

Independent Evaluation

GREEN TRADE INITIATIVE (GTI)

UNIDO Project No.: 100089



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO INDEPENDENT EVALUATION DIVISION

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Acknowledgements

This Independent Evaluation report submitted by Mr. Umm e Zia, International evaluation consultant that was carried out between May-July 2017, sets out findings, conclusions, lessons learnt and recommendations for the “**Green Trade Initiative (GTI)**” project. The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations set out in the following pages are solely those of the evaluators and are not binding on the project management and sponsors.

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Abbreviations and acronyms

Acronym	Meaning
AEC	Agriculture Export Council
APC	Agriculture Pesticide Committee
AWP	Annual Work Plan
CAPQ	Central Administration of Plant Quarantine
CFI	Chamber of Food Industries
EDA	Export Development Authority
EGP	Egyptian Pound
EOS	Egyptian Organization for Standardization & Quality
EU	European Union
F&V	Fruits and Vegetables
FEC	Food Export Council
FEI	Federation of Egyptian Industries
FSA	Food Safety Agency
FSU	Food Safety Unit
FTTC	Foreign Trade Training Center
GCPP	Green Corridor Pilot Project
GOE	Government of Egypt
GOEIC	General Organization for Export and Import Control
GTI	Green Trade Initiative
GTIP	Trade Information Portal
HRI	Horticulture Research Institute
IEDS	Italian - Egyptian Debt for Development Swap Agreement
ILO	International Labour Organization
IPM	Integrated Pest Management
ISID	Inclusive and Sustainable Industrial Development
M&E	Monitoring and Evaluation
MIFT	Ministry of Industry and Foreign Trade
MOTI	Ministry of Trade and Industry
NQI	National Quality Infrastructure
PMU	Project Management Unit

Acronym	Meaning
PSC	Project Steering Committee
RO-RO	Roll On Roll Off
TORs	Terms of References
TOT	Training of Trainers
TSU	Technical Support Unit
UNIDO	United Nations Industrial Development Organization
WFP	World Food Programme

Glossary of evaluation terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive Summary

The “Green Trade Initiative (GTI)” project was designed to enhance the performance of export-oriented Egyptian horticultural value chains with a focus on eight horticultural products, namely: tomato, artichoke, grape, lettuce, pepper, strawberry, green bean and pomegranate. **GTI** works on the strategic development of the Egyptian agro-industry to increase exports from Egypt to European markets via Italy. GTI was designed to be implemented between February 2013 and December 2016 by the UNIDO in partnership with the Ministry of Trade and Industry (MOTI), and in collaboration with the Ministry of Agriculture and Land Reclamation (MALR), and the Ministry of Transport. However, due to a number of factors, specifically repeated late fund transfers, the project was rescheduled to close in October 2017. GTI comprises of four main components or Results, namely (i) Quality and Production, (ii) Logistics, (iii) Access to Finance, and (iv) Access to Markets.

The evaluation expert found the **project design** to be comprehensive, as it addresses important development issues along selected value chains of the Egyptian Fruit and Vegetable (F&V) exports, including policy, production, logistics, and access to markets, as well as major underlying challenges being faced by horticulture exports, namely pesticides. However, considering the available time and budget for implementation, the evaluation expert found the project’s attempt to systematically address the competitiveness of horticultural sector exports along eight value chains as ambitious for the available time and budgetary resources.

The GTI project has been highly **relevant** to the priorities of all major stakeholders, including the GOE, Government of Italy, UNIDO, and all value chain agents, including producers, traders, transporters, and exporters, etc. Generally, all stakeholders have shown support and **ownership** of the project’s activities and outcomes.

Efficiency has been evaluated as a measure of utilization of available resources, and provides an assessment on Timeliness, Targeting, Partnership, Monitoring and Evaluation (M&E), Human Resources, Finance, and the project’s exit strategy.

Considering the **timeliness** of the execution of the activities of the project, postponing project closure to October 2017 has resulted in 33% additional project implementation time as compared to the intended time frame. Moreover, despite the planned project closure in October 2017, the delivery of a number of activities is still either in process or has yet to be initiated. Although, the activities planned are expected to be completed by October 2017, the evaluation consultant believes that the effectiveness and sustainability of these activities will be at risk if the transfer of some of the critical outstanding components to designated stakeholders e.g. those related to the NQI, is not supported.

GTI management has practiced considerable **adaptive management**. During the Inception Phase in 2014, the initial project design was reviewed based on consultations, assessments, and past experiences of stakeholders. Accordingly, project activities, logframe, and budget were modified. Moreover, the project management continued to adapt to the situation of late funding disbursements, with funding released considerably late in three out of the four project years. Further, the focus of activities was continually changed according to results of ongoing monitoring and assessments.

Late disbursement of funds and the recent devaluation in the Egyptian Pound have been the foremost concerns regarding the **project's financial efficiency**. Late release of funds for project implementation has led to the undertaking of a limited number of activities in a given year. Moreover, in view of the recent devaluation of 50% in the EGP, the value of the financial resources available to the project has shrunk since 2016 and has further limited the project's capacity for implementation and outreach.

GTI has been implemented in close **partnership** with a number of GOE agencies and with the support of various service providers, farming communities, and value chain agents. Thus far, the Project Management Unit (PMU) has worked with at least 22 key institutional partners, 15 service providers and international experts, and 25 local associations and cooperatives/communities, bringing all stakeholders onboard through extensive negotiations to ensure implementation efficiency and sustainability of interventions.

On the whole, the evaluation mission found the project **M&E system** to be responsive and efficient, with monitoring activities having been undertaken regularly, including field reports, site visits, and accumulation of progress data and beneficiary and supplier information in an Monitoring database. However, as the project design did not dedicate specific budget to the M&E for activities such as baseline surveys and impact assessments, etc., the monitoring systems used by the project have been recording information in simple formats, e.g. MS Excel, and impact assessments thus far have been in the form of in-house measures.

As stated, a number of activities in the project are either ongoing or need continued support and monitoring in the interest of sustainability. However, the project has not yet developed a clear **exit strategy** outlining timelines for expected completion of activities and measures for ongoing support after the project end.

In terms of **EFFECTIVENESS**, GTI comprises of four main components, namely (i) Quality and Production, (ii) Logistics, (iii) Access to Finance, and (iv) Access to Market.

Planned activities to improve **Quality and Production** include: i) support to the National Quality Infrastructure (NQI); ii) improving quality of horticulture production for selected crops; iii) promoting value addition of selected products; and iv) R&D, innovation and technology transfer.

As a part of the **NQI**, the project developed a two-pronged strategy to address **traceability**, including piloting of traceability guidelines with farmers as well as support to the GOEIC in monitoring compliance. Moreover, in collaboration with the Egyptian Organization for Standards and Quality (EOS), the project is supporting the development of **voluntary guidelines** and conformity guidelines. In addition, GTI has been working with APC to develop the National Plan for a **Pesticide Monitoring** system. In relation to pesticides, GTI has also introduced the concept of Certified Pesticide Applicators (CAPs) which has been endorsed by the GOE with a future plan to train a nationwide force of 30,000 applicators. Finally, data related to the developed NQI will reside and be managed in a project-supported **Trade Information Portal (GTIP)** to be housed in and operated by GOEIC. However, of the targeted 650, only 150 applicators have been trained thus far with plans to train the remaining by October 2017. To **improve the quality and volume of horticulture products**, the project has also undertaken several activities with small and medium farmers through the introduction of improved and safe production and value addition practices in line with EU guidelines. In total, GTI has reached out to more than 4,000 small and medium producers, exceeding its initial target by 14%, and 25 farming associations representing more than 20,000 small and medium producers. In addition, under **R&D**, trials on long variety tomatoes increased average productivity by 80% as compared to the commonly grown round varieties, while gibberellic acid treatment in artichokes has reportedly increased productivity by 50%.

To enhance **MARKET ACCESS**, GTI has introduced the concept of contract farming and facilitated the engagement in supply contracts of more than 300 producers of tomatoes, artichokes, strawberries, green beans, and pomegranates. Similarly, more than 175 B2B meetings have been organized to facilitate exchange between Egyptian exporters and international buyers, while a group of 50 small and medium exporters was also selected to be coached under an initiative titled 'Go-Global for Agribusiness'. This enhanced capacity has not only resulted in improved marketing of the project focused products but has also had positive implications for other F&Vs traded by these enterprises.

To address **LOGISTICS**, five topic-specific high-level roundtables have been held with the project's support to address the 12 recommendations resulting from a project supported study on logistics. Thus far, this approach has resulted in validating and implementing solutions for three major problems, namely: i) enhanced plugging capacity at Damietta; ii) Gen-set entry into ports to avoid disruption in cool chain; and iii) the establishment of a fast lane for perishable products at the Alexandria port. In addition, 500 individuals have been trained so far on logistic awareness and logistics for export.

Finally, in regards to access to **FINANCE**, GTI has undertaken two major activities in regards to attracting investment, including tomato mechanization and identification of investment opportunities for an upcoming agro-industrial park. Moreover, upon request from the GOE, GTI developed a feasibility study for the newly established agro-industrial park in

Qalioubeya. In addition, attempts have also been made to link small and medium producers and exporters to sources of finance, e.g. soft loans, guarantee funds, Italian credit line, insurance schemes, etc. However, despite extensive efforts and consultations with stakeholders such as banks and insurance companies, etc., the project has had limited success in this area due to lack of available financing for small and medium agro-producers.

Support to GOE institutions and integrating project outputs in the mainstream activities of these institutions is a foremost measure of **SUSTAINABILITY**. In this regard, key achievements include:

- (i) Training staff from nine GOE institutions;
- (ii) Development and piloting of the concept of Pesticide Applicators;
- (iii) Training to HRI staff in the development of comprehensive production manuals;
- (iv) Setting up a traceability unit; and
- (v) Implementing recommendations provided by the Logistics Assessment study and establishment of a logistics roundtable as a permanent venue for public and private sector to discuss problems hampering smooth export operations. Moreover, transfer of knowledge to farmers and establishment of market and export linkages are also factors leading to a high likelihood of sustainability. However, the project is lagging behind on finalizing the completion of some activities. Ensuring satisfactory completion of these activities will be critical to sustaining the project's outcomes as they form the backbone of the long-term impact on Egypt's horticultural exports to Europe.

GTI has also had considerable implications for **WOMEN's** socioeconomic development and the natural **environment**. As women workers are preferred by processing units, the introduction of basic processing has led to creation of numerous jobs for women in all the products targeted. Similarly, production techniques introduced by the GTI have positive implications for the environment.

In light of the above findings, the evaluation mission has put forth the following **RECOMMENDATIONS** based on the detailed assessment of the project's relevance, effectiveness, efficiency, and prospect for sustainability.

- **No-Cost Extension for Completion of Activities:** Earlier delays as well as those caused by the late provision of 2017 funds necessitate provision of additional time for GTI to complete its important ongoing activities satisfactorily. To assess the addition time required, it is recommended that GTI management, in consultation with its stakeholders including the IEDS, carries out a prioritization exercise of the outstanding activities. Consequently, those activities which are essential to the sustainability of the project's outcomes are selected for further action.

- **Development of Exit Strategy:** It has been observed that a significant number of outputs have been or will be integrated into existing institutions, e.g. GOEIC, AEC, EDA and FSA. However, to ensure a systematic exit, GTI in collaboration with all stakeholders must thoroughly document an exit strategy, detailing the roles and responsibilities of future stakeholders. Moreover, as already mentioned, the project has been able to only demonstrate new concepts and processes. The growing demand for replication and uptake of a number of activities necessitates provision of continued guidance. Therefore, it is recommended that UNIDO and the GOE work towards the development of a programmatic approach to Horticulture Export Development through partnership with additional donors, including the EU.
- **Systematic Impact Assessment:** A number of standalone rapid assessments have demonstrated the project's impact on aspects such as productivity and profitability, etc. However, in order to get a complete picture of the project's integrated impact, it is recommended that UNIDO and IEDS commission a systematic impact assessment of the project's outputs and outcomes. The results of this assessment can help prioritize future activities for follow up by serving as a baseline for future projects. Moreover, the results of an independently undertaken impact assessment exercise can also help present the case to subsequent donors and stakeholders for investment in similar projects.
- **Formalization of Exporter Group:** The provision of coaching has strengthened the capacities of the group of 50 small and medium exporters and also enabled them to work in collaboration. However, to ensure the sustainability of this collaboration, it is recommended that interested individuals from this group are provided the support to streamline collective action e.g. exhibiting or marketing under one label, negotiating logistics and trade contracts, and information collection and dissemination. Since GOE legislation does not favor enterprise alliances, such collaboration may be explored through models such as cluster formation. To accomplish this object, the project can provide technical assistance in the form of identification and recruitment of an organizational/cluster development expert on a cost share basis.
- **Future Approach:** In view of the positive outcomes of GTI, it is recommended that future horticulture/ value chain projects are designed based on lessons learned from the implementation of GTI. Also, considering the high potential of women's economic empowerment through small scale processing, it is recommended that any similar projects in the future must focus on provision of necessary support to women. For instance, designing gender-responsive activities will include solutions specific to women, including access to land.

To reflect ground realities, development of financial linkages under future projects should be approached with an emphasis on developing existing sources of value chain finance available in the informal sector.

To ensure development of local capacity for availability of guidance after project closure, private sector service providers and local NGOs, e.g. Hemaity and Meristem must be engaged more proactively by including them in the project design and implementation.

1. INTRODUCTION & BACKGROUND

1.1. INTRODUCTION

The “Green Trade Initiative (GTI)” project was designed to enhance the performance of export-oriented Egyptian horticultural value chains with a focus on inclusiveness and sustainability. GTI works on the strategic development of the Egyptian agro-industry to increase exports from Egypt to European markets via Italy. Guided by scientific research, innovation and an integrated value chain approach, technical assistance is provided to small and medium producers, exporters and institutions at every step of the chain. The project focuses on a new system for quality control and risk prevention to supply safer food to European Union (EU) and Egyptian consumers and a package of technical and financial supports to overcome transitional phases. With this agenda in mind, GTI has targeted eight horticultural products: tomato, artichoke, grape, lettuce, pepper, strawberry, green bean and pomegranate.

Led by UNIDO, GTI was designed to be implemented over three years, between February 2013 and December 2016, in partnership with the MOTI, and in collaboration with the Ministry of Agriculture and Land Reclamation, and the Ministry of Transport. However, due to a number of factors, including late fund transfers, the project was rescheduled to close in October 2017.

UNIDO commissioned an independent evaluation of the project to be conducted in a participatory manner and in accordance with UNIDO evaluation guidelines, thereby assessing the relevance, efficiency, effectiveness, sustainability, impact, and crosscutting issues of the project, while highlighting the main achievements and lessons learned throughout the course of project design, programming and implementation, and providing recommendations accordingly. The evaluation was carried out by an international evaluation consultant, Umm e Zia. The field mission was undertaken between 10 May 2017 and 24 May 2017. Annex 01 provides a schedule of the field mission.

1.2. BACKGROUND and CONTEXT

Since 2002 the Egyptian and Italian Governments have agreed to enhance their Euro-Mediterranean partnership through cooperation in agriculture sector and agreed to: i) increase the Egyptian volume and quality of agricultural fresh production, ii) assure the complementarities and seasonality in trade and production, iii) create an efficient logistic and transport system, and iv) encourage the collaboration and investments between the private stakeholders in both Countries.

Major initiatives following this agreement include the GCPP, the *Traceability of Agro-Industrial Products for the European Market Project*, and the establishment of phytosanitary Memorandums of Understanding. In 2007 the GCPP presented an Action Plan to the Egyptian Institutions and the private stakeholders for the implementation of the GTI. Accordingly, in March 2008, the Management Committee of the IEDS agreed to provide funding for the GTI. Accordingly, the MIFT prepared the GTI project document to be presented to the IEDS in November 2010.

The project was eventually approved by the IEDS Program in November 2011. In April 2012, the Ministry of Industry, Trade and SMEs, as Applicant, signed the Project Implementing Agreement with the funding program and subsequently subscribed the Trust Fund Agreement with UNIDO as the implementing agency in September 2012, as implementing agency.

TABLE 1: PROJECT FACT SHEET

Sector	Outcome Targets
Project Title	Green Trade Initiative (GTI)
Project Number	100089
IEDS Code	IDS/25/GTI
Applicant	Ministry of Trade and Industry (MTI)
Implementing Agency	UNIDO
Start and End Date	<ul style="list-style-type: none"> • Start Date: February 2013 • Original Project Duration: 3 years • Original End Date: December 2016 • Revised Closing Dates: October 2017
Total Project Budget	Egyptian Pound (EGP) 54, 962,854.00
Budget Revision	<p>Two no-cost extensions have been awarded to the project. In February 2015, an extension of 11 months was awarded due to the delayed start of the project in January 2014 because of delayed funds transfer thereby postponing the project closure to December 2016. A second extension of ten months was granted in January 2017, with the revised closing date of October 2017. The main reason for this second extension was to allow the project to complete ongoing activities.</p>
Project Location	Cairo and selected rural areas
Beneficiaries	Egyptian producers and exporters, Italian and Egyptian suppliers of service and technology, European and Egyptian consumers.
Project Overall Objective	The overall objective of the project is to enhance the competitiveness of Egyptian horticultural products towards EU Countries through cooperation with the Italian private and public sector.
Project Specific Objectives	<p>GTI will support the establishment of an integrated system to enhance the performance of export-oriented horticultural value chains with a focus on inclusiveness and sustainability. Elements of this system will be:</p> <ul style="list-style-type: none"> • QUALITY: <i>Improving the integration and governance of the national quality system and increasing volume and value of selected crops exportable to EU markets.</i> • LOGISTICS: <i>Integrating and enhancing the logistics services and adopting optimal transport solutions.</i> • ACCESS TO FINANCE: <i>Increasing access to financial facilities for SMEs and attracting more investments in the agribusiness sector; and</i>

	<ul style="list-style-type: none"> • ACCESS TO MARKET: <i>Guaranteeing a stable presence in target EU markets and better access to market information and innovation.</i>
Project Expected Results	Project Activities
<p style="text-align: center;">R1</p> <p style="text-align: center;">Increased quality and volume of Egyptian horticultural fresh produce compatible with EU standards on food safety and control</p>	<ul style="list-style-type: none"> • A 1.1 – Promote the quality system integration and responsiveness to international markets requirements and consumers' needs, through training programmes, upgrading the Trade information platform, strategic and technical operational guidelines, policy brief. • A 1.2 – Support and upgrade the implementation of the national traceability system established within General Organization for Export and Import Control (GOEIC) and to be hosted within the Trade information platform. • A 1.3 – Improve the quality of horticulture production for selected crops among small and medium producers, through the application of Good Agricultural Practices (GAPs), food safety practices in order to meet EU/international export requirements • A 1.4 – Enhance and promote the correct and reasonable use of pesticides, according to Integrated Pest Management (IPM) principles • A 1.5 – Promote and support value addition activities to increase export opportunities to EU through Italy in particular for tomato, artichoke and pomegranate • A 1.6 – Support research projects (R&D), innovation, and technology transfer along the supply chain in cooperation with universities, research institutes, etc. • A 1.7 – Support networking of Central Administration of Plant Quarantine (CAPQ) regional offices to enhance phytosanitary certificate issuance and control and to be hosted within the Trade information platform, entrusted in GOEIC.
<p style="text-align: center;">R2</p> <p style="text-align: center;">Improved efficiency of collection, transportation and export logistic system</p>	<ul style="list-style-type: none"> • A 2.1 – Provide technical information and recommendations regarding relevant bottlenecks highlighted in the inception phase logistics assessment • A 2.2 – Build capacities and knowledge of small and medium exporters and public/private stakeholders to enhance the efficiency of the logistics process • A 2.3 – Propose sea transport solutions based on objective cost-benefit analyses linking Egypt to EU / Italy.

<p>R3 Increased investments in the agricultural and logistics private sector</p>	<ul style="list-style-type: none"> • A 3.1 – Promote investments in the agribusiness sector for national and international investors. • A 3.2 – Facilitate access to financial facilities for SMEs in the agribusiness sector
<p>R4 Increased volume of exported fresh produce through stable connections with strategic markets and technology suppliers</p>	<ul style="list-style-type: none"> • A 4.1 – Integrate small and medium producers into the export value chain • A.4.2 – Organize outbound and inbound trade missions and exhibitions as well as match- making events and B2B meetings between Egyptian small and medium exporters and foreign partners in Italy and EU • A 4.3 – Conduct national capacity building program to enhance capacities of supporting institutions and small and medium exporters on export procedures and on market information in connection with the Trade information platform • A 4.4 – Promote Egyptian export of horticultural sector through awareness among SMEs on markets information and collective promotional material/communication tools • A 4.5 – Consolidate relationships and networks with national / international organizations for trade promotion • A 4.6 – Promote technology transfer and equipment innovation with special regards to post-harvest and packaging

2. EVALUATION PURPOSE, SCOPE AND METHODOLOGY

This section provides an overview of the evaluation purpose and scope as defined in the Terms of References (TORs), and the resulting methodology employed by the evaluator to undertake the evaluation. Limitations faced in undertaking this review are also detailed here. A copy of the TORs has been provided in Annex 03.

2.1. PURPOSE

The purpose of this independent evaluation is to assess the effectiveness, efficiency and sustainability of the project and provide recommendations on adoptable best practices. The specific purposes of the evaluation are to:

- Assess intermediate progress and deliverables based on the project's logical framework, indicating progress against indicators;
- Draw, identify and communicate key lessons learned and develop recommendations for UNIDO, project stakeholders and partners, based on the project's design and progress of its implementation so far, with a forward-looking approach based on improving project performance, sustainability of results, and prospects for impact and upscale; and
- Determine major challenges and suggest appropriate solutions to overcome them.

2.2. SCOPE

The **programmatic scope** of the evaluation focused on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, as well as highlight its main achievements at the output, outcome, and impact levels. Additionally, the programmatic scope focused on assessing the extent to which the project's outcomes are sustainable. Moreover; the evaluation also addressed to the extent meaningful other standing evaluation criteria singled out in UNIDO's Evaluation Policy, such as impact, management, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID) agenda, and potential to promote ISID. Where applicable, emphasis on outputs and achievements that promote environmental sustainability and gender empowerment/equity were also considered throughout the evaluation. The evaluation covered the entire period from the beginning of the project's inception in February 2013 till July 2017 and reviewed all major components/outputs/ activities.

The **geographic scope** of the evaluation comprised of Cairo and all the project production areas in Upper, Middle and Lower Egypt.

2.3. METHODOLOGY

This independent evaluation was conducted by an international evaluation consultant. The team worked under the guidance of the UNIDO Evaluation Officer in the UNIDO Independent Evaluation Division, in coordination with the project team and UN agency representatives. The evaluation has been carried out according to the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO. Moreover, the standard DAC evaluation criteria have been applied, ensuring objectiveness and a reliance on a systematic approach throughout the assignment.

Key evaluation questions were formed to ensure a comprehensive and balanced view of the key issues that were highly relevant in the context of the assignment and considered pivotal to its objective. The evaluator employed different methods to ensure that data gathering and analysis deliver evidence-based qualitative and where applicable, quantitative information based on diverse sources, such as available desk research and literature review, key stakeholder’s interviews, focus group discussions, and site visits. A comprehensive list of the documents reviewed during the course of the evaluation is provided in Annex 04 while evaluation tools developed by the evaluator, including Interview sheets and Focus Group Discussion guides are provided in Annex 05.

The evaluator visited various stakeholders in Cairo and the Governorates of Luxor, Alexandria, Marsa Matrouh, Beheira, and Assuit, and engaged a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations, project staff, etc. The list of stakeholders interviewed is provided in Annex 06.

Evaluation of the project performance was guided by critical parameters and evaluation questions. In addition to the qualitative assessment based on the evidence gathered during the evaluation, the evaluator also rated the project on the basis of rating criteria for the key parameters and evaluation questions provided in Annex 07. The ratings are presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses (see Tables in Section 5).

On the final day of the mission in Egypt, the evaluator developed a de-briefing presentation comprising of main findings and recommendations. The presentation was delivered to the three key stakeholders, including UNIDO, GOE, and IEDS representatives. Any suggestions or feedback from these meetings have been duly incorporated into this report.

2.4. LIMITATIONS OF THE EVALUATION

The two major challenges faced by the evaluator were:

1. The extensive geographic reach and product diversity made it difficult to personally visit each project site or reach out to every single stakeholder. This issue was mitigated through sampling and using time saving measures such as group meetings.
2. GTI outputs have already started demonstrating impact. However, in the absence of a third-party impact assessment, the evaluator had to rely on the results of the rapid impact assessment exercises undertaken by the project management and partners. Where possible, this information was triangulated with beneficiaries and available documents.
3. Although, the project is set to close in October 2017, a number of project activities were still being implemented at the time of this evaluation in May 2017. This situation necessitated versatile analysis to enable satisfactory response to the evaluation matrix.
4. Initially, the evaluation was planned to be undertaken by a team of one international and one national consultant. However, the last-minute notice from the selected national consultant about her non-availability led to unsuccessful attempts to find to find a replacement. This left the international consultant to undertake the mission on her own supported by the project M&E officer.

3. ASSESSMENT

This section provides details of the evaluators' assessment of the Project Design, Logical Framework, Ownership and Relevance, Efficiency, Effectiveness, Sustainability, and Cross Cutting Issues including Gender and Environment.

3.1. PROJECT DESIGN

The GTI project document has gone through at least one major overhaul. The initial project document, presented by the MOTI to the IEDS and approved in November 2011, was developed by a team of two consultants. Eventually, citing the past experience of UNIDO in agriculture trade projects and its neutral role, both stakeholders concurred to engage UNIDO as the lead implementing agency.

At the time of taking over the project, UNIDO management found parts of the original design to be somewhat ambitious in the context of existing status of horticulture exports sector in Egypt.

For instance, the incentives prescribed by the design were seen as limiting the outreach capacity of the project to only a few select participants, e.g. a reward mechanism linked to implementation of the 'code of good practice', subsidization of pesticide analysis at participating farms, and grants to support private investments in the TIR convention or exchange of electronic documents. Moreover, the design did not provide enough guidance on implementation of activities, e.g. identification of partners or their respective roles and responsibilities.

Consequently, during the planned Inception period between April 2014 and October 2014, UNIDO reviewed assumptions made by the initial project design and updated the project approach accordingly. This resulted in changes being made to the project logical framework, work plan, and budget according to the following guidelines:

- a) The overall objective and the expected results have remained the same as per original project document;
- b) The main activities per output have been thoroughly revised and detailed into a series of sub-activities which capture the findings of the inception phase assessments and analyses;
- c) The budget allocated per expected result has remained the same as per original plan; changes on budget lines distribution and definition have been adopted.

The reviewed design was approved by the Project Steering Committee (PSC) and was a result of field assessments and consultations with key institutional partners, e.g. the

Egyptian Organization for Standardization & Quality (EOS), GOEIC, Ministry of Transport, Agriculture Export Council (AEC), Chamber of Food Industries (CFI), Ministry of Trade and Industry (MOTI), etc. and the UNIDO's experience and lessons learned from implementing similar previous projects, e.g. EMAP, E-TRACE, and SALASEL, etc.

The Evaluation expert found the reviewed design to be comprehensive, as it addresses important development issues along selected value chains of the Egyptian Fruit and Vegetable (F&V) exports, including policy, production, logistics, and access to markets, as well as major underlying challenges being faced by horticulture exports, namely pesticides. Moreover, a number of designed activities were also in line with the principles of inclusiveness and sustainability, as defined in the project Outcome. For instance, focus on Small and Medium farmers, traders, and exporters, activities planned to support policy development, and capacity building of stakeholders along the value chain, including producers, service providers, and relevant Government of Egypt (GOE) staff¹.

However, considering the available time and budget for implementation, the evaluation expert found the project's attempt to systematically address the competitiveness of horticultural sector exports along eight value chains as ambitious for the available time and budgetary resources. This is more so in a context where each of the selected value chains was found to be underperforming and would require a series of time and budget consuming sustainable measures, including policy development, institutionalization of newly developed systems, and most importantly, a change of mindset in all stakeholders from the engrained status quo, including small farmers, exporters, and policy makers.

Moreover, the design did not take into due consideration the contextual hurdles associated with linking small and medium farmers to formal financial institutions, the most prominent hurdle being the habitual reluctance of commercial financial institutions to lend to the agriculture sector, especially small and medium farmers. This hesitation stems from lack of guarantees and high transaction costs. In fact, instead of having a narrow focus on formal finance instead of relying on a variety of complimentary sources, such as the existing informal financing mechanisms, e.g. trader to farmer linkages or investments by the targeted farmer associations, would have been a more practical approach.

Finally, the project design did not identify specific budget allocation for monitoring, an activity crucial to the implementation of a pilot project like GTI. This limited attempts at systematic improvements in monitoring approaches, e.g. improving the capacity of project staff in monitoring, and undertaking external detailed impact assessments of the various activities in a pilot project. The provision of such activity-specific monitoring budget can be helpful in documenting processes and impact which can in turn be valuable in informing future attempts at upscaling.

¹ More details on this can be found in the sections on Efficiency and Effectiveness

3.1.1. LOGICAL FRAMEWORK

The logical framework that was revised during the inception phase has been serving a key monitoring tool ever since. The evaluator found the logframe to be simple yet comprehensive, presenting the Outcome and Output hierarchy with related indicators, reliable methods of verification and associated assumptions/risks. In particular, indicators are SMART and are relevant to the project objectives and outputs through focus on elements such as increase in sales, income, job creation, and number of exporters assisted, etc. Baseline assessments and surveys were conducted in some instances e.g. quality and logistics, as well as baseline figures provided by partner stakeholders. However, more comprehensive baseline figures need to be provided, against which project performance could be measured.

Moreover, as mentioned above, some logframe targets are ambitious for a project of this scale by aiming for comprehensive sector-wise/product-wise results. While aiming for such high targets, the limited project budget and time as well as any positive or negative exogenous factors have not been taken into consideration, e.g. the effect of other development programs aimed at the product and macroeconomic factors in the importing countries. Important examples of this include, the objective indicator stated as: ‘percentage decrease in losses along select value chains before and after comparison of key identified cases’ to be verified through ‘national and international trade statistics’; and the Result 1 indicator: ‘Percentage decrease of rejected shipments in a select crop’ to be verified based on ‘Reports from Rapid Alert System for Food and Feed (RASFF)’.

In summary, the project design has been comprehensive and inclusive and the project logical framework has been satisfactorily designed. However, considering the available budget and time, the project is ambitious in its overall goals.

3.2. OWNERSHIP AND RELEVANCE

The evaluation consultant found the GTI project to be highly relevant to the priorities of all major stakeholders, including the GOE, Government of Italy, UNIDO, and all value chain agents, including producers, traders, transporters, and exporters, etc.

From the GOE’s perspective, development of horticulture exports and value addition present an opportunity for improved balance of trade and as a measure of poverty eradication. For instance, devised by the GOE, the purpose of the Sustainable Agricultural Development Strategy towards 2030 is modernizing Egyptian agriculture based on achieving food security and improving the livelihood of the rural inhabitants through the efficient use of development resources and the utilization of its environmental advantages. Accordingly, the strategy indicates 07 main objectives, including: i) promoting sustainable use of natural

agricultural resources; ii) increasing the productivity of both the land and water units; iii) raising the degree of food security of the strategic food commodities; iv) increasing the competitiveness of agricultural products in local and international markets; v) improving the climate for agricultural investment; vi) improving the livelihood of rural inhabitants, and vii) reducing rural poverty.

Similarly, GTI falls under UNIDO's thematic area of 'Trade Capacity Building Thematic area' and buildings on the experiences of recently finished projects in Egypt with a focus on horticulture value chains, including SALASEL and EMAP. Overall, the project contributes to various UN's Sustainable Development Goals (SDGs), including SDG 1, 8, 9, 12, 13, 16 and 17 (related to poverty elimination, income generation, environment, etc.)

Moreover, the Goltaly and EU stand to benefit from improvement in the quality and availability of imported horticulture products, including various fruits and vegetables selected by the project. The project aims to address major problems faced in this context, including unsafe products due to production practices and limited supply due to post harvest losses and transportation.

GTI is also highly relevant to improving the livelihoods of agents across all of the selected eight value chains. In particular, small and medium producers needed guidance in safe production techniques and proper post-harvest methods, while traders and exporters have been in need of reliable suppliers, technical assistance in understanding and meeting of the EU market requirements, and development of export market linkages.

3.3. EFFICIENCY

Efficiency has been evaluated as a measure of utilization of available resources, and provides an assessment on Timeliness, Targeting, Partnership, Monitoring and Evaluation (M&E), Human Resources, Finance, and the project's exit strategy.

3.3.1. TIMELINESS

Being a three-year project, GTI was expected to be implemented between February 2013 and December 2016. However, a number of factors led to the project being awarded two no-cost extensions, postponing project closure to October 2017. Resultantly, the project implementation has taken nearly a year longer (or 33% longer time) than the intended timeframe.

Major reasons for delays in activities include the late release of funds by GOEIC. Other factors causing delay include the piloting of complex market-oriented activities aimed at sector transformation, agriculture seasonality, and some procurement delays.

After the Inception phase of April to October 2014, project implementation started in November 2014. Due to the delayed start of the project because of delayed funds transfer, an extension of 11 months was awarded in February 2015, postponing the project closure to December 2016. A second extension of ten months was granted in January 2017, with the revised closing date of October 2017. The main reason for this second extension was to allow the project to complete ongoing activities.

However, despite the planned project closure in October 2017, the delivery of a number of activities is either in process or has yet to be initiated. Table 2 provides a list of some of the key activities pending delivery:

TABLE 2: KEY ACTIVITIES OF THE PROJECT PENDING DELIVERY

Activities in Process and Expected to Finish by October 2017
* Establishment of a GTI Platform at GOEIC
* Approval of Product Safety Guidelines by EOS
* Risk Based Pesticide Monitoring System by Agriculture Pesticide Committee (APC)
* Development of the AEC Trade Portal for Fresh F&V Exports
Activities Not Initiated Until May 2017, but Expected to start and finish by October 2017
* Training to 20 tomato nursery owners in local grafting of seedlings and pest control (July – September 2017)
* Linking pomegranate (Sahel Selim) and grape (Rowisat) farmers to exporters (agriculture seasonality; pending activities that have to precede this step, e.g. assessment of product quality and quantity)
* Training of 50 Master Trainers at APC and 500 pesticide applicators (pending and awaiting 2017 budget release from the GOEIC)
* Support to National Breeding Program for Horticulture Research Institute (HRI) (subject to submission of proposal from HRI)
* Commissioning, Undertaking, Piloting, and Dissemination of the Study on Improvement of Containers Transport from/to Egyptian Ports Assessment (pending release of 2017 funds)
* Training 500 individuals in Logistics through the Foreign Trade Training Centre (FTTC) (pending Evaluation of proposal submitted by FTTC)
* Development of a comprehensive sustainability plan for all key project outputs, e.g. sustainability of Logistics Round Table, Support to SM Exporters, etc.
* Demonstrate and disseminate successful product trials and market opportunities under APEx

3.3.2 The evaluation consultant believes that the effectiveness and sustainability of project activities will be at risk if a number of the above activities are not finished before project end. Moreover, such late delivery in the project's timeline would cut off project technical assistance to ongoing initiatives and ideas, e.g. establishment of the GTI platform at GOEIC or development of the 08 product manuals by HRI.

ADAPTIVE MANAGEMENT

Adaptive management refers to the ability of the project management and key stakeholders to adapt to the ever-changing context in which the project is being implemented. Key initiatives undertaken in this regard include a review of the original project document, modification of some activities according to beneficiary or market needs, and management of activities when funds were released with significant delay.

As explained in the section on Design, during the Inception Phase in 2014, the initial project design was reviewed based on consultations, assessments, and past experiences of stakeholders. Accordingly, project activities, logframe, and budget were modified. Moreover, the project management continued to adapt to the situation of late funding disbursements, with funding released considerably late in three out of the four project years. These adjustments included prioritization of planned activities and negotiation with institutional stakeholders to carry on without readily available budgetary provisions, etc.

3.3.3. FINANCE

Major concerns regarding the project's financial efficiency include late disbursement of funds and devaluation in the EGP.

A total budget of approximately EGP 55 million was allocated to GTI. In contrast to most donor projects, the nature of the Debt Swap Program necessitates the project budget to be in EGP rather than the donor-country's currency. Resultantly, in view of the recent devaluation of approximately 50% in the EGP, the value of the financial resources available to the project has shrunk in 2016 and has further limited the project's capacity for implementation and outreach.

According to the contract between the IEDS and MIFT, MIFT being the Applicant, funds are first credited in GOEIC's accounts (an agency of MIFT) to be released in turn to the project account. As shown in Table 3, thus far, of the four expected tranches, only three have been fully released by GOEIC. To ensure timely implementation of the Annual Work Plan (AWP), funds are expected to be released in January or February of each year. However, as can be seen in Table 3, funds have been invariably released late, with the second tranche not released until April of 2015, and the third installment released in June of 2016. Similarly, despite having received funds from IEDS at the start of the year, only a partial fund (EGP 9 million) for the current year was released to the project until 15 May, 2017, while the remaining 8.4 million is still pending transfer. Resultantly, only a limited number of activities have been undertaken thus far. A list of key delayed activities is presented in the sub-section on Timeliness.

TABLE 3: DETAILS OF TRANCHES RELEASED BY GOEIC

Tranche No.	Funding (EGP)	Date
1	4,364,853	01 Dec. 2013
2	13,719,516.29	09 April 2015
3	14,549,538.19	01 Jun 2016
4	9,000,000 ²	15 May 2017
	8.4 million	Yet to be released

Discussions with relevant stakeholders revealed that the delay is often caused by bureaucratic hurdles and severely affects project activities, especially those linked to agriculture seasonality. This in turn influences the annual delivery rate due to the limited time available for utilization of the annual budget.

Further, despite the installment to be released in 2017 being the final tranche, the fund released by IEDS is short by EGP 4,874,368 or approximately USD 269,138.44. Considering the reduced strength of the EGP, this would further curtail the project's financial resources.

3.3.4. PARTNERSHIP

GTI has been implemented in partnership with a number of GOE agencies and with the support of various service providers, farming communities, and value chain agents. Thus far, the Project Management Unit (PMU) has worked with at least 22 key institutional partners, 15 service providers and international experts, and 25 farming associations/communities.

Institutional partnerships have been developed with relevant GOE departments for implementation of key components, e.g. GOEIC and EOS (Quality and Safety), HRI (development of 08 Production Manuals), Alexandria Port Authority and Ministry of Transport, etc. (Logistics), and APC (Pesticide Applicators). These institutions already have a mandate related to the respective support that they have been providing to the project.

In addition to institutional partnerships, the project has also used the services of a number of national and international service providers for activities such as training of farmers or development of the GTI platform at GOEIC. These organizations have been recruited through a competitive bidding process and the tasks assigned to them are relevant to their technical expertise, e.g. Meristem (engaged for Production activities), Hemaity (Production and Food Safety), etc.

Further, considering the fragmented nature of small and medium sized farming enterprises, farmers have been accessed through existing, product-specific farmer associations and cooperatives. Similarly, a large proportion of assisted exporters and traders have been

² Approximate number

reached through partnership with the AEC. These organizations have been used as a platform to disseminate the project's technical advisory messages and promote collective action in production, post-harvest, marketing, and logistics, etc.

In addition, due to its technical expertise, GTI has been called upon by other projects for providing technical assistance. Of this, the more prominent examples include support to a World Food Programme (WFP) Climate Change project for establishment of a tomato dryer, technical advice to GOE REEF Misr project including guidance on farmer group formalization and information on markets, etc.

The evaluation consultant observed that instead of direct implementation, the GTI management has made a conscious effort to avoid reinventing the wheel, and has instead guided existing public and private sector organizations to deliver most of the project activities. This measure has not only enabled efficient utilization of resources and enable implementation across 17 main governorates, but also helped build the capacity of relevant national partners³. Annex 08 provides an overview of the project's target locations.

Having said that, the large number of partnerships formed and the diverse operational nature of these partners poses many challenges of coordination and at times also affect timely delivery. For instance, the development of 08 product guidelines was a process spanning approximately 12 months and entailed coordination between researchers, farmers, and private sector, etc. Similarly, although, the guidelines for pesticides control and traceability application have been developed, their review by EOS would entail feedback from all relevant parties, requiring 60 days according to existing guidelines for such reviews.

Despite these challenges, the various partners and stakeholders have expressed satisfaction with the project's efforts at collaboration. One issue of concern to the evaluator however has been the lack of communication to existing and potential beneficiaries about the project's upcoming closure in October 2017. In order to avoid any disappointments, it is important to relay this message as the evaluation mission observed a number of potential beneficiaries planning to rely on project services in the coming agriculture seasons, e.g. tomato growers in Luxor and even the WFP project manager planning to rely on GTI's support for future similar interventions in 2017 and 2018.

³ More information on capacity development is provided in the section on Effectiveness

3.3.5. MONITORING and EVALUATION

GTI has a multi-tiered monitoring system, comprising of the PSC, a PMU in Cairo, a Project Technical Committee (PTC), and reporting from three field offices. Progress reports by the various contractors assigned to different technical activities also provide key information on Monitoring. In addition, the Knowledge Management activities undertaken through the project are also a way of providing some feedback to monitoring of activities.

While the PSC is responsible for monitoring at the strategic level, the PMU undertakes operational monitoring by overseeing performance of partners and sub-contractors and assessing overall progress against the project logical framework and AWP. The assigned Monitoring Officer based at the PMU is responsible for gathering monitoring data to develop progress reports to be submitted to the donor and other key stakeholders. This information is gathered from progress information provided by all the relevant staff, implementing partners, and field offices. Moreover, key staff including the monitoring officer, depending on their role, undertake periodic or regular field visits to guide implementation and monitor activities. In addition, the PTC is a working group of experts in agribusiness from the public and private sectors that meets once a quarter to provide inputs to important technical activities, e.g. validation of the Value Chain Analysis undertaken during the Inception Phase.

This regular monitoring has led to efficient coordination and also resulted in the course correction of some activities, e.g. once problems of high production cost and lack of market were identified for vertical tomato farming, an activity introduced by the project, efforts was shifted to identifying rewarding markets through exporter linkages. Moreover, under the monitoring component, rapid impact assessments have also been undertaken for some select activities, e.g. impact of improved farming practices. This practice has helped the project in assessing ongoing impact and further focusing on activities with high potential. However, a detailed systematic impact assessment will be necessary at the project end to demonstrate comprehensive project impact.

On the whole, the evaluation mission found the project monitoring system to be responsive and efficient, with monitoring activities having been undertaken regularly, including field reports, site visits, and logging of progress data and beneficiary and supplier information in a Monitoring database. However, as the project design did not dedicate specific budget to the M&E, monitoring systems were developed with information recorded in simple formats, e.g. MS Excel, and impact assessments thus far have been undertaken using simple rapid assessment methods. Instead, dedicating a portion of the budget to M&E activities such as system development, staff training, and more periodic impact assessments could have been instrumental in documenting the processes and lessons learned from this pilot project in a more comprehensive manner to inform any future attempts at replication and upscaling.

3.3.6. STAFFING

GTI is managed by a PMU based in Cairo and three field offices, located in Minya, Luxor, and Noubariya governorates. In addition, activities in Beheira governorate are overseen by agronomists assigned to the Minya office. As of May 2017, the project staff included: 16 full time project staff, of which 09 are based in Cairo and 07 in the field offices; and 06 project support staff. The list of project staff is presented in Annex 09.

Evaluation mission's interaction with the staff revealed that technical staff are competent and have relevant past experience in implementing similar projects and activities. However, the extensive geographical and product spread of the project tends to over burden some technical staff from time to time, e.g. the extensive responsibilities entrusted to the Quality and Production Expert.

Moreover, over the years, the project has seen some staff turnover either due to the fact that the project was expected to close earlier or because of finding better opportunities. Among these, the most critical position has been that of the Project Coordinator. Reportedly, GTI had a competent and experienced coordinator who departed for another opportunity in September 2016. However, the position remains vacant, despite the fact that the project has attempted twice to find a suitable and competent candidate for the position, with no success. Instead, the role has been taken over by a staff in the UNIDO Regional Office, combined with GTI team support. Considering the difficulty in attracting a capable individual for the short remaining duration of the project, the decision to not hire a replacement was endorsed by the IEDS and MoTI.

Other important staff turnover includes the departure of Production Expert and Horticulture Field Coordination in June 2016. Both these positions have been filled by alternative staff. However, in case a further extension is not granted, the evaluation mission fears more staff exodus over the coming months in view of the impending closing date of October 2017. For instance, two junior agronomists from the Noubariya field office left in May 2017. To fill the gap, alternative solutions were found e.g. agronomists from other field offices provided technical inputs, and service providers present in the field continued the implementation of activities according to plan. .

3.3.7. EXIT STRATEGY

Finally, GTI management not yet developed a clear exit strategy outlining timelines for expected completion of ongoing activities and measures for ongoing support after the project end. As explained earlier, a number of activities in the project are either ongoing or need continued support and monitoring in the interest of sustainability. Therefore, the development of a timely exit strategy can guide the project towards an efficient closure and also contribute to the likelihood of sustainability.

3.4. EFFECTIVENESS

GTI comprises of four main components or Results, namely:

1. Result I (R1) – **QUALITY AND PRODUCTION:** *Increased quality and volume of Egyptian horticultural products compatible with EU standards on food safety*
2. Result II (R2) – **LOGISTICS:** *Improved efficiency of collection, transportation and export logistic system*
3. Result III (R3) – **ACCESS TO FINANCE:** *Increased investment in the agricultural and logistics private sector*
4. Result IV (R4) – **ACCESS TO MARKETS:** *Increased volume of fresh produce export through stable connections with strategic markets and technology suppliers*

This section provides detailed findings related to the project's effectiveness according to the four results. In addition, Annex 10 provides an overview of the achievements against targets set in the project's logical framework.

To ensure ease of reading, assessment of Results is presented in an order different than the actual result sequence as provided in the logframe. Resultantly, the analysis is provided in the following order: i) Result I – Quality and Production; ii) Result IV – Access to Markets; iii) Result II – Logistics; and iv) Result III – Access to Finance

3.4.1. RESULT I – QUALITY & PRODUCTION

Increased quality and volume of Egyptian horticultural products compatible with EU standards on food safety

Planned activities under this component include: i) support to the National Quality Infrastructure (NQI); ii) improving quality of horticulture production for selected crops; iii) promoting value addition of selected products; and iv) R&D, innovation and technology transfer.

I. SUPPORT TO THE NATIONAL QUALITY INFRASTRUCTURE (NQI)

NQI is the institutional framework that supports the definition and adoption of food safety and quality standards. It includes tools such as testing, measurement and certification to ensure that these standards are met. As a starting point for this activity, the project undertook an assessment of the existing NQI. Based on the findings, priority areas selected in consultation with relevant stakeholders are:

- a) Improvement of Traceability system
- b) National Safety Guidelines for Production for Primary Producers
- c) Monitoring of Pest Residue

d) Establishment of a Trade Information Portal

With the support of a lead expert and two international service providers, the project is implementing these activities in association with key partner organizations, including AEC, APC, EOS, Food Safety Unit (FSU)⁴, CAPQ, and GOEIC. In addition, a farming community in Beheira (Menoufiya and Beheira association) is partnering with GTI to the pilot components of the said NQI business model. The following sub-sections provide an overview of the progress made against the four prioritized elements of the NQI.

a) Improvement of Traceability System

A review of existing Traceability systems in place revealed the need for their review and upgrading in relation to the sector realities. Accordingly, the project developed a two-pronged strategy to address this area. On one hand, traceability guidelines have been developed for farm to pack house operations and are in the process of being tested with a Farmer Association, with 25 farmers producing green beans over 40 feddans in Menoufiya. The flowchart provided in Annex 12 provides an overview of this exercise.

On the other hand, GOEIC will be involved in ensuring implementation by undertaking random inspection of goods in pack houses to ensure availability and accuracy of traceability system in line with EU requirement. Towards this end, a traceability checklist based on EU requirements to be used by the new unit has already been developed and tested with the project's support. In addition, GOEIC, supported by GTI, is developing the TORs for a unit to be responsible for import and export regulation and traceability. The unit will initially comprise of 15 individuals who have been trained by the GTI in the application of the developed checklist.

The importance of the traceability is evident from the fact that due to low quality supplies of grapes in the past years, the EU has decided to conduct control checks by sampling 20% of Egyptian origin grapes during the 2017 season. In response to this, the GOE has issued a decree that prohibits any unregistered entities to export grapes to the EU this year. These problems can be somewhat quickly and efficiently addressed in the future by requiring a mandatory traceability system for exported goods. In fact, recognizing the importance to traceability in EU exports, 203 members of the AEC have attended GTI organized trainings on traceability awareness and pesticides management and guidelines for export.

b) National Safety Guidelines for Production for Primary Producers

In cooperation with the EOS, the project is supporting the development of voluntary guidelines recommending a minimum safety and quality standard for horticulture crops with the purpose of serving as a benchmark for small producers.

⁴ The FSU has been recently transformed into a Food Safety Agency (FSA)

The Egyptian Organization for Standards and Quality (EOS) is the official body for development and publishing of national standards for various sectors of the Egyptian economy with the aim to improve the competitiveness of the Egyptian products in the international and domestic economy while also ensuring consumer safety. Under the EOS, with support from the GTI, a working group has been established for the development of voluntary guidelines, including elements of Safety, Traceability, and Pesticide Management. The process started in November 2016 after receiving a draft guideline document prepared by GTI experts. After undergoing extensive reviews and consultations, the EOS drafted guidelines (in Arabic and in English) were finally presented in May 2017 for comments of the working group and are expected to be finalized and published in September of 2017. In addition, the EOS is also developing the Conformity Assessment tool to accompany the standards.

The EOS also plans to hold two Training of Trainers (TOT) workshop to train individuals in guiding value chain agents in conformity assessment with the newly formed guidelines. The development and delivery of the training program is expected to be undertaken between September and –October 2017. Once developed through GTI support, the training can be made a part of the training programs in the EOS Training Center as well as the training center of the National Quality Institute for future dissemination.

c) Monitoring of Pest Residue

The APC is the regulatory body for pesticides and the agency responsible for certifying pesticide shops. GTI has been working with the pesticide residue monitoring working group established by the APC to develop the National Plan for a Pesticide Monitoring system. The intended output of this activity will be a risk-based monitoring system including a sampling plan that would optimize the use of resources and streamline cross-institutional work efficiently. In the meantime, the project has held trainings for various public-sector inspectors and private sector players on sampling procedures, including the development and dissemination of sampling guidelines.

Moreover, citing pesticide use as a major impediment to horticulture exports, GTI introduced the concept of training and certification for 650 pesticide applicators with the help of the APC. Of the project's goal of 650, only 150 were trained by May 2017, with the remaining 500 to be trained before project end in October 2017. However, timely completion of this activity is dependent on release of the 2017 budget by GOEIC.

The concept of Certified Pesticide Applicators has been well received by the APC, as the organization now has a target of its own to produce 30,000 certified pesticide applicators across Egypt. GTI has supported this initiative by defining standard training materials, developing a business model for pesticide applicators, and conducting pilot trainings in three governorates, Luxor, Minya, and Beheira. In addition, the APC and AEC have

requested project assistance in drafting a five-year pesticide national campaign to raise awareness on correct use of pesticides and safety of products. This activity is pending availability of funds from sources other than GTI, while AEC and APC counted on the accumulated expertise of the project to assess the possibility to launch such a national campaign.

The GOE's commitment to pesticide monitoring and support to the concept of Pesticide Applicators is evident from the fact that Article (4) of the recently issued ministerial decree (974/2017) related to registering, trading and using agricultural pesticides, stipulating that the APC grants a license to practice the profession of pesticide applicator based on a certificate issued after passing the designated training programs, the license subjected to renewal every four years. The issuance of this decree is a major breakthrough as it will formalize for the first time in Egypt the profession of pesticide applicator, and is an example of the positive project outcomes.

Based on interviews with trained applicators, the evaluation mission observed that those applicators who are either integrated into farming associations/cooperatives or those engaged in input supply business have a much better chance at success than those who are only providing standalone services as applicators. However, availability of finance is a major hurdle in the establishment of a supply business. Therefore, the project and APC are advised to develop financing linkages with those trainees who are interested in setting up an enterprise.

Moreover, while providing technical assistance on improved production, GTI has promoted safe use of pesticides among 3,380 farmers, including techniques such as IPM over 151 feddans across the governorates of Minya, Assuit, Aswan, Luxor, Sohag, and Qena. According to a rapid impact assessment undertaken by the project, introduction of IPM has led to a 33% reduction in pesticide use. In addition, 100 inspectors and technical operators have been trained on correct pesticide residue sampling techniques in F&V for export. The training covered Food Safety Systems and the responsibility of the public and private sectors, pesticide residues hazards and risks, and technical details of correct residue sampling according to international standards.

d) Establishment of Trade Information Portal

Data related to the developed NQI will reside and be managed in a project-supported Trade Information Portal (GTIP) to be housed in and operated by GOEIC. Moreover, the Portal will also integrate systems managed by the GOEIC and the CAPQ through an initial pilot in 10 branches of the CAPQ. The portal is being developed with the intention of being accessible to all stakeholders to ease export procedures, ensure fast response to RASSF alters, provide traceability information, and consolidate reliable export data. Annex 11 provides an overview of GTIP and its linkages with associated systems.

Portal development has been outsourced to an international firm and was due to be delivered in January 2017. However, the activity has been delayed due to the difficulty in selecting a suitable contractor and delayed fund release for the 2017 year. Delivery of the portal was still pending at the time of the in-country mission in May 2017. Despite this delay, subject to immediate release of project funds by GOEIC⁵, the PMU expects the system to be installed by October 2017. However, officials at GOEIC believe that even if the system is installed, they will require project guidance for some time to understand and pilot it, and report any shortcomings that may need to be fixed.

In general, in the process of improving the NQI, GTI has built the organizational and human capacity of the partnering institutions through trainings, workshops, and information sharing. While undertaking the activity, the project has also facilitated active links between stakeholders that usually operate independent of each other, e.g. the Ministry of Agriculture and EOS. Based on its implementation experience, the GTI management is also drafting a policy brief to consolidate lessons learned for future trade facilitation initiatives of fresh produce.

The evaluation mission concurs on the significance of an improved NQI. However, all four components of the system to be supported by the project are still in the process of completion. Considering the complex nature of these activities and delay in the release of 2017 funds, it is recommended that these activities are satisfactorily completed by the project end in October 2017. Moreover, discussions with all key stakeholders, including the EOS and GOEIC, revealed that for the ensured effectiveness of newly designed systems and standards, the project's technical guidance over a period of 06 to 12 months will be required for handing over the systems and processes to relevant institutions including the FSA as well as the initial piloting and testing of these initiatives.

II. IMPROVING QUALITY OF HORTICULTURE PRODUCTION FOR SELECTED CROPS

To improve the quality and volume of horticulture products, the project has also undertaken several activities with small and medium farmers through the introduction of improved and safe practices in line with EU guidelines. Primary outputs under this activity include development and dissemination of production manuals and technical assistance to production, processing/value addition in selected crops, and establishment of market linkages. This component has been implemented in collaboration with the EOS, GOEIC, AEC, APC, HRI, and 25 Farmer Associations/Cooperatives.

e) Development and Dissemination of Production Manuals

The project established a technical committee to validate the value chain assessments undertaken during the inception phase and advise on crop technical assistance and plans.

⁵ Please see section on Financial Efficiency for details

Accordingly, 08 products with small and medium farmer involvement and potential of export to the EU have been selected. These include: 1) artichoke; 2) grape; 3) green bean; 4) lettuce; 5) pepper; 6) pomegranate; 7) strawberry; and 8) tomato.

To provide guidance to small and medium farmers on export-oriented better and safe production and post-harvest practices, GTI partnered with the HRI to develop product-specific guidelines. The process was initiated in 2015 and took one and half year to complete, entailing extensive consultations and reviews by key stakeholders, including researchers, farmers, and private enterprises. After a review by the UNIDO assigned expert, the manuals are expected to be finalized in July 2017.

Based on its existing mandate, the HRI is responsible for developing product manuals. However, manuals developed earlier focused primarily on production, while those developed through GTI are more comprehensive, with additional emphasis on food safety, post-harvest practices, farm machinery, and economics, etc. Going forward, the HRI intends to use this new approach to manual development. Moreover, during the process of review, active dialogue was generated between the HRI researchers and private companies. As these entities traditionally work in isolation, this opportunity led to important information exchange. For instance, key inputs to the manuals by the private sector were sharing of techniques for early crop production. These techniques not only enable farmers to produce off season products but also help prolong crop duration.

However, due to limited time available until project end, piloting and dissemination of the manuals to small and medium farmers during the project life is uncertain. This challenge would make the effectiveness of the manuals thus painstakingly developed questionable. Although, existing public and private entities, e.g. HRI, agriculture extension services, and AEC, etc. can be used as vehicles of delivery in the future, the outreach of most of these entities is rather limited. For instance, against approximately 20 million small and medium farmers in Egypt, HRI trains only an estimated 30,000 to 50,000 farmers in a year. It is therefore important that a practical solution is found to project closure to ensure periodic review and ongoing wider dissemination of these manuals.

In addition to the production manuals, various knowledge tools have been developed under the project. This includes three manuals on food safety, processing, and pesticides disseminated to approximately 800 farmers; and the development of 07 promotional and technical videos for the agribusiness community. Similarly, in association with the Industrial Modernization Centre (IMC), FTTC, private sector, and CFI, etc., value chain analysis is being drafted for the eight selected products with the purpose of identifying investment opportunities. However, this activity is still in progress. Additionally, the project has yet to start the development of a TOT manual for value chain focal points to ensure sustainability and dissemination of guidelines.

a) Technical Assistance to Selected Crops

In parallel to the development of production manuals, GTI has also provided crop-based technical assistance to small and medium farmers in order to address issues that affect quality of production. Thus far, extensive assistance has been provided to tomatoes, artichokes, pomegranate, and grapes in selected areas. Moreover, some support has also been provided to green bean and pepper farmers, and activities for strawberries are under review. Accordingly, by May 2017, a total of 20,540 farmers⁶ belonging to 25 producer associations or cooperatives were assisted with aspects such as the introduction of improved farming practices, e.g. vertical farming, new varieties with high export potential, safe production techniques including judicious use of pesticides, and resultant high profits.

Due to their demonstrated benefits, generally, these activities have been well received by the participating farmers. For instance, the project demonstrated benefits of vertical farming in tomatoes, which has led to 70% increase in production volume, 5 times reduction in product losses, and 200% higher price compared to horizontal farming. Similarly, support to pomegranate farmers has led to 35% increase in productivity⁷, 30% in green beans, and 20% in grapes; while artichoke farmers reported earlier production, longer crop duration, and improved crop quality and quantity (nearly 50%⁸ higher productivity). Similarly, production and harvest losses by sampled pomegranate producers have been reduced by 43%⁹. Moreover, the introduction on new pepper varieties has resulted in 40% productivity increase. These aspects have led to current or intended replication by additional farmers in the target areas.

Another encouraging outcome of the guidance in improved production is that, where applicable, farmers are now applying the same techniques to crops in addition to those targeted by the project. This is likely to result in improved productivity and safe products for other production in the area.

III. PROMOTING VALUE ADDITION OF SELECTED PRODUCTS

For three selected crops, tomato, artichoke, and pomegranate, improvement in production was followed up with guidance in value addition by the introduction of four processing techniques (sun dried tomatoes, semi-dried tomatoes, preprocessed artichokes, and pomegranate deseeding). As with production, the main criteria for selection were inclusion of small and medium farmers in value addition activities and demand for the product in Italy and/or EU.

⁶ Until May 2017: 1,220 producers in Luxor, Qena, Sohag, New Valley and Aswan; 273 producers in Menoufiya and Beheira; 712 producers in Assiut; 100 producers in Beni Sueif; 16 producers in Fayoum; 220 producers in Minya; 815 producers in Matrouh, Beheira, and Alexandria

⁷ Sample of 50 pomegranate producers

⁸ Increase of productivity reaching almost 50% for gibberellic acid treatment applied on two artichoke producers

⁹ i.e. reduced losses from cracked pomegranate fruits, molds, and mechanical damages of the fruit

As a part of this activity, the project undertook value chain analysis aimed at identifying export opportunities, and tried to address noted gaps through awareness raising, training, and support to pilot value addition facilities. Against a target of 03 activities, the support to value addition led to the establishment or upgradation of 11 community-based processing units, including 09 tomato dryers, 02 artichoke post-harvest processing units, and a pomegranate de-seeding unit. These units are supplied by an estimated 670 producers and also engage almost 2,060 workers, nearly 80% of which are women.

To ensure marketability of the dried tomatoes, new varieties have been introduced along with safe and effective sun drying techniques, while technical assistance has been provided to the establishment of 09 tomato drying facilities in Luxor and Qena. This initiative has resulted in nine-fold increase in the production capacity of sundried tomatoes and increased small farm incomes by 30%. Moreover, compared to a baseline of export figures at 15 tons in 2015, exports of dried tomatoes are expected to reach 200 tons in 2018. Seeing the demonstrated impact of this easy to initiate activity on farm incomes, a number of farmers and producer associations are now motivated to take up this initiative, and some even started replicating it during the project. In fact, based on the positive outcomes of this activity, the WFP under one of its climate change adaptation projects has requested the technical guidance of GTI to install a dryer in one of the communities assisted by it.

Moreover, Egypt is a producer of artichokes, a commodity in high demand in Italy. Seeing the continued market potential of this crop and the suitability of agronomic conditions in Matrouh governorate, GTI introduced artichoke production in the El Hammam and Bangar El Sokkar areas, thereby supporting quality and value improvement over 49% of the total artichoke cultivated area. Based on positive production results, the project encouraged two local Producer Associations participating in the project to invest in pre-processing units. While one association is marketing the product to a local mid-sized processor (Green Hope), the other has been helped in establishing a contract with Alpha Frost, a large-scale exporter of frozen products. While Green Hope has furnished its linked association with two locally fabricated graders, the association in Bangar El Sokkar has invested EGP 0.8 million in the construction of a processing shed. In both instances, registered farmers supply the product to the related association, while the contracts are drawn between the association and the buyer. The activity has resulted in creation of new jobs, of which 70% are occupied by women.

Similarly, two associations have been assisted with improved production and processing in the pomegranate growing regions in Assuit Governorate. This includes the Bader NGO in Sahel Salim, a newly formed association that was supported by the International Labour Organization (ILO) in 2015 for the establishment of a processing facility, and also the Badary

Association, the oldest and largest producer association in the area¹⁰ that has received assistance under the SALASEL project for the establishment of a deseeding unit.

GTI has supported the upgradation of a processing facility provided by the ILO in 2015 for pomegranate deseeding and is in the process of developing market linkages for both fresh pomegranates produced by farmers in the association as well as pomegranate arils to be produced through the processing facility. However, as support to this group is in its early stage, once results of the supported activities are demonstrated, e.g. quality and quantity of the fruit, market linkages will be formed for both fresh and deseeded fruit later in 2017. Having said that, due to high possibility of contamination in a small-scale deseeding operation, the evaluator doubts that, due to high market standards of hygiene and food safety, a basic deseeding operation such as this is feasible for export oriented trade. Instead, focus should be on improving the existing skills departed earlier by the ILO for production of pomegranate molasses and other such products.

Moreover, support to the Badaray Association included the upgradation of the SALASEL provided deseeding unit through the supply of two cooling units on cost sharing basis and linking with export markets through participation in international expos. This support has led to a marketing contract for fresh produce with Hungary and Russia and for the arils with a juice factory in Cairo. However, having traditionally marketed fresh product, the association members were found to be averse to putting additional energy into processing and exports. Instead, their demand of an integrated processing and cooling facility along with a fully equipped pack house is beyond the project's scope. In fact, despite having landed two exporting contracts to Russia and Hungary through the project's help, and having enough resources, the association or its members have not attended any follow up exhibitions, such as Food Africa that is held in Cairo. In contrast, Mataana association, a more marginalized group that has been supported with tomato marketing, attended Food Africa on its own initiative.

In addition, the project intends to provide support to assisted grape farmers in the production of quality raisins for export purposes. However, this activity has not been initiated yet and will be initiated in the 2017 grape season.

Among the products targeted, the evaluation mission observed that support to tomatoes has been most extensive and perhaps also the most effective¹¹. The major reason for this is GTI building upon UNIDO's earlier focus on this crop under the previously implemented SALASEL project. Under SALASEL, farmers were assisted over a period of three to four years in improving basic production techniques. Using this as a foundation, more comprehensive guidance has been provided under GTI, including the introduction of new production

¹⁰ The association has 350 dedicated pomegranate farmer members

¹¹ Comparative effectiveness can be judged only after systematic impact surveys of each product, assessing improvements in productivity, incomes, product safety, and marketability, etc.

techniques, new varieties, assistance to local plant nurseries, post-harvest, processing, and market linkages. On the other hand, support to other products, including grape, pomegranates, and artichokes is comparatively nascent, with guidance provided over only one or two production cycles, mostly focusing on safe and improved production techniques and some initial market linkages. Whereas, for long term effectiveness, such support must be provided over a sustained period of at least three to four consecutive production seasons, and augmented there onwards with further assistance to input supply chains such as ensuring the availability of quality planting material.

Finally, to link domestic processing with exports, an assessment of the EU market trends of processed strawberries, pomegranates, tomatoes, and artichokes is being undertaken. The two strategic partners for this initiative include the FEC and the CFI. The project intends to support this sector by providing technical assistance and training, new product development, and market access to selected Egyptian agro-processors with the objective to:

- Demonstrate successful growth strategies and market opportunities via new or enhanced products, new target clients, and/or increased market penetration.
- Develop a tool box of publicly available information comprised of lessons learned, success stories, case studies, and other market relevant information and best practices, to increase public and private sector awareness of, interest in, and commitment to the growth and expansion of Egypt's agro-processing export industry.

As this activity was started only recently, it is unclear whether the project will meet related objectives within the remaining limited time available for implementation, especially as demonstration of growth strategies and market opportunities are activities that often require at least two to three agriculture cycles. The situation is further worsened by the late release of funds for 2017. It is therefore recommended that GTI management reviews its set objectives under this activity and prioritizes activities that can be practically delivered during the project lifetime.

IV. R&D, INNOVATION, AND TECHNOLOGY TRANSFER

Under this activity, the project aimed to support R&D on two new agriculture techniques in collaboration with institutes such as the HRI and universities, etc. Activities conducted thus far include trials of six long tomato varieties to be marketed as fresh or processed products and the use of Gibberlic acid in artichoke production and promotion of processed goods. Moreover, the project also plans to fund an under-review proposal from the HRI related to hybrid seed breeding.

The trials on long variety tomatoes have so far resulted in better production and incomes, with average productivity increased by 80% as compared to the commonly grown round

varieties. In addition, some assistance has been provided to tomato nurseries in the area on fog spraying¹² and grafting of seedlings. However, these activities are only at a pilot stage and due to their demonstrated effectiveness there is high demand and need from additional beneficiaries. Accordingly, the project intends to technically support an additional 20 nurseries in Upper Egypt (Luxor, Sohag and Qena) together with the development of a guidelines on nurseries management and grafting techniques.

Moreover, having discussed the details of the proposal (for breeding of hybrid seeds) by the HRI, the evaluation mission is of the opinion that if undertaken, the limited time available to this activity will lead to ineffective results. This is because breeding of hybrid seeds is a lengthy process, at times requiring over a decade's timeframe and extensive financial support. Neither of these resources is at the project's expense. Moreover, as the project is aimed at export oriented activities, vegetables produced from locally bred seed in Egypt is unlikely to be acceptable to the EU markets.

3.4.2. RESULT IV – ACCESS TO MARKETS

Increased volume of fresh produce export through stable connections with strategic markets and technology suppliers

Major activities to integrate small and medium farmers and exporters into export value chains include linking farmers with buyers, developing market linkages for exporters, and capacity building and information sharing activities. Key institutional partners for this activity include the AEC, ECS, Federation of Egyptian Industries (FEI), Food Export Council (FEC), and Chamber of Food Industry (CFI).

Small and medium farmers were linked to qualified buyers and exporters through the promotion of 'collective model', thereby developing linkages between buyers and Farmer Associations, Cooperatives, and NGOs as business operators. Accordingly, with GTI's support, 10 farmer associations, representing more than 15,449 primary producers have been linked to exporters. Moreover, introducing the concept of contract farming, nearly 308 producers of tomatoes, artichokes, strawberries, green beans, and pomegranates are now engaged in supply contracts. GTI's efforts in this regard included awareness workshops and facilitation of contract negotiations. In particular, farmer associations such as the Mataana association have successfully engaged in supply contracts for a variety of crops during consecutive seasons.

On the other end of the spectrum, small and medium exporters have been assisted in developing market linkages by organizing B2B events and facilitation for participating in trader fairs. Thus far, more than 100 B2B events have been organized with identified market

¹² Fog sprayers have been piloted successfully in two tomato nurseries; and there has been a plan to deliver training on grafting of seedlings, an activity not generally practiced in Upper Egypt

integrators to increase access to export value chains. Moreover, against a logframe target of 50, 41 SMEs (36 export companies and 05 farmer associations) have been facilitated in attending four important trade fairs (Tutto Food, MacFruit, Food Africa, Fruit Logistica) in Egypt and EU.

In addition, to build export capabilities, a group of 50 small and medium exporters was selected to be coached under an initiative titled 'Go-Global for Agribusiness'. The coaching included guidance on participation in job fairs, guidance on financial management, and ways to improve and diversify their F&V exports to Europe. Moreover, with the participation of 25 SMEs, several partnerships have been formed with international networks, including IPD, German Arab Chamber of Commerce and Italtrade for support to inbound and outbound trade missions of buyers and exporters.

To achieve the above outputs, a number of studies and tools have been developed and disseminated to relevant stakeholders. These include undertaking a marketing study in 5 EU Markets focusing on selected fresh and processed horticulture products¹³ of Egyptian origin. Another major initiative is in progress, the development of a web portal being created at AEC to organize and disseminate related sectorial data, information and market updates such as new studies, market information, companies' databases, etc.¹⁴ In parallel, product specific knowledge tools have been produced to promote Egyptian horticulture sector.

Linking smallholders to markets has led to higher prices, reduced losses, timely payments, and direct marketing channels for both domestic and export markets. For instance, during evaluation interviews it was reported that in the case of tomatoes, at times of glut, farmers sell their produce to drying units, thereby receiving higher than market prices or at times even foregoing the risk of not finding a buyer for their fresh produce. Similarly, artichoke farmers in El Hammam reportedly received 220% higher prices under a contract vs. sales to middlemen¹⁵. Moreover, under contract farming, farmers reported being paid regularly and on time during the harvest, e.g. once a week or twice a month, as compared to end of season payments by middlemen.

Moreover, to ensure wider project outreach and improved bargaining power on behalf of the growers, producers were contacted through the collective model, e.g. Producer Associations. Although, this approach has helped utilize project resources efficiently and also provided a better alternative to farmers selling through middlemen, a major issue going forward will be the rather complacent attitude of these organizations towards incorporating change. The reason for this laid-back mindset is that profits generated by the association are

¹³ Egyptian Green beans, table grapes, and artichoke have good reputation; Pepper has ok reputation; and tomato, strawberry, pomegranate, and lettuce

¹⁴ The activity is expected to be completed by July 2017 for handover to the AEC

¹⁵ Price received from middlemen in 2015 = 30 piasters/head; price received from Green Hope company under contract = 96 piasters/head

destined to be reinvested in the association, e.g. for provision of extension services to members or setting up of collective processing units. As there is little personal incentive involved, unless led by progressive individuals, the management body of these organizations often has little motivation to go out of its comfort zone and explore new products and markets.

In addition, although contract farming has improved profitability as compared to selling to middlemen, discussions and observations in the field also alerted the evaluation mission to the possibility of the establishment of monopolies against small producers by the buying organizations. Given the limited time and complex environment in which the project has been operating, it is understandable that linkages have been formed with only a few exporters/buyers. However, to secure the future interest of the farmers, it is advised that they are either encouraged and guided to be incorporated into the buyers' businesses as stakeholders or are equipped to develop multiple linkages instead of focusing on single buyers.

In the case of assistance to exporters, the evaluator found the project's Go Global initiative to be particularly effective. Discussion with a group of individuals participating in this mentoring program revealed that the project has created a cohesive cadre of motivated businesses and equipped them with information critical to improve their supplies, marketing, and linkages with buyers in the EU. For instance, some of the members are now assisting each other in sourcing products according to the desired criteria, while others who have been in the export business for a number of years now feel more confident to attend international trade fairs. This enhanced capacity has not only resulted in improved marketing of the project focused products but has also had positive implications for all the F&V exports by these enterprises. In addition, where practical, exporters have also sourced product from groups assisted by the project.

3.4.3. RESULT II – LOGISTICS

Improved efficiency of collection, transportation and export logistic system

To overcome issues related to transfer of produce from the Egyptian farm to the EU market, the project focused on providing support in improved efficiency of collection, transportation, and export logistic system. Major activities under this component included undertaking assessments to identify bottlenecks in logistics, the development of a roadmap for improving export practices at port level; establishment of a high-level roundtable for guiding solutions of the identified problems, and capacity building in logistic processes.

Initially, the project carried out an assessment of logistic practices to identify gaps. This was followed by the consultative development of a roadmap detailing 12 recommendations for improving practices at port level. The problems faced in logistics were presented to 05

topic-specific high-level roundtables held with the project's support. The roundtables were attended by 15 senior officials from the GOE, Ports Authority, AEC, Ministry of Transport, and shipping industry, etc. At first, the roundtables were focused on the port of Alexandria but have now also been extended to the Port of Damietta and Port Said. This dedicated attention to issues resulted in implementing solutions for three major problems, namely: i) enhanced plugging capacity at Damietta; ii) Gen-set entry into ports to avoid disruption in cool chain; and iii) the establishment of a fast lane for perishable products at the Alexandria and Dekheila ports, thereby reducing the waiting time by two hours at ports which serve 50% of the Egypt's fruit and vegetable exports. As a result, cargo quality is preserved and fuel consumption is reduced by 320,000 liters/year. The roundtable mechanism has enabled logistics private and public stakeholders, for the first time, to effectively discuss solutions together. The practical implementation of 03 recommendations was a consequence of fruitful negotiations and cooperation between roundtable stakeholders, and it is considered as a major breakthrough.

In addition, under the capacity building component, two handbooks¹⁶ have been produced and 500 individuals have been trained so far. This includes 368 people attending logistic awareness sessions and 136 attending Logistics for Export training. The training included topics such as transportation, incoterms, negotiation with exporters, international marketing, etc. Training of another 500 individuals representing different companies is expected to be delivered through the FTTC in 2017.

Moreover, the project has undertaken a study on Ports Connectivity to EU markets. This study has been disseminated during Food Africa 2017. Main elements of this study include: i) detailed evaluation of Italian ports with detailed description of the dynamics, efficiency and outlook of the multi-modal transport to EU through Italy; ii) Benchmarking with other European ports; and iii) a comparison note for RO-RO versus Reefer containers. As a next step, the findings of this study will need to be integrated into the logistics training modules developed by the GTI as well as wider dissemination to logistics operators in promoting possible solutions to the beneficiaries (Egyptian exporters).

Finally, under the logistics component, a concept note has been developed for 'Improvement of Containers Transport From/To Egyptian Ports Assessment'. The study is to focus on Logistics Hubs & empty containers depots, Automation & electronic interface for in/out containers; and triangulation activation to avoid empty legs. However, the project has yet to select a service provider to undertake this important study. This process has been delayed due to the late release of 2017 funds. Moreover, the trade portal to be housed at the AEC (further details in section on Effectives of Access to Markets component) will include logistic-related information such as shipping schedules and destination ports information, etc.

¹⁶ one on logistics awareness and one on perishable horticulture products

A major reason for the effectiveness of the roundtables is GTI, under the umbrella of UNIDO, bringing together individuals from diverse individuals for face to face discussion and problem resolution. This resulted in finding simple solutions with effectiveness for a wide range of perishable products. However, it is critical to devise a sustainability strategy to ensure that the dialogue and activities under the roundtables continue. Based on a focus group discussion undertaken with prominent members of the roundtables, the evaluation mission concluded that the most critical issue in this regard will be handing over the process to a neutral agency, similar to UNIDO/GTI that is trusted by all players.

Moreover, representatives of small and medium exporters reported seeing improvements in their logistic operations and believed that the next step should be provision of advanced trainings, such as feasibility studies, professional marketing techniques, multi-modal transportation and export agreements, documentation packages, etc.

3.4.4. RESULT III – ACCESS TO FINANCE

Increased investment in the agricultural and logistics private sector

Realizing the catalytic effect of finance, the project attempted to encourage investment in the agricultural sector and also tried to link its constituents, namely small and medium farmers and exporters, to different modes of finance. Key institutional partners collaborating with GTI on this aspect include the Egyptian Banking sector, ECS, FEI, CFI, and Social Fund for Development (SFD).

GTI has undertaken two major activities in regards to attracting investment, including tomato mechanization and identification of investment opportunities for an upcoming agro-industrial park. Using the example of Paste and Juices (P&J, a local processing company), and Agro Tech (a local supplier of agriculture machinery), the project has developed a case study on the effectiveness on mechanized tomato production and harvesting. According to the project's assessment, the use of such mechanization can increase efficiency by 40% and improve cash flow margins by 42%. Moreover, it has been estimated that mechanization in tomatoes practiced over 600 feddans can potentially substitute Egypt's import of tomato paste. The study has been disseminated to different stakeholders, e.g. AEC, CFI, etc.

Moreover, upon request from the GOE, GTI developed a feasibility study for the newly established agro-industrial park in Qalioubeya using the PPP modality. The study is based on the integrated value chain approach that would ensure reduction of costs and waste, generate 5,000 new jobs, and result in USD 56 million foreign exchange earnings/savings to the GOE over a period of three years. The study has already been submitted to a developer approached by the FEI for the establishment of this industrial zone.

In addition, attempts have also been made to link small and medium producers and exporters to sources of finance, e.g. soft loans, guarantee funds, Italian credit line, insurance schemes, etc. However, despite extensive efforts and consultations with stakeholders such as banks and insurance companies, etc., the project has had limited success in this area due to the limited opportunities available to fund the agriculture sector. The evaluation mission believes that the challenge in developing financial linkages is rooted in the approach to this activity by solely focusing on formal financial institutions. In agriculture economies across the world, including Egypt, development agents are finding financing as an uphill task as the formal banking sector does not want to engage the small and medium farmers and SMEs due to the risks posed by high transaction costs, low margins, and lack of collateral. Instead, age old informal sources of finance within agriculture value chains continue to provide support. These transactions can take the form of middleman to farmer credit, processor/export to middleman credit, etc.

In fact, it was observed that in a number of cases, such nontraditional modes of investment and finance has been inadvertently relied on in GTI. Some examples of this include the current investment by Green Hope in two artichoke grading units and the company's potential future investment in setting up a processing plant, the investment of EGP 0.8 million by the Farmer Association in Bangar El Sokkar, linking green bean producers in Menoufiya and Beheira Association to a contractor who supplies seed to the 25 contracted producers and deducts the price of seed at the time of purchasing the produce, and a similar contract established between the Mataana Association and Plant Form company with 15 producers for pepper production, etc.

In light of the above, it is recommended that from here onwards, the project also focuses on and tracks such investment and financial deals as a result of its efforts.

3.5. PROSPECTS FOR ACHIEVING IMPACT AND SUSTAINABILITY

GTI adopted a participatory approach and aimed at upgrading different integrated aspects of the selected value chains, including developing of policy implementation tools, demonstration of good practices in production, processing, and marketing, access to finance, and identification and redressal of issues faced in logistics, and improving access to export markets. Based on an analysis of the socioeconomic, political, and financial threats, this section presents a detailed analysis of the prospects of sustainability of the project's outputs and outcomes.

Support to GOE institutions and integrating project outputs in the mainstream activities of these institutions is a foremost measure of sustainability. In this regard, key achievements include:

1. **Training and Capacity Building:** GTI provided technical training, assistance and capacity building to *more than 4,000* individuals including producers and small & medium exporters as well as *25 farming associations and cooperatives* reaching *more than 20,000 members* and representatives of **22** public institutions in **17 main** governorates¹⁷. These include institutional capacity in NQI, production and marketing training, awareness raising in logistics, and information to understand export markets, etc.
2. **Development and piloting of the concept of Pesticide Applicators** in association with the APC. Seeing the effectiveness of this activity, the GOE has decided to streamline this activity. Accordingly, Article (4) of the recently issued ministerial decree (974/2017) related to registering, trading and using agricultural pesticides stipulates that the APC grants a license to practice the profession of pesticide applicator based on a certificate issued after passing the designated training programs, the license subjected to renewal every four years. Accordingly, the APC plans to train 35,000 pesticide applicators nationwide.
3. **Training to HRI staff in the development of comprehensive production manuals.** Going forward, the HRI intends to replicate this approach when developing future manuals. Moreover, the AEC also wants to partner with the HRI for the development of similar manuals for products prioritized by its members.
4. GOEIC is in the process of **setting up a traceability department** to implement the checklist developed by the project.
5. Of the 12 **recommendations provided by the Logistics Assessment study**, three (Genset Entry into Ports, Fast Lane facility at Alexandria port, and Damietta Port Plugging capacity) have been officially **implemented** as a result of GTI's facilitation.
6. Due to the recent constitution of the Food safety Agency (Dec.2016), **GTI is including its management in all NQI activities** and already discussing possible handing over aspects of the NQI, including the production guidelines being developed by the EOS and traceability know-how for internal market.

However, as explained in the sections on Efficiency and Timeliness, due to constant delay in release of annual funds and other issues such as complexity associated with agriculture seasons, the project is lagging behind on finalizing the completion of some major outputs. Ensuring satisfactory completion of these activities will be critical to sustaining the project's outcomes as they form the backbone of the long term impact on Egypt's horticultural exports to Europe. These include:

¹⁷ Minya, Assiut, Beheira, Beni Suef, Luxor, Sohag, Qena, Marsa Matrouh, Alexandria, Menoufiya, Aswan, Cairo, Kafr El Sheikh, Giza, New Valley, El Fayoum, El Gharbeya

1. **Establishment and Piloting of GTIP:** All the four elements of the NQI, including the, Product Standards, Traceability System, Pesticide Monitoring System, and the GTIP are near completion. If completed and launched effectively, they will have significant contribution to improvement in the quality of Egyptian horticulture exports and the system will be one of the key legacies of the GTI project.
2. **HRI Production Manuals:** Similarly, production manuals being developed by the HRI are in the last stage of production. Finalizing, piloting, and disseminating these manuals is necessary for positive contribution to the project's outcome on improvements in farm production and quality. However, the closure deadline of October 2017 is not likely to leave enough time for piloting and dissemination, as these activities are specific to agriculture seasonality.
3. **Trade Portal at AEC:** Likewise, the export trade portal at the AEC is near completion. Once installed, the responsibility for maintenance and operation will be handed over to the AEC. The portal is expected to serve as the key source of information to traders and exporters on issues such as a directory of buyers and sellers, schedules of upcoming trade fairs, port conditions, market prices, etc. Moreover, all the knowledge tools developed by the GTI will also be uploaded on this portal, including value chain studies, sector assessments, and production guidelines, etc. However, portal development has not been completed yet and the system is expected to be installed by October 2017.

In addition, while providing production, processing, and market support to smallholders, GTI has demonstrated the profitability of new tools and methods, e.g. improved tomato varieties, effective and economic use of pesticide, and links to markets. These practices have been taken up by the participating farming communities and the project's technical support is now in high demand by those who wish to replicate these interventions. These factors are highly likely to contribute to the sustainability of project's interventions with small and medium farmers. Another encouraging outcome of the guidance to farmers is that, where applicable, producers are now applying the newly learned techniques to crops in addition to those targeted by the project. This is likely to result in improved productivity and safe products for other produced in the area.

However, it is also worth noting that due to the project's limited duration and implementation delays, some products are only at a primary stage of development in all aspects, including production, processing, and marketing. To ensure sustained impact of some of these efforts, participating communities will require ongoing technical assistance for at least two to three additional cycles. For instance, due to linkages formed with single buyers, farmers are at a risk of being monopolized in the medium to long run. Moreover, the complacent attitude of Farmer Associations/Cooperatives is a threat for sustainability of activities in the medium to long run

In addition, senior-level public and private sector stakeholders have actively contributed to the Logistics Round Tables. This approach has resulted in implementation of three of the 12 recommendations emerging from the assessment on this sub-sector. However, due to lack of mutual trust between the public and private stakeholders, entrusting the management of this activity to a neutral institution is the only way to ensure continuation of effective roundtables.

Finally, the support to small and medium exporters has not only resulted in development of market linkages, but has also created a strong connection among small exporters. The likelihood of their sustainability will be high if some or all of these firms continue to work collaboratively.

3.6. MANAGEMENT (DETAILS OF MANAGERIAL ARRANGEMENTS AND ASSESSMENT)

For detailed assessment of project management, please refer to the sub-sections on Staffing and Partnerships.

3.7. CROSSCUTTING ISSUES (GENDER AND ENVIRONMENT)

While GTI has been focused on improvements in production and marketing of the prioritized horticulture products, the evaluation mission observed that the project has also had considerable implications for women's socioeconomic development and the natural environment.

As processing units prefer hiring women, the introduction of basic processing has led to creation of numerous jobs for women in all the products targeted. In fact, interviews with women workers from some of these operations expressed the desire to be assisted with setting up their own joint processing enterprises. Although, the project has made some effort in this regard, access to land for crop production has been the biggest hurdle in this case¹⁸.

Similarly, production techniques introduced by the GTI have positive implications for the environment. For instance, the long variety of tomatoes is water efficient as compared to the traditionally round varieties, while vertical farming utilizes lesser land resources while also providing better yields. Similarly, the trainings in pesticide use have resulted in reducing pesticide use by 50% among sampled pomegranate farmers.

¹⁸ Processing requires a vertically integrated supply chain of production to processing units, as purchasing the product from open market for processing is not cost effective.

PROJECT RATING TABLE

Ratings are presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses.

TABLE 4: RATING CRITERIA FOR QUALITY OF PROJECT IDENTIFICATION AND FORMULATION PROCESS (LFA PROCESS)

Evaluation Issue	Evaluator's Comments	Ratings
1. Extent to which the situation, problem, need/gap is clearly identified, analyzed and documented (evidence, references).	Based on review of the revised activity plan and logical framework, etc.	S
2. Adequacy and clarity of the stakeholder analysis (clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project(s)).	Based on review of the revised activity plan and logical framework, etc.	S
3. Adequacy of project M&E design.	Based on review of the revised activity plan and logical framework, etc.	S
4. Overall LFA design process.	Based on review of the revised activity plan and logical framework, etc.	S

TABLE 5: QUALITY OF PROJECT DESIGN (LFM)

Evaluation Issue	Evaluator's Comments	Ratings
1. Clarity and adequacy of outcome (clear, realistic, relevant, addressing the problem identified). Does it provide a clear description of the benefit or improvement that will be achieved after project completion?	The project goal is too broad and does not consider potential effects of exogenous factors	MS
2. Clarity and adequacy of outputs (realistic, measurable, adequate for leading to the achievement of the outcome).		S
3. Clarity, consistency and logic of the objective tree , and its reflection in the LFM results hierarchy from activities to outputs , to outcome and to overall objective .	But baseline information is not provided in the logical framework	S
4. Indicators are SMART for Outcome and Output levels.	Most indicators are relevant and SMART	S
5. Adequacy of Means of Verification and Assumptions (including important external factors and risks).		S
6. Overall LFM design and quality		S

TABLE 6: QUALITY OF PROJECT IMPLEMENTATION PERFORMANCE

Criterion	Evaluator's Summary Comments	Evaluator's Ratings
Attainment of Project Objectives and Results (Overall Rating), Sub Criteria (below)		
1. Project implementation	A number of diverse activities implemented	S
2. Effectiveness	Impact is already visible	S
3. Relevance	Relevant to all stakeholders	S
4. Efficiency	Repeated and considerable delays in fund transfers were a factor for limited/unsatisfactory efficiency. Otherwise, the project performed satisfactorily on other efficiency factors, M&E and Partnerships, etc.	MS
Sustainability of Project Outcomes (Overall Rating), Sub Criteria (Below)		
5. Financial risks	Expansion and upscaling will require ongoing financial support from all stakeholders	MU
6. Sociopolitical risks	Risks posed by ongoing political instability in the region	L
7. Institutional framework and governance risks	Effectiveness of newly adopted initiatives will depend upon implementation capacity of GOE	MU
8. Environmental risks	Many activities have positive environmental implications	L
Monitoring and Evaluation (overall rating), Sub Criteria (below)		
9. M&E Design	Different tiers of M&E, regular reporting, periodic assessments, etc.	S
10. M&E Plan implementation (use for adaptive management)	Monitoring observations fed back into implementation	S
11. Budgeting and Funding for M&E activities	Lack of funding for impact assessments, trainings, etc.	MU

Criterion	Evaluator's Summary Comments	Evaluator's Ratings
Project Management - UNIDO Specific Ratings		
12. Quality at entry / Preparation and readiness	Based on UNIDO's revisions to the project document	S
13. Implementation approach	Partnerships, capacity development, and knowledge transfer to public sector institutions, private exporters, and small/medium farmers	S
14. UNIDO Supervision and backstopping	TA and coordination provided through both domestic and international resources	S
15. Gender Mainstreaming	Post-harvest and processing has generated jobs for women	S
Overall rating	Considerable delay in implementation due to frequent and substantial delays in fund transfers	MS

Rating criteria is provided in Annex 13.

4. CONCLUSION, CHALLENGES AND RECOMMENDATIONS

4.1. CONCLUSION

GTI was designed as a comprehensive yet highly ambitious project. However, due to its collaborative and practical approach, the project has made considerable contributions towards the development of the Egyptian horticulture exports. Having said that, late distribution of funds and the complexities associated with agriculture seasons have delayed the timely delivery of a number of key activities. The evaluation mission believes that if not given the chance for satisfactory completion of these activities, the project's effectiveness and sustainability will be subject to high risk.

4.2. LESSONS LEARNED AND RECOMMENDATIONS

The evaluation mission has put forth the following recommendations based on the detailed assessment of the project's relevance, effectiveness, efficiency, and prospect for sustainability.

- **No-Cost Extension for Completion of Activities:** Earlier delays as well as those caused by the late provision of 2017 funds necessitate provision of additional time for GTI to complete its important ongoing activities satisfactorily. To assess the addition time required, it is recommended that GTI management, in consultation with its stakeholders including the IEDS, carries out a prioritization exercise of the outstanding activities. Consequently, those activities which are essential to the sustainability of the project's outcomes are selected for further action.
- **Development of Exit Strategy:** It has been observed that a significant number of outputs have been or will be integrated into existing institutions, e.g. GOEIC, AEC, EDA and FSA. However, to ensure a systematic exit, GTI in collaboration with all stakeholders must thoroughly document an exit strategy, detailing the roles and responsibilities of future stakeholders. Moreover, as already mentioned, the project has been able to only demonstrate new concepts and processes. The growing demand for replication and uptake of a number of activities necessitates provision of continued guidance. Therefore, it is recommended that UNIDO and the GOE work towards the development of a programmatic approach to Horticulture Export Development through partnership with additional donors, including the EU.
- **Systematic Impact Assessment:** A number of standalone rapid assessments have demonstrated the project's impact on aspects such as productivity and profitability, etc. However, in order to get a complete picture of the project's integrated impact, it

is recommended that UNIDO and IEDS commission a systematic impact assessment of the project's outputs and outcomes. The results of this assessment can help prioritize future activities for follow up by serving as a baseline for future projects. Moreover, the results of an independently undertaken impact assessment exercise can also help present the case to subsequent donors and stakeholders for investment in similar projects.

- **Formalization of Exporter Group:** The provision of coaching has strengthened the capacities of the group of 50 small and medium exporters and also enabled them to work in collaboration. However, to ensure the sustainability of this collaboration, it is recommended that interested individuals from this group are provided the support to streamline collective action e.g. exhibiting or marketing under one label, negotiating logistics and trade contracts, and information collection and dissemination. Since GOE legislation does not favor enterprise alliances, such collaboration may be explored through models such as cluster formation. To accomplish this object, the project can provide technical assistance in the form of identification and recruitment of an organizational/cluster development expert on a cost share basis.
- **Future Approach:** In view of the positive outcomes of GTI, it is recommended that future horticulture/ value chain projects are designed based on lessons learned from the implementation of HAYAT. Also, considering the high potential of women's economic empowerment through small scale processing, it is recommended that any similar projects in the future must focus on provision of necessary support to women. For instance, designing gender-responsive activities will include solutions specific to women, including access to land.
To reflect ground realities, development of financial linkages under future projects should be approached with an emphasis on developing existing sources of value chain finance available in the informal sector.
To ensure development of local capacity for availability of guidance after project closure, private sector service providers and local NGOs, e.g. Hemaity and Meristem must be engaged more proactively by including them in the project design and implementation.

ANNEXES:

Annex 01	Schedule of the Field Mission
Annex 02	Preliminary Assumptions led to the Definition of Project Objectives and Activities
Annex 03	TORs of the Independent Evaluation
Annex 04	List of the Documents Reviewed
Annex 05	Independent Evaluation Tools
Annex 06	List of Stakeholders Interviewed
Annex 07	Key Parameters and Evaluation Questions
Annex 08	Project's Target Locations
Annex 09	Project Staffing Organogram
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Annex 11	Overview of GTIP and Its Linkages with Associated Systems
Annex 12	Overview flowchart: traceability guidelines for Farm to Pack House operations
Annex 13	Project Rating Criteria

ANNEX 01 SCHEDULE OF THE FIELD MISSION

Day	Date	Itinerary	Location
Wednesday	10 May 2017	<ul style="list-style-type: none"> - Project Presentation and Brief Meeting with GTI project staff - Meeting with HRI 	GTI Premises HRI Premises
Thursday	11 May 2017	<ul style="list-style-type: none"> - Meeting with Governmental Counterpart - Meeting with Donor - Meeting with APC 	Ministry of Trade and Industry Italian Egyptian Debt for Development Swap Programme APC Premises
Friday	12 May 2017	<ul style="list-style-type: none"> - Flight departure to Luxor - Meeting with field office team - Check in at Sonesta Hotel in Luxor 	Luxor Field Office
Saturday	13 May 2017	<ul style="list-style-type: none"> - Visit of Tomas Association in Esna (dryer) - Visit of Al Shaghab/Esna pilot dryer (long tomato variety/export of sundried long tomato varieties) - Visit of nursery in Armant, Luxor, with installed fog irrigation systems to overcome heat waves 	Field visits and FGDs in Esna/Armant
Sunday	14 May 2017	<ul style="list-style-type: none"> - Visit to Mataana Association in Esna and FGDs with beneficiaries in contract farming, value addition, export of sundried tomatoes (Tafnes) - FGD with a sample of pesticides applicators - FGD with a sample of trainees in logistics awareness and training sessions - Flight to Cairo 	Tafnes Association/Mataana/Esna Luxor field office
Monday	15 May 2017	<ul style="list-style-type: none"> - Separate meetings with EOS/GOEIC/AEC (Ms. Umm e) - Splitting the separate meetings with selected service providers (3 or 4) (TAG/Meristem/Hemaity etc.) between Ms. Umm e and Ms. Sherine 	EOS Premises GOEIC Premises AEC Premises GTI premises
Tuesday	16 May 2017	<ul style="list-style-type: none"> - Visit of Badary Association in Assiut and FGDs with pomegranate producers/Value Addition - Visit of Sahel Selim Association and FGDs with pomegranate producers/Value Addition - Check-in at Hotel in Assiut 	Badary/Sahel Selim in Assiut Hotel in Assiut

Day	Date	Itinerary	Location
Wednesday	17 May 2017	<ul style="list-style-type: none"> - Early return back to Cairo - Meeting with some of the companies which participated in trade fairs and exhibitions (including Food Africa 2017) and/or which attended events such as the workshop on opportunities for the tomato industry in Luxor (10 to 12) - Ms. Sherine: Visit of Menoufiya/Beheira Association to conduct FGD on traceability for green beans 	Umm e: GTI Premises Sherine: Menoufiya/Beheira Association
Thursday	18 May 2017	<ul style="list-style-type: none"> - Visit of artichoke pre-processing unit at El Hammam - Meeting with Mr. Ragab (district head) at the unit in El Hammam - FGD with artichoke producers at the unit in El Hammam - Meeting with the representative of Green Hope at the unit in El Hammam - Return to Cairo 	Hammam Noubariya Field Office
Friday	19 May 2017		
Saturday	20 May 2017	<ul style="list-style-type: none"> - Visit of the Rowaisat Association and FGD with a sample of grapes producers - FGD with APA/EIFFA/ABA in Alexandria - Return to Cairo 	Rowaisat Alexandria
Sunday	21 May 2017	<ul style="list-style-type: none"> - Preparation for debriefing 	
Monday	22 May 2017	<ul style="list-style-type: none"> - Preparation for debriefing 	
Tuesday	23 May 2017	<ul style="list-style-type: none"> - Draft presentation of findings to project team - Presentation of findings to Counterpart and Donor 	GTI Premises – Cairo Ministry of Trade and Industry Italian Egyptian Debt for Development Swap Programme
Wednesday	24 May 2017	<ul style="list-style-type: none"> - Flight back to Pakistan 	

ANNEX 02: PRELIMINARY ASSUMPTIONS LED TO THE DEFINITION OF PROJECT OBJECTIVES AND ACTIVITIES

- i. Exporting fresh produce is positive for the trade balance of the country. As such, it is in the common interest to increase its level with structural actions;
- ii. Production directed to export should comply with legal frameworks of end markets;
- iii. A national legal framework (intended as laws and decrees governing food safety) is the basement to promote structural reforms and as such, guarantee long term benefits;
- iv. Considering the commercial relations between the EU market and Egypt, the latter is called to develop an accurate production and post-harvest control system to minimize risks and guarantee safety conditions to EU consumers;
- v. Ministry of Trade and Industry and Ministry of Agriculture are the two main authorities ruling on production and trade of food; their joint efforts in developing such a legal framework and its enforcement are necessary;
- vi. Ministry of Transport should be involved in contributing to the progress of the sector by suggesting and implementing measures to improve maritime transportation and reach TIR Convention;
- vii. A larger number of companies contributing to the export will increase number of products, quality, and length of supplying seasons and, in the end, national competitiveness on international market;
- viii. When export is coupled with proper mechanisms for profit-sharing between exporters and medium/small producers, then a virtual cycle of progress and growth is guaranteed; and
- ix. Progress and growth of agricultural production will increase country economic and social stability.

I. PROJECT BACKGROUND AND OVERVIEW

1. Project Factsheet

Project Title	Green Trade Initiative (GTI)
Donor(s):	Italian Egyptian Debt for Development Swap Programme (IEDS)
UNIDO project No.	Project No. 100089
IEDS code	IDS/25/GTI
Region	Middle East
Country(ies)	Egypt
Applicant	Ministry of Trade and Industry
Implementing Agency	UNIDO
Duration	3 years
Total budget	EGP 54,962,854.00
Starting Date	1st of February 2013
Installments received by UNIDO	14th November 2013 EGP 4,364,853.00 4th April 2015 EGP 13,719,516.29 1st June 2016 EGP 14,549,538.19 TOTAL EGP 32,633,907.98
Project implementation start date (First PAD issuance date)	30 January 2014
Actual implementation end date	31 October 2017

(Source: Project document)¹⁹

2. Project Background and Context

Since early 2002, the Egyptian and Italian Governments agreed to enhance their Euro-Mediterranean partnership through cooperation in the agriculture sector.

To reach this goal, the two parties agreed to: increase the Egyptian volume and quality of agricultural fresh production, assure the complementarities and seasonality in trade and production, create an efficient logistics and transport system, and encourage the collaboration and investments between private stakeholders in both countries.

Both parties have taken valuable steps to reach said goals, such as the implementation of the Green Corridor Pilot Project (GCPP) and the Traceability of Agro-Industrial Products for the European Market Project, the organization of meetings and consultations between the two Ministers of Agriculture on issues related to EU common agricultural policy, the

¹⁹ Project information data throughout these TORS are to be verified during the inception phase.

strengthening of their bilateral relations, and the establishment of phyto-sanitary Memorandums of Understanding.

In 2007, the GCPP presented to the Egyptian Institutions and the private stakeholders an Action Plan for the implementation of the Green Trade Initiative (GTI), with particular details on sea transport and logistics system, in addition to a preliminary institutional framework for the project's management and implementation.

Within the frame of the Italian - Egyptian Debt for Development Swap Agreement (IEDS) signed on June 3, 2007, the Management Committee (MC) decided - during the 2nd meeting held on March 5, 2008 - to include the Green Trade Initiative among the eligible initiatives to be financed.

The Technical Support Unit (TSU) of the debt swap committee prepared on December 2009 the outline of the initiative, which has been later on (March 2010) approved by the debt swap committee.

Consequently, the Ministry of Trade and Industry decided to apply for funding for the Green Trade Initiative project. For the formulation of the project document, the Ministry requested the support of two independent consultants (one Egyptian and one Italian) appointed by the TSU, on November 2010.

The GTI is one of the first projects to be developed after the 2011 revolution. Its strategic approach makes it a modern one where political and economic issues are confronted and solved with an approach based on public and private responsibility and mutual cooperation.

Its pillars are a new system for quality control and risk prevention to supply safer food to EU and Egyptian consumers and a package of technical and financial supports to overcome transitional phases.

Some preliminary assumptions were taken into consideration and are herewith enclosed:

- a) Exporting fresh produce is positive for the trade balance of the country. As such, it is in the common interest to increase its level with structural actions;
- b) Production directed to export should comply with legal frameworks of end markets;
- c) A national legal framework (intended as laws and decrees governing food safety) is the basement to promote structural reforms and as such, guarantee long term benefits;
- d) Considering the commercial relations between the EU market and Egypt, the latter is called to develop an accurate production and post-harvest control system to minimize risks and guarantee safety conditions to EU consumers;

- e) Ministry of Trade and Industry and Ministry of Agriculture are the two main authorities ruling on production and trade of food; their joint efforts in developing such a legal framework and its enforcement are necessary;
- f) Ministry of Transport should be involved in contributing to the progress of the sector by suggesting and implementing measures to improve maritime transportation and reach TIR Convention;
- g) A larger number of companies contributing to the export will increase number of products, quality, and length of supplying seasons and, in the end, national competitiveness on international market;
- h) When export is coupled with proper mechanisms for profit-sharing between exporters and medium/small producers, then a virtual cycle of progress and growth is guaranteed; and
- i) Progress and growth of agricultural production will increase country economic and social stability.

The application of these assumptions to the Egyptian situation led to the definition of project objectives and related activities. All interests, private and public, have been taken in consideration starting from production in Egypt until reaching final consumers in Europe.

The project will contribute to the dissemination of technology and know-how in different sectors. Although most of the technology is known and applied already elsewhere, the adaptation to the specific conditions of Egypt requires significant efforts.

The project is implemented by the United Nations Industrial Development Organization (UNIDO), in partnership with the Ministry of Trade and Industry, and in collaboration with the Ministry of Agriculture and Land Reclamation, and the Ministry of Transport.

The objective of the project is to enhance the performance of export-oriented Egyptian horticultural value chains with a focus on inclusiveness and sustainability.

The project entails four main results corresponding to the following-mentioned dimensions:

- **R1** Increased quality and volume of Egyptian horticultural fresh produce compatible with EU standards on food safety;
- **R2** Improved efficiency of collection, transportation and export logistic system;
- **R3** Increased investments in the agricultural and logistics private sector; and
- **R4** Increased volume of exported fresh produce through stable connections with strategic markets and technology suppliers.

Project implementation started in February 2013 and the initial project end date was in December 2016. Actual implementation end date is October 2017.

The project document foresees regular monitoring, as well as an independent review and evaluation.

Internal monitoring and evaluation visits were carried out throughout project duration, the latest one was conducted in December 2016.

3. Project Objective and Structure

Egyptian fresh produce supply chain is featured by economic operators with asymmetric access to factor resources (human, financial, technical) and facing different constraints. Whether it is investment capacity or pest management in small producing units; quality standards or capitalization in medium-sized producers; product positioning and market diversification in large producers, each of the different players along the value chain are confronted to a multitude of difficulties hindering the value chain development potential. The Green Trade Initiative aims at increasing trade levels, by enhancing exports of agro Egyptian produce compliant with EU standards.

The objective of the project is to enhance the performance of export-oriented Egyptian horticultural value chains with a focus on inclusiveness and sustainability. The competitiveness of Egyptian horticultural products towards EU Countries through cooperation with the Italian private and public sector will be enhanced.

Project Component 1:

Quality: improving the integration and governance of the national quality system and increasing volume and value of selected crops exportable to EU markets

Egypt enjoys significant comparative advantages in the production and export of horticultural products; however, a major obstacle in export to high-end markets is posed by quality compliance and enforcement of a sound national quality infrastructure. The repeated detections of positive samples of Egyptian products for residues of pesticides and other contaminants has negatively affected Egyptian exports to EU markets. The European Commission has warned Egypt several times to take preventive measures and more efficient quality and food safety control on their export goods.

In this regard, the project will assess the national quality infrastructure and implement specific capacity building to decision makers and to operators in order to improve the enforcement of the legislation on quality and food safety. The GTI will also provide technical assistance to small and medium producers/exporters along the value chain of eight selected crops in specific target areas, in order to ensure timely and safe supply of horticultural production, in compliance with EU standards.

Project Component 2:

Logistics: integrating and enhancing the logistics services and adopting optimal transport solutions

Collection, processing, packaging and transportation have been detected as the moments where perishable products suffer an average 15% and 20% of losses. The choice of transport and related services is also affecting the timely delivery of perishable products affecting business opportunities and return on income. The project will carefully assess the inbound and outbound logistics in order to recommend viable solutions both for the relevant institutions and for the private sector. Studies will be conducted on the different and best door-to-door delivery options to reach European markets through Italy. Awareness training on logistics for perishable products will be done for the sectorial associations, services providers and private sector.

Project Component 3:

Finance: increasing access to financial facilities for SMEs and attracting more investments in the agribusiness sector; and

One of the main obstacles hampering the growth of the Egyptian agribusiness sector is the lack of dedicated financial resources and investments. Investing in agribusiness has been often presented as a risky business, and therefore lots of very promising opportunities remain untapped. The GTI will streamline the information on relevant financial facilities already available in the country, to ease the access for potential beneficiaries and raise the awareness of managing and funding institutions on possible outreach of their programs in rural areas. Through the production of feasibility studies for small and medium size units, either for packing or for processing, the project also aims at attracting national and international investors with a ready to use tool for investment consideration.

Project Component 4:

Market Access: guaranteeing a stable presence in target EU markets and better access to market information and innovation.

Market access will be pursued through a strategic approach targeting the inclusion of small and medium producers/exporters into the export value chain and the enhancement of relevant institutions in acquiring, analyzing, and disseminating information on foreign markets. Egyptian exporters will also be involved in international specialized trade fairs and ad hoc B2B meetings with potential buyers and technology suppliers.

4. Project Implementation and Execution Arrangements

UNIDO: UNIDO is the implementing agency of the project.

The Ministry of Trade and Industry (MOTI): The Ministry of Trade and Industry (MOTI) is the Project Applicant.

Project Management Unit (PMU): The PMU coordinates and supervises, together with UNIDO project manager. National and international staff, together with service providers are collaborating in the project implementation.

The PMU maintains regular contacts with the Applicant, the IEDS program, and UNIDO technical branches focal points.

Steering Committee (SC): The Steering Committee is chaired by representatives of the Ministry of Trade and Industry and the Italian Cooperation Office in Cairo. It is composed of high level stakeholders from the public and the private sector.

The Steering Committee is attended by the Egyptian National Project Coordinator and the project team. The SC meets twice a year or more often if required, and has a role of guidance and supervision in the project's execution. The SC will also have full authority in the approval of the project logical framework, work plans and related budget, as proposed by UNIDO.

5. Relevant Project Reports/Documents

Further details can be obtained from the following:

- Project document;
- Progress reports;
- Quarterly reports;
- Activity reports;
- Consultant reports;
- Back-to-office mission reports;
- M&E field visits reports;
- Meeting minutes;
- Other documents such as correspondence, studies and assessments conducted.

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of this independent evaluation is to assess the effectiveness, efficiency and sustainability of the project and provide recommendations on adoptable best practices.

The evaluation will also address to the extent meaningful other standing evaluation criteria singled out in UNIDO's Evaluation Policy, such as relevance, impact, management, gender mainstreaming, environmental sustainability, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID) agenda, and potential to promote ISID.

The evaluation will be thus a forward-looking exercise and seek to identify the best practices and areas for improvement in order to draw lessons that can be used in the implementation of the project's upcoming phases and other similar projects to be implemented by UNIDO in other countries and regions.

The evaluation will cover the whole duration of the project from its starting date till the present date of its implementation. Its purpose is to provide updated information to support decision making, sustainability and scale up of project interventions, and improvement of implementation and progress. The information is to be communicated with the Italian Egyptian Debt for Development Swap Programme (IEDS), the Ministry of Trade Industry, and UNIDO. Accordingly, evaluation findings are to be shared with the various partners, i.e. the relevant representatives and project staff from UNIDO, IEDS, MOTI, and other relevant stakeholders and governmental counterparts involved.

The specific purposes of the evaluation are to:

- a) Assess intermediate progress and deliverables based on the project's logical framework, indicating progress against indicators;
- b) Draw, identify and communicate key lessons learned and develop recommendations for UNIDO, project stakeholders and partners, based on the project's design and progress of its implementation so far, with a forward looking approach based on improving project performance, sustainability of results, and prospects for impact and upscale. This may help improve the selection, enhancing the design and implementation of similar future projects and activities in the country and on a global scale upon project completion; and
- c) Determine major challenges and suggest appropriate solutions to overcome them.

It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The evaluation should provide an analysis of the attainment of the project objective(s) and the corresponding technical components or outputs. It should consider geographical locations

addressed by the project. Through its assessments, the evaluation should enable the Government, the national counterparts, the donors, UNIDO and other stakeholders and partners to verify prospects for development impact and promoting sustainability, providing an analysis of the attainment of project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators, and management of risks.

The key questions of the evaluation is whether the project has achieved or is likely to achieve its main objective and to what extent the project has also considered sustainability and scaling-up factors to increase contribution to sustainable results and further impact.

III. EVALUATION TEAM AND COMPOSITION

The evaluation will be conducted by one international evaluation consultant, who will be supported by one national consultant in Egypt, Cairo. This team will be working under the guidance of the UNIDO Evaluation Officer in EVQ/IEV, in coordination with the project team. The international consultant will be expected to visit the projects sites and to conduct interviews with various stakeholders. Data collection is to be conducted through qualitative and, when applicable, quantitative means. The evaluation team must not have been directly involved in the design and/or implementation of the projects.

IV. EVALUATION APPROACH AND METHODOLOGY

The evaluation will be conducted by an independent evaluation team, and will be carried out as an independent in-depth evaluation, using a participatory approach throughout the assignment, consulting with stakeholders and the implementing agencies, as well as integrating their feedback during the editing and finalization of the evaluation report. The evaluation is to be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the “UN Norms and Standards for Evaluation”, and conducted in accordance with the UNIDO Evaluation Policy²⁰. The standard DAC evaluation criteria should be applied, ensuring objectiveness and a reliance on a systematic approach throughout the assignment.

The evaluation team will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and when applicable, quantitative information, based on diverse sources, as necessary: available desk research and literature review, external and/or project surveys and studies, analysis, interviews with counterparts, beneficiaries, donor representatives, project staff and others through data cross-validation, focus group discussions, and direct observation. An unbiased and independent approach is to be maintained throughout the evaluation. Triangulation of data sources is important, in order to ensure that evaluation findings, evaluator hypotheses etc. are evidence based.

²⁰ UNIDO. (2015). Director General’s Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

The evaluation team will develop interview guidelines. Field interviews can take place either in the form of focus group discussions or one-to-one consultations.

Key Evaluation Questions

The evaluation team will assess the project performance guided by the parameters and evaluations questions provided in this section. In addition to the qualitative assessment based on the evidence gathered in the evaluation, the evaluator team will rate the project on the basis of the rating criteria for the parameters described below in this section.

Ratings will be presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses.

The evaluation consultant(s) will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

The following section provides a listing of the key evaluation questions to be covered throughout the assignment, along with questions relating to the ISID UNIDO agenda. The evaluation team will be expected to prepare and share a more targeted and specific set of questions and appropriate data collection tools (ex: surveys, questionnaires, observation tools, etc.) in the inception phase.

Project Identification and Formulation

The extent to which:

- i) A participatory project identification process, including all main stakeholder groups, was instrumental in selecting problem areas and identifying which counterparts required technical support; and
- ii) A clear, consistent and thematically focused logical framework approach was designed, with a realistic timeframe (with logical consistency between the project's inputs, activities, outputs and outcomes).

Ownership and Relevance

The evaluation will examine the extent to which:

- i) The project design and deliverables are aligned with national and international, government and donor strategies and development priorities;
- ii) The project reflects a participatory and broad consultation approach including main stakeholder groups (e.g. counterparts and target beneficiaries);

- iii) The project is relevant to the target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. beneficiaries, civil society, companies etc.);
- iv) The Ministry of Trade and Industry and other partners in all components are involved throughout the project's implementation as the main counterparts and have ownership of project outcomes;
- v) Local ownership and measures for sustainability were ensured from both government counterparts and at the beneficiary level.

Efficiency of Implementation

The extent to which:

- i) Outputs and outcomes: The project produced results within the expected time frame, and schedule of implementation is in line with agreed upon deliverables as per the project's work plan, and as defined by the project team.
- ii) The disbursements and project expenditures are in line with budgets;
- iii) There has been quality and timeliness regarding input and activity delivery from the donor, UNIDO and Government/counterpart to adequately meet requirements;
- iv) Procurement services are provided as planned (timing, value, process issues etc.);
- v) There is adequate efficiency in all managerial, communication and work functions, in Cairo governorate and at the field level;
- vi) Local resources within the targeted communities have been mobilized/committed;
- vii) There is coordination with other UNIDO and other donors' projects, as well as government counterparts and civil society, to promote successful implementation of the project and possible synergy effects;
- viii) In case of delays in project implementation, what were the causes and how was the achievement of results affected.

Effectiveness

The evaluation will assess to what extent results at various levels, including outcomes and outputs, have been achieved. The following issues will be assessed; the extent to which:

- i) Delivery of outputs: they have been successfully delivered, with effective outreach within the targeted communities;
- ii) Project interventions have successfully improved local capacities (government, civil society, beneficiaries) in promoting the export of Egyptian fresh horticulture products;
- iii) Project beneficiaries (government institutions and counterparts, producers, civil society, private sector etc.) are sensitized on how to enhance the competitiveness

- of Egyptian horticultural products towards target EU markets and understand their role;
- iv) The project has generated results that could lead to changes of the assisted institutions towards enhancing the competitiveness of Egyptian horticultural products towards target EU markets;
 - v) Project team has succeeded in building strong connections and rapport with various stakeholders in the targeted governorates (e.g. roundtables and other mechanisms) including local civil society, governmental and private sector counterparts;
 - vi) Envisioned value chain development is likely to occur as a result of the project interventions;
 - vii) Project interventions successfully improved export capacity and potential at the level of beneficiaries;
 - viii) Project interventions have successfully enhanced the quality and volume of Egyptian fresh produce compatible with EU markets standards on food safety and control;
 - ix) Project interventions have successfully improved the logistics sector for export including integrating and enhancing logistics services and promoting the adoption of optimal transport solutions;
 - x) Project interventions have successfully promoted access to financial facilities for SMEs and investments in the agribusiness sector;
 - xi) Project interventions have successfully contributed to linking beneficiaries with target EU markets and promoted better access to market information and innovation;
 - xii) An effective strategy for sustainability has been formulated and adopted throughout the project design;
 - xiii) There is a high probability of having a multiplier effect that promotes further outreach of project outcomes and improved sustainability;
 - xiv) Project interventions managed are interlinked effectively amongst the different stakeholders to maximize benefits and impact; and
 - xv) Unplanned effects occurred and how they were dealt with.

Prospects for Achieving Impact and Sustainability

The evaluation should in addition assess how the project design and implementation modality provide prospects for analyzing actual/potential long-term impacts and indicate potential findings on impacts (e.g. economic, social, institutional etc.) that are likely to occur as a result of the intervention, and how far they are sustainable.

Moreover, the evaluation should assess the sustainability of project outcomes and results as well as any catalytic or replication actions that the project carried out. Dimensions or aspects of risks to sustainability can be identified.

Project Coordination and Management

The extent to which:

- i) National management and field coordination of the project are efficient and effective, roles and responsibilities are clear, and a mechanism of coordination between field and Cairo based staff is in place;
- ii) The project has an M&E system to monitor results and track progress towards achieving project results and objectives throughout the project implementation period;
- iii) Self-evaluation and monitoring have been carried out effectively based on indicators for outputs, results and objectives, work plans are developed and reporting takes place regularly.

Gender and Youth

- i) To what extent have women and youth benefited from the project/can be expected to benefit?
- ii) Has gender been mainstreamed in the implementation of the project?
- iii) Have gender analyses been included in baseline studies, monitoring and reporting?
- iv) Has there been gender balance in the contracting of experts and consultants?

Recommendations

Based on the final analysis, the evaluation should include strategic and specific conclusions and propose recommendations and further actions for the implementing partner and counterparts to improve linkages between various components, and enhance deliverables which would potentially improve future impact and sustainability of interventions. This includes discussing the need for further support, and recommended improvements in design and implementation strategies.

V. TIMEFRAME AND EXPECTED DELIVERABLES

Activity	Timeframe
Evaluation Launch (Evaluation team hired)	Mid-February 2017
Desk review and preparation of draft inception report containing work plan, key findings of the desk review, methodology, sampling technique, evaluation tools and interview guidelines	Second half February 2017
Sharing of first draft inception report	End of February 2017
Evaluation mission (briefing of field staff, interviews, field	

Activity	Timeframe
visits and data collection, observation, etc. as per inception report) ²¹	5-8 working days (Tentatively early March 2017)
Meetings/In-depth interviews with project staff and related stakeholders, and revision of inception report	
Discussion on preliminary findings and final wrap up with project team	
Presentation to stakeholders / donors / governmental counterparts (recommendations also presented specified by counterpart)	Last day of field mission
Data analysis and preparation of draft evaluation report	5 working days
Delivery of draft report	End of March 2017
Revision and integration of stakeholder feedback into final draft of evaluation report – submitting final report	3 working days
Approval of final evaluation report	Mid- April 2017
Dissemination of report and summary of findings to all stakeholders	End April 2017

Deliverables

All following deliverables are expected in electronic format:

1. Inception report including envisaged methodology and copy of data collection tools (questionnaires, surveys, and/or other tools)
2. Presentation on Preliminary findings
3. Draft evaluation report
4. Final submitted report

²¹ Evaluation team will need to specify if they need an independent translator to be hired beforehand

ANNEX 04 LIST OF DOCUMENTS REVIEWED

1. Draft Report: The horticultural market in Europe and Italy Summary, 19 October 2014
2. Egyptian National Quality Infrastructure Mapping, October 2015
3. Feasibility Study: Pesticides Applicator, February 2017
4. Final Project Document: Green Trade Initiative, October 2011
5. Final Report: Investment Opportunities in Mechanizing Tomato Production
6. Logical Framework: Green Trade Initiative Project, December 2015
7. Mission Report (27th July 2014 – 1st August 2014): Green Trade Initiative
8. Overall Work Plan: Green Trade Initiative Project
9. Overall Budget and Financial Plan: Green Trade Initiative Project;
10. Project Progress Report (1 January 2016 – 30 June 2016): Green Trade Initiative Project Italian-Egyptian Debt For Development Swap Program
11. Project Progress Report (1 July 2016 – 31 December 2016): Green Trade Initiative Italian-Egyptian Debt For Development Swap Program
12. Project Progress Report (1 July 2015 – 31 December 2015): Green Trade Initiative Italian-Egyptian Debt For Development Swap Program
13. Project Progress Report (1 January 2015 – 30 June 2015): Green Trade Initiative Project Italian-Egyptian Debt For Development Swap Program
14. Project Progress Report: Inception Phase Green Trade Initiative Project Italian-Egyptian Debt For Development Swap Program
15. Work Plan (1 April 2017 – 31 October 2017): Agro- Processed Exports (Apex)

KII/FGD WITH DONORS

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. How is the project relevant to the priority areas of your agency?
2. What are some of the other key features of your Country Program Strategy and Portfolio?
3. In your opinion, how has the project contributed to its goal of improving the position of Egyptian Fresh F&V in the international market?
4. How does the performance of this project compare with other projects being implemented within your country program portfolio?
5. What challenges did you face during program design or implementation? E.g. political situation, collaboration between UN agencies, etc.
6. What have been the main lessons learnt based on the implementation of the GTI project?
7. What are your recommendations for the design of similar future projects?

KII/FGD WITH KEY STAKEHOLDERS
(GOVERNMENT AGENCIES, ETC.)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What is the mandate of your organization in relation to the project's activities?
2. Since when has your organization been involved with the GTI project?
3. What is the specific role played by your organization in the GTI project?
4. What have been the key achievements of your organization when working with GTI?
5. Is your organization involved in activities or projects similar to GTI? If yes, please provide details, e.g. which organization is running the project, since when, and what is your role, etc.
6. If compared to similar current or past projects, how would you rate the performance and contribution of the GTI?
7. In your opinion, what are some of the key outcomes of the GTI?
8. How can these activities be replicated, up-scaled, and sustained in the future?
9. What have been some of the challenges faced by you when working with the GTI?
E.g. coordination, lack of national technical expertise, ambitious project design, etc.
10. What are your recommendations for the design of a similar project in the future?

KII/FGD WITH INDIVIDUALS AND GROUPS OF BENEFICIARIES
(TRAINING PROGRAMS, VALUE ADDITION, FINANCE, MARKET LINKAGES, ETC.)

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

1. What benefits did the beneficiaries receive from the project? E.g. training, support to value addition, etc.? Please provide details
2. When were these benefits received? And what was the duration of your participation in the project activities?
3. How many farmers in your community or group have benefitted from the project's activities? Approximately how many of these are women?
4. How did you hear about this service and what was the process of enrollment/accessing the project's services?
5. How has participation in the project contributed to the improvement of your agri-enterprise? E.g. producing better quality produce, increased income, etc. Please provide details
6. What challenges did you face in accessing or utilizing the project's services? E.g. centralized trainings
7. What challenges are you facing in using the benefits derived from the project? E.g. difficulty in implementation of training activities or difficulty in continuing the value addition activities, etc.?
8. Have you received additional help from the project in resolving this problem? E.g. Market linkages, training in machinery maintenance, etc.
9. In your area what is the future demand for the services delivered by the project? E.g. are farmers demanding these or replicating these facilities on their own? And approximately how many more farmers could benefit from such services? Please provide details
10. How can a similar project be improved in the future? E.g. better targeting, expansion of the number of crops, introduction of more appropriate postharvest technologies, etc.

KII/FGD WITH PMU AND FIELD OFFICE STAFF

Date:

Name(s) of Staff:

Position(s) in Project:

Contact Info:

Name of Interviewer:

QUESTIONNAIRE

Background

1. Who are the major stakeholder organizations for the project and their role? Government and Non-Government entities
2. What was the process of project design? Please provide a brief explanation
3. During the period of implementation were any significant changes made to the project design? If yes, please provide details, e.g. what were the changes, reasons for making changes, and process of making these changes
4. Has the project suffered any major delays? If yes, please explain the reasons and mitigation measures for bringing the project back on track.
5. What is the proportion of small, medium, and large farmers or traders being supported by the project?
6. Are the activities customized based on farmer or trader size? If yes, please provide details
7. How is the participation of women and youth ensured?

Implementation

1. What have been some of the key achievements of the project so far?
2. What factors contributed to the achievement of these results?
3. In what areas has the project not been able to make an impact? What factors contributed to this?
4. What have been the key challenges faced by the PMU in project implementation? E.g. coordination of various stakeholders, availability of relevant service providers, managing a large number of complex activities, etc.

Project Steering Committee

1. When was the Project Steering Committee formed?
2. How often does the committee meet? Provide dates of previous meetings
3. Who are the members of the committee?
4. What are the key functions of the committee?
5. Please provide a few examples of how the committee provided significant support to the project?
6. How can the role of the PSC be improved?

Technical Advisory Committee

1. When was this committee formed?
2. Who are the members of the committee?
3. What are the key functions and activities undertaken by the committee?
4. Please provide a few examples of how the committee provided significant support to the project?
5. How can the role of the TAC be improved?

Monitoring and Evaluation

1. Does the project have an M&E Framework? If yes, when was this framework developed and what are its main components?
2. What is the process of monitoring activities and course correction as a result of the Monitoring exercises? Please provide examples
3. What are the key monitoring reports, etc.
4. What activities/support were provided in the last 6 to 9 months of the project? How are these activities going to sustain without consistent project support?

Finance

1. Please provide the project's Annual Delivery Rate?
2. Please provide total budget and expenditure per outcome?
3. Has the project undertaken regular audits? If yes, please provide copies
4. What major challenges have been faced by you in the accessing or expending funds?

Staffing

1. Staffing structure?
2. What is the role of each staff?
3. Has there been high turnover in your office? If yes, what is the reason?
4. What have been the key challenges faced by your office in terms of staffing?

Sustainability and Recommendations

1. What are the major threats and weaknesses to the sustainability of the successful activities undertaken by the project?
2. How can a similar project designed in the future be improved in terms of i) the range of activities undertaken , ii) organizational structure, iii) other aspects
3. What measures are being taken to replicate the project activities? E.g. training of master trainers, demonstration of the value addition technologies introduced by the project, promotion of project success, exchange visits, etc.
4. What were the main outputs of the Inception phase?

ANNEX 06 LIST OF STAKEHOLDERS INTERVIEWED

Name of Interviewee	Organization	Position
Dr. Mohamed Mahmoud	HRI	Director
Dr. Samar Shaarawi	HRI	Senior Researcher
Dr. Amani Attia	HRI	
Dr. Mohamed Ghazi	HRI	
Dr. Ahmed Kotb	HRI	
Dr. Shereen El Sabbagh	MoTI	
Eng. Hanan Fouad	EOS	EOS Task Force
Dr. Abeer	EOS	
Eng. Rehab	EOS	Monitoring of Int'l Projects Dept.
Hany Hussein	AEC	
Tamer El Diasty	TAG (Talal Abou Ghazaleh)	Service Provider – Logistics
Alia Hetta	Hemaity	Service Provider
Khaled Hassanein	Meristem	
General Ismail Gaber	GOEIC	Director
Mamdouh Taha	GOEIC	
Dr. Fabio Minniti	IEDS	Director Technical Support Unit at IEDS
Dr. Yassin Mubarak	IEDS	Vice Director of TSU
Mrs. Manal Sorour	IEDS	Monitoring Specialist TSU
Marwan El Sammak	Alexandria Business Association	Chairman
Dr. Felice Longobardi	Italian Agency for Dev. Coop.	Head
Medhat El Kady	EIFFA	Chairman
Walid Badr	Alexandria Chamber of Shipping	Secretary General
Hoda Attia	MoT	SC Member
Salah Abdel Salam	ACA Office	General Manager
Admiral Mohamed Alaa	Alexandria Port Authority	

Name of Interviewee	Organization	Position
Admiral Khaled Soliman	Alexandria Port Authority	
Omar Reyad	Luxor FO	
Mohamed Labib	Luxor FO	
Mahmoud AbdelRady	Luxor FO	
Omar Sanouri	Luxor FO	
Alaa Ibrahim	Armant Nursery	Owner of dryer and long tomato farmer
Ali Hefny	Armant Nursey	Owner of dryer and long tomato farmer
Hamada Ramadan	Armant Nursery	
AbdelKarim Fahmy	Luxor FO	
Othman	WFP	Climate Change Project Coordinator

ANNEX 07 KEY PARAMETERS AND EVALUATION QUESTIONS

KEY PARAMETERS	EVALUATION QUESTIONS
<p align="center">Project Identification and Formulation</p>	<p>The extent to which:</p> <ul style="list-style-type: none"> i. A participatory project identification process, including all main stakeholder groups, was instrumental in selecting problem areas and identifying which counterparts required technical support; and ii. A clear, consistent and thematically focused logical framework approach was designed, with a realistic timeframe (with logical consistency between the project’s inputs, activities, outputs and outcomes).
<p align="center">Ownership and Relevance</p>	<p>The extent to which:</p> <ul style="list-style-type: none"> i. The project design and deliverables are aligned with national and international, government and donor strategies and development priorities; ii. The project reflects a participatory and broad consultation approach including main stakeholder groups (e.g. counterparts and target beneficiaries); iii. The project is relevant to the target groups: relevance of the project’s objectives, outcomes and outputs to the different target groups of the interventions (e.g. beneficiaries, civil society, companies etc.); iv. The Ministry of Trade and Industry and other partners in all components are involved throughout the project’s implementation as the main counterparts and have ownership of project outcomes; and v. Local ownership and measures for sustainability were ensured from both government counterparts and at the beneficiary level.
<p align="center">Efficiency of Implementation</p>	<p>The extent to which:</p>

KEY PARAMETERS	EVALUATION QUESTIONS
	<ul style="list-style-type: none"> i. Outputs and outcomes: The project produced results within the expected time frame, and schedule of implementation is in line with agreed upon deliverables as per the project’s work plan, and as defined by the project team; ii. The disbursements and project expenditures are in line with budgets; iii. There has been quality and timeliness regarding input and activity delivery from the donor, UNIDO and Government/counterpart to adequately meet requirements; iv. Procurement services are provided as planned (timing, value, process issues etc.); v. There is adequate efficiency in all managerial, communication and work functions, in Cairo governorate and at the field level; vi. Local resources within the targeted communities have been mobilized/committed; vii. There is coordination with other UNIDO and other donors’ projects, as well as government counterparts and civil society, to promote successful implementation of the project and possible synergy effects; viii. In case of delays in project implementation, what were the causes and how was the achievement of results affected.
<p style="text-align: center;">Effectiveness</p>	<p>The evaluation will assess to what extent results at various levels, including outcomes and outputs, have been achieved. The following issues will be assessed; the extent to which:</p> <ul style="list-style-type: none"> i. Delivery of outputs: they have been successfully delivered, with effective outreach within the targeted communities; ii. Project interventions have successfully improved local capacities (government, civil society, beneficiaries) in promoting the export of Egyptian fresh horticulture products; iii. Project beneficiaries (government institutions and counterparts, producers, civil society, private sector etc.) are sensitized on how to enhance the competitiveness of Egyptian horticultural products towards target EU markets and understand their role; iv. The project has generated results that could lead to changes of the assisted institutions towards

KEY PARAMETERS	EVALUATION QUESTIONS
	<p>enhancing the competitiveness of Egyptian horticultural products towards target EU markets;</p> <ul style="list-style-type: none"> v. Project team has succeeded in building strong connections and rapport with various stakeholders in the targeted governorates (e.g. roundtables and other mechanisms) including local civil society, governmental and private sector counterparts; vi. Envisioned value chain development is likely to occur as a result of the project interventions; vii. Project interventions successfully improved export capacity and potential at the level of beneficiaries; viii. Project interventions have successfully enhanced the quality and volume of Egyptian fresh produce compatible with EU markets standards on food safety and control; ix. Project interventions have successfully improved the logistics sector for export including integrating and enhancing logistics services and promoting the adoption of optimal transport solutions; x. Project interventions have successfully promoted access to financial facilities for SMEs and investments in the agribusiness sector; xi. Project interventions have successfully contributed to linking beneficiaries with target EU markets and promoted better access to market information and innovation; xii. An effective strategy for sustainability has been formulated and adopted throughout the project design; xiii. There is a high probability of having a multiplier effect that promotes further outreach of project outcomes and improved sustainability; xiv. Project interventions managed are interlinked effectively amongst the different stakeholders to maximize benefits and impact; and xv. Unplanned effects occurred and how they were dealt with.
Prospects for Achieving Impact and Sustainability	<ul style="list-style-type: none"> i. how the project design and implementation modality provide prospects for analyzing actual/potential long-term impacts and indicate potential findings on impacts (e.g. economic,

KEY PARAMETERS	EVALUATION QUESTIONS
	<p>social, institutional etc.) that are likely to occur as a result of the intervention, and how far they are sustainable; and</p> <p>ii. The sustainability of project outcomes and results as well as any catalytic or replication actions that the project carried out. Dimensions or aspects of risks to sustainability can be identified.</p>
<p>Project Coordination and Management</p>	<p>The extent to which:</p> <p>i. National management and field coordination of the project are efficient and effective, roles and responsibilities are clear, and a mechanism of coordination between field and Cairo based staff is in place;</p> <p>ii. The project has an M&E system to monitor results and track progress towards achieving project results and objectives throughout the project implementation period; and</p> <p>iii. Self-evaluation and monitoring have been carried out effectively based on indicators for outputs, results and objectives, work plans are developed and reporting takes place regularly.</p>
<p>Gender and Youth</p>	<p>i. To what extent have women and youth benefited from the project/can be expected to benefit?</p> <p>ii. Has gender been mainstreamed in the implementation of the project?</p> <p>iii. Have gender analyses been included in baseline studies, monitoring and reporting? And</p> <p>iv. Has there been gender balance in the contracting of experts and consultants?</p>
<p>Recommendations</p>	<p>i. Strategic and specific conclusions and propose recommendations and further actions for the implementing partners and counterparts to improve linkages between various components;</p> <p>ii. Enhance deliverables which would potentially improve future impact and sustainability of interventions; and</p> <p>iii. Need for further support, and recommended improvements in design and implementation strategies</p>

ANNEX 08 PROJECT'S TARGET LOCATIONS

Crops	Upper Egypt	Middle Egypt	Lower Egypt
Artichoke			Nubaria/Behera Kafr Dawar/Behera
Grape	Luxor	Samalout/Meia	
Green Bean		Ayyat/Giza Yousef El Sedik/Fayoum	
Lettuce		Khatatba/Giza	Housh Eissa/Behera
Pepper	Marashda/Qena	Berkash/Giza	Salhya/Sharkia
Pomegranate		El Badary/Assiut	
Strawberry			Badr District/Behera Toukh/Qalyoubia Ismailia
Tomato	Esna/Luxor	Bani Amer/Assuit	Bangar El Sokkar/Alexandria
Total Number of Project Production Areas: 18			

S.No	Name	Designation
1.	Absent	National Project Coordinator
2.	Sara Berlese	Programme Officer
3.	Nagwa Lachine	Communication and Knowledge Management Officer
4.	Lamiaa Melegui	Marketing and Export Coaching Consultant
5.	Nourhane Ghorab	Monitoring & Evaluation Officer
6.	Kamel Salem	Logistic Expert
7.	Adam Saffer	International Business Development Expert
8.	Karim Shalaby	Value Chain Consultant
9.	Mohamed Adel Sabri	Production and Quality Expert
10.	Araby Aly	Technical Production Specialist
11.	Omar Reyad	Luxor Field Office Coordinator
12.	Mohamed Labeeb	Luxor Agronomist
13.	Mahmoud Rady	Luxor Agronomist
14.	Omar Sanoussi	Luxor Agronomist
15.	Taha Khalil	Menoufiya Field Office Coordinator
16.	Mohamed Brisi	Noubariya Field Office Coordinator
17.	Mahmoud Abdel Khalek	Minya Field Office Coordinator
18.	Gehad Gaber	Post-Harvest and Processing Technical Assistant

ANNEX 10 OVERVIEW OF PROGRESS AGAINST OUTPUT INDICATORS

Results/Activities	Objectively Verifiable Indicators	Targets	Status
<p>Overall Objective: Enhance the competitiveness of Egyptian horticultural products towards EU countries through the cooperation with Italian private and public sector Define competitiveness: access to markets/market segment, price, market share</p>	<p>% increase of share in exports for selected products in market destinations (volume and value) versus key competitors (other countries or exporters etc.) Source: FAO statistics, trade map – Cannot be directly attributed to the project</p>		
<p>Specific Objective/Outcome: Enhance the performance of export-oriented horticultural value chains with focus on inclusiveness and sustainability of SMEs and long-term business relations</p>	<p>% decrease in production losses in selected crops before and after comparison of key identified cases</p>	50% decrease in losses	40% ²²
	<p># of project beneficiaries (disaggregated by type and gender) who improved the quality of their production process</p>	3,500	4,297
	<p># of exporters who established new long-term business relations in target markets</p>	50	47
	<p># of new value added products introduced in the Egyptian market</p>	2	4 ²³
	<p>Percentage decrease of pesticides used per feddan of selected crops²⁴ produced in one production season in key identified cases</p>	50%	50% ²⁵
<p>Result 1/Output 1:</p>	<p># of key national quality infrastructure</p>	3	9 institutions trained on best

²² Based on a sample of pomegranate producers, the TA program helped reduce the percentage of pomegranate fruit cracking by 25% in Noubariya, and in Assiut by 60%. Percentage of losses in pomegranate during harvest and handling reduced by 40% on a sample of pomegranate producers in Noubariya (this includes cracked pomegranate fruits, molds, and mechanical damages of the fruit).

²³ Sundried tomatoes, pomegranate arils, semi-dried tomatoes, pre-processed artichokes.

²⁴ Pomegranate.

²⁵ Based on cost analysis done on a sample of 50 pomegranate producers during 2015 - 2016 (5,000-10,000 EGP per feddan to 2,500 – 5,000 per feddan)

Results/Activities	Objectively Verifiable Indicators	Targets	Status
<p>Increased quality and volume of Egyptian fresh produce compatible with EU markets standards on food safety and control</p>	<p>institutions with improved service delivery and/or practices</p>		<p>regulatory practices</p> <p>APC is going to adopt the national monitoring and sampling plan which is in its final stages of drafting and review</p> <p>A memo was sent to the MoALR by the APC regarding the implementation of the pesticides residues monitoring plan</p> <p>EOS is expecting to officially adopt the guidelines for export production in June 2017 (upon internal clearance). The taskforce is also drafting a conformity scheme to guarantee quality levels and establish trust with buyers; which is now being reviewed for finalization</p> <p>GOEIC has included traceability in the new export/import regulations, 15 inspectors were trained by GTI to applied controls on traceability, GTIP is being implemented to integrate systems managed by GOEIC and CAPQ</p> <p>Traceability awareness and training sessions, pesticides management and guidelines for export, were conducted both to institutions and to pilot areas</p>

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			<p>beneficiaries and representatives of AEC (12 training and awareness sessions implemented in total), with a total of 203 beneficiaries. 25 green beans producers directly implemented the traceability pilot over 40 feddans of green beans.</p> <p>Due to the recent constitution of the Food safety Agency (Dec.2016), GTI is including its management in all NQI activities and already discussing possible handing over of EOS guidelines for production, traceability know-how for internal market</p>
	Number of policy briefs/strategic documentation prepared and communicated to key management in target institutions of the national quality system	3	<p>1 NQI mapping study and recommendations finalized</p> <p>12 recommendation on logistics operations improvements (3 applied)</p>
	% increase in productivity for specific crops with improved quality	25% increase in production volume for specific project beneficiaries compliant with EU standards on food safety and control	<p>Productivity per ton increased by an average of 35.8% (sample of 50 pomegranate producers); increase of productivity reaching almost 50% for artichokes²⁶</p> <p>GTI is engaged with a total of 24 associations gathering around 20,540</p>

²⁶ Based on analysis done on 50 pomegranate producers, to compare results between 2015 and 2016, before and after the TA provided through GTI/UNIDO. It was concluded that the productivity per ton for the sample of pomegranate producers surveyed increased by 35.8%. Increase of productivity reaching almost 50% for gibberellic acid treatment applied on two artichoke producers.

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			producers
	Number of value addition processes upgraded and supported along select value chains	3 value addition processes upgraded and supported along select value chains	Achieved; 4 value addition processes upgraded (artichokes/sun dried tomatoes/pomegranates/semi-dried tomatoes); sundried tomatoes produced for export increased income of small producers by 30%
Activity 1.1: Promote the national quality system integration, through awareness workshops, training programmes, strategic and technical operational guidelines, policy briefs, etc.	National quality infrastructure mapping study with special regards to fresh horticultural products for export, including identification of challenges and proposed recommendations to strengthen the NQI, conducted	One NQI mapping study	Achieved; NQI mapping study completed and validated
	# and nature of workshops targeting relevant institutions' officers, decision and policy makers, and related stakeholders, to implement NQI system	At least 1 roundtable conducted on NQI system integration	Achieved; Workshops on NQI system integration implemented and 3 task forces formed
	Based on quality mapping study, identification of project interventions	2 project interventions identified	Achieved; 3 NQI areas identified as agribusiness model, traceability and pesticide residue control
	# of comprehensive awareness and capacity-building programme, targeting relevant institutions' officers, decision and policy makers, and related stakeholders	One awareness and training programme implemented for each technical intervention identified	Awareness and training sessions conducted on traceability, pesticides management and Guidelines for export both to institutions and to pilot areas beneficiaries and representatives of AEC 100 inspectors and technical operators were trained on correct pesticide residue sampling techniques in fruit and vegetables for export. The training covered Food Safety Systems and the responsibility of the public and private

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			sectors, pesticide residues hazards and risks, and technical details of correct residue sampling according to international standards
	# of policy briefs drafted to support MTI and MALR	1	To be achieved: NQI policy brief is being drafted in line with progress of activities, with a view of extracting lessons learned from GTI on trade facilitation of fresh products and integration of small producers in export VCs
Activity 1.2: Support and upgrade the implementation of the national traceability system established within GOEIC and to be hosted within the Trade information platform	# and nature of support activities for the pilot implementation of the traceability system within one project target area, in collaboration with GOEIC	Pilot implementation of the traceability system on green beans (subject to enforcement of national traceability system)	Manual traceability system piloted in Menoufiya Beheira Structure of GOEIC traceability unit submitted and related training to GOEIC inspectors conducted GTIP is being designed within GOEIC
Activity 1.3: Improve the quality of horticulture production for selected crops among small and medium producers, through the application of GAPs, food safety practices in order to meet EU/international export requirements	1 technical committee established to validate the value chain assessments, to advise on crop technical assistance plans and communicate recommendations to the project's SC	Technical committee established	Achieved/ Technical committee established and meetings conducted
	# of crop guidelines developed and disseminated	8 crop guidelines disseminated to 3,500 beneficiaries	8 technical crop guidelines finalized and validated, led by HRI
	# and nature of manuals designed and/or updated # of beneficiaries trained and receiving manuals	3 manuals (food safety, processing, pesticides etc.) 600 – 800 (200	8 ²⁷

²⁷ Manuals and field notebooks - remaining 8 HRI guides and 8 VCAs to be printed

Results/Activities	Objectively Verifiable Indicators	Targets	Status
		beneficiaries trained per manual)	
	# of value chain assessments completed and validated for dissemination	8	Ongoing finalization of value chain analysis for (8) fresh crops and processed products based on (4) selected crops
	# of TA plans (1 per cop) designed and implemented in selected areas, targeting specific issues hampering the quality of production # and function of beneficiaries attending TA activities	8 TA plans (1 per crop) implemented in selected areas, targeting specific issues hampering the quality of production ²⁸	Current TA: pomegranate TA provided to 860 pomegranate producers in Assiut and Noubariya, grapes TA provided to 512 producers, green beans TA provided to 239 producers
	# of TOT manual(s) designed for value chain focal points to ensure sustainability and dissemination of guidelines	1 TOT manual	To be achieved
	# of promotional and technical videos for the agribusiness community produced	8	7 videos produced
	# of beneficiaries accessing such videos	TBC, for extension officers, lead farmers etc. (supply chain)	In progress
Activity 1.4: Enhance and promote the correct and reasonable use of pesticides, according to IPM principles	# of specialized training programs for pesticides applicators in collaboration with MoARL (Pesticides Committee) to improve the current practices of pesticide applications	1	150 pesticides applicators trained and certified in the first round of pesticides applicators training programme with APC, targeting 650 (50 master trainers)
	Development of a business model for entrepreneurs	1 Business model for entrepreneurs developed	Achieved
	Development of the certified pesticides applicators concept	Certified pesticides applicators concept developed	Achieved for 150, target 650 Business model designed

²⁸ Technical assistance provided in tomatoes, artichokes, pomegranate (under evaluation: strawberries)(TA also provided by field offices in green beans and pepper)

Results/Activities	Objectively Verifiable Indicators	Targets	Status
	# of activities conducted to support the application of protected agriculture techniques to reduce the use of pesticides	3 different types of activities (awareness, OST, TA)	Achieved; 527 beneficiaries in vertical cultivation activities
	# and function of beneficiaries in activities	30 to 40 per activity (150 – 200 beneficiaries)	3414 producers reached through TA which included IPM 150 pesticides applicators trained 43 producers applied vertical cultivation techniques (open field and greenhouses on 151 feddans as a direct result of GTI project activities, and a total of 212 feddans to which technical assistance was provided, in Minya, Assiut, Aswan, Luxor, Sohag, and Qena. Decrease losses by 80% on sample beneficiaries
Activity 1.5: Promote and support value addition activities to increase export opportunities to EU through Italy in particular for tomato, artichoke and pomegranate	# and nature of added value opportunities identified and validated through international markets research and VCAs	3 value added opportunities	Achieved; 4 value added opportunities
	# and nature of activities conducted to promote the new value added market opportunities	3 different activities Other communication tools used for awareness	Achieved; training, awareness sessions, pilot activities (8 dryers and 3 ²⁹ value addition units established with 280 workers)
	# and nature of technical assistance activities provided to existing and new value-added activities four crops (tomato, artichoke, strawberries, and pomegranate), within target project areas	4	Ongoing evaluation of new long tomato varieties in Lower Egypt (done in Upper Egypt) Establishment of ongoing support to upgrade pomegranate unit in Sahel Selim and a dryer at Tomas

²⁹ 2 for artichokes and 1 for pomegranate

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			Association (dryer number 8) to operate in the next tomato season in cooperation with WFP Climate Change
Activity 1.6: Support research projects (R&D), innovation, and technology transfer, along the supply chain, in cooperation with universities, research institutes, etc.	# and nature of support activities in R&D on new agriculture techniques in collaboration with HRI, national universities, international universities, and research institutions	2 support activities in R&D	Achieved Trials for 6 long tomato varieties for fresh and processed uses Ongoing; draft proposal on a research on breeding seedlings submitted by HRI under evaluation by GTI
	# and nature of TA provided to selected partners from the private and public sector in order to implement identified initiatives	TBC (fresh and processing) based on research, in collaboration with scientific research partners and Chamber of Food Industries	Ongoing
	# and function of participants in TA activities	TBC (fresh and processing) based on research, in collaboration with scientific research partners and Chamber of Food Industries	Ongoing
Activity 1.7: Support networking of CAPQ regional offices to enhance phytosanitary certificate issuance and control and to be hosted within the trade information platform, entrusted in GOEIC	IT equipment provided for the establishment of an online network of CAPQ offices in collaboration with EU twinning project "Strengthening the Egyptian Phytosanitary Control System"	Online pilot network of CAPQ offices	Ongoing Green Trade Information platform is being developed, including pilot network among 10 Central Administration of Plant Quarantine (CAPQ) branches, to integrate systems managed by the General Organization

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			for Export and Import Control (GOEIC) and CAPQ.
Result 2: Improved efficiency of collection, transportation and export logistic system	# of assessment and recommendations notes provided to address main bottlenecks affecting logistics for exporting horticultural products	At least 2 assessment and recommendations notes	Achieved; 1 assessment on logistics practices finalized 1 roadmap for improving export practices at port level, including 12 recommendations
	# of small and medium exporters and value chain stakeholders with increased awareness and capacity related to enhancing the efficiency of the logistics process	1000 value chain stakeholders	500 beneficiaries trained on logistics practices
	# of manuals and guidelines on best logistics/export practices	2 manuals	Achieved; 1 handbook on logistics practices for export and 1 handbook on logistics awareness for perishable horticultural products
	# of sea transport solutions submitted for consideration to select relevant institutions and/or private sector representatives	1 sea transport solution	Achieved; ports connectivity study finalized
Activity 2.1: Provide technical information and recommendations regarding relevant bottlenecks highlighted in the inception phase logistics assessment	# and nature of support activities conducted for port authorities to assess challenges such as export documentation cycle, activation of fast lane for perishable cargo, and X-ray system	2 support activities conducted	Achieved; 5 roundtable meetings conducted in total Action plan for the implementation of 12 recommendations to improve export of perishable products developed

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			Major breakthroughs: genset entry into ports and fast lane activation Road signs indicating the activation of Fast Lane routes for reefer containers were installed in both Alexandria and Dekheila Ports
	In-depth assessment of current transport container practices to improve the in-country logistics system related to the agri-business sector	One in-depth assessment of current transport container practices conducted	Improvement of Containers Transport from/to Egyptian Ports Assessment
	# of manuals and guidelines on best logistics/export practices	2 manuals	Achieved
	# of strategic roundtable meetings on logistics challenges and recommendations in the agricultural export sector targeting public authorities and private sector	Roundtable established	Achieved
	# and function of participants in the roundtable	15 TBC (Alexandria Port Authority, Exporters, AEC etc.)	Achieved
Activity 2.2: Build capacities and knowledge of small and medium exporters and public/private stakeholders to enhance the efficiency of the logistics process	# and nature of logistics awareness sessions conducted, targeting logistics practitioners on best logistical practices and processes throughout the supply chain	15 awareness sessions in 4 target areas (6 awareness sessions in Cairo/Giza, 3 awareness sessions in Alexandria, 3 in Ismailiya, 3 in Upper Egypt)	Awareness and technical logistics training workshops were held for 500 participants in total
	# and function of participants in logistics	375 participants in	

Results/Activities	Objectively Verifiable Indicators	Targets	Status
	awareness sessions conducted	total (25 participants in each awareness session)	
	# and nature of technical training sessions implemented for pack-house operators and SMEs in collaboration with sectorial association and training centers	10 training workshops, each training workshop conducted over 3 days maximum	
	# and function of participants in technical training workshops	125 training participants (12 to 13 training participants per training workshop)	
Activity 2.3: Propose sea transport solutions based on objective cost benefit analyses linking Egypt to EU / Italy	Conduct a comparison note between the existing shipping solutions and (RORO) taking into consideration current market volumes and conditions	One comparison note prepared	Achieved
	Nature of recommend best logistics options to reach European markets, based on port infrastructures assessment in terms of services availability, capacity, vicinity to markets, etc.	One study analyzing ports connectivity to EU markets, to develop a logistics export matrix from Egypt to Europe	Ports connectivity to EU markets study developed During Food Africa Conference (April 2017), GTI presented the results of its study “Ports connectivity to EU Markets” which was conducted to provide the sector with a detailed evaluation of the Italian ports and a matrix of connectivity from Egypt to final destinations in EU markets. The study will support Egyptian exporters and logistics service providers to identify possible solutions to reach final destinations in the EU.

Results/Activities	Objectively Verifiable Indicators	Targets	Status
	Establishment of a dynamic web portal encountering shipping schedules & all relevant data for small and medium exporters (newsletters, service providers database, destinations ports info) and introducing new technology tools such as "Logistics Application"	Part of general web portal promoting export of horticulture products in order to have a window for marketing and shipping tools	Ongoing AEC web portal will have a dedicated section for logistics of fresh products, including informative material produced by GTI and logistics services
	# of visitors accessing logistics information	TBC	To be achieved
Result 3: Increased investment in the agricultural and logistics private sector	Number and (value of generated investment) of new investment opportunities promoted by the project	2 ³⁰	2 investment opportunities identified
	% of SMEs, small and medium producers, linked through financial packages facilitated by the project	10% of beneficiary SMEs, small and medium producers, linked/supported through financial packages (number 350)	
Activity 3.1: Promote investments in the agribusiness sector for national and international investors	Assessment of investment opportunities related to post-harvest and processing and production of related feasibility studies / business plans for at least 2 post-harvest centers and 2 value addition units conducted	2 techno-economic studies	Achieved
	Investment promotion forum conducted for potential investment opportunities	1 investment promotion forum to be conducted	Ongoing The 2 techno economic studies were presented in a public event in Nov.2016 and also circulated through the Federation of Egyptian industries and Chamber of food industries

³⁰ Qalioubeya agro-industrial park and tomato mechanization

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			Other investment teasers will be finalized to be included in the investment map of the Ministry of Trade and industry
	# of investors met through the project	TBC based on the nature of the investment promotion forum and existing opportunities	During the realization of the two studies, investors were consulted. The agro industrial park was submitted to a developer approached by FEI for Qalioubeya industrial zone
Activity 3.2: Facilitate access to financial facilities for SMEs in the agribusiness sector	# of available financial facilities (e.g. soft loans, guarantee funds, Italian credit line, insurance schemes, etc.) directed for the agribusiness sector with special regards to technology transfer and equipment upgrade	Terms and conditions of assessment of available financial facilities	Ongoing; contacts were established with the Social Fund for Development and Alex Bank to propose a funding model for associations/cooperatives, including the implementation of a coaching program. The project's attempts at generating financing within the targeted value chains include, for example, connecting farmers through contract farming with processors and exporters GTI is planning to feature Egypt at the upcoming Anuga food exhibition as an exporter with developing and expanding range of new products to offer the global market
	# and nature of awareness workshops for financial facilities and advisory services conducted in collaboration with providers of	7 awareness workshops	Ongoing; GO GLOBAL objectives include:

Results/Activities	Objectively Verifiable Indicators	Targets	Status
	financial services		awareness on different available sources of finance (After developing a database); generic Financial Literacy training; assistance programme to 50 SMEs in preparing for them their financials (e.g. financial statements, balance sheet etc.) to be bankable; and awareness and training on non-traditional financial tools (e.g. insurance, leasing, factoring etc.)
	# and function of participation in these workshops	At least 50 (beneficiaries, funding institutions, INGOs, banks, credit lines)	Ongoing; funding institutions participants in GO GLOBAL
	# of SMEs or small/medium producers referred to the financial facilities identified	TBC based on financial facilities available and networking opportunities	Ongoing; 50 SMEs participants in GO GLOBAL
Result 4: Increased volume of fresh produce export through stable connections with strategic markets and technology suppliers	Number of SMEs with new established forward linkages / new clients in international markets for specific crops	40	Ongoing; 47 SMEs and associations
	Number of producers linked with new buyers	700 ³¹	Ongoing; 9 associations linked to new buyers and 630 producers linked to buyers
	Number and type of new services or existing services (distribution of information and analysis	3 ³²	Ongoing; GO GLOBAL training on export promotion and marketing with

³¹ 20% of 3,500 (total number of project beneficiaries)

³² Market information analysis, export credit insurance, international market standards, export procedures

Results/Activities	Objectively Verifiable Indicators	Targets	Status
	about market prices, market trends, etc.) provided by supporting institutions that have been upgraded at the national institutional level		50 SMEs participants
	# of post-harvest/value addition facilities upgraded	3	Achieved; 3 upgraded (1 additional in process)
Activity 4.1: Integrate small and medium producers into the export value chain	# of contract farming models established	10 awareness workshops on contract farming	Achieved; Contract established between Marketing Association in El Hammam and Green Hope company with 71 producers over two seasons (200 feddans of artichokes) Contract established between Marketing Association in Bangar El Sokkar and Alfa Frost company over 400 feddans of artichokes with 42 producers involved Contract established between Menoufiya/Beheira association and Blue Nile company (25 green beans produced) Contract established with Badary Association for pomegranate
	# and nature of B2B events with identified market integrators to increase access to export value chains	15 B2B events	Achieved
	# and function of market integrators who participated in the B2B events	150 exporters, traders, lead producers and	Ongoing; 47 SMEs/associations linked to exporters, 9 associations linked to

Results/Activities	Objectively Verifiable Indicators	Targets	Status
		groups of producers	new buyers and 428 producers linked to buyers
Activity 4.2: Organize outbound and inbound trade missions and exhibitions as well as match-making events and B2B meetings between Egyptian small and medium exporters and foreign partners in Italy and EU	Annual calendar and participation plan including eligibility criteria, cost sharing schemes, etc. for upcoming specialized exhibitions (inside/outside Egypt) developed	Part of marketing/strategy plan	Ongoing; participation in Food Africa 2017, MacFrut and Tutto Food in May 2017, upcoming participation in Anuga fair
	# of exporters to which this document will be disseminated	At least 260 (AEC members, HEIA members)	Ongoing
	# of B2B events and trade missions organized	6	Ongoing; 5 European importers and 83 business-to-business meetings with Egyptian companies during Food Africa 2017 11 SMEs participated in Tuttofood and Macfrut fairs in Italy in May 2017 Field trips were arranged for visits to farms and pack-houses in the vicinities of Cairo-Alexandria desert road, Noubariya, Ismailiya and Belbeis
	# and nature of small and medium exporters, farmers' associations participating in B2B events and trade missions	60	Ongoing
	# of trade fairs in Egypt and EU	3	4 ³³
	# and nature of small and medium exporters and farmers' associations participating in international trade fairs in EU and in Egypt	15	Ongoing; 40 SMEs and associations 12 companies participated in Food Africa 2017; GTI participated in the Food Africa Conference with three

³³ Tutto Food and MacFrut, Food Africa, Fruit Logistica, Anuga

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			<p>presentations about EU market opportunities for fresh produce, processed products trends in the EU markets, and ports connectivity to EU markets</p> <p>11 SMEs participated in Tutto Food and Macfrut Italy</p>
	Develop a documentary of the full exporting process	1 documentary disseminated to AEC members and HEIA members/through web portal	To be achieved
Activity 4.3: Conduct national capacity building program to enhance capacities of supporting institutions and small and medium exporters on export procedures and on market information in connection with the Trade information platform	# and nature of capacity-building activities conducted on accessing and analysing market information	Training program for AEC managers on market price information	<p>Achieved;</p> <p>3 workshops on marketing opportunities in Europe and on fair participation, with AEC and other SMEs identified by the project</p> <p>GO GLOBAL training program targeting 50 SMEs</p> <p>GTI supported the Egyptian Countryside Development Company (ECDC) in training 648 youth and farmers who were assigned lands in Toshka, Farafra and Moghra as part of Egypt's 1.5 million feddan land reclamation project. The training was conducted over a period of 4 days to</p>

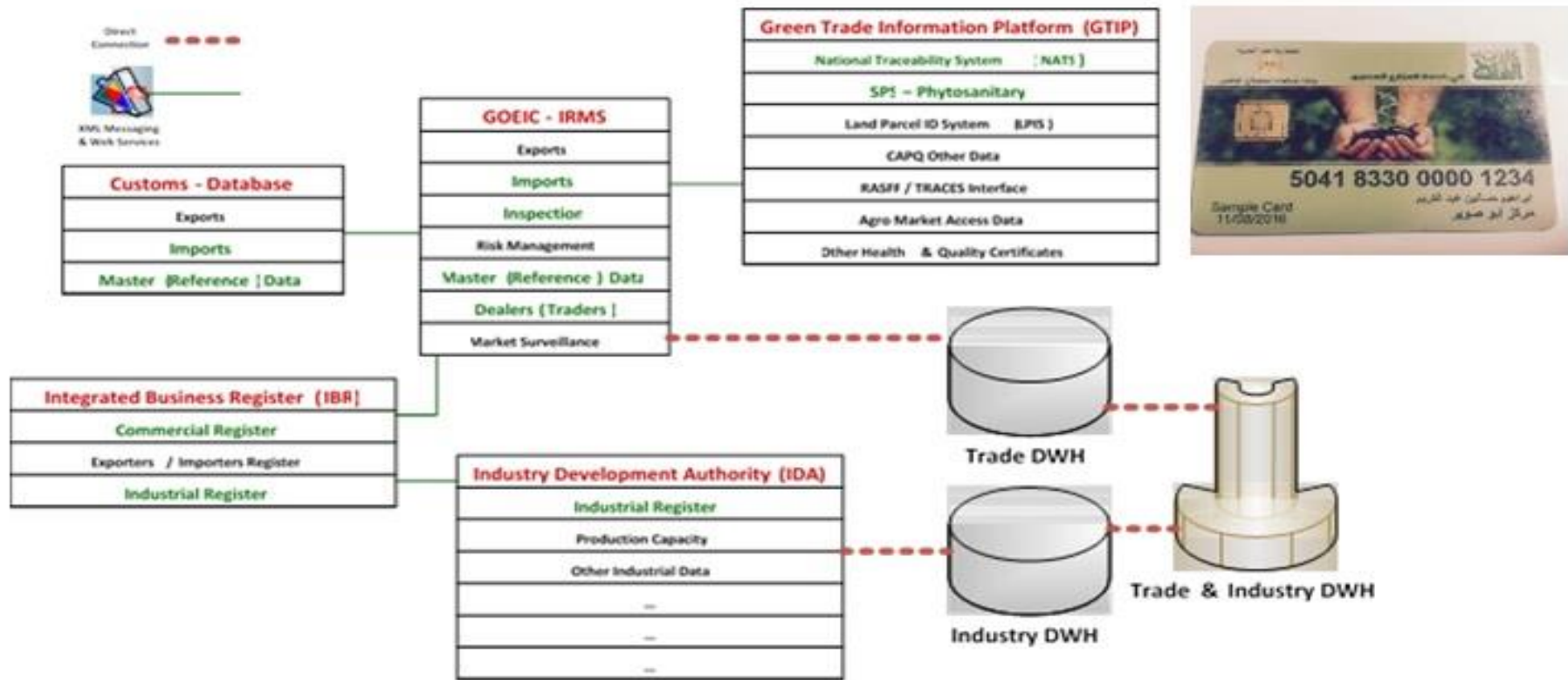
Results/Activities	Objectively Verifiable Indicators	Targets	Status
			present land recipients with different legal options for the formation of private companies, a prerequisite to receiving the land. In a joint declaration signed last year, GTI pledged to support the efforts of ECDC for Egypt's sustainable economic development and food security
	# and function of the participants in capacity-building activities	AEC top officials /5 – 6 participants	Achieved; 68 attendees as SMEs and top management of AEC
	Export coaching program for SMEs to enhance their exporting capabilities	TBC	Ongoing; part of GO GLOBAL
	# and function of participants in the export coaching program	TBC, 60 to 80 SMEs	Ongoing; part of GO GLOBAL
Activity 4.4: Promote Egyptian export of horticultural sector through awareness among SMEs on markets info's and collective promotional material/communication tools	Web portal created to organize and disseminate related sectorial data, information and market updates such as new studies, market information, companies' databases, etc.	One web portal created	Ongoing; pending web portal creation
	# of registered users through this web portal	1,000	Ongoing; pending web portal creation
	# of exporters in the directory including data of small and medium Egyptian exporters (contacts, varieties, certifications, average production etc.)	50	Ongoing; pending web portal creation AEC together with the service provider is completing the database of all the members to be inserted in the web portal
	# and nature of promotional tools used to promote the Egyptian horticulture sector	TBC based on communication plan and web portal services	Ongoing Support to AEC in international events such as Fruit Logistica and Food Africa Food Export Council initiative for supporting SMEs exporters with a

Results/Activities	Objectively Verifiable Indicators	Targets	Status
			presentation on Stimulating Egypt's Agribusiness Exports. The project has a host of activities in place to support small and medium businesses in accessing the export markets 7 videos produced; 21 company flyers produced
Activity 4.5: Consolidate relationships and networks with national / international organizations for trade promotion	# and nature of linkages of Egyptian small and medium exporters to national/international trade promotion entities and export promotion institutions supported	2 to 3	Ongoing Partnership with IPD, German Arab Chamber of Commerce and Italtrade established in supporting buyers trade mission and participation to international fairs
	# and nature of small and medium exporters having benefited from such linkages	10 to 15 small and medium exporters in total	25 SMEs participated to preparatory training session with IPD and German Arab Chamber plus buyers visits and B2B meeting sessions
Activity 4.6: Promote technology transfer and equipment innovation with special regards to post-harvest and packaging	# and nature of support provided for upgrading/equipment of post-harvest units in target areas	2 products at least	Achieved; 3 ³⁴ value addition units upgraded (2 additional to be done); 4 products ³⁵ identified
	# and function of beneficiaries from support provided to post-harvest units	1000, # of association members through which post-harvest units are established	Achieved

³⁴ 2 for artichokes, 1 for pomegranate

³⁵ Semi-dried tomatoes, sundried tomatoes, pomegranate arils, pre-processed artichokes

Green Trade Information platform



Trade facilitation IT platform to ease export procedures, ensure fast response to RASSF alerts, made traceability available for all stakeholders, consolidate reliable export data

National Quality Infrastructure

Pilot (FA - Badr District)



Conformity assessment tools:

- Self assessment
- 2nd party (eg. Exporter, buyer, etc.)
- 3rd party (eg. Certification scheme, minimum national requirements)

NEW FOOD SAFETY AGENCY

ANNEX 13: PROJECT RATING CRITERIA

RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **will not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project M&E system will be rated on M&E design, M&E plan implementation and budgeting and funding for M&E activities as follows:

- Highly satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly unsatisfactory (HU): The Project had no M&E system.

M&E plan implementation will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on M&E plan implementation. All other ratings will be on the six-point scale:

HS = Highly satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately unsatisfactory	Below average
U = Unsatisfactory	Poor
HU	Highly unsatisfactory