



FINAL EVALUATION

Egypt

Thematic window
Development and the Private Sector

Programme Title:

Pro-Poor Horticulture Value Chains in Upper
Egypt

Prologue

This final evaluation report has been coordinated by the MDG Achievement Fund joint programme in an effort to assess results at the completion point of the programme. As stipulated in the monitoring and evaluation strategy of the Fund, all 130 programmes, in 8 thematic windows, are required to commission and finance an independent final evaluation, in addition to the programme's mid-term evaluation.

Each final evaluation has been commissioned by the UN Resident Coordinator's Office (RCO) in the respective programme country. The MDG-F Secretariat has provided guidance and quality assurance to the country team in the evaluation process, including through the review of the TORs and the evaluation reports. All final evaluations are expected to be conducted in line with the OECD Development Assistant Committee (DAC) Evaluation Network "Quality Standards for Development Evaluation", and the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System".

Final evaluations are summative in nature and seek to measure to what extent the joint programme has fully implemented its activities, delivered outputs and attained outcomes. They also generate substantive evidence-based knowledge on each of the MDG-F thematic windows by identifying best practices and lessons learned to be carried forward to other development interventions and policy-making at local, national, and global levels.

We thank the UN Resident Coordinator and their respective coordination office, as well as the joint programme team for their efforts in undertaking this final evaluation.

MDG-F Secretariat

The analysis and recommendations of this evaluation are those of the evaluator and do not necessarily reflect the views of the Joint Programme or MDG-F Secretariat.



MDG **IF**
MDG ACHIEVEMENT FUND

FINAL EVALUATION

EGYPT

Thematic Window:

Development and the Private Sector

Joint Programme:

Pro-Poor Horticulture Value Chains in Upper Egypt

Authors: Mr. Martin Caldeyro and Mr. Mohamed Khafagy

FINAL REPORT

July 2013

TABLE OF CONTENTS

	Page
LIST OF ABBREVIATIONS AND ACRONYMS	i
ACKNOWLEDGMENTS	iii
EXECUTIVE SUMMARY	iv
1. INTRODUCTION	1
2. DESCRIPTION OF THE EVALUATION	1
2.1 Objective of the Evaluation	1
2.2 Scope of the Evaluation	2
2.3 Evaluation Users	3
2.4 Evaluation Approach and Methodology	3
2.4.1 Overall Approach	4
2.4.2 Evaluation Tools	4
2.4.3 Limitations and Constraints	5
3. SALASEL JOINT PROGRAMME OVERVIEW	5
4. EVALUATION FINDINGS	7
4.1 Relevance of the Joint Programme	7
4.1.1 Programme Concept Design, Strategy and JP Revision	7
4.1.2 Towards Implementation of MDGs in Egypt	10
4.1.3 Towards the One UN Agenda and Aid Effectiveness in Egypt	10
4.1.4 Alignment with MDG-F Goals and Principles	11
4.1.5 Changes in National Context	12
4.2 Effectiveness of the Joint Programme	13
4.2.1 Achievements of the Programme's Expected Outcomes	13
4.2.2 Innovation: adapting products and processes to win new markets	17
4.2.3 Case Study: Post-Harvest Centre El Bayahoo	19
4.2.4 Risks and Assumptions	20
4.3 Efficiency of the Joint Programme	21
4.3.1 Joint Programme Management Approach	21
4.3.2 Financial Management	24
4.3.3 Quality of Technical Assistance	26
4.3.4 Process Ownership: national/local and other Stakeholder	26
4.3.5 Monitoring Approach and Progress Reporting	27
4.4 Potential Impacts of the Joint Programme	28
4.4.1 Potential to Achieve the Programme's Strategy	28
4.4.2 Contribution to the Implementation of MDGs in Egypt	28
4.4.3 Contribution to One UN Agenda and Aid Effectiveness in Egypt	29
4.4.4 Contribution to Aid Effectiveness in Egypt	30
4.5 Sustainability of the Joint Programme	32
4.5.1 Sustainability of Results Achieved	32
5. MAIN CONCLUSIONS	35
6. LESSONS LEARNED	39
6.1 JP Project Level	39
6.2 UN system	39
6.3 Government of Egypt	39
7. RECOMMENDATIONS	40
7.1 Recommendations for the Joint Programme	40

7.2 Recommendations for the MDG-F Initiative.....	40
7.3 Recommendations for Government of Egypt.	41
 ANNEXES.....	44
Annex 1: Terms of Reference (TORs)	44
Annex 2: Evaluation Matrix	56
Annex 3: SALASEL Organization Chart.....	60
Annex 3.1: SALASEL JP Chart	60
Annex 3.2: PMU Chart	61
Annex 4: Monitoring and Evaluation Framework with brief Mission evaluation comments.....	62
Annex 5: Modifications in Management responsible during implementation.....	68
Annex 6: Evaluation Mission Agenda	69
Annex 7: List of Persons/Organizations Met	70
Annex 8: List of Documents Consulted	76

LIST OF TABLES

Table 1: Original JP Budget per line and Agency Joint Programme Logic Model.....	9
Table 2: Actualized Logical Framework with Comments from Mission of Evaluation.....	16
Table 3: PHC El Bayahoo: supplies, workers and clients (period 2009-2012).....	19
Table 4: Summary of SALASEL JP Financial Progress (USD).....	24
Table 5: Financial progress by Outcomes (USD) (13-June-2013).....	25
Table 6: Financial progress by Output/activity (USD) (13-June-2013).....	25
Table 7: Financial progress by Agencies (USD) (13-June-2013).....	25

LIST OF FIGURES

Figure 1: SALASEL area of influence and 3 PHC locations.....	6
Figure 2: Farmers Adopter Categorization on the basis on innovativeness.....	8
Figure 2-12: Innovations: good agricultural practices, success stories.....	17, 18, 19
Figure 13: Internal view of PHC Bayahoo, with women working.....	20

LIST OF ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AECID	Spanish Agency for International Development Cooperation
AERI	Agriculture Exports and Rural Incomes
AfDB	African Development Bank
ATC	Agriculture and Agro-industries Technology Centre
AWPs	Annual Work Plan
BDS	Business Development Services
C&A	Communication for Development and Advocacy Strategy
CCA	Common Country Assessment
CN	Concept Note
CPAP	Country Programme Action Plan
CSOs	Civil Society Organizations
DPD	Development Partners Group
EHDR	Egyptian Human Development Report
ETRACE	Egyptian Traceability Centre for Agro-Industrial Exports - UNIDO
FAO	Food and Agriculture Organization of the United Nations
FAs	Farmers' Associations
GAFI	General Authority for Investment
GDP	The Gross Domestic Product
GES	Gender Equity Seal
GOE	Government of Egypt
HEIA	Horticulture Export Improvement Association
HQ	Head-Quarters
IDSC	Information and Decision Support Centre in Egypt
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ISO	International Organization for Standardization
ITASU	Industry and Trade Advisory Support Unit
JP	Joint Programme
JPD	Joint Programme Document
JPM	Joint Programme Manager
KAB	Know About Business
KM	Knowledge Management
MCIT	Ministry of Communications and Information Technology
M & E	Monitoring and Evaluation
MDG	Millennium Development Goals
MDG-F	Millennium Development Goals Fund
MDGI	Millennium Development Goals Indicators
MDGR	Millennium Development Goals Report
MDGS	Millennium Development Goals Secretariat
MDTF	Multi-Donor Trust Fund
MPTFO	Multi-Partner Trust Fund Office
MoA	Ministry of Agriculture
MoI	Ministry of Investment
MoSS	Ministry of Social Solidarity
MIFT	Ministry of Industry and Foreign Trade
MSME	Micro, Small and Medium Enterprises
MTE	Medium Term Evaluation
NARP	National Agricultural Research Program

NGO	Non-governmental organization
NHDR	National Human Development Report
NSC	National Steering Committee
OST	Overseas Travel
OVI	Objectively Verifiable Indicators
PBDAC	Principal Bank for Development & Agricultural Credit
PHCs	Post-Harvest Centres
PMC	Programme Management Committee
PMF	Programme monitoring Framework
PMU	Project Management Unit
PSD	Window Private Sector and Development
RC	Resident Coordinator (UN)
REAP	Rural Enterprise and Agriservice Project
SALASEL JP	MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”
SFD	Social Fund For Development
SME	Small & Medium Enterprises
SPS	Sanitary and Phyto-Sanitary
TA	Technical Assistance
TBT	Technical Barriers to Trade
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
USAID	U.S. Agency for International Development
USD	United States Dollar
WC	Working Capital

ACKNOWLEDGMENTS

This report was prepared by Mr. Martin Caldeyro-International Consultant and reviewed by Mr. Mohamed Khafagy-National Consultant. The Evaluation Team would like to express its gratitude to all stakeholders they interviewed. Their contributions were most appreciated, and facts and opinions they shared played a critical part in this evaluation.

The Evaluation Team would also like to extend special thanks to the Joint Programme Management Team in Cairo who supplied key information and key contacts. A special thanks to Ms. Heba Wafa, Joint Programme Coordinator, Dr. Mohamed Bayoumi, Assistant Resident Representative-UNDP and Eng. Wael Rafea, Joint Programme Manager, who all contributed greatly to the organization of the 12 day field mission to Egypt.

NOTICE TO READERS

This report has been written within the context of an extensive political transition in Egypt, since January 2011. The JP started in December 2009 for 3 years, having 6 months no cost extension approved extending the JP to 30 June 2013. The present final evaluation was implemented from 18 May-02 June 2013. The institutional system and the constitution were suspended on July 3. Therefore, the evaluative statements included in this report are valid within the context of June 2013. Further changes may affect the validity of some of these statements.

DISCLAIMER

This report is the work of an independent Evaluation Team and does not necessarily represent the views, or policy, or intentions of the United Nations Agencies and of the Government of Egypt.

EXECUTIVE SUMMARY

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress towards the MDGs and other development goals through the United Nations System. In this context, the **MDG-Achievement Fund** supports Joint Programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples’ lives in 50 countries by accelerating progress towards the Millennium Development Goals. The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a Joint Programme mode of intervention, and has approved 130 Joint Programmes (JPs), within eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The **Development and the Private Sector Thematic Window** aims to contribute to economic growth as a means to human development. PSD models¹ focus on the “inclusion” of the poor at various points in the value chain: on the demand side as clients and customers, and on the supply side as employees, producers and business owners. They build bridges between businesses and poor people for mutual benefit in the supply chain, in the workplace and in the marketplace. The benefits from inclusive business models go beyond immediate profits and higher incomes. For business they include driving innovations, building markets and strengthening supply chains. And for the poor they include higher productivity, sustainable earnings and greater empowerment. MDG-F selected 12 joint programmes within the window in four continents and allocated US\$63 million to support them. These contribute to achieve the MDG 1 goal of eradicating extreme poverty and hunger; also tackling the gender gap and women empowerment (MDG3), ensuring environmental sustainability (MDG7), and developing a Global Partnership for Development (MDG8).

The **SALASEL Joint Programme** aims to support pro-poor horticulture value chains in Upper Egypt with a view to improving their position in export and domestic markets. This was done by promoting equitable partnerships between small farmers and private sector investors in efficient pro-poor horticulture value chains in the poorest six Upper Egyptian Governorates namely, Beni Suef, Luxor, Sohag, Menya, Qena and Assiut. The programme approach is innovative with an integrated concept of assisting service providers and end beneficiaries with the objective of developing sustainable agribusiness. The JP implementation strategy is built upon improving the existing structure and capacities of 3 Post-Harvest Centres (PHCs) and 6 Farmers’ Associations (FAs) developed in previous donor assistance in Upper Egypt. The programme focus on small farmers through assisting their Farmers Associations (FAs) to deliver needed business services (extension services, input supplies, information services, legal and contractual advice, etc.) thus enabling them to participate in the governance of the supply chain. It also aids the entrepreneurial development of small farmers, through raising their business awareness and skills and supporting their incorporation into entrepreneurial forms. Finally, utilizing the lessons learned and best practices the JP will engage with the GoE in a policy dialogue over constraints facing pro-poor private sector-based growth in the Upper Egyptian horticultural sector.

The implementation of the SALASEL JP started in December 2009 and was planned to continue for 3 years. It was extended 6 months on the basis of the recommendations from the mid-term evaluation to a final closing date on June 30, 2013. It is one of three JP funded by MDG-F for Egypt². It has a total budget of USD 7,5 M, with the following budget allocation: UNDP 43%, UNIDO 34%, ILO 13% and UN Women 10%. The key national partners are the Ministry of Industry and Foreign Trade (MIFT) and the Ministry of Investment-General Authority for Investment (Moi-GAFI).

The SALASEL JP has 3 expected outcomes:

- Outcome 1: Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.
- Outcome 2: Entrepreneurial forms of organization are established by small farmers

¹ Inclusive Business: Thematic Study of the MDG-F 8th Window on Private Sector and Development. Alex MacGillivray December 2012.

² The other two JPs are: “The *Dahshur World Heritage Site Mobilization for Cultural Heritage for Community Development*” (Culture and Development window) and the “*Climate Change Risk Management in Egypt*” (Environment and Climate Change Window).

- Outcome 3: Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector are identified and discussed with the GOE.

The present **Final Evaluation** was initiated by the UNRC-Egypt. Its principal characteristics are that it is independent and summative. It intends to provide information about the worth of the programme from an outside view and seeks to measure development results and potential impacts generated by the SALASEL Joint Programme and compare these results against the expected outcomes set at the outset of the JP. The evaluation also generated substantive evidence in identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability). The findings of this final evaluation are based on the desk review of project documents and on interviews with key programme informants, staffs members and end beneficiaries, including a 12 day field visit to Egypt. The methodology included the development of an evaluation matrix to guide the entire data gathering and analysis process. The findings were triangulated with the use of multiple sources of information when possible and the evaluation report is structured around the (DAC/OECD) five major evaluation criteria: *Relevance, Effectiveness, Efficiency, Results/Impacts* and *Sustainability*.

The main findings are:

Relevance

- The SALASEL JP has been relevant in supporting the horticulture value chain in Upper Egypt, but the initial strategy for the value chain was incomplete and pro-poor approach continues to be unclear
- The SALASEL JP has been relevant according to the UNDAF priorities, the MDG Goals and the MDG-F Thematic Window, and in “Delivering as One”

Effectiveness

- The expected results of SALASEL JP will be mostly achieved, but to differential and uneven extent
- The SALASEL JP has developed ways to unlock incremental innovations and processes to win new markets, through Good Agricultural Practices (GAP)

Efficiency

- The SALASEL JP has been well managed, according to its limitations
- The funds management has permitted the use of the financial resources.
- The process ownership at national and local level is positive.
- The monitoring and evaluation system did not completely fulfil its objective.

Impact

- The JP achievements will have a long term positive impact on the consolidation of the horticultural sector in Upper Egypt.

Long-term sustainability

- The achievements of the JP in showing a way to develop the horticultural sector in Upper Egypt and in implementing a sustainability plan generated the interest and the inclusion of organizations necessary for its continuation through post Project interventions. But these require some minimal coordination, and some degree of political and institutional stability of the country

Overall Conclusion:

- The JP has generated important knowledge about how to develop the horticultural value chain in Upper Egypt. It would have benefited from a broader pro-poor approach and longer implementation period. The use and dissemination of results by Governmental partners is the key for its long term impact.

The main lessons learned are:

JP Project Level:

- The SALASEL JP has demonstrated that farmers of Upper Egypt can clearly improve productivity and be “included” in

the value chain development process.

- Future Pro-poor projects for rural areas require a clear definition of beneficiaries (pro-poor target), with an adequate strategy to benefit the selected population through resources allocation. This clear definition of “who” the project targets will contribute to avoid some bias, such as Goodies and FA not representing poor farmers. Also, the field Team agronomist requires a good technical agricultural knowledge but complemented with a pro-poor rural development approach. Including women in field office facilitate the daily work with farmers.

UN System:

- Multiple UN agencies’ programme implementation processes may hinder smooth programme implementation, thus preventing successful implementation of the “ONE UN” concept. Applying this concept effectively requires harmonizing these rules and procedures. SALASEL evidence shows that the agencies’ differing financial procedures placed an additional problem on the PMU.
- JP government bodies, with the support of the UN system, have provided contention and institutional balance in a time of strong national institutional instability, which has allowed the continuation and completion of the JP.
- Lost time is not retrieved within a short span project. The skills and abilities of the UN system as a whole were not visualized at their best. The fast track methodology with the needs assessment in the inception period was not adequate in this case for a good strategic implementation.

Government Key Partners:

- The existing legal status of producers’ organizations is inadequate for actual farmers’ requirements in order to attain consistent socio-economic development of rural areas. The JP project has sought institutional alternatives, such as the development of Companies and / or cooperatives. Discussion Forums have been implemented. A national policy which adapts or creates new legal frameworks for farmers’ organizations is required.
- Despite all the problems, the national government is the only one which can change the situation, building on the positive aspects of this project, in conjunction with other governmental social policies.

The main recommendations are:

For the Joint Programme

- To disseminate the achievements, lessons learnt and technical knowledge developed by the JP, at several levels.
- To allocate remaining/non committed funds of the JP to implement/disseminate the appropriate technologies developed by SALASEL.

For the MDG-F Initiative

- To strengthen formulation, M&E guidelines and their implementation.
- To formulate JPs with a longer period in order to provide sufficient time to achieve poor farmers’ sustainable development
- To review the management and administration modalities of UN agencies and explore how to better harmonize and unify these modalities for future JPs.

For the Government of Egypt

- Define a comprehensive development strategy of Upper Egypt, including a pro-poor focus and building on the knowledge generated by SALASEL JP.
- To take advantage of the developed knowledge, the organized structure/staff and the manner of insertion at the farmers’ level for integral replication and scale up in Upper Egypt.
- Inclusion of Ministry of Agriculture in future programmes with pro-poor farmers’ approach
- Design appropriate technological packages for the production by poor farmers
- Coordination and cooperation between national partners, UN agencies and donors is required to continue and scale up the JP activities
- Analyse in greater depth the extent of results of the project within a pro-poor approach
- Draw up an analysis of the strategy of developing new Companies, example SALASEL Co.
- Link with environment issues and irrigation systems.

1. INTRODUCTION

1. In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress towards the MDGs and other development goals through the United Nations System. In this context, the MDG-F supports Joint Programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples’ lives in 50 countries by accelerating progress towards the Millennium Development Goals.

2. The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a Joint Programme mode of intervention, and has approved 130 Joint Programmes (JPs) in 50 countries with eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

3. The Development and the Private Sector Thematic Window aims to contribute to economic growth as a means to human development. PSD models³ focus on the “inclusion” of the poor at various points in the value chain: on the demand side as clients and customers, and on the supply side as employees, producers and business owners. They build bridges between businesses and poor people for mutual benefit in the supply chain, in the workplace and in the marketplace. The benefits from “inclusive business models” go beyond immediate profits and higher incomes. For business they include driving innovations, building markets and strengthening supply chains. And for the poor they include higher productivity, sustainable earnings and greater empowerment. MDG-F selected 12 joint programmes in four continents and allocated US\$63 million to support them. These contribute to achieve the MDG 1 goal of eradicating extreme poverty and hunger; also tackling the gender gap and women empowerment (MDG3), ensuring environmental sustainability (MDG7), and developing a Global Partnership for Development (MDG8). PSD interventions face a set of constraints, including: ineffective regulatory environments, inadequate infrastructure, restricted access to financial products and services, limited market information, and missing knowledge and skills. In addressing these constraints, the joint programmes have employed a very wide range of interventions, including innovation, investment, capacity building, partnership and advocacy.

4. This report presents the findings of the independent and external final evaluation of the Joint Programme (JP) “Pro-poor Horticulture Value Chains in Upper Egypt (SALASEL)” that is funded by the MDG-F. The Evaluation Team is composed by Mr. Martin Caldeyro (International Consultant) and Mr. Mohamed Khafagy (National Consultant), during the period May-June 2013 (see Terms of Reference in Annex 1). It comprised four phases: inception, mission, analysis and writing the draft/final report.

5. This final evaluation report includes seven chapters. Chapter 2 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; Chapter 3 presents the context of the Joint Programme. Chapter 4 presents the findings of the evaluation. Conclusions, lessons learned, and recommendations are presented in Chapters 5, 6 and 7 respectively and relevant annexes are found at the back end of the report.

2. DESCRIPTION OF THE EVALUATION

2.1 Objective of the Evaluation

6. The present Final Evaluation was initiated by the UNRC-Egypt. Its principal characteristics are that it is independent and summative. It intends to provide information about the worth of the programme from an outside view and seeks to:

- Measure to what extent the joint programme has fully implemented the planned activities, delivered outputs and attained outcomes and specifically measure development results.

³ Inclusive Business: Thematic Study of the MDG-F 8th Window on Private Sector and Development. Alex MacGillivray December 2012.

- Generate substantive evidence based knowledge, on one or more of the MDG-F thematic windows by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

Its specific objectives (as defined in TORs) are to:

- a) Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase, the baseline investigation report and Mid-term evaluation report.
- b) Measure the joint programme’s degree of implementation, efficiency and quality of delivered outputs and outcomes, against what was originally planned or subsequently officially revised.
- c) Measure to what extent the joint programme has attained development results for the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc.
- d) Measure the joint programme’s contribution to the objectives set in the respective specific thematic windows, as well as the overall MDG fund objectives at local and national level (MDGs, Paris Declaration and Accra Principles and UN reform).
- e) Identify and document substantive lessons learned and good practices in the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components.

2.2 Scope of the Evaluation

- 7. The unit of analysis for this evaluation is the SALASEL Joint Programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the Joint Programme document and in associated modifications made and formally approved during implementation.
- 8. The findings, conclusions and recommendations generated by this final evaluation will constitute part of the knowledge for the M&E function of the MDG-F at the Joint Programme level. This level is the first level of information of the MDG-F information structure that comprises four levels: (a) joint programme level, (b) partner country level, (c) thematic window level and finally (d) overall MDG-F level. The knowledge generated by this evaluation will be part of the thematic window meta-evaluation that the MDG-F Secretariat will conduct to synthesize the overall impact of the MDG fund at national and international level.
- 9. The evaluation process generated information to address the evaluation questions identified at the outset of this final evaluation. The evaluation questions provided in the TORs were grouped according to the 3 levels (design, process and Results) of the JP (see evaluation matrix Annex 2).

Design level

- 10. The assessment reviewed the relevance of the programme design and strategy. The extent to which the objectives of the joint programme were consistent with the needs and interest of the targeted population, the national priorities and needs of the country, the Millennium Development Goals, the United Nations Development Assistance Framework (UNDAF) and the policies of partners.
- 11. The evaluation reviewed the participation of stakeholders in the design of the joint programme. It looked at the ownership of the programme design by key partners.
- 12. The evaluation assessed to what extent the JP had a useful and reliable M&E strategy that contributed to measure development results; and to what extent was done in a jointly way.
- 13. Finally, the evaluation reviewed the recommendations from the mid-term evaluation related to the programme design and assessed how these recommendations were implemented.

Process level

14. The Evaluation Team evaluated the efficiency of the overall joint programme’s management model. They assessed the extent to which resources/inputs have been turned into results, the coordination among participating agencies, key partners and beneficiaries. It included the review of the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency; any large discrepancies (if any) between agencies were analyzed. Moreover, the analyses to what extent the governance of the fund at Programme level (PMC) and at national level (NSC) contributed to efficiency of JP; and identify which methodologies have been implemented to increase efficiency in delivering as one.

15. Finally, to what extent the mid-term evaluation have an impact on the JP.

16. Moreover, the assessment of the ownership of the process, including to what extent the leadership exercised by the country’s national/local partners in development interventions has been effective and also to assess the ownership of the programme and its achievements by the targeted population and participants.

Results level

17. The evaluation assessed the effectiveness of the programme in meeting its expected objectives of development outputs and outcomes initially expected/stipulated in the project document by analyzing the planned activities and outputs and the achievements of the JP. The review also looked into the contribution of the JP to the implementation of the MDGs at both the local and national levels. It also looked at synergies and coherence among JP’s outcomes to produce development results and impact on the targeted citizens. Success stories or best practices were identified.

18. The assessment also included the review of JP’s results/achievements and their contribution to the goals of the Development and Private Sector thematic window of the MDG-F mechanism, the goals of delivering as one UN at country level and the implementation of the Paris Declaration principles; particularly the national ownership by considering the JP’s policy, budgets, design and implementation.

19. The sustainability of JP achievements was also assessed to explore the probability that programme achievements will continue in the long run and if the JP is replicable and/scaled up at national and local levels. The JP decision making bodies and implementing partners have undertaken the measures to ensure the sustainability, or the partners and FA have the technical capacity and leadership to continue by themselves are some aspects to be analyzed. The Evaluation Team also assessed the conditions in place at the local and national levels to ensure the long-term impacts of the JP, including the alignment of JP’s results with national development strategies and the UNDAF.

2.3 Evaluation Users

20. The users for this evaluation are the Programme Management Team, the Programme Management Committee (PMC), the National Steering Committee (NSC) and the UN Resident Coordinator Office in Egypt. They will jointly design and implement a complete plan of dissemination of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, replicability, scaling up, or sharing good practices and lessons learnt at local, national or/and international level.

21. As a final result, the findings, conclusions and recommendations generated by this evaluation will be used by the Meta Evaluation of the Private Sector and Development Window; the Secretariat is undertaking to synthesize the overall impact of the fund at national and international level.

2.4 Evaluation Approach and Methodology

22. The consultant used a mixed methods approach intended to maximize the level of stakeholder participation and ownership. The mixed methods chosen complement one another in the information that they gather. The methods also

allowed triangulation and cross-checking of information, an important means of minimizing bias. All conclusions are thus based on facts and evidence.

23. The final evaluation will be undertaken in a constructive manner aimed at building on positive trends, explaining possible failures and contributing to maximizing future success, putting the emphasis on lessons learnt and future perspectives and paying particular attention to the impact of the programme actions in relation to its objectives.

2.4.1 Overall Approach

24. The present evaluation was conducted in accordance with the following:

- the monitoring and evaluation (M&E) strategy designed for the MDG-F.
- the methodological principles in conducting the evaluation: (i) Participatory Consultancy; (ii) Applied Knowledge, (iii) Results-Based Management; (iv) Validity of information, (v) Integrity: (vi) Respect and anonymity
- the arrangements defined in the JP document; the reporting structure of the JP and the programme monitoring framework with its list of indicators, their baseline values and targets at the end of the JP.
- the ethical guidelines and code of conduct established by the United Nations Evaluation Group (UNEG). The Evaluation Team conducted evaluation activities, which were independent and impartial.
- the five internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development (DAC/OECD): Relevance, Effectiveness, Efficiency, Impacts and Sustainability.
- the analysis has taken into account as far as possible the national/local context, as well as institutional contexts within which the programme has been operating.

2.4.2 Evaluation Tools

25. The Evaluation Team developed and used tools in accordance with the M&E strategy to ensure an effective programme evaluation. The evaluation provides evidence-based information that is credible, reliable and useful and it was easily understood by programme partners. The evaluation was carried out over three phases: (i) a Desk Phase (ii) a Field Phase –in country mission and (iii) a Synthesis Phase which includes the preparation of the Draft and Final Reports.

26. The Evaluation Team used the following evaluation tools:

- **Evaluation Matrix:** the Evaluation Team Leader developed an evaluation matrix (*see Annex 2*), as part of the Inception Report, based in the TORs, the JP document and the review of key JP documents. This matrix was structured along the five evaluation criteria and includes a comprehensive list of evaluation questions. It provided overall directions for the evaluation, was used as a basis for interviewing people and reviewing programme documents and provided a basis for structuring the evaluation report.
- **Documentation Review:** The Evaluation Team reviewed all relevant documents from home-base and also during the mission in Egypt (*see Annex 8*). Additionally, the Evaluation Team searched other relevant documents on the web and provided by contacts during the field mission.
- **Discussion Guide:** A discussion guide was developed to solicit information from stakeholders, based on the key questions from the evaluation matrix. Its main use was to guide the Evaluation Team through balanced and unbiased interviews as well as a tool to briefly review the collected information.
- **Mission Agenda:** A draft agenda for the 12-day mission in Egypt was developed during the inception phase, in order to have a global view of the JP, its implementation, difficulties, achievements and results. Then, in collaboration with the MDG-F Team in Egypt, it was finally defined in accordance with the short time allocated to the mission (*see Annex 6*).
- **Field Visit:** The field visit was focused to the places where JP activity exists along the Nile River from Beni Suef to Esna. It permitted the Evaluation Team to have direct primary sources of information from the field and programme end-users.
- **Meetings/Interviews:** Interviews used various formats and techniques, as is relevant and applicable (face-to-face individual or group interviews, semi-structured or open, telephone and video conference interviews) together with focus group discussions (farmers and women’s groups). Interviews were carried out in an open and participative way, involving stakeholders as much as possible and inciting them to present their expectations and recommendations regarding the programme. Confidentiality was guaranteed to participants and findings were incorporated in the

final report. Special emphasis was given to interview poor end beneficiaries and their families on their farms and if it was possible also in their homes; in order to understand their living standards, and to analyse the possible results of the JP on their lives. When feasible, the mission interviewed some women’s groups, but always respecting the values of the local society.

27. The evaluation methodology used for this final evaluation included the triangulation of findings through the concept of “multiple lines of evidence” using several evaluation tools and gathering information from different types of stakeholders and different levels of management.

2.4.3 Limitations and Constraints

28. Finally, but certainly not the least, the Mission Team didn’t feel any limitations to conduct the final evaluation except for the time constraint and access to reliable data related to poor farmers. The vast majority of the meetings were made without the presence of JP implementers, nor did the Mission feel pressure to address the evaluation in one way or another.

3. SALASEL JOINT PROGRAMME OVERVIEW

29. Poverty has a high incidence in Upper Egypt. While Upper Egypt represents 25% of the population, its share of the extreme poor is almost 66%, with almost 95% of the poorest villages. Moreover, six out of the eight governorates unlikely to meet the MDG target on poverty, are located in Upper Egypt.

30. The high predominance of subsistence farming with lack of technical capacities, advisory assistance, low investment/productivity and high produce fragmentation are some of the elements which do not allow integration into the agribusiness value chain with viable organization of good quality packing and cold storage systems. The majority of small landholders produce in areas less than 5 feddans, with family manpower, including non-waged women. These are the cause of farmers’ low incomes and rural workers unemployment in the region.

31. Nevertheless, the World Bank Poverty assessment (2009) revealed that “Agriculture was the main engine for poverty reduction; more than 50 % of all movements out of poverty during 2005-2008 were accounted for by those employed in agriculture”. This data points the strong poverty alleviation potential of the sector.

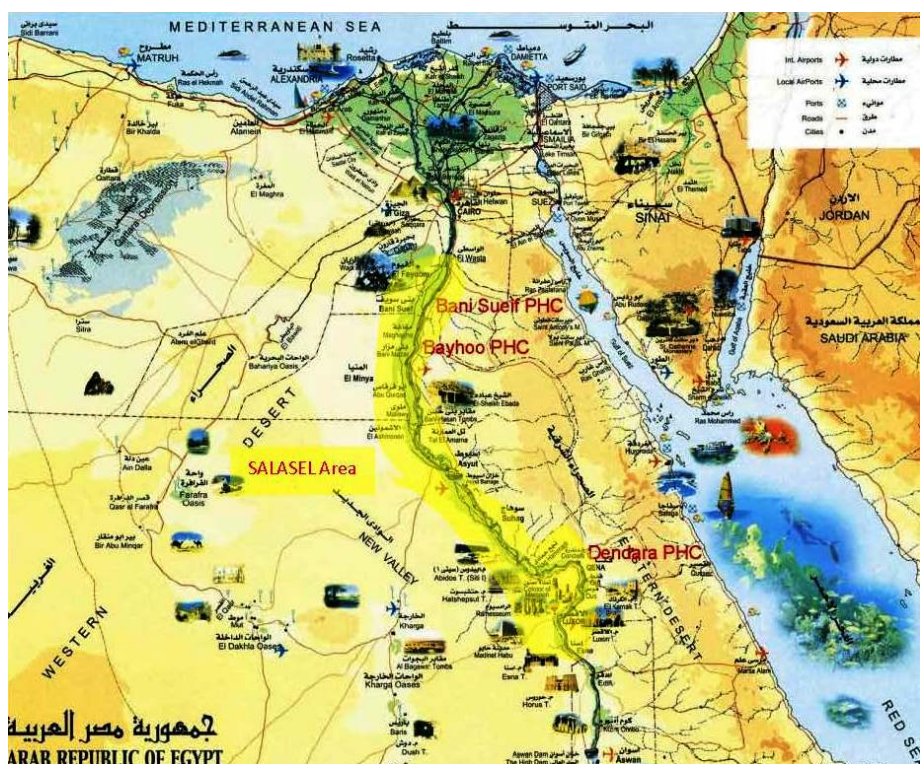
32. In order to encourage and promote industrial development as a priority in Upper Egypt, the GoE provided direct incentives to improve the private investing environment plus the upgrading of roads, airports, providing natural gas, etc. These incentives aimed to cooperate with private investors developing the existing industrial zones, including agroindustry. Moreover, supported by GoE directions there are more than 20 Post Harvest and cooling facilities distributed in Upper Egypt. Also, 150 agribusiness associations have been established by other donor funded programmes.

33. The JP contributes to this general trend (GoE, donors and private investment), but focusing on pro-poor activities supporting small farmers and rural workers with technical assistance, capacity building and policy reform. In this way its contribution strengthens their integration to the horticulture supply chain, thus tackling the two mutually reinforcing problems described in JO doc.; one that has to do with the overall efficiency of the value chain, and the other with the marginalization of the majority of small landholders.

34. The joint programme titled “Pro-Poor Horticulture Value Chains in Upper Egypt” (SALASEL) aims to support pro-poor horticulture value chains in Upper Egypt with a view to improving their position in export and domestic markets. This will be done by promoting equitable partnerships between small farmers and private sector investors in efficient pro-poor horticulture value chains in the poorest six Upper Egyptian Governorates namely, Beni Suef, Luxor, Sohag, Menya, Qena and Assiut (see Figure N° 1). The programme approach is innovative with an integrated concept of assisting service providers and end beneficiaries with the objective of developing sustainable agribusiness.

Figure N° 1: Area of influence SALASEL JP, 3 PHCs locations

35. The JP implementation strategy is built upon improving the existing structure and capacities of 3 Post-Harvest Centres (PHCs) (see Figure N° 1) and 6 Farmers’ Associations (FAs) developed in previous donor assistance in Upper Egypt. The programme focuses on small farmers through assisting their Farmers Associations (FAs) to deliver needed business services (extension services, input supplies, information services, legal and contractual advice, etc.) thus enabling them to participate in the governance of the supply chain. It also aids the entrepreneurial development of small farmers, through raising their business awareness and skills and supporting their incorporation into entrepreneurial forms. Finally, utilizing the lessons learned and best practices the JP will engage with the GoE in a policy dialogue over constraints facing pro-poor private sector-based growth in the Upper Egyptian horticultural sector.



Source: elaborated by the Mission

36. The SALASEL JP official starting date was December 14, 2009 with the transfer of the first financing tranche. It was a three-year programme that was extended 6 months on the basis of the recommendations from the mid-term evaluation to a final closing date on June 30, 2013. It is one of three joint programmes funded by MDG-F for Egypt⁴. It has a total budget of USD 7,5 M, with the following budget allocation: UNDP 43%, UNIDO 34%, ILO 13% and UN Women 10%.

37. Roles: It's a joint effort between two key Government partners/counterparts and four UN Agencies:

- **Ministry of Industry and Foreign Trade (MIFT), Ministry of Investment-General Authority for Investment (Mol-GAFI):** develop policies promoting and providing incentives for private sector investment, including Upper Egypt. In addition, MIFT is mandated with enhancing and providing incentives for exports. Their partnership with the JP is fundamental in providing the policy dialogue, as well as the replicability and scalability of the programme. The MIFT was supposed to house the Programme Management Unit (PMU) and provide the project with space as the ministry's in kind contribution, but didn't happen.

The complexity and multiplicity of issues related to value chain development requires a broad range of expertise which is provided by the participating UN agencies:

- **UNDP** is the lead agency, which supports business development and advisory services for effective and equitable business partnerships between small farmers and the private sector. Also, building the productive capacities of small farmers by equipping the PHCs, strengthening the capacity of FAs in terms of governance, financial management, business planning and M&E.
- **UNIDO:** provides technical assistance for enhancing the horticulture supply chain in Upper Egypt and strengthening FAs with linkages to export and domestic markets. Focus on promoting agribusinesses by providing customized technical, business development and marketing assistance to the 3 PHCs, implementing also good agricultural and manufacturing practices with a view to meet international quality and safety standards such as compliance with Technical Barriers to Trade (TBT) agreement, Sanitary and Phytosanitary (SPS) and Traceability requirements.

⁴ The other two JPs are: The *Dahshur World Heritage Site Mobilization for Cultural Heritage for Community Development* (Culture and Development window); and the *Climate Change Risk Management in Egypt* (Environment and Climate Change Window).

- **ILO:** provides entrepreneurship and enterprise development, designing policies, strategies and programme interventions to place productive and the decent work concept of vulnerable and marginalized groups, at the heart of enterprise growth and productivity.
- **UN Women:** contribute to all outcomes as gender is a cross cutting theme in all activities; and specifically with regards to awareness raising to women farm workers, applying a certification model to the PHC; high level advocacy and mainstreaming of gender concerns into relevant policies.

38. The SALASEL JP has 3 expected Outcomes:

- Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.
- Entrepreneurial forms of organization are established by small farmers
- Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector are identified and discussed with the GOE.

39. The JP's main expected results defined in original JP document are to increase incomes of 1.000 farmers by at least 30 %, one new company established by small farmers; and policies and regulatory measures improved to tackle development of pro-poor horticultural sector. After the reformulation they were modified, specially Outcome1

40. The main key risks/assumptions established are related to the possible reluctance of private companies to work with small farmers; or FA are restrained by MOSS to work with private sector and the possible unwillingness of GoE to engage in policy dialogue.

4. EVALUATION FINDINGS

42. This section presents the findings of this final evaluation, which are based on the desk review of SALASEL JP documents and on interviews with key programme informants and programme staffs members. As described in Section 2.4.1 they are structured around the internationally recognized five major evaluation criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

4.1 Relevance of the Joint Programme

4.1.1 Programme Concept Design, Strategy and JP Revision

43. The UN call for proposals to be funded within by the MDG-F 8 Thematic Windows “Development and the Private Sector” was given a short period design (approx. 10 weeks). It was another opportunity for UN teams and GoE partners to start a process in this way. A PMC was developed in March 2009⁵. The quick CN elaboration was based on several previous experiences in Upper Egypt. This programme is in line with the GOE orientation towards giving a priority to Upper Egypt in the investment and development programmes. Also with National Priorities 3 and 4: 'Improve income levels and care for limited income citizens', and 'Improve the standard of living of citizens and upgrade services' (Points 3 and 4 of the Government Programme). According to PMC Minute 18 March 2009 the selection of the governorates of Qena, Beni Suef and Minya was done in accordance of infrastructure, private sector presence, the pursuing of a continuity strategy and the compatibility with ongoing national investment plans.

⁵ PMC Minute. March 18, 2009.

44. The SALASEL JP was designed, implemented, monitored and evaluate jointly in accordance with MDG-F Joint Programme Guidelines. The consultative process established for the design of the JP ensured national ownership through the government involvement through representatives of the Ministry of Industry and Foreign Trade and Ministry of Investment. The National Steering Committee (NSC) was formed for the programme, bringing together representatives of UN agencies, focal points from line ministries, and local experts. When the proposal was approved, the NSC was also responsible for revising and approving the full-fledged programme document, ensuring alignment with national policies, plans and goals.

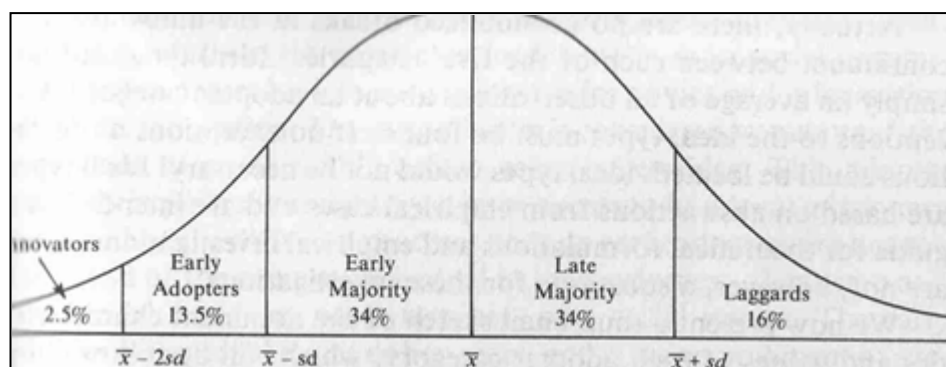
45. JP is complex with ambitious objectives which needs a long term process. The existence of many levels of the JP, gives some additional complexity: for example, 4 UN Agencies working together with different approaches and procedures; looking to empower Government structure, organizing the value chain, pro-poor approach and to produce reliable information for future projects. The 3 year period is clearly insufficient for this type of complex projects, but is even more insufficient for implementing a real pro-poor approach, where processes are very slow.

46. The JP strategy focus to increase income of poor farmers, labourers and women by using value chain approach; building upon the existing horticultural structure in Upper Egypt (PHC and FA), provided by other donors (USAID), UNIDO and UNDP (Paris declaration) and the GoE new infrastructure (roads, energy, airports). The studies were based on the agronomic structure, production characteristics, postharvest situation, markets, challenges and recommendations. Little on the poor people needs and how to integrate them to the development process.

47. The complex theme/process of the “low efficiency of horticultural value chain and marginalization of the majority of small farmers” generated some limitations on the strategy and the selection of key partners in the original JP design:

- **Overemphasis in value chain and underestimation of horticulture production capacity.** The logic of intervention was based on that developing the value chain logistics (infrastructure) and FAs entrepreneurship capacities, it will improve economic growth -which is obviously required -. This process is supposed to stimulate the engine of poverty reduction or pull effect. But no direct agricultural activities or funds were included to foster pro-poor production, improve quality of produce, etc., at poor farms level. Therefore in this case the value chain concept for poor farmers is incomplete. Although, facilities and long term contracts/connections with processors/traders are basic, in this type of projects it's necessary to improve also the productive capacity of poor farmers. JP identifies this situation and began to refocus it after the MTR.
- **Inconsistency of pro-poor approach.** First of all, definition of JP end beneficiaries is generic “poor farmers, rural workers and women”. Little or no information is provided to tackle their situation; for example how they are distributed and/or participate at each FA selected. Moreover, aspects such as the very short period to obtain results (3 years), the inexistence of working capital for poor farmers contributed mainly to work with the so-called “farmers innovators, early adopters, leaders, or champions” (see figure below) which are not generally the poor farmers. This means that the implicit extension strategy gives priority (through not explicitly) to work with farmers who have assets, abilities and resources to adopt new technologies, not the poor ones. This vulnerable population needs time and a special focus with low cost, appropriate technologies and resources allocated to particular productions and markets. Also, the design should have some rural development activities to promote their integration to the development process.

Figure N° 2: Farmers Adopter Categorization on the basis on innovativeness



- **JP Budget distribution.** The budget distribution per UNDG lines (presented in JP document) as seen in the following table determines a big emphasis on staff, consultant’s travel (55%), and contracts (27%) of total costs. Consultants are very important in technology transfer projects. On the other hand, only 9% is destined for supplies, equipment required to improve limitations of value chains at beneficiaries’ level. No defined resources to improve production of poor farmers were included.

Table N° 1: Original JP Budget per line and Agency							
	JP Initial Budget	UNDP	UNIDO	JNWOMEN	ILO	Total	% Grand Total
1	Direct costs						
1.1	Supplies, commodities, equipment and transport	460.000	240.000	N/A	N/A	700.000	9%
1.2	Personnel (staff, consultants, travel&training)	1.275.272	1.464.600	438.400	910.000	4.088.272	55%
1.3	Training of counterparts	N/A	N/A	N/A	N/A	N/A	0%
1.4	Contracts	1.185.000	611.900	210.000	N/A	2.006.900	27%
1.5	Other Direct costs(MISC +1% RC support)	113.897	40.000	30.000	30.000	213.897	3%
	Total Direct Costs	3.034.169	2.356.500	678.400	940.000	7.009.069	93%
2	Indirect Costs						
2.1	UN Agency Indirect Cost (7% per Agency)	212.392	164.955	47.488	65.800	490.635	7%
	Grand total	3.246.561	2.521.455	725.888	1.005.800	7.499.704	100%

Source: SALASEL JP Document. 2009

- **Ministry of Agriculture was not included as JP partner** (also FAO). Some interviews during the Mission mentioned it was due to the emphasis given to industrial aspects and/or a political decision on that time.
- **The logic model provided in the original JP document was very elemental.** The JP doc clearly stipulated the obligation of its being improved during the Inception Phase: *“All participating UN agencies and their Egyptian partners will engage in an exercise to elaborate an inception report detailing activities, outputs, inputs, indicators and means of Verification within the overall Results and Resource Framework of this JP”⁶*. It was noticed that during the inception phase, the JP strategy was not reviewed. It was finally implemented one year later, as part of a suggestion of the MTR, as explained below
- Although gender equity and the empowerment of women was a priority; the JPD in its design didn’t have a Gender approach, it considered the particularities of women, gender sensitization through UN Women activities but not sufficiently detailed. No specific indicators for Genders issues (UN Women not solicited for inputs at design stage). Nevertheless, the participation of UN Women assured the coherence of project activities.

48. SALASEL JP revision. The JP was revised almost 2 years after it started, as part of a direct suggestion of the MTR and the MIFT. The MTR recommendations reflected many important changes needed, including the programme design, improving the coherence inside the logic Framework, particularly with new OVI.

A 2 day workshop with participation of PMC, PMU and Agencies was implemented to improve the JP design. The way it was developed was a good example of PMC acting with ownership of the programme. The PMC approved the new LFM, on 15/02/2012 and the NSC 29/02/2012. Also, the general vision of the programme was improved; identifying bottle necks of the value chain, management actions, and budgets to address them. Some resources shifting were done. Although the new LFW had important improvements, it continued having some limitations, such as:

- * unclear identification of target beneficiaries, for example the PMC⁷ on 22/05/2011 was still requesting a clear definition between farmers and workers.
- * No clear indicators were included to measure the JP impact (for example increased income of small farmers)
- * mainly oriented to activities
- * the calculation form of indicators is not clear or even mentioned.

⁶ Joint Programme Document. P 30. PMC Minute 22/05/2011

⁷ PMC Minute 22/05/2011

49. The introduction of the working capital for end beneficiaries for income generating activities was a clear improvement, but had a long time in negotiations to be implemented, but finally signed the MoU between UNDP, ILO and SFD (10/June 2013).

4.1.2 Towards Implementation of MDGs in Egypt

50. Egypt has been an active partner with its regular participation to global consultations, which led to the endorsement of the Millennium Development Goals (MDGs) in September 2000. Egypt has been fully committed to the implementation of MDGs at all levels. The specified priorities and programs of the successive National five-year Development Plans and other official documents are clear signals of Egypt’s keen interest in the complete successful achievement of these goals within the specified time frame.

51. Tracking Egypt’s progress in achieving the MDGs is systematically carried out through the preparation of national reports that were published in 2002, 2004, 2005, 2008 and the latest in 2010. These reports are published by the Ministry of Economic Development and provide guidance concerning the process of identifying priorities, bottlenecks/gaps as well as future actions to ensure the achievement of the MDGs within the target date⁸.

52. The 2010 Report marked an important milestone since it was published only five years prior to the target date to reach all MDGs and at the initial phase of SALASEL JP. The Report provided information on Egypt’s trends toward achieving each of the Millennium Development Goals. The report states that Egypt had already achieved significant progress on each of the MDGs (by 2010), but continues to face challenges with MDG1 relating to eradicating extreme poverty and hunger; MDG3 relating to gender equality and the empowerment of women; MDG-7 ensuring environmental sustainability due to the need to reduce the rate of population growth, with its negative impact on the environment, improving the level of monitoring and/or managing the increasing demand on natural resources, and addressing the challenges of climate change and water shortages. Moreover, regional disparities, especially Upper Egypt and rural areas, the gender inequalities and the prevailing gap⁹ that is still hampering the full participation of women in the development process continue to persist across governorates. The 2010 Report highlights that a more targeted approach needs to be deployed to accelerate MDG attainment by focusing on enhancing the quality of services, local capacities, sectorial governance, in addition to insufficient pro-poor resource allocations.

53. The SALASEL JP programme has been relevant for the implementation of the MDG1, particularly to achieve 1A, “contributing to eradicate extreme poverty and hunger”, by targeting specifically the rural Upper Egypt the most vulnerable region where the poverty incidence is almost double the national average. Also, 1B “achieve full and productive employment and decent work including women and young people”. Unemployment in Egypt is concentrated among women (23%) and youth. The programme further promotes gender equality (MDG-3) (women are officially registered at below 18% of the work force while in reality accounting more than 75% of the labour force in agriculture); and developing global partnership for development (MDG-8), generating entrepreneurial forms of small farmers organizations. Additionally, the significantly reduce of fertilizers and pesticides contribute to improve environmental sustainability (MDG-7).

4.1.3 Towards the One UN Agenda and Aid Effectiveness in Egypt

54. The UN development system in Egypt is composed of 23 resident UN agencies, funds and programmes, and 8 non-resident entities. Each UN agency pursues its specific mandate in various fields from agriculture, vulnerable groups, health, education, poverty reduction etc., they are also committed to collaborate under the UN Resident Coordinator system in supporting national development priorities and achieving MDGs. The UN Resident Coordinator leads the UN Coordination Office, which supports UN inter-agency work, including joint analytical work and development of joint programmes, monitoring and evaluation, and internal and external communications. It also serves as an interlocutor with the Government of Egypt,

⁸ UNDP. Egypt's Progress towards Achieving the Millennium Development Goals (July 2010).

⁹ Indicators of Gender gap: Life expectancy at birth and share of population, the literacy rate, the enrollment rate in each of primary, preparatory and secondary education, and the percentage in the labor force.

primarily the Ministry of Foreign Affairs and the Ministry of International Cooperation, on joint UN initiatives, such as joint programmes. The Resident Coordinator also chairs the Development Partners Group (DGP), composed of 23 bilateral and 17 multilateral partners. In accordance with the principles embodied in the Paris Declaration and the Accra Agenda for Action on Aid Effectiveness, the DPG embraces the notion of aid effectiveness, including via improved coordination of policy and programme activities among development partners and, more recently, by establishing a mutual accountability system with the Government of Egypt.

55. In 2005, the UN Country Team (UNCT) published the second Common Country Assessment (CCA) report providing an updated and comprehensive analysis of the national development situation from the perspective of the UN system in the country. *“The CCA clearly shows how the delineation of MDG aspirations cuts across the nation, separating the citizens of Lower Egypt who can enjoy the benefits of economic growth and the citizens of Upper Egypt who struggle to lift themselves out of poverty”*. This report formed the basis upon which the UN Development Assistance Framework (UNDAF) was formulated for the period 2007-2011. It was developed with extensive consultation in the country and took into account the national priorities of the government. The strategy has been implemented through five priority areas of intervention:

- **Outcome 1:** by 2011, the state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved;
- **Outcome 2:** by 2011, unemployment and underemployment are reduced and worst forms of child labour are eliminated;
- **Outcome 3:** by 2011, regional human development disparities are reduced, including reducing the gender gap, and environmental sustainability improved;
- **Outcome 4:** by 2011, women's participation in the workforce, political sphere and in public life is increased and all their human rights are increasingly fulfilled;
- **Outcome 5:** by 2011, democratic institutions and practices are firmly established and a culture of human rights through active citizenship is prevalent

56. The SALASEL JP programme it has been relevant to UNDAF priorities, but with certain inconsistencies. The SALASEL project document mentions that it contributes to UNDAF Outcome 3. On one hand, it clearly focuses to the underprivileged communities and gender gap in rural areas of Upper Egypt. On the other hand, the activities to achieve Outcome 3 are related to slums upgrading, improving access to quality social services and basic needs, such as health, schools, reproductive care services, water, sanitation and social protection; and the access to food and assets for food insecure populations (Food Security). It has little relation to the core of SALASEL JP: value chain approach. The SALASEL JP is more related with Outcome 2; poor population access to assets (e.g. land and machinery) facilitated to enable them to start up income generating activities; or stronger entrepreneurial culture established (especially among the unemployed, youth and women) and strengthened among entrepreneurs. This situation may be related to the unclear pro-poor approach defined previously.

4.1.4 Alignment with MDG-F Goals and Principles

57. The MDG-Fund was established in 2007 through an agreement between the Government of Spain and the UN system, as a mechanism to expand the institutional partnership within UN Agencies in support of the achievement of the Millennium Development Goals. The aim of the MDG-F has been to accelerate progress towards the attainment of the MDGs in select countries by supporting policies and programmes, catalysing innovations, testing and/or scaling-up successful models, and improve mechanisms for Aid Effectiveness.

The Fund has three main objectives: (i) achieving the MDGs through the use of inter-sectoral approaches; (ii) increasing aid effectiveness by enhancing national leadership and ownership of development programmes; and, (iii) promoting the “ONE UN” through Joint Programmes that address multi-dimensional issues.

58. The key principles in which MDG-F country-level interventions are guided by several principles:

- Strong alignment with National Priorities and country processes;
- Ensure the sustainability of its investments; and building on experience of previous programmes
- Apply the highest standards in quality of programme formulation, monitoring and evaluation, within a management framework oriented towards results and accountability;

- The aid environment/Paris Declaration, reference to any prevailing frameworks for enhancing aid effectiveness (e.g. joint assistance strategies)
- Consolidate inter-agency planning and management systems at the country level;
- Minimize transaction costs associated with administering the Fund.
- To foster constructive partnerships with civil society and non-governmental sector

59. The SALASEL JP for Egypt is well aligned with the MDG-F goals and principles; i) it addresses national priorities identified by key national partners and UN agencies; ii) it seeks to coordinate the work of UN agencies with Government partners, to ensure national and local ownership, mutual accountability and policy dialogue; iii) it supports the implementation of innovative activities with the potential for replication and scaling-up by Government Agencies and other donor; iv) it applies the MDG-F Joint programme guidelines for design, implementation, monitoring and evaluation, within a management framework oriented towards results and accountability.

60. The SALASEL JP is also well aligned with the MDG-F Thematic Window “Development and the Private Sector: Inclusive markets and Pro-poor development”. The objective is “to support the development of pro-poor growth policies that increase the participation and benefits of the poor in private sector development. Interventions seek to bolster economic sectors where the poor are strongly represented, and open markets needs to improve” It’s related to economic growth as a means to human development”. This support is to be provided through five priority areas:

- Innovation: adapting products and processes to win new markets,
- Investment: removing market constraints & upgrading equipment
- Capacity building: leverage up the strengths of the poor as producers and consumers
- Partnership: combining resources, knowledge and capabilities with others
- Advocacy: engaging in policy dialogue with the Government

61. The SALASEL JP is well aligned with all priority areas presented above, but mainly developing the supply side of the value chain: i) introducing farming, industrial and marketing innovations and new practices to improve efficiency and linkage with new markets; ii) upgraded PHC to include them in the supply market chain; iii) enhancing the capability of farmers, rural and agro industrial employees, Farmers Associations and PHC to improve efficiency of the horticultural system iv) building bridges between businesses and poor people for mutual benefit in the supply chain, in the workplace and in the marketplace; v) engaging in policy dialogue about key policy, regulatory, institutional dialogue and increased awareness of key decision makers and development actors. Overall, the SALASEL JP seeks to reduce poverty improving the efficiency of the horticultural system in Upper Egypt.

4.1.5 Changes in National Context

62. Since 2011, the Joint Programme implementation phase has faced enormous challenges following the January 25 revolution and subsequent political turmoil. An extensive political transition started with demonstrations wide spread and civil disobedience until Presidential election in Sept 2011. A new Constitution has being issued and approved in 2012. The latter, plus reorientation of some national priorities and the reorganization of some government institutions have affected directly the implementation of the SALASEL JP. For example; the Ministry of Investment has been dissolved, shifting priorities, rotation on senior management and the focal points assigned to the Joint Programme. Also, some focal points rotation existed within UN Agencies during the JP duration. Nevertheless, since September 2011, the MIFT had a unique focal point supported by a team until the end of the JP, which provided stability to JP (see Annex 5). The whole SALASEL JP sought to adopt adaptive management mechanisms and Programme coordinators provided information to the new focal points on the programmes, work plans and planned activities. PMC meetings were held more frequently, as per MIFT request, sometimes monthly, to tackle implementation challenges in a rapidly changing situation¹⁰.

Moreover, the very difficult circumstances in which the programme was working through, especially the security situation were pointed out in the NSC Minute 14/05/2012. A UN Women Consultant had tragically lost her life when shot on her way to give training to farmers in Upper Egypt. The big constraint for project implementation continues to be safety in the roads and the usage of the railway.

¹⁰ TRANSLATING THE GLOBAL MDGs AGENDA INTO NATIONAL ACTION. UNDP. 2013

The political and institutional uncertainty and perceptions of risk and insecurity negatively affect the environment for investments and economic growth. Moreover, the fruits and vegetables exports from Egypt were also affected by the European ban on the Egyptian market. This affected directly the horticultural situation in Upper Egypt.

4.2. Effectiveness of the Joint Programme

63. This Section presents the findings on the effectiveness of the programme which is a measure of the extent to which expected programme results (outcomes) have been achieved, or will be achieved in the future. It includes an overview of key results achieved to date by the programme, considering the new framework adopted in February 2012 (table N°2 and Annex N°4), the new practices and success stories developed and followed by the review of risk management in the JP implementation

4.2.1 Achievements of the Programme’s Expected Outcomes

64. The JP is almost completed and, by the end of the programme, expected results **will be mostly achieved but to differential and uneven extent**, contributing to the overall consolidation of horticultural value/supply chains of Upper Egypt. A summary of the main achievements and constraints is provided below, per outcome:

Outcome 1: Small farmers and agricultural workers integrated more equitably to the horticultural value/supply chains

65. The JP has focussed on the supply value chain (increased production and quality at farmer level, strengthened managerial abilities of the FAs, consolidation of the 3 existing PHC and links to markets), with scarce time for its implementation; at the same time proving it to be possible.

66. It is important to specify that the SALASEL JP lacked a clear definition about whether it integrates or not a pro-poor approach (as its name defines); and, as a result, “who” are the beneficiaries, within the population of farmers, agricultural workers and FAs. Due to the high indicators of poverty existing in Upper Egypt, it considers the population as if “all were poor” This lack of definition has detracted from the vision and clarity which is shown in some aspects:

- It has given priority to the champions/innovators who have greater abilities (Figure N°2), as a realistic strategy towards technological adoption; but simultaneously didn’t develop a pro-poor package to focus the poor population.
- There is great variability in the criteria used by the experts of the project to select beneficiaries:
 - * Initially they were only members of FA; later all were included (non-members too)
 - * Some experts manage a maximum area 3 feddan in horticulture, others manage areas up to 5 feddan and still others even greater areas. There is evidence that the JP includes some farmers of 10, 20, feddan or even more
 - * Agronomists do not have enough data about each farmer/member. The data base is incomplete; for example, it’s not possible to know the real area of the farm. The data base includes the minimal area.
- With the defined strategy the project works exclusively at the farm level, it doesn’t focus on pro-poor rural development, considered within a global policy. It does not contain information about families and rural workers, so it does not generate information on how it is affecting them. The technical teams do not include women, except the one in Asiut. A case to point out is that UN Women and UNIDO do not work together with farmers at farm level.
- The Evaluation Mission has detected the existence within the project of a FA beneficiary in Minya, which legally is a FA (FA Dakroury), but which clearly doesn’t function with the spirit of a poor farmer Association; one person decides and manages everything, as its owner. This person does the marketing, provides the supplies. During the focus groups, farmers clearly stated they don’t feel they belong to this FA.

67. PHCs provide services to Agricultural production in Upper Egypt; traders and exporters collect their quantities from the whole area; bearing in mind that FAs manage and run the operations of the PHCs. **A clear increasing tendency of MT processes at 3 selected PHC exists**: from 1.400 MT in 2010, 2.574 MT in 2012 and 1.351 MT in 5-6 months of 2013 and more

production is expected for this year. Clearly SALASEL JP has initiated the process and will be achieved at the end of 2013, considering the existing main target defined (3.000 MT for 3 PHC in 2013).

68. On the other hand, JP has not generated the information necessary to determine quantities supplied by small farmers to PHC, in order to understand the incidence at this level, ergo to what degree small farmers are more equitable, integrated to markets, something that needs to be clarified (see Case Study Bayahoo, paragraph 4.2.3)

69. In spite of this, the evidence shows that there has been a production increase due to actions of the SALASEL JP, which has generated credibility and an increased global efficiency at the farmer, FAs and PHC level.

- **Farmers:** through direct technical support of 1.960 farmers (60 visits per agronomist/month), the introduction of various good agricultural practices (GAP) (more about this in paragraph 4.2.2) and according to the data from the project, an average 24% increase in productivity in the five selected crops (tomatoes 16%, potatoes 12%, pomegranates 15%, onions 55% and green beans 42%) was achieved. Also, production costs decreased in some cases, due to better usage of inputs (fertilizers and pesticides). Around, 56% of farmers have applied all technical recommendations and 40 % partially. The amount of farmers fully satisfied with SALASEL Technical assistance is almost 83 % and 17 % are partially satisfied. It's important to consider the short implementation period with the achievements obtained.
- **FA's:** the linkages of FAs with processors, exporters and retailers are other great achievements. The amount of production supplied increased from 585 tons in 2011 up to 4.655 tons (only in the period January-May 2013). It greatly exceeded the target of 2.500 tons. Also, 8 FAs are new registered in retailers/processors lists. This means that companies formally accept these FAs as good horticultural suppliers. The level of farmers' satisfaction with services provided by FAs is almost 54 % and 30 % are partially satisfied.
- **PHC:** Strategic investments (air conditioning, dock levellers, air curtains and external fences) were implemented in the 3 PHC, in order to be certified and improve global efficiency. The latter plus training PHC workers improved productivity by 3 times (project assessment).

70. Other achievements related to Outcome 1 are the certification which generate credibility and tends to open national and international markets:

- a total of 52 farmers were certified as producing in accordance with GlobalGAP option 2 (40 tomato farmers in Luxor and 12 farmers in Beni Suef). Although the target was double, this is the initial step.
- The PHC Beni Soliman and PHC Bayhoo were ISO 22000 certified.

71. Women related activities are clear achievements: evidence from focus groups showed the big improvement in “women self-confidence”. 6 women's committees in the targeted FAs have been elected and 3 are being assisted in starting their own business plans. 75 women are receiving assets through the project for their income activities of horticulture and cattle-raising. The latter is in partnership with Misr El Kheir Foundation.

On the other hand, the Gender Equity Seal (GES) certification was not reached. It is a “model” used in other countries such as Mexico, to promote gender equity in public sector and private firms, facilitating equal opportunities for men and women in access to jobs and working conditions. Its implementation needs Governmental support and/or private sector views on its benefits. None of these were forthcoming. The GES entire process was implemented but none of the organizations were qualified and hence none got the certification itself.

72. Another big achievement is the improvement in human capital. The SALASEL JP young technical team has developed an interesting agricultural experience. Moreover the projects have trained 150 fresh grad agronomists from South Valley University, to meet employment market needs.

Outcome 2: Small farmers develop entrepreneurial organizations

73. Under this outcome, the JP implemented a series of training, capacity building and developing business plans for small farmers and women. Moreover, 3 BDS have been established and are running in FAs: a compost unit, a packing station and a nursery (see paragraph 4.2.2). Very positive experiences, needed to be replicated in future projects.

74. The initial project design didn't include Working Capital (revolving fund) for farmers' activities, something uncommon in a pro-poor project. One of the recommendations of the MTR was to include this and was accepted by NSC and PMC. This activity aims to design an innovative micro-credit system with conditions attractive to poor farmers that links funds with technical advice in order to present a model for the government to upscale and expand. The revolving fund was originally planned to continue after SALASEL ends and ultimately to be integrated into a larger fund. A consultant was recruited to design the revolving fund started his work with a survey that covered SALASELs Farmers Association. The consultant developed several options that were discussed with various micro-lending institutions and the opinion of the Farmers Association was also taken into account in the selection of the micro-credit entity. It was finally agreed to select the Social Fund for Development (SFD) to be the entity responsible for running the pilot lending mechanism. SFD is the largest micro-credit entity in Egypt (with offices in each Governorate), reporting directly to the Prime Minister. Also, SFD is joined with UNDP into a strategic partnership (SFD is the largest Project in UNDP Egypt) since its inception more than 25 years ago. Due to administrative constraints, it has taken SALASEL JP, UN Agencies and SFD some time to negotiate the terms and conditions of the Fund. The MoU was signed between UNDP, ILO & SFD on 10 June 2013. So farmers haven't received any funding yet, but the SFD will implement it soon (more information in paragraph 141).

75. The other main part of this outcome is a positive initiative of the JP: to solve the limitations of legal status of producers' organizations developing shareholding companies, as an example of the “new vision” of horticulture in Upper Egypt. As a result, 2 shareholding companies were established building on 2 FAs structure:

* **GOODIES:** 4 shareholders. The Mission detected it is not formed by small farmers, that it doesn't need the support of a pro-poor project. This bias is a direct consequence by the lack of clarity as to “who are the beneficiaries of this project”.

* **SALASEL Co.:** initially had 68 shareholders, now there are 58. The FAs delegated the produce marketing and the purchase of inputs to the new company. SALASEL Co. appears initially very interesting.

Nevertheless, this approach has some restraints, such as companies have to pay taxes and the possibility (to some extent) of being transformed in a new type of middleman for small farmers in the near future. As it is a new experience, the JP doesn't have clear conclusions yet. Therefore, for future projects this aspect needs to be analysed in relation to the future national policy on adapting or creating new legal farmers organizations (Outcome 3).

Outcome 3: Policy and regulatory changes for development of pro-poor horticultural private sector.

76. Outcome 3 has clearly stated the policies and regulations (identified in 2011) to study and discuss with GoE for improving the horticultural sector in Upper Egypt. These are:

- Cooperatives Law
- Law 84, of Community Development Associations
- Export Promotion Schemes
- Investment Promotion Schemes in Upper Egypt
- Land Rights and Land Tenure
- Judicial framework of contract farming
- Access to Finance for Agribusiness in Upper Egypt

77. In summary, only 2 studies have been done: cooperative law and assessment on all bottlenecks affecting FAs. Both were recently completed and delivered to Egyptian Shura Council. On these topics no changes have been considered yet by the GOE or Shura Council. Also, a MoU was prepared to reconsider the general policy of the agricultural sector and its institutions. This outcome is obviously affected negatively by the socio-political situation in Egypt. Recently, Key Government partners requested the studies to analyse them.

78. In spite of this big constrain the SALASEL JP gave much importance to enabling a legal framework. Actively forging relationships with farmers' syndicates and the Central Agricultural Cooperatives Union (CACU), SALASEL organized a major Forum for key decision makers, including the Egyptian president's assistant for economic development, the head of the Cooperatives Branch at the Ministry of Agriculture, leading figures from all major political parties, leading private sector figures, especially in the Upper Egypt agro-industry. The conference was followed by a study tour to Turkey to view cooperative mechanisms there and invitees included representatives of government.

79. The general achievements of the JP as of June 2013 are summarized in the table N°2; these are presented according to the 3 Outcomes of the JP with some brief Mission comments.

TABLE N°2: Actualized Logical Framework with comments from the Mission.

Type	Result	Result Indicators	Baseline (year and source)	Target (year)	Achievement to June 2013	Mission Evaluation Comments	Source and Means of Verification	Frequency of Measurement	Responsible Agency	Risks and Assumptions
Outcome 1	Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.	# of metric tons processed by each PHC for high value markets annually (disaggregated by crop)	<ul style="list-style-type: none"> • TOTAL 2010 : 1400 MT * PHC Beni Soliman: 400 MT (100 MT Cantaloupe, 300 MT Grapes) (2.500 MT Onions and Garlic only stored not processed) • PHC Bayahoo: 1000 MT (300 MT Grapes, 500 MT Pomegranates, 200 MT Green Beans) • PHC Dandara: 0 MT (no operation in 2010) (Source 2010, Preliminary Data Collection) Mission detected PHC Dandara: MT 57 table grapes (May 2010) 	3000 MT for 3 PHCs (2013)	<ul style="list-style-type: none"> • TOTAL (Jan-June 2013) : 1351 MT * PHC Beni Soliman: 848 MT (330 onion, 226 Garlic, 272 Grapes, 20 Other) * PHC Bayhoo: 303 MT (148 Garlic, 155 Grapes) * PHC Dandara: 200 MT (50 Grapes, 150 Other) • TOTAL 2012: 2.574 MT 	<u>Clear increasing tendency of MT processes at PHC.</u> From 1400 MT 2010, 2574 MT in 2012 and 1351 MT in 5-6 months 2013 and expecting other productions. <u>Comment:</u> No information provided by JP about source of production increase or quantities provided by small farmers.	PHC data, disaggregated by crop, end line survey	annually	UNIDO/ UNDP	This outcome targets 3 PHC namely Beni Soliman in Beni Sueif, Bayahoo in Minya and Dandara in Qena, with 150-200 of their workers, as well as 850-900 small scale farmers. The management commitment of the farmers associations as well as members and the PHC management will highly affect this outcome
		# of farmers producing in accordance to Global GAP option 2 in targeted FAs	None of the farmers of the targeted Fas produced in accordance to Global GAP	100 (2013)	TOTAL: 52 farmers certified. (40 tomato farmers in Luxor and 12 farmers in Beni Sueif have <u>been certified with Global GAP</u>	Good start !!	FA records, End line Survey	annually	UNIDO	
		# of PHC complying with national and international quality and management standards	None of the PHCs were certified (Baseline Investigation 2011)	Successful certification against GES and ISO 22000/BRC (2013)	PHC Beni Soliman and PHC Bayhoo were ISO 22000 certified. No GES certification done	Two out of three PHC are ISO certified. None GES certification	PHC records, End line Survey	once	UNIDO	
Outcome 2	Entrepreneurial forms of organization established by small farmers	# of Entrepreneurial forms established by small farmers (disaggregated by type of entrepreneurial form)	No entrepreneurial forms (baseline survey, 2011)	3	2 shareholding companies established, 80 small businesses	The Mission detected only one. The other company is not formed by small farmers (Goodies)	end line survey	once	ILO/ UNDP	risk averseness of farmers, and capacity to deal with laws and regulations
Outcome 3	Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE.	number of policies and regulations studied and discussed with GOE, with suggested recommendations.	No policies and regulations have been studied or discussed (Project Records, 2010). Identified issues by 2011: <ul style="list-style-type: none"> • Cooperatives Law • Law 84, of Community Development Associations • Export Promotion Schemes • Investment Promotion Schemes in Upper Egypt • Land Rights and Land Tenure • Judicial framework of contract farming • Access to Finance for Agribusiness in Upper Egypt 	<ul style="list-style-type: none"> • 2 in-depth studies prepared addressing: Cooperatives Law and an Assessment of all bottlenecks affecting Farmers Associations. • Policy briefs prepared and discussed with the GOE 	<ul style="list-style-type: none"> * Study on cooperative law completed. * Study on bottlenecks of FAs completed and delivered to Shoura council. MoU prepared to reconsider the general policy of the agricultural sector and its institutions.	Very Positive	Studies validated by GOE and stakeholders	annually	UNDP/ILO/UNIDO/ UNWOMEN	Political instability and turmoil, change of focal point in government and UN agencies hinder the continuity and sustainability of this outcome
		Number of policies and regulations changes considered by the GOE for amendment or activation	Project started 2010	number of policy and regulation changes considered	no changes have been yet presented to the GOE	No policies and regulations are considered yet by the GoE	validation by GOE and stakeholders	annually	UNDP/ILO/UNIDO/UN WOMEN	

Source: elaborated by the Mission with data provided PMU. June 2013

4.2.2 Innovation: adapting products and processes to win new markets

80. The SALASEL JP has found ways to unlock incremental innovation in products and processes. Here are some (8) of the new good practices (GAP) and success stories developed.

Availability of technical knowledge.

In spite of the absence of efficient governmental extension services, the project succeeded in introducing some good practices to help farmers to overcome some technical problems. Optimizing usage of fertilizers and pesticides contributed to reduce production costs and environmental impacts, as well as avoiding problems caused by not respecting the pre-harvest period with a doubly positive effect: Food Security/Safety for the general Egyptian population and possibly enabling export of Egyptian horticultural products to European markets. This is a real achievement !

Greenhouses and irrigation systems. Al Nahada

New low cost greenhouses were specially developed with local materials for an area of one feddan. This notably increased productivity of vegetable crops such as cucumber, tomato, green and red pepper. The production system has been transformed: from a traditional crop on the soil surface (m2) to a vertical one (m3). Yields have increased from 7 tons/feddan in open fields to 70 tons/feddan. The irrigation system in the greenhouse increases the efficiency of water use. SALASEL JP has designed a production model for a limited area (1 feddan) which can generate work and enough income for a family to live decently. Moreover, this could be one of the solutions to overcome land fragmentation and water shortages. It maximizes profitability/feddan.



Tomato Sun Drier. ESNA

This is an easy to apply, with low implementation cost and could be used as a solution to overcome the big price fluctuations of tomato. In Egypt they call tomato as the “crazy crop”. The Sun drier has advantages over the traditional system of drying on the earth, such as better quality (without dust), a job which is appropriate for the women and is more comfortable for workers. Also, this can be used for other crops such as dates, hibiscus and also for producing raisins out of low quality table grapes.



BDS Small Packing Unit: El Tod FA

It's a good source of employment for young women. This is an example of how to face unemployment in rural areas. It packs the farmer's horticultural production (FA members) in a clean way and sells it to local final market such as hotels, restaurants, and homes. The packing unit of El Tod is a good example; it includes 8 young women (less than 25 years) and 2 men. The women work in the packing, administrative and accounting jobs and the 2 men distribute the products. It needs little capital to start. It could be replicated in villages near cities, as there is a great demand for fresh cut vegetables.



BDS Nursery Awlad Yahia FA



The nursery system is used to produce high quality, disease free seedlings for the different horticultural crops (tomato, cucumber, leek, etc.). It is a service which is offered by the Awlad Yahia FA at a lower cost to its members. It is another highly positive experience which increases horticultural production efficiency, to be replicated in other localities of Upper Egypt



BDS Compost Unit. Gaafar CD

This increases farmers' profits and soil fertility. This is a very economical and pro environmental proposal. It helps in increasing soil fertility and assists farmers to face steady increases in fertilizers. It could use many farm residues, such as banana residues.



Pomegranate Specialized Association

This successful model for specialization in one crop, by implementing an advisory service, productivity increased by 10-15% resulting in availability for export. There is also a potential to have a small packing unit to meet both exporters' and processors' requirements. It's another good example of jobs opportunity in Upper Egypt.



Linkage of FAs with frozen Industry in Industrial Zone.

The linkage between Beni Suef FAs and SHAHRAZAD Factory is a value chain module; a win-win situation with potential new vegetable crops: broccoli and cauliflower. It reinforces Industries promoted by the MIFT and Mol-GAFI.



4.2.3 Case Study: Post-Harvest Centre El Bayahoo

81. According to the information from the SALASEL JP, the mission drew up a table with the existing data of the PHC Bayahoo (leaving out 2013 due to incomplete year data) and marking with (n/d), the data which can be studied in depth in order to better value the results of the JP, which are presented in the table N° 3. When the situation in 2009 (ex-ante) and in 2012 during the project are compared, some very positive and interesting data arise. These are:

- Number of tons processed: from 240 tt. to 724 tt., representing a 302 % increase.
- Number of workers in PHC: from 42 workers in 2009 to 196 workers (mainly women, see figure N° 13), representing a 467 % increase.
- Number of days worked at PHC: from 42 days to 68 days, representing a 162 % increase. The more crops to be processed the more income to workers.
- Although, it's not expressed in the Table N° 3, the income per worker/day in El Bahyoo was two years ago 25 L.E and in May 2013 have reached 30 L.E plus a meal and transportation to and from PHC. Most if not all workers are coming from

Crop/year	N° Tons processed PHC	N° Workers PHC	N° Days worked PHC	N° Small Farmers supplying PHC (*)	N° Large Farmers supplying PHC	Production small farmers (*) (tons)	Income small farmers	Total Income	PHC final Client
2009									
Grapes	80	7	20	7	3	n/d	n/d	32.000	Mafa
Pomegranate	160	35	22	8	2	n/d	n/d	19.200	Mid Garden, Egy Green
Total	240	42	42	15	5	n/d	n/d	51.200	PHC rented
2010									
Grapes	60	30	25	10		n/d	n/d	n/d	Mafa
Pomegranate	60	20	30		4	n/d	n/d	n/d	Mid Garden, Egy Green
Total	120	50	55	10	4	n/d	n/d	n/d	PHC rented
2011									
Grapes	60	30	20	10		n/d	n/d	n/d	Mafa, Beko, Hamada
Garlic	60	17	22	14	1	n/d	n/d	n/d	Hamada
Total	120	47	42	24	1	n/d	n/d	n/d	PHC rented
2012									
Onion	240	35	2	21	6	n/d	n/d	26.500	Hamada, Green October
Garlic	100	40	15	15	7	n/d	n/d	17.500	Match, Green October
Peaches	47	9	5		1	n/d	n/d	12.500	Mid Garden, Green October
Cantaloupe	42	7	6		1	n/d	n/d	12.600	Green Gold
Grapes	255	75	25	14	2	n/d	n/d	102.000	Match
peper	40	30	15	22		n/d	n/d	41.000	ElTaybat
Total	724	196	68	72	17	n/d	n/d	212.100	
% Increase Period (2009-2012)	302%	467%	162%	480%	340%	n/d	n/d	414%	

Source: Elaborated by the Mission with data provided by PHC Bayadoo and Field Office of Salasel JP. May 2013.

(*) Small farmers is considered below 5 feddens

small farmers’ families. Moreover, data provided from the Beni Suef PHC showed that the income /worker reached 6.000 L.E./year.

- The new inclusion of 69 farmers, as suppliers to PHC El Bahayoo: 57 new small farmers supplying the PHC (480 % increase) and 12 new big farmers (340% increase).
- Total farmers’ Income (L.E.) : from 51.200 in 2009 to 212.100 representing a 414 % increase
- Furthermore, the increase during period 2009-2012 of 302 % in processed tonnes generated an increment in the farmers’ gross income of 414%, but with the available information it is not possible to know how this income was distributed among small and large farmers. Something very interesting to know in a pro-poor programme.
- A complementary aspect which should be considered is the preference of one of the exporters of the PHC Bayahoo production (interviewed) to get supplies from the large farmers, and the disadvantages of the small farms, such as uneven goods, poor quality, small quantities per farm, etc.
- Another aspect of interest is that the PHC Bayahoo was let to third parties during 2009-2011 mainly for cooling services. In 2012, the FAs did their own processing

Figure N° 13: Internal view of PHC, with women working



Conclusion: There is a clear increase in number of workers, days worked, workers income, and processed goods and farmers’ income, all of which clearly marks an achievement of SALASEL JP. The farmers’ income is inferred to be greater, but the study and analysis does not go into the incidence on the production and real income of small farmers. These studies should be undertaken in order to adjust the results and the strategy of the value chain with pro-poor approach in the horticultural sector of Upper Egypt.

4.2.4 Risks and Assumptions

82. The formulation team identified a group of 8 risks (3 external and 5 internal) at the beginning of the JP, providing good mitigation measures. Most of them were taken into consideration in the JP implementation, such as using “champion farmers” to mitigate the reluctance of private companies to work with small farmers, and others were not implemented such as the nomination and use of the Advisory Board to achieve policy change during the duration of the project.

83. A complete review of these risks was developed during the re-formulation in February 2012 and changes were documented (see Table N° 2).

84. However, one risk that was not on the initial set of risks negatively affected the whole implementation of the JP: the January 2011 Revolution. These changes have affected the progress of the implementation of the programme in many ways as already mentioned in paragraph 4.1.5

85. Therefore, the National Steering Committee (NSC) requested a 6-month no-cost extension to compensate part of this unexpected loss.

4.3 Efficiency of the Joint Programme

86. This Section presents findings on the efficiency of the present joint programme. It reviews to what extent achievements are derived from an efficient use of financial, human and material resources. It reviews the overall management approach and the use of adaptive management, the financial management of the programme, the technical assistance, the delivery mechanisms, the participation of stakeholders and the monitoring approach to measure the programme’s progress.

4.3.1 Joint Programme Management Approach

87. The JP management team follows MDG-F procedures for JP implementation and uses an adaptive management approach extensively to secure project deliverables while maintaining adherence to the overall project design.

88. It’s a joint effort between two key Government partners/counterparts and four UN Agencies. Using the comparative advantage of each UN Agency, clear roles and responsibilities for the implementation of the JP were identified for each agency, including the technical and financial responsibilities to support the implementation of their respective set of activities. These are described in chapter 3.

Management Mechanisms

89. The key management and coordination arrangements for the implementation of the JP include (see organization chart in Annex 3.1):

- MIFT is the Lead Government Agency; together with MoI-GAFI, these are the main government counterparts;
- UNDP led the JP with three other UN Agencies: UNIDO, ILO and UN Women
- A **National Steering Committee (NSC)** was established to oversee and coordinate the operations of JPs funded under the MDG Achievement Fund in accordance with the Terms of Reference of the Fund. The NSC has overall responsibility for programme activities. It provided strategic guidance and oversight and approved programme documents including subsequent revisions and Annual Work Plans (AWPs) and budgets. The NSC was comprised by the UN Resident Coordinator, a representative of the Spanish government, a representative from the Ministry of Foreign Affairs, a representative from the Ministry of International Cooperation, a representative of MoI and the MIFT representing the Government Implementing Agencies. Each member has the right to vote and decisions are made by the co-chairs on a consensus basis. Although, the Guidelines¹¹ defined in order to guarantee its independence, that NSC should include parties who are not involved in programme implementation, this committee was then expanded to all focus points of UN Agencies. The NSC has met 5 times during the programme duration (3,5 years).
- A **Programme Management Committee (PMC)** was created to coordinate and oversee the programme implementation. As a principal coordinating and supervisory body for implementation of programme activities, the responsibilities of the PMC included managing the programme resources to achieve the outcomes and outputs, addressing management and implementation issues, and identifying emerging lessons learnt. The PMC also ensured operational coordination, establishing adequate reporting mechanisms, integrating work plans, budgets, reports, and ensured that budget overlaps or gaps were addressed. The PMC membership consisted of the 4 participating UN Agencies and implementing Government Agencies. The PMC is co-chaired by the Representative of MIFT as the Government Lead Implementing Partner and the UNDP Country Director, as the Lead UN Agency. The PMC initially met quarterly, but after the MTR, MIFT presented an initiative proposing PMC meetings on monthly bases.
- **Agro-business Project Committee.** It was formed by the Minister of Industry & Foreign Trade by decree number 683/2011, to make a very close follow up of the SALASEL JP (among other projects related to the MIFT); and to promote synergies between related agroindustries services, incentives and related projects. This High Level official committee is formed by MIFT entities related to agribusiness development, such as: the Agricultural Technology Centre (production), International Trade Point-ITP (marketing), the General Organization for Standardizations and Quality (Quality and specifics), Industrial Development Authorities (agro-industry development), and the General Organization for Export and Imports Control-GOEIC (Export control). The NSC agreed (Minute, 14 May 2012) to have bi-weekly meetings between this Committee (MIFT) and PMU to discuss the project activities and to solve any problems that came up during the

¹¹ Implementation Guidelines for MDG Achievement Fund Joint Programmes. MDG Achievement Fund Secretariat. Last updated February 2011

implementation. Moreover, some of the committee members contributed in the project field visits and events. The constitution of this Committee shows a big ownership interest by the MIFT on success of SALASEL JP.

- **Advisory Board.** From the start there was an initiative to create it including MoA and FAO, but it was never completed. After the establishment of the Agribusiness committee, it was considered there was no reason to have another committee.
- **Programme Management Unit (PMU).** It was established (see PMU structure Annex 3.2) contracted by UNDP and started in June 2009. Its responsibilities included managing and coordinating programme activities in all components to ensure the integrity and progress of the programme as a whole. A Financial and Administrative Officer was hired in July 2010 and provided assistance to the JP Manager in coordinating the joint programme. The Programme Manager contributed to the functioning of the NSC and the PMC. Notes were taken to document the proceedings of these meetings in minutes by the PMU. The PMU was located outside MIFT offices, where were supposed to be originally placed; the MIFT failed to provide them.

Management Approach

90. The key management and coordination arrangements implemented seem to be very complex as seen in Annex 3.1 and with some overlapping.

91. Nevertheless, the Programme Management Unit has contributed at the implementation level to practical improvement of UN coherence and efficiency in relation to the 4 UN Agencies. The Evaluation Team has detected some differential and positive aspects about this coordination, which have contributed to the use of the comparative advantages and expertise of UN agencies helping to reduce duplication of efforts and to promote synergies:

- Members of UNDP, UNIDO and ILO work together in the same office, in Cairo and 3 field offices. The only exception is UN Women, which works with the team from their organization office.
- The work plan is made jointly by the team.
- PMU meets once a week in Cairo.
- 4 Agencies learn one from the other, interchange views and experiences generating an integrated approach.

The type of management developed inside the PMU provided a sense of union, “Team spirit” which people from outside and beneficiaries clearly perceive.

92. Nevertheless, the Mission noticed that during the Inception Phase, the JP strategy was not reviewed and improved as was clearly stipulated as an obligation at the JP doc: “All participating UN agencies and their Egyptian partners will engage in an exercise to elaborate an inception report detailing activities, outputs, inputs, indicators and means of verification within the overall Results and Resource Framework of this JP”. It was finally implemented as part of a suggestion of the MTR and MIFT in early 2012. If it had been made in a timely manner it would have provided clarity to the implementation of the JP and would have saved a lot of trouble later; as presented below.

93. The MIFT (lead Governmental partner) had a reserve about the project management performance (many NSC/PMC minutes), which led to the decision of NSC (May 2012) to have a continuous follow up by MIFT of the project activities, to make sure achieving its objectives. Poor coordination, miscommunication and overlapping problems appeared at PMC-PMU level. Some of them are highlighted below.

94. Faced with the existing reality (incomplete project design + the little time available + political instability) which limit the implementation of a value chain with a pro-poor approach which needs more time than was available; the Project Manager gave priority to obtaining concrete achievements within the possibilities (paragraph 4.2.1), but made few mistakes such as (Goodies Co., FA Green Economy&Dakroury), due to the lack of clarity as to “who were the beneficiaries of this project”.

95. Additionally, in the ownership process, the MIFT made important efforts to integrate the SALASEL JP into its institutional vision and of the action of the GoE, contributing information about on-going services/incentives by GOE for agroindustries and FAs in Upper Egypt, data from Egyptian Commercial offices, etc. Probably the Management of SALASEL JP was not in the operating condition necessary to take advantage of and harness these advantages, constituting a lesson for future projects.

96. Some decisions or requirements from key Government partners were not considered properly by the PMU; especially considering the Paris Declaration; for example:

- Institutional relations: MIFT requested that government representatives in the PMC, should be informed first, before SALASEL Management takes part in official meetings with high level governmental bodies, or signing MOUs (PMC Minute 07/02/2013).
- Overseas travels were approved in the AWP, and several times information was requested by PMU seeking approval or rejection of OSTs. Nevertheless, PMC minutes reflect clearly the need for a report stating the possible benefits of this activity. Moreover, the PMC (Oct 16. 2012) didn’t approve the OST to Fruit Logistica, but it was implemented, showing a certain degree of mismanagement and miscommunication on this topic. Moreover, the Evaluation Mission considers important the existence of the OST, but found at field level the existence of little rotation between the selected farmers that went to several OST (see lesson learned 6.1)
- Also, some questioning appears in the NSC about not receiving information in advance from the PMU, and the low quality of progress reports.

97. Finally, the MDG-F visibility of the JP was good. No Agency ownership problem was detected by the Mission. The MDG-F logo is prominent on all programme deliverables and partners and stakeholders are well aware that these activities were financed by the MDG-F; including the fact that this trust fund is funded by the government of Spain. Sometimes, the latter doesn’t appear clearly at end beneficiaries’ level.

Evolution of the JP Implementation Scheduling:

98. The SALASEL JP was approved at the end 2009, with a duration of 36 months. The first cash transfer was done on December 14, 2009, which make this day the official starting date of the JP. The Programme Manager was hired on June 1st, 2010 and the PMU team in Cairo was hired in September 2010. The Field Managers of 3 offices were recruited in April 2011 and the field teams (Marketing, Administrator and Agronomists) were operational in 06/2011.

99. The implementation had several delays at different levels.

- The recruitment procedures of UNDP have their timing (publication, selection process, etc.). Changing the type of contracts for consultants from SSA to individual contracts made some consultants resign. The procurements procedures to rent PMU premises and the 3 field offices were delayed.
- The baseline report was finally submitted in April-May 2011. It has been used to select the 6 FA and the 3 PHC. The JP would be improved if the results of the baseline survey had been used in the programmatic objectives, and the intervention logic improved, definition of the beneficiaries and precise targets with OVI. This caused many problems during implementation phase. Moreover, the real impact of the JP on the target population is not possible to measure since the Baseline Study had already underlined the difficulties with sampling and had not used statistically representative sub-samples
- The political and institutional setup related changed significantly during implementation (see Annex 5). It had frequent changes in senior management and the focal points assigned to the Joint Programme; for example:
 - Government Key Partners: 4 Ministers of Industry and Foreign Trade (MIFT), Ministry of Investment disappeared, 3 focal points in MIFT. But as from September 2011 the same MIFT focal point was maintained with a work group till the end of the JP.
 - UN Agencies: new UN RC and JP coordinator, new country director for UNDP and 2 focal points in UNDP, new country director for UNIDO and UN Women, new regional director for ILO, all the Governors of Upper Egypt changed twice.
- The PMU was initially based at UNDP premises, and later had to rent them because the MIFT failed to provide them, as was expected.
- ILO activities programmed including needs assessment for year 2.

100. It can be concluded that the SALASEL JP had a duration of 3 years, and required more than 2 years (formal initiation in Dec/2009 to 29 February 2012 approval by NSC of new LFM after the MTR workshop) to be operationally functioning with technical staff in their places, offices, vehicles, logical framework reformulated.

101. As the JP has a 3 years period, the MTE recommended (Dec 2011), to request a no-cost extension for 6 months. It was approved by PMC (14/05/2012) and submitted to the MDG-F Secretariat. This extension was approved with the new end date of the JP for June 30, 2013.

Mid-Term Evaluation (MTE)

102. The MTE was conducted in November 2011, by one external evaluator. A comprehensive review of the entire JP was done. The MTR recommendations reflected many important changes needed, including the programme design, improving the coherence inside the logic Framework, particularly with new OVI. Recommendations were made throughout the report on how to improve the effectiveness and efficiency of the programme. An improvement plan was developed and implemented by PMU/PMC, including all recommendations with detailed actions to be taken to address each recommendation, timeframe, Agency/person responsible and comments.

4.3.2 Financial Management

Fund Management arrangements

103. Under the MDG-F initiative, fund management arrangements were set to mobilize financial resources in an efficient way. This arrangement was based on the “pass-through” fund management option as guided by the UNDG guidance note on joint programming. The MDG-F funds allocated to this JP were channelled through the UNDP HQ New York, acting as the Administrative Agent (AA). The transfer of funds was made to the HQ of 4 UN Agencies. The PMC and the NSC must approve the annual work plan and budget. Once the request is cleared by the MDG-F Secretariat, the requested funds are transferred by the MDTF to the respective UN Headquarter Agencies. Each Agency assume complete programmatic and financial responsibility for the funds disbursed to it by the AA and can decide on the execution process with its national partners and counterparts following the organization’s own applicable regulations.

104. The mission visualizes through several meetings that coordination, managing, monitoring and reporting four different financial management systems and procedures (one system for each UN Agency), seems very complex. Moreover, each Financial Officer resides in different locations: UNIDO in Vienna, UN WOMEN in Jordan, ILO in Geneva and UNDP in Egypt. This situation places an additional burden on the PMU.

105. Based on the information reviewed by the Evaluation Team, although the JP had a late start and due to the extended period, most of the numerous activities have been implemented. At the date of 13 June 2013, the JP has made important overall progress in disbursement and commitment, representing almost 96 % of the total funds (not including support costs per Agency). These figures might be improved at the end of the JP. The following Table N° 4 summarizes the financial reporting of the JPD.

Table N° 4: Summary of SALASEL JP Financial Progress (USD)(13/June/2013)

	Total amount	Committed	Disbursed	Uncommitted
Total	6.939.672	601.045	6.072.221	266.406
%	100%	9%	88%	4%
Source: Elaborated by the Mission with data provided by PMU				

106. FINANCIALS BY OUTCOMES/OUTPUTS/Activities. The Outcome 1 is the most important in terms of funds allocated with 76 % of the total project, Outcome 2 and 3 has 16 and 8 % respectively (Table N°5). Also, Outcome 1 has the biggest uncommitted amount USD 215.943 (representing almost 81 % of funds uncommitted). Outcomes 2 and 3 have low quantities of unused funds.

Table N° 5: Financial progress by Outcomes (USD) (13-june-2013)

Outcome	Total amount	Committed	Disbursed	Uncommitted	% Distribution/ Outcome	% Funds Uncommitted
Outcome 1	5.243.114	415.141	4.612.030	215.943	76%	81%
Outcome 2	1.107.850	120.399	955.318	32.134	16%	12%
Outcome 3	588.707	65.505	504.874	18.329	8%	7%
Total	6.939.672	601.045	6.072.221	266.406	100%	100%

Source: Elaborated by the Mission with data provided by PMU.

In Table N° 6 a deeper analysis per output/activity is presented. Clearly output 1.4 has the major amount unspent (USD 113.686). The main activity 1.4.6 Overseas Study Tours with USD 60.000 still unused, had some implementation problems due to failure of approval by PMC, reducing their scope. Also, the final audit and certification of GES was not implemented by UN WOMEN, because it was considered that it had lost its original purpose.

Table N° 6: Financial progress by Output/activity (USD) (13-june-2013)

Output/Activity	Total amount Planned for the JP	Estimated Total amount committed	Estimated Total Amount Disbursed	Total expenditures (committed + disbursements)	Funds uncommitted	% Funds Uncommitted/ Activity
Output 1.1 Capacity and efficiency of production, harvesting, post harvest operations and value addition of 1000 SME/ farmers and lead farmers and agricultural workers in targeted locations built	1.384.227	4.410	1.379.168	1.383.577	650	0%
Output 1.2 Enhanced targeted FAs capacity to provide sustainable demand driven services to their members (provision of inputs, marketing, technical assistance in operations)	1.074.440	106.683	952.757	1.059.440	15.000	1%
Output 1.3 Linkages of FA with different high value markets developed	1.868.692	138.576	1.669.437	1.808.013	60.678	3%
Output 1.4 Capacity of 20 Agronomists and 6 Agricultural Committees of Farmers Associations built to sustainably deliver technical assistance to their communities	301.000	2.314	185.000	187.314	113.686	38%
Output 1.5 Improved Human and Financial capital of women in the targeted FAs to be able to run new/existing businesses	454.756	136.541	296.810	433.351	21.405	5%
Output 1.6 Capacity of Farmers and Farmers Associations improved to raise awareness and advocate for relevant policy, regulatory measures and financing options	160.000	26.618	128.857	155.475	4.525	3%
Output 2.1 FAs capacity to support small farmers to access extension services, BDS and run agribusinesses is strengthened	280.374	37.676	235.090	272.766	7.608	3%
Output 2.2 Small farmers are equipped with entrepreneurial knowledge/skills and provided with access to services necessary to start up and manage entrepreneurial activities	632.056	69.483	540.795	610.278	21.778	3%
Output 2.3 Small farmers are collaborating and organized in new Businesses.	195.421	13.240	179.433	192.673	2.748	1%
Output 3.1 Policy and regulatory bottlenecks identified in cooperation with Farmers and Farmers Associations and policy briefs prepared and shared with the GOE	255.556	26.419	223.659	250.078	5.478	2%
Output 3.2 Policy forum formed involving relevant stakeholders	70.211	3.339	66.872	70.211	0	0%
Output 3.3 Upper Egypt promoted to attract investments that benefit the local communities and foster partnerships between small farmers and the private sector	262.940	35.747	214.343	250.090	12.850	5%
TOTAL	6.939.672	601.045	6.072.221	6.673.266	266.406	

Source: Elaborated by the Mission with data provided by PMU (13-06-2013)

107. FINANCIALS BY UN AGENCIES. In June 13, 2013, all the Agencies have a budget delivery rate between 92-99%. Nevertheless, UNIDO has an uncommitted total USD 177.417 which represents 67% of JP total uncommitted. The following table N° 7, presents the financial progress per Agency.

Table N° 7: Financial progress by Agencies (USD) (13-june-2013)

Agency	Total amount	Committed	Disbursed	Uncommitted	% Funds Delivered	% Funds Uncommitted /Total uncommitted
UNDP	2.964.772	308.561	2.622.820	33.391	99%	13%
UNIDO	2.356.500	15.364	2.163.719	177.417	92%	67%
UNWomen	678.400	147.541	501.037	29.822	96%	11%
ILO	940.000	129.579	784.645	25.775	97%	10%
Total	6.939.672	601.045	6.072.221	266.406	100%	100%

Source: Elaborated by the Mission with data provided by PMU.

4.3.3 Quality of Technical Assistance

108. A professional team has been implementing the JP. There is a management team of 2 staff members to coordinate the implementation of JP activities: a Programme Manager, a Financial and Administrative Officer. A Joint Programme Coordinator, who ensures the proper coordination of all UN joint programmes implemented in Egypt, also supports the JP management team. In addition, each UN Agency has a focal point for the coordination of JP activities and the mobilization of resources allocated to them.

109. The evaluation Team found a highly motivated staff at central level in Cairo and the 3 Field offices. They coordinated JP activities well and provided an efficient and flexible management approach to adapt day-to-day activities to changes while securing timely implementation of planned activities.

110. JP activities were implemented with the support of national and international experts when needed for specific work assignments, such as assessments, studies, reviews, training, etc. As per the fund management arrangements, each UN Agency uses its own procedures to hire experts and consultants.

4.3.4 Process Ownership: national/local and other Stakeholder

111. The January 25, 2011 revolution and subsequent political turmoil changed the political and institutional setup. Nevertheless, this important constraint, the SALASEL JP ownership is considered positive at all levels.

112. **National Level:** The quick consultative process established for the design of the JP ensured some national ownership with the government involvement through representatives of the MIFT and Mol. The programme is in line with the GoE National Priorities 3 and 4 and orientation towards giving a priority to Upper Egypt in the investment and development programmes. Key partners participate actively in the National Steering Committee (NSC) ensuring alignment with national policies, plans and goals; they also are actively involved in the decision making process of the strategic implementation at PMC. Annual work plans are approved by the PMC and endorsed by the NSC and both committees reviewed all progress reports.

It is important to highlight as a vital aspect of national ownership, the continuity of the focal point of the MIFT and its team since September 2011 until the end of the JP (Annex 5). Its interest and active participation in the NSC, PMC and bi weekly meeting of the Agro-business Committee permitted a clear understanding of the functioning of the SALASEL JP. The MIFT ownership and commitment has been shown in the great attention directed to a close follow up of the JP implementation and/or with the formulation of the ministerial committee (Agro-business Committee) by the decree number 683/2011. Much importance was given to improve project management and implementation improving M&E logframe and indicators, ownership of FAs, progress reporting, Sustainability strategy/plan, marketing opportunities, looking for synergies between JP and ongoing agro-industries services, incentives directed by GoE to Upper Egypt, etc. Also, having direct relation/coordination with JP activities at local level through the ATC, which is part of MIFT.

Moreover, as a consequence of the foregoing, the MIFT is on track to develop a country-owned programme for the horticultural sector focusing rural poverty pockets in Upper Egypt. It's a clear indicator of ownership.

113. **The 6 Governorates** in Upper Egypt's were involved and participated in planning activities to ensure ownership and contributes to future sustainability. The Ministry of Agriculture was integrated to SALASEL JP, through a MOU (July 2011), with close coordination/collaboration to work jointly with farmers at Governorate level.

114. **Local level:** The JP adopted local ownership (FAs and farmers) as a pillar from the start. It targeted farmers' associations and reached out directly to them through advisory services. The Programme's technical interventions were designed to upgrade farmers' horticultural skills responding to their technical needs (pest control, fertilization, irrigation). The success of these new practices promoted a new culture and created a strong sense of ownership. Moreover, JP developed a strategy linking farmers directly with major processors through contract farming. Creating ownership of the business models that organized FAs and created viable relationships with private sector partners was a key strategy component. Also, it involved skills upgrading farmers' associations so that they could bring together existing members and attract new ones by providing technical assistance, from seeding to post-harvest processes and delivery to high-end markets.

115. **Women:** The election of women's committees within the farmers' associations represented a breakthrough in dispersed

conservative communities. In 2011, scattered women in Upper Egypt participated in the first women’s committee elections in Egypt. Through their role on the committee, they will represent the needs and demands of female farmers and work to empower local women and strengthen their role in the wider community. The project gave expression to the interest of women to participate in their own development; for example developing income generating activities at home or nearby.

4.3.5 Monitoring Approach and Progress Reporting

116. The JP monitoring and progress is reported according to the MDG-F monitoring procedures. Progress made by the JP was reported semi-annually to the MDG-F Secretariat, using the given template. The last monitoring report (Dec 2012) contains 4 sections:

- Section I is information to identify the programme and status;
- Section II is to report JP progress. It is divided into four parts: (i) Narrative on progress, obstacles and contingency measures; (ii) Inter-Agency Coordination and Delivering as One; (iii) Development Effectiveness: Paris Declaration and Accra Agenda for Action; and (iv) Communication and Advocacy;
- Section III is an additional narrative on progress contributing to the implementation of MDGs in Egypt.
- Section IV is to provide progress information against a list of general thematic indicators;

117. The Progress of the JP is monitored/measured through a Monitoring and Evaluation Framework designed for the programme and applied jointly by 4 Agencies; it includes indicators, baseline, source and means of verification, frequency of measurements and responsible Agency. For each outcome/output, indicators were identified to measure the progress made over time towards the respective expected outcome/output. At the design stage of the programme, the M&E was very elemental, without a baseline. After the mid-term evaluation, the LFM and indicators were completely reviewed and updated. The revised M&E framework includes 3 outcomes with set of 6 indicators and 12 outputs with 36 indicators (see Annex N°4)

118. The evaluation team reviews the reports and interviews the team responsible for M&E in Cairo and also at field offices level. Despite the technical capabilities and desire to do things properly, the result indicates that the monitoring & Evaluation process did not fulfil its intent well, due to many factors:

- The initial lack of clarity of the programme had a strong influence on the things to be evaluated and how this is done.
- The lack of reliable information is an important limitation for this type of work; for example about the value chain in Egypt.
- Baseline Survey develops interesting information, but not representative as a baseline.
- The LFM with indicators was revised almost 2 years after JP started, to improve the coherence inside the logic Framework, particularly with new OVI. But many new indicators haven’t baseline indicators.
- End results evaluation: some constraints have been detected at two levels:
 - * **Farmers:** The survey is designed for 200 farmers over the entire project. The mission found clear evidence (interview JP staff) of an incorrect application of the survey at field level, which may generate an important bias. The selection of the farmers to be polled by the experts of the project was decided by these on an individual basis (not random). Technical international literature¹² shows that expert tends to visit the nearest farmers, the best producer, but not the poorer ones. As the selection was not random, the resulting bias could cause an overestimation of the results of the programme.
 - * **PHC:** Something similar could happen with the increases in processing of the production at the PHC level. It’s not possible to determine how much is due to large farmers and how much to the small ones, who are the end beneficiaries of the JP (see PHC Bayahoo Case Study)

As a final conclusion: the information provided in the progress reports is more focussed on deliverables as opposed to also measuring the achievements at a higher level. This weakness of the monitoring system is also compounded by the fact that there are no indicators for measuring how well the JP is progressing toward its overall objective for example: to increase income of small farmers.

119. Nevertheless, reports provide some information on how effective and efficient the JP is. MDG-Secretariat and SALASEL JP staff mentioned that biannual Monitoring Reports submitted to the MDG-F Secretariat, have weakness in the narrative

¹² Rural Development: Putting the Last First. Chambers, Robert 1983.

regarding progress on outputs and outcomes, not giving a clear idea of JP progress results oriented. Moreover, it was a SALASEL JP initiative to develop an annual progress report with charts, photos and a very good presentation.

The financial reports of SALASEL JP, doesn't provide adequate data for improving overall project management. The Mission received the same questioning by MIFT representatives.

4.4 Potential Impacts of the Joint Programme

120. This section discusses the progress made so far toward the achievement of strategies and outcomes of the joint programme and the likelihood that programme achievements will have a long-term positive impact on small farmers, women and rural workers and their contribution to the consolidation of the value chain in Upper Egypt.

4.4.1 Potential to Achieve the Programme's Strategy

121. The central issue concerning the potential impact of SALASEL JP is its contribution to the consolidation of the horticultural sector in Upper Egypt, through improved efficiency in most of the elements of the value chain. Despite all the difficulties, it has proved it is possible providing specific examples that could be replicated and out scaled by national projects. In addition, JP has worked with “people in their environment”, creating skills and self-esteem, which are the basis of human development. To measure the impact at the level of small poor farmers, rural workers and women in the medium and long-term impact is a difficult task, because the JP didn't design the tools to perform it.

122. Moreover, the JP is addressing 4 National Priorities; creating employment, fostering investments, improving income levels and improving the standard of living of citizens, plus reducing territorial disparities between Upper Egypt and the rest of the country. No organized data is available to measure how SALASEL is contributing to these priorities, but it's certain it's doing it.

123. Nevertheless, the evaluation revealed that the JP is very relevant in the context of Upper Egypt; most activities will be completed by the end of the JP; and national partners really take the ownership and are engaged in the implementation of the programme. As a result, the list of deliverables produced within the three outcomes of the JP should have a positive impact over the long run on the value chains of horticultural products.

124. The JP contributed to developing the value chain logistics (infrastructure PHC) in Upper Egypt, where the majority are farmers or rural citizens; and directly targeting farmers, women and rural workers. It increased productivity by 24 % and product quality at farmers' level, PHC workers' productivity by three (see Case Study Bayahoo) and also developed initial income generating activities for women. New markets were opened, and new crops introduced. FAs entrepreneurship capacities were initially developed. The JP certainly contributed to raising the awareness and to the development of abilities of some decision makers and development actors to mainstream the necessity of developing a new type of Farmer Organization in order to have the correct institutional and operational framework.

125. Moreover, the effective long-term positive impacts in this sector will depend in the continuation of the activities by Key partners and an improvement in the political and social situation of the country

4.4.2 Contribution to the Implementation of MDGs in Egypt

126. The MDG-F's main objective is to contribute to the attainment of the Millennium Development Goals worldwide. In this case is presented the SALASEL JP contribution to the implementation of MDGs with the use of inter-sectoral approaches in Egypt, towards:

- **MDG-1A:** Through the JP Outcome 1; 1.960 farmers have received direct technical assistance by SALASEL JP, improving their productivity by 24 % and crop diversification. Moreover, a clear increasing tendency exists of MT processes at PHCs. From 1400 MT 2010, 2574 MT in 2012 and 1351 MT in 5-6 months 2013 and expecting other productions. Therefore is contributing “to eradicate extreme poverty and hunger”, by specifically targeting the rural Upper Egypt the most vulnerable region where the poverty incidence is almost double the national average.

- **MDG-1B and 3A:** The JP Outcome 1 contributed to increase the number, days and income of young women working at PHC (see case study Bayahoo). Moreover 2 PHC were certified with ISO 22000, which may open new markets; other initiatives such as family farming and income generative activities for women are clear examples of contributing to “productive employment and decent work and eliminating gender disparities”.
- **MDG-8F:** through outcome 2 the JP developed one new Farmer Company share-based (SALASEL Co). It’s a new entrepreneurial form established by small farmers developing a global partnership for development and focusing one of the limitation for the rural development in Upper Egypt.
- **MDG-7:** Another clear contribution to environmental sustainability was that JP focused on raising farmers’ awareness on the adequate use of pesticides and fertilizers through professional technical advice. This contributed to reduce production costs and environmental impacts, as well as avoiding problems caused by not respecting the pre-harvest pesticides period with a doubly positive effect (but not measured): Food Security/Safety for the general Egyptian population, especially for young children under 5 years of age (MDG1). A young child who consumes fruit and vegetables with pesticides has negative health and nutrition effects. Therefore, JP had a positive impact on family health, especially children and general consumers. Moreover, healthier, safer and certified products decrease barriers to trade enabling export of Egyptian horticultural products to European markets.

127. Considering the achievements of the JP and their potential for long-term impact on the capacity of Egypt to address MDG, they will continue to impact the implementation of MDGs in Egypt, including beyond 2015. The lessons learned through SALASEL JP may enlighten the Government on how it can proceed, especially under the new umbrella of the Post 2015 Agenda where the national goals will be redefined.

4.4.3 Contribution to One UN Agenda and Aid Effectiveness in Egypt

128. The reform of UN development activities is a job in progress; it seeks to strengthen inter-agency coherence and the effectiveness of the UN system at the country level. Moreover, the “ONE UN” is a tool for implementation of the Paris Declaration. The MDG-F through the JP contributes to ensure faster and more effective development operations by establishing a consolidated UN presence - with a single programme, a single budget framework and an enhanced role for the UN Resident Coordinator.

129. The SALASEL JP was a good attempt at implementing the “ONE UN concept” in Egypt and has highlighted the benefits of working together to address multidimensional challenges, such as pro-poor horticultural value chain with the involvement of 4 UN Agencies and 2 national partners. Therefore, SALASEL JP has contributed to build more integrated UN Country Teams in Egypt. It helped to improve UN coordination in supporting the achievement of national goals and outcomes as outlined in the UNDAF (2007-2011).

The office of the Resident Coordinator has played a pivotal role to facilitate and coordinate the work of all UN Agencies. In addition it has assumed the function of focal point between all implementing agencies and the MDG-F Secretariat. The Resident Coordinator has provided strategic leadership and oversight of implementation to ensure that SALASEL JP was on track, promised results were achieved, and participating organizations were meeting their obligations.

130. Previously to 2007, a Joint Programme assessment conducted by the RC Office in Egypt found that “most JP suffer from weak coordination mechanisms, with limited information sharing between stakeholders and no joint decision-making bodies”

131. SALASEL JP has implemented the following coordination mechanisms and harmonization efforts between UN Agencies, such as: Joint Project Management Unit Meetings incorporate all Agencies, activities are implemented in synergy and costs are shared, a unified reporting and monitoring and evaluation system in place. Moreover:

- PMC and NSC are fully functional. There is good representation from all the partners and the members have decision-making authority within their respective organizations. Through the PMC and NSC the 4 Agencies worked on interlinking and harmonizing their activities within the work plan to avoid duplication of efforts and to capitalize on the available resources
- RC office facilitates the coordination process and provides continued support to the PM, PMC and NSC.
- There is strong national ownership and interest.
- Bilateral and multilateral meetings are conducted to discuss progress, challenges and possible solutions.
- Decisions are taken jointly.

- Adjusting the Results and Resources Framework to eliminate redundancy to ensure better coordination in implementing activities.

SALASEL JP has attained the following interagency coordination indicators¹³:

- 17 managerial practices (financial, procurement, etc) implemented jointly by the UN implementing agencies for MDF-F JP,
- 10 joint analytical tasks (studies, diagnosis) undertaken jointly by UN implementing agencies for MDG-F JPs
- 20 joint missions undertaken jointly by UN implementing agencies for MDG-F JPs

132. Moreover, the Programme Manager had contributed at implementation level for practical improvement of UN coherence and efficiency related to the 4 UN Agencies; developing inside the PMU a sense of union, “Team spirit” which people from outside and beneficiaries clearly perceive.

133. Finally, something that needs to be addressed in implementing these joint programmes is how the different rules and procedures to implement programmes for the different UN agency might hinder smooth implementation of these joint programmes thus preventing the effective implementation of the “One UN” concept. Applying effectively the “One UN” concept necessitates the harmonization of these rules and procedures. The different financial procedures of different agencies created an extra burden on the project management unit (PMU).

4.4.4 Contribution to Aid Effectiveness in Egypt

134. The Government of Egypt (GoE) and Egypt’s Development Partner Group (DPG) translated in August 2009 the principles embodied in the Paris Declaration and the Accra Agenda for Action (AAA) on aid effectiveness (ownership, alignment, harmonization, managing for results, and mutual accountability) into a local document, named the **Cairo Agenda for Action (CAA)**. In July 2010 the GoE defined the key priority areas on which Egypt’s development partners will base their future aid plans within a unified vision for the next five to ten years. A 2011 Survey on Monitoring Aid effectiveness¹⁴, mentions that “Egypt has made progress in meeting many of the Paris Declaration 2010 targets, including those for alignment, ownership and management for results. On the other hand, no targets were met for the indicators on harmonisation and mutual accountability”.

135. The SALASEL JP is a step forward contributing to the national implementation of the Paris Declaration, the Accra Agenda on Aid Effectiveness and the Cairo Agenda for Action, but it’s also a continuous learning process, and some elements needs to be improved in the future. Below are the 5 key principles related to aid effectiveness:

a) Alignment: SALASEL JP is well aligned with (i) National Priorities 3 and 4 defined by GoE: 'Improve income levels and care for limited income citizens', and 'Improve the standard of living of citizens and upgrade services' (Points 3 and 4 of the Government Programme); (ii) makes use of national development strategies oriented towards giving a priority to Upper Egypt in the investment and development programmes; (iii) the selection of the governorates of Qena, Beni Suef and Minya was done in accordance of infrastructure, private sector presence, the pursuing of a continuity strategy, and the compatibility with ongoing national investment plans; (iv) SALASEL JP contributed providing technical co-operation to strengthen M&E capacity in MIFT, during JP implementation, which contributed towards a supervision with improved management of the SALASEL JP. The SALASEL JP also trained the experts of the MoA in Upper Egypt in Good Agricultural Practices generated by SALASEL, to ensure MoA greater ownership of the process and build increased technical capacity for the future.

b) Ownership: in spite of the constraint of the revolution (January 2011) with changes in senior management and the focal points assigned to the JP, the SALASEL JP ownership is considered highly positive. Moreover, since September 2011, the MIFT had a focus point with a team in a continuous manner until the finalization of the JP, which conferred stability and enabled the following results:

- National level: Key Ministry partners (MIFT and MoI) participate very actively in the National Steering Committee (NSC); they also are actively involved in the decision making process of the strategic implementation at PMC and

¹³ Monitoring report Dec 2012.

¹⁴ OECD. Aid Effectiveness 2011: Progress in Implementing the Paris Declaration – Volume II Country : Egypt

Agribusiness Project Committee. Especially the MIFT ownership and commitment has been shown in the great attention directed to close follow up of the JP implementation. Much importance was given to improve project management and implementation, through improving M&E logframe and indicators, ownership of FAs, progress reporting, Sustainability strategy, marketing opportunities, looking for synergies between JP and ongoing agro-industries services, incentives directed by GoE to Upper Egypt, etc.

However, national ownership had some limitation. Although UN development system’s agencies endorsed the principle of “national execution”, in practice, SALASEL JP was originally defined to operate under the “direct execution” modality. This way reduces national counterparts from controlling budget administration and to some extent in decision making process. To be able to meet future targets on ownership, the presentation of financial information should be improved for comprehension, even more when results-based management and mutual accountability are core pillars.

- **Local and citizen level:** the JP adopted local ownership (FAs and farmers) as a pillar from the start. It targeted farmers’ associations and reached out directly to them through advisory services. The success of the new practices promoted a new culture and created a strong sense of farmers and FAs ownership. The new Good Agricultural practices (GAP) developed by SALASEL, contributed to an increase of 24 % in average productivity for 1960 farmers’ of Upper Egypt.

Also, JP contributed in creating mechanisms allowing citizens to discuss, participate in decision-making processes and hold the government accountable on Agricultural Cooperatives. JP promoted through a National Forum on Cooperatives and studies, the recommendation to reconsider the general policy of the agricultural sector and its Institutions, based on a consultative process.

- **Women:** moreover, the election of women’s committees within the farmers’ associations represented a breakthrough in dispersed conservative communities. In 2011, scattered women in Upper Egypt participated in the first women’s committee elections in Egypt. Through their role on the committee, they represent the needs and demands of female farmers and work to empower local women and strengthen their role in the wider community. The project gave expression to the interest of women to participate in their own development; for example developing income generating activities at home or nearby.

c) Mutual accountability: The governance mechanisms promoted by the MDG-F at SALASEL JP, the NSC and PMC are co-chaired by both a government (MIFT) and a UN representative, promoting mutual accountability in the design and the implementation. These useful platforms contributed for information sharing, engagement, coordination and dialogue. Balanced mechanisms that support accountability and political stability are required for stakeholders to participate effectively in mutual accountability frameworks. In this case, the role of PMC and PMU was not clear and affected the implementation process till the end of the JP; therefore roles and responsibilities of all partners must be clarified from the outset. SALASEL JP was one of the projects included in the assessment within the second phase of Egypt’s Mutual Accountability Framework (NSC minute 14may 2012)

d) Managing for Results: the MTR workshop for improvement of M&E system of SALASEL JP, contributed to strengthen M&E units in MIFT. Introducing results-based management (RBM) arrangements is one deliverable of the Cairo Agenda for Action, and with SALASEL JP an initial scoping has taken place. MIFT gave a big push in this line, strengthening capacity to undertake such management and emphasising a focus on results.

e) Harmonization: The Paris Declaration focuses on the use of common arrangements within programme-based approaches (PBAs). SALASEL JP it’s a joint Inter-Agency programme with 4 Agencies and also integrates UNDAF which is also considered a programme base of UN family. Harmonisation of aid delivery procedures and the adoption of common arrangements help reduce duplication of effort and lower the transaction costs associated with aid management. SALASEL JP has attained the following interagency coordination indicators¹⁵ contributing to a more integrated aid strategy implemented on the ground:

- 17 managerial practices (financial, procurement, etc.) implemented jointly by the UN implementing agencies.
- 10 joint analytical tasks (studies, diagnosis) undertaken jointly by UN implementing agencies.
- 20 joint missions undertaken jointly by UN implementing agencies

¹⁵ SALASEL Monitoring Biannual report Dec 2012.

With regard to other Donors’ coordination and harmonization is related mainly to the initial and final phase. SALASEL JP (implemented with a Spanish Fund) was built on the experience of an USAID project which developed previously 3 PHC and many FAs. The MIFT (key governmental partner) within the Sustainability Plan and post-JP interventions is providing the coordination to continue and upscale JP activities, with finance from Italy, USAID, or AdDB. As a result, the MIFT is on track to develop a country-owned programme for the horticultural sector focusing rural poverty pockets in Upper Egypt, and establishing a single budgetary framework that captures all resources (both national and external).

4.5. Sustainability of the Joint Programme

136. This section analyses the potential for the long-term sustainability of programme achievements. It is an indication of whether outcomes (end of programme results) and positive impacts (long-term results) are likely to continue after the programme ends.

4.5.1. Sustainability of Results Achieved

137. The present assessment highlights that sustainability of JP results needs to be ensured with post project interventions; specially while considering the JP time span of 3 year and that most JP activities are part of long term initiatives. Farmers require continuation of extension and technical advice to be consolidated. The Farmers Associations needs some further management capacity. Therefore, deliverables requires being included into national programmes and also through follow up activities funding by international funded programmes/projects.

138. The MTR noted that there was no JP sustainability strategy defined. The MIFT showed their ownership, having a significant role to assure the sustainability after closing. Therefore, on March 2012 SALASEL JP developed a sustainability strategy¹⁶, defining 6 areas of intervention till the end of the project, including the responsible agency. These are:

- a) **Access to Technical Information (UNIDO/ATC)**
 - Exchange knowledge with the extension departments and officers of MARL
 - Promote adoption of the project’s technical assistance model by relevant Governmental committees.
 - Cooperate with other ongoing/upcoming development programs, in particular the Green Trade Initiative (UNIDO).
- b) **Facilitation of Market Access (UNDP)**
 - Transfer knowledge and technology from local and international trade shows
 - Ensure that high quality production inputs are used
 - Support the FAs in contracting different hyper markets
- c) **Knowledge management (UNIDO, ATC, UNDP, ILO, UN Women)**
 - Document knowledge gained and lessons learnt in form of reports, manuals and courses.
 - Share technical information with farmers associations and relevant institutions of the MIFT and MoA.
 - Make agribusiness courses available on Etrace E-learning platform.
- d) **Revolving Fund/Asset Transfer Management/Working Capital (UN Women, ILO, UNDP)**
 - Link farmers with existing MFIs or revolving funds to be set with other UN organizations.
 - Discuss fund mechanism with SFD to monitor and control this capital for at least 3 years after the project shut-down.
 - Provide the FAs and PHCs with working capital
 - Cooperate with financial institutions such as the Social Fund for Development (SFD) to monitor and control this capital for at least 3-4 years after the project shut-down.
- e) **Operations of New Business Units (ILO)**
 - Develop feasibility studies of potential horticulture business development units for FAs
 - Provide FAs with grants and technical assistance for establishing feasible BDS units
- f) **Policy Advocacy and Framework (UNDP, GOE)**
 - Develop and share studies and policy briefs with the GoE
 - Advocate and lobby for the identified policies
 - Follow up the set-up of policy initiatives with relevant policy and regulatory bodies by Governmental Implementation Partners
 - Train farmers to advocate and negotiate collectively

Most of these activities were implemented, mainly with positive results.

¹⁶ Salasel Sustainability Strategy. March 31. 2012

139. The mission conducted several interviews with Key partners and other organizations; many are planning to continue or upscale SALASEL activities. Below a draft of a current set of proposals for post project interventions is presented. There are various initiatives, with differing visions, which require coordination.

140. The MIFT (key governmental partner) will continue JP activities, through two alternatives:

a) Under the frame of the **Agriculture and Agro-industries Technology Centre (ATC)**, this belongs to the MIFT. This is one of the main mechanisms for ensuring the continuation and scaling up of the JP with Government resources, with the purpose of up scaling processing capacities in Upper Egypt. Authorities of ATC have already planned to:

- Recruit part of actual SALASEL JP Staff (10-12 technicians), to continue technology transfer to farmers.
- Assume the rent of three regional SALASEL offices in Assuit, Luxor and Beni Suef, from July onwards.
- ATC already requested the MIFT the transfer of all JP assets, but this is not decided yet.
- MIFT elaborated an assets inventory (cars, PC, etc.) for the Cairo office plus 3 regional field offices. A high official meeting will be held promptly to define the most suitable way for future use of JP assets to support the continuation or commencement of other projects which will be starting in the near future. In case this model succeeds, the ATC may upscale it with finance from AdDB.
- Moreover, AfDB has already provided a grant to the MIFT to sustain SALASEL field offices technical advice services after 30 June 2013 for at least six month in order to monitor the programme and if succeeded in attracting farmers, AfDB will change the lending terms and conditions for their funds with SFD (paragraph 141).

b) **Green Trade Project:** Although very important, it's not yet defined how and in which way SALASEL activities will be included in this big initiative. GoE and the Italian Government signed an agreement in November 2011 for the implementation of this project, which is financed by an Italian grant of 50 Me. The objective is to support the competitive situation of Egypt's agricultural products in the markets of the European Union. This will contribute to boost Egyptian exports to Europe and finance projects of food security, education, agriculture and environment. The Green Trade Initiative (GTI) will be implemented by the United Nations Industrial Development Organization (UNIDO) in partnership with the Ministry of Industry and Foreign Trade (MIFT) and in collaboration with the Ministry of Agriculture and Land reclamation and the Ministry of Transport.

141. **Social Fund for Development (SFD):** the SFD will provide working capital and technical support by implementing the “Revolving Loan Fund for Farmers Associations”, created with allocated resources from SALASEL JP (UNDP: 100.000 USD + ILO: 50.000 USD), implemented through a MoU between UNDP, ILO & SFD which was signed in 10 June 2013. The objective is to provide working capital through soft loans, for members of the 16 FAs of Upper Egypt related to SALASEL JP, to fill the financial gap when signing contracts with buyers, to finance production inputs for small farmers and other agricultural activities required for the horticultural industries development. The mentioned MOU includes an article stating that the Revolving Fund will be overseen by a Management Committee composed of ILO, UNDP and SFD representatives and is open to include additional members if needed. The committee will be responsible for approving all the loans and will be monitoring the progress as well as the movements in the bank account holding the revolving funds. The generated interest on the money will be used to cover audit fees and the agreement is for three years that can be extended based on the decision of the revolving fund management committee or alternatively gets into a larger revolving fund which is the main objective of this pilot revolving fund. The funds will be reported as expenditure for SALASEL directed to SFD. The technical support will be provided by experts recommended by SALASEL or SFD and the cost will be paid by the beneficiaries or another arrangement to be decided by management committee.

On the other hand, SFD was interested in joining this initiative and to run the fund without fees aiming to expand the mechanism to utilize IFAD and AfDB fund (tens of millions of dollars) that are already entrusted to the SFD and allocated to small farmers, but farmers are showing no interest in loans under prevailing set up.

142. Ministry of Agriculture and Land Reclamation: SALASEL JP is partially doing the task of the MALR, through the extension service to farmers. Although SALASEL provided some technical training to local staff of MALR, and some coordination in campaigns against pests, very few links existed. MIFT representative at last meeting of NSC propose the possibility to include MALR in the process. If it's desired to generate the small farmers' development with a pro-poor approach, this undoubtedly requires integrating the MoA. For this purpose, the MoA needs to update their strategies and allocating resources for this purpose. Therefore is necessary to present SALASEL JP results and lessons learned such as dried horticulture crops and green houses to Influence public policy.

143. UN Nations Agencies:

- UNIDO/UNDP: may contribute through the Green Trade Initiative (GTI) and other projects.
- ILO: will continue the work for this programme¹⁷ through other projects supported by ILO especially the ones promoting youth employment, and building abilities of cooperatives through training of trainers in governorates. There is the new joint programme titled “Human security through inclusive socio-economic development in Upper Egypt” which started in Minya aiming at encouraging women and youth employment through promoting jobs within the agribusiness by providing them with necessary extension services. In addition, ILO will continue to support the PHCs through a new regional project targeting economic empowerment of women in both Egypt and Tunisia.

144. AfDB is studying the possibility of financing SFD and ATC in order to carry on and extend the achievements of SALASEL.

145. USAID: is in the process of designing a new Programme for the next 5 years in Upper Egypt for horticulture and the value chain, Food Security and Nutrition. They plan to contact the 3 PHCs and FAs of Upper Egypt again in the future.

146. Farmers Associations: A minor number of FAs have raised the possibility of contracting a lower cost technician with their own funds to continue supporting its members, given the success of SALASEL. Perhaps, a simple way to assure sustainability of results achieved may be to support this kind of direct assistance to FAs so that they can continue with farmers follow up.

147. Lastly, in spite of the great efforts of all the persons and institutions involved in SALASEL JP to assure the sustainability of its effects, a stable social and political climate is required. The current situation in Egypt as the project finishes (June 2013) may severely limit this process begun by the MDG-F.

¹⁷ Minute NSC 30 May 2013.

5. MAIN CONCLUSIONS

148. Below are presented the main conclusions of this final evaluation, which are based on the findings of the evaluation. They are structured around the major evaluation criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

➤ Relevance

Conclusion 1:

The SALASEL JP has been relevant in supporting the horticulture value chain in Upper Egypt, but the initial strategy for the value chain was incomplete and pro-poor approach continues to be unclear.

SALASEL JP has ambitious targets that clearly go beyond the implementation period. It seeks to reduce poverty improving the efficiency of the horticultural system in Upper Egypt. Mainly developing the supply side of the value chain: i) introducing farming, industrial and marketing innovations and new practices to improve efficiency and linkage with new markets; ii) upgrading PHCs to include them in the supply market chain; iii) enhancing the capability of farmers, rural and agro industrial employees, Farmers Associations and PHC to improve efficiency of the horticultural system iv) building bridges between businesses and poor people for mutual benefit in the supply chain, in the workplace and in the marketplace; v) engaging in policy dialogue about key policy, regulatory, institutional issues and increasing awareness of key decision makers and development actors.

The implicit JP strategy was not clear enough from the start. On one hand, the focus was on the economic growth of horticultural sector, increasing farmers’ production, processing capacities, entrepreneurship abilities, etc. in order to stimulate the engine of poverty reduction. On the other hand, there were no direct agricultural activities at rural poor or funds included to foster production, improve quality of produce, etc., at farm level. The value chain concept was clearly incomplete; the pro-poor approach for more equitable integration in the development process appears up to certain extent to be unclear.

Conclusion 2:

The SALASEL JP has been relevant according to the UNDAF priorities, the MDG Goals and the MDG-F Thematic Window, and in “Delivering as One”

The SALASEL JP programme is considered relevant to UNDAF priorities, well aligned with the MDG-F goals and principles, and the MDG-F Thematic Window “*Development and the Private Sector: Inclusive markets and Pro-poor development*”. The latter through the 5 priority areas:

- Innovation: adapting products and processes to win new markets,
- Investment: removing market constraints & upgrading equipment
- Capacity building: leverage up the strengths of the poor as producers and consumers
- Partnership: combining resources, knowledge and capabilities with others
- Advocacy: engaging in policy dialogue with the Government.

It was also a good demonstration for the UN Agencies to develop together a common programme including the alignment of their intervention strategies in Egypt with regard to horticultural value chain in Upper Egypt. It was a good demonstration of the “Deliver as One” model based on four common elements: One UN Programme, One Budgetary Framework, One Leader and One Office.

➤ Effectiveness

Conclusion 3:

The expected results of SALASEL JP will be mostly achieved, but to differential and uneven extent

The review of the JP situation indicates that most activities will be almost completed by the end of the programme and expected results will be mostly achieved, but to differential and uneven extent:

Outcome 1: The consolidation of horticultural value/supply chains of Upper Egypt is addressed by the clear increasing tendency of MT processes at 3 selected PHC. Clearly SALASEL JP has initiated the process and will be achieved at the end of 2013. The elements to achieve this was through direct technical support to 1.960 farmers, the introduction of good agricultural practices (GAP) and an average 24% increase in productivity in the five selected crop. At the level of women, focus groups showed the big improvement in “women self-confidence”. 6 women’s committees in the targeted FA. Another big achievement is the improvement in human capital. The SALASEL JP young technical team has developed an interesting agricultural experience. Moreover the projects have trained 150 fresh grad agronomists to meet employment market needs.

Outcome 2: finally at the end of the project was possible to implement the recommendation of the MTR to include a revolving fund for direct beneficiaries (farmers and women). The MoU was signed on 10 June 2013 by UNDP, ILO and SFD. So farmers haven’t received any funding yet, but the SFD will implement it soon. Regarding the limitations of legal status of producers’ organizations developing shareholding companies, as an example of the “new vision” of horticulture in Upper Egypt is the other component of this outcome. As a result, 2 shareholding companies were established: SALASEL Co with interesting perspectives which require to be analysed in relation to the future national policy on adapting or creating new legal farmers organizations (outcome 3) and Goodies Co with some restrains.

Outcome 3: only 2 studies have been done: cooperative law and assessment on all bottlenecks affecting FAs. Both were recently completed and delivered to Egyptian Shura Council. A MoU was prepared to reconsider the general policy of the agricultural sector and its institutions. On these topics no changes have been considered yet by the GOE or Shura Council. This outcome is obviously affected negatively by the socio-political situation in Egypt. Recently, Key Government partners requested the studies to analyse them.

Conclusion 4:

The SALASEL JP has developed ways to unlock incremental innovations and processes to win new markets, through Good Agricultural practices

8 new practices and processes have been implemented by SALASEL JP. Examples, such as Greenhouses and irrigations systems, tomato sun driers, compost units, small fresh vegetables packing unit, nurseries for good quality seedlings, and linkages with big agro industries located in Upper Egypt, are ways of jobs creation including women, increasing productivity and income. All with the required technical assistance to implement them. These 8 experiences were validated and need to be replicated to other localities of Upper Egypt with the adequate technical assistance.

➤ Efficiency

Conclusion 5: The SALASEL JP has been well managed, according to its limitations

SALASEL JP faced the existing reality (incomplete project design + the little time available + complex key management and coordination arrangements + political instability) which limit the implementation of a value chain with a pro-poor approach. Therefore, the Programme Management gave priority to obtaining concrete achievements within the possibilities, but made few mistakes for example due to the lack of clarity as to “who were the beneficiaries of this project”. Moreover, the Programme Management Unit has contributed at the implementation level to practical improvement of UN coherence and efficiency in relation to the 4 UN Agencies.

With the change of government in 2011, the GoE through MIFT look to exercise their ownership and gave great importance to SALASEL JP. To do so name one focal point with a team since September 2011, seeking to generate continuous improvements in the implementation of the JP and made important efforts to integrate the SALASEL JP into its institutional vision and of the action of the GoE in Upper Egypt. However, there were certain disagreements in the implementation with PMU.

Conclusion 6: The funds management has permitted the use of the financial resources

Based on the information reviewed by the Evaluation Team, although the JP had a late start and due to the extended period, most of the numerous activities have been implemented. At the date of 13 June 2013, the JP has made important overall progress in disbursement and commitment, representing almost 96 % of the total funds (not including support costs per Agency). These figures might be improved at the end of the JP

Conclusion 7: The process ownership at national and local level is positive

In spite of, the existence of the Revolution and all the limitations considered, the SALASEL JP ownership is considered positive at all levels:

National Level: representatives of the MIFT and MoI have demonstrated interested and ownership in several opportunities at the NSC, PMU. It is important to highlight as a vital aspect of national ownership, the continuity of the focal point of the MIFT and its team since September 2011 until the end of the JP. The MIFT ownership and commitment has been shown in the great attention directed to a close follow up of the JP implementation and/with the formulation of the ministerial committee (Agro-business Committee) by the decree number 683/2011. The MIFT is on track to develop a country-owned programme for the horticultural sector focusing rural poverty pockets in Upper Egypt. It's a clear indicator of ownership.

Local level: The JP adopted local ownership (FAs and farmers) as a pillar from the start. It targeted farmers' associations and reached out directly to them through advisory services. The Programme's technical interventions were designed to upgrade farmers' horticultural skills responding to their technical needs (pest control, fertilization, irrigation). The success of these new practices promoted a new culture and created a strong sense of ownership.

Women: The election of women's committees within the farmers' associations represented a breakthrough in dispersed conservative communities. The project gave expression to the interest of women to participate in their own development; for example developing income generating activities at home or nearby.

Conclusion 8: The monitoring and evaluation system did not completely fulfil its objective

Despite the technical capabilities and desire to do things properly, the result indicates that the monitoring & Evaluation process did not fulfil its intent well, due to many factors:

The initial lack of clarity of the programme had a strong influence on the things to be evaluated and how this was done. The Baseline Survey developed was not representative as a baseline. The LFM with indicators was revised almost 2 years after JP started, to improve the coherence inside the logic Framework, particularly with new OVI. But many new indicators haven't baseline indicators. End results evaluation was detected by the mission producing bias on the final data of farmers and PHC production.

Moreover, the information provided in the progress reports is more focussed on deliverables as opposed to also measuring the achievements at a higher level. This weakness of the monitoring system is also compounded by the fact that there are no indicators for measuring how well the JP is progressing toward its overall objective for example: to increase income of small farmers.

➤ Impact

Conclusion 9: The JP achievements will have a long term positive impact on the consolidation of the horticultural sector in Upper Egypt

The central issue concerning the potential impact of SALASEL JP is its contribution to the consolidation of the horticultural sector in Upper Egypt, through improved efficiency in most of the elements of the value chain. Despite all the difficulties, it has proved it is possible providing specific examples that could be replicated and out scaled by national projects. In addition, JP has worked with “people in their environment”, creating skills and self-esteem, which are the basis of human development. To measure the impact at the level of small poor farmers, rural workers and women in the medium and long-term impact is a difficult task, because the JP didn't design the tools to perform it.

➤ Sustainability

Conclusion 10: The achievements of the JP in showing a way to develop the horticultural sector in Upper Egypt and in implementing a sustainability plan generated the interest and the inclusion of organizations necessary for its continuation through post Project interventions. But these require some minimal coordination, and some degree of political and institutional stability of the country

The mission conducted several interviews with Key partners and other organizations; many are planning to continue or upscale SALASEL with post project interventions. But these various initiatives, with differing visions, require some coordination at Government level.

In spite of the great efforts of all the persons and institutions involved in SALASEL JP to assure the sustainability of its effects, a stable social and political climate is required. The current situation in Egypt as the project finishes (June 2013) may severely limit this process begun by the MDG-F.

Overall Conclusion

JP has generated important knowledge about how to develop the horticultural value chain in Upper Egypt. It would have benefited from a broader pro-poor approach and longer implementation period. The use and dissemination of results by Governmental partners is the key for its long term impact.

6. LESSONS LEARNED

149. Based on the review of project documents, interviews and meetings with key informants, and the analysis of this information, the Evaluation Team present the following lessons learned.

6.1 JP Project Level

- The SALASEL JP has demonstrated that farmers of Upper Egypt can clearly improve productivity and be included in the value chain development process.
- Future Pro-poor projects for rural areas require a clear definition of beneficiaries (pro-poor target); with an adequate strategy benefit the selected population through resources allocation. This clear definition of “who” the project targets will contribute to avoid some bias, such as Goodies and FA not representing poor farmers. Also, the field Team agronomist requires a good technical agricultural knowledge but complemented with a pro-poor rural development approach. Including women in field office facilitates the daily work with farmers.
- The need to have more realistic and agreed expectations of complex JP such as SALASEL. It’s not able to address all problems related to financial and non-financial services that support the small poor farmers and the whole value chain in a short period of time. However it can succeed in resolving some of them, while well documenting the experiences and lessons learned for future guidance. The leading objective should be more focused to develop a successful model that can be up-scaled and replicated in other parts of Egypt.
- Overseas visits require specific and clear criteria of selection agreed by NSC to avoid duplications for some people to travel more than one trip; transparency should exist. Moreover, a pre-study in selecting these will maximize the benefits of such OST

6.2 UN system

- Multiple UN agencies’ programme implementation processes may hinder smooth programme implementation, thus preventing successful implementation of the “ONE UN” concept. Applying this concept effectively requires harmonizing these rules and procedures. SALASEL evidence shows that the agencies’ differing financial procedures placed an additional problem on project implementation by the PMU.
- JP government bodies, with the support of the UN system, have provided contention and institutional balance in a time of strong national institutional instability, which has allowed the continuation and completion of the JP.
- Lost time is not retrieved within a short span project. The skills and abilities of the UN system as a whole were not visualized at their best. The fast track methodology with the needs assessment in the inception period was not adequate in this case for a good strategic implementation.

6.3 Government of Egypt

- The existing legal status of producers’ organizations is inadequate for actual farmers’ requirements in order to attain consistent socio-economic development of rural areas. The JP project has sought institutional alternatives, such as the development of Companies and/or cooperatives. Discussion Forums have been implemented. A national policy which adapts or creates new legal frameworks for farmers’ organizations is required.
- Despite all the problems, the national government is the only one which can change the situation, building on the positive aspects of this project, in conjunction with other governmental social policies.

7. RECOMMENDATIONS

150. Based on the findings of this final evaluation, the following recommendations are suggested for the JP, future national programmes and for the overall MDG-F initiative.

7.1 Recommendations for the Joint Programme

Recommendation 1: To disseminate the achievements, lessons learnt and technical knowledge developed by the JP, at several levels

The JP accumulated a large body of knowledge on global horticultural value chain, entrepreneurship, technical assistance to farmers and development of appropriate farming technologies in Upper Egypt. This valuable information needs to be accessible and be disseminated at several levels:

- General Public.
- Farmers and their Associations
- Value chain system in general
- Governmental organizations
- Other donors

Recommendation 2: To allocate remaining/non committed funds of the JP to implement and disseminate the appropriate technologies developed by SALASEL

In spite of the short period remaining, the proposal is to use the remaining budget (less than USD 250.000), and considering the MDG-F fund management rule that all commitments must be made before next 30 June; it is critical to study the possibly to reallocate remaining funds to:

- implement practical activities focused on small farmer
- and dissemination (recommendation1)

7.2 Recommendations for the MDG-F Initiative

Recommendation 3: To strengthen formulation, M&E guidelines and their implementation.

Based on conclusions from this evaluation, it's suggested to revise and strengthen the guidelines used to formulate the JPs at the design stage at national level, the M&E and the requirements criteria for final selection by MDG-F. The recommendation focuses on two main areas:

- The JP document should contain a clear rationale for the programme, with a well-defined identification of end beneficiaries, their needs and how to tackle their constraints in a feasible way with the available time and resources. Evidence shows that good initial formulation leads more often to good implementation and sustainable achievements.
- Each JP should have a clear goal and objective statements, including performance indicators measuring progress made toward achieving the overall objective of the programme. Currently, the emphasis is mostly on outcomes, outputs and planned activities. It is necessary to assure the monitoring progress at a higher level to provide monitoring information on the “chain of results”. Training on these issues and monitoring the correct implementation of M&E is clearly suggested.

Recommendation 4:

To formulate JPs with a longer period in order to provide sufficient time to achieve poor farmers’ sustainable development

Based on conclusions from this evaluation. Originally the JP was approved for three years. This is a very short timeframe for any development initiative trying to develop farmers’ abilities with a pro-poor approach, which needs a long process of at least 5 years; moreover if, it also includes development of new policies and legislation.

Recommendation 5:

To review the management and administration modalities of UN agencies and explore how to better harmonize and unify these modalities for future JPs

This recommendation is based on the review and defined as a lesson learned. Each UN agency has its own set of rules and procedures to implement programmes and projects, specially the “accounting procedures”. When it comes to working together, these differences are exacerbated and most of the time it makes the implementation of these joint programmes a burden to the PMU. In order to effectively apply the “One UN” concept it’s suggested for future JP the need to develop a “special unified and complete management system” for JPs, including the accounting procedures.

7.3 Recommendations for Government of Egypt.

Recommendation 6:

To define a comprehensive development strategy of Upper Egypt, including a pro-poor focus and building on the knowledge generated by SALASEL JP

The absence of a defined strategy for the JP implementation, led to the development of many different approaches towards the value chain in Upper Egypt. Some were successful, others not, some focused on the poor and others not.

The next step is to define an overall government strategy for Upper Egypt at the territorial level, integrating government and private investments with poverty pockets, including territory mapping. At this level, remains to be seen how the different proposals of JP SALASEL can be integrated to it. Some examples:

- The investments in Agribusiness promoted by the Government at Industrial zones may be used to purchase the horticultural production from the surrounding farmers, but should also involve a pro-poor approach. Eg. SHAHRAZAD factory.
- Develop the existing unused PHC eg. Dendara. Active promotion of investment by major exporters or Joint ventures. The PHC has the infrastructure to export with proximity to Luxor airport.
- Direct links between FA and Traders.
- But always considering that a pro-poor focus requires time and sometimes is inefficient comparing with large farm development.

Recommendation 7:

To take advantage of the developed knowledge, the organized structure/staff and the manner of insertion at the farmers’ level for integral replication and scale up in Upper Egypt

The SALASEL JP has developed important technical knowledge, and organized structure with 3 field offices and almost 18 agronomists trained, 3 marketing officers, plus other technicians. Their integration at the farmers’ level and FAs, their acceptance and recognition is something that Upper Egypt cannot loose.

Key Governmental partners are recommended to take clear advantage of this situation, maximizing institutionalization, replication and scaling up of results.

Recommendation 8:

Inclusion of Ministry of Agriculture in future programmes with pro-poor farmers’ approach

If it’s desired to generate the small farmers’ development with a pro-poor approach, this undoubtedly requires integrating the MoA. For this purpose, the MoA needs to update their strategies and allocating resources for this purpose. Therefore is necessary to present SALASEL JP results and lessons learned such as dried horticulture crops and green houses to Influence public policy.

Recommendation 9:

Design appropriate technological packages for the production by poor farmers

A programme which studies the incorporation of poor farmers into the development process requires a series of elements to enable the lifting of restrictions on production, such as technical assistance, access to capital, markets and organization. But it is also vital to include a package of low cost and replicable technologies which are appropriate to the resources and production options of this population.

Institutions such as the Ministry of Agriculture and other organizations of the civil sector which work with these populations should be included in the identification and the technological design of these processes.

Recommendation 10:

Coordination and cooperation between national partners, UN agencies and donors is required to continue and scale up the JP activities

The Mission has positively detected the existence of initiatives from several organizations to continue with post-project SALASEL activities, working with similar PHC and FAs: These are:

- MIFT: with “Green Initiative” and ATC.
- SFD
- UNDP, UNIDO, ILO, UNIFEM
- USAID

The MIFT with the knowledge and experience obtained through SALASEL JP is in good position to perform the coordination between Government Partners, UN Agencies, donors and future beneficiaries. This will promote a positive use of resources (Aid effectiveness). Including the human resources trained by SALASEL JP.

Recommendation 11:

Analyse in greater depth the extent of results of the SALASEL JP within a pro-poor approach.

The poor farmers’ income is inferred to be greater with JP activities, but it doesn’t provide analysis on the real income of small farmers. These studies should be undertaken in order to adjust the results and the strategy of the value chain with pro-poor approach in the horticultural sector of Upper Egypt. It’s possible to generate information on some SALASEL results. To go more deeply into the analysis started by the Evaluation Mission presented in Case Study PHC Bayahoo. For example: ¿How is the increase in supply of production and income, which generated the increased processing by the Bayahoo PHC, distributed among small and large farmers, in the 2009 -2012 period?

Recommendation 12:

Draw up an analysis of the strategy of developing new Companies

SALASEL Co. appears initially, as an interesting and positive initiative of the JP to solve the limitations of legal status of producers’ organizations. But also has some restrains, such as having to pay taxes and the possibility (to some extent) being transformed in a new type of middleman for small farmers in the near future. The JP doesn’t have clear conclusions yet. Therefore, for future projects this aspect needs to be analyzed in relation to the future national policy on adapting or creating new legal farmers organizations

Recommendation 13:

Link with environment issues and irrigation systems

Since Egypt will face in the coming future a clear problem in water shortage coming from Nile resources; Government bodies and UN organization needs to allocate funds to promote the adoption of better irrigation system: from flood irrigation to modern irrigation. These new systems might positively affect the productivity per acre in the first year. In the area cultivated with fruits and vegetables it’s a good option. This is very important to avoid shortages in water availability in the near future.

ANNEXES

Annex 1: Terms of Reference (TORs)

ToR for the Final Evaluation of

“Pro-Poor Horticulture Value Chains in Upper Egypt” Joint Programme

GENERAL CONTEXT: MDG ACHIEVEMENT FUND (MDG-F)

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG-F supports joint programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples' life in 50 countries by accelerating progress towards the Millennium Development Goals and other key development goals.

The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 130 joint programmes in 50 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The MDG-F Monitoring and Evaluation Strategy

A result oriented monitoring and evaluation (M&E) strategy is under implementation in order to track and measure the overall impact of this historic contribution to the MDGs and to multilateralism. The MDG-F M&E strategy is based on the principles and standards of UNEG and OEDC/DAC regarding evaluation quality and independence. The strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes.

The strategy's main objectives are:

1. To support joint programmes to attain development results.
2. To determine the worth and merit of joint programmes and measure their contribution to the 3 MDG-F objectives, MDGS, Paris Declaration and Delivering as one.
3. To obtain and compile evidence based knowledge and lessons learned to scale up and replicate successful development interventions.

Under the MDG-F M&E strategy and Programme Implementation Guidelines, each programme team is responsible for designing an M&E system, establishing baselines for (quantitative and qualitative) indicators and conducting a final evaluation with a summative focus.

The MDG-F Secretariat also commissioned mid-term evaluations for all joint programmes with a formative focus. Additionally, a total of nine-focus country evaluations (Ethiopia, Mauritania, Morocco, Timor-Leste, Philippines, Bosnia-Herzegovina, Colombia, Honduras and Ecuador) are planned to study more in depth the effects of joint programmes in a country context.

The joint programme titled “Pro-Poor Horticulture Value Chains in Upper Egypt” aims to support pro-poor horticulture value chains in Upper Egypt with a view to improving their position in export and domestic markets. This will be done by promoting equitable partnerships between small farmers and private sector

investors in efficient pro-poor horticulture value chains in six Upper Egyptian Governorates namely, BeniSuef, Luxor, Sohag, Menya, Qena and Assiut. The programme approach is innovative with an integrated concept of assisting service providers and end beneficiaries with the objective to develop sustainable agribusiness.

The programme is a joint effort between four UN Agencies (UNDP, UN Women, UNIDO and ILO) in cooperation with the Ministry of Industry and Foreign Trade and the Ministry Investment.

The programme's budget is \$7.5 million. The programme started in December, 2009 and is expected to end in June, 2013.

The programme is comprised of three outcomes:

- Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.
- Entrepreneurial forms of organization established by small farmers
- Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE

This programme contributes to the UNDAF Outcome 3: —By 2011, regional human development disparities are reduced, including reducing the gender gap, and environmental sustainability improved . The programme also contributes to eradicating extreme poverty and hunger (MDG-1) by primarily targeting poverty pockets in areas with more than 65% vulnerability rank1. The programme further promotes gender equality (MDG-3) (women are officially registered at below 18% of the work force while in reality accounting more than 75% of the labor force in agriculture); and developing global partnership for development (MDG-8). It is also worth noting that the programme, will contribute to ensuring environmental sustainability (MDG-7); as tracing agricultural products has a positive impact on the environment and the quality of the produce. In addition, shifting the farmers' attention to serve higher quality markets and export markets will lead them to cleaner production (organic or just with monitored levels of pesticides). This programme is also in line with the current GOE orientation towards giving a priority to Upper Egypt in the investment and development programmes.

The commissioner of the evaluation is seeking high-qualified consultants to conduct the final evaluation, of this joint programme.

OVERALL GOAL OF THE EVALUATION

One of the roles of the Secretariat is to monitor and evaluate the MDG-F. This role is fulfilled in line with the instructions contained in the "Monitoring and Evaluation Strategy" and the "Implementation Guide for Joint Programmes under the Millennium Development Goals Achievement Fund". These documents stipulate that **all joint programmes will commission and finance a final independent evaluation.**

Final evaluations are **summative** in nature and seek to:

1. Measure to what extent the joint programme has fully implemented their activities, delivered outputs and attained outcomes and specifically measuring development results.
2. Generate substantive evidence based knowledge, on one or more of the MDG-F thematic windows by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

As a result, the findings, conclusions and recommendations generated by these evaluations will be part of the thematic window Meta evaluation, the Secretariat is undertaking to synthesize the overall impact of the fund at national and international level.

SCOPE OF THE EVALUATION AND SPECIFIC OBJECTIVES

The final evaluation will focus on measuring development results and potential impacts generated by the **joint programme**, based on the scope and criteria included in this terms of reference. This will enable conclusions and recommendations for the joint programme to be formed within a period between four and six months.

The unit of analysis or object of study for this evaluation is the joint programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the joint programme document and in associated modifications made during implementation.

This final evaluation has the following **specific objectives**:

1. Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase, the baseline investigation report and Mid-term evaluation report.
2. Measure the joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
3. Measure to what extent the joint programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.
4. Measure the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. **(MDGs, Paris Declaration and Accra Principles and UN reform)**.
5. Identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components.

EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA

The evaluation questions define the information that must be generated as a result of the evaluation process. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme.

Design level:

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Millennium Development Goals.**
- a) To what extent was the design and strategy of the development intervention relevant (assess including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership design process)?
- b) How much and in what ways did the joint programme contribute to solve the (socio-economical) needs and problems identified in the design phase?
- c) To what extent was this programme designed, implemented, monitored and evaluated jointly? (see MDG-F joint programme guidelines.)
- d) To what extent was joint programming the best option to respond to development challenges stated in the programme document?
- e) To what extent the implementing partners participating in the joint programme had an added value to solve the development challenges stated in the programme document?
- f) To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results?
- g) To what extent did the joint programme have a useful and reliable C&A strategy?
- h) If the programme was revised, did it reflect the changes that were needed? Did the JP follow the mid-term evaluation recommendations on the programme design?

Process level

- **Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.**
 - a) To what extent did the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained?
 - b) To what extent was the implementation of a joint programme intervention (group of agencies) more efficient in comparison to what could have been through a single agency's intervention?
 - c) To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to efficiency and effectiveness of the joint programme? To what extent these governance structures were useful for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?
 - d) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?
 - e) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
 - f) What was the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency? Where there are large discrepancies between agencies, these should be analyzed.
 - g) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?
 - h) To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Did the joint programme implement the improvement plan?
- **Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions**
 - a) To what extent did the targeted population, citizens, participants, local and national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?
 - b) To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the joint programme?

Results level

- **Effectiveness: Extent to which the objectives of the development intervention have been achieved.**
 - a) To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document? (detailed analysis of: 1) planned activities and outputs, 2) achievement of results).
 - b) To what extent and in what ways did the joint programme contribute:
 1. To the Millennium Development Goals at the local and national levels?
 2. To the goals set in the thematic window?
 3. To the Paris Declaration, in particular the principle of national ownership? (consider JP's policy, budgets, design, and implementation)
 4. To the goals of delivering as one at country level?
 - c) To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results? What kinds of results were reached?
 - d) To what extent did the joint programme had an impact on the targeted citizens?

- e) Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
- f) What type of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
- g) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
- h) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- i) To what extent and in what ways did the mid-term evaluation recommendations contribute to the JP's achievement of development results?

- Sustainability: Probability of the benefits of the intervention continuing in the long term.

- a) To what extent the joint programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the joint programme?
- b) At local and national level:
 - 1. To what extent did national and/or local institutions support the joint programme?
 - 2. Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up?
 - 3. Have operating capacities been created and/or reinforced in national partners?
 - 4. Did the partners have sufficient financial capacity to keep up the benefits produced by the programme?
- c) To what extent will the joint programme be replicable or scaled up at national or local levels?
- d) To what extent did the joint programme align itself with the National Development Strategies and/or the UNDAF?

METHODOLOGICAL APPROACH

This final evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TORs and the availability of resources and the priorities of stakeholders. In all cases, consultants are expected to analyze all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, mid-term evaluations and any other documents that may provide evidence on which to form judgments. Consultants are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The evaluation team will make sure that the voices, opinions and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

EVALUATION DELIVERABLES

The consultant is responsible for submitting the following deliverables to the commissioner and the manager of the evaluation:

- **Inception Report** (to be submitted within 15 days of the submission of all programme documentation to the evaluation team).

This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the joint programme. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. **The report will follow the outline stated in Annex 1.**

- **Draft Final Report** (to be submitted within 15 days after the completion of the field visit, please send also to MDG-F Secretariat)

The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 2 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The draft final report will be shared with the evaluation reference group to seek their comments and suggestions. This report will contain the same sections as the final report, described below.

- **Final Evaluation Report** (to be submitted within 10 days after reception of the draft final report with comments, please send also to MDG-F Secretariat)

The final report will be 20 to 30 pages in length. It will also contain an executive summary of no more than 2 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. **This report will contain the sections establish in Annex 2.**

EVALUATION REPORT QUALITY STANDARDS

The following UNEG standards should be taken into account when writing all evaluation reports¹⁸:

1. The **final report should be logically structured, containing evidence-based findings**, conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16).

NOTE: Using evidence implies making a statement based on valid and reliable facts, documents, surveys, triangulation of informants' views or any other appropriate means or techniques that contribute to create the internal validity of the evaluation. It is not enough to just state an informed opinion or reproduce an informant's take on a specific issue.

2. **A reader of an evaluation report must be able to understand:** the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)
3. In all cases, evaluators should strive to **present results as clearly and simply as possible** so that clients and other stakeholders can easily understand the evaluation process and results.(S-3.16)

¹⁸ See UNEG Guidance Document "Standards for Evaluation in the UN System", UNEG/FN/Standards(2005). http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22

4. **The level of participation of stakeholders in the evaluation** should be described, including the rationale for selecting that particular level. (S-4.10)
5. **The Executive Summary should “stand alone”**, providing a synopsis of the substantive elements of the evaluation. The level of information should provide the uninitiated reader with a clear understanding of what was found and recommended and what was learned from the evaluation. (see Outline in Annex 2 for more details). (S-4.2)
6. **The joint programme being evaluated should be clearly described** (as short as possible while ensuring that all pertinent information is provided). It should include the purpose, logic model, expected results chain and intended impact, its implementation strategy and key assumptions. Additional important elements include: the importance, scope and scale of the joint programme; a description of the recipients/ intended beneficiaries and stakeholders; and budget figures. (S-4.3)
7. The **role and contributions of the UN organizations and other stakeholders** to the joint programme being evaluated should be clearly described (who is involved, roles and contributions, participation, leadership). (S-4.4)
8. **In presenting the findings, inputs, outputs, and outcomes/ impacts should be measured to the extent possible (or an appropriate rationale given as to why not)**. The report should make a logical distinction in the **findings, showing the progression from implementation to results with an appropriate measurement** (use benchmarks when available) and analysis of the results chain (and unintended effects), or a rationale as to why an analysis of results was not provided. Findings regarding inputs for the completion of activities or process achievements should be distinguished clearly from outputs, outcomes. (S-4.12)
9. Additionally, reports should **not segregate findings by data source**. (S-4.12)
10. **Conclusions need to be substantiated by findings** consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. (S-4.15)
11. **Recommendations should be firmly based on evidence and analysis**, be relevant and realistic, with priorities for action made clear. (S-4.16)
12. **Lessons, when presented, should be generalized beyond the immediate subject being evaluated** to indicate what wider relevance they might have. (S-4.17)

KEY ROLES AND RESPONSABILITIES IN THE EVALUATION PROCESS

There will be 3 main actors involved in the implementation of MDG-F final evaluations:

1. The **Resident Coordinator Office as commissioner** of the final evaluation will have the following functions:
 - Lead the evaluation process throughout the 3 main phases of a final evaluation (design, implementation and dissemination);
 - Convene the evaluation reference group;
 - Lead the finalization of the evaluation ToR;
 - Coordinate the selection and recruitment of the evaluation team by making sure the lead agency undertakes the necessary procurement processes and contractual arrangements required to hire the evaluation team;
 - Ensure the evaluation products meet quality standards (in collaboration with the MDG-F Secretariat);
 - Provide clear specific advice and support to the evaluation manager and the evaluation team throughout the whole evaluation process;
 - Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
 - Take responsibility for disseminating and learning across evaluations on the various joint programme areas as well as the liaison with the National Steering Committee;

- Safeguard the independence of the exercise, including the selection of the evaluation team.

2. The programme coordinator as evaluation manager will have the following functions:

- Contribute to the finalization of the evaluation TOR;
- Provide executive and coordination support to the reference group;
- Provide the evaluators with administrative support and required data;
- Liaise with and respond to the commissioners of evaluation;
- Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
- Review the inception report and the draft evaluation report(s);
- Ensure that adequate funding and human resources are allocated for the evaluation.

3. The Programme Management Committee will function as the **evaluation reference group**. This group will comprise the representatives of the major stakeholders in the joint programme and will:

- Review the draft evaluation report and ensure final draft meets the required quality standards;
- Facilitating the participation of those involved in the evaluation design;
- Identifying information needs, defining objectives and delimiting the scope of the evaluation;
- Providing input and participating in finalizing the evaluation Terms of Reference;
- Facilitating the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods;
- Oversee progress and conduct of the evaluation the quality of the process and the products;
- Disseminating the results of the evaluation.

4. The MDG-F Secretariat will function as a **quality assurance member** of the evaluation, in cooperation with the commissioner of the evaluation, and will have the following functions:

- Review and provide advice on the quality the evaluation process as well as on the evaluation products (comments and suggestions on the adapted TOR, draft reports, final report of the evaluation) and options for improvement.

5. The evaluation team will conduct the evaluation study by:

- Fulfilling the contractual arrangements in line with the TOR, UNEG/OECD norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports, and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed

The evaluation team will be comprised of an international consultant and a national consultant. The international consultant will have the overall responsibility for preparing and submitting the evaluation deliverables mentioned above. The national consultant will provide the following support to the International Consultant:

- Support the international consultant during the in country mission including facilitation and participation in meetings with stakeholders, etc.
- Advise on the national context and circumstances
- Provide any necessary documents, reports, etc. during and after the mission
- Review the draft and final evaluation reports

USE AND UTILITY OF THE EVALUATION

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) it's the ideal opportunity to set an agenda for the future of the programme or some of their components (sustainability). It is also excellent platforms to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level.

The commissioner of the evaluation, the reference group, the evaluation manager and any other stakeholder relevant for the joint programme will jointly design and implement a complete plan of dissemination of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, replicability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The final evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The final evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.

EVALUATION PROCESS: TIMELINE

Evaluation Phase	Activities	Who	When (calendar days)
Design	Establish the evaluation reference group	CE*	6 months before the end of the programme
Design	General final evaluation TOR adapted	ERG**	
Implementation	Procurement and hiring the evaluation team	EM***	
Implementation	Provide the evaluation team with inputs (documents, access to reports and archives); Briefing on joint programme	EM, ERG	7 days
Implementation	Delivery of inception report to the commissioner, the evaluation manager and the evaluation reference group	ET****	15 days
Implementation	Feedback of evaluation stakeholders to the evaluation team. Agenda drafted and agreed with evaluation team	CE, EM, ERG	10 days
Implementation	In country mission	ET, EM, CE, ERG	15 days
Implementation	Delivery of the draft report	ET	15 days
Implementation	Review of the evaluation draft report, feedback to evaluation team. Fact-checking revision by MDG-FS, to be done at the same time as the ERG (5 business days)	EM, CE, ERG MDG-FS*****	15 days
Implementation	Delivery of the final report	EM, CE, ERG, MDG-FS, ^NSC	10 days
Dissemination/Improvement	Dissemination and use plan for the evaluation report designed and under implementation	EM, CE, ERG, NSC	10 days

* (CE) Commissioner of the evaluation ** (ERG) Evaluation Reference group *** (EM) Evaluation manager

**** (ET) Evaluation team ***** (MDG-FS) MDG-F Secretariat ^ (NSC) National Steering Committee

- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

QUALIFICATIONS OF THE CONSULTANT/TEAM OF CONSULTANTS

Both the International and National Consultants should have the following qualifications:

- **Academic:**
 - Advanced university degree preferably in International Development, Rural and Agriculture Development, Economics or other related development field
- **Professional Experience:**
 - Recognized national and international experience in International Development, Economics or other related development field. Previous experience in Egypt is an asset.
 - At least 15 years of relevant professional experience including 5 years of recognized expertise in conducting or managing evaluations, research or review of development programmes, and experience as main writer of an evaluation report.
 - Experience with multilateral or bilateral supported projects.
 - Recent experience with result-based management evaluation methodologies
 - Experience applying participatory monitoring approaches
 - Experience applying SMART indicators and reconstructing or validating baseline scenarios
 - Recent knowledge of UNDP's results-based evaluation policies and procedures
 - Previous involvement and understanding of UNDP and MDGF procedures is an advantage and extensive international experience in the fields of project formulation, execution, and evaluation is required; experience in science to policy linkages would be welcome.
 - Fluency in English and possess strong technical writing and analytical skills coupled with relevant experience in results-based monitoring and evaluation techniques.

DISSEMINATION AND COMMUNICATION STRATEGY

The strategy is suggested to focus on three target groups:

- Grass roots
- The General Public (including media)
- Development Partners

Objective:

The communication strategy has the following goals:

- Showcase successful multi-stakeholder collaboration between Government Of Egypt, UN Agencies and other development partners
- Reassure that the Joint programme's results are achieved
- Encourage and support the sustainability of the programme

- Establish SALASEL as a success story for replication in other areas

Suggested Activities:

Several suggested activities can be implemented, including but not limited to:

- Create an online platform (website, facebook, youtube, etc...)
- Write press releases and invite the media for field visits to meet actual beneficiaries
- Media Exposure through press and broadcast coverage
- Send copies of the produced documentaries to popular TV talk shows
- Presentations
- Newsletter
- Prepare Fact sheets
- Round Table discussions

Annex 2: Evaluation Matrix

The evaluation matrix below served as a general guide for the evaluation. It provided directions for the evaluation; particularly the collect of relevant data. It was used as a basis for interviewing people and reviewing programme documents. It also provided a basis for structuring the evaluation report as a whole.

Programme Level Analysis	Evaluation Criteria	Evaluation Questions ¿What we want to know?	Information to be obtained ¿How/with what indicators or information will probe what we want to know?	Source of Information ¿Where is the information needed?	Methods of data collection ¿How to get the information we need?
DESIGN	Relevance: The extent to which the objectives of a development intervention are consistent with the <u>needs and interest of the people, the needs of the country and the Millennium Development Goals.</u>	i) To what extent was the design and strategy of the development intervention relevant (assess including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership design process)? j) How much and in what ways did the joint programme contribute to solve the (socio-economical) needs and problems identified in the design phase? k) To what extent was this programme designed, implemented, monitored and evaluated jointly? (see MDG-F joint programme guidelines.) l) To what extent was joint programming the best option to respond to development challenges stated in the programme document? m) To what extent the implementing partners participating in the joint programme had an added value to solve the development challenges stated in the programme document? n) To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results? o) To what extent did the joint programme have a useful and reliable C&A strategy? p) If the programme was revised, did it reflect the changes	Evidence on the causal relationship at the conceptual level and the performance of the JP. Level of coherence between JP expected results and JP internal logic design. Reference to national priorities, the UN system and the MDG in JP documents Evidence of identification of problems, needs, local absorption capacities and of correct beneficiaries, and how well the JP initial design addressed them Level of Coherence of different components in M&E Reports, with unified vision Evidence that Agencies capabilities and skills are reflected in the multiplicity of issues related to pro-poor value chain and implemented with unified view. Operational design adequate. Existence of intersectorial approaches, pro-poor policies and possibility to replicate and scale up the results of the JP. Budget allocation to JO activities Evidence of existence and implementing methods. Adequacy of indicators, baseline and progress able to measure development results. Quality of M&E reporting (progress reporting, monitoring and evaluation) Evidence of existence of C&A strategy, and implementing methods. Degree of adoption of recommendations of	Perceptions of key stakeholders JP (Prodoc), other JP Documents. Strategic development documents from GoE and the UN system Perceptions of key stakeholders JP Documents. M&E Report. M&E implementers Perceptions JP Staff and Key national partners JP Reports National policies, National Budget, JP Reports JP Managers JP reports Responsible of implementing strategy JP reports Responsible of implementing strategy MTR and JP progress	Interviews with JP formulators, key national partners, JP managers and MDG-S Documentary review Interviews Key Partners and Agencies and beneficiaries Documentary review Interview key responsible for M&E in implementing Agencies Documentary review Interview Key national partners Documentary review. Interviews implementing partners. Documentary review Interview Responsible M&E Documentary review Interview Advocacy Technical Group Documentary review

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

Programme Level Analysis	Evaluation Criteria	Evaluation Questions ¿What we want to know?	Information to be obtained ¿How/with what indicators or information will probe what we want to know?	Source of Information ¿Where is the information needed?	Methods of data collection ¿How to get the information we need?
		that were needed? Did the JP follow the mid-term evaluation recommendations on the programme design?	the MTR and other changes to the JP implementation.	reports. Improvement Plan JP staff and partners	Interviews Documentary revision
PROCESS	Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.	i) To what extent did the joint programme’s management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained?	Availability and quality of progress and financial reports Timeliness and adequacy of reporting provided	JP staff, PMC & NSC partners and beneficiaries. JP reports&evaluations PMC and NSC minutes	documentary review Key Interviews
		j) To what extent was the implementation of a joint programme intervention (group of agencies) more efficient in comparison to what could have been through a single agency’s intervention?	Adequacy of programme choices in view of existing context, infrastructure and cost	idem	idem
		k) To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to efficiency and effectiveness of the joint programme? To what extent these governance structures were useful for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?	Occurrence of change in programme design/implementation approach (i.e. restructuring) when needed to improve programme efficiency	idem	idem
		l) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?	Cost associated with delivery mechanism and management structure compare to alternatives	idem	idem
		m) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?	Existence of different coordination level (annual work plan, M&E, financial procedures, etc)	idem	idem
		n) What was the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency? Where there are large discrepancies between agencies, these should be analysed.	Level of discrepancy between planned and utilized financial expenditures, per each Agency and Total.	Budget information, Result framework JP staff and Agencies	idem
		o) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?	Identification of administrative, financial and managerial limitations	JP reports, JP staff management	idem
		p) To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Did the joint programme implement the improvement plan?	Evidence of implementation of improvement plan and results obtained.	MTR and JP reports Improvement Plan	idem
	Ownership in the process: Effective exercise of leadership by the country’s national/local	a) To what extent did the targeted population, citizens, participants, local and national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?	Level of involvement of beneficiaries and diversity of decision makers involved in the implementation process.	JP reports Interview Stakeholders	Documentary review Interview implementing Agencies, Key national partners and beneficiaries (farmers, rural workers and women).
		b) To what extent and in what ways has ownership or the lack of	Type of decisions and activities involved	JP reports	

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

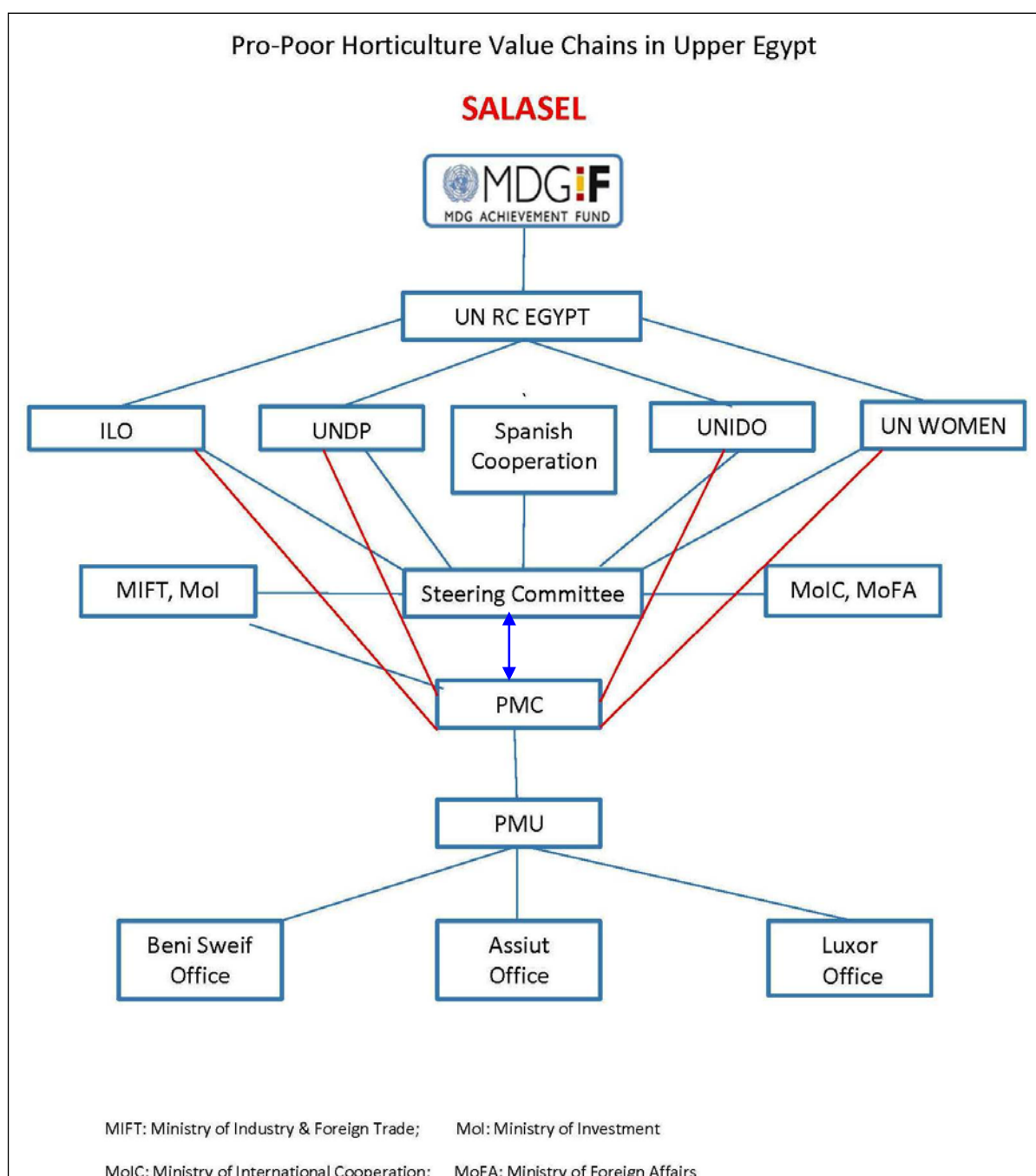
Programme Level Analysis	Evaluation Criteria	Evaluation Questions ¿What we want to know?	Information to be obtained ¿How/with what indicators or information will probe what we want to know?	Source of Information ¿Where is the information needed?	Methods of data collection ¿How to get the information we need?
	partners in development interventions	it, impacted in the efficiency and effectiveness of the joint programme?	Number of Organizations involved.	Interview Stakeholders	Focus group
RESULTS	Effectiveness: Extent to which the objectives of the development intervention have been achieved	a) To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document? (detailed analysis of: 1) planned activities and outputs, 2) achievement of results).	Level of achievement of development outputs/outcomes, outputs and activities (initial and revised Result framework) against the indicators provided.	JP progress reports Interview Stakeholders Field Visit to project locations.	Interviews Farmers and women Focus group. FA Triangulation and cross checking information Photos.
		To what extent and in what ways did the joint programme contribute: 1. To the Millennium Development Goals at the local and national levels? 2. To the goals set in the Thematic Window? 3. To the Paris Declaration, in particular the principle of national ownership? (consider JP's policy, budgets, design, and implementation) 4. To the goals of delivering as one at country level?	Provide specific examples of contributions at those levels, as relevant. idem idem idem Types of Coordination mechanisms, Number of managerial practices (financial, procurement) implemented jointly by the UN agencies.	Field Visit to project locations. JP documents MDGs documents Thematic window doc. JP staff, JP Partners and Key stakeholders Research findings JP docs and progress reports. JP staff, JP Partners and Key stakeholders	Documentary review Interview implementing partners, Agencies and beneficiaries
		To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results? What kinds of results were reached?	Evidence of causal relationship between outputs and outcomes to obtain the development results	Field Visit to project locations. Research findings JP reports	Interviews. Farmers and women Focus Groups. Triangulation and Cross checking information Photos, records, Documentary analysis
		To what extent did the joint programme had an impact on the targeted citizens?	Determination of the clear target population is needed.	beneficiaries, JP staff, Partners and Key stakeholders	
		Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.	Considering as JP was implemented: What has worked?; didn't work? Main achievements? Major failures? Implications of lessons learned regarding the sustainability of results and replication of projects	idem	Idem +Case Study
		What type of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?	Evidence of existence of differentiated effects	JP documents Interview beneficiaries and other Stakeholders	idem
		To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)	Degree of engagement of JP partners in JP activities and achievements. Number of policies, plans designed and implemented	JP and UN documents JP staff and Partners	idem
		To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development	Degree of engagement of stakeholders and JP partners in JP activities and achievements	JP and UN documents JP staff, JP partners and beneficiaries	idem

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

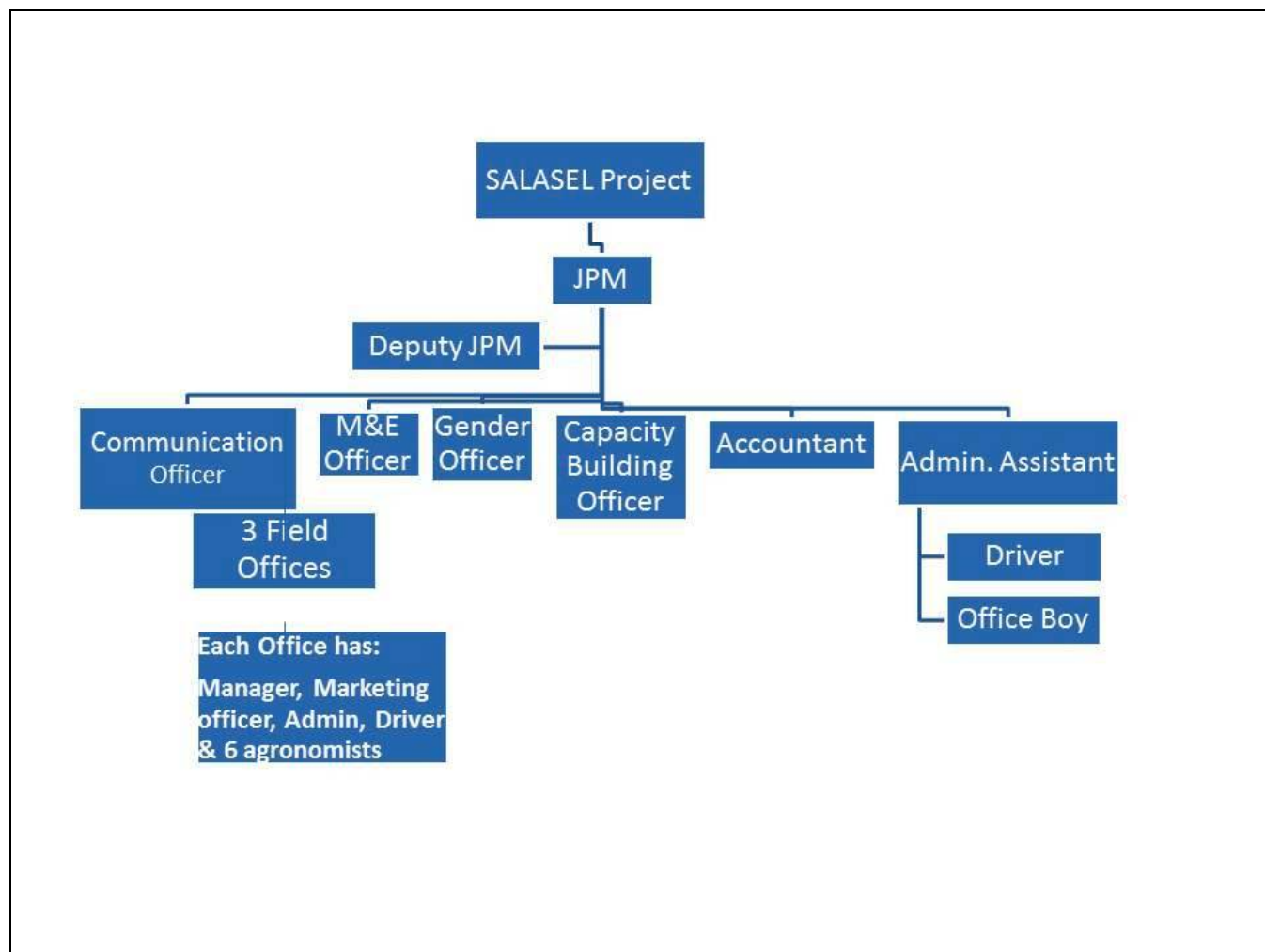
Programme Level Analysis	Evaluation Criteria	Evaluation Questions ¿What we want to know?	Information to be obtained ¿How/with what indicators or information will probe what we want to know?	Source of Information ¿Where is the information needed?	Methods of data collection ¿How to get the information we need?
		issues and policies?			
		To what extent and in what ways did the mid-term evaluation recommendations contribute to the JP’s achievement of development results?	Degree of good application of Implementation Plan	MTR and JP reports JP staff, JP partners and beneficiaries	Document analysis Interviews
	Sustainability: Probability of the benefits of the intervention continuing in the long term.	<p>a) To what extent the joint programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the joint programme?</p> <p>b) At local and national level:</p> <ol style="list-style-type: none"> 1. To what extent did national and/or local institutions support the joint programme? 2. Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up? 3. Have operating capacities been created and/or reinforced in national partners? 4. Did the partners have sufficient financial capacity to keep up the benefits produced by the programme? <p>c) To what extent will the joint programme be replicable or scaled up at national or local levels?</p> <p>d) To what extent did the joint programme align itself with the National Development Strategies and/or the UNDAF?</p>	<p>Evidence/Quality of sustainability strategy Evidence/Quality of steps taken to address Sustainability. Evidence of commitments from governments or other stakeholders to sustain JP achievements in the long run</p> <p>Level of consistency of visions and actions of partners with or different from those of the JP Evidence of elements in place in those different management and technical functions, at appropriate levels (national, regional and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors</p> <p>Level and source of future financial support to be provided to relevant sectors and activities after JP ends</p> <p>Evidence of commitments from government or other stakeholder to financially support relevant sectors of activities after JP end</p> <p>Number/quality of replicable initiatives Number/quality of replicable innovative initiatives Volume of additional investment leveraged Level</p> <p>Evidence of a clear relationship between the programme objectives and NDS and UNDAF</p>	<p>JP documents and Evaluations JP staff JP partners Beneficiaries</p> <p>JP documents and Evaluations. Minutes NSC, PMC JP staff and partners</p> <p>JP documents and evaluations JP staff JP partners Capacity assessments available, if any</p> <p>JP documents and Evaluations JP staff</p> <p>Other donors programming documents Beneficiaries JP staff, JP partners</p> <p>JP documents Current UNDAF and other UN strategies and programmes Key government officials and other partners Related web sites</p>	<p>Document analysis Interviews</p> <p>Interviews Documentation review</p> <p>Idem</p> <p>Idem</p> <p>Idem</p> <p>Idem</p> <p>Idem</p>

Annex 3: SALASEL Organization Chart

Annex 3.1: SALASEL JP Chart



Annex 3.2: PMU Chart



Source: PMU

Annex 4: Monitoring and Evaluation Framework with brief Mission evaluation comments

Type	Result	Result Indicators	Baseline (year and source)	Target (year)	Achievement to June 2013	Mission Evaluation Comments	Source and Means of Verification	Frequency of Measurement	Responsible Agency	Risks and Assumptions
Outcome 1	Small farmers and agricultural workers are more equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.	# of metric tons processed by each PHC for high value markets annually (disaggregated by crop)	<ul style="list-style-type: none"> TOTAL 2010 : 1400 MT * PHC Beni Soliman: 400 MT (100 MT Cantaloupe, 300 MT Grapes) (2.500 MT Onions and Garlic only stored not processed) • PHC Bayahoo: 1000 MT (300 MT Grapes, 500 MT Pomegranates, 200 MT Green Beans) • PHC Dandara: 0 MT (no operation in 2010) (Source 2010, Preliminary Data Collection) Mission detected PHC Dendara: MT 57 table grapes (May 2010) 	3000 MT for 3 PHCs (2013)	<ul style="list-style-type: none"> TOTAL (Jan-June 2013) : 1351 MT * PHC Beni Soliman: 848 MT (330 onion, 226 Garlic, 272 Grapes, 20 Other) * PHC Bayhoo: 303 MT (148 Garlic, 155 Grapes) * PHC Dandara: 200 MT (50 Grapes, 150 Other) • TOTAL 2012: 2.574 MT 	Clear increasing tendency of MT processes at PHC. From 1400 MT 2010, 2574 MT in 2012 and 1351 MT in 5-6 months 2013 and expecting other productions. <u>Comment:</u> No information provided by JP about source of production to understand to a what extent the processing increase is related to SALASEL or quantities provided by small farmers.	PHC data, disaggregated by crop, end line survey	annually	UNIDO/ UNDP	This outcome targets 3 PHC namely Beni Soliman in Beni Sueif, Bayahoo in Minya and Dandara in Qena, with 150-200 of their workers, as well as 850-900 small scale farmers. The management commitment of the FAs as well as members and the PHC management will highly affect this outcome
		# of farmers producing in accordance to Global GAP option 2 in targeted FAs	None of the farmers of the targeted Fas produced in accordance to Global GAP	100 (2013)	TOTAL: 52 farmers certified. (40 tomato farmers in Luxor and 12 farmers in Beni Sueif have been certified with Global GAP option 2)	Good start!!	FA records, End line Survey	annually	UNIDO	
		# of PHC complying with national and international quality and management standards	None of the PHCs were certified (Baseline Investigation 2011)	Successful certification against GES and ISO 22000/BRC (2013)	PHC Beni Soliman and PHC Bayhoo were ISO 22000 certified. No GES certification done	Two out of three PHC are ISO certified. None GES certification	PHC records, End line Survey	once	UNIDO	
Output 1.1	Capacity and efficiency of production, harvesting, post harvest operations and value addition of 1000 SME/ farmers and lead farmers and agricultural workers in targeted locations built	% average increase in productivity reported by SMEs/farmers applying technologies/ techniques disaggregated by 5 target crops (tomatoes, potatoes, pomegranates, onions, green beans)	<ul style="list-style-type: none"> • Tomatoes 25 MT/feddan • Potatoes 9.5 MT/ feddan • Pomegranates 13 MT/feddan • Onions 9.5 MT/feddan • Green Beans 3.5 MT/feddan (Source: Expert opinion, 2010) 	25% (December, 2012)	Average 24% increase in productivity <ul style="list-style-type: none"> * Tomatoes 29 MT/feddan • Potatoes 11.3 MT/ feddan • Pomegranates 15 MT/feddan • Onions 14.8 MT/feddan • Green Beans 5 MT/feddan (End survey 200 beneficiaries, May 2013) 	Mission verified a production increase at farmers level. Certain bias detected in final survey.	sampled survey of target group	Seasonal	UNIDO	The small farmers are reluctant to plant horticultural crops- Some challenges have encountered the certification of the two other PHC, regarding management commitment and application of recommendations. The high turnover of workers hinders the effective capacity building.
		% of workers reporting improvement in their capacities with assistance from the programme	Worker have not received capacity development from the programme (2010)	50% (December, 2013)	Consultants' assessments have revealed more than tripling of workers productivity reaching more than 50 kg of grapes per hour.	Positive information, but related only to workers at PHC, doesn't include rural workers	sampled survey of target group	quarterly	UNIDO	
		% of targeted SME/ farmers and agricultural workers applying introduced technologies, techniques and practices by the programme	The programme has not introduced technologies, techniques and practices (2010). <u>Mission comment: some bias, because other projects worked with Fas</u>	50% (2012)	Around 56% of farmers have applied all recommendations , 40% have applied some and only 4% have not applied the introduced techniques and technologies. (End Survey 200 beneficiaries, May 2013)	Mission verified the existence of technology adoption at farmers level. Certain bias detected in final survey.	sampled survey of target group	quarterly	UNIDO	

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

Output 1.2	Enhanced targeted FAs capacity to provide sustainable demand driven services to their members (provision of inputs, marketing, technical assistance in operations)	Degree of member satisfaction of services provided per FA (scale: high-medium-low), regarding marketing / technical services	50% (Baseline Investigation, 2011)	75% medium to high level of satisfaction (2012)	54 % are satisfied , 30% are partially satisfied (End survey 200 beneficiaries, May 2013)	Mission verified the existence of satisfaction at farmers level. Certain bias detected in final survey.	sampled survey of target group	quarterly	UNDP	The Board of Directors is not willing to improve the institutional capacity of the FA. The risk averseness of the FAs as well as the private sector challenges market integration of farmers associations
		% of FA members who received marketing services per FA	56%, received marketing services (Baseline Investigation, 2011)	85% will receive marketing services, (around 10% points per year) (2012)	44% of farmers indicate benefiting from the marketing services by FAs, while it is noticeable, that around 56% of famers indicate, that the Fas offers such a service (End survey 200 beneficiaries, May 2013)	Although services were improved, time was not sufficient to consolidate them	sampled survey of target group	quarterly	UNDP	
		% of target farmers procuring part of their inputs from targeted FA s	only one FA (Dandara) distributed inputs on informal basis	20% of members	Around 85% of farmers indicate purchasing inputs from the Fas	Good improvement, also in inputs quality	sampled survey of target group	biannually	UNDP	
Output 1.3	Linkages of FA with different high value markets developed	Number of FA registered in retailers/ processor list	None of the FA s are registered in retailers'/ processors' lists (Baseline Investigation 2011)	4 FAs registered (2012)	8 Fas registered in lists (Awlad Yehia, Refaa el Tahtawy, el Doweir, Beni Soliman, Hussein Nameq, Gaafar, el Nahda)	Very Positive links with the market	FA records	quarterly	UNDP	The buyers are reluctant to deal with small farmers. The Fas have no enough working capital to cover the financial gaps
		Quantity of production supplied by FAs to processors, exporters, retailers	585 tons (Baseline Investigation, 2011)	2.500 tons (2012)	TOTAL: 4.655 tons (January-May 2013) (Fant 30, Zaytoun 1.888, Gaafar 2.444, Awlad Yahia 293)	Very Positive.	FA records	annually	UNDP	
		result of internal audit on ISO22000/ BRC	no internal audit was conducted	3 PHC pass internal audit (2012)	Internal audit passed	2 PHC pass internal audit (Bayahoo and Benu Suit	internal audit report	once	UNIDO	
		result of internal audit on Global GAP	no internal audit was conducted	2 FA pass internal audit	Internal audit passed	2 Fas pass internal audit	internal audit report	once	UNIDO	
		result of GES / WEP pre-audit	no internal audit was conducted	3 PHC pass pre-Audit	Training of staff and workers has been delivered yet pre-audit has been conducted and failed	3 PHC have no GES (pre-audit failed)	pre-audit report	once	UNWOMEN	
Output 1.4	Capacity of 20 Agronomists and 6 Agricultural Committees of Farmers Associations built to sustainably deliver technical assistance to their communities	Result of capacity assessment of agronomists and agricultural committees by project experts	Capacity of agronomists was assessed upon recruitment (recruitment report, 2011)	15 positive recommendation report (one for each agronomist, June and December 2012)	* Agronomists are now able to conduct extension services unsupervised. *150 fresh grad agronomists have been trained to meet employment market needs	Agronomists have developed experience for agricultural advisory service. No agricultural committees were developed.	capacity assessment report	biannually	UNIDO	The FAs have not the capacity to hire permanent members in the Agriculture committee. The turnover of the agronomists is high
		Average # of field visits/ agronomist/ month to project beneficiaries	Agronomists have not done field visits (project records, 2011)	60	an average of 60 visits has been recorded by field offices	Very Positive.	Field Office Records	quarterly	UNIDO/ UNDP	
		# of farmers technically supported per field office	no farmers supported by field offices, field offices set up (April,2011)	300 farmers	TOTAL: 1.960 farmers (Beni Sueif 900; Assiout 560 and Luxor 500)	Very Positive. Exceeded the target. Farmers' data is insufficient. How is the distribution of farmers? (poor, territorially, etc.) Quality of the support?	Field Office Records	quarterly	UNIDO	

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

		% of satisfied served farmers per field office	no farmers supported by field offices, field offices set up (April,2011)	70%	83% of surveyed farmers are fully and 17% are partially satisfied with the services of the field office (End survey 200 beneficiaries, May 2013)	Very Positive. Mission verified farmers’ satisfaction. But some bias exists; the survey is evaluating the evaluator?	sampled survey of target group	biannually	UNIDO/ UNDP	
Output 1.5	Improved Human and Financial capital of women in the targeted FAs to be able to run new/existing businesses	Number of women committees in the targeted FAs activated	6 inactive women committees	5 active women committees	6 committees have been elected and 3 are being assisted	Very Positive.	minutes of meeting and reports	biannually	UNWOMEN	The females are not able to work after marriage, management commitment of the FAs. Set up of the funding scheme under political turmoil
		Number of women assisted by the women's committees to start/ upgrade businesses	women committees inactive (baseline investigation, 2011)	50 women (10 per FA)	3 active committees and 75 women assisted to start their own business	Very Positive. El Tot, Gaafar and one cattle raising	document of women committees	biannually	UNWOMEN	
		% average increase in the number of women members joining the FA	Awlad Yehia 73 Beni Soliman 88 Dandara 38 El Bayahoo 12 El Tod 23 Gaafar 81	20% increase	Awlad Yahia 55 Bayhoo 25 Beni Soliman 108 Gaafar 120 Toud 83	Not clear the indicator	community assessment survey	annually	UNWOMEN	
		% of FA budget revenues allocated for the women’s committee	FA s Income Statement of year 2009 (will be retrieved by field offices)	15% increase	none of the FAs have dedicated part of their budget to the women's committee	FAs have no interest on this topic	action plan	biannually	UNWOMEN	
		number of women receiving assets through the project	No women have received assets (project records, 2011)	20 per FA	75 women are receiving assets from the project	Very Positive. (Sustainability??)	project records	biannually	UNWOMEN	
Output 1.6	Capacity of Farmers and FAs improved to raise awareness and advocate for relevant policy, regulatory measures and financing options	Number of advocating tools developed and used by targeted Fas to raise awareness regarding common challenges and to adopt group approach for community problem solving	No tools have been developed (Project Records, 2010)	2 advocating tools (campaign flyers, posters and videos)	beneficiaries have developed 4 videos, 6 flyers and one play, advocating for different causes	Very Positive. Gaafar: water rights	FA records	biannually	UNDP/ILO/UNIDO/UN WOMEN	The FAs are focusing more on technical activities and usually avoid to deal with government regulations for fear of bureaucracy delays and obstacles.
		# of linkage meeting between Fas and relevant GOE to discuss how can FA utilize GOE available services	No meetings have been held (Project Records, 2010)	3 roundtable discussions with local authorities	4 linkage meetings have been held. * one with Bedaya Center, * joint event promoting agricultural companies. * Field visit by the Ministry of Trade and Industry. *One day Forum discussion of the cooperative movement	Very Positive.	Event Report	biannually	UNDP	
		Number of advocacy campaigns actually carried out by FA s	No campaigns have been conducted (Project Records, 2010)	1 raising awareness campaign	Gaafar FA has successfully carried out a campaign, advocating for the installation of water pipes	Very Positive.	Event Report	biannually	UNDP	
		% of Farmers aware/ applying laws, regulations, services and incentives advocated by the programme	No campaigns have been conducted (Project Records, 2010)	30% of farmers	Around 30% of farmers have indicated that their awareness on laws rules and regulations has increased and that they were partially able to use this knowledge (End survey May 2013)	Very Positive.	Survey	biannually	UNDP	
Outcome 2	Entrepreneurial forms of organization established by small farmers	# of Entrepreneurial forms established by small farmers (disaggregated by type of entrepreneurial form)	No entrepreneurial forms (baseline survey, 2011)	3	2 shareholding companies established, 80 small businesses	The Mission detected only one. The other company is not formed by small farmers (Goodies)	end line survey	once	ILO/ UNDP	risk averseness of farmers, and capacity to deal with laws and regulations

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

Output 2.1	FA capacity to support small famers to access extension services, BDS and run agribusinesses is strengthened	# of Training s and capacity building programmes conducted	No training was conducted (project records, 2010)	6 TOTs, 2 Life Coaching workshops, 6 TOTs (ESAB, Get ahead, SYWR)	2 Life Coaching, 3 TOTs, 3 Operational Health and Safety, 1 Value Chain Development 1 My Coop ToT 1 Testing Workshop My Coop 1 ToT Entrepreneurial Skills for Agribusiness	Very Positive.	TOT reports	Quarterly	ILO Staff	The financial control is not sufficient to manage the BDS unit. Some of the volunteers Trainers or FO's get government/ Private job, The FAs can't fulfil its commitments concerning BDSs.
		# and type of BDS, in horticultural sector	No BDS horticulture units exist (baseline Investigation, 2011)	3 Extension service units in FA's	3 BDS established an running in Fas, a compost unit, a packing station and nursery	Very Positive. Needs to be replicated in future projects. But no extension service developed. Exists some confusion between BDS and extension service	Consultants and FA reports	annually	ILO Staff/ FA's/FOs	
		# common facility is introduced by each FA run on cost recovery basis	No common facilities exist (Baseline Investigation, 2011)	one common facility in each FA	no common facility is currently running		Consultants and FA reports	annually	ILO Staff/ FA's/FOs	
Output 2.2	Small farmers are equipped with entrepreneurial knowledge/skills and provided with access to services necessary to start up and manage entrepreneurial activities	# Farmers participating in entrepreneurship training (disaggregated by gender and location).	No training was conducted (project records, 2010)	500 farmers (20 courses of 25 farmers) as stated in the project document	150 Male, 260 Females	Very positive	final reports of training courses	quarterly	ILO Staff and FA	The suggested projects from the small farmers do not meet the programme targets, most business ideas are income generating. Limited access to MFIs
		# of business plans produced by the FAs trainees and revised by Trainers or BDS providers (disaggregated by gender/type of business/.....).	Not Available since no training was conducted	80 business plans (4 through each course)	65 Business plans produced and started their business	Very positive	submitted business plans	quarterly	ILO Staff	
		Number of small farmers received non-financial services (legal, technical,...) from BDS, disaggregated by type of service.	No horticultural BDs exist	80 small farmers (on the basis that they will be prepare 80 business plans)	86 Farmers	Very positive. No information about business plans	BDS and FA records	quarterly	ILO Staff/ FOs	
Output 2.3	Small farmers are collaborating and organized in new Businesses.	# of Targeted small farmers receiving finance through revolving fund, set by ILO	The corresponding activities planned during the project	50 small farmers (in 4 FA)	MOU signed between UNDP, ILO and SFD for the set up and operation of a revolving fund	MoU signed 10 June 2013. None farmers received finance yet.	FA records and ILO reports	quarterly	ILO Staff	The small farmers are not willing to take risks or are suspicious of commercial loans
		# pilot share holding company established	No shareholding companies of farmers observed in Upper Egypt (Baseline investigation, 2011)	2 pilot share holding companies	2 shareholding companies established (one product trade and input trade)	2 pilot share holding companies established. One is completely out of the sense of the project (4 big farmers shareholders)	GAFI, registration and legal forms	annually	UNDP	

Final Evaluation of the MDG-F Joint Programme: “Pro-Poor Horticulture Value Chains in Upper Egypt”

Outcome 3	Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with the GOE.	number of policies and regulations studied and discussed with GOE, with suggested recommendations.	No policies®ulations have been studied or discussed (Project Records, 2010). Identified issues by 2011: • Cooperatives Law • Law 84, of Community Development Associations • Export Promotion Schemes • Investment Promotion Schemes in Upper Egypt • Land Rights and Land Tenure • Judicial framework of contract farming • Access to Finance for Agribusiness in Upper Egypt	• 2 in-depth studies prepared addressing : Cooperatives Law and an Assessment of all bottlenecks affecting Farmers Associations. • Policy briefs prepared and discussed with the GOE	* Study on cooperative law completed. * Study on bottlenecks completed and delivered to Shoura council	Very Positive	Studies validated by GOE and stakeholders	annually	UNDP/ILO/UNIDO/ UNWOMEN	Political instability and turmoil, change of focal point in government and UN agencies hinder the continuity and sustainability of this outcome
		Number of policies and regulations changes considered by the GOE for amendment or activation	Project started 2010	number of policy and regulation changes considered	no changes have been yet presented to the GOE	No policies and regulations are considered yet by the GoE	validation by GOE and stakeholders	annually	UNDP/ILO/UNIDO/UN WOMEN	
Output 3.1	Policy and regulatory bottlenecks identified in cooperation with Farmers and FAs and policy briefs prepared and shared with the GOE	# of policy briefs, addressing current policy and regulatory challenges and bottlenecks, developed jointly with GOE and stakeholders	No policy briefs have been conducted through the programme (Project Records, 2010)	Number of policy briefs (one for each identified subject)	* policy brief developed on cooperatives but not yet published. * policy brief on women in agriculture, * other briefs are being prepared on the issues agreed upon in addition to arbitration.		Reports prepared and distributed among partner organizations, GOE and stake holders	biannually	UNDP/ILO/UNIDO/UN WOMEN	The political instability of Egypt is continues
Output 3.2	Policy forum formed involving relevant stakeholders	number of entities involved in the policy forum (disaggregated by type and availability of MOUs)	this indicator develops after project start up	6 types: GOE, Civil Society, Chambers, Specialized Councils, Media, Development Programmes	25 jan tv, aham strategy center, Ministry of Agriculture MOUs signed, social contract centre. The policy forum is now institutionalized, to include also the Farmers syndicate, the agricultural cooperatives union, 4 political parties, the agricultural cooperatives administration of the MoA, FAO, local agricultural directorates, as well as FAs and public figures	Issue raising	Project Records	biannually	UNDP	Media is focusing on political issues and ignoring the social or agricultural cases and has negative stereotype of the region
		number of joint initiatives in partnerships with relevant entities addressing policy and regulatory changes	this indicator develops after project start up	2 initiatives addressing each identified subject)	5 initiatives have been supported by the project to include the General Union of Agricultural Cooperatives, agricultural directorates as well as the social contract centre, the Aham centre for strategic studies and Bedaya centre	Very Positive	project records	biannually	UNDP	

Final Evaluation of the MDG-F Joint Programme: "Pro-Poor Horticulture Value Chains in Upper Egypt"

Output 3.3	Upper Egypt promoted to attract investments that benefit the local communities and foster partnerships between small farmers and the private sector	number of new businesses, new processes, new skills, etc. allowing for participation of vulnerable segments	this indicator develops after project start up	5 (based on 5 businesses identified and studied and a list of the food processing committee)	<p>* A study on new product and markets has been done by PWC and will be promoted among investors.</p> <p>* Farmers are now working on pickeling, drying horticultural produce and deseeding of pomegranates.</p> <p>* 8 rural youth are now capable of communicating their community needs through use of digital media and video production.</p> <p>* 30 young agronomists of Upper Egypt have been qualified for the local job market, as a seed for development</p>	Although some improvements, no data is provided by the JP on new investments derived from project activities yet.	official statistics	biannually	UNDP/ILO/UNIDO	Promotion of governmental incentives schemes are often met with suspicion from farmer's side
* This figure seems distorted and could be the result of unclarity towards the difference between cooperative and farmers associations										
Source: elaborated by the Mission with data provided PMU. June 2013										

Annex 5: Modifications in Management responsible during implementation

	JP Initiation	2	3	4	5	End of JP 30 June 2013
Government Key Partners						
Minister of MIFT	Eng. Rashid Mohamed Rashid	Dr. Samiha Fawzy in Jan. 2011 (2 months)	Dr. Ibrahim El Sayad (3 months)	Eng. Mahmoud Eissa (1 year)	Eng. Hatem Salaeh from August 2012	
Representative of MIFT	Mr. Akram Bastawy	In Jan. 2011, Ms. Hala El Shawarby	In September 2011, Ms. Nermin Abu El Atta	In October 2011 Dr. Samir El Gamal was added	Add Mohamed Nasr in September 2012, then Hani El Salamoney in Jan. 2013	
Minister of Investment (MOI)	Dr. Mahmoud Mohei El Deen	The Ministry was cancelled in Jan. 2011	GAFI took over till August 2012	Eng. Osama Saleh as new Minister in August 2012	New Minister in April 2013	
Representative of MoI	Iman El Gammal	Ghada Waheed September 2011	Ghada Kamal in March 2013			
UN System			Dr. Mohamed Bayoumi in September 2011			
UNDP Country Director	Mr. Mounir Tabet	Mr. Ignacio Artaza took over in October 2012				
UNDP PROGRAMME Officer	Mr. Sherif El Tokaly	Ms. Ghada Waly in September 2010				
UNIDO Country Director	Ms. Lucia Cartini	Ms. Guvana Cigili in Jan. 2011				
UN WOMEN Country Director	Dr. Maya Morsi	Dr. Mohamed Naceri is acting from Jan. 2013				
UN RC office	Ms. Fatoumatta	Ms. Heba Wafa took over in Jan. 2011				
UN RC	Mr. James Rawly	Ms. Anita took over in September 2012				
Source: PMU June 2013						

Annex 6: Evaluation Mission Agenda

Date	Location	Activity
Sunday, May 19,2013	Cairo	Individual meeting with UNDP Program Officer and UN JP Coordinator
		Meeting with Dr. Maya Morsi
		Meeting with JPM
		Meeting with ILO and UNIDO
Monday, 20 May 2013		Individual Meetings with UNIDO,
		ILO
		UN WOMEN
		MIFT
Tuesday, 21 May 2013	Cairo/Luxor/Cairo	Travel Luxor, visit Sun Dryer & Green Houses, BDS packing Unit and women group raising cattle
Wednesday, 22 May 2013		Visit table grape farms, Dendara PHC, Departement of Agriculture and Luxor Office, back to Cairo
Thursday, 23 May 2013	Cairo/Beni Sweif/Cairo	Visit Shahrzad factory, El Sharq FA and PHC, El Zaytoun green house and women group
Friday, 24 May 2013	Cairo	Skype conference with Sara Ferrer; Reading documents and Debriefing preparation
Saturday, 25 May 2013	Cairo/Beni Sweif/Menia	Gaafar Association (compost unit) and Women group. Greenhouse Al Nahada FA
Sunday, 26 May 2013	Menia / Assiut	Visit the PHC Bayahoo, green house (Green Economy FA), and Ahmed dakrouri, farmers GEDA, then travel to Assiut
Monday, 27 May 2013	Assiut	Visit Nursery and grenhouse of Awlad Yeheia Association + Salasel Co. in Sohag, Visit El Badary and packing Unit (in construction) & Assiut office
Tuesday, 28 May 2013	Assiut /Cairo	back to Cairo, meeting with M&E Officer Meeting Maria Cruz and Luis Torres at the Spanish Cooperation. Debriefing preparation
Wednesday, 29 May 2013	Cairo	Meeting with ATC Director
		Meeting with MCIT project coordinator
		Meeting with SFD and African Development Bank in SFD premises
		Meeting with GAFI
Thursday, 30 May 2013		Meeting with the Steering Committee
		Meeting with the JPM and PMU for final rap up
		Meeting with US AID
Friday, 31 May 2013		Meeting with NVETEK consultants and JPM
Saturday, 1 June 2013		Reading documents
Sunday, 2 June 2013		Travel back

Annex 7: List of Persons/Organizations Met

1) Interviews at Cairo.

National Steering Committee

Organization	Name
UNDP	Mr. Mr. Ignacio Artaza
Spanish Cooperation Development Office	Ms. Maria Cruz Ciria
Spanish Cooperation Development Office	Mr. Luis de Torres Bonaachea
Ministry of Foreign Affairs	Ambassador Omar Abou Aish
Ministry of International Cooperation	Ms. Mahitab El Manawy
Ministry of Industry and Foreign Trade	Ms. Nermine Abulata
Ministry of Industry and Foreign Trade	Mr. Hany ElSalamony
Ministry of Investment	Ms. Ghada Kamal
ILO	Ms. Kholoud Alkhaldi
ILO	Mr. Magdy Wahba
UNDP	Dr. Mohamed Bayoumi
UNIDO	Dr. Alaa Fahmy
UNWOMEN	Dr. Nihad Gohar
UNWOMEN	Ms. Sara Ghaly
PMU	Olfa Gamal ElDin
PMU	Laila Kenawy
Evaluator	Mr. Martin Caldeyro
Evaluator	Mr. Mohamed Khafagy
UN RC Office	Ms. Injy Galal
UN RC Office	Ms. Heba Wafa

Office of the Resident Coordinator, United Nations -Egypt

* Heba Wafa-Joint Programme Coordinator

heba.wafa@one.un.org

MDG-F Secretariat

* Sara Ferrer Olivella- Programme Advisor (Skype Conference)

sara.ferrer.olivella@undp.org

Spanish Agency for International Development Cooperation (AECID)

* Maria Cruz Ciria –Head of Development Cooperation –Egypt

mcruz.ciria@aacid.org.eg

* Luis de Torres – Agricultural Programme Manager

luis.torres@aacid.org.eg

Ministry of Industry and Foreign Trade –MIFT

* Nermine Abulata – Lead Economist and Tech Assistant to the Minister

nabulata@mift.gov.eg

* Dr. Samir El Gammal –CIO-Minister’s Adviser

selgammal@mift.gov.eg

General Authority for Investment (GAFI)

* Ghada Kamet-Senior Researcher, compiling procedures for Dev. for Investment Environment ghkamet@gmail.com

Agriculture and Agro-Industries Technology Centre (ATC) - MIFT

* Hany El Salamony-Director

elsalamony@etrace-eg.org

* Shaima Ali Ali

shaimaa.ali@mti.gov.eg

Social Fund for Development (SFD). The Cabinet.

* Raafat Abbas Shehata- Head of the Technical Office

rabbas@sfdegypt.org

* Zoheir Shandweily

Zshandweily@sfdegypt.org

African Development Bank (AfDB) – Rural Income and Economic Enhancement Project

* Eng. Samir Fahmy Badwy -Project Manager RIEEP

sbadawy@sfdegypt.org

Ministry of Communication and Information Technology –EGYPT ICT Trust Fund-UNDP

* Naglaa Seddek –Communication and Knowledge Support Manager nhasan@mcit.gov.eg

Ministry of Agriculture

* Eng. Mahmoud Said Ahmed- Manager Luxor Agriculture Directorate Luxor office

United Nations Development Programme (UNDP) -Egypt

* Ignacio Artaza –Country Director

ignacio.artaza-zuriarrain@undp.org

* Mohamed Bayoumi –Assistant Resident Representative

mohamed.bayoumi@undp.org

* Maya Morsy-Regional Gender Practice –Team Leader (ex ILO)

maya.morsy@undp.org

United Nations Industrial Development Organization (UNIDO)

* Alaa Fahmy- Programme Officer

a.fahmy@unido.org

UN Women

* Amr El Amrousy – Field Coordinator

amr.el.amrousy@unwomen.org

* Sara Ghaly- Women Economic Empowerment

sara.ghaly@unwomen.org

International Labour Organization (ILO)

*Eng Magdy Wahba-National Coordinator –Salasel

wahba@ilo.org

* Cherine Mourad – Project Assistant

*Kholoud Al Khaldi- Senior Enterprise Development specialist

alkhaldi@ilo.org

Programme Management Unit (PMU)

- * Wael Rafea-Joint Programme Manager wael@mdg-hvc-eg.org
- * Bahaaa Ismail-Deputy JP Manager bismail@etrace-eg.org
- * Laila Kenawy- Monitoring and Evaluation Officer lkenawy@etrace-eg.org
- * Khaled Sheded- Quality& Food Safety Expert-ETRACE ksheded@etrace-eg.org

*Field Office Beni Sweif

- * Wagdy Saleh-Field Office Manager wagdy@mdg-hvc-eg.org
- * Ahmed Ali El Sherif –Marketing Officer ahmed@mdg-hvc-eg.org
- * Field Agronomists <mailto:bismail@etrace-eg.org>

* Field Office Assiut

- * Mohamed Nabil Ahmed-Field Office Manager mnabil@etrace-eg.org
- * Usama Abdeirahman –Marketing Officer usama@mdg-hvc-eg.org
- * Field Agronomists <mailto:bismail@etrace-eg.org>

* Field Office Luxor

- * El Nopy Hefny Salem-Field Office Manager nopy@mdg-hvc-eg.org
- * Mohamed Nabawy –Marketing Officer <mailto:bismail@etrace-eg.org>
- * Field Agronomists <mailto:bismail@etrace-eg.org>

*JP Consultants Nile Valley Technology (NVETEK):

- * Ayman Md. Hedayat- Managing Director ahedayat@nvetek.com
- * Mohamed Goma-Chief Technical Consultant salasel@nvetek.com

US AiD-Egypt

- * Mohamed Abo El Wafa – Program Manager Agriculture &Agribusiness maboelwafa@usaid.gov

Misr El Kheir Foundation

- Bahaa El Wesamei, manager of TAKAFOUL dept. (telephone call) belwassemy@misrelkheir.org

2) Field Visits

Governorate	Location	Organization	Place Visited	Name persons met	Title/Function
LUXOR	ESNA	El Matana FA	Sun Tomato Drier	Mr. Saad Hamed	Director FA
				Mr. Abual Mareh	Director FA
	AL TOT	ELTOD FA	Green House	Mr. Hassan Ahmed Basry	Chairman FA
				2 Farmers	
			BDS Unit	Mr. Hassan Ahmed Basry	Chairman FA
				Women FOCUS GROUP 1 List 8 women is scanned below	Women beneficiaries
			Women Group raising Cattle		5 women beneficiaries
QUENA	Dandara	El Mostaqbal Al Saeed Association	PHC Dandara	Aboe Naga	Administrative

		for Agric, CD			
BENI SUEF	Bayed Al Arab Industrial Zone	Shahrazad Factory	Factory	Eng. Ahmed Hamdy Mohamed Eng. Ahmed Magdy Elshazly	Production Manager Quality Assurance
	Beni-Soliman Village	El Sharq FA	PHC	FOCUS GROUP 2: 6 Directors	Board of Directors
			Women house	4 women Animal Unit	
	Al Zaytoun Village	Hussein Namiq CD Assoc.	Greenhouse	Eid Emam FOCUS GROUP 3: 16 farmers List 16 farmers scanned below	Chairman FA
		Not member	Broccoli farmer	Hegazi Moh Nada.	Rent 0,4 feddan
	Gaafar Village	Gaafar CD Assoc.	BDS Compost Greenhouse from another project	Samy Mahrous Mila Gerges Magdy Wilson	Executive Manager Accountant GA Member
			Women Committee	Women FOCUS GROUP 4 List 5 women is scanned below	Women beneficiaries
	Al Fashn District	Al Nahada FA	Greenhouse	Ragab Abd El Baley Rafat Aly Hassan	Chairman Board Member
EL MENIA	Mubarak Al Azima Village. Western Desert Road	Al Bayahoo Assoc. for Dev Agric Comm.	PHC Bayahoo 2500 m2	Mohamed Abdon	Manager PHC
		MATCH Exporter to Germany	PHC Bayahoo	Tarek Hassan tarek@match-eg.com	Chairman MATCH
	Abu Kurkas	Green Economy DA (GEDA) & Dakroury	Greenhouse	Shaban Mohamed Ismial Talat Mahmoud Moshly Mohamed Abu Hesibah Abd El Rafek	FA Agronomist FA Agronomist FA Agronomist Greenhouse worker
	Abu Kurkas	Agriservice + Green Economy DA (GEDA) + WestHills FA	Offices	Ahmed Dakrouri	Chairman Agriservice, Green Economy FA + WestHills FA
	Abu Kurkas	Green Economy DA (GEDA)	Street	Farmers FOCUS GROUP 5 List 6 farmers scanned below	Farmers with contract
SOHAG		Awlad Yahia FA	Farms	Azain Ashan Gaied Rai Ghatas Abdu	Farmers not members
		Awlad Yahia FA and Salasel Co	Office	Farmers FOCUS GROUP 6 List 7 farmers scanned below	Members Board FA and Salasel Co.
		Awlad Yahia FA	Nursery & Greenhouses		
ASSIUT	El Badary area	El Badary FA	Office	Missing list of farmers	
			1 farm Pomegranate	Missing name	
			Packing Unit	In construction	

3) Lists of Focus Groups during Field Visits

1. Women FOCUS GROUP BDS Unit (ELTOD FA)

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: Women group BDS unit ELTOD Project

Location: Tot, Luxor Date: 21/05/2013

No	Name	Activity	Signature
1	Sohair Sayed El Mokry	Assistant	Sohair
2	Amr El Mokry	Assistant	Amr
3	Maha Mohamed Ali	Assistant	Maha
4	Emam Salem El Sokary	Assistant	Emam
5	Amr El Mokry	Assistant	Amr
6	Amr El Mokry	Assistant	Amr
7	Amr El Mokry	Assistant	Amr
8	Fatma Mohamed	Assistant	Fatma
9	Emam Ramadan Mohamed	Assistant	Emam
10	Emam Ramadan	Assistant	Emam
11	Emam Ramadan	Assistant	Emam
12	Azza Ahmed El Naggar	Accountant	Azza
13			

2. FOCUS GROUP EL SHARK FA (Board of Directors)

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: EL SHARK FA Beni Swef Project

Location: Beni Swef Governorate Date: 23/05/2013

No	Name	Activity	Signature
1	Mostafa Abd El Zaher	Chairman	Mostafa
2	Hasan Mohsen	PLC manager	Hasan
3	Amir Mohamed	Executive manager	Amir
4	Hassan Sayed	GA member	Hassan
5	Badreya Faha	GA member	Badreya
6	Taha Mostafa	Accountant	Taha
7			

Female

3. FOCUS GROUP HUSSEIN NAMIQ CD Association (Farmers Members and Directors)

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: Hussein Namiq Community Development Association Project

Location: El Zaafra Village Beni Swef Date: 23/05/2013

No	Name	Activity	Signature
1	Eid Emam	Chairman	Eid
2	Arafa Mahmoud	Farmer	Arafa
3	Abd Allah Gaber	Farmer	Abd Allah
4	Ali Hassan	GA member	Ali
5	Gamal Sedek	Farmer	Gamal
6	Hassan Abd El Hal	GA member	Hassan
7	Kamal Salah	GA member	Kamal
8	Abd El Gawad Mohamed	Farmer	Abd El Gawad
9	Sherief Abd Allah	"	Sherief
10	Kayed Emam	GA member	Kayed
11	Mohamed Abd Allah	Farmer	Mohamed
12	Ahmed Fatmy	"	Ahmed
13	Sayed Salomon	GA member	Sayed
14	Ali Abd El Gawad	Farmer	Ali
15	Shor Kany Salomon	"	Shor Kany
16	Abd El Hal Salah	"	Abd El Hal

4. Women FOCUS GROUP. GAFFAR Association

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: Women group Project: _____
 Location: Gaffar FA Beni Swef Date: 25/05/2013

No	Name	Activity	Signature
1	Gamalat Abdelghany GA member		
2	Susan Hanna	" "	
3	Molka Gergo	" "	
4	Nadia Labid	" "	
5	Nagda Foad	" "	
6			

5. FOCUS GROUP. Green Economy Dev. Association

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: GEDA Green Economy Development Assn Project: _____
 Location: Abo Korkas Date: 26/5/2013

No	Name	Activity	Signature
1	Arandas Ibrahim Ali		
2	Genal Abdelbasel Ahmed		
3	Atel Ahmed Atta		
4	Alger Khalaf Khalafidin		
5	Ibrahim Mahmoud Abdelbaky		
6	Walid Hossin Samad		

6. FOCUS GROUP. Awlad Yehia FA and Salasel Co. (Members and Board Directors)

"Pro-Poor Horticulture Value Chains in Upper Egypt" Joint Programme

Final Evaluation

FOCUS GROUP: Awlad Yehia FA Beni Swef Project: _____
 Location: Dar el-Salam Awlad Yehia Date: 27/05/2013

No	Name	Activity	Signature
1	Assem helmy Yehia Ahmed	F.A + Salasel	
2	Rashat Wafied Ahmed	F.A	
3	Tark Ali Mohamed	F.A account	
4	AbdelSoud Abdelmoneem	F.A + Salasel	
5	AbdelSami AbdelSaidin	F.A + Salasel	
6	AbdelRaouf Youssef	Salasel Com.	
7	Antar Heseen	Salasel Com.	
8			

Annex 8: List of Documents Consulted

1) MDG-F Context

- MDGF Framework Document
- Summary of the M&E frameworks and common indicators
- General thematic indicators
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines. Feb 2011.
- Development & the Private Sector. MDG-F Thematic Study: Review of Key Findings and Achievements
- Inclusive Business: Thematic Study of the MDG-F 8th Window on Private Sector and Development. Alex Mac Gillivray. Dec. 2012

2) Millennium Development Goals at the local and national levels

- UNDP. Egypt's Progress towards Achieving the Millennium Development Goals (2010).
- UN. The Millennium Development Goals Report. 2012
- UN Common Country Assessment. Embracing the Spirit of the Millennium Declaration United Nations. Egypt. 2005
- UN Development Assistance Framework. Moving in the Spirit of the Millennium Declaration
- The DNA of Progress. United Nations. Egypt. 2006
- The Egypt Human Development Report 2010. Institute of National Planning, Egypt and UNDP
- UNDP. TRANSLATING THE GLOBAL MDGs AGENDA INTO NATIONAL ACTION. The MDG Achievement Fund at work: intersectoriality, national ownership and “ONE UN”. 2013

3) Specific Joint Programme Documents

- Joint Programme Document: results framework and monitoring and evaluation framework
- Mission reports from the Secretariat
- Quarterly reports
- Biannual monitoring reports
- Annual reports
- Annual work plan
- Financial information (MDTF)
- 19 PMC Minutes of Meeting during 2009-2013
- 4 NSC Minutes of Meetings during 2011-2013
- JP Improvement Plan –MTR. 30-01-2012
- SALASEL Sustainability Strategy. March 2012
- MoU between Ministry of Agriculture and Land Reclamation (MALR) and SALASEL JP. July 2011
- MOU between Social Fund for Development (SFD) and SALASEL. 10 June 2013

4) Other in-country documents or information

- Evaluations, assessments or internal reports conducted by the joint programme
- Relevant documents or reports on the Millennium Development Goals at the local and national levels
- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country
- Relevant documents or reports on One UN, Delivering as One
- World Bank, Economic Growth, Inequality and Poverty: Social Mobility in Egypt between 2005 and 2008. April, 2009
- OECD. Aid Effectiveness 2011: Progress in Implementing the Paris Declaration – Volume II Country : Egypt

5) Pro-poor documents.

Rural Development: Putting the Last First. Chambers, Robert 1983.