

# Visualizing Results

## The ALCP in Infographics



**ALCP** | Alliances  
Caucasus Programme  
REGIONAL MARKET ALLIANCES IN THE SOUTH CAUCASUS

Book II

March 2020

The Alliances programme, a market systems development programme working in the livestock market system in Georgia, is a Swiss Development Cooperation (SDC) project in cooperation with the Austrian Development Cooperation since January 2020, implemented by Mercy Corps Georgia. The programme began in 2008 in Samtskhe Javakheti, Georgia. Alliances Kvemo Kartli was opened in 2011, with a second phase awarded to Samtskhe Javakheti. In 2014, the second phase of an expanded Kvemo Kartli was merged with a new branch of the programme in Ajara and a two-year monitoring and sustainability phase in Samtskhe Javakheti to form the Alliances Lesser Caucasus Programme (ALCP). From 2014 Alliances management, programming and operations were fully harmonized under the ALCP.

**Programme Time Frame:** The ALCP began on April 1<sup>st</sup> 2017 and will run until March 31<sup>st</sup> 2022. This report covers all the phases of the ALCP from 2008 including March 2020.

**The Goal of the ALCP is** to reduce poverty and exclusion in rural areas of Georgia and in border and other regions of Armenia and Azerbaijan thanks to higher incomes and employment opportunities in more sustainable livestock, honey and related market systems for the ultimate equitable benefit of small, poor farmers, regardless of gender or ethnicity. The programme **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 programme has achieved substantial scale and systemic change well beyond the initial designated programme areas and targets and has devoted itself to learning, excellence and participation in a global community of practice in Market Systems Development, including being twice successfully audited by the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement. It has furthered learning and practice in Women's Economic Empowerment and harnessed market systems programming to generate significant impact in transversal themes with a 51% average of female usage and access across all interventions. From October 2008 to March 2020, 472,666 income beneficiaries 43.7 million USD (103.68 million GEL) in aggregated net attributable direct and indirect income for farmers, businesses and employees. The previous phases of the Alliances programme have considerably exceeded their targets, impact which is now being bolstered by crowding in. **The ALCP Target** is to reach 40,000 LHP's, who will be generating tangible positive income changes due to improved services & markets. 30 crowding in entities will appear with value of one and a half million CHF by the end of the programme. Productivity in milk, meat and honey yield of LHP's will be increased by 10%.

**The Facilitation Approach:** The ALCP amplifies the successes of the Alliances Lesser Caucasus Programme utilizing the facilitation approach. The programme continues to adhere to the low visibility principle which has proved so successful. The ALCP continues to operate from Georgia and from its offices situated in areas of high ethnic diversity close to Armenian and Azeri borders leveraging the outreach provided by larger private sector actors who have scaled up their operations to a point where regional expansion is a reality. It remains in contact with the many SME's who seek to diversify into cross border trade and export. It continues work with all levels of government and seeks to generate peer to peer linkages at all levels of government, government agencies, civil society and private sector to help facilitate entry points and initiatives through a more conducive operating environment. Collaboration with partners in Armenia and where possible in Azerbaijan are also utilized. It works closely with SDC and the other partners of SDC's programme including FAO, and UN Women to feed into and facilitate regional leverage. For more information please go to: [www.alcp.ge](http://www.alcp.ge)



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC

With funding from  
= Austrian  
Development  
Cooperation



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## SUSTAINABILITY DASHBOARD

### Sustainability Dashboard

The sustainability dashboard seeks to give a sustainability rating to each intervention based on four criteria- Numbers, NAIC, Innovation and Systemic Changes. The dashboard can be found at the beginning of each section.



The sustainability indicator is a combined score of these four criteria, where 0 means no sustainability at all and 100% - maximum rating of sustainability

### Criteria Explained

**NUMBERS:** The strength of the intervention is assessed in the context of number of farmers and small scale entrepreneurs having access to the benefits of the intervention both from the target and outside the target areas of the programme.

**NAIC:** Measured based on the extent of Net Attributable Income Change generated by the programme beneficiaries from the particular intervention

**INNOVATION:** The intervention is assessed in the context of how innovative it was in itself including those further innovations that developed as the intervention developed over time. E.g. technological innovations, add on's to the original facilitation, network and linkage development from newly created platforms for new products.

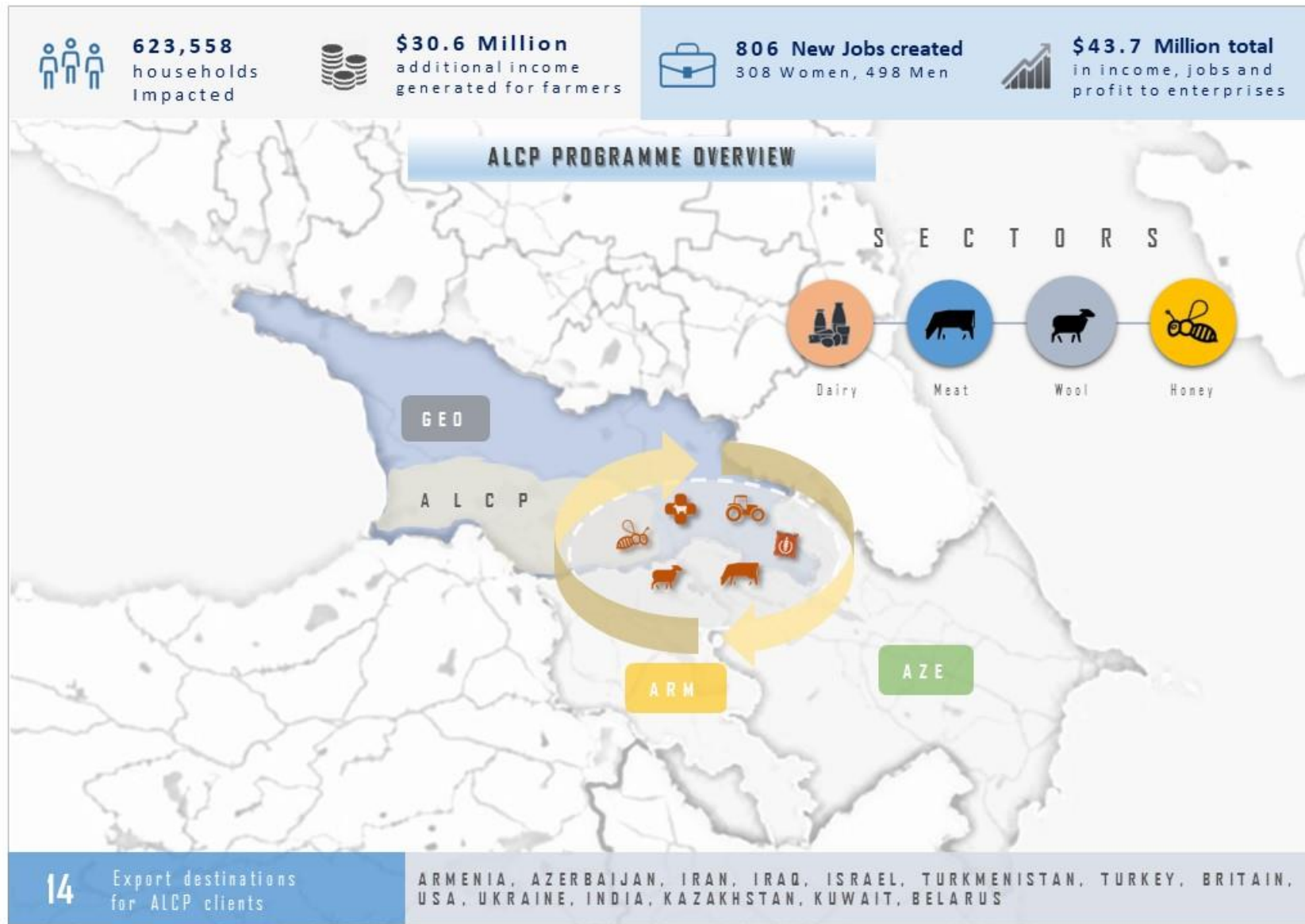
#### SYSTEMIC CHANGES

Systemic change is change in underlying causes of market system performance that can bring about a better-functioning market system. 'Systemic' change has three key characteristics:

- Scale. Systemic changes influence and benefit a large number of people who were not directly involved in the original intervention.
- Sustainability. Systemic changes continue past the end of the programme, without further external assistance.
- Resilience. Market players can adapt models and institutions to continue delivering pro-poor growth as the market and external environment changes.

## ALCP PROGRAMME OVERVIEW

GRAPHIC #1

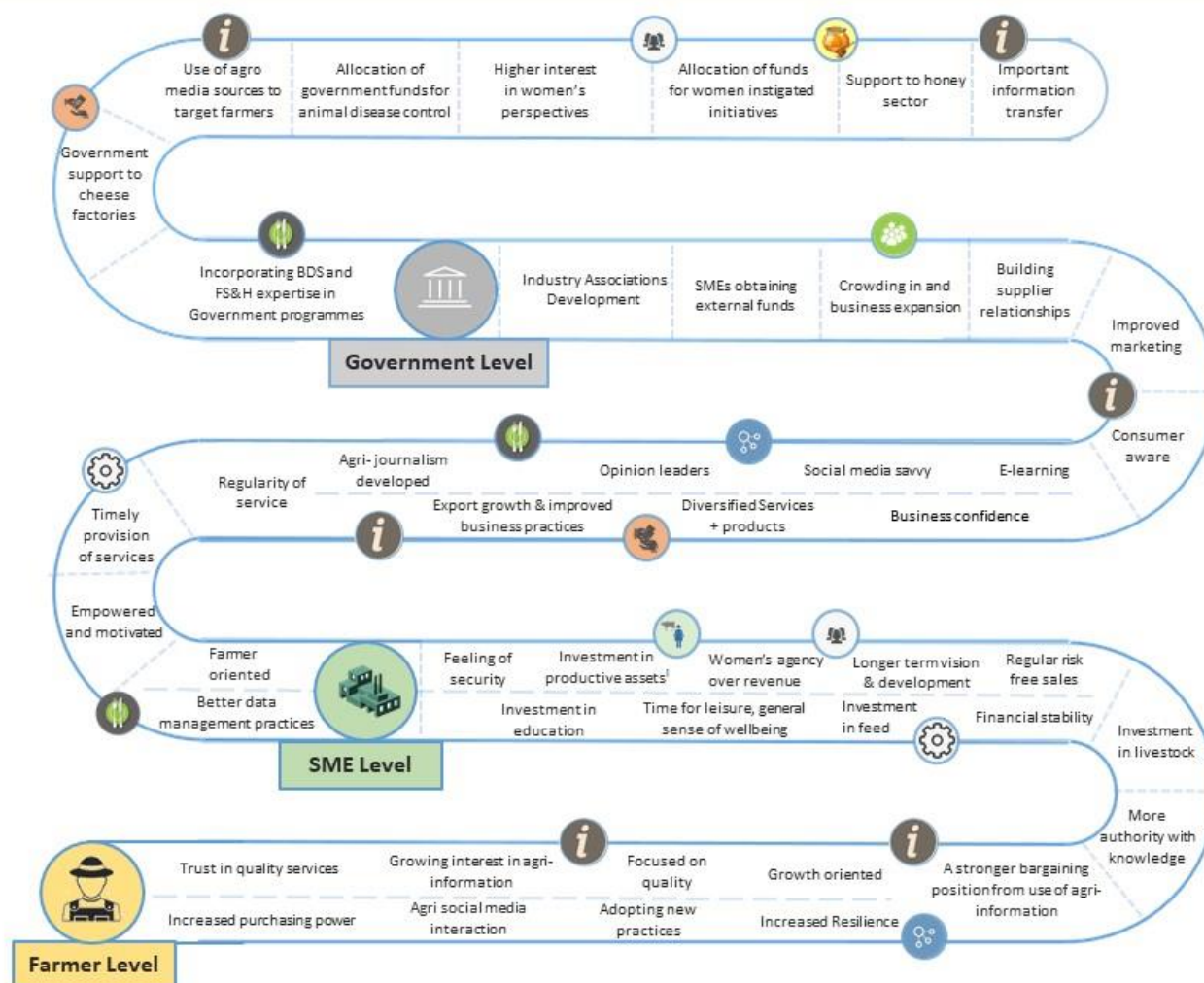




## KEY BEHAVIOUR CHANGES

### KEY BEHAVIOUR CHANGES November 2008 – March 2020

#### Areas where the changes occurred



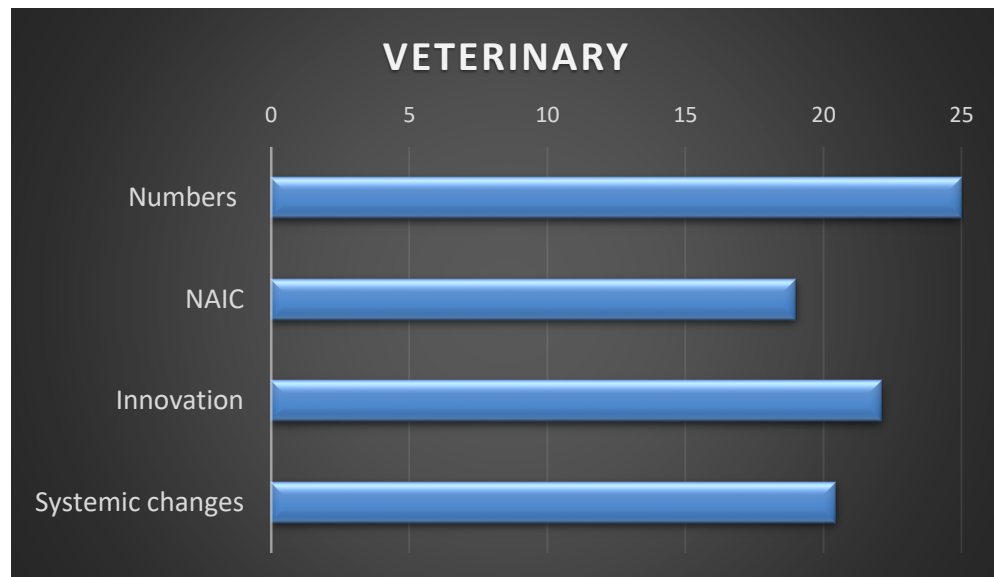
# Veterinary

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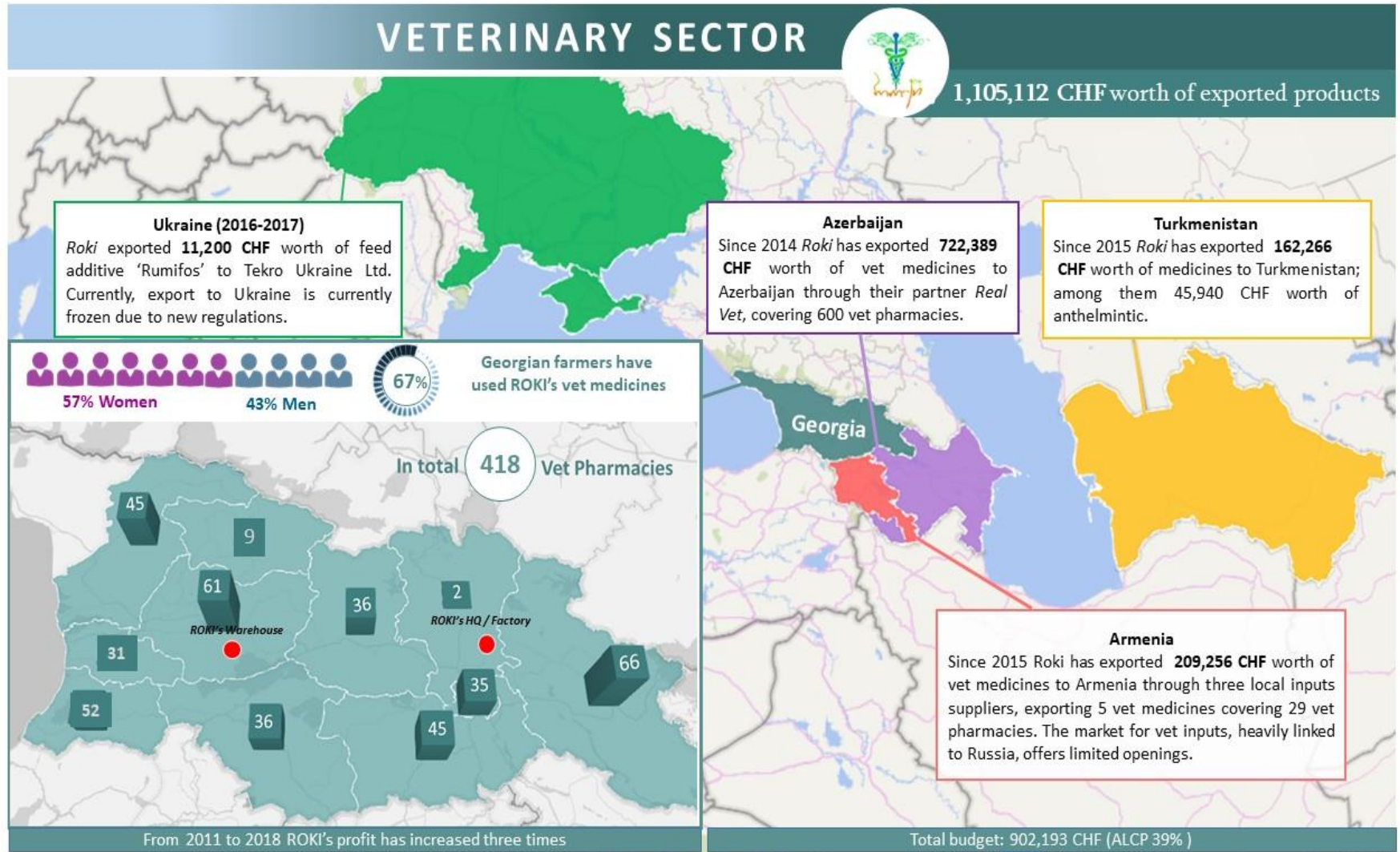
*Sustainability*

**87%**

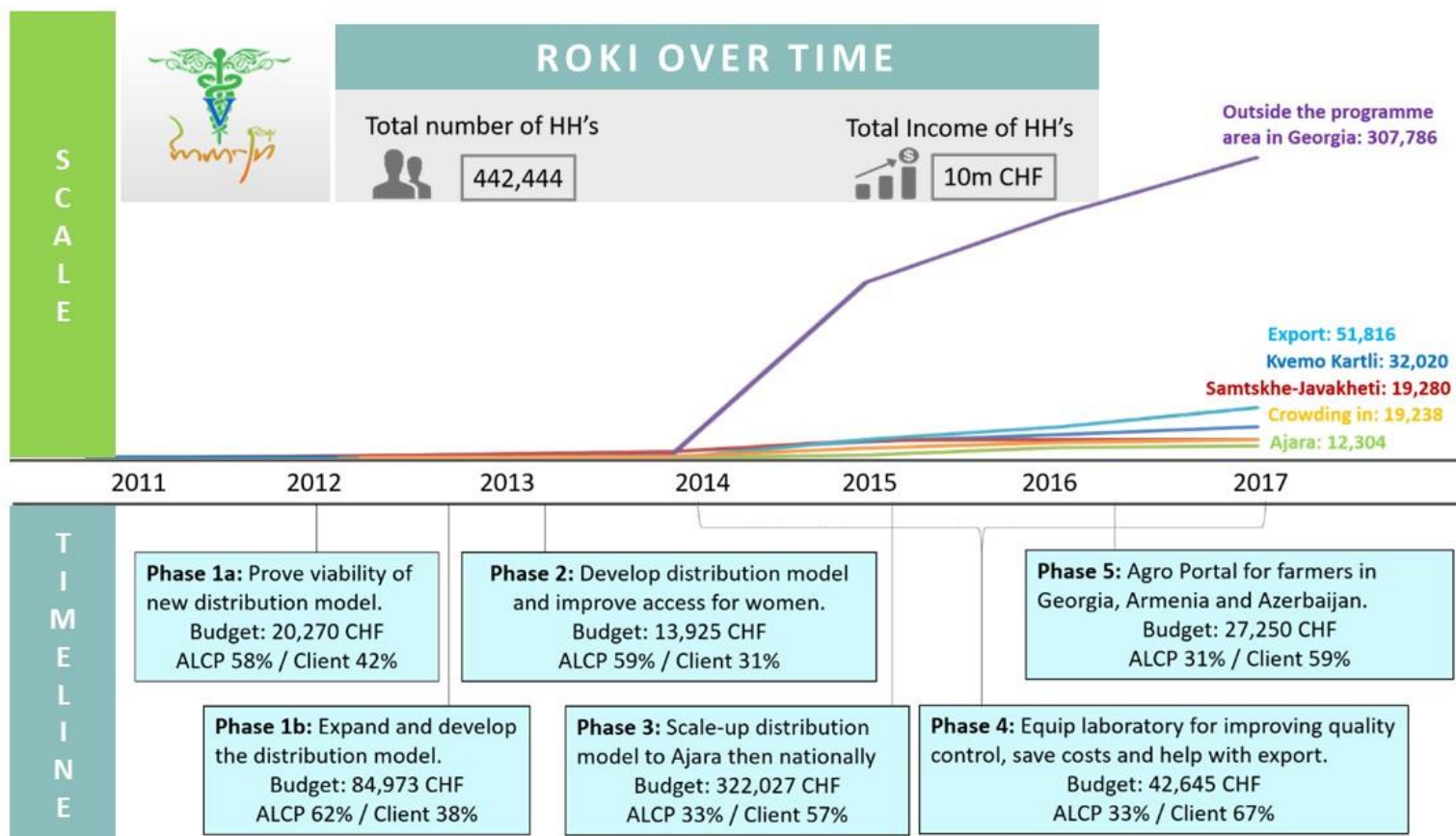
*Indicator*







GRAPHIC #4



FARMERS BENEFITS



“ My husband and I both keep our cattle clean and safe. We listen to the information from media about injections, diseases... If we spot anything wrong with cattle like when they have fever, don't eat or lose weight we consult with staff of vet pharmacies, veterinarians who are good specialists, they give useful advice and the medicines we use work well.

Increased access to veterinary services



Improved quality of vet drugs services and information

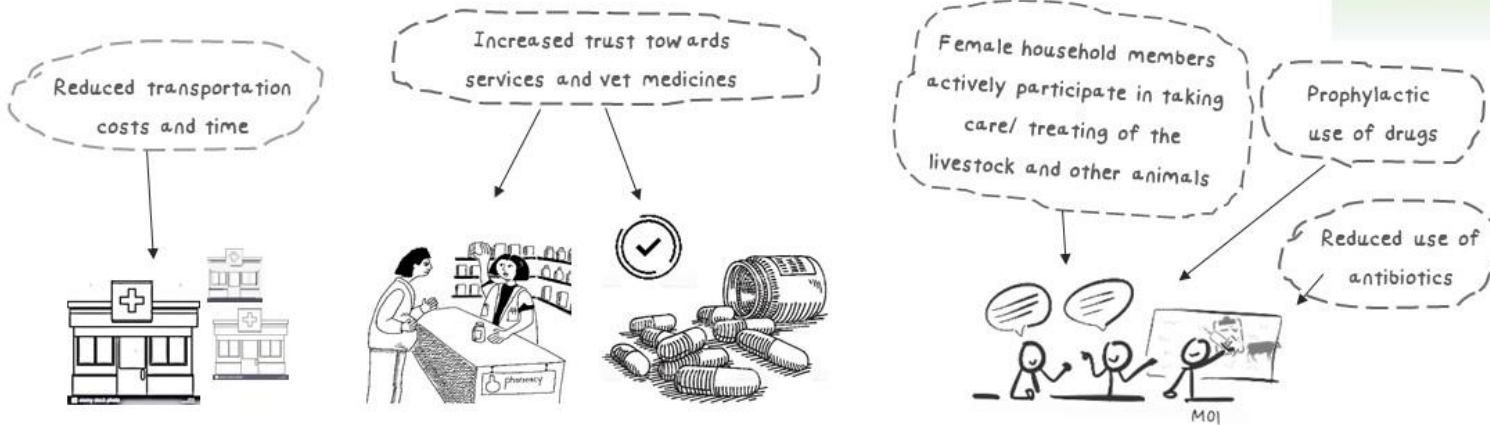


Improved livestock care from inputs, trainings, consultation and hot line services



Reduced rate of diseases in livestock

- ✓ Weight gain
- ✓ More milk production
- ✓ LHPs save money
- ✓ Reduced losses

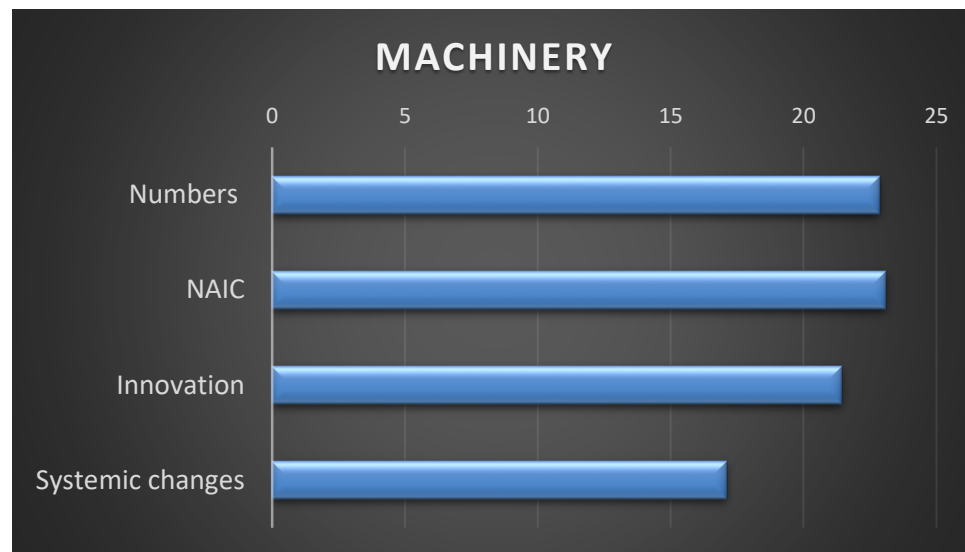


# Machinery

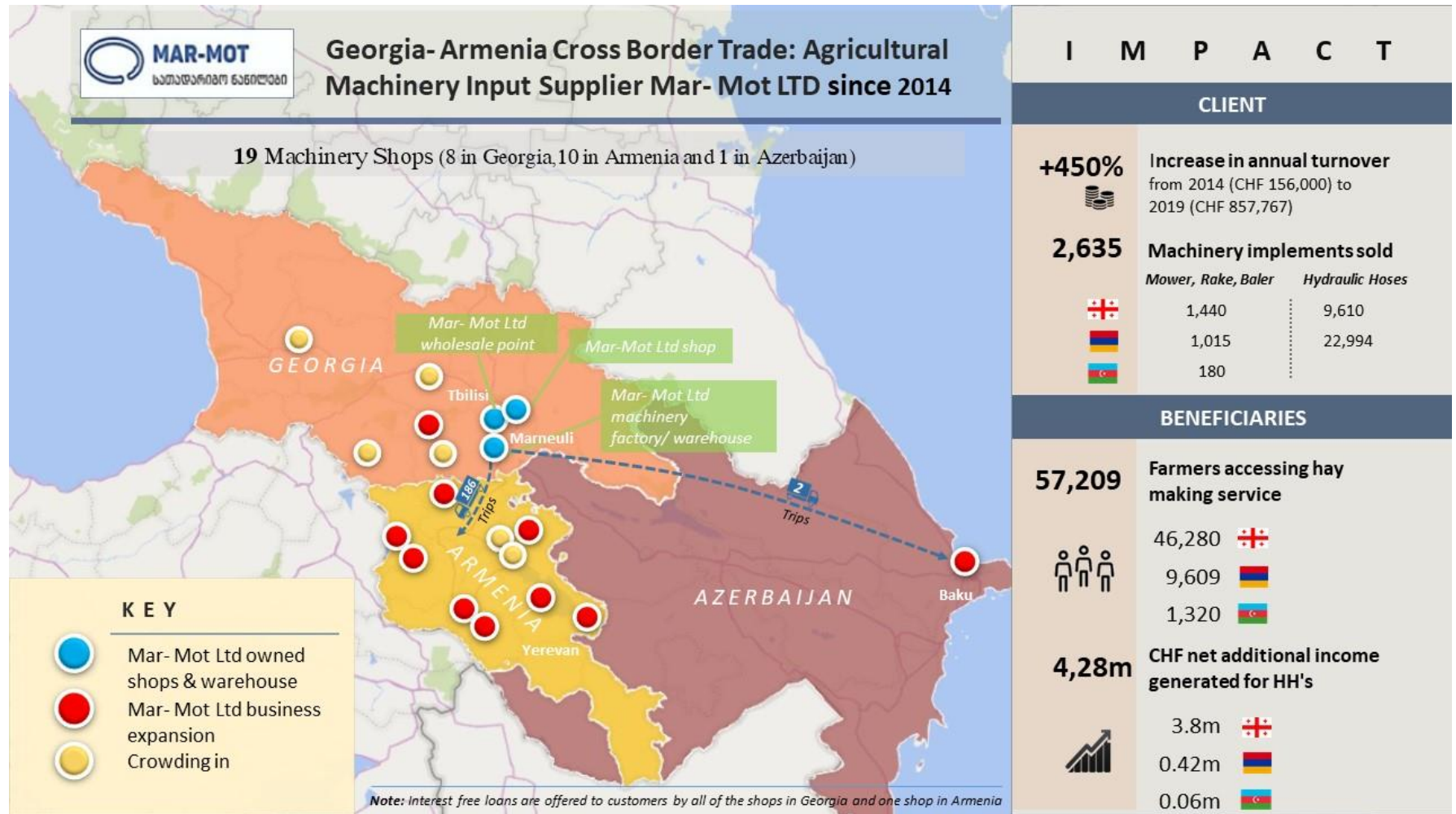
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*Sustainability  
Indicator*

**85%**





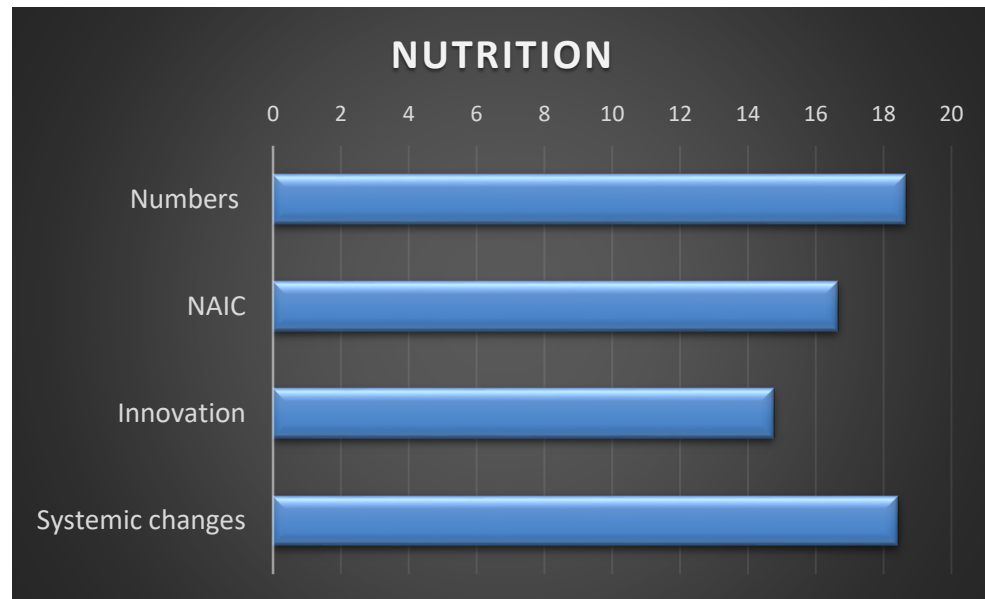


# Nutrition

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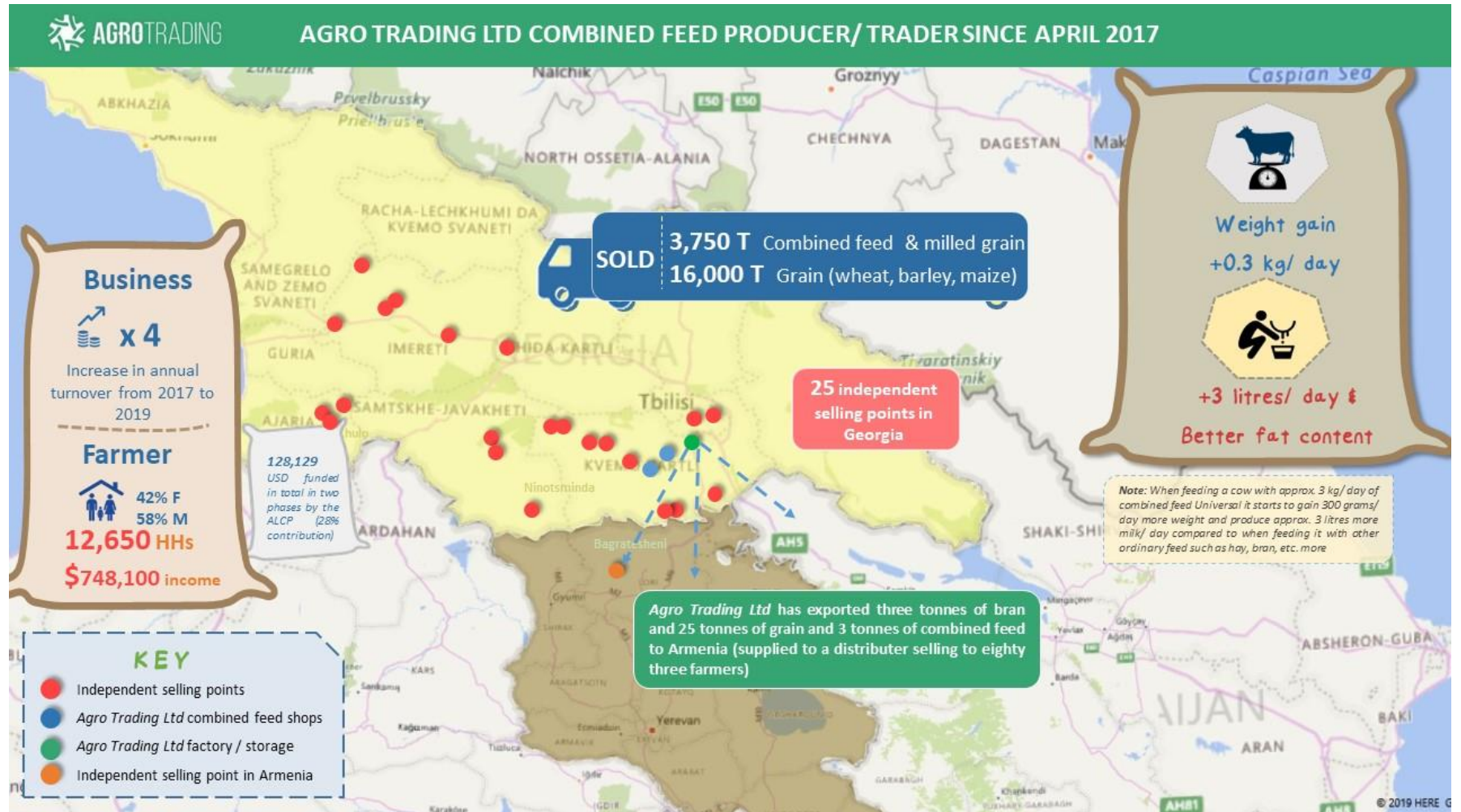
*Sustainability  
Indicator*

**69%**





GRAPHIC #7

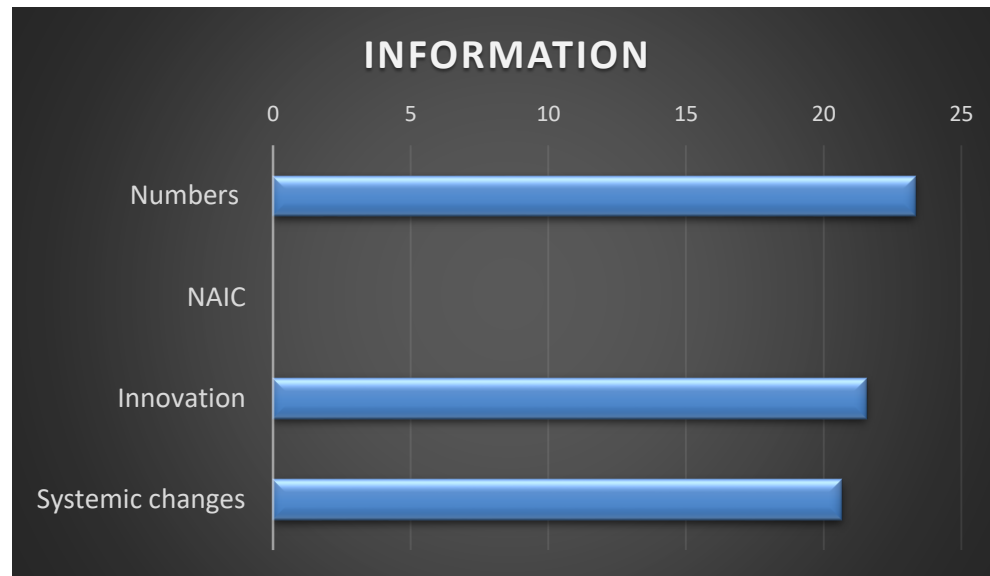


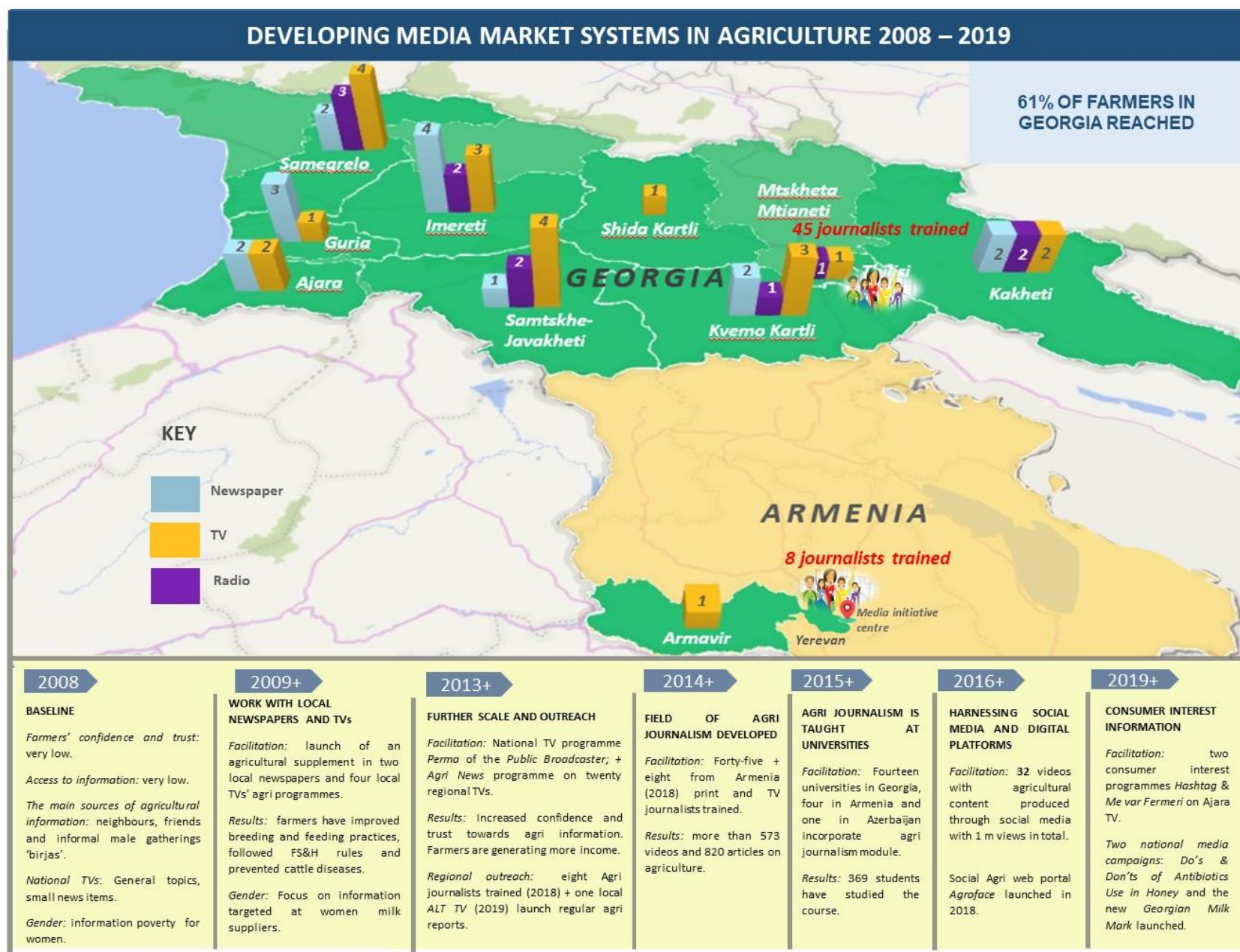
# Information

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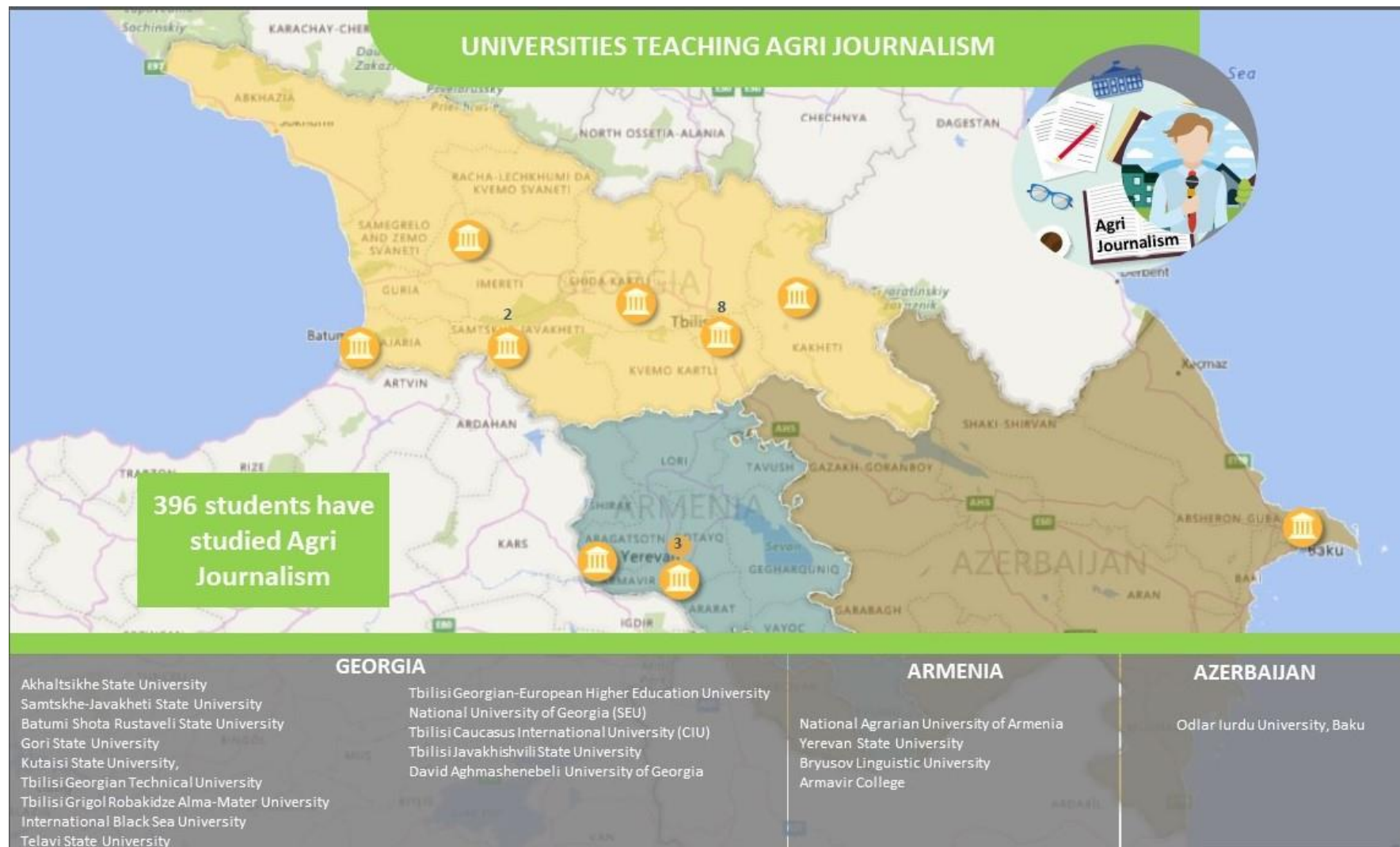
*Sustainability  
Indicator*

**87%**









## IMPACT ON FARMERS



### Use of new medicines for cattle

- ✓ Timely treatment of cattle
- ✓ Healthier Cattle



### Are following FS&H rules of milk and milk products

- ✓ Cleaner and safer milk products on the market



**61% of farmers in Georgia have adopted new practices in agriculture**



### Increased use of machinery, milking machines and new cropping machines

- ✓ Improved quality and quantity of harvest
- ✓ Gained free time and energy from using milking machines



### Improved husbandry, breeding and feeding practices

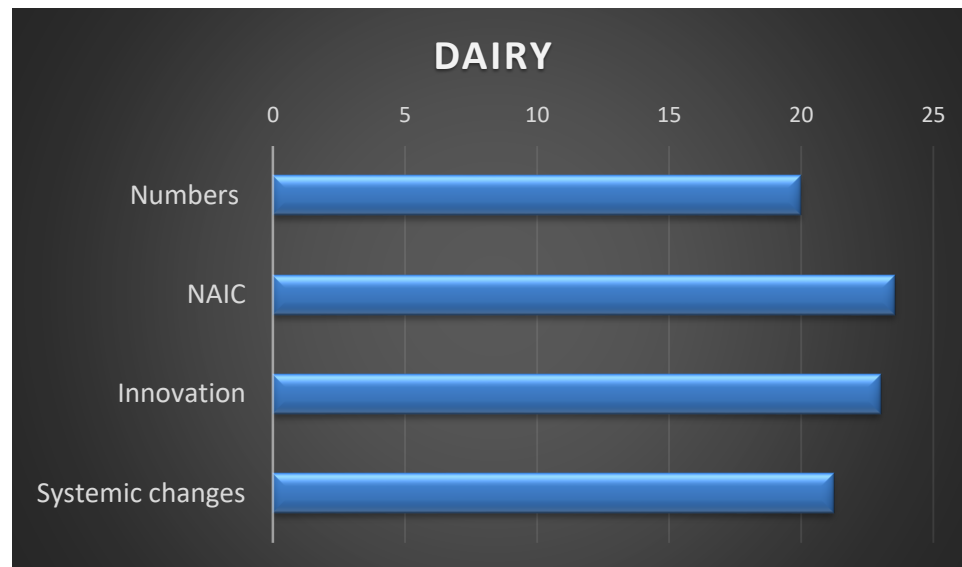
- ✓ Increased milk yield and live weight of cows
- ✓ Improved herd management + selection

# Dairy

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*Sustainability  
Indicator*

**88%**





# GEORGIAN MILK MARK (GMM)

Distinguishes dairy products made from natural raw milk



Promotes products made from Georgian natural raw milk.



Can only be used by companies making dairy products from natural **raw milk**



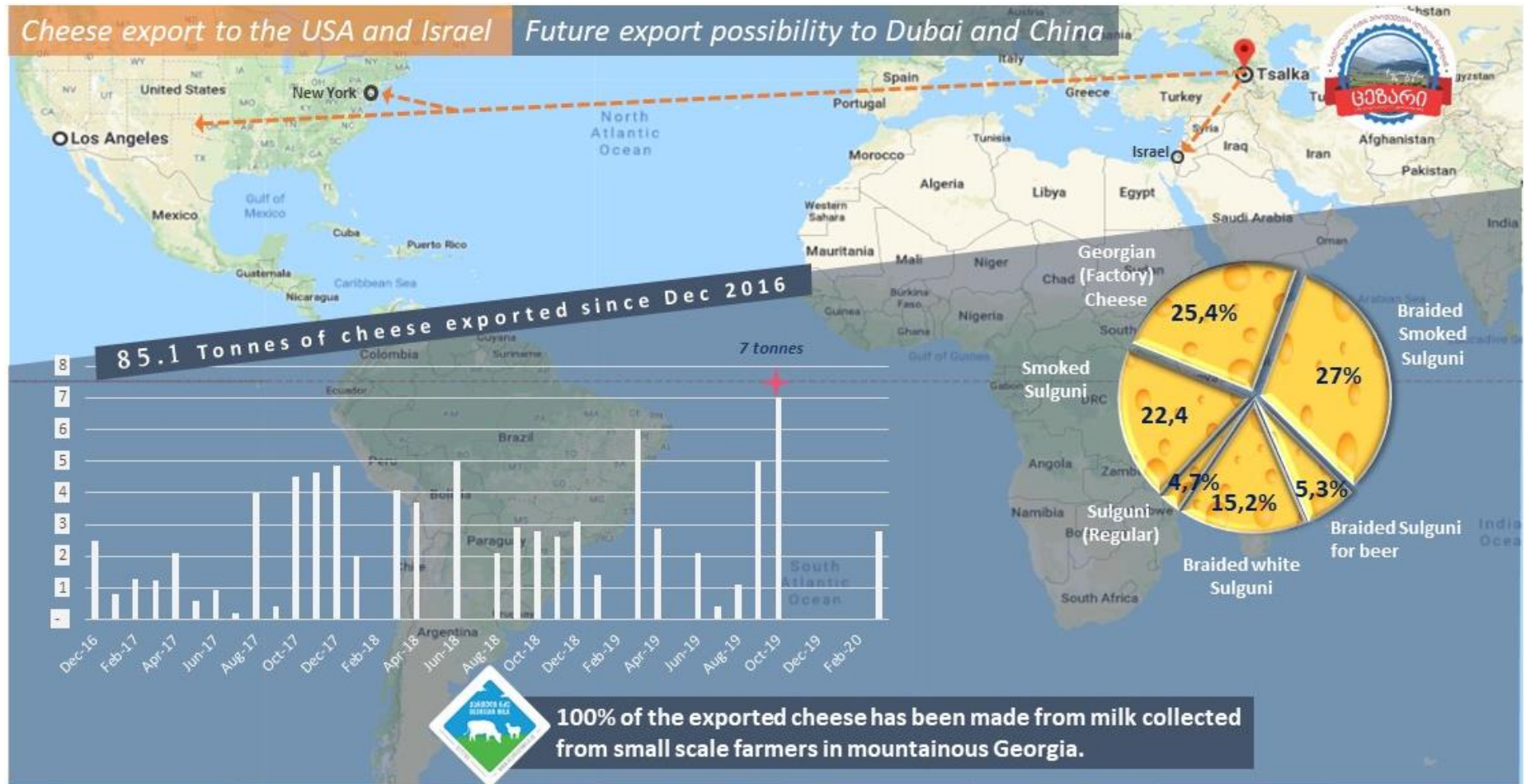
~~Milk powder~~



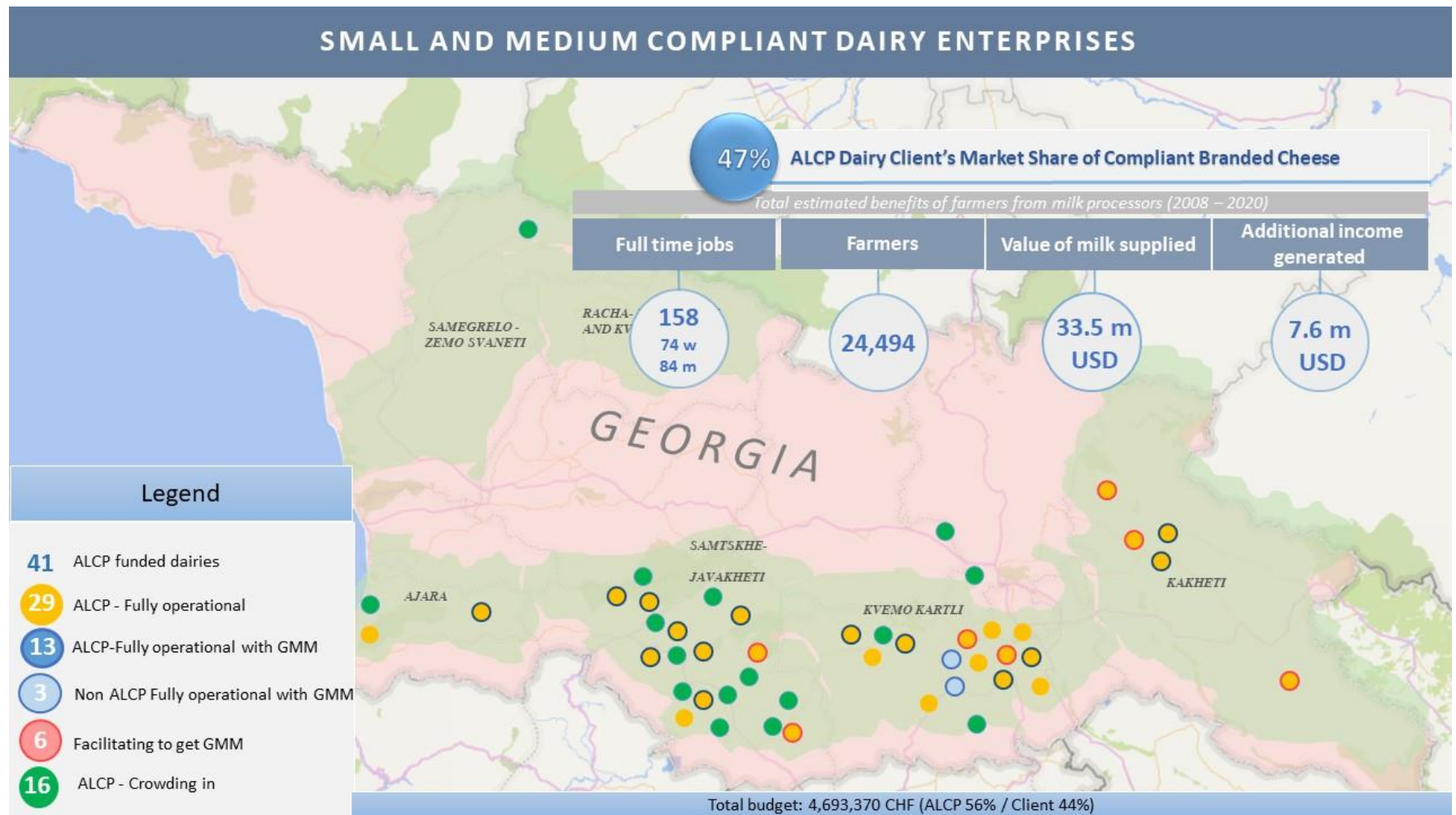
~~Vegetable oils~~

Helps consumers make informed decisions while buying milk and other dairy products





GRAPHIC #13





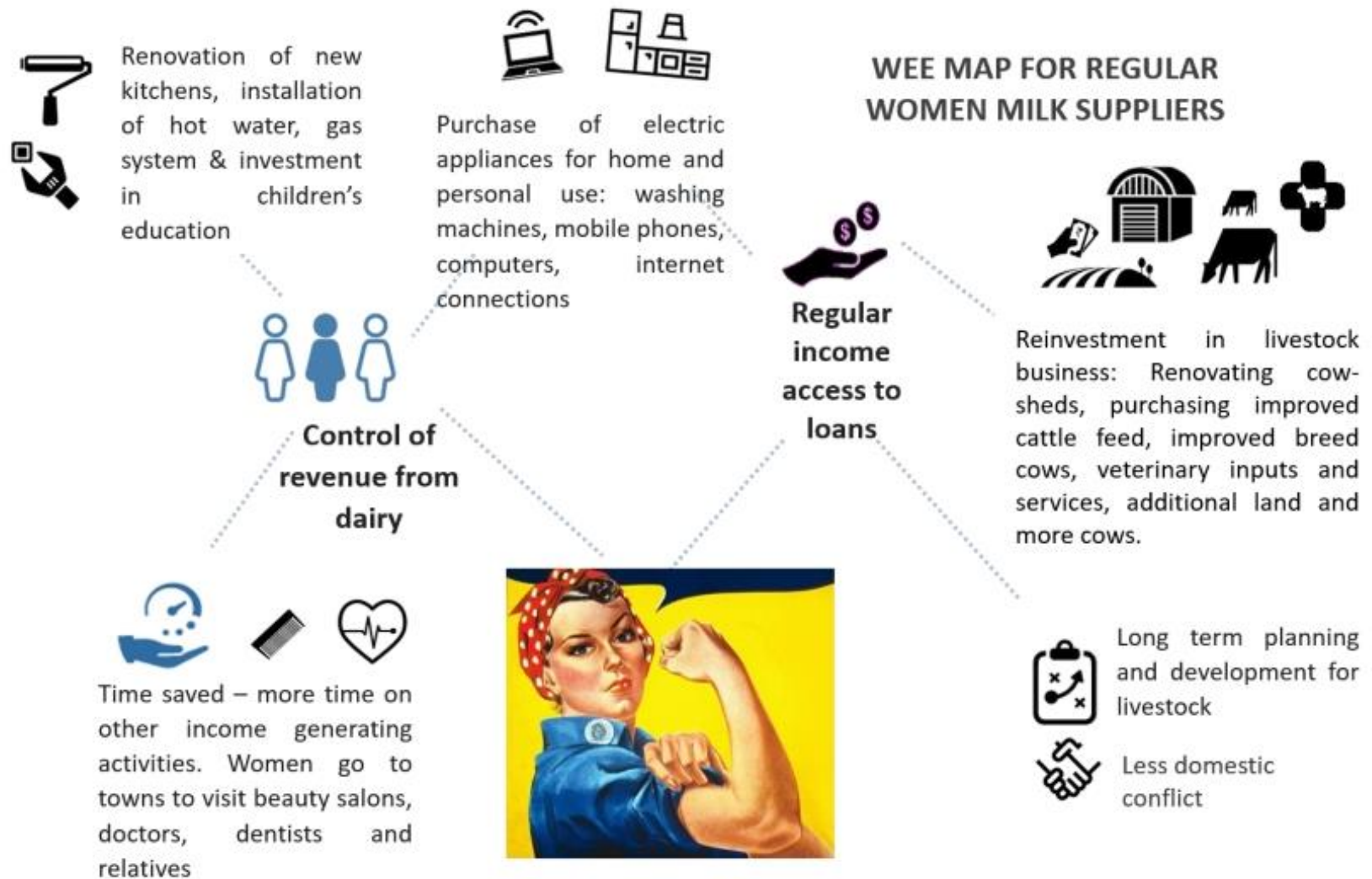
## Women's Economic Empowerment - Dairy

Before the cheese factory, there was no cash in the village. Now, we have a stable income and some free time. I took a loan and bought more cows; one woman opened a new shop and another a bakery



### She has supplied milk to an ALCP supported milk processor since 2012

- Generated **10,730 USD** additional income: Saved: **5,040 hours** (approx. 210 days)
- Has **ten milking cows**
- Has more time and money for spending on children's healthcare and education
- Has better access to finance
- Reinvests in land, livestock and infrastructure
- Has a better sense of well-being



## JOBS CREATED THROUGH THE DAIRY SECTOR



Employees don't feel stressed at work, compared to the previous job they had.



Tasks and responsibilities are properly delegated, teams have good relationships with each other



Employees are informed by their managers about the success of the enterprises and are very proud and motivated to do their best for their future development.

158 74 84

FULL TIME EQUIVALENT JOBS  
CREATED IN THE ALCP FACILITATED  
41 DAIRY ENTERPRISES



THE MAJORITY OF EMPLOYEES (80%) AND ESPECIALLY WOMEN ARE SAVINGS AND INVESTING MONEY IN THEIR CHILDREN'S EDUCATION, RENOVATION OR BUYING HOUSES



DAIRY ENTERPRISES HAVE A HIGH STAFF RETENTION RATE



Workers do not require a diploma to be hired by the dairy enterprises



Employees have contracts which make them feel secure and act as a guarantee for them when taking Banks loans.



Enterprises pay salaries in advance in case of employees' need.



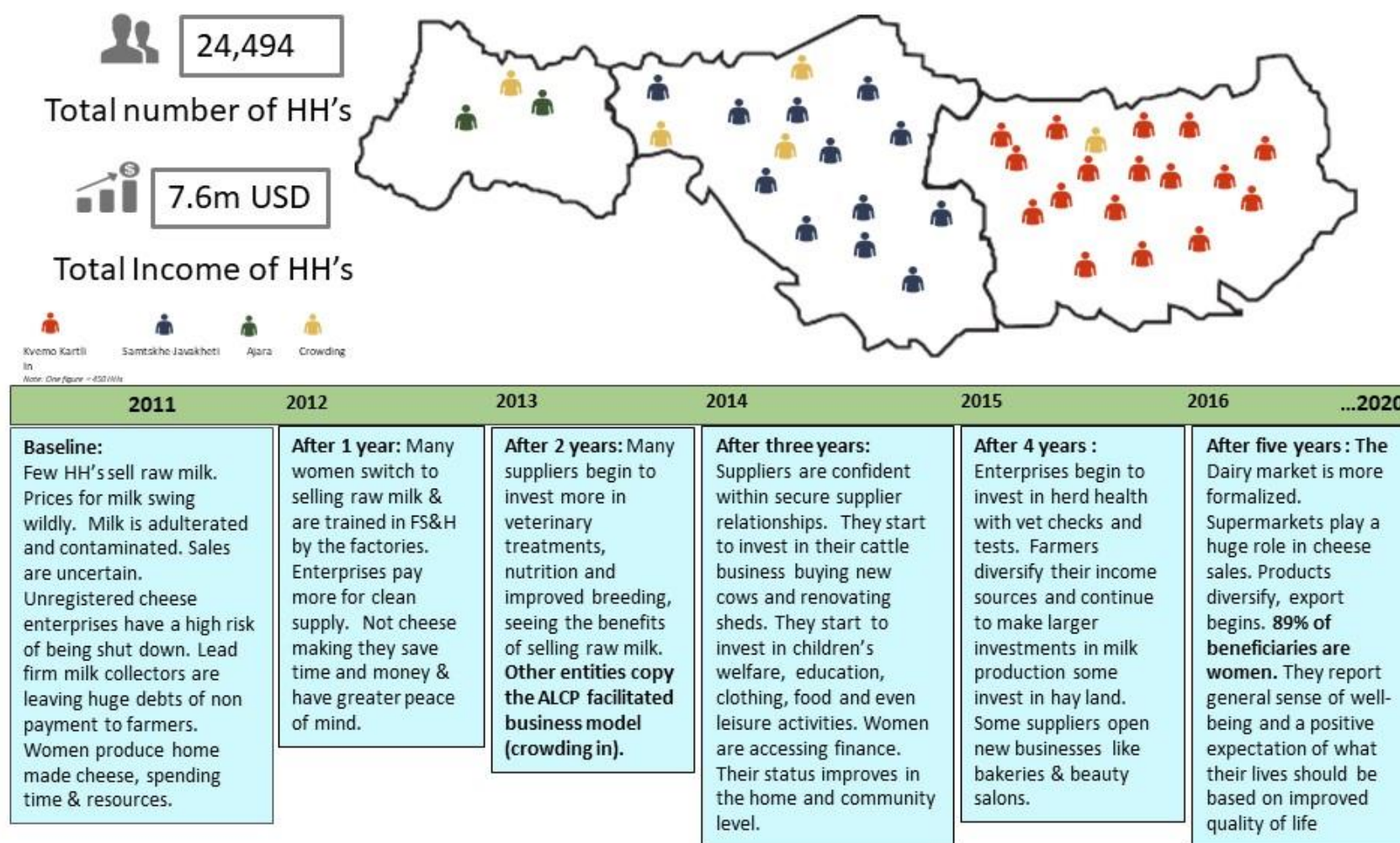
Employees have paid vacation and sick leave.



## ALCP CONTRIBUTION TO TSALKA TOWN DEVELOPMENT



## Timeline for the ALCP dairy intervention





## FEMALE FARMERS BENEFIT FROM USING MILKING MACHINES



Over the past six years the number of shops and distributors selling milking machines has doubled



On average the interviewed shops sell 30 milking machines per year<sup>1</sup>; The number of milking machines sold in the majority of the shops has increased from 10 to 50% over the last year;

1,140

Milking machines have been sold by the programme facilitated entities *Mar-Mot Ltd* (machinery supplier) and *Roki Ltd* (veterinary supplier) for the last six years<sup>2</sup>; 55% have been sold through in-store zero/ low interest loans



75% of interviewed machinery shops offer in-store interest free loans to farmers for buying milking machines through *Credo Bank*.



Female farmers are now saving more than an hour when milking five cows. It now takes 20 minutes/five cows before it took an hour and a half. They use the saved time and energy for other activities



With milking machines female farmers get cleaner and safer milk



Copying is common between farmers by those who see others who own and use milking machines.



20% of the interviewed farmers bought milking machines in Turkey as their price was 200 Gel cheaper/each

The ALCP Programme has been facilitating livestock sector development since 2008. One of the characteristic of this development has been a trend of farmers buying milking machines and an increased supply of milking machines in the local market. The programme was interested to capture farmer uptake and investment nationally, particularly what the benefits are to farmers, demand for and use of milking machines, their supply chains and how this access is linked to behavior change.

## ATTRIBUTION TO THE PROGRAMME

The development of the dairy sector has affected farmers who have started to invest more in their livestock business; *buying milking machines* is an example of this. This investment is attributable to the ALCP amongst ALC beneficiaries through improved access of farmers to information through media and training about FS&H through facilitated dairy enterprises. ALCP facilitated satellite vets who have very close linkages with rural women have also been consistently providing information about *Roki's* milking machines and the benefits of using.

## Current Limitations for Farmers

- There are some problems with electricity in some villages (eg. low voltage) and farmers can't use milking machines
- Some farmers' cowsheds are too small for using milking machines

<sup>1</sup> Imported from China and Turkey

<sup>2</sup> The price ranges from 1,100 to 4,900 Gel depending on capacity

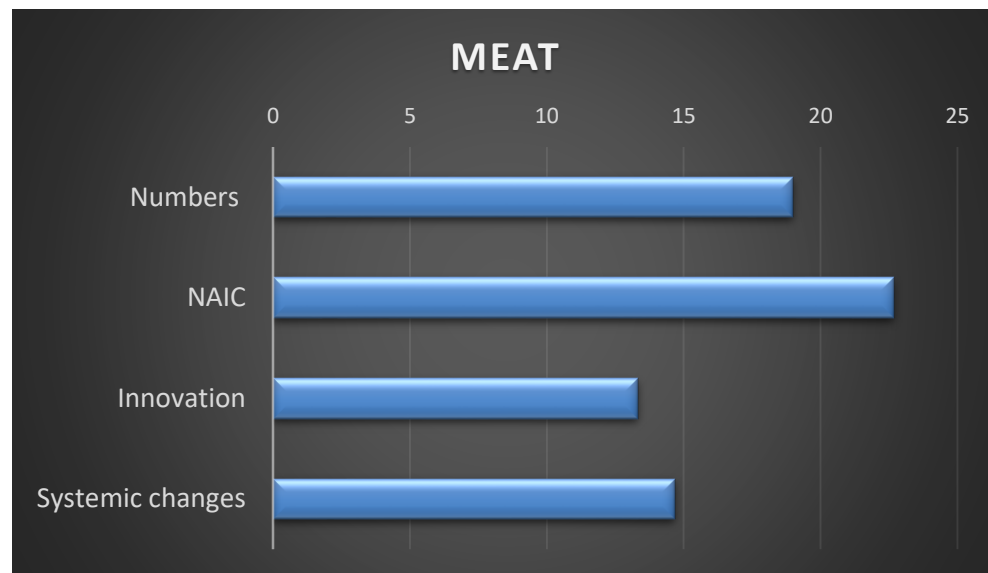
<sup>3</sup> In-depth interviews were held with nineteen farmers (twelve ALCP beneficiaries and seven who are making cheese by themselves. 80% of the interviewees were female farmers.) who use milking machines in Kvemo Kartli, Samtskhe Javakheti, Ajara. The desk research of milking machine suppliers revealed fourteen agricultural machinery shops (among them two are the programme clients) who are the importers/retailers of milking machines and were interviewed by the programme to capture milking machine sales, their demand and farmers' behavior changes. The majority of answers to the questions were homogenous, therefore the programme staff stopped further conducting the interviews.

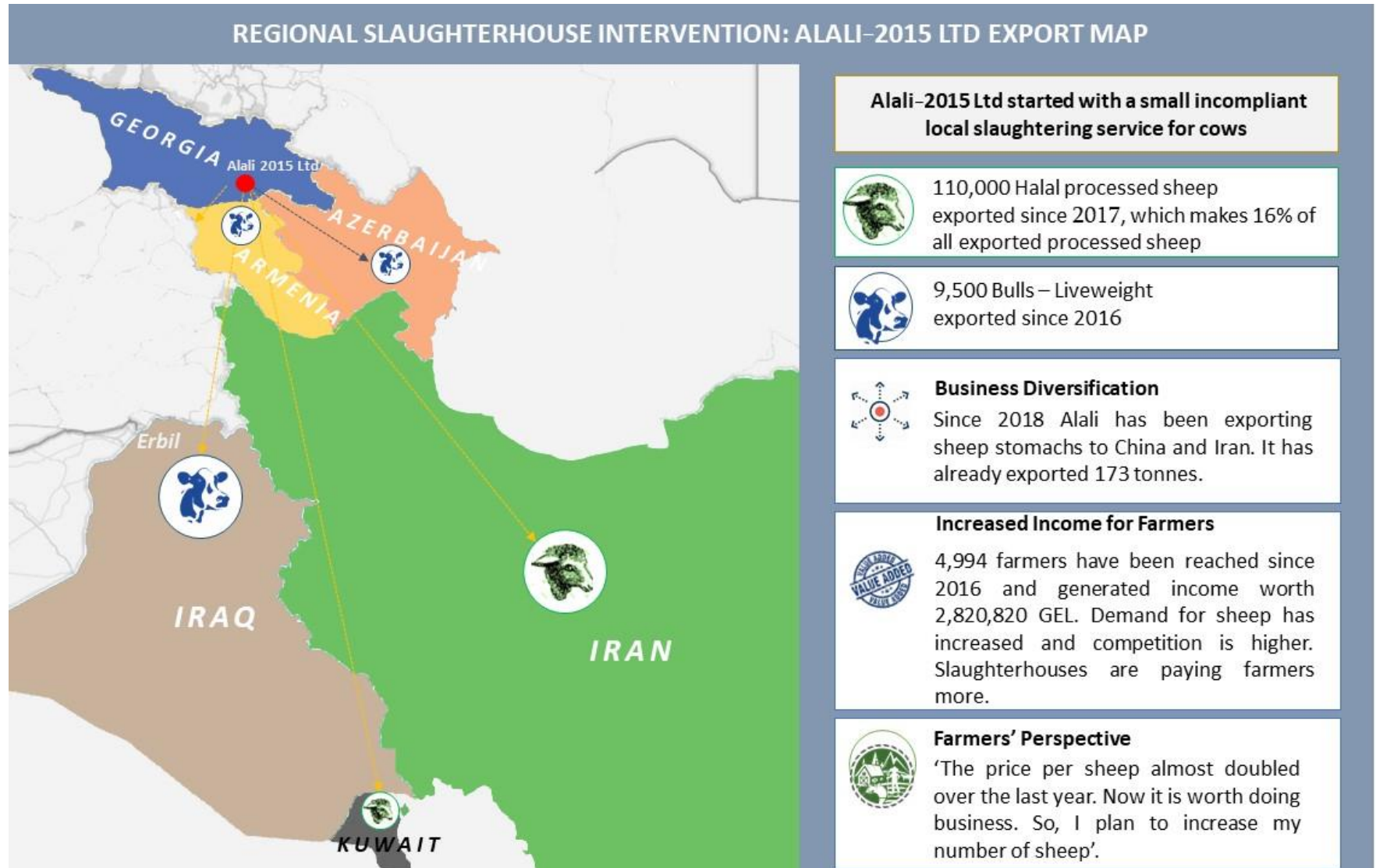
# Meat

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*Sustainability  
Indicator*

**70%**



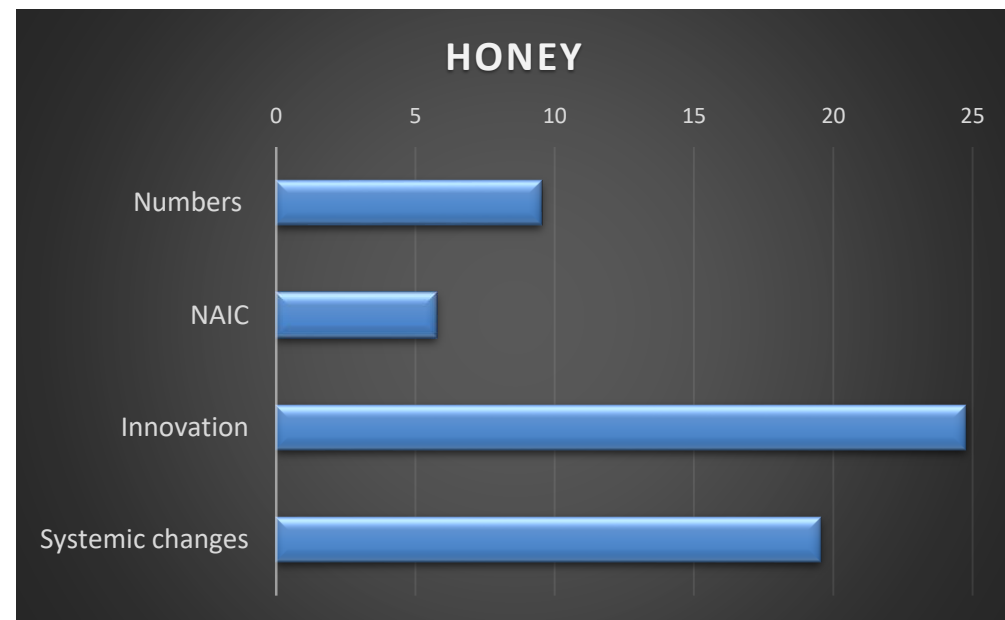


# Honey

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*Sustainability  
Indicator*

**46%**





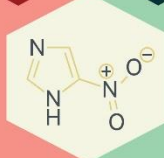
## Do's and Don'ts of Antibiotic Use



### Don'ts

Do not buy or use vet drugs containing the following prohibited antibiotics: Aristolochia spp and preparations thereof, chloramphenicol, Chlorpromazine, colchicine, dapsone, metronidazole, dimetridazole, ronidazole, nitrofurantoin (incl furazolidone).

Vet drugs containing substances with established monitoring residue limits such as Tetracyclines, Streptomycin, & Sulfonamides can be used only in case of urgency and by carefully following the instructions as the risk of honey contamination is high upon use.



For preventive treatment of bee colonies, use vet drugs approved by the Georgian Beekeepers Union.

Do not use antibiotics for preventive/prophylactic treatment in apiaries.

Do not treat the infectious diseases: American and European Foulbrood with antibiotics. It is strongly recommended to burn the infected bee colony/hive to avoid spreading of disease in other bee colonies in your and nearby apiaries. Also, disinfect the tools/equipment used in the infected bee hive.

Treatment is allowed only in the case of a mild form of American/European Foulbrood and based the recommendation of a veterinarian: Re-settle the bee colony on renewed frames into a new hive, use only registered antibiotics, strictly follow doses and dosing periods. It is not recommended to sell honey from a treated bee colony.



Avoid using antibiotics in the hive at all costs.

For disease prevention do the following:  
- Place the apiary in a dry and sunny place  
- Maintain sanitary-hygiene norms  
- Feed bee colonies with proper feed  
- Carefully remove damaged frame larvae and dead bees for disposal

Conduct preventive treatment of bee colonies against invasive diseases (Varroa, Acarapidosi) on time in order to avoid the risk of weakening of bee colonies and thus preventing the spread of infectious diseases: American and European Foulbrood.

For prevention and treatment of Nosema, use vet drugs approved by the Georgian Beekeepers Union.

Do not buy antibiotics in ordinary/human pharmacies and do not use antibiotics made for humans for the treatment of disease in apiaries.



Purchase vet drugs in veterinary pharmacies with the consultation of a trained vet pharmacist, vet or a representative of information-consultation centers.

Do not buy unlabeled vet drugs without information about the constituents and instructions for use (Dial the hotline number 1501 of the Ministry of Environment Protection and Agriculture of Georgia if such case is detected).



Buy vet drugs with a proper labelling i.e. with information on constituents and instructions for use.

Carefully follow the instructions given on the vet drug label to ensure effectiveness and avoid side effects.

Do not use vet drugs if you are not sure how to use them e.g. timing & dosage. Incorrect usage increases the risk of harming bee colonies. Do not carry out apiary treatment without professional advice or consultation



Get professional advice from vets, representatives of information-consultation centers or beekeeping associations about the treatment of apiaries.

Do not use/exchange/sell the beeswax from the hive where antibiotics were used for repriming wax foundation. The contaminated beeswax contaminates other beeswax when mixed and contaminates future honey.

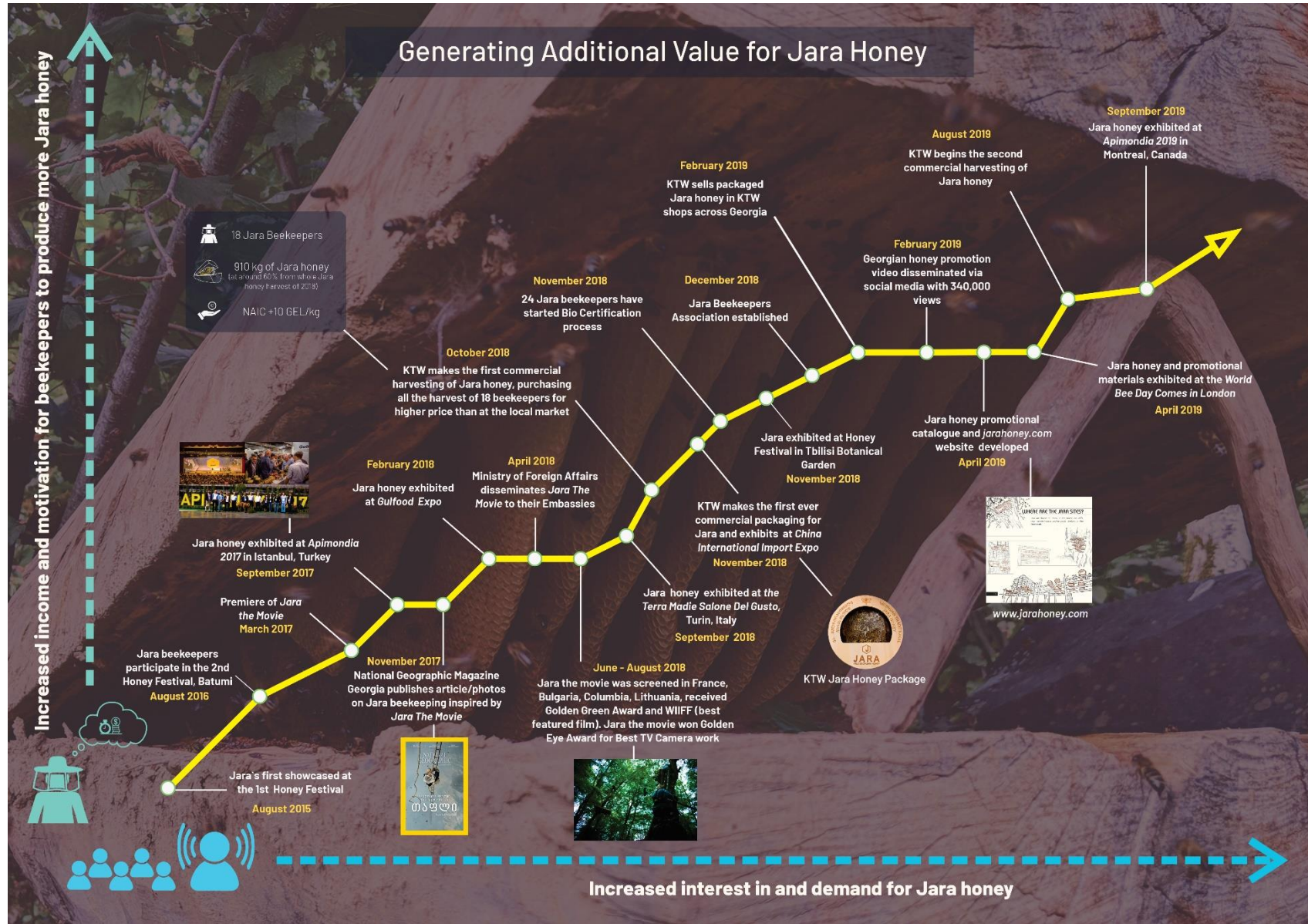


If you have already used the above-mentioned antibiotics, change the beeswax foundation in your apiary as there is a high probability that your beeswax is contaminated with antibiotics, which can be easily transferred in honey. Following disposal, you can use and sell honey from the next harvest.

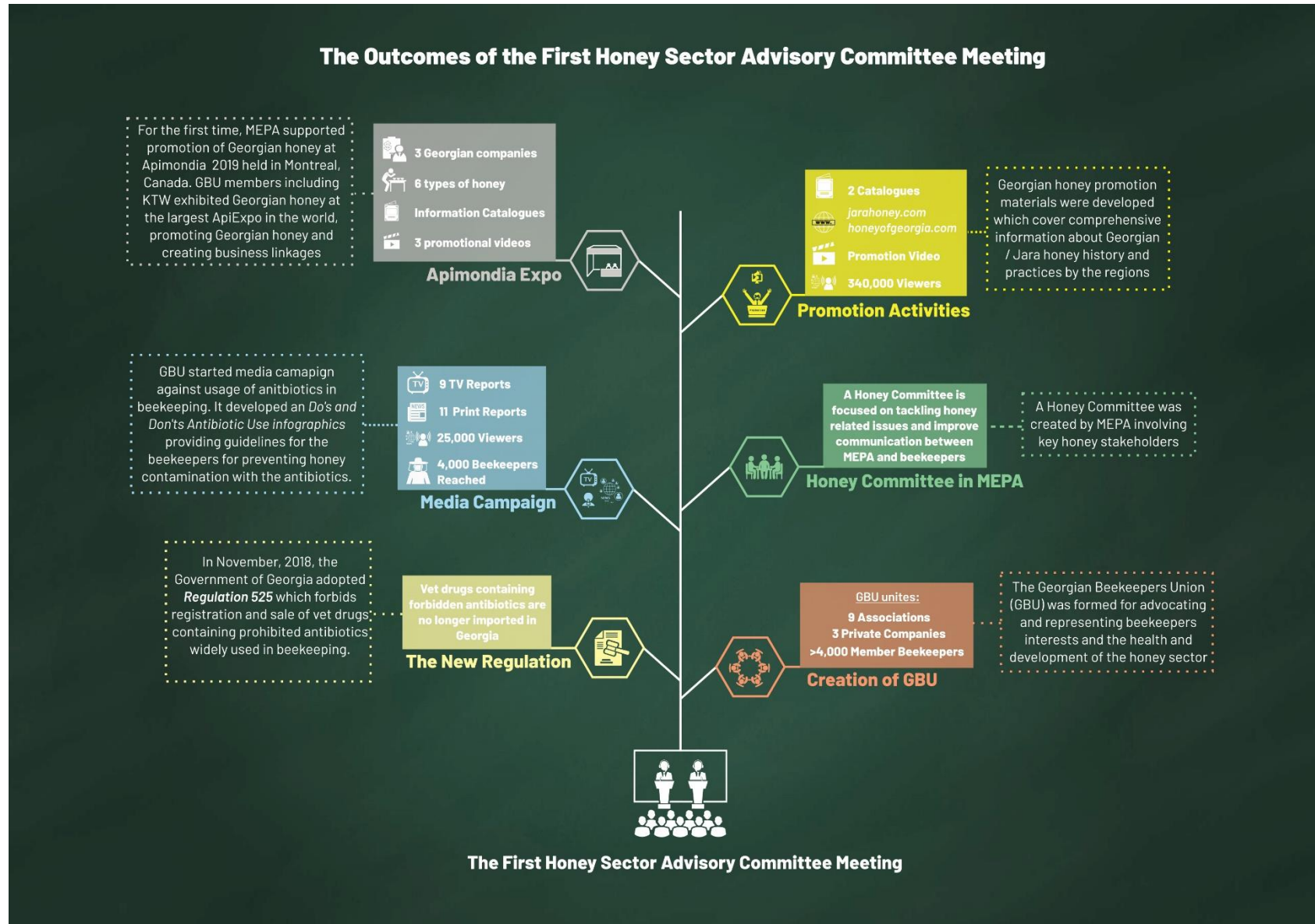
Do not consume/sell honey from the hive where antibiotics were used as it is harmful for human health.



GEORGIAN BEEKEEPERS UNION





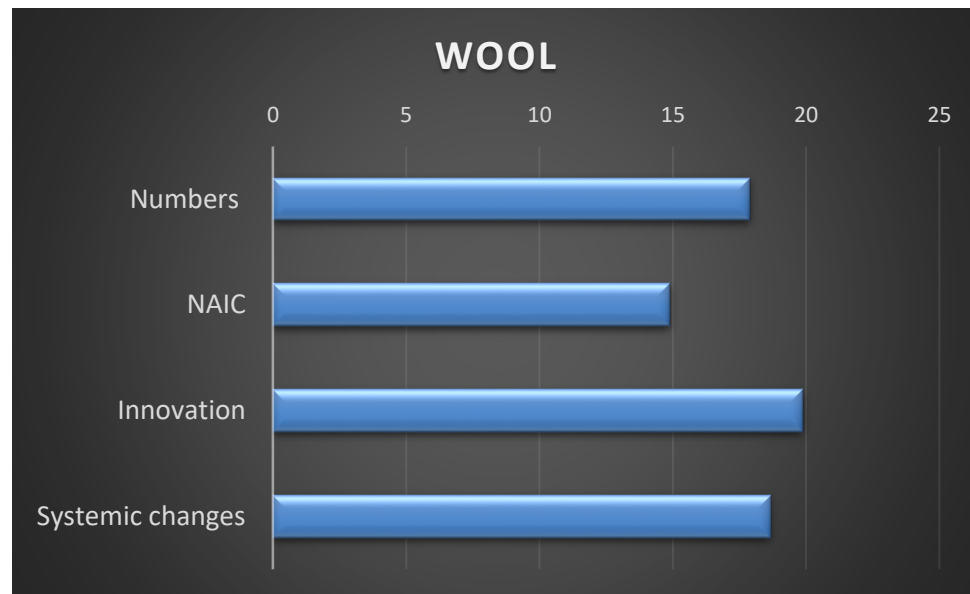


# Wool

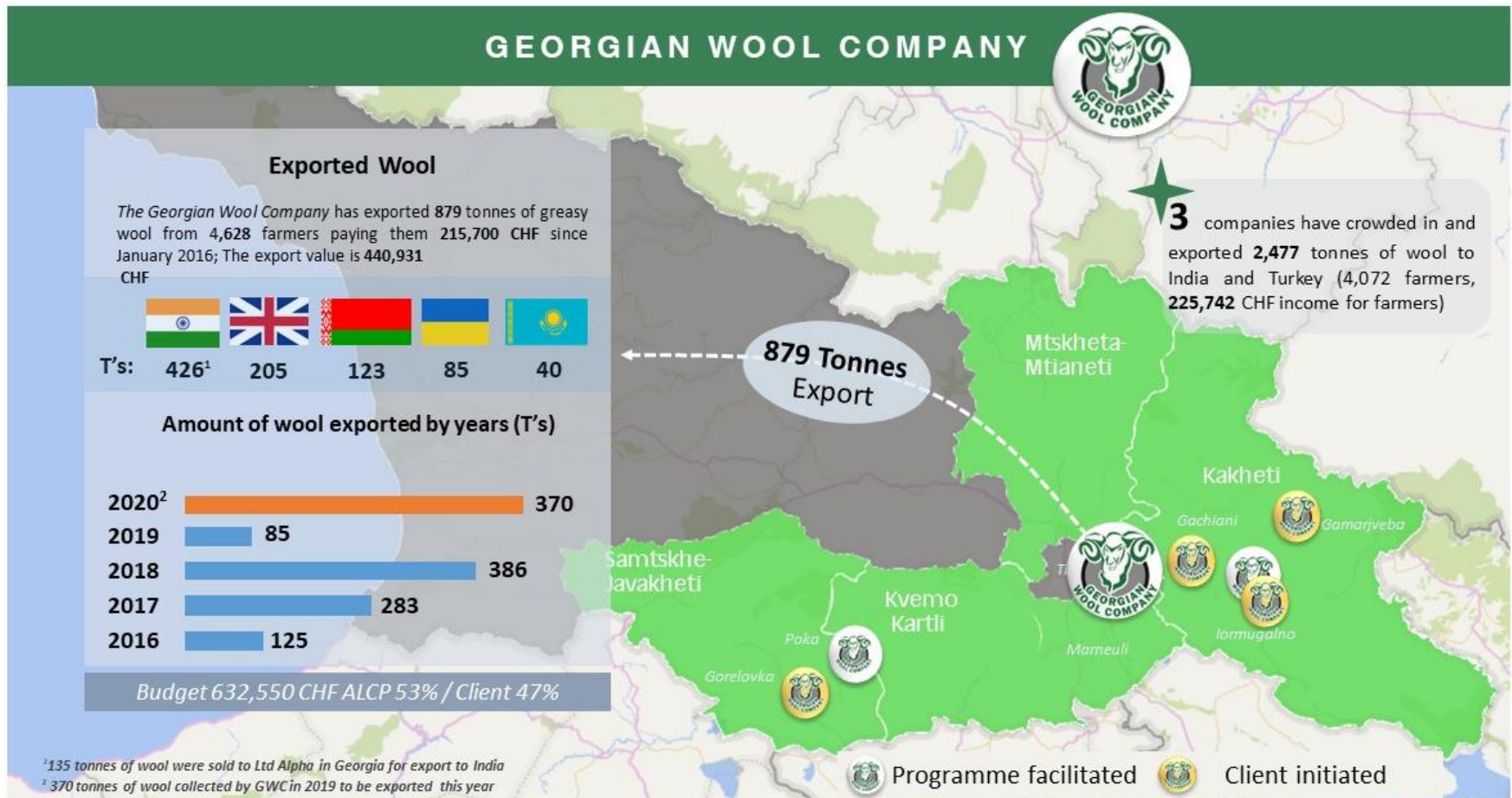
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*Sustainability  
Indicator*

**71%**





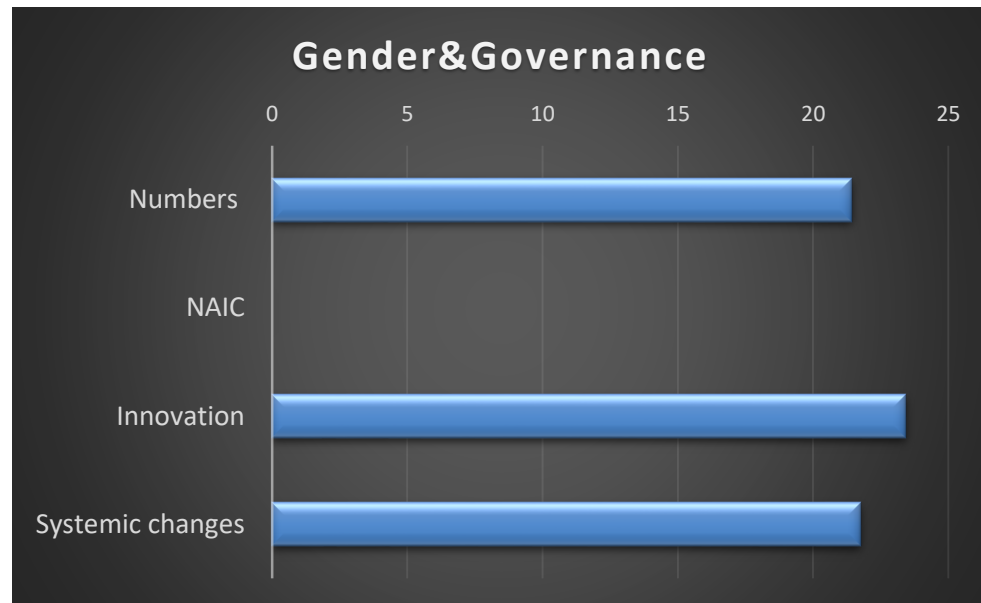


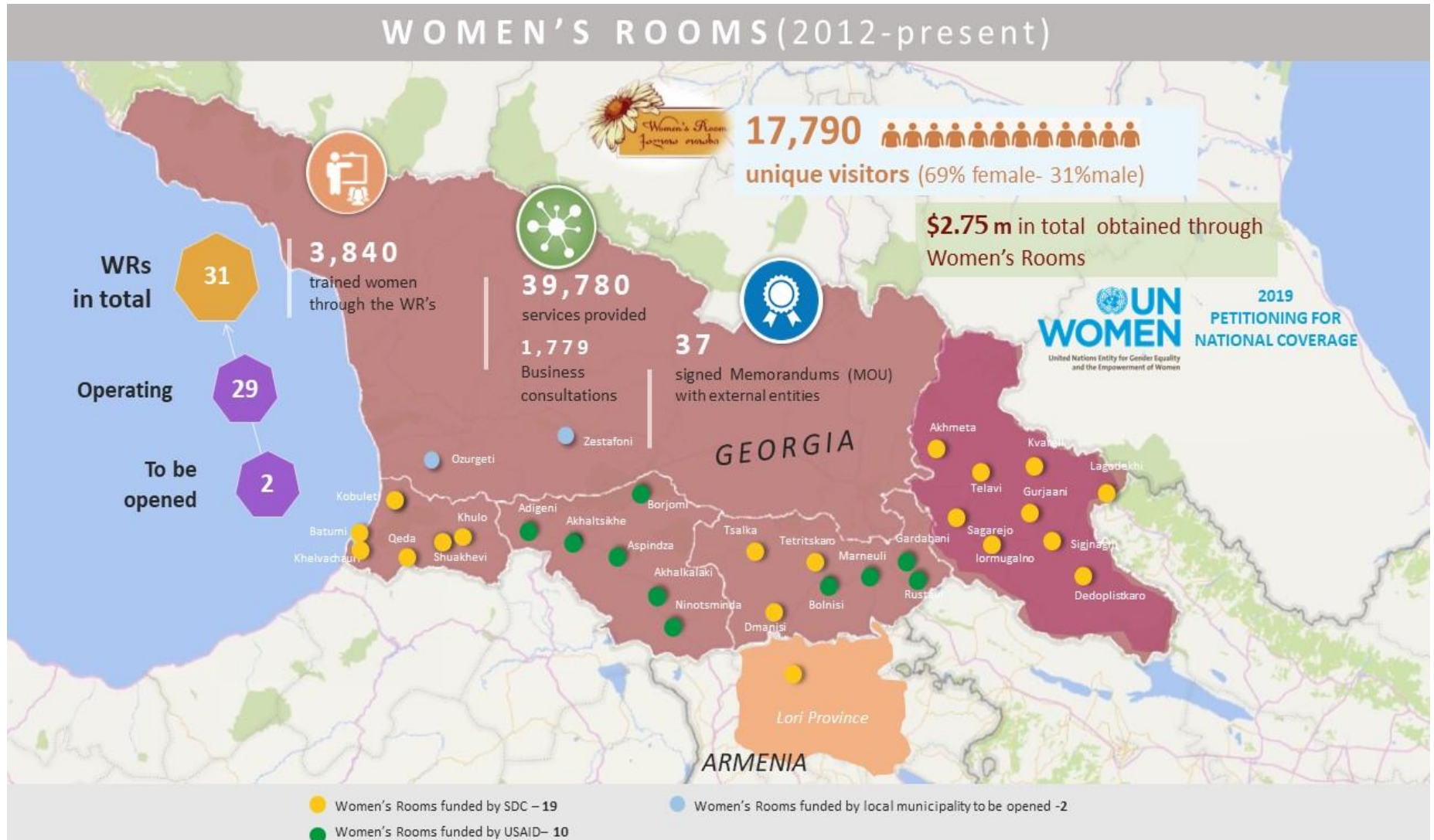
# Gender&Governance

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*Sustainability  
Indicator*

**89%**





## HELPING WOMEN ACCESS FUNDS

The Women's Rooms support their visitors in planning and fulfilling their own activities and backs them in communicating with local government

**29 WOMEN'S ROOMS**



**\$2,754,200**  
IN TOTAL OBTAINED THROUGH WOMEN'S ROOMS



**126**

Jobs Created through  
The Women's Rooms



**112**



**14**

**482** (Government Small Grants Programme) business proposals submitted by 267 women and 215 men 2016-2018;  
**88** funded - **\$402,000**



**665**

projects/initiatives funded through **Municipal Budgets \$2,037,185**;  
Out of which: **70 Kindergartens**  
**275 Water Points**

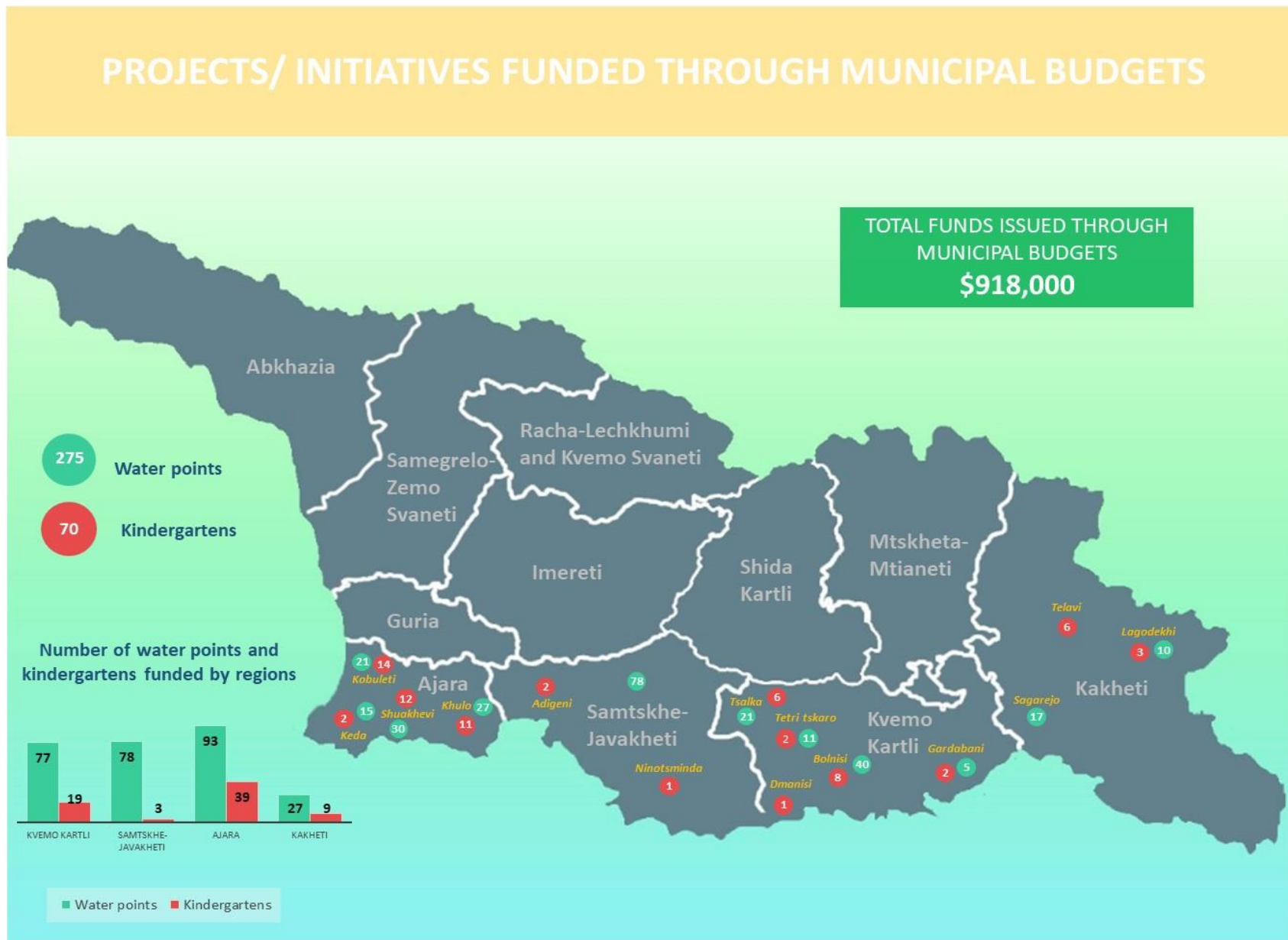
**16** women's business projects worth **\$67,000** funded by **other donors** through Women's Rooms

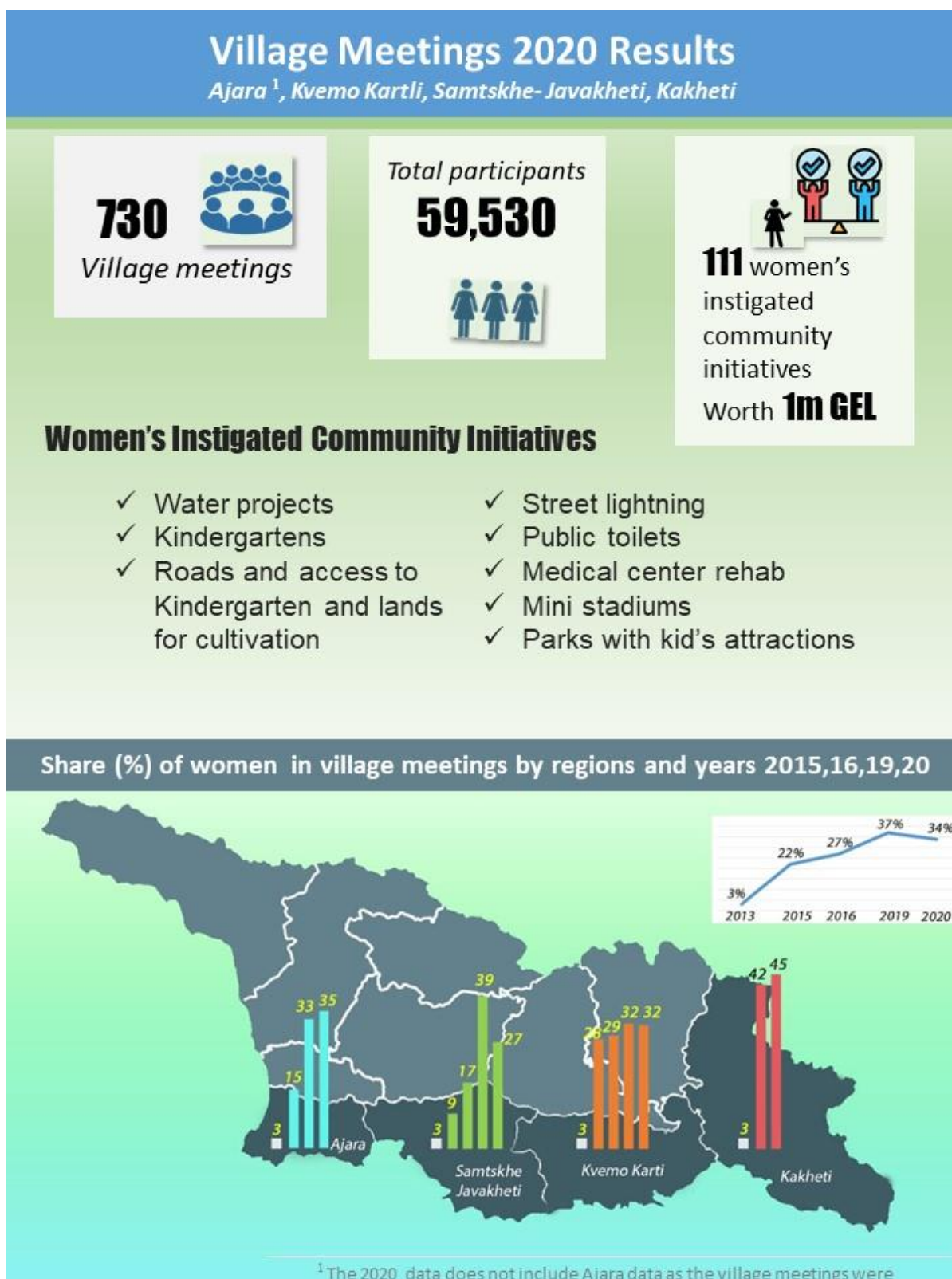


**13** women funded through networking at two **Women's Business Fora \$248,000** 2017/2018



GRAPHIC #27





# Bio Security Points

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*Sustainability  
Indicator*

**86%**

