



Food and Agriculture Organization  
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## UPDATING THE SUSTAINABLE AGRICULTURAL DEVELOPMENT STRATEGY 2030 AND PREPARING A MEDIUM-TERM PLAN OF ACTION

March 2021

SDGs:



Countries:

Egypt

Project Code:

TCP/EGY/3701

FAO Contribution:

USD 350 000

Duration:

1 February 2019 – 28 February 2021

Contact Info:

FAO Representation in Egypt

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## Implementing Partners

Ministry of Agriculture and Land Reclamation .

## Beneficiaries

Small-scale family farmers, agriculture and rural non-farm sector actors.

## Country Programming Framework (CPF) Outputs

CPF 2018-2022

Government Priority 2: Raising the degree of food security in strategic food commodities.

Output 2.1: National strategies and plans/programmes for food and nutrition security further developed.



## BACKGROUND

There is broad consensus in Egypt that, despite its achievements, the Sustainable Agricultural Development Strategy (SADS) 2030 needs to be reviewed in a number of areas. As an agricultural and rural development strategy aiming to address existing and future challenges, there is a need for the SADS to go beyond a sectoral scope, as interlinkages between agriculture, water, land use, climate change, agro-industry, input supply, food security and nutrition are key to determining the outcomes of the overall development process.

The environment, in particular water, land and climate change, is a sector closely considered within the SADS 2030. The recently developed National Water Resource Plan for Egypt provides an opportunity to endow the SADS 2030 with a well-rounded vision and to assess agricultural development needs with water management provisions. In addition, it was agreed that linking agricultural and value chain development might provide a framework for developing more resilient agriculture and rural non-farm sectors able to generate better jobs, reduce rural poverty and vulnerability and enhance food security.

At the outset of the project, specific focus was needed upon the favouring the participation of smallholders in modern value chains, ensuring a smooth exit out of the agricultural sector and employment opportunities in other sectors – primarily agrifood processing and distribution – for those unable to continue working in agriculture.

In this context, the expected outcome of the project was the update and consolidation of the SADS 2030 and the development of a “Medium-term Plan of Action” for Egypt, leading to the endorsement of the documents by the Government and their subsequent implementation.

## IMPACT

The project’s expected impact was to contribute to the eradication of hunger, food insecurity and malnutrition.

## ACHIEVEMENT OF RESULTS

The updated SADS 2030 and its Plan of Action were successfully completed and approved, in full partnership with the Ministry of Agriculture and Land Reclamation (MALR). The process of updating the SADS 2030 ensured the full ownership and leadership of the MALR and other national institutions, including the universities involved. These achievements were the result of consultations, regular (almost biweekly) meetings of the technical working groups, consultations with United Nations and other international organizations operating in Egypt, as well as scheduled meetings with senior authorities within the MALR, including the Minister.

The updated SADS 2030 and its Plan of Action, as well as the monitoring and evaluation (M&E) framework, were delivered on time and adopted by the ministry. The updated SADS 2030 document was approved, signed and adopted by the Minister of Agriculture and Land Reclamation in December 2019, while the Plan of Action was approved, signed and adopted by the minister in October 2020.

FAO and MALR teams held regular consultation meetings in order to assess progress, resolve arising constraints and approve the next steps. The FAO team held regular debriefing meetings in order to follow up on the progress made and the next steps to be taken, maintaining close coordination and communication with senior MALR officials and management. The proposed programmes and national projects contained in the Plan of Action paid due attention to environmental and social implications.



## IMPLEMENTATION OF WORK PLAN AND BUDGET

All activities were fully implemented within the allocated budget of the project, with no additional resources required.

Following the approval of the updated SADS 2030 in December 2019, the newly appointed Minister approved the Plan of Action in October 2020. The ministerial change during the course of the project resulted in delays on the ministry side, with the preparation of the Plan of Action taking longer than expected due to the outbreak of COVID-19 and associated containment measures. These factors required an extension of the project. Furthermore, the project was extended in order to accommodate the implementation of the following related activities by the Government (under the signed Letter of Agreement): the design of a licensed database system; and the organization of five training cycles on the practical M&E framework developed for each training cycle.

In addition, the international consultant appointed at the outset of the project was unable to continue their work for health reasons. As a result, a new team leader/international consultant was recruited and took up duty in July 2019. This resulted in a time gap in meeting the original timetable for the implementation of project activities.

## FOLLOW-UP FOR GOVERNMENT ATTENTION

The project's exit strategy was based on a solid M&E framework, M&E capacity-building for its core team, a M&E officer for each project in the action plan, as well as a M&E focal point in each implementing entity/institution. It is crucial that the M&E unit be institutionalized within the structure of the Economic Affairs Sector of the MALR, in order to ensure the necessary running costs, manpower and experts.

## SUSTAINABILITY

### 1. Capacity development

The updated SADS 2030, its Plan of Action and M&E system were fully adopted by the MALR, with teams appointed to oversee their implementation. The overall strategy coordinator and the head of the M&E Unit were appointed and tasked with coordinating the implementation of the Plan of Action and monitoring its performance.



A series of consultation meetings were held with the national institutions, such as the Ministry of Agriculture, and international organizations operating in Egypt (International Fund for Agricultural Development, World Bank, United Nations Industrial Development Organization, World Food Programme, International Food Policy Research Institute and the European Union delegation). Although further involvement from the Ministry of Planning was planned as part of the process of updating Egypt's SADS 2030, this was postponed as a result of the COVID-19 outbreak.

### 2. Gender equality

Gender was mainstreamed throughout the updating process, with women accounting for 26.5 percent of the updating team members.

### 3. Environmental sustainability

The SADS Plan of Action carries a strategic framework for risk and adaptation to climate change in agriculture. This includes climate change risks and challenges faced in some sectors in Egypt, as well as the impact of climate change upon agriculture, adaptation and development actors at national level.

### 4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

The updated SADS 2030 and its Plan of Action target the creation of at least 2 million new jobs in rural areas, with a focus on women and youth employment.

### 5. Technological sustainability

The project proposed two national technological programmes, namely the National Program for the Support and Development of ICT and Digital Transformation and the National Program to Support Agricultural Research, Technology Transfer and Agricultural Extension.

Specifically, the project contributed to (i) on-the-job training (through the active participation of the MALR and university staff in the process of strategy development and its action plan), (ii) the provision of an outline to train MALR staff on the M&E system and (iii) contracting the MALR to conduct training courses on M&E framework developed under the present project. These activities are expected to enhance substantially the skills and capacity of the MALR in monitoring the implementation of the strategy and assessing its performance.

### 6. Economic sustainability

The MALR approved the proposed budget for the strategy programmes and national projects, including them in both the ministry's and the country's three-year funding plan. Cost-effective and realistic programmes and national projects were proposed for the implementation of the SADS 2030 Plan of Action, with a proportional private-public sector contribution of 60:40.



## DOCUMENTS AND OUTREACH PRODUCTS

### Documents

- ❑ **H. Mahmoud, A. El Bably, A. Awny, S. Fayyad A. Abd El Aziz and A. Sayed Ahmed (TWG 1).** October 2019. Land, water, climate change and natural resources.
- ❑ **T. Soliman, A. Khalil, A. El-Shafai and L. Zedan (TWG 2).** October 2019. Agricultural Production.
- ❑ **S. Assem, M. Abdelaal Emad Negm, Z. Abdallah and E. Zaki (TWG 4).** October 2019. Institutional issues, policy and regulations, human resources, technology transfer and agricultural extension and research and development.
- ❑ **A. Azouz, M. Nawar, R. Emara, and F. Mohamed (TWG 5).** October 2019. Social Inclusion.
- ❑ **M. Fekry, F. Hashem, E. Ename, M. Gharib, M. Atef (TWG 6).** October 2019. ICTS for a sustainable agriculture.
- ❑ November 2019. Consolidated paper for the proposed updates of the agricultural sector development strategy.
- ❑ December 2019. Updated Sustainable Agricultural Development in Egypt (in Arabic).
- ❑ **A. Metwally.** January 2020. A Brief Review on “Food Loss and Waste in Egypt”. Faculty of Agriculture, Cairo University.
- ❑ **D. Gouda.** February 2020. A brief summary on “Social Inclusion and Agricultural Innovation System” (in Arabic).
- ❑ **M. Medany.** June 2020. A Strategic Framework for Risk and Adaptation to Climate Change (in Arabic).
- ❑ October 2020. SADS 2030 Action Plan: Programs and National Projects (in Arabic).
- ❑ October 2020. Summary of SADS 2030 Action Plan (in Arabic).
- ❑ October 2020. A Framework for Monitoring & Evaluation System for Updated SADS 2030 (in Arabic).



### Outreach material

- ❑ **K. Shideed.** October 2019. Sustainable Agricultural Productivity Growth for Food and Nutritional Security under the Conditions of Water Scarcity and Climate Change. MALR.
- ❑ **M. El Ansary.** 23 October 2019. Reviewing and updating of the "Agricultural Development axis, January 2019: Current state of Development". MALR.
- ❑ **K. Shideed.** 31 October 2019. A Framework for Results-based Strategy. MALR.
- ❑ **M. El Ansary.** December 2019. Update of Axis 2019. MALR.
- ❑ **K. Shideed.** 20 February 2020. “EGYPT SADS 2030: Agriculture is the Engine of Growth in Egypt. Cairo. FAO Egypt.
- ❑ **M. El Ansary.** 4 July 2020. Action Plan of Updated SADS 2030. MALR.



## ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition		
Outcome	“Sustainable Agricultural Development Strategy 2030” and “Medium-Term Plan of Action” for Egypt updated, consolidated and endorsed by the Government of Egypt and started implementation		
	Indicator	Adoption of updated SADS 2030 and its Plan of Action by the MALR.	
	Baseline	SADS 2030 developed in 2009.	
	End Target	Updated SADS 2030 and its Plan of Action put into implementation by the MALR beginning in the 2020/2021 growing season.	
	Comments and follow-up action to be taken	The updated SADS 2030 and its Plan of Action were successfully completed and approved, in full partnership with and with ownership from the MALR and related institutions and stakeholders.	
Output 1	Strategy for Sustainable Agricultural Development in Egypt (2018—2030) updated and consolidated		
	Indicators	Target	Achieved
	Updated SADS 2030.	1	Yes
Baseline	0		
Comments	The process of updating the SADS 2030 ensured the full ownership and leadership of the MALR and other national institutions, including the universities involved. This was achieved through adequate consultations, regular (almost biweekly) meetings of the technical working groups, consultations with United Nations and other international organizations operating in Egypt, as well as scheduled meetings with senior authorities within the MALR, including the Minister.		
Activity 1.1	Assisting the Government of Egypt in establishing the mechanisms for reviewing the SADS 2030		
	Achieved	Yes	
	Comments	Technical working groups were formed and background papers (a total of six) were completed, in addition to four other supporting papers prepared by the national consultants.	
		A synthesized paper, including a sectoral Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, was successfully completed and submitted by the national consultants and the team leader.	
A series of technical working group meetings were organized on a monthly basis to review progress, present the results of progress made and to agree on the next steps.			
Activity 1.2	Comments	A series of consultation meetings were held by the FAO team with national institutions (representatives including the Minister of Agriculture and Land Reclamation, the Senior Advisor and Deputy Minister of the MALR, the President of the Agricultural Research Centre, the Director-General of External Relations and the Head of the MALR Agriculture Sector), as well as international organizations operating in Egypt (International Fund for Agricultural Development, World Bank, United Nations Industrial Development Organization, World Food Programme, International Food Policy Research Institute and the European Union delegation).	
		Identifying the FAO supporting team to review the SADS 2030	
		Achieved	Yes
	Comments	Background papers produced by the technical working groups were synthesized into a single consolidated paper and used as a basis for updating the SADS 2030, with substantial quantitative analysis and secondary data collection. Due attention was paid to linking the strategic objectives of the updated SADS 2030 with the updated Egypt Vision 2030 and with the Sustainable Development Goal (SDG) targets and their indicators (in particular SDGs 1 and 2).	
Identifying a shared roadmap for reviewing the SADS 2030			
Activity 1.3	Achieved	Yes	
	Comments	In consultation with the ministry team, the Lead Technical Officer (LTO) and FAO Egypt, the roadmap was organized featuring frequent and short missions of the international consultant and team leader. While a number of consultations with relevant stakeholders were identified,	

Activity 1.4	Identifying a shared governance for reviewing the SADS 2030		
	Achieved	Yes	
	Comments	Quality assurance structure consists of (i) the technical taskforce (core team): FAO Egypt Representative, budget holder and international expert team leader, and the FAO Regional Office for Near East and North Africa Policy Officer, LTO, national expert and National Project Coordinator, and (II) the Project Steering Committee headed by the senior advisor to His Excellency the Minister.	
Activity 1.5	Supporting the Government of Egypt's technical working groups in carrying out the background analysis necessary for reviewing SADS 2030		
	Achieved	Yes	
	Comments	Supported through the recruitment of a national expert for each working group (six groups) in addition to the international expert (team leader) and the LTO.	
Activity 1.6	Achieving a shared understanding of the issues to be addressed and possible interventions to be implemented		
	Achieved	Yes	
	Comments		
Activity 1.7	Finalizing the revised SADS 2030 document		
	Achieved	Yes	
	Comments	Finalized, endorsed and printed. The document contains the following: (I) Current state of agricultural development; (ii) Challenges to Egypt's agricultural development; (iii) The relationship of the Agricultural Development Strategy to the United Nations Sustainable Development Goals; (iv) Key principles and directions for sustainable development; (v) Vision & Mission; (vi) Strategic Goals for Sustainable Agricultural Development to 2030; (vii) Governance and institutional reform of the agricultural sector; (viii) Human development and scientific research; (ix) Empowering policies and implementation mechanisms to achieve goals; (x) The most important indicators of sustainable development strategy; (xi) Priorities and programs; (xii) Implementation, follow-up and evaluation mechanisms.	
Output 2	National Medium-Term Plan of Action for Agriculture Development (PAAD) 2030 developed		
	Indicators	Target	Achieved
	Action plan for the updated SADS	1	Yes
Baseline	0		
Comments	<p>The Action Plan of the Strategy and its national programmes and projects are detailed, realistic and clear in terms of the objectives, activities, components, areas of implementation, timeline, estimated investment cost, implementation mechanisms, as well as for the officer in charge of implementation and monitoring and the quantity indicators to measure the performance and for evaluation.</p> <p>In addition, an executive summary for the Action Plan in both Arabic and English was developed.</p>		
Activity 2.1	Mobilizing FAO-TCI resources for developing the PAAD 2030		
	Achieved	Yes	
	Comments	Due to COVID-19 measures, mobilization was carried out by the Ministry of Agriculture in close coordination with the FAO Regional Office for Near East and North Africa.	
Activity 2.2	Inception of the process and engagement with the Government of Egypt		
	Achieved	Yes	
	Comments	Meeting with His Excellency the Minister and his senior advisor for guidance and a series of meetings with the relevant institutions of the Agricultural Research Centre (ARC) for their technical inputs and support.	
Activity 2.3	Preparatory work for the elaboration of the PAAD 2030		
	Achieved	Yes	
	Comments	This activity featured the involvement of the Deputy Minister for Livestock and Fisheries, the heads of bodies at the ministry, heads of different sectors, members of the Project Steering Committee, as well as the heads and members of the technical working groups.	
Activity 2.4	Elaboration of the PAAD 2030		
	Achieved	Yes	
	Comments	Finalized and endorsed by His Excellency the Minister.	

Output 3	Capacity-building of selected staff from the relevant Government of Egypt ministries and national agencies/centres		
	Indicators	Target	Achieved
	Number of government officers trained in monitoring and evaluation.	100	Yes
Baseline	0		
Comments	This output consisted of two training programmes: training of trainers (TOT), with a core team of eight plus 18 master trainers) and the training of M&E officers and other relevant personnel and focal persons from each implementing institution on the practical M&E system for the programmes and projects of the Action Plan of the SADS (81 trainees). The project provided the M&E unit with six PCs, including monitors, printers and scanners.		
Activity 3.1	Development of detailed training programs on RBM, M&E, SDG monitoring and reporting		
	Achieved	Yes	
	Comments	A detailed training programme on Results-Based Management (RBM), M&E, SDG monitoring and reporting was developed. The programme includes a Framework for M&E, as well as a database system for practical M&E for the SADS Action Plan.	
Activity 3.2	Mobilization of the trainers at FAO Regional Office for Near East and North Africa , the FAO Investment Centre and the FAO Statistics Division		
	Achieved	Yes	
	Comments	Due to COVID-19 measures, mobilization was carried out by the Ministry of Agriculture, in close coordination with the FAO Regional Office for Near East and North Africa.	
Activity 3.3	Joint selection of trainees		
	Achieved	Yes	
	Comments	This was carried out by the Ministry of Agriculture, in close coordination with the FAO.	
Activity 3.4	Carrying out the training courses		
	Achieved	Yes	
	Comments	<p>A TOT for 18 participants and eight core team members was completed, consisting of two main components. The first, which took place over a period of six days, covered all the principles of good training and the fundamentals of M&amp;E, as well as the core issues of the Agricultural Sustainable Strategy 2030. The second component emphasized the practical issues related to the executive action plan of the strategy.</p> <p>Training was provided for M&amp;E officers and other relevant personnel and focal persons from each implementing institution on the practical M&amp;E system for the programs and projects of the SADS Action Plan.</p>	

**Partnerships and Outreach**

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