



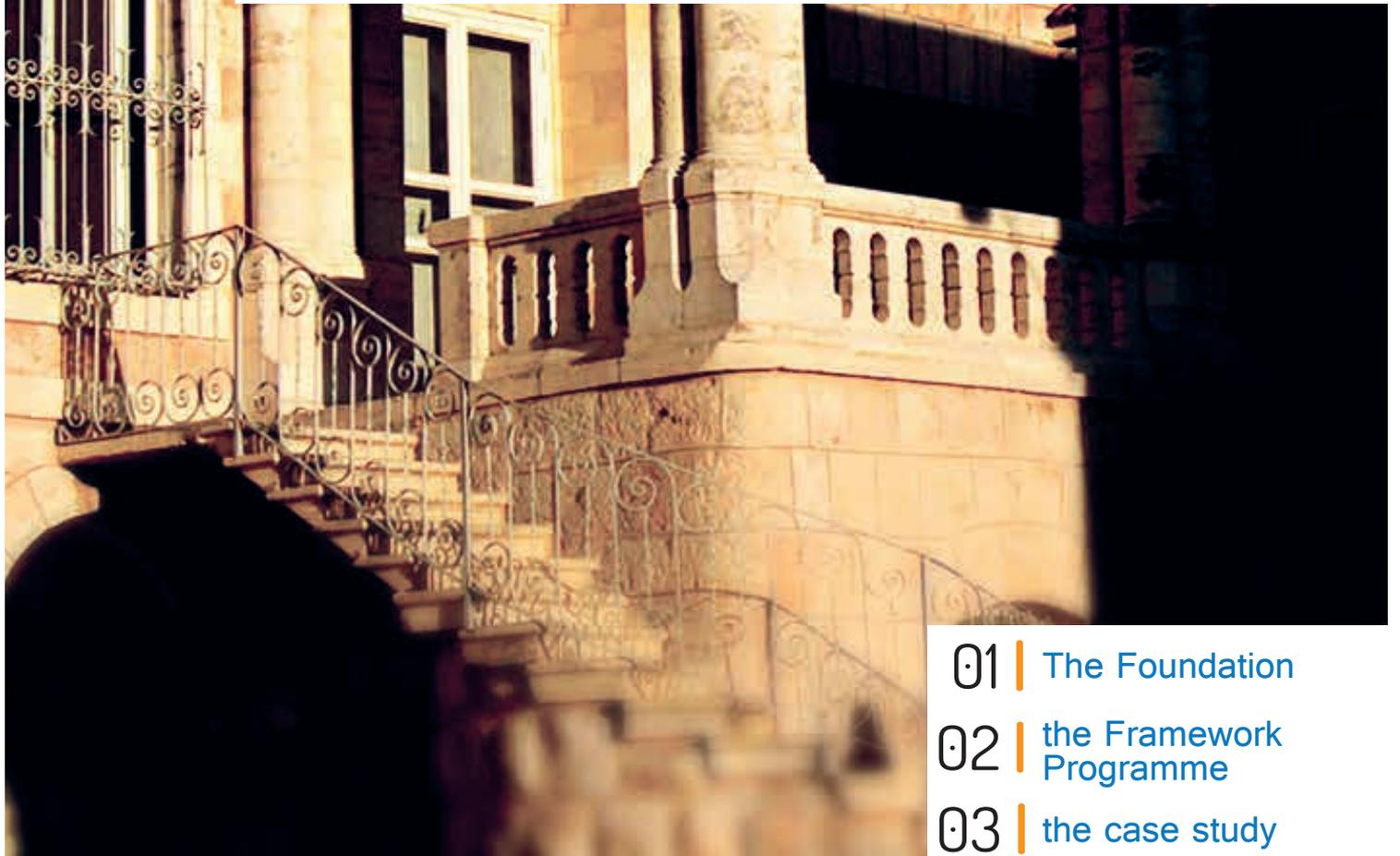
A BETTER FUTURE FOR SMALL-SCALE PRODUCERS

FRAMEWORK
PROGRAMME FOR
LOCAL ECONOMIC
DEVELOPMENT





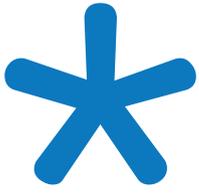
WHERE WE WORK



01 | The Foundation

02 | the Framework Programme

03 | the case study



01 | The Foundation

WHO WE ARE

The John Paul II Foundation for the dialogue, cooperation and development originates in 2007 from the decennial commitment of Fiesole, Montepulciano, Chiusi, Pienza and several other Dioceses, in cooperation with other lay and catholic institutions, in favour of Middle Eastern Countries and similarly disadvantaged areas in the world.

The Foundation aims to represent an instrument to foster dialogue among

people, cultures and religions, and offers an opportunity to promote international cooperation projects. Its main intention is to play a relevant role as a connection between lay and religious authorities operating in the development field in the Mediterranean and Middle Eastern environment, by means of tangible and durable interventions able to consistently weigh on the targeted economical, social and cultural contexts.

The John Paul II Foundation is recognized as an official member organization with general consultative status to the United Nations Economic and Social Council and The John Paul II Foundation is officially recognized by the Italian Ministry of Foreign Affairs to operate in the field of international cooperation in accordance with art. 28 L. 49/1987



The Foundation operates in Jordan, Lebanon, Syria, Iraq, Palestine, Egypt and Italy.

AREAS OF INTERVENTION

VOCATIONAL AND PROFESSIONAL TRAINING: enhancing skills of young people in order to improve their employment perspectives and support enterprises creation. Schooling support to disabled children.

PRIVATE SECTOR SUPPORT: promoting high-quality agricultural and craft production development to facilitate access to national and international markets.

GOOD GOVERNANCE SUPPORT: promoting institutional building and networking in cooperation with Italian institutions.

INFRASTRUCTURES: realization of hospitals, schools and multi-purpose centres.

GREEN ECONOMY: planning and design of renewable energies installations.

HEALTH CARE ASSISTANCE: provision of health equipment and technical training for health staff through sharing and exchange opportunities with local and international doctors and professionals.

HUMANITARIAN ASSISTANCE:

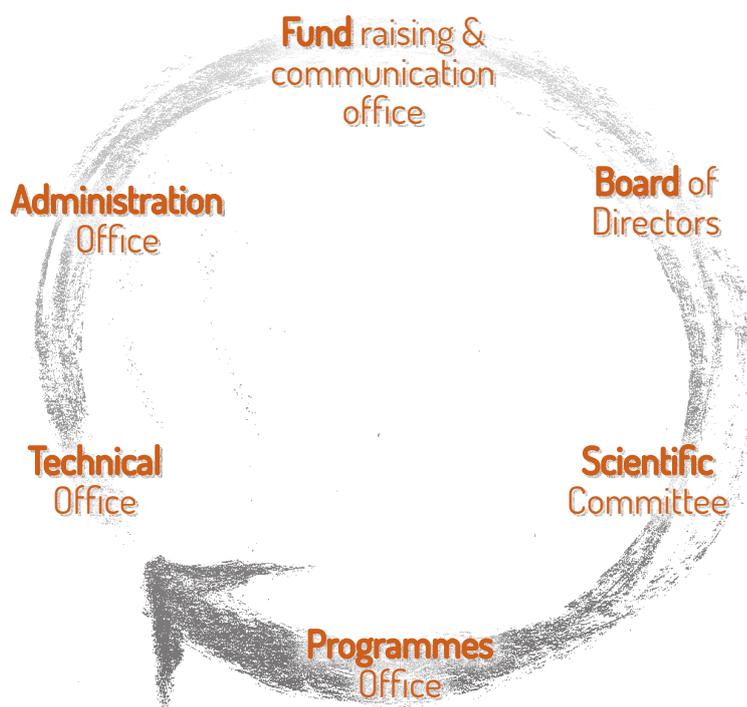
Provision of basic care and assistance to refugees and displaced people.

Provision of assistance and protection to migrants and disadvantaged people.



INTERNAL ORGANIZATION

In order to promote its Mission, the Foundation and its Board of Directors can collaborate with top-level professional profiles and experts organized as follows: Scientific Committee composed of national and international professionals in several thematic sectors. Its members avail the Foundation of their competencies for initiatives' planning and management. The Programmes Office is in charge of planning, management and evaluation of emergency and development initiatives. It works in tight cooperation with local and international partners to elaborate project proposals responding to local population's needs. The Technical Office is composed by engineers, in charge of infrastructures' planning and design. The Administration & Finance Offices are located both in Italy and in the Countries where the Foundation operates. They coordinate economical and financial management providing donors with precise accounting of the initiatives they support. The Fundraising and Communications office is specialized and responsible for the promotion of John Paul II Foundation works in order to raise funds from community and private sectors.





A PARTNERSHIP STRATEGY



THE JOHN PAUL II FOUNDATION OPERATES ON THE BASIS OF A PARTICIPATORY AND NETWORKING APPROACH, counting on partnerships activated and enhanced by the Scientific Committee. Its partners come from both the academic and research fields and the public sector, together with chambers of commerce, training agencies and large retailers representatives. Through exchange of experience, local institutions and small-scale producers' associations in developing contexts can their organizational skills, improve their products' quality and open new markets.

SUPPORT TO LOCAL ECONOMIC DEVELOPMENT AND FOOD SECURITY

A strategy in
accordance
with the
FAO
Strategic
objectives
priorities

ELIMINATE HUNGER, FOOD INSECURITY
AND MALNUTRITION

MAKE AGRICULTURE MORE
PRODUCTIVE AND SUSTAINABLE

REDUCE RURAL POVERTY

ENABLE INCLUSIVE AND EFFICIENT
AGRICULTURAL AND FOOD SYSTEMS

PARTNERING WITH BUSINESS, THE MAIN
GLOBAL PLAYER

With increasing globalization, agriculture as an independent sector will cease to exist becoming instead just one part of an integrated value chain. The value chain exits from production through to processing and sales, in which the whole is now highly concentrated, integrated and globalized. This poses a huge challenge for agricultural producers in developing countries where even the most economically valid smallholders can be excluded from the value chain because they may not have the instruments to be included in the new globalized marketplace. A partnership approach with companies, institutions, universities and research centers, is the answer for small farmers to the challenges of the global market.

The FAO Strategic Objectives

The JPPI Foundation promotes initiatives supporting agricultural, crafting and commercial sectors in rural contexts.

The Foundation works to improve professional skills of youth, small-scale business and artisans, in order to promote development processes within their communities.

It supports farming and crafting productive chains by facilitating networking with other local and international entities, which are involved in improving product's quality and building local enterprises' management and organization capacities.

01 |

Improvement of products' quality through introduction of quality control procedures.

02 |

Financial management's improvement through the adoption of an accounting system based on cost centers.

03 |

Improvement of products marketing by facilitating access to national and international markets.

PROBLEMS TO FACE

Poverty

High unemployment
rates

Low income level of
farming and crafting
sectors

Bad
climate
conditions

Lack of natural
resources

Dry environment for
agricultural activities

Bad
Economic
conditions

Few big scale
producers
(Oligopolist) buy
the product from
small producers at
a very low price

Inability of small rural
enterprises to convene
in associations to better
manage services and
processes

Poor
organization and
management
of small rural
enterprises

Local small
producers only
produce raw
products and sell it
to big producers at
a very low price

Small rural enterprises'
work is not market-
oriented and does not
meet quality standards

IMPLEMENTING STRATEGIES



Support new businesses' creation and improve the productive and commercial organization of existing enterprises in order to ensure more remunerative working conditions

Improvement of products' quality standards in order to obtain a more remunerative pricing



Introduction of innovative and eco-friendly techniques for high-quality productions

Strengthening economic sustainability of rural enterprises in order to promote the continuity of rural community's lives, that will guarantee the protection of local ecosystems currently jeopardized by the climate change



Facilitating direct access to national and international market for smallholders.

Promoting association processes among small-scale producers in order to benefit from large-scale economies



Promoting a production and commercial reorganization process in order to improve market access and profits

Supporting women entrepreneurship and the creation of women cooperatives for food processing-related activities through the establishment of business incubators.

INTERVENTION STRATEGY



03 | case study:

Support to egyptian and palestinian dates producers

General objective

Improving living conditions, economic and environmental sustainability of small-scale dates producers and attached workers in Palestine and Egypt

Specific Objective

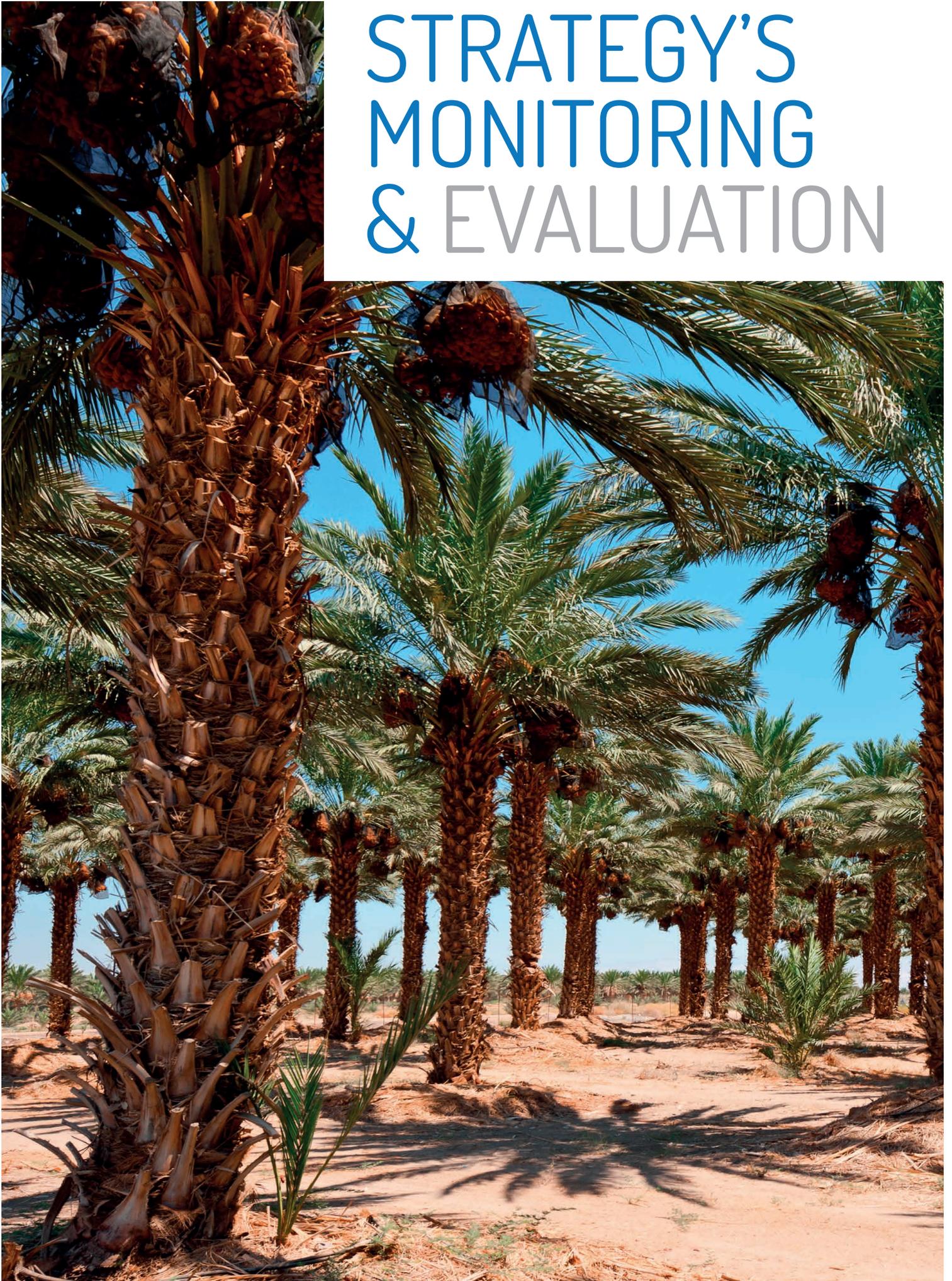
Improve organization and strategic management of small rural enterprises involved in dates production in Egypt and Palestinian West Bank, from a qualitative and sustainability point of view, in the following fields:

- 01 | High-quality, eco-friendly and trademarked production
- 02 | Agribusiness management control
- 03 | Market analysis and access.

Expected results

- 01 | **Organizational Management Restructuring**
Improved administrative and management skills of producers associations, in terms of: management control, productive costs analysis, strategic planning, and business plan design.
- 02 | **Production Reorganization**
Improved technical and productive skills and equipment of producers in the field of: quality control, eco-friendly production management, production guidelines to meet Slow Food branding criteria, costs control in production processes, associated management of stock, cleaning and marketing processes.
- 03 | **Commercial Reorganization**
Improved commercial and marketing skills of dates producers' associations, concerning market analysis, commercial strategies and marketing.
- 04 | **Access to Markets**
Facilitated Integration of producers within national and international business channels, as more profitable and sensitive to trademarked products.
- 05 | **Creation of female business incubators**
Initiatives of female entrepreneurship and association in cooperative forms are facilitated in terms of management of services related to products preparation for final sale, through creation of a business incubators system.
- 06 | **Promotion of business opportunities together with private enterprises**
Leveraging private investments in the productive process through the promotion of partnerships and joint venture organizational models, towards the overall objective of socio-economic development of the programme.
- 07 | **Public officials professional capacity building**
Improved skills of Chamber of Commerce's officials and directors as providers of services to small-scale enterprises in relation to management control, marketing and productive techniques.

STRATEGY'S MONITORING & EVALUATION

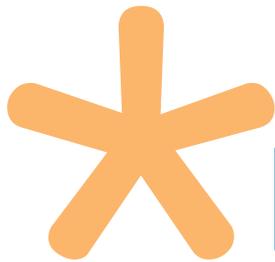


The Local Economic Development strategy, a 10-years length, is structured in medium and long-term objectives and will be implemented through three-years- long projects. The maximization of the impact and the fulfilment of the programme's objectives will be assured by Monitoring & Evaluation plans for both, the single projects and the overall strategy. The M&E activity will allow a continuous control over the rollout phase of the programme and the adoption of any adjustments needed to fulfil the programme's objectives. Conduction of the M&E: a number of professionals with different background will conduct the M&E activities, namely: economists, agronomists, business administration experts and economic and market analysts.

Strategic indicators:

- % **increase** of the average enterprise productivity rate
- % **increase** of the average product price
- % **increase** of high-quality standard products
- % **increase** of the number of smallholders using eco-friendly productive systems
- % **increase** of the quantity of goods sold to the national and international market and number of new trade channels activated
- % **increase** in the number of employees, employees under 30 and women, working in the production chain of intervention
- % **increase** in the number of youths and women leading a rural enterprise in the value chain of intervention
- % **increase** in the merchandise turnover of rural enterprises working in the value chain of intervention
- % **increase** of the value of turnover transfers from supported production chain to satellite enterprises

The indicator's benchmarks will be established on an annual basis and they will be evaluated against a baseline, measured at the beginning of the strategy. The M&E activity will contribute to the improvement of the programme's strategy effectiveness, strengthening its potential for replicability.

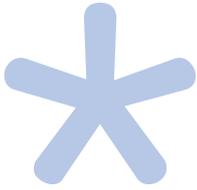


INITIATIVE'S IMPACT AND SUSTAINABILITY

- ★ Services are managed through **associative model** and gender **equality** is promoted through involvement of women in the selection, cleaning, drying and confectioning processes.
- ★ Small-scale rural enterprises can **access the market directly** with important benefits in terms of profits.
- ★ **Management control allows considerable cost reduction and facilitates investment planning.**
- ★ The consolidation of the economic sustainability of agricultural enterprises encourages the persistence of rural communities in their territories by guaranteeing the **preservation of ecosystems that have a vital importance in times of climate change.**
- ★ New production techniques, updated according to quality control procedures, ensure **quality and productivity improvement** allowing Organic and Slow Food trademarking.
- ★ **Sustainable soil, water and low-nitrate fertilizers utilization opens new farming possibilities in dry environments.**
- ★ **Participation to international fairs favours access to new markets and stimulates improved business development strategies.**
- ★ **Chambers of Commerce offers highly qualified services to local enterprises fostering their development and internationalization.**

ACCESS TO NEW COMMERCIAL CHANNELS



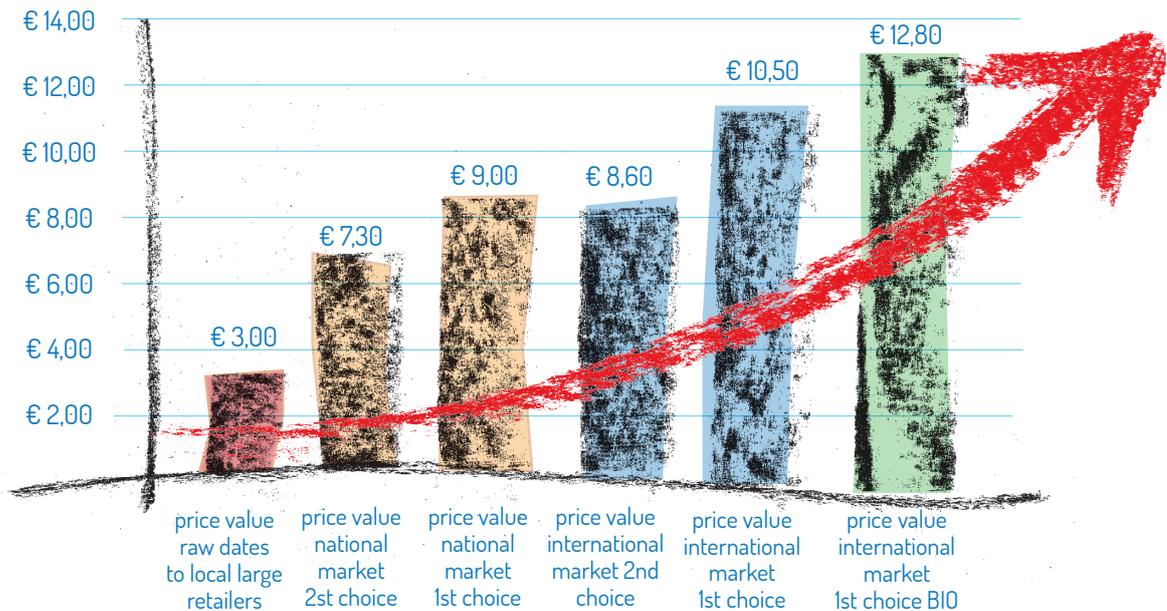


Through the businesses' reorganization process, associations of producers previously involved only in producing raw goods to be sold to large retailers are now able to manage the whole production process and sell directly.

Adhesion to quality standard procedures and the reintroduction of local traditional palms, led to products appreciated and well remunerated by national and international markets.

Sales prices per Kg of Medjoul dates

source: Palm Farmer Cooperative Association of Jericho



The graph below illustrates the flow of price increases resulting from the completion of the production process, increase product quality and direct sales in the domestic and international market.

REPLICATION AND MULTIPLIER EFFECT

The strategy and methodology presented through the dates production case study could be adapted to many other local and traditional farming products. The Foundation operates to standardize procedures, tools and related activities, with the purpose to make them available for replication.

The strategy aiming to improve production, management and commercial abilities/skills is complex and requires a considerable effort from the farmers. The economic surplus resulting from direct sales of the product improved on a quality level in the market, represents the key point of sustainability for such a strategy that considers the farmer as the

first direct beneficiary.

The involved small-scale enterprises work for an effective and direct sale of their products in to the national and international markets.

Successful replication of such reorganization strategy suggests to focus on productive chains:

- Not too complex and costly, such as industrial goods requiring high management costs and investments (see tomatoes).
- Products for which the market values the qualitative improvement.
- Products for which the market values the specific characteristics related to the variety of the plant or traditional production systems.

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