's with improved market access and better terms of trade (Women/Men) – <i>corresponding 29% out of targeted 14,000</i>	9,120 SSLP's with improved market access and better terms of trade (Women/Men) – <i>In Kvemo Kartli: 8,987</i> <i>In Ajara: 0%</i>
1,182,848 Gel generated as a NAIC due to improved market access and better terms of trade for SSLP's <i>no target has been set for the indicator</i>	314,399 Gel generated as a NAIC due to improved market access and better terms of trade for SSLP's <i>corresponding 24% out of targeted 1.3 million</i>	1,497,247 Gel generated as a NAIC due to improved market access and better terms of trade for SSLP's <i>In Kvemo Kartli: 1,497,247</i> <i>In Ajara: 0</i>
N/A	0 processing, intermediary & HoReCa entities integrating food safety compliance and good management practices into business planning <i>corresponding 0% out of targeted 30</i>	0 processing, intermediary & HoReCa entities integrating food safety compliance and good management practices into business planning <i>In Kvemo Kartli: 0</i> <i>In Ajara: 0</i>
N/A	0 of HoReCa entities serving compliant products <i>corresponding 0% out of targeted 9</i>	0 HoReCa entities serving compliant products 9 <i>In Kvemo Kartli: 0</i> <i>In Ajara: 0</i>
21% increase in volume & value of trade of dairy products through supported/compliant entities <i>exceeding targeted 20% by 1 %</i>	1,5% increase in volume & value of trade of dairy products through supported/compliant entities <i>corresponding 1.5% out of targeted 20%</i>	<i>NA figure cannot be aggregated due to too many different external factors from old to new phase.</i> <i>In Kvemo Kartli: 1.5%</i> <i>In Ajara: 0%</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 <i>In Kvemo Kartli: 0%</i> <i>In Ajara: 0%</i>
1 cheese factory has copied the business model <i>no target was set for the indicator</i>	²⁷ 2 ²⁷ entities copying &/or crowding in <i>corresponding 6% out of targeted 33</i>	3 (2 new) 1cheese factory & 1 BDS Company have copied the business model

²⁷ 1 cheese enterprise Lentekhi municipality. 1 BDS Company.

OUTCOME 3: Small scale livestock producers benefit from a more efficient and resilient operating environment.		
I Phase Alliances KK results	Cumulative to date (I & II Phase) ALCP Results	
	II Phase Achievements	Cumulative results
8 joint public/private sector agricultural initiatives <i>corresponding to 300% of target;</i>	1 ²⁸ joint public/private sector agricultural initiatives <i>corresponding to 10% of target 10;</i>	9 joint public/private sector agricultural initiatives: <i>In Kvemo Kartli: 9</i> <i>In Ajara: 0</i>
25 (27%) village representatives with increased awareness of the needs of women taking part in local decision making <i>no target has been set for the indicator</i>	31 village representatives with increased awareness of the needs of women taking part in local decision making <i>corresponding 22% out of target 140</i>	56 village representatives with increased awareness of the needs of women taking part in local decision making <i>In Kvemo Kartli: 56</i> <i>In Ajara: 0</i>
16 ²⁹ quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented <i>corresponding to 117% out of targeted 12;</i>	2 ³⁰ quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented <i>corresponding to 16% out of targeted 12;</i>	18 quality disaster risk monitoring & outreach (preparedness & mitigation) measures implemented <i>In Kvemo Kartli: 18</i> <i>In Ajara: 0</i>
N/A New indicator for Phase II	% of SSLP's with sense of increased support by public services N/A ³¹	

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

Scale up is going well, following the pattern of previous phases in that Outcome 1 supporting functions are being rolled out and the support services for Outcome 2 i.e. BDS, FS&H, technical consultancy and engineer, have been recruited and are carrying out activities for the preparatory phases of funding the first production enterprises in Kvemo Kartli and Ajara in September/October/November. Outcome 3 Governance interventions in gender and DRR are maturing and advocacy increasingly at national level. In Ajara the local level groundwork has been done at all levels of government and entry points for linking into the momentum of the wider governance interventions (whilst remaining specific to context) are being developed. All indications at this point are that the outcomes will be successfully achieved.

INFORMATION ON DIRECT AND INDIRECT UNINTENDED EFFECTS OF PROGRAMME INTERVENTIONS

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 1. 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 the INGO sector, with Heifer International entering the Sheep Value Chain and other NGO's utilizing ALCP programme facilitated entities such as the Women's Rooms and DRRWG's as coordination and interaction points. With Care International JOIN project in Dmanisi, this led to a kindergarten being funded based on their coordination with the

²⁸ RDAKK Strategy Formation Workshop

²⁹ Imprescon, 3 DRR Working Groups, 6 BEAT Assessments, 6 Advisory Committee Meetings.

³⁰ Tsinskaro Bypass Coordination with MOA, MOE, GHA & Local Self Gov. The Tsinskaro bypass itself.

³¹ Will be assessed in mid and end of phase impact assessments

Women's Room. In the governmental sector results are becoming mainstreamed. At policy level in Food Safety and Hygiene and Gender, the results of programme facilitation have been reported out, through officials and official reports as proof of positive governmental action. In gender in Dmanisi, the Head of the Municipality openly attributes his election and full mandate to the votes of women galvanized through the women's access to decision making activities in Dmanisi. In the sheep sector, key actors, one a programme client and one a member of ALCP partner organisation IAAD have been recruited by the Ministry to a panel of experts to feed into the Agricultural Sheep Sector Policy and into part time employees for the two MOA agricultural research stations. The national farmers' magazine programme *Chveni Perma* continues to have widespread influence with reports on enterprises boosting sales and enquiries and galvanizing advocacy issues. The TV programme itself is increasingly motivated to capture and feed into what is starting to seem a more dynamic sector.

INFORMATION ON PROGRESS OF THE IMPLEMENTATION OF SOC TRANSVERSAL THEMES³²

Work on Women's Economic Empowerment continues to be operationalized, with programming and monitoring systems increasingly systematized to generate, capture and analyse impact. In March work was undertaken with the DCED consultant for the inclusion of the programme as one of two case studies for the DCED's recent *Measuring Women's Economic Empowerment in Private Sector Development* guidelines for practitioners published in July 2014, which gives a detailed breakdown of the methodology and systems utilized by the programme for WEE. Their inclusion recognized the advances made in operationalizing gender and WEE in M4P and aimed to capture these for developing into good practice recommendations and tools for practitioners. The global roll out of the report included a DCED webinar as part of the roll out in which the Team Leader was a key presenter. The programme also gave a [presentation of its WEE work](#)³³ at the DCED Seminar in Bangkok 2014 in March. In 2013 the Ministry of Rural Development and Infrastructure appointed 45 gender advisors based on facilitation of the programme and examples of work done on Women's Access to Decision Making. The advisors however are not all appointed nationally and are untrained, under resourced and unsure of their remit, this therefore forms the second phase of facilitation on the intervention which based on an MOU signed with the MRDI focuses on capacity building of the advisors, developing resources on an MRDI website and linkages. Facilitation faltered on frequent changes to ministers and staff, leverage from the Gender Equality Council is being used to reignite the process (at the time of writing October).

Governance: Transparency and participation remain the foremost governance principles both within and without the ALCP. However accountability becomes an increasingly important principle in both gender and DRR related to the Animal Movement Route as the facilitation, now that functional models have been created at local level, becomes national. The Tsintskaro Bypass³⁴, represents the culmination of three years of facilitation, the bypass being proposed and implemented through multi-level coordination with players with sufficient capacity³⁵. The bypass is a potent leverage point to recommence further action on the AMR. The Advisory Committee will remain a key facilitation tool, both in KK and in Ajara and in Ajara preliminary meetings have been held with all municipalities as a prelude to facilitation on Gender and DRR.

DRR: Animal disease notification and control and the Animal Movement Route provide the backbone of work on DRR in the KK region (See Tsintskaro Bypass above). The 'do no harm' principle remains

³² 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.

³³ *Measuring Changes in Women's Economic Empowerment*

³⁴ A bypass of the infamous hotspot where thousands of head of livestock passed through a village for 4 months of the year and a ley sticking point and nexus of complaint from stakeholders when discussing the AMR.

³⁵ MOA, MOE, Regional Government, Georgian Shepherds Association, & Local Government represented by the programme facilitated DRRWG.

mainstreamed into relevant interventions with the BEAT assessment tool. Capacity building of the Local DRRWG's is reaping dividends with self-determined functions being added to the groups' mandates. In Dmanisi the *Target Land Use Function* has solved conflicts and improved access to 11,000Ha of pasture land which was previously disputed. In Tsintskaro, the DRRWG has initiated, managed and will continue to manage animal disease mitigation measures along the route which includes the Tsintskaro Bypass. In Ajara preliminary meetings with municipalities as well as farmer focus groups and market analysis are identifying the main DRR constraints with regard to livestock which would form the focus of the DRRWG's. The programme continues to maintain an anthrax outbreak database. The programme, I am Farmer *Me Var Permeri* an Ajara farmers magazine programme featured ALCP programme partner vet Amiran Kochalidze, in a one hour special on Brucellosis, which is set to become a priority issue nationwide and in Ajara.

ILLUSTRATION OF THE PERSPECTIVES OF INVOLVED STAKEHOLDERS

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**

SUMMARY OF OUTPUT DELIVERY AND THEIR CONTRIBUTION TO OUTCOMES

The end of phase impact assessment highlighted 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

Output 1.1: Facilitated improvements to business practices and outreach of animal health service & input providers to access wider SSLP markets with affordable, appropriate and quality products.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
All 66 communities served by an animal health service provider	About 14 new communities are served by an animal health service provider	About 80 communities are served by an animal health service provider in total
727,962 Gel value of sales of animal health services: <i>116,474 Gel value of sales to women</i> <i>502,294 Gel value of sales to SSLPs</i>	89,256 Gel value of sales of animal health services: <i>21,671 Gel value of sales to women</i> <i>69,985 Gel value of sales to SSLPs</i>	817,218 Gel value of sales of animal health services: <i>138, 145 Gel value of sales to women</i> <i>572,279 Gel value of sales to SSLPs</i>
Output 1.2: Facilitated improvements to business practices and outreach of livestock breeding service providers to access wider SSLP markets with affordable & appropriate products.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
59 communities served by breeding service providers	59 communities served by breeding service providers	59 communities served by breeding service providers

7,891 Gel value of sales of breeding service providers 383 Gel value of sales to women 4,700 Gel value of sales to SSLPs	8,548 Gel value of sales of breeding service providers 448 Gel value of sales to women ✓ 4,926 Gel value of sales to SSLPs	16,439 Gel value of sales of breeding service providers 831 Gel value of sales to women ✓ 9,626 Gel value of sales to SSLPs
0 municipalities covered by crowding in results outside of programme area	1 new municipalities covered by crowding in results outside of programme area	1 municipalities covered by crowding in results outside of programme area
Output 1.3: Facilitated improvements to business practices and outreach of nutritional input & service providers to access wider SSLP markets with affordable & appropriate products.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
31 communities served by nutrition input service providers	8 communities served by nutrition input service providers	39 communities served by nutrition input service providers
247,924 Gel value of sales of nutrition input service providers 38,291 Gel value of sales to women 149,819 Gel value of sales to SSLPs	49,074 Gel value of sales of nutrition input service providers ✓ 14,868 Gel value of sales to women ✓ 47,780 Gel value of sales to SSLPs	296,998 Gel value of sales of nutrition input service providers ✓ 53,159 Gel value of sales to women ✓ 197,599 Gel value of sales to SSLPs
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	2 new municipalities covered by crowding in results outside of programme area	5 municipalities covered by crowding in results outside of programme area
Output 1.4: 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		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
19 information channels with agricultural content ³⁶ of newspapers/of TV programmes/of internet sites	1 new information channels with agricultural content of newspapers/of TV programmes/of internet sites	20 information channels with agricultural content of newspapers/of TV programmes/of internet sites
8,840 information consumers of products that have agricultural content ✓ 8,044 Women readership/access ✓ 8,840 SSLP's readership/access	5,140 information consumers of products that have agricultural content - 4,677 Women readership/access 5,140 SSLP's readership/access	13,980 information consumers of products that have agricultural content - 6,940 Women readership/access 13,980 SSLP's readership/access
Output 1.5: Facilitated improvements to access to financial services for livestock market system SMEs & SSLP's.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
6 SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access	37 new SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access	43 SME's & SSLP's using financial services in agricultural related transactions 0 women among SMEs and SSLP's gaining access
53 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services	1,843 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services	1,896 of SSLP's served by SME's, or SSLP's using machinery and equipment bought through financial services

³⁶ DRR WG (3), Women's Rooms (3), Vet Pharmacies (11), Newspaper "Trialetis Exspresi", TV Programme "Chveni perma"

Output 2.1: Increased awareness & adherence of value-chain actors to food-safety, hygiene management standards and best practices facilitated.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
N/A	0 of supermarkets & HoReCa sector actors making changes to inspection procedures & sourcing practice N/A	Number of supermarkets & HoReCa sector actors making changes to inspection procedures & sourcing practice N/A
N/A	0 of advocacy initiatives from consumer groups towards government, supermarkets and media N/A	Number of advocacy initiatives from consumer groups towards government, supermarkets and media N/A
Output 2.2: Increased access to FS&H, business & tourism consultancy support services for SME's s supplied by SSLP's facilitated.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
14 value-chain actors actively taking measures that will lead them to food-safety law compliance	4 new value-chain actors actively taking measures that will lead them to food-safety law compliance	18 value-chain actors actively taking measures that will lead them to food-safety law compliance
55 (32 women, 23 men) CPC staff were trained on FS&H topics	No new CPC staff were trained on FS&H topics	55 (32 women, 23 men) CPC staff were trained on FS&H topics
1,672 of milk supplier SSLP's receiving trainings on food-safety, hygiene management standards	No new of milk supplier SSLP's receiving trainings on food-safety, hygiene management standards	1,672 of milk supplier SSLP's receiving trainings on food-safety, hygiene management standards
N/A	0 HoReCa sector actors receiving trainings on food safety and hygiene N/A	0 HoReCa sector actors receiving trainings on food safety and hygiene N/A
8 of value-chain actors taking GMP assessment	5 new of value-chain actors taking GMP assessment	13 of value-chain actors taking GMP assessment
11 enterprises have received BDS services on business/marketing plans (including for rural tourism)	2 new enterprises have received BDS services on business/marketing plans (including for rural tourism)	13 enterprises have received BDS services on business/marketing plans (including for rural tourism) (2 new)
7 enterprises have been through BEAT assessment (5 Dairy, 2 Meat)	No new enterprises have been through BEAT assessment	7 enterprises have been through BEAT assessment
2 enterprises/ value-chain actors receiving HACCP trainings	No new enterprises/ value-chain actors receiving HACCP trainings	2 enterprises/ value-chain actors receiving HACCP trainings
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.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
7 (5 milk/ 1 meat/1 wool) enterprises with increased capacity/utilization of milk and meat, wool and hide	No new enterprises with increased capacity/utilization of milk and meat, wool and hide	7 (5 milk/ 1 meat/1 wool) enterprises with increased capacity/utilization of milk and meat, wool and hide
# 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 N/A	No processors of meat and milk, wool and hide starting to export N/A
All 100% of SSLP producers engaging with supported entities	N/A	All 100% of SSLP producers engaging with supported entities

43 % of producers directly engaging with supported entities are women	N/A of producers directly engaging with supported entities are women	43 % of producers directly engaging with supported entities are women
Number of value-chain actors in dairy sector gaining access to Ajaran Rural Tourism market (HoReCa sector) - <i>N/A</i>	No value-chain actors in dairy sector gaining access to Ajaran Rural Tourism market (HoReCa sector)	No value-chain actors in dairy sector gaining access to Ajaran Rural Tourism market (HoReCa sector)
Number of value-chain actors in meat sector gaining access to Ajaran Rural Tourism market (HoReCa sector) - <i>N/A</i>	No value-chain actors in meat sector gaining access to Ajaran Rural Tourism market (HoReCa sector)	No value-chain actors in meat sector gaining access to Ajaran Rural Tourism market (HoReCa sector)
Output 3.1: <i>Development of improved relationships between market actors, local government and key government agencies in promoting growth in livestock market system facilitated.</i>		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
6 consultation fora between local government & agricultural market actors to address agricultural sector priorities <i>26 % women representatives involved in consultation fora</i>	2 ³⁷ new consultation fora between local government & agricultural market actors to address agricultural sector priorities <i>15 % women representatives involved in consultation fora</i>	8 new consultation fora between local government & agricultural market actors to address agricultural sector
Output 3.2: <i>Improved quality and equity of governance in the livestock market system facilitated.</i>		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
655 women using women's room services	295 women (128 men) using women's room services	950 women using women's room services
24% of women participants in community meetings	26% of women participants in community meetings	To be aggregated end of phase.
<i>New Indicator</i>	3 ³⁸ of women instigated community/livelihood related initiatives.	3 women instigated community/livelihood related initiatives. – <i>N/A</i>
Output 3.3: <i>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.</i>		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
3 active DRRWGs	No new DRRWGs	3 DRRWGs
24% Female representatives engaged in DRRWG activities	24 % Female representatives engaged in DRRWG activities	24 % Female representatives engaged in DRRWG activities
Number of DRR based initiatives impacting at the community level (3 DRR WGs) ✓ <i>N/A</i>	1 ³⁹ DRR based initiatives impacting at the community level (AMR)	4 DRR based initiatives impacting at the community level (AMR)

³⁷ Tsintskaro coordination inc MOA WG and RDA Strategy Formation Workshop

³⁸ 3 kindergartens in Dmanisi Tetrtskaro and Tsalka

³⁹ Tsintskaro Bypass

Output 3.4: Development of improved transparency and efficiency of mechanisms for appropriate municipal level pasture and land management.		
I Phase Alliances KK results	New - II Phase results	ALCP I & II Phase Aggregated Results
<i>New Indicator</i>	1 new quality mechanisms implemented for better pasture and land management	17 quality mechanisms implemented for better pasture and land management
<i>New Indicator</i>	11,000 ha ⁴⁰ of land affected by the improved pasture management system N/A	Number of ha of land affected by the improved pasture management system N/A

IMPLEMENTATION CONSTRAINTS AND WAYS TO OVERCOME THEM

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 have an immediate impact on facilitation which has been built up with key players on key points. However a diversified strategy of working with a range of players across different levels reduces risk and spreads it across the intervention. E.g. In gender where multiple rapid changes in ministers and staff stalled facilitation, leverage was sought through The Gender Equity Council to restart the process. Advocacy and media are also utilized to keep issues in the public domain. The TV programme *Chveni Perma* remains pivotal and increasingly influential in this sphere. The programme also analyses where the role of the SDC can be harnessed to further advocacy points, this is anticipated to come into play on later stages of the development of a coherent infrastructure on the AMR when serious government commitment will be required. The rapid policy changes being brought in without public or civil society consultation are causing some significant problems. Recent policy making on pharmaceuticals could have significant negative impact on veterinary sector growth. Increased programme focus on advocacy and the bolstering of any viable advocacy entities recognizes the need for representatives of private sector and ultimately farmer interests.

EVENTUAL CHANGES TO MAIN ASSUMPTIONS

Results from Alliances SJ, drawing to the close of its six year implementation and from KK 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. The M and E system of KK, now that of the ALCP KK, ALCP AJ and from January 2014 ALCP SJ, has been developed to capture systemic change, sectoral behaviour change and qualitative impact. The logframe contains qualitative indicators designed to capture 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*. The standby phase of ALCP SJ will be an opportunity for added value analysis of factors such as entrepreneurship, indicators of confidence and the dynamics of behaviour change and trans-regional dynamics. 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 assessment 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.

⁴⁰ 20% of total pastures of Dmanisi

CHAPTER 4 – FINANCES AND MANAGEMENT

PERCENTAGE OF BUDGET SPENT VS. PLANNED PER OUTCOME

For the ALCP support facilities of the support lines⁴¹ as of August 2014, spending accurately reflects the inception phase in AJ and the preparatory phase of most interventions in KK as shown below.⁴²

ALCP Support Facilities (CHF)	ALCP KK	ALCP AJ
Alliances Investment Support Facility Outcome 1 & 2:	128,480 (14%)	1459 (1%)
DRR, Gender and Governance Support facility Outcome 3:	26,316 (9%)	627 (0%)

BUDGET DEVIATIONS AND OUTLOOK FOR THE REST OF THE PHASE

Spending is on track for both of the support facilities. Spending percentages for both projects but particularly Ajara will be considerably higher in the next reporting period. Some upward revision will be made to the annual budget in the travel and accommodation budget for ALCP staff, which reflects 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 aeroplane⁴³ and the need for regular trans-regional visits to enhance efficiency, learning and coherence across such a large area.

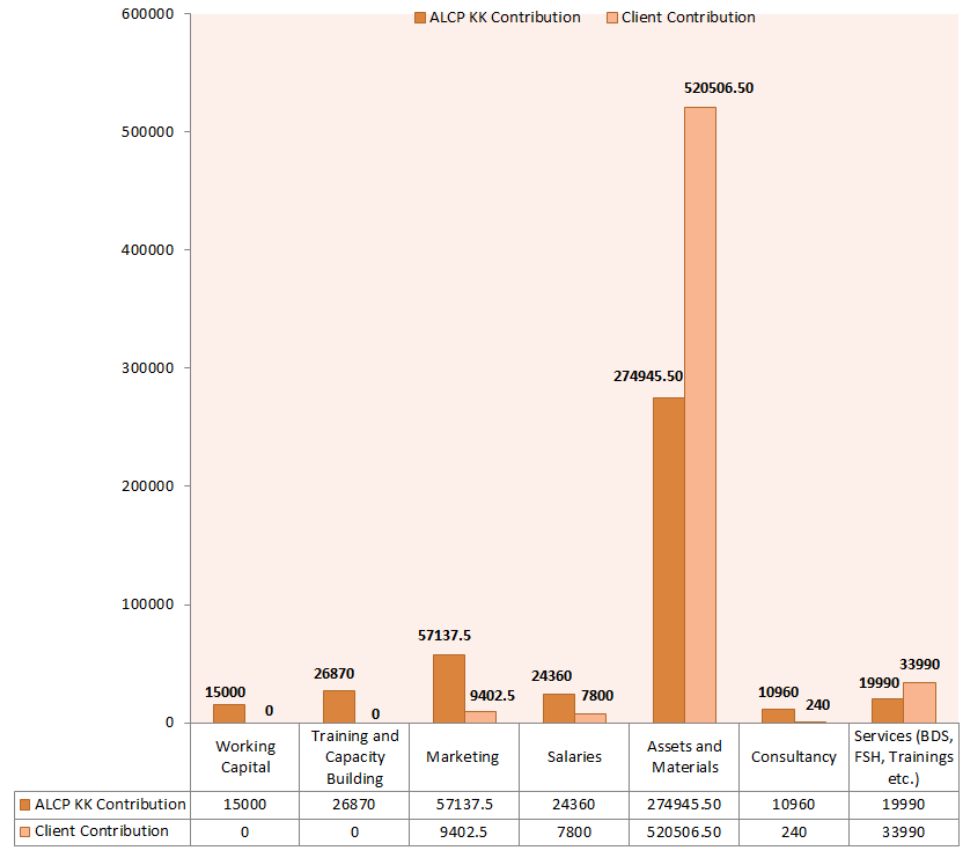
APPRAISAL ON HOW EFFICIENTLY INPUTS WERE CONVERTED INTO OUTPUTS

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 57 % 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 64% down from 69% and BDS at 74% down from 100% in the last report. The breakdown of the use of the ALCP KK 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 64% (from 77% in the last report) and marketing 13% (up from 4%) reflecting the growing sophistication of existing businesses.

⁴¹ 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.

⁴² Calculated linearly spending would be 18% for this period.

⁴³ 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.



REFERENCE TO ACTIVITIES/INTERVENTIONS PROPOSED AND ACTUAL

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 almost all of the proposed opening interventions listed in the logframe, in Ajara entry points were being sought for the best HoReCa sector entry point to deliver scale and discussions are ongoing with the Department of Tourism for improved FS&H trainings by them to the sector. Access to machinery through a financial mechanism embedded with a machinery supplier has seen the intervention finally start to develop scale. Preparatory investigation is underway across other interventions to build on momentum and develop scale with a strategy of new clients, the ongoing development of a more sophisticated support sector and new interventions e.g. in nutrition research into the potential of scaling up alfalfa production and sale in Marneuli, Gardabani and Bolnisi. In Access to Finance focus is also on improving eligibility and access of applicants to government agri loans. Linkages with Regional and national level organisations are being facilitated to support growth. E.g. facilitation has been ongoing with KK Regional Development Agency and the Regional Media 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 governance programmes.

Recruitment has been in line with proposal and budget for both offices, with the slight variation in Kvemo Kartli that one Information Manager Assistant was hired (in lieu of a Business Development Officer) with the other new budgeted BDO to be hired as interventions expand. In Ajara all staff have been hired according to budget bar a translator, using instead external translators when the need arises. This is due mostly to the availability of suitable candidates and the higher level of English amongst Ajara staff. A Knowledge Manager Consultant was hired and paid for on the national consultant's line with a view to including the position in January's budget revision however the candidate is unfortunately required to leave Georgia for personal reasons and it is a position for which the correct candidate may not easily be found. A half time Liaison Officer is to come on line (transitioning from Alliances SJ) in January who may subsume some of the responsibilities, with others having been meted out to various existing staff e.g. updating the website. A review will be held at the end of the next reporting period as to whether the position should be re-advertised. Recruitment in Ajara took longer than anticipated, there being fewer candidates than in Tbilisi and the need for certain jobs to be re-advertised. M4P programmes require practitioners with the right kind of understanding, flexibility and skills. Qualities include fluidity, perspicacity, and the ability to adopt, adapt and respond. These personnel are now in place and capacity building and mentoring is ongoing.

CHAPTER 5 – LESSONS LEARNT

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

The importance of interagency learning has been growing particularly since the inauguration of the ALCP and the growing importance of trans-regional factors and within Georgia the ALCP has been in close contact with SDC funded HEKSEPER implemented MOLI in Kakheti. Exchange visits have been held for the purpose of learning and knowledge exchange. This is set to continue with ALCP and MC members attending a MOLI initiated facilitation training in November. Links from outside Georgia are also strong, visits from the M4P DFID funded Nepal NMDPSAMARTH programme were held in spring. Ongoing coordination and dedicated workshop attendance has been held with UNDP VET programme, opportunities for leveraging VET are being promoted where possible e.g. with Roki vet pharmacy staff attending veterinary trainings in the Kachereti VET College. The programme is also awaiting openings for coordination on SDC supported local governance initiatives. In the programme area Alliances regularly works with ICCN on their Women and Girls programme, and with EUENPARD, RED and Heifer International. With Heifer, Alliances facilitated a visit to one of its dairies for the beneficiaries of an agro tourism programme and has coordinated over the entry of Heifer into the sheep market system. Programme staff maintain wide networks of contacts that include media, government and market actors and which with an ongoing working culture of open information exchange keeps the programme in tune with wider currents in agriculture, government and civil society in Georgia and abroad. Programme staff also attend Mercy Corps Georgia events and workshops where applicable, particularly lately Climate Change Adaptation and Resilience workshops.

External Linkages and Knowledge Sharing: The programme provided SDC with information related to methodology for capturing systemic change for an agency presentation on the ALCP and at a Swiss Contact workshop. The Team Leader has also provided information on Alliances to consultants providing material to a gender workshop in the Balkans and for constructing a case study for inclusion on a report on M4P for the Austrian Development Cooperation. Strong links to the DCED 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 attended and presented at the Agriculture and Food Security Network Event in Thun and was a key informant on the preparatory phase of the SDC/DFID funded BEAM exchange and was elected to the BEAM Exchange Strategic Advisory Panel the first meeting of which will be held in December 2014. 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. The challenges this poses to staff time and capacity were discussed with SDC Management during an HQ visit in spring and the measures taken are discussed below.

IMPORTANT FINDINGS FROM REVIEWS AND SELF-EVALUATIONS

As the ALCP's profile and knowledge has developed within Georgia and without, the programme has had to respond to a need for a more systematic approach to external knowledge sharing, promotion and publicity including increased requests for knowledge and materials. A full TOR for a Knowledge Manager was developed and a national consultant was hired (see recruitment section for full details re: HR and Budget) who concentrated primarily on building the photographic stock of the programme, human interest stories, data presentation (for the increased number of presentation the programme is obliged to now give) and building the website in conjunction with the Team Leader. (www.alcp.ge) The website focusses on being more interactive, user friendly resource linked to all main forms of social media as well as building on the success of the downloads page which forms an easy to use resource/library for the latest key publications for market development including themes such as systemic change and WEE as well as programme generated agriculture in Georgia related information. The tasks of the Knowledge Management Consultant⁴⁴ have been meted out to existing staff and to the half time Liaison Officer, who is to come on line (transitioning from Alliances SJ) in January. A review will be held at the end of the next reporting period as to whether the position should be re-advertised. The Team Leader has focussed on making linkages to develop case studies and there are plans to develop case studies with the BEAM Exchange on Input Supply and SDC on applying a systemic approach to governance interventions. The DCED recommendations from the January report have been gradually absorbed into the programme M and E resulting in a more robust system of impact assessment.

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.

CONCLUSION

The End of Phase Impact Assessment demonstrated the huge impact being generated by the synergistic operation of the programme including benefit not normally monetized such as information and an improved operating environment. Application of the DCED recommendations has allowed the programme to develop its understanding of and systems to capture the level of change now being leveraged by the programme. The inclusion of stand by phases into the fabric of the ALCP provides an exciting opportunity to develop added value analysis that captures the longer terms trends and benefits of a successful market systems development programme operating from 2008 and with, from March 2014 the mandate for trans-regional expansion.

⁴⁴ See recruitment section. The Knowledge Manager position was not written into the original proposal or budget but emerged as a need later on.

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
ISF	Investment Support Facility
KK	Kvemo Kartli
LCP	Lesser Caucasus Programme (official SDC name for ALC)
LLC	Limited Liability Company
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
MRD	Ministry for Regional Development
NFA	National Food Agency
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 1ST 2014 TO AUGUST 30TH 2014

Note: Interventions are qualitatively measured annually. However not all occur at the same time. This report includes all those interventions which were due for their annual qualitative impact assessment in the reporting period, other interventions which started later than others will be reported on in the next reporting period in the annual report.⁴⁵

Outcome 1: Supporting Functions

Farmer Level Satisfaction

The majority (>80%) female and male farmers are satisfied with services⁴⁶ and the benefits based on what they pay for, due to price, frequency of supply and quality of services.

Farmer Copying

For the Newspaper and TV programme (*Trialetis Exspresi* and *Chveni Ferma*), 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. when the ALCP's direct beneficiaries read articles or saw TV shows on combined feed, preventive activities on Brucellosis, new technology in cheese producing and timely vaccination 53% adopted new practices and 34% shared the information among their neighbours and family members, who copied them.

Farmer/ Business Behaviour Change

In Phase 1 information was transmitted from programme supported services to farmers, farmers are becoming increasingly active now, asking the services for trainings and consultations (to *Roki LTD* through vet pharmacies; *Ednari Antadze*, nutritional input supplier; *GeoStat* for breeding; and newspaper *Trialetis Exspresi*). Rare communication among businesses and farmers moved to collaboration level.

Crowding In/Sector Wide Behaviour Change

Veterinary: 5 vet pharmacy staff will start studying veterinary medicine at the Kachreti Vocational Training Centre from Tsalka.⁴⁷ The main motivation for all of them was increased potential for business profitability. *Roki Ltd* provided them with information and contacts about the centre. Besides them, the wife and the daughter-in-law of a Dmanisi based vet pharmacy owner have become involved in the veterinary field since January 2014 passing through Roki's intensive training course. Over the last two years *Invet Ltd* has imported identical medicines to those supplied by Roki, it also started to produce some vet medicines that Roki already produces, they have also created a distribution chain identical to Roki's, began consulting and training activities, made a website and published a guide of the same structure as Roki's.

Nutrition: Combined feed services (linked to KK client *Ednari Antadze*) are now operating in Akhalkalaki (4 shop owners have been distributing since March) and Ajara (3 shop owners have been distributing in Khulo since May). The intermediaries bought feed from *Antadze* and have since sold 18 tonnes of combined feed; they have delivered 560 services through 372 farmers. All of them have their own shop and the main reasons to start distribution of the product were promotion of the product through the TV programme 'Chveni Ferma', the labels on the combined feed which are simple and informative telling them of the composition inside the sacks and trust on *Ednari* that make them be sure that this product has good quality.

Information: 1 newspaper '*Kharagauli*' in Imereti region with 2000 circulation/week added a 2 page agricultural supplement '*Mamuli*' after the editor of *Trialetis Exspresi* presented her Farmer Supplement at the Regional Media Association meeting in autumn 2013, where 24 regional media organizations participated. The supplement is well-received by farmers and she has letters of thanks from readers. Since October 2013 the Editor of the newspaper *Trialetis Exspresi* has been teaching 120 students Management Basics and Media Ethics and Correspondences in

⁴⁵ For the next reporting period Output 1.2 (Breeding), 1.5 (Access to Finance Machinery) , 2.2 (Wool) and (Vostoki) and all four of Outcome 3 outputs.

⁴⁶ Annually scheduled interviews with qualitative questionnaire based on providing evidence for qualitative indicators in the monitoring plan for key change steps in the results chain

⁴⁷ 1 Trialeti village based Satellite Vet *Amiran Beridze* who has already passed through 10-months intensive course and 2 sons of *Roin Abuladze*, Tsalka based vet pharmacy owner who are starting their study from the 20th of October. Besides them, *Amiran Beridze* gave the information about the centre to his cousin who is a vet in Ninotsminda, Samtskhe Javakheti and *Roini* offered to his nephew from Akhalkalaki to study veterinary medicine at the centre. All of them will start studying from October 20th as well.

Tsalka Private Vocational College, for students who graduated from schools, Giorgi Gigolashvili, First Consulting Company (ALCP Service Provider) helped her with materials and syllabus development for the first discipline.

Business Stability: Growth and Investment

Veterinary Throughout the country *Roki Ltd* has followed the same distribution and training model with 297 vet pharmacies improving awareness on preventive activities, a new generation of vet medicines and management skills. Pre intervention hotline calls per year were on average 43,180, now are 72,180 throughout the country. Annual turnover of the company as a whole has increased by 33% in 2013. Roin Abuladze, a Tsalka based vet pharmacy owner is collecting documents for purchasing land to build 2-storey building for the Vet Pharmacy. He also is planning a veterinary centre in Khulo and he bought a car. Temur Charkviani, a Tetrtskaro based vet is negotiating to join the side store to his vet pharmacy.

Business Model: The service providers realized that farmers' oriented business is the most important for their success. Service providers understood the value of diversification for cash flow across the year. Roin Abuladze, Tsalka based vet pharmacy owner and *Roki Ltd*, Tbilisi based office independently to each other decided to cooperate with MFI Credo this year and offer micro loans to their customers. 10 000 gel has been issued by Credo at Roini's vet pharmacy through 30 customers, 40 % purchased vet drugs, 20 % bought inputs for plant protection and 40% purchased fuel scythe;100 customers have used the service at the Roki Tbilisi office, 30% bought vet medicines, 70% purchased milking machine, and equipment for watering and feeding.

Outcome 2: Market Access and Terms of Trade

Female Suppliers

Financial stability seems to be decreasing trends in domestic conflict. Where female farmers have a daily income from selling milk with increased prices per litre of 5 tetri the increased profitability of their farming activities is leading to improved financial stability, improved internal status and a reduction in domestic conflict. They stated that when the milk price was low and sales were irregular and difficult, their husbands negated their economic contribution, and the value of their work and sometimes forced them to give up dairy; they had lower status in their families which meant for them more domestic conflicts. Now female milk suppliers feel more secure and family life is easier.

Copying

In Food Safety and Hygiene, 1 adult member within the family and 2 neighbours are copying the behaviours from (>80%) of the ALCP's FS&H trainees, in issues including livestock care, preventive activities and good milking practices and food safety and hygiene rules. For example: after copying FS&H trainees, farmers have stopped wearing jewellery during the milking process, and now use liquid 'Jelly' for washing dishes.

Crowding in

Dairy: 1 cheese enterprise in Lentekhi municipality, Racha-Lechkhumi and Kvemo Svaneti region is planned to open in December this year, in June they got information from Tsezari Kakhadze, Sakdrioni Village, Tsalka municipality based Cheese Producing Enterprise on cheese producing equipment, and the whole business model starting from milk suppliers and ending with market. First Consulting gave the Lentekhi enterprise the contacts of Tsezari Kakhadze.

BDS: In September 2014 a new BDS company in Tbilisi was established after seeing the profitability of ALCP service provider First Consulting and the demand from enterprises. He copied the model from the company and provides marketing and business plans to customers. Besides livestock sector, the new company works in energy and construction sectors. He has a big order from the energy sector.

Longer Term Stability in the Business Model

The importance of Business Development Services and FS&H consultations for rural businesses has been increasingly recognized by the government and the enterprises. 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. (4 clients have paid 100% for repeat services) E.g. Tsezari Kakhadze is planning to take blood samples from 30% of the cows owned by his milk suppliers and pay all the costs, and will help with vaccination based on diagnosis. The television programme '*Chveni Ferma*'⁴⁸ is contributing to linkages and demand. Clients featured had significant volumes of calls from buyers from across Georgia following the episodes, emphasizing their liking of the food safety and hygiene controls and therefore the endorsement of the quality of the product. The first enterprise featured in the TV Programme, Sakdrioni based cheese factory has had 4565 viewers on YouTube.

⁴⁸ Facilitated in Phase 1 of Alliances KK.

Increased Sustainability of ALCP Consultancy Services 'Star Consulting' & Ekaterine Burkadze

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 compliance⁴⁹. After the NFA recommendation 10 enterprises chose 'Star Consulting', due to price and the enterprises realized that the company knew the sector better than other companies. 'Star Consulting' has 2000 GEL monthly income from the above mentioned private clients. In addition:

- EB was hired in April 2014 as a consultant of the agency under 'European Union's (EU) Comprehensive Institution Building programme (CIB)'. She has trained 500 agency specialists who inspect the enterprises, trained 30 specialists in HACCP setting, and held 2 round tables for 300 participants mainly entrepreneurs from milk and honey sectors and government representatives, discussing challenges in the sectors. Working Experience with the programme Alliances KK, reporting skills and knowledge of constraints of rural SME's was crucial for the NFA to hire EB and her company for both cases.
- Ekaterine publishes articles on FS&H regulations in Pro Credit Bank's journal "Pro Agro", the journal distributes among Pro Credit Bank's agro loans customers. 2 years ago EB started teaching students Metrology, Standardization and Certification at the Agrarian University. The students are future Food Technologists.

'First Consulting' & George Gigolashvili

'First Consulting' won a tender and is among 8 companies who provide BDS to the beneficiaries under 'Project of Co-financing of Agro Processing Enterprises' of the Management Agency of the Ministry of Agriculture in April 2014. If the agency decides that the received application form from the beneficiary is worth funding but needs more information it contacts one of the company among 8 to provide a service for which it pays. 3 BDS services have been done for the beneficiaries of the agency: 2 are livestock and poultry combined feed producers and 1 cheese producing company from different parts of Georgia. Working experience with Alliances was a deciding factor in the agency choosing 'First Consulting'.

- Some applicants have contracted 'First Consulting' directly. Since May, 2014, First Consulting Company has received private orders from 4 enterprises in dairy, meat and fish sectors based on word of mouth.
- Among the ALCP clients 4 have independently contracted the company. Trialetis Expressi for help with marketing, Tsezari Kakhadze for design of the company logo, Ednari Antadze to investigate issues of tax regulation. Anzor Khinikadze, J-T-A Ltd, to apply for government agri credit.

Outcome 3: DRR, Gender and Governance⁵⁰

Women's Rooms

The Women's Rooms coordinator has been appointed Head of the Health and Social Issues Department in Dmanisi municipality in addition to being the WR's coordinator. The department's social service is mostly used by rural women who do not know how to handle certain official issues, for example, filling forms, writing requests. Those rural women represent their households and are more likely ask for assistance than men who are more ashamed to ask for help. Care International approached the municipality under the framework of a current project and were directed by the WR to the need from Boslebi Village for a kindergarten, the organization funded the kindergarten and it will be opened by the end of October. The WR rep in Dmanisi moved to a Gender Advisor position and the Women's Room rep in Tetrtskaro is waiting to be appointed to the gender advisor position as well. One Women's Room visitor was employed at a Tetrtskaro based kindergarten after finding out about the vacancy in the WR.

DRR

The Municipal DRR working group in Tetrtskaro is supervising the construction of the 4km Tsinstkaro bypass on the Animal Movement Route as a result of which the transhumance will not pass through the populated area in Tsintskaro Village. The municipal DRR working group will oversee the functioning of the bypass route; it will maintain and monitor the bypass, during the movement season as well as during other seasons of the year. Two more people were hired by the local government to ensure that the route is not violated during transhumance and that the threats of spreading animal diseases are mitigated.

⁴⁹ The other four companies are Tbilisi based: Sanitation, Hygiene and Ecology Institute, GDSI organization, Loidi organization, and Management Systems organization.

⁵⁰ 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.

ANNEX 2: PERSPECTIVES OF ALLIANCES KK 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: ‘The most precious thing we have achieved during the last years is a close communication with vets. Before, we didn’t even know their names and locations, now we know their future plans, business profitability, obstacles, we stand next to them and lobby their interests at policy level. The company has enhanced free consultation service for farmers and vets. Roki Ltd gave Amiran Beridze and Roin Abuladze’s sons, vets from Tsalka, the contacts of Kachreti Vocational Training Centre to study veterinary medicine. Amiran Beridze also gave the contacts to his cousin who is a vet in Ninotsminda, and Roini contacted his nephew from Akhalkalaki to the centre. All of them will start studying from October 20th. We will have 5 more qualified vets in the sector.’

Tsalka based vet pharmacy owner Roin Abuladze on intervention outcomes: ‘From October 20th my two sons will be studying veterinary medicine at Kachreti Vocational Training Centre as they see that there is a future for them in the business. My family has seen a big growth in demand from farmers, 2 years ago my annual turnover was 5,000 Gel, and this year only for August my turnover was 5,000 Gel. I have added other inputs to sell, combined feed, bran and now offer micro loans to my customers. I am involved in a huge vet network and I have put my fingers on the veterinary pulse.’

Female SSLP Khatuna from Tsalka on intervention outcomes: ‘I have 5 cows. Last year one cow became ill, we could not treat it on time, as I couldn’t find a car to go to Tsalka and the cow died. This year a vet pharmacy was opened in our village. I often visit it and now take measures in advance.’

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

Male SSLP Jumber Khozrevanidze from Imera Village, Tsalka on intervention outcomes: ‘I have local breed calves and improved breed calves. The local breed calves are often ill and the improved breed calves are 70 kg more than them, in six months and they are now a 200kg/calf. Regardless of how well I was feeding before, there was no effect. Now I have 6 cows, I am going to increase this to 15. I am sure that 3-4 improved breed cows can keep the family with the rest for income.’

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.

Male SSLP Roland from Tetrtskaro on intervention outcomes: ‘I am satisfied with the price and quality of product. I take the product on credit and pay after selling cheese. I was so interested in it, that I went to see them making it and became sure, that this is a good quality product. Of course brewer’s grains have a good effect but combined feed is more easy to use and keeps for longer, it is good that I have a choice. I am feeding cows with combined feed regularly; when you see good results you keep doing it’.

Outcome 1, Output 1.4: Crowding In on Activity 1.4.1: Facilitate local newspaper Trialetis Expressi, to expand the sale of an improved newspaper pursuing direct sales opening new selling points in all three municipalities.

Kharagauli based (Imereti region) newspaper editor Laura Gogoladze on intervention outcomes: ‘Nazi Meshveliani, the Editor of Trialetis Expressi presented her Farmer Supplement at the Regional Media Association meeting in autumn 2013 as part of her improved content for her readers. I liked the idea and several months after the presentation I added 2 pages *Mamuli –Homeland* to my newspaper ‘*Chemi Kharagauli*’ on practical information related to agriculture, livestock diseases, bee keeping, news, and governance programmes. Nazi shares all kinds of information with me. It has been well-received and I have had letters of thanks from readers.’

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

Lentekhi based (Svaneti region) Cheese Producing Company Manager Amiran Gadaphkhadze on intervention outcomes: ‘I needed to fill in an application form for the government ‘Co-financing of Agricultural Products Processing Enterprises’ programme and my relative sent me to George Gigolashvili’s office. We worked out all the

details, he recommended that I meet Tsezari Kakhadze, a Tsalka based cheese factory; I got all kinds of information from him that I needed for my application form. The document was so good that we have already received approval from the Ministry of Agriculture, I am signing in a week. 40% will be government financed, 50% will be bank loan with a 2 % interest rate and 10 % is my co-financing.’

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

BDS service provider, First Consulting Company Manager George Gigolashvili on intervention outcomes: ‘I usually monitor how my clients follow their marketing plans, I can say that they have become open minded, their local vision has been replaced with a wider strategy. Previously unplanned activities have become more or less systematic. I see improved managerial skills in almost all our clients; and they are all continuing to apply to us for help in various issues. Since April, 2014 our company has been involved in the 'Co-project of Agricultural Products Processing Enterprises ' of the Ministry of Agriculture. In addition to agency orders, we have also filled in 3 application forms for people willing to participate in the project. Between May-September we received 3 orders from the agency.’

Outcome 2, Output 2.2: Activity 2.2.3: Co-invest with I.E Tsezari Kakhadze for construction of a cheese production new building, upgrading equipment and Infrastructure.

Female SSLP supplier Darina from Tsalka on intervention outcomes: ‘3 years ago I started with 2 cows, now I have 7. I am an eco-migrant from Ajara and I have lived in a Greeks house for more than 15 years. When my income increased I first bought a house, then I bought kitchen furniture, a computer and a washing machine. My husband is also pleased that we have more money, now he is not complaining about why we keep a cow. Material well-being is having influence on peace in our family.’

Sakdrioni Village based (Tsalka) Cheese Producing Company Manager Tsezari Kakhadze on intervention outcomes: ‘Sales have become more stable as our customers have trust in our product’s quality after featuring the enterprise on the TV programme ‘Chveni Ferma’. The internet viewers’ number is permanently increasing, more than 4000 on YouTube, I am very pleased, and I feel that my enterprise has become more recognizable. My customers are pleased that I am supplying them with safe cheese, for my milk suppliers it is secure market for selling milk.’

Outcome2, Output 2.2: Activity 2.2.3: Co-invest with I.E Temuri Kakhadze for renovation of premises, upgrading equipment and infrastructure.

Female SSLP Makvala from Tsalka on intervention outcomes: ‘I have been supplying milk to Temuri Kakhadze for 10 years, the enterprise conditions have changed radically over the last three years. We used to be afraid that one day Temur Kakhadze would stop receiving milk and stop processing in his house, now we see a professional enterprise with all equipment and we are very pleased, this enterprise is vitally important for our livelihoods. I attended a hygiene training and I have improved cow shed conditions after the training.’

Gantiadi Village based (Tsalka) Cheese Producing Company ‘JTA’ Manager Temuri Kakhadze on intervention outcomes: ‘I started supplying ‘Carrefour’ supermarket network after the enterprise was featured by the TV programme *Chveni Ferma*, the show gave me access to everywhere and enabled me to offer my product to everybody. The programme made my business valuable and recognizable. Before, I was selling 200 kg’s of cheese to *Machakhela* a day, now I am selling 400 kg/day. My milk suppliers are also pleased that the enterprise was shown on TV; they now feel that they are role models for milk suppliers in Georgia.’

Outcome 2, Output 2.2: Activity 2.2.3: Co-invest with J-T-A Ltd for renovation of a premise, upgrading equipment, transport and infrastructure.

Female SSLP Nanuli Khozrevanidze from Kiriakovi Village (Tsalka) on intervention outcomes: ‘When Anzor Khinikadze came to our village, we were afraid, because previous milk collectors had not paid us. Mr. Anzor signed contracts with us and now we feel more secure. Before I used to make cheese and if we couldn’t sell it I exchanged it for second hand clothes. I did a calculation and decided to stop making cheese and start selling milk, I gain about 0.20 Gel more per liter of raw milk compared to cheese, for me this means 8 Gel more per 40 liter of milk a day, as I have 10 cows. Besides money, selling milk doesn't take time and energy. Also, we can call Mr. Anzor and he, absolutely for free, brings us bran, oil or other goods from Tsalka, as our village is too far from the centre of Tsalka.’

Tsalka based Cheese Producing Company 'LTD J-T-A 'Manager Anzor Khinikadze on intervention outcomes: 'I made large steps forward in my business. After reporting on my enterprise on a TV show, Smart supermarket contacted me and asked me to sign an agreement. Since that the Supermarket has become my best partner. One year ago I had a lot of competitors after the programme this has become easier. Now, I follow my business plan, I have signed agreements with my milk suppliers, they know their rights and obligations and they feel more secure. The NFA has checked my enterprise twice it went well, with only a few small recommendations.'

Outcome2. Output 2.2: Activitiy2.2.3: Co-invest with BMB Ltd in upgrading transport and equipment to get on line 10 000 liters/day capacity new cheese factory on line while complying with FS & H regulations and expand production capacity.

Ratevani Village based (Bolnisi) Cheese Producing Company Manager Mikheil Akopashvili on intervention outcomes: 'One month ago I started to supply Fresco supermarket network; I am also still supplying Carrefour, and Foodmart supermarkets. They pay 12 Gel/kg of cheese. Last year I was selling the same cheese for 9 Gel/kg. They pay me more now as they have increased demand. This allows me to pay more to my milk suppliers as well. Last year it was 0.7 Gel/lt now I pay 1 Gel/lt; in addition to buying milk in Dmanisi and Marneuli, I buy 1.5 tons of milk every two days from Akhmeta, Kakheti.'

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.

Marneuli Livestock Market "Vostoki" director Tariel Gajiev on intervention outcomes: 'Since February 2014 the livestock market has been operating for two days (Saturday and Sunday) a week. The farmers only pay one fee for the two days. High selling season starts from July. Farmers come from summer pastures to sell their livestock. The pens are free; I added 3 pens without programme facilitation and want to add 13 additional pens, as I see the demand. The entrance and exit are now located on different sides, it improves free movement in the market. No traffic jams. The market is now equipped with light, which also improves movement at night, before the market was not equipped with light and farmers used torches at night time.'

Outcome 3, Output 3.1, Activity 3.1.1: Organizational strengthening of Georgia Shepherds Association

Rati Kochlamizishvili. New staff member of the GHA.

After your programme facilitation *Georgian Shepherds Association* has established an office with 2 new staff members and website, now we work as a team more efficiently. We are the main source of information for the Research Centre of the Ministry of Agriculture for preparing a strategy document on sheep farming and we are a main partner with the Ministry of Agriculture for sheep movement route identification and demarcation. *Heifer Georgia* has used our study prepared under the programme facilitation *Perspectives on Sheep Farming & The Sheep Market System in Georgia* to create value chain analysis of the sheep sector and the organization is going to open a demo wool processing factory in Ninotsminda where we'll take responsibility of a management part. Also, the association is a partner with Anka Fairtrade Production and Exporting Company in a sheep in hazelnut plantation project.⁵¹ In August we invited an expert in cheese making from Switzerland, a wool expert from Australia and a Bio-sheep expert team from Ukraine. Each of them prepared recommendations for us and for sheep farmers. We have started to increase number of members of the association from 150 to 800, hot-line will operate from December and we will provide free consultation service to farmers. *Georgian Shepherds Association's* visibility has increased very much, now we control the sector much better.

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.

Tetrtskaro based Women's Room visitor Tamuna Sidenko on intervention outcomes: 'I have been looking for a job for 2 years, 5 months ago I heard about Women's Room and started visiting. With their help 1 month ago I started to work in Tetrtskaro #2 kindergarten. I always attend meetings in WR and gained information. Centers like this are very important, where there are people who listen to our problems and offer us some ways of solving them.'

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.)

⁵¹ A form of agro forestry sheep being used to graze under the hazelnut plantation and keep the growth down.

Tsintskaro Village representative of Tetrtskaro municipality on intervention outcomes: ‘In a week the sheep will pass on the new route and the long-suffering of our people will end. As well as the spread of livestock diseases, the movement on roads was restricting for months and the dogs of herdsmen used to bite people. All the problems will be solved. A group of people from local government will control the movement; this project is so important that local people helped with the construction.’

Davit Petviashvili Deputy of Municipality and Head of DRR WG

Head of 3.3 Before the National Food Agency representative in Dmanisi was the only person for implementing of preventive measures to reduce livestock related disaster risks, the representative didn’t have even a vehicle, now DRR working group at Dmanisi municipality shares the above mentioned responsibilities. The NFA representative uses our vehicle and we help each other with taking blood test, burning and burying infected carcasses, carrying out vaccination, quarantine arrangements. Now we control the whole period of quarantine, before nobody monitored it. We have good results in patrolling of livestock movement route to avoid conflicts that often used to take place when the route was violated by shepherds. Last year, we had about 30 cases of conflicts and this year we haven’t had yet any case.

Outcome 3, Output 3.4: Activity 3.4.1: Development of Land and Pasture Management Function in Local Self Government DRR Working Groups

Davit Petviashvili Deputy of Municipality and Head of DRR WG with Target Land Use Function:

Also, this year about 50 people came to our office complaining that the borders of their lands were being violated, we provided all kinds of information so they could solve the problems. We distributed fliers among farmers about our target land use services and we have seen an increasing number apply. For us Dmanisi DRR WG is a new mechanism for land and pasture management. We didn’t have any mechanism before to respond to land related problems. During last six months we responded to several 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 we tried to help people and resolve conflicts. Overall about 20 % of the pastures in Dmanisi Municipality were covered by the DRR WG.

ANNEX 3: LIST OF INTERVENTIONS UNDERTAKEN IN THE REPORTING PERIOD

LIST OF INTERVENTIONS UNDERTAKEN IN THE REPORTING PERIOD (FROM 1 st OF MARCH – TILL August 2014)													
Intervention ID	Intervention Name	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	
							Gel	%					
1	1.1.1 ROKI/ALCP KK- 2	LTD. ROKI	Davit Bostashvili	Tbilisi	Vet. Drugs distribution company	23/07/2014	Gel	436980	110670	326310		Very Good	
							%	100%					25%
2	1.1.1 Association Farmers of Future/ ALCP KK - 2	Association Farmers of Future	Rusudan Gigashvili	Opposite side of 91 Ketevan Tsamebuli Ave. Tbilisi.	Vet. Drugs distribution company	23/07/2014	Gel	80385	79015	1370		Very Good	
							%	100%					98%
3	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	Gel	12471	3015	6908	2548	Good	
							%	100%					24%
		002 ALCP KK LTD "Mar-Mot"	Adil Piriev	Former-potato farm, Marneuli.	Agricultural Machinery shop (forty one clients)	7/5/2014	Gel	143495	35888.75	107606.25	75%		Very Good
	%						100%	25%					
	D&S GROUP						Zurab Lazareshvili	Bolnisi					
		%	100%	25%	75%								
4	1.4.1 Marneuli TV/ ALCP KK - 2	LTD "Marneuli TV"	Shalva Shubladze	Marneuli, 26 May street #19	Agricultural TV program	19/06/2014	Gel	34069	20785	13284		Good	
							%	100%					61%
5	2.2.1 Star Consulting/ALCP KK - 4	LTD "Star Consulting"	Ekaterine Burkadze	43 Flat, 9b Antonovskia street, Vake-Saburtalo districts.	The consulting company for Food safety and Hygiene	16/07/2014	Gel	29914	19111.6	4761.6	6040.8	Good	
							%	100%					64%
6	2.2.1 First Consulting	First Consulting	George Gigolash	Flat 6, Building	BDS Consulting	16/07/2014	Gel	78600	31710	13200	33690	Very Good	

	Company/AL CP KK- 1	ng Compan y	vili	3, Gldani district V.	Company		%	100%	40%	17%	43%	
7	2.2.3 Tsezar Kakhadze/AL CP KK - 5	LTD "Milk Producer company "Tsezari"	Tsezar Kakhadz e	Sakdrioni village, Tsalka municipali ty	Cheese production company	25/06/201 4	G el	8209 0	43840	38250		Very Good
							%	100%	53%	47%		
8	3.1.1 Tetrtskaro Municipality/3	Tetrtska ro Municipa lity	Giorgi dalakish vili	Tetrtskar o Municipali ty	AMR Tsintskaro bypass	19/05/201 4	G el	6000 0	50000	10000		Good
							%	100%	83%	17%		
9	3.2.4/Dmanisi Municipality/A LCP KK- 1	Dmanisi Municipa lity	Nodar Aduashvi li	Dmanisi Municipali ty	Women's room	15/04/201 4	G el	4880	3500	1380		Good
							%	100%	72%	28%		
10	3.1.3 Georgian Shepherds Association/A LCP KK- 2	Georgia n Shepher ds Associati on	Beka Gonashv ili	#9, Bazaleti St. Vake District, Tbilisi, Georgia	Georgian Wool Advertise ment	16/06/201 4	G el	8120 0	65200	16000		Good
							%	100%	80%	20%		
<i>Service Contracts</i>												
11	2.2.1 Star Consulting/AL CP KK - 1	LTD "Star Consulti ng"	Ekaterin e Burkadz e	43 Flat, 9b Antonovsk aia street, Vake- Saburtalo districts	Consulting company for Food safety and Hygiene	1/5/2014	G el	1540	1540			Good
							%	100%	100%			
12	2.2.1 Gergili/ALCP KK-1	Gergili	Revaz Enuqidz e	Building N1, dolidze street 1, Tbilisi	Consulting Co- Environme ntal	3/7/2014	G el	3850	3850			Good
							%	100%	100%			
13	2.2.3 Davit Slabinski/ALC P- 1	Davit Slabinski	Davit Slabinski	Ninoshvili st. #65, Tbilisi, Georgia	Technical Dairy Consultant	24/07/201 4	G el	5600	5600			Good
							%	100%	100%			

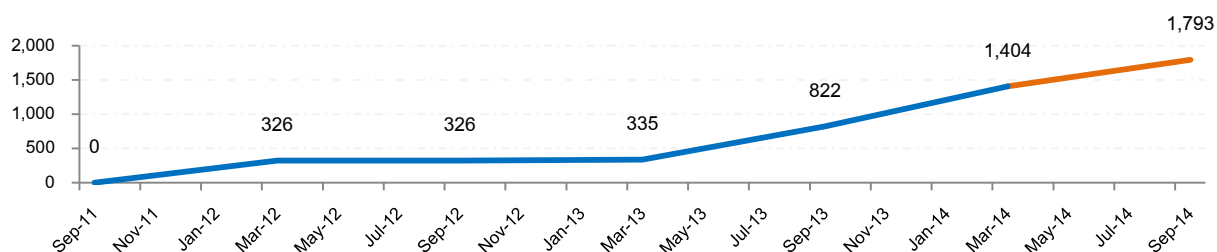
ANNEX 4: DYNAMICS OF SCALE AND SCALABLE INDICATORS PER INTERVENTION & SECTOR

Interventions		Key Scalable Indicators																																										
Output 1.1																																												
ROKI		I Phase Alliances KK results	To date (I & II Phase) ALCP Results																																									
<i>Total cost :</i>	372,065		New - II Phase results	ALCP I & II Phase Aggregated Results																																								
<i>Alliances contribution:</i>	251,210																																											
# of farmers having access to service		13,902	1,619	15,521																																								
# of farmers generating positive tangible income changes		12,220	1,423	13,643																																								
% of women among beneficiaries				24%																																								
NAIC generated for farmers (Gel)		548,909	86,411	635,320																																								
SROI		790%	N/A	N/A																																								
NAIC generated for the client (Gel)		36,339	4,618	40,957																																								
Client's ROI		-18%	N/A	-7%																																								
<p>Dynamics of Scale:</p> <p>Number of farmers with access to veterinary services</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Data for Dynamics of Scale Graph</caption> <thead> <tr> <th>Month</th> <th>Number of farmers</th> </tr> </thead> <tbody> <tr><td>Sep-11</td><td>0</td></tr> <tr><td>Nov-11</td><td>0</td></tr> <tr><td>Jan-12</td><td>3,665</td></tr> <tr><td>Mar-12</td><td>4,574</td></tr> <tr><td>May-12</td><td>6,314</td></tr> <tr><td>Jul-12</td><td>8,637</td></tr> <tr><td>Sep-12</td><td>13,902</td></tr> <tr><td>Nov-12</td><td>15,521</td></tr> <tr><td>Jan-13</td><td>15,521</td></tr> <tr><td>Mar-13</td><td>15,521</td></tr> <tr><td>May-13</td><td>15,521</td></tr> <tr><td>Jul-13</td><td>15,521</td></tr> <tr><td>Sep-13</td><td>15,521</td></tr> <tr><td>Nov-13</td><td>15,521</td></tr> <tr><td>Jan-14</td><td>15,521</td></tr> <tr><td>Mar-14</td><td>15,521</td></tr> <tr><td>May-14</td><td>15,521</td></tr> <tr><td>Jul-14</td><td>15,521</td></tr> <tr><td>Sep-14</td><td>15,521</td></tr> </tbody> </table>					Month	Number of farmers	Sep-11	0	Nov-11	0	Jan-12	3,665	Mar-12	4,574	May-12	6,314	Jul-12	8,637	Sep-12	13,902	Nov-12	15,521	Jan-13	15,521	Mar-13	15,521	May-13	15,521	Jul-13	15,521	Sep-13	15,521	Nov-13	15,521	Jan-14	15,521	Mar-14	15,521	May-14	15,521	Jul-14	15,521	Sep-14	15,521
Month	Number of farmers																																											
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May-14	15,521																																											
Jul-14	15,521																																											
Sep-14	15,521																																											
Output 1.2																																												
Caucasus Genetics		I Phase Alliances KK results	To date (I & II Phase) ALCP Results																																									
<i>Total cost :</i>	40,494		New - II Phase results	ALCP I & II Phase Aggregated Results																																								
<i>Alliances contribution:</i>	26,010																																											
# of farmers having access to service		200	0	200																																								
# of farmers generating positive tangible income changes		160	0	160																																								
% of women among beneficiaries				7%																																								
NAIC generated for farmers (Gel)		2,934	0	2,934																																								
SROI		-89%	N/A	-89%																																								
NAIC generated for the client (Gel)		7,631	0	7,631																																								
Client's ROI		-47%	N/A	-47%																																								
Breeding		I Phase Alliances KK results	To date (I & II Phase) ALCP Results																																									
<i>Total cost :</i>	147,784		New - II Phase results	ALCP I & II Phase Aggregated Results																																								
<i>Alliances contribution:</i>	70,679																																											
# of farmers having access to service		1,204	389	1,593																																								

# of farmers generating positive tangible income changes	963	311	1,274
% of women among beneficiaries	14%		
NAIC generated for farmers (Gel)	117,429	78150	195579
SROI	219%	N/A	N/A
NAIC generated for the client (Gel)	16,595	0	16,595
Client's ROI	-58%	N/A	-58%

Dynamics of Scale:

Number of farmers with access to breeding services

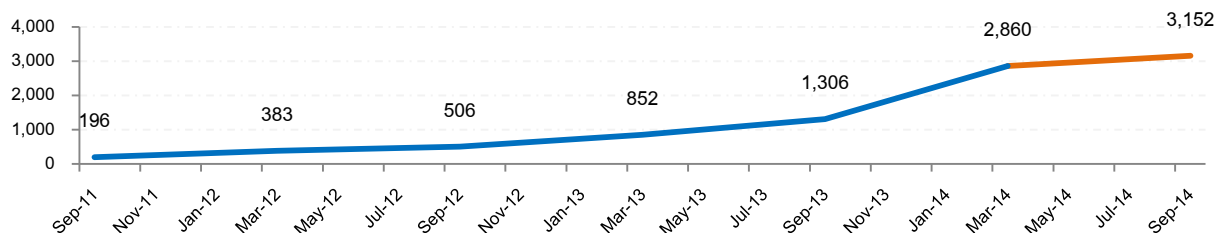


Output 1.3

Nutrition	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
Total cost :	200,807		
Alliances contribution:	108,527		
# of farmers having access to service	2,860	292	3,152
# of farmers generating positive tangible income changes	1,682	172	1,854
% of women among beneficiaries	28%		
NAIC generated for farmers (Gel)	380,567	255,719	636,286
SROI	692%	N/A	N/A
NAIC generated for the client (Gel)	72,888	21812	94700
Client's ROI	174%	N/A	N/A

Dynamics of Scale:

Number of farmers with access to nutritional input services

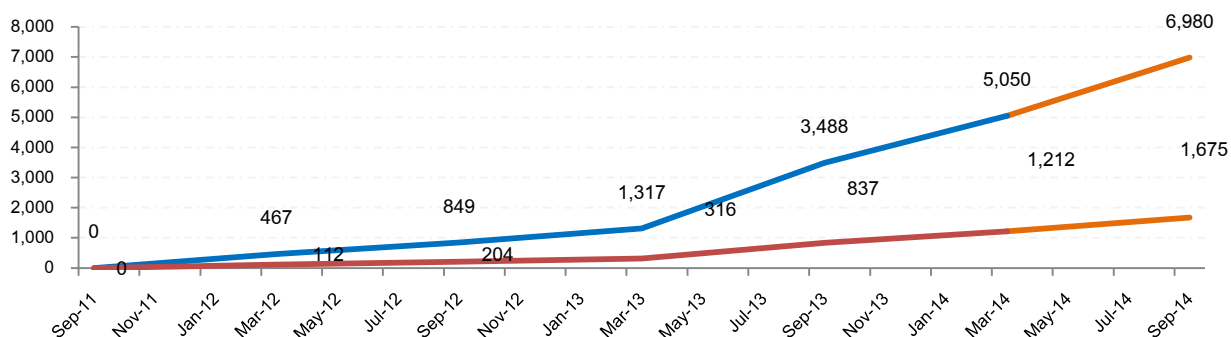


Output 1.4			
Newspaper: Trialetis Exspressi <i>Total cost :</i> 36,505 <i>Alliances contribution:</i> 28,392	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	5,050	1,930	6,980
% of beneficiary households where women also have an access to information			91%
NAIC generated for the client (Gel)	3,450	1,200	4,650
Client's ROI	- 48%	N/A	N/A
Marneuli TV <i>Total cost :</i> 34,069 <i>Alliances contribution:</i> 20,785	II Phase Intervention and no benefits has been generated yet		
Chveni Ferma <i>Total cost :</i> 109,966 <i>Alliances contribution:</i> 31,864	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	8,288	N/A	8,288
% of beneficiary households where women also have an access to information			91%

Dynamics of Scale:

Number of farmers with access to the newspaper

- Number of farmers with access to the newspaper
- Number of farmers which adopt new practices from the newspaper

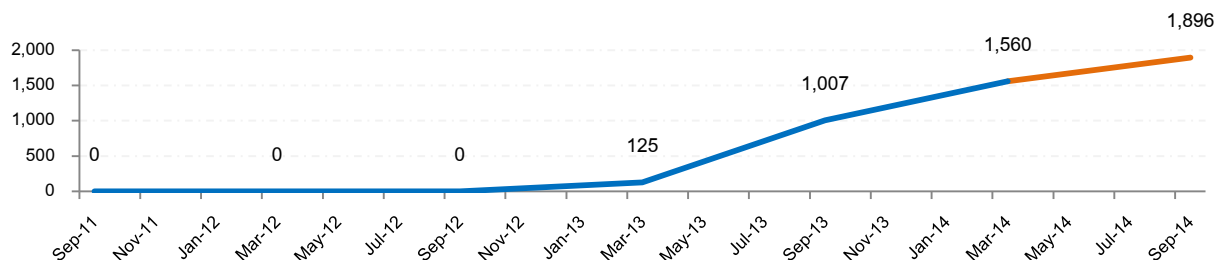


Output 1.5:			
Access to machinery <i>Total cost :</i> 276,999 <i>Alliances contribution:</i> 73,454	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	1,560	336	1,896

# of farmers generating positive tangible income changes	918	198	1,115
% of women among beneficiaries	6%		
NAIC generated for farmers (Gel)	136,874	159,502	296,376
SROI	779%	N/A	N/A

Dynamics of Scale:

Number of farmers with access to machinery services



Output 2.2

FS&H consulting company "Star Consulting"	I ⁵² Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
Total cost : 64,642			
Alliances contribution: 43,885			
# of farmers having access to service	1,300	0	1,300
% of women among beneficiaries	77%		
NAIC generated for the client (Gel)	810	48	858

Output 2.2: Dairy Sector

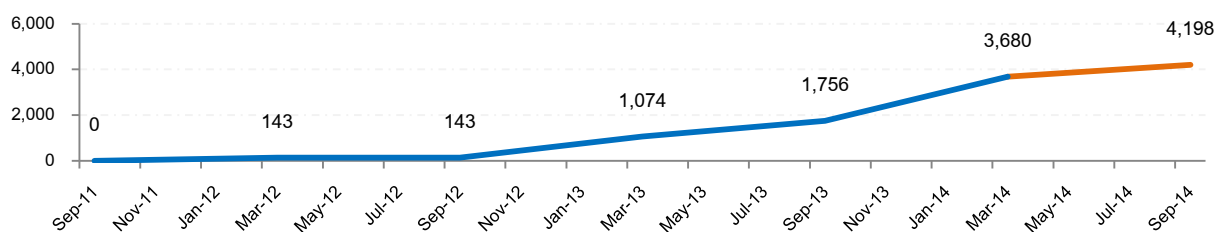
Eko Milk	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
Total cost : 38,999			
Alliances contribution: 25,050			
# of farmers having access to service	178	0	178
# of farmers generating positive tangible income changes	169	0	169
% of women among beneficiaries	75%		
NAIC generated for farmers (Gel)	17,171	0	17,171
SROI	-31%	N/A	N/A
NAIC generated for the client (Gel)	7631	0	7631
Client's ROI	-45%	N/A	N/A
Tsezar Kakhadze	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
Total cost : 405,762		New - II Phase results	ALCP I & II Phase Aggregated Results
Alliances contribution: 235,590			

⁵² The company had more income as a grant from the programme, but here only business profit from company's clients is reflected

# of farmers having access to service	1,759	218	1977
# of farmers generating positive tangible income changes	1,671	207	1878
% of women among beneficiaries	75%		
NAIC generated for farmers (Gel)	340,207	96,474	436,681
SROI	285%	N/A	N/A
NAIC generated for the client (Gel)	47,474	37,089	84,563
Client's ROI	23%	N/A	N/A
BMB <i>Total cost : 119,965</i> <i>Alliances contribution: 69,710</i>	I Phase Alliances KK results	To date (I &II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	235	64	299
# of farmers generating positive tangible income changes	223	60	284
% of women among beneficiaries	75%		
NAIC generated for farmers (Gel)	229,895	63204	293,099
SROI	393%	N/A	N/A
NAIC generated for the client (Gel)	72,729	33402	106,131
Client's ROI	136%	N/A	N/A
Cheese Mania <i>Total cost : 102,300</i> <i>Alliances contribution: 145,514</i>	I Phase Alliances KK results	To date (I &II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	388	24	412
# of farmers generating positive tangible income changes	369	23	391
% of women among beneficiaries	75%		
NAIC generated for farmers (Gel)	34,499	11,439	45,938
SROI	-66%	N/A	N/A
NAIC generated for the client (Gel)	-195	14,612	14,612
Client's ROI	-100%	N/A	-67%
J-T-A LTD <i>Total cost : 59,466</i> <i>Alliances contribution: 40,647</i>	I Phase Alliances KK results	To date (I &II Phase) ALCP Results	
		New - II Phase results	ALCP I & II Phase Aggregated Results
# of farmers having access to service	409	106	515
# of farmers generating positive tangible income	388	101	489

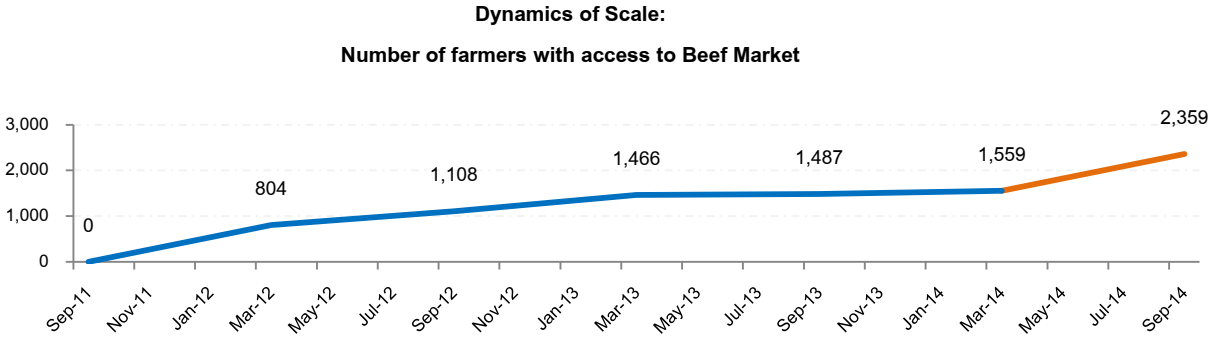
changes			
% of women among beneficiaries			75%
NAIC generated for farmers (Gel)	58,871	57,385	116,256
SROI	93%	N/A	N/A
NAIC generated for the client (Gel)	7,831	7,453	15,284
Client's ROI	-57%	N/A	30%
Temur Kakhadze	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
<i>Total cost :</i> 69,935		New - II Phase results	ALCP I & II Phase Aggregated Results
<i>Alliances contribution:</i> 43,214			
# of farmers having access to service	711	107	818
# of farmers generating positive tangible income	675	102	777
changes			
% of women among beneficiaries			75%
NAIC generated for farmers (Gel)	340,207	81,897	422,104
SROI	285%	N/A	N/A
NAIC generated for the client (Gel)	47,474	58,996	106,470
Client's ROI	23%	N/A	324%

**Dynamics of Scale:
Number of farmers with access to Dairy Market**



Output 2.2: Beef Sector			
Shula:	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
<i>Total cost :</i> 292,551		New - II Phase results	ALCP I & II Phase Aggregated Results
<i>Alliances contribution:</i> 140,201			
# of farmers having access to service	1,559	0	1,559
# of farmers generating positive tangible income	520	0	520
changes			
% of women among beneficiaries			17%
NAIC generated for farmers (Gel)	137,236	0	137,236

SROI	-2%	N/A	N/A
NAIC generated for the client (Gel)	28,303	0	28,303
Client's ROI	-81%	N/A	-81%
Vostoki⁵³	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
<i>Total cost :</i> 84,462		New - II Phase results	ALCP I & II Phase Aggregated Results
<i>Alliances contribution:</i> 51,625			
# of farmers having access to service	0	800	800
# of farmers generating positive tangible income changes	0	267	267
% of women among beneficiaries	0	17%	17%
NAIC generated for farmers (Gel)	0	4,000	4,000



Output 2.2 Wool Sector			
Ravil and Partners	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
<i>Total cost :</i> 31,200		II Phase achievements	Cumulative results
<i>Alliances contribution:</i> 13,900			
# of farmers having access to service ⁵⁴	561	0	561
% of women among beneficiaries			33%
NAIC generated for farmers (Gel)	24,762	0	24,762
SROI	359%	N/A	N/A
NAIC generated for the client (Gel)	130,334		
Client's ROI	205%	N/A	

⁵³ Not mature enough to generate financial benefits for business or SROI

⁵⁴ 460 beneficiaries have generated single time incomes but it was not reflected on their annual incomes.

Output 3.2

Women's Room	I Phase Alliances KK results	To date (I & II Phase) ALCP Results	
		II Phase achievements	Cumulative results
Total cost : 66,622			
Alliances contribution: 42,302			
# of farmers having access to service	1,040	423	1,463
% of women among beneficiaries			63%

Dynamics of Scale:

Number of farmers with access to Women's Rooms

