INVESTMENT FORUM AND CAPACITY BUILDING FOR THE PROMOTION OF AGRICULTURAL INVESTMENT IN EGYPT

October 2020

SDGs:

Countries: Egypt

Project Code: TCP/EGY/3605

FAO Contribution: USD 419 000

Duration: 1 April 2017 – 31 December 2019

Contact Info: FAO Representation in Egypt
FAO-EGY@fao.org
Implementing Partner

Ministry for Agriculture and Land Reclamation (MALR).

Beneficiaries

MALR staff; investors; small and medium-scale farmers; investment offices in project areas and small and medium-sized enterprises (SMEs); and service providers in public, private and non-profit sectors.

Country Programming Framework (CPF) Outputs

The project contributes to the overall goal of CPF (2018-2022) and its Plan of Action for Egypt (PoA); specifically, to the country’s efforts to enhance agricultural economic growth, reduce food insecurity and malnutrition, and alleviate rural poverty.

BACKGROUND

The agriculture sector plays an important role in Egypt’s economy. However, despite progress made over the past years in terms of yield increases, availability of agricultural land and productivity, the country’s food supply remains under pressure owing to key challenges, such as land and water scarcity and deterioration of their quality, low agricultural productivity and livelihood diversification, and rapid population growth. Against this background, agricultural planning and attempts to develop realistic investment strategies and polices are greatly impeded by limited data availability and reliability. The project aimed to assist the Government of Egypt in addressing the above-mentioned challenges and sector needs by: i) fostering private sector participation in Egypt’s agriculture; ii) strengthening public-private policy dialogue; iii) improving coordination among agricultural development stakeholders; and iv) providing capacity development and assistance in technical and institutional aspects.

IMPACT

The project contributed significantly to enhancing the enabling environment for investment in sustainable agricultural and rural development. It is expected that this will contribute to stimulating economic growth, improving rural livelihoods and reducing poverty.

ACHIEVEMENT OF RESULTS

The project focused on enabling the environment for investment in Egypt’s agrifood sector by creating opportunities to bring public and private sectors together to tackle key policy challenges, and building the capacities of national stakeholders in investment and business planning and value chain development.

A High Level Agriculture Investment Forum was organized with great success, entitled “Promoting Sustainable Investment in Egypt’s Food Security”, which was attended by over 250 participants from the public and private sector. The forum considered ways to foster strategic investments in agriculture, actively promoted public-private dialogue in order to achieve sustainable growth, and discussed sector and market reviews prepared with the assistance of FAO on four strategic areas (grain, horticulture and poultry sectors and the sugar industry). The forum concluded with the signing of a joint declaration between the Ministry of Investment and International Cooperation (MIIC), FAO, the European Bank for Reconstruction and Development (EBRD) and the World Bank (WB), committing to collaborate on joint activities to further promote sustainable investment in agriculture. In addition, a Memorandum of Understanding (MoU) was signed by FAO and Nibulon, a Ukrainian company specializing in grain production, storage, transportation and export, to receive assistance in these areas.

Three separate value chain analytics studies were conducted on commodities, in order to identify performance gaps and bottlenecks for crops that had potential for expansion in Egypt, comprising the following: i) olive, date palm, pomegranate and cactus pear; ii) barley, sweet potato, sesame and fresh herbs; and iii) Egyptian watermelon, artichoke, gooseberries and Adalia lemon. Findings and recommendations of these studies can be used in planning public and private investments, which would be funded by investors and the Government from its own resources, as well as by support mobilized from international financial institutions (IFIs) and other donors.

FAO conducted a study on agriculture investment data in Egypt, analysing existing data on agriculture and agribusiness investment in Egypt and indicators on agriculture production, food security and nutrition, to help private-sector investors develop investment projects and guide national policy-makers in developing national long-term investment policies.
The project significantly contributed to strengthening the capacities of government institutions, cooperatives and academia. This comprised workshops and capacity-building events for grain and horticultural sectors actors, and training activities focused on building capacity in the formulation and analysis of investments and business plans, using the RurallInvest toolkit developed by FAO. The toolkit assists in the preparation and evaluation of small and medium-sized agricultural and rural investment projects. These included a sensitization workshop to raise awareness and interest in the use of the toolkit, followed by five capacity-building events, benefiting a total of 85 people from varied public and private institutions. The training sessions resulted in establishing a community of RurallInvest users in Egypt, which can now apply the methodology/software on-the-job, including in teaching and providing advisory services; as well as paving the way for the institutionalization of RurallInvest in the country. In addition, a strong network of users was built at Alexandria University, from which national RurallInvest trainers can qualify in the future. A successful business tour to Ukraine was also organized, for senior government officials and key private sector actors, to study the development of the Ukrainian poultry sector and draw lessons that could be applied in the Egyptian context.

IMPLEMENTATION OF WORK PLAN

Most of the project activities were implemented on time, and as per the work plan. However, the implementation of some of the project components was delayed by administrative issues. Therefore, a ten-month no-cost extension was requested and approved in order to complete remaining activities. The activities were implemented within the planned budget, with some funds remaining.

FOLLOW-UP FOR GOVERNMENT ATTENTION

Grain Supply Sector
There are opportunities to improve both the production of profitable crops, as well as import efficiency, including investment opportunities in production, processing, logistics and import infrastructure. Egypt will continue to be a major importer of grains and there is a need to build port infrastructure, with the development of river transportation, offering scope to reduce costs and pressure on roads. The development of new lands should consider water scarcity and value addition of grain, oilseed and alternative crops.

The EBRD will continue to facilitate policy dialogue in the grain sector, including training courses and workshops on inspection and phytosanitary best practices, organizing study tours on infrastructure, logistics and inspection services, with an emphasis on how port authorities and the private sector can work together to improve the efficiency of the grain supply chain in the Egyptian context.

It is recommended that an open dialogue between the Government and the newly established Egyptian Grain Suppliers Association be initiated.

Further training sessions of RurallInvest end users are envisaged with the MALR (through an IFAD-supported project), national financial institutions and agricultural research institutes. Their planned implementation in 2020 was postponed due to the COVID-19 pandemic, and should be carried out in 2021.

Horticulture Sector
The success and dynamism of the horticulture sector was witnessed, and there is important growth potential and opportunity to build on market development successes seen in recent years, by orienting supply towards the large demand for safe, quality horticulture produce both domestically and internationally. To realize this, reforms and support are needed to create an environment that is conducive to development. Key aspects to address include: regulatory issues, knowledge of pesticides use, improving trust of Egyptian fresh and processed food products in foreign markets, providing support to small exporters to facilitate the innovation and adoption of technologies, better integrating smaller farmers into modern value chains, increased processing for value added and job creation, and reducing food losses and waste along the value chain. Activities supported by FAO showed promising results for waste reduction at production, transport, processing and logistics/distribution level.

All of the above shows the important needs and opportunities for private-sector investments, as well as for public investment supported by IFIs, and for enhanced private-public policy dialogue and facilitation of private investments through the FAO/EBRD Cooperation Programme.

Sugar Industry
The sugar industry review conducted by FAO and EBRD showed that: i) domestic production and imports will need to increase to meet the fast-growing demand; ii) the performance of the beet and cane sugar sectors is mixed, with opportunities for improvement and investment at both crop production and processing levels; and iii) willingness to invest in the sector would be enhanced if the policy framework was more stable and transparent; thus there is a need to foster public-private policy dialogue.
Expanding the scope of the FAO/EBRD review on resource efficiency study would make it possible to provide more detailed recommendations to the Government.

Poultry Sector
The poultry sector review conducted by FAO showed that the sector was well set to increase production to reduce reliance on imports. For the development of an efficient, competitive sector, smaller producers should be integrated into modern value chains. In addition, there is a need to shift from live bird markets to chilled and frozen poultry meat distribution, which would require important investments in slaughterhouse, cold chain, logistics and distribution capacities. It is recommended that the Government, retail and poultry industries cooperate to encourage a more positive consumer view on chilled/frozen poultry meat. Encouraging investment in vertically integrated operations and moving production to remote regions would be a good strategy to combat diseases. In this context, there is a need for vaccines to be certified and monitored, as well as potential for their production in Egypt, given that most are currently imported. In addition, the reduction of waste in the sector could also reduce vulnerability to disease. FAO will continue to cooperate with the MALR on the development of a national poultry sector strategy (through an official commitment made under the FAO Emergency Centre for Transboundary Animal Diseases [ECTAD] programme), in coordination with the private sector, to address these issues.

RuralInvest Training, Alexandria University
A number of follow-up actions were recommended following the RuralInvest training sessions, including the following: i) take necessary actions to include RuralInvest in the undergraduate and graduate curricula of the Faculty of Agriculture; ii) establish a team/unit within the Faculty of Agriculture to provide technical support to RuralInvest users; iii) closely monitor the preparation of real (or fictitious) cases by trainees; iv) establish a virtual platform for sharing and discussing real cases, address issues and provide advice to solve difficulties that may be encountered by users in preparing their own cases; v) discuss RuralInvest use with the Directorate of Agriculture and other institutions, with a view to organizing end-user training sessions, which could be delivered by Faculty staff; and vi) link with local financial institutions to promote the use of RuralInvest.

Overall, the capacities of stakeholders and beneficiaries were greatly enhanced through the introduction of new tools and techniques. However, it is suggested that donor funding be sought to provide further assistance in terms of advanced training and follow-up sessions, as well as technical support.

Sustainability

1. Capacity development

In order to unleash agriculture development and enhance the enabling environment for investment, a series of actions and interventions across a wide range of markets and topics need to be addressed to further promote sustainable investment in Egypt. The sustainability of the project outcome can be ensured by: i) implementing and taking into consideration the High Level Forum follow-up actions and recommendations; ii) activating the joint declaration between MIIC, FAO, EBRD and WB to promote sustainable investment in Egypt, and the MoU between FAO and Nibulon on improving the efficiency of Egyptian companies involved in grain production, storage and transportation; iii) seeking donor funds to follow up on the actions on the four markets snapshots recommendations on the poultry, grain and horticultural sectors and the sugar industry, and to carry out the follow-up actions on the value chain studies and the assessment of the agriculture investment study; iv) involving local and national actors (government partners, research institutes, civil society organizations, private sector) in policy dialogue, ensuring that public and private actors are in the lead and have full ownership of the discussion; and making sure that knowledge shared through capacity-building and training activities is absorbed in national institutions.

The project successfully attracted the attention of national counterparts on the importance of working together in a harmonized way to foster agriculture investment; as well as creating and formulating long-lasting partnerships at national and international levels. Governmental entities and the public and private sector are committed to embedding FAO tools, techniques and knowhow in their organizational structure.

2. Gender equality

The project did not target beneficiaries/stakeholders directly. However, it worked on enhancing the enabling environment for investment, which will lead to women’s economic empowerment and gender equality. In addition, women and men were engaged proactively in all project activities (forums, workshops and training sessions).

3. Environmental sustainability

Although the project did not directly address environmental sustainability, the enhancement of agriculture investment will lead to a more sustainable environment.
4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

The project did not deal with human rights matters.

5. Technological sustainability

FAO introduced the RuralInvest methodology and toolkit to government officials, cooperatives and academia, to create a community of RuralInvest practitioners in Egypt. This will assist in the institutionalization of RuralInvest at national level. RuralInvest supports all types of small or medium-scale rural investment projects, as well as multiple projects. Knowledge shared through capacity-building and training activities will be absorbed in national institutions and transferred from one group to another.

6. Economic sustainability

Although the project did not deal directly with beneficiaries, it built the capacities of institutions dealing with agriculture investment through the introduction of new tools and methodologies, such as the RuralInvest toolkit.

DOCUMENTS AND OUTREACH PRODUCTS

Output 1

- Promoting Sustainable Investment in Egypt’s Food Security: Market snapshots: i) Egyptian Grain Production and Trade. FAO. Note #1 December 2017; ii) Prospects for the Egyptian Horticulture Sector. FAO. Note #2 December 2017; iii) The Sugar Industry in Egypt. FAO. Note #3 December 2017; and iv) The Egyptian Poultry Market. FAO. Note #4 December 2017.
- Value chain analytics study on: Olive, Date Palm, Pomegranate and Cactus Pear. FAO. December 2019.
- Presentation: Unlocking the potential of the agricultural sector in Egypt, Promoting Sustainable Investment in Egypt’s Food Security Conference. World Bank Group Agriculture. 5 December 2017.
- Presentation: Invest Egypt Your Key to Access the World, Promoting Sustainable Investment in Egypt’s Food Security Conference. GAFI, Ministry of Investment and International Cooperation. 5 December 2017.
- Declaration on joint action to promote sustainable investment in Egypt’s Food Security between Ministry of Investment and International Cooperation, FAO, World Bank, EBRD (signed on 5 December 2017).

Output 2


Output 3

### Achievement of Results - Logical Framework

<table>
<thead>
<tr>
<th>Expected Impact</th>
<th>Promote investment in sustainable agricultural development, to alleviate poverty and to contribute to inclusive, resilient and low-emission growth and employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the enabling environment for investment by i) fostering private sector participation in Egypt’s agriculture, ii) strengthening public-private policy dialogue, and iii) improving the coordination among agricultural development stakeholders</td>
<td></td>
</tr>
</tbody>
</table>
| Indicators | 1. Media coverage of the High Level Forum (HLF) for Private Investment in Agriculture is satisfactory.  
1b. The interest of participating multilateral development banks and international financial institutions (IFIs) is triggered in the HLF and assists identifying future interventions.  
2. The recommendation of the studies are discussed in thematic public fora.  
3. Targeted stakeholders and value chain actors have a better understanding of investment planning and value chain functioning. |
| Baseline | None |
| End Target | 1a. Media coverage of the event is satisfactory.  
1b. Multilateral development banks and IFI participating in the HLF identify possible future related interventions.  
2. The recommendation of the studies are discussed in thematic public fora.  
3. At least 60 percent of the recipient of capacity development have satisfactory learning results. |
| Outcome | The project focused on enabling the environment for investment in Egypt’s agrifood sector by creating opportunities to bring public and private sectors together to tackle key policy challenges, and building the capacities of national stakeholders in investment and business planning and value chain development.  
Under Policy dialogue for investment (Output 1), the project successfully organized a High Level Agriculture Investment Forum, which was attended by more than 250 high-level participants from the public and private sector. The forum considered ways to foster strategic investments in agriculture, actively promoted public-private dialogue in order to achieve sustainable growth, and discussed sector and market reviews prepared with the assistance of FAO on four strategic areas (grain, horticulture, poultry and sugar industry). In addition, the project organized a specific workshop for grain sector actors (on phytosanitary issues), and conducted three value chain analytics studies in order to identify performance gaps and bottlenecks for crops that had potential for expansion in Egypt.  
Under Planning for investment (Output 2), FAO conducted a study on agriculture investment data in Egypt. The study analysed existing data on agriculture and agribusiness investment in Egypt, and indicators on agriculture production, food security and nutrition, which would help private-sector investors develop investment projects and guide national policy-makers in developing national long-term investment policies.  
Under Capacity building for investment (Output 3), the capacities of national counterparts to elaborate and analyse investments and business plans were strengthened through a sensitization workshop, followed by a series of training sessions on the use of the FAO-developed RuralInvest toolkit. A wide range of stakeholders including MALR, universities, agricultural research institutes, and national financial institutions staff were trained in the use of the toolkit. Additional training needs of end users from MALR, national financial institutions and agricultural research centres were identified. A business study tour abroad was also organized for key public and private actors in the poultry sector. |
| Comments and follow-up action to be taken | |
### Output 1
Dialogue for investment: Policy dialogue on private investments within selected sectors of agriculture is facilitated

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of policy dialogues on private investments facilitated.</td>
<td>One.</td>
<td>Yes</td>
</tr>
<tr>
<td>Number of selected sectors of agriculture involved in policy dialogue.</td>
<td>Four.</td>
<td></td>
</tr>
</tbody>
</table>

**Baseline** None

**Comments**

The policy dialogue for investment component consisted of three main activities: i) convening an HLF for investment in agriculture; ii) organizing a sector-specific workshop to facilitate public-private policy dialogue in the grain sector; and iii) carrying out several value chain analyses on selected crops.

The High Level Agriculture Investment Forum enabled private and public stakeholders to share lessons learned and best practices, identify investment priorities, and plan for better coordination in strategic sectors. The forum gave very high visibility to the important work for facilitating private investment in the agrifood sector and promoting public-private policy dialogue under the FAO/EBRD Cooperation Programme (sector reviews and market snapshots discussed during the panels were funded under this programme), as well as to other strategic reviews undertaken by the Government, with the support of FAO, EBRD and WB. Its outputs were used in the subsequent strategic discussions between the Government and EBRD and WB respectively, and to support and orient the activities of the FAO/EBRD Cooperation Programme in Egypt.

A workshop was organized with EBRD for public and private actors of the grain sector, focusing on phytosanitary issues. Subsequently, capacity-building events for actors of both the grain and horticultural sectors were supported by the FAO/EBRD Cooperation Programme.

Three separate value chain analytics studies were conducted on commodities showing potential. The findings and recommendations of these studies can be used in planning public and private investments, which would be funded by investors and the Government from its own resources, as well as from support mobilized from IFIs and other donors.
The Forum was a great success and brought together more than 250 high-level participants, including policy-makers, ministers and senior managers from EBRD, WB and other IFIs, as well as over 80 Chief Executing Officers of private sector companies and representatives from producer associations, national financial institutions and other investors. Discussions focused on fostering investment in agriculture and food in order to achieve sustainable growth and development, and on how public-private dialogue can help to facilitate all stakeholders working together to realize the country’s long-term goals.

The forum started with high-level presentations from FAO, Egyptian ministers, EBRD and WB. EBRD presented lessons learned on how to avoid a “middle-income trap” from its recent transition report; while WB underlined the importance of reducing policy risks for the private sector, improving land titling, food quality and safety and access to agricultural finance to unlock potential in specific value chains. The Government shared information on the new investment law and specific benefits it provided to potential investors. Four interactive panel sessions were then held on selected value chains (grain, sugar, horticulture and poultry), followed by networking sessions and a wrap-up discussion. Panel discussions built on previous studies (sector reviews) were carried out by FAO under the FAO/EBRD Cooperation Programme. The project assisted the preparation of four Market Snapshots in both Arabic and English (on poultry, grain and horticultural sectors and the sugar industry) to facilitate the panel discussions. These documents were made available to the participants prior to the forum. All the forum documents (presentations, sector reviews, market snapshots) are published on the Medagri website: [http://www.medagri.org/meetings/index.php?id=23](http://www.medagri.org/meetings/index.php?id=23).

Discussions in the forum enabled private and public stakeholders to share lessons learned and best practices, identify investment priorities and plan for better coordination in strategic sectors.

Key achievements of the forum included:

- the signature of a joint declaration between MIIC, FAO, EBRD and WB, committing to collaborate on joint activities to further promote sustainable investment in Egypt.
- an MoU was signed by FAO and Nibulon, to focus on improving the efficiency of Egyptian companies involved in grain production, storage and transportation.

A final report on the forum was prepared, outlining discussions, conclusions, and follow-up actions.
Activity 1.3

Value chain analytics

Achieved: Yes

Comments

FAO produced three value chain (VC) analytics on:

i) olive, date palm, pomegranate and cactus pear;

ii) barley, sweet potato, sesame and fresh herbs; and

iii) Egyptian watermelon, artichoke, gooseberries and Adalia lemon.

1. Value chain analytics study on olive, date palm, pomegranate and cactus pear

The study analysed the VCs of olive, date palm, pomegranate and cactus pear in order to identify the performance gaps and bottlenecks, with specific focus on water productivity. The analysis included quantitative and qualitative assessment of the processes and stakeholders at all VC stages that led to economic profitability and environmental sustainability (especially water productivity and water saving) in the selected VCs. The study took different approaches in each VC in order to cover many value additions in either input supplies, production, irrigation system, trade, post-harvest or marketing.

For each VC, the following steps were covered:

- conducting an analysis of the international markets for each crop and its derivatives, including: imports, exports, prices, quantities, the first ten countries compared with the role of Egypt on international markets for the selected crops;
- VC mapping of key stakeholders, product flows and market channels;
- reviewing the VC stages and analysing actors, functions, costs, prices; and identifying gaps, bottlenecks and areas for improvement;
- bottlenecks and VC gaps;
- strengths and opportunities; and
- general recommendations for the policy dialogue.
The study reviewed the VCs of four selected crops, namely barley, sweet potato, sesame and fresh herbs, which are underdeveloped in Egypt’s cultivation basket of crops, and have a potential expansion of their cultivation in the country. Three of the four crops (sweet potato, barley and sesame) offered water-saving opportunities, while yielding higher biomass, calories, nutrition and sources of processed products, answering some consumer needs and import requirements. The fourth product, fresh herbs, also offered an opportunity for water saving, when modern irrigation and cultivation techniques were applied for their cultivation.

For each VC, the study covered the following steps:

- a description of what the product is, where it is grown, how it is consumed, water consumption, saving, productivity;
- a VC analysis;
- stakeholders;
- working environment; and
- policy dialogue.

The study produced a number of recommendations and conclusions on each of the four selected crops.

3. Niche product value chain analysis on: Egyptian watermelon, artichoke, gooseberries and Adalia lemon

The study focused on four niche agricultural products (Egyptian watermelon, artichoke, gooseberries and Adalia lemon) that had production potential in the local market or the export market. For each VC, the study covered the following steps:

- product description; and
- VC analysis.

Output 2
Planning for investment: The existing institutional set up for investment support is assessed

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Target</th>
<th>Achieved</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of institutions assessed.</td>
<td>Nine.</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Assessment of existing institutional set up for investment conducted.</td>
<td>One.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Baseline
None

Comments
FAO conducted a study entitled “Agricultural Investment in Egypt and Its Data”, analysing the current status of the agriculture sector in terms of challenges, problems, reduced share in local and foreign investments, opportunities for investment, and proposed recommendations for improving the agriculture sector environment. More specifically, the study analysed existing data on agriculture and agribusiness investment in Egypt and indicators on agriculture production, food security and nutrition, which would help private-sector investors to develop investment projects and guide national policy-makers in developing national long-term investment policies. The findings and recommendations of the study were discussed at a validation workshop with all interested stakeholders.
Activity 2.1 Study on efficient and reliable tools for investment planning

**Achieved**

The Agricultural Investment in Egypt and Its Data (Current Situation and Recommendations for Development) study consisted of two parts. The first part, “Agriculture investment in Egypt”, outlined the agriculture investment environment in the country, challenges and opportunities, institutional set-up, and an overview of major agriculture investment projects. The second part, “Agriculture investment data in Egypt”, focused more on data sources for the agriculture sector, data availability, quality, and issues. The study ended with providing recommendations for improving both agriculture investment and its data.

**Part 1: Agricultural Investment in Egypt**
The study articulated that agriculture investment faced two main challenges, one at the general level, and another within the sector itself.

General level challenges included: i) bureaucracy, routine and slow procedures; ii) fluctuation of the Egyptian pound; iii) high costs for establishing projects; iv) high prices of fuel, electricity and gas; v) high bank interest rates, complexity and length of bank financing and credit procedures; multiplicity of laws.

Sector-level challenges included: i) limited irrigation water, ii) lack of desert lands offered for reclamation that included an infrastructure; iii) tendency to allocate lands under the usufruct system; iv) Government competing with the private sector; v) absence of coordination between MARL and the other ministries and between the agencies and sectors within the ministry itself, among others.

Despite these challenges, there were opportunities for investment in the agricultural sector in terms of large local market and the expansion of the external market for export without customs, among others.

The agricultural investment recommendations in Egypt can be divided into two main categories, general category related to all areas of investment in the agricultural sector, and sectorial level recommendations. Some of the most important ones are outlined below:

- the necessity of issuing a new law for agriculture and reconsidering all the interlocking and conflicting agricultural decrees, modernizing and unifying them;
- unifying the agencies that deal with investors in MARL into only one agency,
- simplifying the procedures for agricultural investment, expanding the one-stop window system;
- reviewing and simplifying the system of allocating desert lands for agricultural investment;
- preparing and activating the unified electronic investment agricultural map;
- providing desert land with infrastructure that is suitable for agriculture;
- encouraging investors to invest in the field of greenhouses.

**Part 2: Agricultural Investment Data in Egypt**
The study outlined that two main entities were responsible for providing and publishing all data related to the agricultural sector and the agribusiness sector in Egypt, namely the Economic Affairs Sector of MALR and the Central Agency for Public Mobilization and Statistics. Other entities also had a role, notably the General Organization for Import and Export Control, the Central Administration of Plant Quarantine of MALR, the Ministry of Trade and Industry, the General Authority for Investment (GAFI), the General Federation of Chambers of Commerce and the General Association of Poultry Producers, and some other agencies.

Investors faced several problems with obtaining necessary data, and information needed to take investment decisions. The study identified key challenges faced by potential investors and entities in Egypt, some of which are outlined below:

- identifying data sources and determining which source they can go to in order to obtain data;
- obtaining accurate, up-to-date data that is adequate for the purpose;
- many investors are unaware of the data sources;
- many authorities treat data as confidential information that cannot be viewed by and provided to investors.

The study provided numerous recommendations to increase the availability, credibility and quality of up-to-date agricultural sector data and data of interest to investors in this field in Egypt.
Achieved

Comments

The training activities focused on building the capacities of national counterparts in the formulation and analysis of investments and business plans, using the RuralInvest toolkit developed by FAO. After a sensitization workshop was organized to raise awareness and interest in the use of the toolkit, five capacity-building events were successfully conducted, benefiting a total of 85 people from varied public and private institutions, including MARL, universities, agricultural research institutions and national financial institutions. These training sessions resulted in establishing a community of RuralInvest users in Egypt, which can now apply the methodology/software on-the-job, including in teaching and providing advisory services, as well as paving the way for the institutionalization of RuralInvest in the country. A strong network of users was built at Alexandria University, from which national RuralInvest trainers can qualify in the future. Three FAO consultants were also trained to increase RuralInvest training delivery capacity in Arabic for Egypt and other countries in the region. With regard to building the capacities of senior government officials and key private sector actors in planning the development of key value chains supported under Output 1, after several rounds of discussion with MALR, one business tour was successfully organized to the Ukraine to study the development of the Ukrainian poultry sector and draw lessons that could be applied in the Egyptian context.

### Trainings in investment formulation

<table>
<thead>
<tr>
<th>Achieved</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td><strong>RuralInvest Sensitization Workshop</strong>&lt;br&gt;A half-day RuralInvest Sensitization Workshop was organized on 20 September 2018, in Cairo, to raise awareness on the RuralInvest toolkit, generate interest for organizing RuralInvest training events, and pave the way for the institutionalization of RuralInvest. It comprised a presentation of the RuralInvest methodology and toolkit, and a demonstration of the software and the strategy for disseminating RuralInvest at country level. The introductory workshop was attended by 23 participants, including: senior officials from the General Organization for Veterinary Services and GAFI; researchers from three research institutions (Agricultural Extension and Rural Development Research Institute [AERDRI], Agricultural Economics Research Institute [AERI], and Desert Research Institute); heads of department and professors from four universities (Alexandria, Cairo, New Valley and Kafrelsheikh); Chief Executive Officer, SME Division of the Agricultural Bank of Egypt (ABE); and donors (EU Delegation, Japan International Cooperation Agency, EBRD). The workshop generated a great deal of interest in using the toolkit, particularly from participating universities, research institutions and ABE.</td>
</tr>
<tr>
<td></td>
<td><strong>1st RuralInvest Introductory Training</strong>&lt;br&gt;A five-day RuralInvest Introductory Training course was held from 15 to 19 September 2019. It aimed to build a community of RuralInvest users in Egypt, coming from a wide range of institutions (MALR, investment projects, banks, academia and research institutions), raise awareness on the toolkit’s potential for different uses, and initiate steps for future training of trainers (ToT) programmes with interested institutions. The training focused on RuralInvest main concepts and the preparation and analysis of project profiles (income-generating activities) using exercises and case studies. It also included role play interviews of the applicants from the International Fund for Agricultural Development (IFAD)-supported and MALR-implemented Promotion of Rural Incomes through Market Enhancement Project (PRIME), whereby trainees collected data in an organized way to build a project profile, inserted the data in the software, and analysed the results.</td>
</tr>
</tbody>
</table>
Activity 3.

Trainings in investment formulation
Achieved Yes

The 28 participants included senior officials from MALR; staff from two investment projects (PRIME project and the EU-funded Joint Rural Development Programme (JRDP)); six professors from three universities (Alexandria, Cairo and New Valley); four researchers from two agricultural research institutions (AERDRI and AERI); seven staff members from three commercial banks (ABE, National Bank of Egypt (NBE), Banque Misr) and one specialized financial institution [Micro, Small and Medium Enterprise Development Agency - MSMEDA]; and a staff member from the Central Agriculture Cooperative Union.

The introductory training course enable participants to understand key concepts around business planning and investment project formulation and analysis, including financial analysis; prepare and analyse project profiles using the software package; understand concepts applied for preparing and analysing full-fledged projects and business plans; appreciate how they can apply RuralInvest on-the-job in their respective organizations; and provide information on the toolkit use and benefits to senior management in their respective organizations, and initiate colleagues in the use of the toolkit.

RuralInvest Follow-up Training
A five-day follow-up training course was conducted from 24 to 28 November 2019, in Cairo, for the trainees who had attended the introductory session in September. It was also attended by the following participants: six staff members from the PRIME project; two staff members from ABE; four staff members from MSMEDA; and two agribusiness experts from the FAO Regional Office for Near East and North Africa. The training content, initially planned as a capitalization and knowledge-exchange session, was refocused to cover topics tackled during the introductory course; rework some case studies for the preparation and analysis of project profiles (module 2) and insert new ones in the software; initiate the preparation of full-fledge projects (module 3), look at some other features (such as preparation of non-for-profit projects, tips to ease data entry); and discuss next steps for possible dissemination within each participating institution. By the end of the follow-up training course, most participants felt comfortable with the RuralInvest concepts, preparing income-generating project profiles (module 2), and explaining the toolkit features to their colleagues and senior management in their respective institutions; and were in a position to discuss with management the advantages of using RuralInvest within their institution and plan possible training sessions.

Following the interest shown by heads of departments of the Faculty of Agriculture of Alexandria University and an official request from the Dean, FAO organized a specific training programme for the Faculty. It included two introductory training sessions and a capitalization and knowledge exchange session, as detailed below.

RuralInvest Introductory Training Sessions at Alexandria University
Two five-day RuralInvest Introductory training sessions were conducted at Alexandria University (1-5 and 15-19 December 2019), which were attended by 57 trainees from all departments of the Faculty of Agriculture. The training was highly participatory and interaction between trainers and trainees was encouraged and facilitated (with English/Arabic interpreters). Participants were divided into working groups to analyse cases, input data in the software, and present and discuss the results of each group. The introductory training sessions enable participants to understand key concepts around business planning and project formulation and analysis, including financial analysis; prepare and analyse project profiles (module 2) using the software package; understand concepts applied for preparing and analysing full-fledged projects and business plans (module 3); appreciate how they could apply RuralInvest on-the-job, notably in teaching and in providing advisory services to farmers and micro, small and medium enterprises; provide information on toolkit use and benefits to their managers; and initiate colleagues in RuralInvest use. At the end of the training, all participants committed to using the toolkit and to preparing a number of real or fictitious cases (profiles and projects), to submit through a virtual community of RuralInvest users.
### Activity 3.1: Trainings in investment formulation

<table>
<thead>
<tr>
<th>Achieved</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments</td>
<td>RuralInvest Capitalization and Knowledge Exchange session at Alexandria University</td>
</tr>
</tbody>
</table>

A five-day capitalization and knowledge exchange session was organized at Alexandria University premises from 22 to 29 December 2019, which was attended by 30 faculty staff members who had participated in the introductory training sessions. The session focused on:

i) a refresher of main RuralInvest concepts and tips to ease data entry; ii) continuing to analyse and insert in the software other case studies for project profiles and full-fledged projects; iii) discussing four project cases developed by participants after the introductory training sessions; iv) addressing issues raised by participants in the “next step” questionnaire; and v) discussing next steps for possible dissemination and use of the toolkit in teaching, as well as in advisory activities.

By the end of the session, participants were able to convert profiles into full projects in the software; appreciate how RuralInvest could be taught and used in the Alexandria University curriculum; provide information on toolkit use and benefits to the senior management of Alexandria University; and initiate their colleagues to the use RuralInvest. Trainees emphasized the benefits of using the toolkit and software at both technical and commercial levels in Egypt, for both teaching and advisory service activities.

### Activity 3.2: Knowledge exchanges

<table>
<thead>
<tr>
<th>Achieved</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comments</td>
<td>Business visit of Egypt poultry sector delegation to Ukraine</td>
</tr>
</tbody>
</table>

FAO organized a business visit to Ukraine from 24 to 30 November 2019 for a group of three government officials and five private-sector representatives. The main goal of the visit was to identify and discuss key success strategy elements that enabled the development and growth of the Ukrainian poultry sector, from a net importer in the late 90s to a net exporter situation today.

The visit included meetings with officials from the Ukrainian Ministry of Agrarian Policy and Food, the State Service of Ukraine for Food Safety and Consumer Protection, the Ukrainian Association of Poultry producers, the Ukrainian Food Export Board; and visits to Agro-Oven LLC (a vertically integrated company that farms land, produces its own feed, has parent stock, hatchery, broilers growing facility, a slaughterhouse and a chain of dedicated retail outlets; and accounts for 7% of national production); retail outlets of several Ukrainian poultry producers of various scales, open air markets and a broiler semi-industrial farm.
Partnerships and Outreach
For more information, please contact: Reporting@fao.org

Food and Agriculture Organization of the United Nations
Viale delle Terme di Caracalla
00153 Rome, Italy