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Independent Terminal Evaluation of European Union – East African Community MARKUP Programme (Market Access Upgrade Programme)

Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT
INDEPENDENT EVALUATION UNIT**

**Independent Evaluation of
European Union - East African Community MARKUP Programme
(Market Access Upgrade Programme)**

UNIDO Project ID: 170183



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

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ABSTRACT

The Market Access Upgrade Programme (MARKUP), a collaborative initiative between the EU and the East African Community, aimed to enhance market access for agro-food products in both the EU Single Market and regional markets. The MARKUP Kenya project focused on boosting the economic development of Kenya by increasing the value of agricultural exports in selected horticulture subsectors. Implemented from February 2019 to September 2023, the project prioritized commodities such as green beans, mangoes, passion fruits, among others, in 10+ counties. Key findings of the evaluation underscore the project's relevance to and coherence with national and global policies, and notable effectiveness in achieving key targets, especially in GAP training and communication initiatives. The project showcased efficiency in its implementation, with a small team coordinating diverse activities involving national and county-level stakeholders. The evaluation revealed significant economic benefits for farmers, including reduced production costs, increased produce quantities, and improved access to new markets. Although project's sustainability prospects appear promising, challenges remain, necessitating follow-up funding to bridge potential gaps. Gender mainstreaming was a commendable aspect, with over 40% of target farmers being women. Key recommendations include creating a sustainability strategy, launching dissemination actions, and developing comprehensive funding strategies for value chain scaling. Lessons learned emphasize the importance of public participation, understanding local cultures, engaging county leadership, and promoting cooperatives and certifications for sustainable development.

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ACRONYMS AND ABBREVIATIONS

Acronym	Full Title
AFA	Agriculture and Food Authority
AAK	Agrochemicals Association of Kenya
BETA	Bottom-Up Economic Transformation Agenda
CIDP	County Integrated Development Plan
CRMs	Certified Reference Materials
DEVCO	International Cooperation and Development
DG	Directorate General
DGAI	Director General's Administrative Instruction
DGB	Director General's Bulletin
DG INTPA	(EC) Directorate General for International Partnerships
EAC	East African Community
EDF	European Development Fund
EO/CEO	Extension Officer/County Extension Officer
EU	European Union
EAS	Emergency Alert System
FPEAK	Fresh Produce Exporters Association of Kenya
FPC	Fresh Produce Consortium
FS	Food Safety
GAP	Good Agricultural Practice
GIZ	German Agency for International Cooperation
HCD	Horticultural Crops Directorate
INTPA	International Partnerships
ISID	Inclusive and Sustainable Industrial Development
ITC	International Trade Centre
IWD	International Women's Day
KALRO	Kenya Agricultural and Livestock Research Organization
KEBS	Kenya Bureau of Standards
KENAS	Kenya Accreditation Service
KEPHIS	Kenya Plant Health Inspectorate Service
M&E	Monitoring and Evaluation
MTR	Mid-term Review
NHIF	National Health Insurance Fund
PCPB	Pest Control Products Board
PWDs	Persons with Disabilities
RBM	Results-based Management
RASFF	Rapid Alert System for Food and Feed

Acronym	Full Title
RTDI	Research and Technological Development and Innovation
SMAP	Standards and Market Access Programme
SPS	Sanitary and Phytosanitary Measures
TE	Terminal Evaluation
TVET	Technical and Vocational Education and Training
ToR	Terms of Reference
UN	United Nations
UNIDO	United Nations Industrial Development Organization
UNIDO HQ	United Nations Industrial Development Organization Headquarters
UNIDO GEF	United Nations Industrial Development Organization Global Environment Facility
UNIDO ODG/ EIO/ IED	United Nations Industrial Development Organization Evaluation and Internal Oversight
UNIDO RBM	United Nations Industrial Development Organization Result-Based Management Implemented
WFSD	World Food Safety Day

GLOSSARY OF EVALUATION RELATED 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 objectives of a development intervention were or are expected to be achieved.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Results-Based Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently “evaluation” is used for a more comprehensive and/or more in-depth assessment than “review”. Reviews tend to emphasize operational aspects. Sometimes the terms “review” and “evaluation” are used as synonyms.
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. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model, but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

EXECUTIVE SUMMARY

The Market Access Upgrade Programme (MARKUP) was initiated by the European Union (EU), in partnership with the East African Community (EAC), with a view to supporting EAC member countries to improve market access of agro-food products to both the EU market (i.e. the EU Single Market) and regional markets. The Programme comprises two intervention levels/axes: i) the EAC Window (managed by International Trade Centre (ITC) and the German Agency for International Cooperation (GIZ); and ii) the Partner States Window with country specific projects.

The main objective of MARKUP Kenya project is to contribute to the economic development of Kenya by increasing the value of both extra and intra-regional agricultural exports in selected horticulture sub sectors (green beans and peas in pods, mangoes, passion fruit, chillies, herbs and spices, nuts). The project was implemented from February 2019 to December 2022, with a further no-cost extension until the end of September 2023. The MARKUP Kenya project has been implemented in close coordination with the Kenya Ministry of Trade, Industry and Cooperatives, the EU Delegation to Kenya, and other implementing agencies, including ITC and GIZ. With respect to the geographical focus of the work, in addition to the work with national stakeholders in the greater Nairobi area, the following counties were targeted for the priority commodities: Bungoma, Busia, Homabay, Siaya, Trans Nzoia, Uasin Gishu, Taita Taveta, Nakuru, Makueni, Machakos, Kajiado and Embu. Table 3 presents the counties and the commodities.

Key Findings

Relevance: The MARKUP project is highly relevant to the needs of Kenya, at both the national level and county level, and is also relevant to EU and UNIDO policy goals in terms of development of the agriculture and agro-processing sector. It is also highly relevant to UNIDO' mission of sustainable industrial development and to the EU's objectives of increased trade between Kenya and the EU and Kenya and its fellow EAC member states.

Coherence: The project is coherent with other country, regional and global policies, and is complementary with EU and UNIDO work at the global and regional level. Good co-ordination between the EU and UNIDO has also ensured synergies were identified and duplication avoided, and has also contributed to MARKUP Kenya being a very coherent follow-up to the predecessor EU Standards and Market Access Programme (SMAP) Programme.

Effectiveness: The project has generally recorded a high level of achievement, and in some cases significantly exceeded most of its key targets, in particular with respect to GAP trainings and in Component 3 work on communication, knowledge sharing and dissemination and general outreach. A strength of the strategy and work programme was the GLOBALGAP certification and making it more affordable, and the train-the-trainer approach where 35 county extension officers trained 1,416 smallholder farmers resulting in contract farming for 800 farmers.

Efficiency: The project has for the most part been efficient, with a significant breadth of activities implemented and co-ordinated by a relatively small project team, involving significant co-ordination with a wider range of national and count-level stakeholders and implementing partners. Project monitoring has also been both effective and efficiently implemented, with regular monitoring and tracking of progress using quantitative targets

and the use of a Knowledge Attitude and Practices Study (KAPS) to set a baseline and track progress against same.¹

Progress to Impact: The project has contributed to an increase in awareness around the importance of quality and quality infrastructure, and an increase in understanding why rejections (notifications) are generated when exporting into the EU market. It has contributed to a significant increase in capacity and equipment among key actors with the national quality infrastructure ecosystem, including in particular the HCD Directorate at the AFA, KEBS, and KEPHIS. A particularly strong aspect of the project's impact performance has been the targeted interventions to professional staff capacity development and improving inspection and other support services, with this also feeding into improved service capability and performance at the county level. The visibility of the project has been one of the strong points of its impact performance to-date, with an estimated 8.6 million reached on the pesticides and aflatoxins awareness-arising campaigns, and an astonishing 12.7 million reached through the MAZAO Talks (Agricultural Talks) podcast series.

The project has also generated significant economic impact for farmers, and related impact on households and livelihoods. For example, project impact assessment work found that 62% of the farmers have seen a reduction in production costs as a result of the implementation of safe pesticide use and aflatoxin management in all the counties, while 69% of farmers also reported increased produce quantities, 67% reported increased revenue, and 44% reported increased access to new markets.

Sustainability: The prospects for sustained impact appear promising in a number of respects. Regarding the work done on the targeted value chains, real momentum has been created, and the KAPS study work on impact to compare against the earlier baseline showed significant sustained impact in range of areas, including increased awareness of the importance of quality and quality management, and increased productivity and income.

The project has shown strong potential to develop models for growing farmer (and other actors, e.g. nurseries) income in value chains, and it is important that planning and financial and operational modelling is done to leverage the potential that the project has for upscaling, in particular, as well as replication in other value chains and further improving the potential. Recommendations are also made to address this important issue of upscaling and replication. However, there are also real risks to the sustainability of the project in the absence of any follow-up donor or other funding to at least provide some kind of bridge financing.

Gender Mainstreaming: The project has mainstreamed gender into its implementation, and its overall gender-related performance has been impressive, with more than 40% of the target farmers being women.

Key Recommendations

The recommendations below are set out in two categories. A first group of recommendations (**Group A**) includes mostly shorter-action recommendations regarding specific actions to ensure dissemination of results and selected successes of the MARKUP Kenya project. The second – and more important – group of recommendations (**Group B**) relates to actions to build on the impact momentum created and ensure another level of impact and sustainability.

¹ Report on the Knowledge Attitude and Practices (KAP): 'Endline Survey on Food Safety Communications Campaign Interventions of the UNIDO MARKUP Project in Kenya', Jupiter Systems Consulting, January 2023.

Table 1: Overview Evaluation Recommendations

No.	Recommendation
A.	<i>Recommendations in respect of the MARKUP Project</i>
A-R1	Create a sustainability strategy (including sustainability risk assessment) and action plan for the MARKUP project
A-R2	Launch a short communications and disseminations action to disseminate MARKUP results
A-R3	Disseminate Gender Success Stories and Youth Inclusion Success Stories
B.	<i>Recommendations for the Future</i>
B-R1	Create development and scaling strategies and business plans for each value chain
B-R2	Develop a comprehensive funding strategy to support high-impact scaling of the value chains
B-R3	Create a synthesised development strategy and action plan for the key Quality Infrastructure (QI) agencies and bodies
B-R4	Develop a short-term (12 months) funding plan for post-project bridge financing to ensure impact momentum is maintained

Lessons Learned

The MARKUP project's implementation in Kenya has generated a number of lessons learned:

1. Public participation is important from inception of the project especially in selecting the value chains.
2. Understanding cultures and social dynamics that affect farmers is critical for success of the project.
3. Working with research institutions, such as KALRO, helps in identification of best seedlings for different soil types, and has been one of the successes of the project, even a good practice. Furthermore, selection of the right seedlings or cleaner planting materials enhances productivity.
4. Involvement of county leadership and other stakeholders in the value chain is key for the success of the project. In addition, the manner in which the project has engaged local county stakeholders and used them to raise awareness and engage with farmers has been a real success, and possibly a good practice in itself. It should also serve as a reminder for other projects and any future MARKUP value chains of the complexity and importance of the county dimension and the need to build it into the design.
5. Increased sensitization of farmers on importance of cooperatives can lead to increased enrolment into cooperatives for all value chains.
6. GLOBALGAP certification is central to food safety, poverty reduction, public health and sustainable development, while the emphasis on capacity building has helped improve the sustained impact of GLOBALGAP certification. However, there is also a need to increase capacity building through more time allocation and resources.

1 INTRODUCTION

1.1 Evaluation Purpose

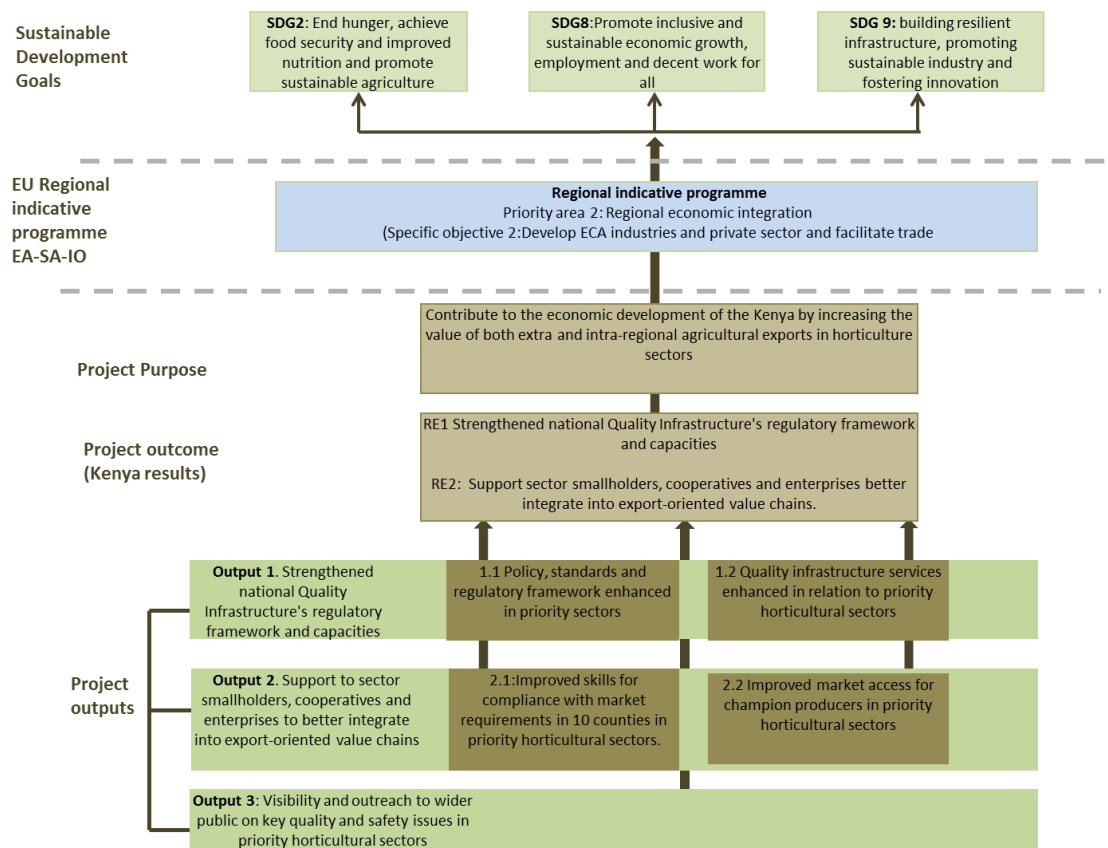
The purpose of the evaluation was to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. Regarding temporal scope, the terminal evaluation (TE) covered the whole duration of the project from its starting date in February 2019 to the completion date in September 2023.

1.2 Evaluation Objectives and Scope

The evaluation’s specific objectives were twofold: i) evaluate the MARKUP project’s performance following the OEDC/DAC criteria – relevance, coherence, effectiveness, efficiency, progress to impact, and sustainability, and ii) develop a series of findings, lessons learned and recommendations i) for improving the design of a new initiative, and ii) informing the implementation of ongoing projects by UNIDO.

The evaluation is expected to be used by the UNIDO evaluation unit, UNIDO management and UNIDO stakeholders active in areas such as agriculture and agribusiness and value chain development, as well as other related areas such as trade development and gender and youth inclusion, as well as the EU and project stakeholders in Kenya and other stakeholders in partner countries engaged in the regional MARKUP project.

1.3 Theory of Change



1.4 Methodology

This terminal evaluation commenced in August 2023 and was completed by December 2023. Regarding structure and sequencing, the evaluation work programme comprises an inception phase, a stakeholder consultation phase and a synthesis and reporting phase. The inception phase involved the development of the evaluation framework, as well as a Theory of Change. The stakeholder consultation programme was carried out in Kenya, and comprised a consultation programme with national level stakeholders and county-level stakeholders. The stakeholder consultation programme comprised semi-structured interviews with all relevant stakeholders, including at national level and county-level (see below). The synthesis and reporting phase involved analysis of the desk review and stakeholder findings.

The field visit programme was carried out during late September, and comprised two components:

- 1. National stakeholder consultations (11-15 September 2023):** These involved consultations with national stakeholders, including UNIDO Management and staff involved in the project; the EU Delegation in Kenya, key national (government) food and agriculture agencies, key quality infrastructure agencies, national ministries, representative sectoral associations, and private sector horticultural producers and exporters. These consultations took place primarily in the Greater Nairobi area and included meetings with the Agriculture and Food Authority (AFA), Horticultural Crops Directorate (HCD), Kenya Plant Health Inspectorate Service (KEPHIS), Kenya Agricultural and Livestock Research Organization (KALRO), Kenya Bureau of Standards (KEBS), Pest Control Products Board (PCPB), representative sector bodies such as FPEAK and FPC, and producers and exporters such as Interveg Exporters, Goshen exporters, Burton & Bamber Co. Ltd, and Jade Fresh exporters.
- 2. County level site consultations and visits (late August to 16 September 2023):** This involved interviews, focus groups and site visits across a selection of 6 of the 12 MARKUP beneficiary counties, specifically the counties of Makueni; Kajiado; Siaya; Uasin Gishu; Bungoma and Nakuru. The county-level field interview programme included consultations with a wide range of county administration stakeholders, representatives of farmer groups, youth group representatives, farmers (including women farmers), farmer groupings, trainers and representatives of local agricultural support providers.

Regarding selection of counties, these six counties were purposively selected as they presented different agro ecological environments suitable for different horticultural crops and because each of these six counties has at least one or more of the crops targeted under the MARKUP project. Some counties were therefore excluded as they have the same value chains covered by the above-mentioned counties, and there was no need to visit such similar crop value chains twice. The counties that had same crops and same ecologies were thus evaluated and those that had an extra crop selected. For example, Bungoma was selected instead of Trans Nzoia because Bungoma had three value chains (passion fruit, Macadamia and French beans) while Trans Nzoia had only two value chains (beans/peas and passion fruits-small quantities). Makueni was also selected instead of Embu since it is the biggest producer of export mangoes in Kenya.

1.5 Limitations

The main limitation of the evaluation was that the evaluation team needed to split the national consultations and county-level consultations due to availability constraints and the requirement to complete the field mission work before the project end date of 30 September 2023. On the positive side, this allowed the field visit programme to be highly efficient and cover a significant number of stakeholders and consultation efforts. The second constraint was the difficulty of assessing impact at the value chain level, as conditions are evolving and dynamic, and naturally trends may change over time. Nevertheless, the evaluation team attempted to offer an analysis of progress to impact while triangulating the findings through interviews and focus group discussions.

2 PROJECT BACKGROUND AND CONTEXT

2.1 MARKUP Project Factsheet

Project title	EU-EAC MARKUP (Market access Upgrade programme)
Project ID	170183
Region	Africa (East Africa Community)
Country	Kenya
Project donor(s)	EU
Project implementation start date	February 2019
Expected duration	4 Years
Expected implementation end date	30 September 2023
Implementing agency	Ministry of Industry, Trade and Cooperatives of Kenya
Executing Partners	UNIDO
UNIDO RBM code	GC2 Advancing Economic Competitiveness: (GC22 Competitive trade & CSR) GC1 Creating Shared Prosperity: (GC12 Women and Youth in Productive Activities) (GC11 agribusiness and rural development)
Donor funding	EUR 3,680,000 (EU-European Development Fund)
Total project cost (USD), excluding support costs and PPG	EUR 3,730,000

2.2 The Market Access Upgrade Programme – Regional Overview

Initiated by the European Union (EU), in partnership with the East African Community (EAC), the Market Access Upgrade Programme (MARKUP) was developed with a view to supporting EAC member countries to improve market access of agro-food products to both the EU market (i.e. the EU Single Market) and regional markets. The Programme comprised two intervention levels/axes: i) the EAC Window (managed by International Trade Centre (ITC) and the German Agency for International Cooperation (GIZ); and ii) the Partner States Window with country specific projects.

The rationale of the EAC-Window was to provide support to EAC efforts to improve the regional trade and business-enabling environment for selected commodities through strengthened capacity to advocate for the removal of sector trade barriers and improved harmonization in sector standards and Sanitary and Phyto-Sanitary (SPS) measures. The project was focused on supporting the private sector in enhancing its export competitiveness, through increased awareness and compliance with destination market requirements as well as with improving access to finance and business development opportunities (including reinforcing business support organizations' (BSO) capacities). The EAC Window foresaw four results, as set out in the table below:

Table 2: Overview MARKUP EAC Window Targeted Results

Result Area	Targeted Result
Result 1 (R.1)	Enhanced capacity to advocate for the removal of sector trade barriers
Result 2 (R.2)	Sector standards and SPS measures harmonization approved
Result 3 (R.3)	Export competitiveness enhanced for sector SMEs
Result 4 (R.4)	Business development capacities approved for sector SMEs

The Partner States Window included national interventions tailored to the countries' specific needs and complementing the EAC-Window where any single country needed it the most. Interventions focused on one or more of the following areas: reduction of trade barriers and quality assurance, enhancement of SME export competitiveness, and business promotion. At the regional level, the interventions were managed by ITC and GIZ, while UNIDO was the implementation partner for the Kenya-Partner States Window.

2.3 Project Description: About the Market Access Kenya (MARKUP)

The main objective of MARKUP Kenya was to contribute to the economic development of Kenya by increasing the value of both extra and intra-regional agricultural exports in selected horticulture sub sectors (green beans and peas in pods, mangoes, passion fruit, chilies, herbs and spices, nuts). The project was (initially) implemented from February 2019 to December 2022, with a further no-cost extension to extend the project implementation period until end September 2023. The inception phase of the project ran from 1st April 2019 to 30th September 2019. The UNIDO component of the EAC-EU MARKUP programme has been implemented in close coordination with the Kenya Ministry of Trade, Industry and Cooperatives, the EU Delegation to Kenya and other implementing agencies including ITC, and GIZ.

The project was articulated around three outputs:

Output 1 – Strengthened national Quality Infrastructure's regulatory framework and capacities

This output included the enhancement of policy, technical regulations, and standards in priority sectors with a focus on national traceability and risk assessment. In addition, the project aimed to enhance quality infrastructure in relation to priority horticultural sectors.

Output 2 - Sector smallholders, cooperatives and enterprises supported and integrated into export-oriented value chains

Under this output, focus was on improving compliance with market requirements in at least 10 countries in priority horticultural sectors (see Table 3). Champion producers were to be identified in priority horticultural sectors and their market access to be improved.

Output 3 - Visibility and outreach on key quality and safety issues in horticultural sectors

Under this output activities related to visibility and outreach to wider public on key quality and safety issues in priority horticultural sectors were to be organized. The focus was to be on awareness campaigns for value chain stakeholders including producers, exporters and local consumers on the benefits of local, internationally recognised market requirements, as well as awareness sessions with policy makers and journalists.

Regarding the geographical focus of the work, in addition to the work with national stakeholders in the greater Nairobi area, the following counties were targeted for the priority commodities: Bungoma, Busia, Homabay, Siaya, Trans Nzoia, Uasin Gishu, Taita Taveta, Nakuru, Makueni, Machakos, Kajiado and Embu. Table 3 presents the counties and the commodities.

Table 3: Value Chain Commodities and Selected Counties

Sub-Sector	Value Chain	Counties Selected		
Fruits	Mango	Makueni	Machakos	Embu
	Passion Fruit	Uasin Gishu	Bungoma	Trans Nzoia
Vegetables	French Beans	Trans Nzoia Bungoma	Taita Taveta Machakos	Kajiado
	Snow Peas	Trans Nzoia	Nakuru	Taita Taveta
Herbs & Spices	Export-oriented herbs ²	Kajiado	Nakuru	
	Chillies-Capsicum	Busia	Kajiado	
Nuts	Macadamia	Embu	Bungoma	
	Groundnuts	Busia	Siaya	Homabay

The counties were selected based on the following criteria: i) High productive areas (higher volumes of produce); ii) Counties willing to partner in this programme, and take ownership to ensure continuity of extensions services and enforcement of standards; ii) Counties with incubation or TVET centres; iv) County policies that promote an active private sector and export strategies; v) Donor coverage (those counties having received less assistance will be preferred); vi) Counties with supportive policy environment, e.g. County Investment and Development Plan (CIDP) identifies support/enabling policies and institutions for agro-industry, particularly project target commodities; vi) Provision of infrastructure such as common manufacturing facilities, pack houses, warehouses, refrigerated transport trucks, etc.; vii) Inclusiveness of smallholder producers/SMEs, youth and women e.g. through cooperatives and SME clusters; and viii) Donor coverage (those counties having received less assistance will be preferred).

² For example, basils, coriander, dill, sage, mint.

3 FINDINGS

3.1 Project Design

Overall, the quality of the project design of the MARKUP project is relatively satisfactory with respect to the needs identified at national and local level, the wider focus of the regional programme, and with respect to both building on past EU-supported QI and agrobiz interventions. There are however a few points for improvement.

Regarding the **coherence of the project design**, the project design overall shows a good level of coherence. The log frame is clearly presented, and there is a relatively high level of coherence between the project's objectives, activities and expected results.

Regarding the **clarity and quality of identification and analysis of barriers, obstacles and drivers in the project design**, the project objectives are clearly presented and build on a clear understanding of the key barriers and challenges facing this sector.

The project document describes how the work will focus on specific areas that are constraining agriculture, covering a wide range of areas. For example, weaknesses in the regulatory framework and ecosystem set out include constraints in laboratory staff skills and equipment for testing, as well as institutional and staff constraints for carrying out inspections and wider service delivery. The areas (or domains, as they are referred to sometimes in the project documentation) identified as requiring transformation cover not only production but also technology, access to finance, policy and regulatory, institutional and social and cultural areas. The areas targeted are all relevant, and show a strong understanding of the national and county-level contexts. The Theory of Change is of high quality and among its strengths is the identification of relevant stakeholders with respect to the drivers for change.

Specific issues are raised with regard to the various horticulture and food sub-sectors that are considered for targeting for the value chains. The design also foresees a strong role for a process-based approach, with the inception phase foreseen for consultation with stakeholders on the further planning and design of actions (for example those with the key counterparts under Component 1) and in the discussion at county level and further consultation on the long list of potential value chain focus areas before finalising same.

Another strength of the design is the consideration of the gender dimension across all aspects of the project, with another being a clear focus on considering sustainability issue at the design stage. The design has been further strengthened by a strong inception phase which looked again at all aspects of the project, from design of specific activities and interventions to maximising sustainability.

One weakness is the consideration of how the constraints with regard to financing for agriculture could be addressed, in particular financing sources not linked directly to donor-related grants.

3.2 Relevance

Overall, the **MARKUP project showed good alignment with national policies and needs in Kenya**. Regarding **relevance to Kenya's policies**, the project has been highly relevant, being for example relevant to the Kenya Vision 2030 (currently the fourth-medium term plan) and

the third generation County Integrated Development Plan (CIDPs)³ at the county level. It has also been fully aligned with Kenya's Bottom-Up Economic Transformation Agenda (BETA), where agriculture is one of the 5 priorities identified by the Kenyan Government, and where a long list of value chains has been identified under three (3) Pillars – the Food Security Pillar, the import reduction Pillar and the Export Growth Pillar.⁴

Under each of these pillars, the first step in the process was the organisation of farmers and other stakeholders into cooperatives (and supported with start-up capital, TA and business development support (BDS), with a second step being increasing production and productivity.

Regarding **MARKUP's relevance to the needs of specific stakeholder and beneficiary groups**, MARKUP again was shown to be highly relevant. Regarding the key (national) Quality Infrastructure (QI) agencies, for example, MARKUP has made possible training to help KEPHIS leverage equipment procured under the predecessor Standards and Market Access Programme (SMAP) programme. In the case of HCD, a key constraint it has faced in terms of building the competency of its staff (both in HQ and at county level) is the lack of resources to carry out a comprehensive staff induction and training programme, such that staff have traditionally learned on the job, meaning that skills were developed much more slowly and in a rather ad-hoc manner, entailing a significant under-development and under-utilisation of human capital potential.

At county level MARKUP has also been very relevant, for example in its relevance to the needs of local communities in Makueni, Bungoma, Uasin Gishu and Siaya counties, and came at the right time. In Kajiado and Nakuru counties although the project was relevant, it had not picked up as expected especially given that the two counties focused on growing herbs and spices.

The project in Makueni was more successful because mangoes are one of the value chains where Makueni possesses a comparative advantage. In addition, mango trees do not need maintenance and once trees establish themselves, they are sure of harvesting every season. In Siaya County, it was more relevant since even before MARKUP project they were growing groundnuts so MARKUP helped them scale up, where farmers felt that MARKUP should have come earlier as it has positively impacted communities.

All the activities or outputs of the project were consistent with the overall objectives and the intended effects and impacts. All farmers in the six counties surveyed expressed satisfaction with the MARKUP trainings. In counties such as Bungoma and Siaya farmers – even non-members - would attend all trainings and were willing to participate without any incentives so long as they acquired knowledge. At least in each of the counties 5 to 6 officers were trained on GLOBALGAP certification and have since further trained most farmers.

³ Kenya's County Integrated Development Plan (CIDP) is a plan prepared by all counties to guide development over a five-year period. The Public Finance Management Act, 2012 provides that no public funds shall be appropriated outside a county's planning framework.

⁴ More specifically, the BETA priorities address key objectives namely: bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving on foreign exchange balance, inclusive growth, and uplifting the lives and livelihoods of those at the bottom of the pyramid. These are to be achieved through targeted investments in five core pillars: Agricultural Transformation; Micro, Small and Medium Enterprises (MSME) Economy; Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy. Most of the current initiatives builds on the MARKUP project initiatives especially the value chain approach.

Relevance to UNIDO Policy and Goals

The project is also **relevant to UNIDO's mission and policies** including its policy of inclusive and sustainable industrialisation and sustainable development (including strengthening supply chains), where a range of challenges facing smallholder farmers means that they are not able to fully integrate in existing value chains and exploit the opportunities that otherwise might be available, through higher-quality produce, increased production leading to additional income generation and livelihoods improvement.

Relevance to EU Policy and Goals

At a wider level, MARKUP is also **relevant to EU policy goals** beyond the spheres of sustainable energy, climate change mitigation and adaptation, and sustainable development. This includes key regional EU policies such as fostering increased intra-EAC trade and regional economic integration, as well as facilitating increased agrifood trade between Kenya and the EU.

MARKUP has also been highly relevant to the EU Joint Cooperation Strategy 2018-2022, which for example underlined key development challenges facing Kenya with regard to the agriculture sector, such as its dependence on rainfall for irrigation and the need for modernisation through investment in storage and preservation facilities and in value addition in order to boost income among farmers, pastoralists and fishermen.

Following on from this, the EU and EU Development Partners (DPs) committed to contributing to the Big Four priorities set out in the Third Medium-Term Plan (2018-2020), including the priority of food security and nutrition, where in order to find a lasting solution to the multiple and interlocking problems responsible for food insecurity and poor nutrition, the government will increase large-scale production, boost smallholder productivity and enhance the role played by Small and Medium Enterprises (SMEs) in food processing along the value chain.

3.3 Coherence

The MARKUP Kenya project can be considered to be coherent with the government's Medium-Term Plan (MTP) IV and the CIDP III. All of the counties surveyed had adequately covered the projects in the CIDPs and all have been budgeted for, with the exceptions of Kajiado and Nakuru counties. The value chains have also been given priority in the plan. The value chains are also in line with the national Government Bottom-Up Economic Transformation Agenda (BETA). Apart from herbs and spices, the interventions fitted well since they were mostly the crops that the county targeted to produce or that counties have been producing.

MARKUP has been highly coherent with EU policy and initiatives in Kenya. Firstly, MARKUP in a number of respects has been designed to build on the earlier EU-funded Standards and Market Access Programme (SMAP) Programme, to which MARKUP is in a number of respects a direct successor programme. One example of this coherence is that MARKUP has helped SMAP beneficiaries leverage the value of their SMAP support through well-designed coherence. One example is KEPHIS, which received significant capital investment in terms of new laboratory equipment under SMAP, but was not able to fully leverage this due to project delays and in particular procurement delays that meant that there was insufficient time before the SMAP project ended to complete full staff training on the new equipment. EU support under MARKUP has allowed KEPHIS to complete staff training on equipment, as well as also procure some additional equipment. In this context, MARKUP can not only be seen as a part follow-up to SMAP, but also building on earlier legacy EU support to

organisations such as KEPHIS under the earlier Horticultural Produce Phytosanitary Certification and Quality Assurance (Horticap)⁵ programme.

It is important to emphasise that the high coherence with EU programmes has not come about by accident. In addition to a strong initial project design, the UNIDO team carried out a significant consultation and reflection process during the inception phase, where one of the work axes involved harmonising the MARKUP log frame to ensure no duplication with other EU support, and this EU-UNIDO co-ordination can almost be described as emerging good practice in itself, not just because it ensured strong coherence and avoided unnecessary duplication, but also because it allowed the project to save some funds and do more.

3.4 Effectiveness

Overall, the work has progressed well, and the project has registered high levels of achievements of results, and in some cases exceeded targets, as can for example be seen when looking at levels of completion of actions foreseen under Outputs 1 and 2 of Component 1.

Under Output 1 (Strengthened national Quality Infrastructure's regulatory framework and capacities), activities under Output 1.1 (Policy, technical regulation and standards framework in priority sectors), the activities under the output area for 'support to Ministries responsible for Agriculture, Industry and Trade to review/update relevant policies and strategies for effective Quality and SPS control management was complete' (Output 1.1.1), as were the activities related to 'support to KEPHIS and other regulatory bodies to better regulate the selected sectors and strengthen coordination on phytosanitary regulations' (Output 1.1.2), as were the activities related to facilitating KEBS to develop and/or Review Relevant Standards for Fruits, Vegetables, Herbs, Spices and Nuts. Only the activities related to supporting AFA to better regulate the selected sectors and strengthen coordination among regulatory institutions and actors` (Output 1.1.2) were below 90% or 100% completion (at 76%). This included the activities i) reviewing and updating of procedures on food safety emergencies (70% completion), and ii) facilitating AFA to negotiate, implement and maintain equivalency and other food safety related agreements with trading partners for the selected commodities (60%).

Under activities related to Output 1.2 (Quality infrastructure services enhanced in relation to priority horticultural sectors), the project has completed all activities⁶. These activities have ranged from activities to build and strengthen capabilities for integrated Market Surveillance and Inspections of fruits, vegetables, herbs, spices and nuts (Output 1.2.1) to building capabilities for diagnostic, testing and calibration Laboratories (Output 1.2.2), to strengthening Inspection and Certification Services at KEBS, KEPHIS and AFA100 (Output 1.2.3) to providing TA support activities of relevant coordination committees in TBT/SPS (emphasis on selected subsectors) Coordination Mechanisms100%Technical support to National TBT/SPS Committees to address matters.

⁵ The Horticap programme involved grant funding support of Sh227 million (EUR 2 million) over the period 2008-2010 to strengthen horticulture produce certification and quality assurance in Kenya by improving the performance of the country's horticulture sector and helping capacity-building efforts at the Kenya Plant Health Inspectorate Services (Kephis) to allow the sector to comply with EU market standards.

⁶ The only exception was one of the five activities foreseen under Output 1.2.4 - Training on ISO 17043 for PT accreditation of KEBS - which was cancelled.

The project has also been effective in scheduling time support and interventions to key actors in the quality infrastructure ecosystem. In the case of KEPHIS, for example, in addition to the consultation during the project formulation and inception phases, UNIDO consulted regularly with KEPHIS, and in this case used KEPHIS's annual work plans as the main delivery mechanism, integrating MARKUP support into these annual work plans.

Overall, the support provided under Component 1 to key QI institutions has been targeted and effective. KEPHIS, for example, benefits from lab equipment procurement and in particular technical training for staff, including a particular focus on trainings were mainly focussed on improving the quality of results that the lab staff can produce, and stakeholders from KEPHIS expressed satisfaction with the training received, as well as on training on internal audits. Similarly, technical staff now have improved competencies to advise producers and companies on their own quality process and standards. MARKUP also provided support to KEPHIS's multiannual residue knowledge management/monitoring plan, where it helped to develop the approach (including the sampling of checks) to make it more risk-based and strengthened forecasting capacity.

MARKUP training has also helped develop the competencies of HCD Border Staff operating fixed border controls. MARKUP support has also helped HCD contribute significantly to the development of the process of the traceability system, including the development of the draft regulation (where MARKUP provided some expertise to support this process) so to allow HCD to trace from farm to fork. The regulation is now in the process of being adopted, and it is expected that it will be adopted by end of the year. HCD has also benefitted from project support for training sessions on Food Safety for HCD inspectors – this training took place within HCD and within most of the 12 counties. MARKUP has also provided support to create a single, unitary Food and Feed Safety Body, in order to address the current unmanageable situation of 40+ departments being involved in this process, and this has led to the creation of a draft Food and Feed Safety Bill. When enacted the new unit/Directorate-General will represent a first in the EAC Member States to have a dedicated entity.

Under Component 2 (support sector smallholders, cooperatives and enterprises better integrate into export-oriented value chains), the activities have also shown a near-full level of completion. This has included the activities under Output 2.1 (Improved skills for compliance with market requirements in 10 counties in priority horticultural sectors), which included the provision of on-the-job training for extension officers/local authorities/community representatives in selected counties for priority commodities (Output 2.1.1), delivery of train-the-trainers training for selected farmers, producer groups and enterprises in the priority sectors to provide combined classroom and on-the-job training (Output 2.1.1) and Training of auditors and inspectors on relevant market standards and regulatory requirements (Output 2.1.3). Regarding the trainings, these have covered key competence areas, in particular training on GLOBAL GAP, ISO 22000, and social and environmental training on various voluntary quality, safety, and health and safety market standards and on SPS regulations. Similarly, the activities under Output 2 (Improved market access for champion producers in priority horticultural sectors) - including building productive capacities of smallholders through production clusters (in Counties) in cooperation with project stakeholders (Output 2.2.1); Enterprise Upgrading for productivity and quality improvement (Output 2.2.2) and Expanding and Maintaining Markets (Output 2.2.3) and youth engagement into farming through web series (Output 2.2.2) – have similarly shown a near full completion rate.

A first key driver under Component 2 has been to focus on increasing supply chain productivity with peer-to-peer engagements among farmers and extension officers. A strength of the strategy and work programme was the GLOBALGAP certification and making it more affordable, and the train-the-trainer approach where 35 county extension officers trained 1,416 smallholder farmers and this resulted in contract farming for 800 farmers. This '*farm-to-farm intervention*' approach of MARKUP in focussing training of extension services, lead farmers, champion farmers, opinion leaders in their community, and using these stakeholders as the bridge to interpret technical information and transfer it to farmers has shown itself to be highly effective model for increasing productivity and market access.

Under Component 3, the activities under Output 3.1 (Communication on quality and SPS matters - spanning awareness-raising activities, media engagement and project impact materials) have been fully completed, as have the activities under Output 3.2 related MARKUP Programme visibility. Overall, the approach under Component 3 has been excellent, with a small team again accomplishing a significant body of work, and in consequence significant exceeding result. A key factor in this has been an outward-looking, innovative and partner-oriented strategy, with UNIDO in particular working closely with partners and looking to synergise with and/or piggyback on larger media events and communication platforms. One example of this approach has been the project team's development of a network of journalists and using them as dissemination channel. Another has been the MAZAO Talks (Agricultural Talks) podcast.

This synergistic involvement of partners in this work effort can for example be seen in KEPHIS regular research on new products and market segments, and then dissemination of this information to companies, farmers and other target groups via meetings with the network of journalists. The same synergistic approach was used with KEBS and HCD. The piggy-backing approach was also used to secure greater visibility for MARKUP, for example in pegging MARKUP events to major UN days such as World Food Safety Day (WFS), International Women's Day and International Youth Day to promote awareness around issues of relevance to each of these global events, such as food safety issues, rural women in agriculture and youth in agriculture. Moreover, the project team has also linked episodes to national online media, which for example led to some 96,000 downloads in 3 months.

The field work consultations at county level confirmed a generally high level of project achievement. For instance, in Makueni County, as a results of the project, youths have been trained on management of nurseries, clean planting materials, mangoes picking and spraying of pesticides and this has been a source of employment for the youth in the community. Livelihoods of the locals was also improved. Most of the success were attributed to the networking and collaborations and support from MARKUP and implementing partners as well as national and county government support.

Among these outstanding achievements were the enhanced awareness of farmers in Makueni, increased awareness of market opportunities, food safety and standards and reduced post-harvest losses. Similar levels of effectiveness (and progress toward impact) were observed in Bungoma, Uasin Gishu and Siaya counties. In Siaya, for example, productivity improved from 0.35/Ha to 1.25/Ha, while acreage under groundnut production also improved from 2,932 Ha to 3,013 Ha. Exports of passion fruits, for instance, rose to 11 tonnes of which 20% are exported to EU and Dubai while 60% are exported to Uganda and about 20% to the local market. Other crops, such as ground nuts, are for the most part still sold locally, where the demand in the domestic market exceeds supply. The project was however not as effective in Kajiado and Nakuru Counties that were engaged in herbs and

spices - this reduced effectiveness was due to number of factors, including i) the difficulties of the market for chilies and Kaijado being a pastoralist area and ii) the small land parcels on Nakuro that compete with other food crops.

In Makueni County, as a result of the MARKUP training, a farmer reported that he now has established a tree nursery and supplied farmers with clean planting materials across the country (see text box below) and is also mentoring marginalized groups such as widows, youths and Persons with Disabilities (PWDs).

Farm Income Growth and a Growing Clean Planting Materials Business in Makueni County

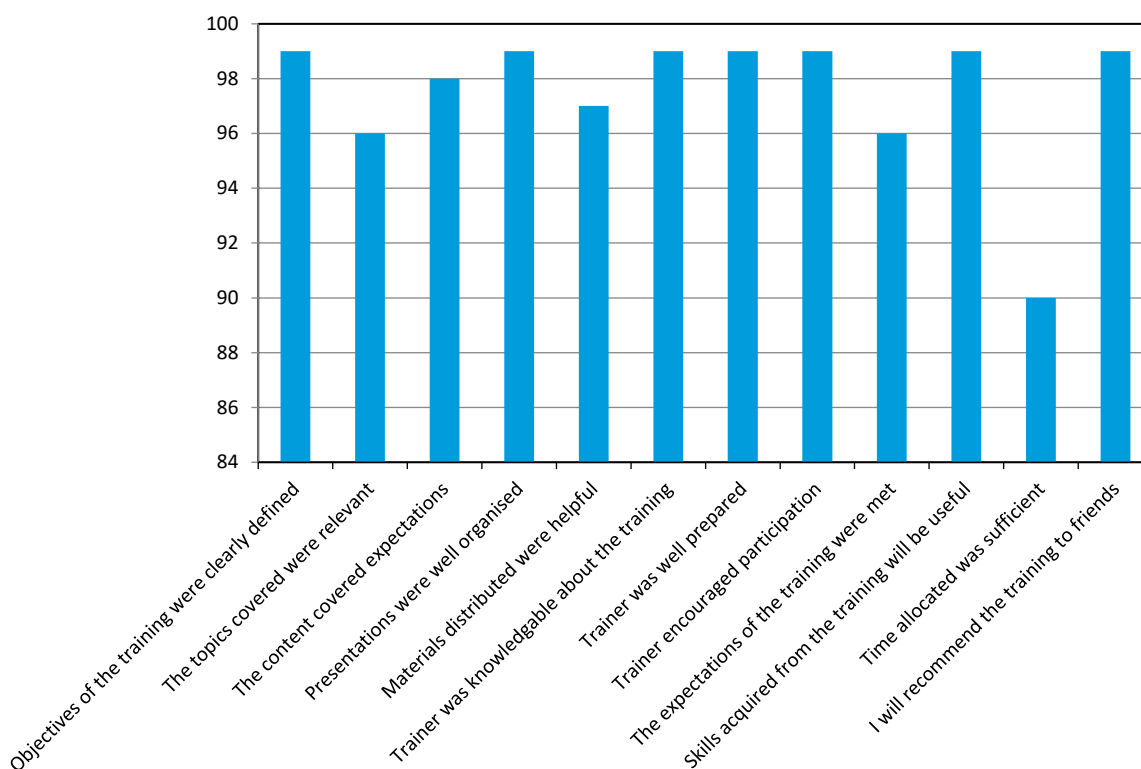
In Makueni County, as a result of the MARKUP training, one local farmer, Patrick Kathuli, has set up a tree nursery and supplied farmers with clean planting materials across the country. Moreover, Patrick is also mentoring marginalized groups such as widows, youth and Persons with Disabilities (PWDs). We found them at the tree nursery carrying out work tasks such as watering, budding, grafting, among other activities. The mentees also received training on pesticide spraying and management and have also been supporting other farmers across the county. Patrick has seen a significant growth in his farming income, and he currently supplies a wide range of farmers and local community members, including women, church leaders, and youths with free tree seedlings.

Factors that influenced the achievement in the successful counties like Bungoma, Uasin Gishu, Makueni, Bungoma and Siaya were: the GLOBALGAP training; political goodwill; Willingness and interest of farmers (women and youths) to participate in the various value chains; for Bungoma County, involvement of County Agriculture Sector Coordination Committee played a significant role. Through the MARKUP project, farmers have now extended the skills to other value chains such as Avocado since they are now much enlightened on the standards for exports. In addition, it was noted that how MARKUP handled farmers was very innovative and motivated most farmers. Farmers were trained GAP on global context and were also sensitized on food safety issues. The commitment of county leadership in participating in the trainings also had a positive knock-on benefit on the farmers own motivation.

The MARKUP training was also very effective as shown by the change in behaviour of farmers. For instance, during a site visit at one of the passion fruit farms in Uasin Gishu the team witnessed how the youth trained were now organising farms to a high level of quality, with for example correct storage of fertilizer; well stored chemicals; well-kept inventory; proper record-keeping on use of chemicals including date, amount used and by whom; use of protection gears; well-stored manure not near water points etc. in Uasin Gishu, over 60 percent of the youths were well trained on standards to produce quality passion fruits for export. Most of the farmers who benefited were from marginalized groups, i.e. widows, youths and PWDs.

The training provided across the project components was considered highly effective by beneficiaries, as seen in the project's own monitoring of training and also in some of the stakeholder feedback during the evaluation mission. For example, the project's own monitoring of training delivered to farmers, consumers and other county-level actors (e.g. Extension Officers) as well as the national regulatory institutions and media showed very high levels of satisfaction, with all of training parameters (e.g. relevance of training topics, quality of training and knowledge/skills transmission and meeting trainee expectations) exceeding 90% satisfaction (and almost all exceeding 95%).

Figure 1: MARKUP Trainings – Trainee Satisfaction Levels



3.5 Efficiency

Regarding **project management**, this has for the most part been satisfactory, with a relatively small project team having got through a significant volume of work, in what is a relatively complex programme spanning not just 3 Components but a wide range of activities (including both national and county-level dimensions) and across 10 counties and eight value chains. The project performance has also benefited significantly from members of the team (e.g. the Chief Technical Advisor (CTA) and Communications and Dissemination Expert) being involved in the previous EU-funded SMAP programme. A significant constraint for the team has however been the weight of the approval requirements at the level of UNIDO HQ, linked in part to the fact that this project covered a number of sub-thematic areas within UNIDO HQ and therefore different reporting and approval lines, and a lack of sufficient decentralisation of decision-making to the in-country team.

Regarding **project monitoring**, this has been satisfactory, with regular monitoring and tracking of progress across the wide range of activities in each of the project components. A strength of the project has been a strong use of quantitative targets, with clear indications in the progress reporting of the quantitative progress (%) towards achievement of the target, while an M&E specialist was also hired to carry out work on monitoring throughout the implementation period. Another strength has been the use of Knowledge Attitude and Practices Study (KAPS) to set a baseline, with a follow-up KAPS study carried out in early 2023 to measure progress⁷. Regarding the project reporting, a strength was

⁷ Report on the Knowledge Attitude and Practices (KAP): Endline Survey on Food Safety Communications Campaign Interventions of the UNIDO MARKUP Project in Kenya, Jupiter Systems Consulting, January 2023.

reporting against targets although there was scope to provide a greater analytical dimension with regard to successes and success factors, as well as lessons being learned during the respective progress reporting period.

Regarding efficiency of project implementation in the target counties, the project was for example well executed within time and budget in Makueni County. The timeframe for implementation of activities was considered short by local farmers and other target groups, who considered that more could have been done had more time been available. This was also the case for Bungoma, Uasin Gishu and Siaya, although stakeholders felt that they also needed more resources to ensure they reach all farmers and train them on standards. There also emphasised the significant demand for certification, which they (rightly) consider a very expensive process without such external support as that provided by MARKUP. With more resources they could have gone ahead to form cooperative societies at sub counties and a cooperative union for the county. However, despite the somewhat precipitated end, all counties believed value for money was achieved.

Some of the most successful strategies were: i) identification and formation of groups (with the formed cooperatives also being effective in marketing); ii) close collaboration with KEBS and KALRO; iii) strong linkages between farmers and exports and other actors in the value chain; iv) capacity building followed by backstopping of farmers; v) involvement of other stakeholders such as agrochemical dealers to sensitize farmers on the right chemicals and usage; vi) political goodwill and support from county leadership; vii) the innovative MARKUP training approach; viii) use of trainers from the communities whom they were familiar with; ix) development of food safety policy-(e.g. Uasin Gishu County); and xi) enhanced participation of the general public.

The field consultations also allowed the evaluation to identify some possible improvements that could lead to more efficient results in most of the counties. Examples of such potential improvements included: i) increased sensitization on GAP to all groups and farmers; ii) involvement of local leadership from the onset; iii) expanding the value chains; and taking the trainings closer to the farmers and ensuring continuous training and not once-off training (as GLOBALGAP training takes time and requires trainers to go to farmers all the time); iv) expanding the areas of coverage; v) subsidizing the cost of trainings either by MARKUP or county governments; vi) expanding market linkages; and vii) exploring ways of ensuring farmers have one-on-one linkages with buyers. Some counties such as Kajiado and Nakuru also felt that there was a need for wider consultation on the kind of value chains that local target groups would be interested in.

3.6 Sustainability

The MARKUP project shows some promising prospects for sustained impact at the county level. This is due to a number of factors, including i) the quality of work done to-date, ii) building sustainability into the design of activities (such as in the Train-the-Trainer approach), iii) the strong consultation with county-level government and other relevant stakeholders at the outset and iv) because most of the interventions have been in line with the county plans and the county governments support of the initiatives.

Prospects for sustainability at national level

Regarding sustainability and prospects for sustained impact post-project, there have also been promising results under Component 1, such as the continued widened service offer and revenue generation that will flow from the equipment procured under MARKUP (and indeed under the predecessor SMAP programme).

One can also likely expect some sustained impact and benefit for other EAC Member State (and other AU Member State) quality infrastructure institutions that seek out advice, guidance or benchmarking from Kenyan counterparts, as has for example been happening with KEPHIS.

Regarding institutional sustainability and current and future needs, most of the QI organisations have institutional support and strengthening needs related to their ongoing development and in part from the fact that MARKUP support has had significant impact in allowing them to professionalise some institutional systems and/or develop existing services or launch new services, with all of this creating new needs. For example, KEPHIS still need some further support around quality infrastructure equipment, for example small equipment needs, and needs to continue to expand its services scope and to do more technical training in key areas, including for example microbiology, pesticide rescue, as well as issues around increased automation and related staff systems training staff on systems. There are also needs related to increased support for compliance and market access, where KEPHIS is also supporting producers and exporters, and would like to do more, including training more inspectors to better carry out better their operations when they are assisting exporters and other stakeholders along the value chain. None of the above is particularly surprising, when one also considers that support for development of Quality Infrastructure tends to be a long-term endeavour, with the EU for example having supported QI development in Morocco for well over a decade.

Regarding Component 3, there will likely be some sustained impact from the large-scale communication and dissemination work carried out. Some of the dissemination products for example, such as the Mazao Talks Podcasts, will remain accessible and can thus be accessed while there is also likely to be sustained impact in terms of interest of farmers of different sizes and types to share good farming-related knowledge and good practice over the internet.

What is less clear will be the impact on the momentum created by Mazao Talks, and there is likely to be some level of sustainability risk here, in terms of some de-acceleration. Creating a sustainability plan around Mazao Talks and other key products and platforms would be welcome, including consultation with other national and international actors whether they would see value in using the platform, given that it is already there, has strong name recognition and a big reach. It is understood that the EU, for example, would like new and upcoming projects to use the Podcast in the future, for the above reasons.

Prospects for sustainability at county level

Regarding prospects for sustainability at county level, the achievements are highly likely to continue even after closure of MARKUP. Most county governments have included the value chains in the CIDP. Some counties like Bungoma the county government is providing free macadamia seeds and other seedlings. County governments will also continue to provide extension services to farmers. It will also continue since farmers now know the value of the crops in export markets and are more than willing to continue with production. They now demand for increased trainings on GLOBAL GAP certification even at subsidized rates.

In counties such as Bungoma, the six officers trained on GLOBAL GAP were below aged between 30 and 40 years so they will be in the county for the next 20 years. The project in Makueni, Bungoma, Siaya, and Uasin Gishu will be even more sustainable since many NGOs are now working with the MARKUP project trained officers to support farmers. County and

National government have also put in place budgets to continue training farmers on good agricultural practices. In addition, communities have set aside land for production, leadership in groups are streamlining their operations and communities are now establishing collection sheds, aggregation centres and processing units. In Uasin Gishu County, aggregation centres have been put in the CIDP to be done in the next five years. Other local institutions that the farmers can turn to for support are AFA, KCEP, KALRO, universities, agro stockists, agriculture training centres and a range of NGOs at the county. The county is also striving to enhance collaboration of farmers with the various institutions.

In Kajiado and Nakuru Counties, the project may not be sustainable as it has not taken off yet, while the MARKUP project has ended. Local beneficiaries had not even formed groups and were just in the process of group formation. However, the county government are more supportive to farmers. In Uasin Gishu County, the county government has agreed with farmers that quality seedlings be sourced from certified nursery but mainly from ATC where the county invested in construction in a five-hectare land to the tune of kshs. 10 million.

The factors identified that can affect sustainability of the project were: change in market conditions, i.e. if standards change from GLOBAL GAP to say EU gap; change in political goodwill; staff turnover and movement of staff who have already been trained; prohibitive cost of input and cost of certification.

Risks to Sustainability

Factors identified that can present risks to sustainability of the project include i) a change in market conditions, such as for example where standards change from GLOBAL GAP to say EU GAP; ii) a change in political goodwill; iii) staff turnover and movement of staff who have already been trained; and iv) prohibitive cost of input and cost of certification.

A major risk that may work against the prospects for sustained impact from the MARKUP project is the uncertainty with regard to post-project funding, given that the current information available on the follow-up regional programme will focus for the most part on other value chains.

While it is likely that many activities will continue to generate positive impact, it is important that a post-project sustainability strategy is developed, (including a sustainability risk assessment and action plan). This should also make an effort to 'stand back from the project' and take a fresh look at risks. For example, in the absence of a clear programmatic follow-up, it is possible that the risk of some counties' focus on existing MARKUP value chains shifts. This is particularly like to be a risk where value chains were not part of the counties' initial priority list initially.

Regarding Component 3, there will likely be some sustained impact from the large-scale communication and dissemination work carried out. Some of the dissemination products for example, such as the Mazao Talks Podcasts, will remain accessible and can thus be accessed while there is also likely to be sustained impact in terms of interest of farmers of different sizes and types to share good farming-related knowledge and good practice over the internet.

What is less clear will be the impact on the momentum created by Mazao Talks, and there is likely to be some level of sustainability risk here, in terms of some de-acceleration. Creating a sustainability plan around Mazao Talks and other key products and platforms would be welcome, including consultation with other national and international actors whether they would see value in using the platform, given that it is already there, has strong name recognition and a big reach. It is understood that the EU, for example, would like new and upcoming projects to use the Podcast in the future, for the above reasons.

3.7 Progress to Impact

Progress toward impact at national level

Regarding impact on the QI ecosystem in Kenya, stakeholders have reported a range of impacts. In the case of KEPHIS for example, increased competence levels have raised the quality of lab testing, while KEPHIS staff are also better placed to advise companies and producers, thereby strengthening and broadening their relationship and increasing the perception that they can provide added-value for companies and producers. KEPHIS's work with UNIDO to strengthen phytosanitary plans and regulations going through Parliament is also expected to have an impact over time, by helping to avoid phytosanitary issues becoming barriers to trade at the intra-regional level.

KEPHIS's multi-annual residue knowledge management and monitoring plan also represents a first in the region, (as well as the economic importance of Kenya's exports in fruit and vegetables) and this plan is likely to further contribute to KEPHIS's growing reputation as a regional centre of excellence. Not directly linked to MARKUP, but possibly linked to SMAP, Kenya's lifting last year of its self-imposed ban in 2016 on fruit fly in mangoes, following intensive investment and remedial measures, such that it can again export mangoes to the EU market, does also suggest an increasing awareness of the importance of quality and reputation in export markets.

Regarding progress towards impact at national level, there are also promising results under Component 1. For example, one of the knock-on impacts of MARKUP support for KEPHIS is that it is increasingly seen as a centre for excellence in Africa, and has for example been approached by West African countries for advice and guidance. One can also observe impact from the continued widened service offer and revenue generation as a result of the equipment procured under MARKUP (and indeed under the predecessor EU SMAP programme).

There has been significant impact also at HCD, where the targeted support under Component 1 has had a transformational impact on bringing a more programmatic and professional approach to training up inspectors, and improve the service and support to companies at HCD centres across the country.

Where below-average levels were recorded in the KAP study⁸, such as in stagnated growth in the correct knowledge regarding food safety and a decline in positive attitudes towards food safety, this also generated valuable learning. In this case, for example, factors identified by participants to explain these results included the lack of active participation of the county focal points and communication lead at the county level, which in turn led to poor follow-up with farmers after the training, resulting in many farmers dropping out of the intervention.

Progress toward impact at county level

A key impact (at county level, but also with significant nationwide reach) has been the increase in awareness in the importance of quality across all stakeholder groups, in particular smallholder farmers, which can be seen in the awareness-raising campaigns around food safety, pesticides and aflatoxins.

⁸ This was the case reported in the KAP end study in Embu, and in particular in Mbeere South (Rwika Kio, Mavuria, and Kio Nikindugroups) and in Mbeere North (Kiambindu CBO).

Regarding impact through linkages between Components 1 and 3, the synergistic involvement of partners in this work effort can for example be seen in KEPHIS's research on new products and market segments and the dissemination of this information to companies, farmers and other target groups via meetings with the network of journalists. The same synergistic approach was used with KEBS and HCD. The piggy-backing approach was also used to secure greater visibility for MARKUP, for example in pegging MARKUP events to major UN days such as World Food Safety Day (WFSD), International Women's Day and International Youth Day to promote awareness around issues of relevance to each of these global events, such as food safety issues, rural women in agriculture and youth in agriculture, while the team also linked episodes to national online media. This generated 96,000 downloads in three months, and apart from the impact in increasing sharing between, and awareness among, farmers on good practice in farming, it has also made farmers more aware of such online and social media as rich sources for their own learning and knowledge- and experience-sharing. It has also been successful in reaching young people, who generally have little to no interest in agriculture, and this has been another impact of the project.

Among the more impressive achievements observed included the enhanced awareness of farmers in Makueni, increased awareness of market opportunities, food safety and standards and reduced post-harvest losses. Similar levels of effectiveness (and progress toward impact) were observed in Bungoma, Uasin Gishu and Siaya counties. In Siaya, for example, productivity improved from 0.35/Ha to 1.25/Ha, as mentioned earlier. Acreage under groundnut production also improved from 2,932 Ha to 3,013 Ha. Exports of for instance, passion fruits rose to 11 tonnes of which 20% are exported to EU and Dubai while 60% to Uganda and about 20% to the local market. Other crops such as ground nuts are still sold locally where the demand is overwhelming. However, the project was not much effective in Kajiado and Nakuru Counties that were engaged in herbs and spices.

The positive impact of the MARKUP Report on farmer productivity, income and improved access to export markets is confirmed in the Knowledge Attitude and Practices (KAP) 'Endline Survey on Food Safety Communications Campaign Interventions of the UNIDO MARKUP Project in Kenya'⁹.

The KAP Endline Survey found that 62% of the farmers have seen a reduction in production costs as a result of the implementation of safe pesticide use and aflatoxin management in all the counties. Furthermore, some 71% of the farmers experienced a reduction in losses due to pests and diseases and aflatoxin as a result of the food safety campaigns. An impressive 69% of farmers also reported increased produce quantities, while 67% reported increased revenue and 44% reported increased access to new markets.

It should be noted that the average results above would even be significantly higher, if Bungoma County is excluded, with this county scoring 30% of farmers reporting increases in income and increased access to export markets, as well as reduced production costs. In contrast, in Makueni country for example, an astonishing 97% of farmers reported reduction in production costs as well as an increase in revenue, while some 72% reported both increased produce quantities and increased access to new markets.

In Makueni County, as a result of the MARKUP training, a farmer reported that he now established a tree nursery and supplied farmers with clean planting materials across the country and is also mentoring marginalized groups such as widows, youths and PWDs. We

⁹ Jupiter Systems Consulting, January 2023.

found them at the tree nursery doing watering, budding, grafting among other activities. The mentees are also trained on pesticide spraying and management and have been supporting other farmers across the county.

The stakeholder consultations in particular helped distil the factors that influenced the achievement in successful counties such as Bungoma, Uasin Gishu, Makueni, Bungoma and Siaya were: the GLOBALGAP training; political goodwill; Willingness and interest of farmers (women and youths) to participate in the various value chains; for Bungoma County, involvement of County Agriculture Sector Coordination Committee played a significant role. Through the MARKUP project, farmers have now extended the skills to other value chains such as Avocado since they are now much enlightened on the standards for exports. In addition, it was noted that how MARKUP handled farmers was very innovative and motivated most farmers. Farmers were trained GAP on global context and were also sensitized on food safety issues. The commitment of county leadership in participating in the trainings also ensured that farmers felt similarly engaged.

The MARKUP training was very effective as shown by the change in behaviour of farmers. For instance, a visit at one of the passion fruit farms in Uasin Gishu the team witnessed how the youth trained were now organising farms to a high level of quality, with for example correct storage of fertilizer; well stored chemicals; well-kept inventory; proper records on use of chemicals with date amount used and who did; use of protection gears; well-stored manure not near water point etc. in Uasin Gishu over 60 percent of the youths were well trained on standards to produce quality passion fruits for exports. Most of the farmers who benefited were the marginalized groups i.e. widows, youths and PWDs.

Thanks to the project's support and work with farmers and households in Makueni, Bungoma, Siaya and Uasin Gishu have been able to educate their children, build quality homes and acquire better clothing. Other knock-on impacts from MARKUP support to value chains has been improved access to clean water (through digging of bore holes), improved health insurance (invested in the National Health Insurance Fund (NHIF)) and improved health and livelihoods in general.

The MARKUP project has had noticeable impact on the youth population in target counties, enabling youth in some cases to acquire land plots and develop value chains, with attendant knock-on impact in terms of improved livelihoods (see text box below).

<i>Empowered Youth, Better Education and Improved Youth Livelihoods</i>
As a result of MARKUP project some youth groups involved in passion in Uasin Gishu county being able to purchase a commercial plot in Eldoret city and then expand to other value chains. Moreover, the majority of these youths in Uasin Gishu were in college and the increased earnings from these value chains has helped them to not only pay their school fees with greater ease but also allowed those who have graduated to provide support to their siblings and parents.

Another area where the MARKUP project has addressed cross-cutting issues in support and livelihoods improvement for marginalised and/or vulnerable groups, such as widows, PWDs and youth. Among the benefits reported during the evaluation field work were increased self-esteem among some PWDs, with some PWDs for example taking on roles as trainers.

Regarding youth, the local groups trained youths on management of nurseries, clean planting materials mangoes pickers and sprayers of pesticides and this has been a source of employment for the youth in the community. The spill over effects of the programme in

Makueni spread to Kajiado as they obtained planting materials from Makueni. Kajiado County was also linked to trainers from Makueni, and is now seen as the next frontier for mangoes. For instance, in Siaya and Bungoma counties, farmers are now venturing into mango and avocado value chains because their neighbours are doing this, hence increasing the need for certification trainings as they form new groups.

Evidence from some farmers visited in Makueni, Bungoma, Uasin Gishu, Siaya, Nakuru and Kajiado counties showed that their income had improved significantly. In Makueni, the farmer visited said that he supplies women, church leaders, and youths with free tree seedlings. In Siaya, for instance, when farmers saw their peers having increased income this led to an additional 3000 farmers starting to engage in groundnut production after MARKUP training. In Nakuru and Kajiado counties, impact was much less pronounced, with the project was just about to take off with only few farmers training and this could not have any spill over effects. Farmers also continue to expand their production.

3.8 Gender Mainstreaming

As mentioned above, the MARKUP Project has made significant effort to build a strong gender dimension into the work.

This can for example be seen in the work at county level, where in three counties (Uasin Gishu, Bungoma, Siaya) participation rates for women reached almost two-thirds of total participation, specifically Uasin Gishu (65% women), Bungoma (64% women), and Siaya (65% women), and 45% in Makueni county. Regarding youth participation, rates across the counties varied from 20% (Bungoma) to 80% (Uasin Gishu).

Table 4: Group Composition and Gender Dimension – Selected County Groups

	Makueni	Kajiado	Nakuru	Uasin Gishu	Bungoma	Siaya
Male	55%	Not known	Not known	35%	36%	35%
Female	45%	Not known	Not known	65%	64%	65%
Youth	25%	Not known	Not known	80%	20%	30%

Regarding the various types of training provided by the MARKUP project, the table below shows the gender breakdown of this training. As can be seen, from a total number of participants 3,362 participants, 1,548 were female, compared with 1,807 male participants. Given the traditional male preponderance in some of the target sectors, including for example smallholder famers, extension officers and selected QA roles, this is a rather impressive result.

Table 5: Summary of MARKUP Kenya Trainings (as at 30th June 2023)¹⁰

TRAININGS	Total No. of Participants	Male	Female	18-35	35-45	45-55	55+
Good Governance & Group Dynamic Training	666	331	343	171	152	141	221
Global Gap Farmer Training	1425	816	607	341	336	229	330
Global Gap Farm Mentorship Training	79	40	39	13	29	30	7
Farmer Training on Aflatoxin & Management	244	119	125	47	52	73	71
Mangoes Clean planting materials training for nursery operators	74	51	23	22	41	24	6
County Communication Officers and Partners on FS Issues and Digital Media Communication	66	48	18	25	21	20	0
ISO 170252017 (assessor course) ¹¹	22	14	8	7	12	3	0
Training of County Agricultural Extension Officers	346	153	181	0	115	152	79
Laboratory Quality Management System	24	15	9	6	12	6	0
Internal Quality Audit Training	10	8	2	3	5	2	0
Metrological Traceability	23	13	10	5	13	5	0
Laboratory Information Mngt. Systems	17	10	7	9	5	3	0
Implementation training on ISO/IEC 17025	10	6	4	6	4	0	0
FSSC 22000 & HACCP standards Training – Exporting SMEs, County EOs, Min of Agriculture	36	15	21	3	15	18	0
Training for KEPHIS & HCD Inspectors for Phytosanitary procedures of Plant Products	48	24	24	16	22	9	1
Phyto-sanitary Inspection System	25	16	9	7	11	7	0
Food Safety Training - Inspectors & Managers	43	20	22	6	21	12	5
Clean Planting Materials for passion fruits, Macadamia and Ground nuts	11	5	6	3	0	3	4
Aflatoxin Management and Control Training for Inspectors, EOs and County officials	50	28	22	18	20	12	0
Uncertainty of measurement for calibration laboratories	25	10	15	7	10	6	0
Training for Master Trainers on Gap and Post-Harvest handling	23	7	16	4	9	6	4
Training for Producers /Farmers for Master Trainers as Global Gap Standard assurer expert	60	36	24	22	23	11	4
Good Agricultural Practices and Post-Harvest Handling (GAP) Trainings	14	6	8	2	5	1	6
Farm Assurers Training	13	7	6	7	6	0	0
Monitoring and Evaluation Training for County Officials	12	10	2	0	2	8	2
KEPHIS Media Training	9	6	3	2	5	2	0
	3362	1807	1548	745	938	775	738

Moreover, in some target groups/trainings - such as for example the Good Agricultural Practices and Post-Harvest Handling (GAP) Trainings, GAP Master Training, Food Safety Training for Managers and Inspectors, and FSSC 22000 & HACCP standards Training – female participation was higher than male participation.

¹⁰ MARKUP project training monitoring.

¹¹ Including LIMS, method validation, traceability of measurement, measurement uncertainty and laboratory management by KENAS.

The success of the MARKUP project with respect to exceeding its gender targets means that some aspects of the gender dimension of the project can be seen as emerging good practice. Of the 1,400+ farmers trained by the project in 9 of the counties, some 43% were women, with 24% being youth.

3.9 Other Cross-Cutting Issues

The project has taken appropriate account of other cross-cutting issues, where this has made sense.

This can be seen for example in the beneficiary groups at county level, where not just women and youth but also persons with disabilities (PWDs) were included in beneficiary groups. Similarly, the project has taken account of the environmental and social dimension of sustainable farming and sustainable value chains, such as the work carried out on raising awareness on over-use of pesticides, as well as the awareness-raising work on aflatoxins, which together with pesticides is estimated to have reached 8.6 million persons.

The project has also indirectly addressed other cross-cutting issues and wider social impacts. For example, the work carried out by the project with farmers and households in Makueni, Bungoma, Siaya and Uasin Gishu has helped households to educate their children, build better quality homes and purchase better clothing. Other social and health-related impacts that have flowed from MARKUP's work on value chain development have included better access to clean water (from digging boreholes, better health insurance and improved health and livelihoods).

There have also been cross-cutting impacts on young persons, with youth receiving practical training and skills acquisition in areas such as nursery management, clean planting materials, mangoes picking, and pesticides spraying, thereby contributing to new employment opportunities for youth in their local communities. Furthermore, in addition to increased income generation for young persons working to develop value chains (as for example in the example mentioned earlier in Uasin Gishu county), this has helped them to build their economic and professional autonomy by acquiring commercial plots, while also using some of their increased earnings to pay their school fees, and in the case of those graduating to provide financial support to their siblings and parents.

Another area where the MARKUP project has addressed cross-cutting issues in support and livelihoods improvement for marginalised and/or vulnerable groups, such as widows, PWDs and youth. Among the benefits reported during the evaluation field work were increased self-esteem among some PWDs, with some PWDs for example taking on roles as trainers.

3.10 Performance of Partners

3.10.1 UNIDO (Implementing Agency)

UNIDO, in its role as implementing agency, has been responsible for overall contract and project management. As mentioned earlier, UNIDO's project management has been for the most part satisfactory.

One of the most positive aspects of UNIDO's performance has been the calibre of the project team, who have got through an impressive body of work for what relatively small team. Some of the strengths of the team have included excellent conceptual and orientation work from the Chief Technical Advisor (CTA), a high-quality communications and

knowledge-sharing and dissemination effort, strong monitoring, strong consultation and involvement of key national and county counterparts at national and county level, and retaining a strong focus on impact optimisation and sustainability in planning activities and interventions.

There have been areas however where UNIDO’s performance shows scope for improvement. A first one is over-centralisation of decision-making in UNIDO HQ in Vienna, as well as a lack of one overall focal point at HQ. The level of approval and form-filling absorbed significant time from what was already a relatively small project team, and this has come with an opportunity cost of more value-added work that the team could have carried out. Some national counterparts also complained of bureaucracy and delays with UNIDO’s procurement processes. Some of UNIDO’s rules (such as on changing costs budgets from one farmer/participant in a value chain to another, following one participant dropping out) were not sufficiently flexible, but in particular this was linked to the fact that such budgets should ideally be under management of the in-country project team. EU feedback has also emphasised the value of the UNIDO team as a source of technical input and advice when needed (see above).

3.10.2 European Union (Donor)

The EU has provided ongoing feedback and regular engagement with the project. The collaboration between UNIDO and the EU during the MARKUP Kenya inception phase to ensure synergies were maximised with other EU programmes and initiatives, and any duplication was avoided, was a very positive feature of the EU’s role, and EU-UNIDO co-ordination. Linked in part to this co-ordination, another strength has been the excellent complementarity and follow-up from MARKUP to the work carried out by the predecessor SMAP Programme.

The support and engagement from the EUD counterpart was particularly appreciated by the UNIDO project team (and other stakeholders), while EU feedback also emphasised the value of the UNIDO team as a source of technical input and advise when needed (see above). Overall, the EU Delegation has shown itself to be highly supportive, providing input when requested and sharing its views, but on the whole ensuring this was kept to a steering role and not micro-managing implementation work. At the wider level of the EU, the decision taken at EU HQ regarding the regional follow-up programme has caused some surprise, and some feedback from national counterparts suggests an underlying concern regarding lack of consultation, including regarding the selection of the priority value chains for Kenya.

3.11 Evaluation Rating

The evaluation ratings for the MARKUP project are set out in the ratings table below, in line with the UNDO Evaluation criteria and rating approach. UNIDO Independent Evaluation Unit uses a six-point rating system, consistent with the practice adopted by many development agencies, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory).

Table 6: MARKUP Evaluation Rating (UNIDO Evaluation Rating)

#	Evaluation Criteria	Mandatory rating	Rating
A	Progress to impact	Yes	Satisfactory
B	Project design	Yes	
1	Overall design	Yes	Satisfactory
2	Logframe	Yes	Satisfactory
C	Project performance		

#	Evaluation Criteria	Mandatory rating	Rating
1	Relevance	Yes	Highly Satisfactory
2	Effectiveness	Yes	Highly Satisfactory
3	Coherence	Yes	Satisfactory
4	Efficiency	Yes	Satisfactory
5	Sustainability of benefits	Yes	Satisfactory
6	Progress toward impact	No	Highly Satisfactory
D	Cross-cutting performance criteria		
1	Gender mainstreaming	Yes	Highly Satisfactory
2	M&E: 1. M&E design 2. M&E implementation	Yes Yes	Satisfactory
3	Results-based Management (RBM)	Yes	Satisfactory
E	Performance of partners		
1	UNIDO	Yes	Satisfactory
2	National counterparts	Yes	Satisfactory
3	Donor	Yes	Satisfactory
F	Overall assessment	Yes	Satisfactory

Table 6bis – Legend (UNIDO Evaluation Rating Scale)

Score	Definition	Category
6	Highly satisfactory	SATISFACTORY
5	Satisfactory	
4	Moderately satisfactory	
3	Moderately unsatisfactory	UNSATISFACTORY
2	Unsatisfactory	
1	Highly unsatisfactory	

4 CONCLUSIONS, RECOMMENDATIONS AND MANAGEMENT RESPONSE

4.1 Conclusions

Relevance: The MARKUP project is highly relevant to Kenya's national development priorities and to the needs of a broad range of stakeholders in Kenya's quality infrastructure ecosystem, and is also relevant to EU and UNIDO policy goals in terms of development of the agriculture and agro-processing sector and quality infrastructure. It is also highly relevant to UNIDO's mission of sustainable industrial development and to the EU's objectives of increased trade between Kenya and the EU and Kenya and its fellow EAC member states.

Coherence: The project is coherent with other country, regional and global policies, and is complementary with EU and UNIDO work at the global and regional level. Good co-ordination between the EU and UNIDO has also ensured synergies were identified and duplication avoided, and has also contributed to MARKUP Kenya being a very coherent follow-up to the predecessor EU SMAP Programme.

Effectiveness: The project has generally recorded a high level of achievement, and in some cases significantly exceeded most of its key targets, in particular with respect to GAP trainings and in Component 3 work on communication, knowledge sharing and dissemination and general outreach. A strength of the strategy and work programme was the GLOBALGAP certification and making it more affordable, and the train-the-trainer approach where 35 county extension officers trained 1,416 smallholder farmers and this resulted in contract farming for 800 farmers. The '*farm-to-farm intervention*' approach of MARKUP in focussing training of extension services, lead farmers, champion farmers, opinion leaders in their community has shown itself to be highly effective model for increasing productivity and market access.

Efficiency: The project has for the most part been efficient, with a significant breadth of activities implemented and co-ordinated by a relatively small project team, involving significant co-ordination with a wider image of national and county-level stakeholders and implementing partners. Project monitoring has also been satisfactory, with regular monitoring and tracking of progress using quantitative targets and the use of a Knowledge Attitude and Practices Study (KAPS) to set a baseline and track progress against same¹².

Sustainability: The prospects for sustained impact appear promising in a number of respects. Regarding the work done on the targeted value chains, real momentum has been created, and the KAPS study work on impact to compare against the earlier baseline showed significant sustained impact in range of areas, including increased awareness of the importance of quality and quality management, and increased productivity and income. The MARKUP project has shown strong potential to develop models for growing farmer (and other actors, e.g. nurseries) income in value chains, and it is important that planning and financial and operational modelling is done to leverage the potential that the project has for upscaling in particular, as well as replication in other value chains, as well as further improving the potential. Recommendations are also made to address this important issue of upscaling and replication. However, there are also real risks to the sustainability in the absence of any follow-up donor or other funding to at least provide some kind of bridge financing that can

¹² Report on the Knowledge Attitude and Practices (KAP): 'Endline Survey on Food Safety Communications Campaign Interventions of the UNIDO MARKUP Project in Kenya', Jupiter Systems Consulting, January 2023.

help maintain momentum, while a refined model is developed that would allow greater scaling-up and replication and while new financing is being secured.

Progress to Impact: The project has contributed to an increase in the awareness around the importance of quality and quality infrastructure, and an increase in understanding about why rejections (notifications) are generated when exporting into the EU market. It has contributed to a significant increase in capacity and equipment among key actors with the national quality infrastructure ecosystem, including in particular the HCD Directorate at the AFA, KEBS, and KEPHIS. A particularly strong aspect of the project's impact performance has been the targeted interventions to professional staff capacity development and improve inspect and other support services, with this also feeding into improved service capability and performance at the county level. The visibility of the project has been one of the strong points of its impact performance to-date, with an estimated 8.6 million reached on the pesticides and aflatoxins awareness-arising campaigns, and an astonishing 12.7 million reached through the MAZAO Talks (Agricultural Talks) podcasts series.

Gender Mainstreaming: The project has mainstreamed gender into its implementation, and its overall gender-related performance can be seen as good practice in the making.

Lessons Learned: The MARKUP project has also identified a number of useful learnings, including i) the importance of public consultation and participation in value chain identification and selection; ii) the importance of involvement of county-level leadership and stakeholders, including approaching farmers through local stakeholders that they know and trust; iii) The potential for women's economic empowerment and productivity and income growth through the targeting women (and youth); iv) the value of private sector-RTDI collaboration and in particular investing in developing clean planting materials; v) the importance of GLOBALGAP certification, and vi) the impact of well-designed communications, awareness-raising and knowledge dissemination interventions.

Reflections on Learning and Looking to the Future: Following on from the above, there is likely significant scope for scaling the value chains, something that has also been pointed out by the project team, for example at MARKUP's final event. While this is mentioned already in the conclusions above regarding the potential for scaling, it is mentioned again here to underline its importance.

4.2 Recommendations and Management Response

The recommendations below are set out in two categories.

Group A Recommendations (A-R1 – A-R3): The first set of recommendations are shorter-action recommendations regarding specific actions to ensure dissemination of results and selected successes of the MARKUP Kenya project.

Group B Recommendations (B-R1 – B-R4): The second – and more important – group of recommendations relates to actions to build on the impact momentum created and ensuring another level of impact and sustainability.

Table 7: Overview Evaluation Recommendations

No.	Recommendation
A.	<i>Recommendations in respect of the MARKUP Project</i>
A-R1	Create a sustainability strategy (including sustainability risk assessment) and action plan for the MARKUP project
A-R2	Launch a short communications and disseminations action to disseminate MARKUP results
A-R3	Disseminate Gender Success Stories and Youth Inclusion Success Stories.
B.	<i>Recommendations for the Future</i>
B-R1	Create development and scaling strategies and business plans for each value chain
B-R2	Develop a comprehensive funding strategy to support high-impact scaling of the value chains
B-R3	Create a synthesised development strategy and action plan for the key national Quality Infrastructure (QI) agencies and bodies
B-R4	Develop a create a short-term (12 months) funding plan for post-project bridge financing to ensure impact momentum is maintained

Group A Recommendations in respect of the MARKUP Kenya Project

Recommendations are set out below in respect of the MARKUP Project, primarily centred on short-term actions to ensure optimal dissemination of results, impact, good practices and learning. These recommendations were also presented in draft format during the preliminary findings debriefing seminar organised in October 2023. They are presented here in a suggestive and non-binding manner, given that the project closure at end September 2023 came at the time of the field mission, and implementation of these recommendations would also be contingent on availability of staff and resources.

Recommendation 1 (A-R1): Create a sustainability strategy (including sustainability risk assessment) and action plan for the MARKUP project. It is recommended that UNIDO and partners should create a short sustainability strategy and action plan to ensure that prospects for post-project sustained impact are optimised. This could include, for example, actions to ensure knowledge and capacity resource materials are available online to further ensure sustained access.

It is important that this strategy also includes a sustainability risk assessment, that takes a fresh look at risks and is informed by the full spectrum of lessons learned that have come from the project. For example, in the absence of a clear programmatic follow-up, it is possible that the risk of some counties' focus on existing MARKUP value chains shifts. This is particularly likely to be a risk where value chains were not part of the counties' initial priority list.

Addressed to: UNIDO and key project partners and stakeholders

Implementation timeframe: To be determined in part by UNIDO available resources.

Recommendation 2 (A-R2): Launch a short communications and disseminations action to disseminate MARKUP results. This could also include for example attractive visuals, such as Infographics/PowerPoint/Video, Success Story Profiles (and including Gender Success Stories). What is important is that it clearly highlights results and impact, is targeted to key national and county stakeholders, and shows how MARKUP's work can be a strong foundation to further accelerate the development of Kenyan value chains and a rapidly growing horticultural sector with a vibrant regional and international trade and export dimension. This will also have the advantage of ensuring key government counterparts and International Financing Institutions (IFIs)/donors.

Addressed to: UNIDO (and key national counterparts)

Implementation timeframe: To be determined in part by UNIDO available resources.

Recommendation 3 (A-R3): Disseminate Gender Success Stories and Youth Inclusion Success Stories. The success of the MARKUP project with respect to exceeding its gender targets means that some aspects of the gender dimension of the project can be seen as emerging good practice. There may also be scope to leverage in tackling some negative images among youth and young women with regard to the agriculture and horticultural sectors.

Addressed to: UNIDO (and key national counterparts)

Implementation timeframe: To be determined in part by UNIDO available resources.

Group B Recommendations in respect of the Future

Recommendations with regard to post-project actions are set out below, in particular with a view to building on the impact momentum created and ensuring another level of impact and sustainability.

As with the Group A Recommendations above, these recommendations are presented here in a suggestive and non-binding manner, given that the project has now ended and implementation of these recommendations will be also contingent on availability of staff and resources. At the same time, these actions will be needed if UNIDO aims to develop a larger scaled-up successor programme with an increased emphasis on large-scale impact and sustainability.

Recommendation 4 (B-R1): Create development and scaling strategies and business plans for each value chain. The findings on results and impact suggest there is potentially strong scope to achieve very significant scaling of the nascent value chains developed to-date. It is strongly recommended that UNIDO develop clear strategies and rigorous and financial business models for each value chain, (and also sub-sets for the respective counties if desired). These strategies and business plans should build very much on the catalytic and sustainability strengths of the project, including for example (these are just some indicative examples):

1. Looking, where possible, to further leverage the train-the-trainers approach to allow greater scaling;
2. Using technology to provide faster and more real-time management and monitoring of value chains;
3. Using technology tools to further increase the attraction of involvement for young persons, building on the initial momentum;
4. Considering how county focal points and county government can further contribute to making the value chains sustainable.

Addressed to: UNIDO, national counterparts

Implementation timeframe: January 2024 – June 2024

Recommendation 5 (B-R2): Develop a comprehensive funding strategy to support high-impact scaling of the value chains. In addition to the impact generated to-date, and general momentum, there is a real risk of some (or significant) dissipation of momentum with the end of the current funding, and the current understanding that the focus of the successor regional programme will be for the most part on different value chains.

It is strongly recommended that UNIDO develops a comprehensive funding strategy to support high-impact scaling of the value chains developed to-date. What is particularly important in this is that UNIDO focusses not just on grant funding, but in particular on a broad mix of funding types, and in particular on:

1. Considering how concessional finance (be this microfinance, blended financing, and subsidized commercial bank financing) can play a transformational role in achieving large-scale scaling and sustainability
2. Carrying out a rigorous financial model analysis to see how specific financing types or mechanisms (e.g. interest rate subsidies, lower collateral requirements and guarantee mechanism) can ensure a much larger scaling.
3. Considering if and/or how such an approach could leverage or synergise with UNIDO's own Programme for Country Partnership (PCP) strategy and approach.

This work should also consider how different thematic dimensions/components could be developed to allow a wider funding strategy approach and added value offer to donors and IFIs. This could include for example developing specific components building on strengths of the previous MARKUP programme, such as:

1. Developing Youth in Agriculture components, covering for example youth and ICT applications and tools to improve agriculture, youth-2-youth communications and experience sharing, and wider skills development. This could possibly include specific roles for youth champions in a train-the-trainer approach to scale up value chains.
2. Climate-resilient and green economy dimension
3. Supporting continued institutional strengthening and transformation at national QI institutions

Addressed to: UNIDO, national counterparts

Implementation timeframe: January 2024 – June 2024

Recommendation 6 (B-R3): Create a synthesised development strategy and action plan for the key Quality Infrastructure (QI) agencies and bodies. Develop a short summary on the work carried out with the key Quality Infrastructure (QI) agencies and bodies, in particular AFA HCD, KEPHIS and KEBs, to provide a summary overview of the support and investments

made, the results obtained and the direct and indirect impacts that have emanated from this support, as well as current and future needs for the actors.

This could lay the basis for a synthesised development strategy and action plan for the key Quality Infrastructure (QI) agencies and bodies. The purpose this is not in any way to replace these organisations individual visions and development strategies, but rather identify how continued targeted support, be this technical, institutional and financial, could trigger further transformation impact that would support significant scaling in the MARKUP value chains. An important part of the focus should be on sustainability, including detailed financial modelling, in particular how increased revenue growth in specific service sectors could also contribute to an increasingly financially robust QI institutions.

Addressed to: UNIDO, national counterparts (HCD, KEBS, KEPHIS)

Implementation timeframe: January 2024 – June 2024

Recommendation 7 (B-R4): Develop a short-term (12 months) funding plan for post-project bridge financing to ensure impact momentum is maintained. It is recommended that UNIDO create a short-term (6-12 months) estimate of what funding would be required to support a post-project transition team and ensure that existing momentum can at least be preserved, and this as a basis for engaging with potential funding actors/donors. Provided this plan is of the requisite quality, it is also recommended that donors engaged by UNDO (and in particular the EU given its significant legacy support to the agriculture and quality infrastructure sectors going back over 15 years). This short-term plan should also take account of the sustainability strategy and sustainability risk assessment and action plan under Recommendation 1 (A-R1) above.

Addressed to: UNIDO, national counterparts

Implementation timeframe: January 2024 – June 2024.

4.3 UNIDO Management Response to Recommendations

The UNIDO Management Response is set out below:

Table 8: UNIDO Management Response to the Evaluation Recommendations

#	Recommendation	Management Actions	Responsible Person	Target Date
A-R1	Create a sustainability strategy (including sustainability risk assessment) and action plan for the MARKUP project	MARKUP 2 was launched to ensure sustainability actions	ITC	NA
A-R2	Launch a short communications and disseminations action to disseminate MARKUP results	Before and after the final event several communication activities have been supported to disseminate the results	MARKUP team	Implemented
A-R3	Disseminate Gender Success Stories and Youth Inclusion Success Stories	We published a publication called MARKUP impact stories, which includes gender and youth inclusion	MARKUP team	Implemented
B-R1	Create development and scaling strategies and business plans for each value chain	A Knowledge, Attitude and Practices report to evaluate scaling strategies for each value chain was produced as part of MARKUP programme	MARKUP team	Implemented
B-R2	Develop a comprehensive funding strategy to support high-impact scaling of the value chains	Several meetings with donors have taken place to ensure a comprehensive funding strategy (such as Danida, EC, USAID, TMA)	MARKUP team	Implemented
B-R3	Create a synthesised development strategy and action plan for the key national Quality Infrastructure (QI) agencies and bodies	Action plans developed with particular focus on clean planting materials, strengthening of inspection services	MARKUP team	Implemented
B-R4	Develop a create a short-term (12 months) funding plan for post-project bridge financing to ensure impact momentum is maintained	To be developed, perhaps in cooperation with Danida	UNIDO HQ	June 2024

5 LESSONS LEARNED

The MARKUP project's implementation in Kenya has generated a number of lessons learned. These are set out below:

1. Public participation is important from inception of the project especially in selecting the value chains.
2. Understanding cultures and social dynamics that affect farmers is critical for success of the project.
3. Working with research institutions, such as KALRO, helps in identification of best seedlings for different soil types, has been one of the successes of the project, even a good practice. Furthermore, selection of the right seedlings or cleaner planting materials enhances productivity.
4. Involvement of county leadership and other stakeholders in the value chain is key for success of the project, and the manner in which the project has engaged local county stakeholders and used them to raise awareness and engage with farmers has been a real success, and possibly a good practice in itself. It should also serve as a reminder for other projects and any future MARKUP value chains of the complexity and importance of the county dimension and the need to build it into the design.
5. Increased sensitization of farmers on importance of cooperatives can lead to increased enrolment into cooperatives for all value chains.
6. GLOBALGAP certification is central to food safety, poverty reduction, public health and sustainable development, while the emphasis on capacity building has helped improve the sustained impact of GLOBALGAP certification. However, there is also a need to increase capacity building through more time allocation and resources

Learning & Reflection Points for the Future

Engagement of stakeholders both community and county government from initiation of the project can lead to the success and sustainability of the project. The project has been successful in supporting the development of a series of new value chains across 10 counties, with the complexity entailed by working at county level, in addition to the significant institutional strengthening and policy and regulatory work done at the national level under Component 1.

Going forward, the most important question is likely how to leverage the achievements of this project to the maximum. The information available on the results and impact at the level of the value chains suggests that there is significant scope for scaling up. This has been emphasised by the project team in interviews, as well as for example in the project's final event.

From a capacity development, TA support and outreach perspective, for example, MARKUP Kenya reached and capacitated more than 1,400 farmers from an initial training of 34 trainers, giving a leverage factor of more than forty (40). Thus, for example, if a follow-up

initiative could increase tenfold the capacitating of inspectors (e.g. first to 350, and then to 3,500 over two scaling up phases) this would make it possible to reach first 14,000 farmers and then 140,000 farmers.

Given the important support of the EU through MARKUP and predecessor programmes such as SMAP, it is also worth emphasising the potential opportunity and value this could represent for the EU's investment in the sector to-date. A successful and significantly scaled up follow-up effort in these value chains, could further increase the return on investment on EU support to-date, as well as making a potentially significant EU contribution to other national, regional and AU-level objectives, such as increased intra-EAC trade (Kenya-EAC), increased EU-Kenya trade and helping build momentum for the AfCTA.

Provided that the value chain organisational and financial and business models are optimally refined for scaling such that they can leverage significant reimbursable funding, this could pave the way for increased private sector financing and investment and contribution, through for example EU blended finance facilities and Kenya private sector financing. Such a development direction could have significant relevance for the EU's ambitions under the Global Gateway, in terms of continuing to evolve toward a partnership-based approach and a greater focus on the private sector and investment.

ANNEXES

Annex 1: Evaluation Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent Terminal Evaluation of Project

EU-EAC MARKUP (European Union-East African Community Market Access Upgrade Programme)

UNIDO ID: 170183

| 08/2023 |

List of Abbreviations

Abbreviation

AFA

CIDP

CRMs

EAC

EU

EUD

FPEAK

FPC

GIZ

HCD

IEU

ITC

KEBS

KENAS

KEPHIS

MARKUP

PCM

SME

SPS

UNIDO

Definition

Agriculture and Food Authority

County Investment and Development Plan

Certified Reference Materials

East African Community

European Union

EU Delegation

Fresh Produce Exporters Association of Kenya

Fresh Produce Consortium

German Agency for International Cooperation

Horticultural Crops Directorate

Independent Evaluation Unit

International Trade Centre

Kenya Bureau of Standards

Kenya Accreditation Service

Kenya Plant Health Inspectorate Service

Market Access Upgrade Programme

Project Cycle Management

Small and Medium Enterprises

Sanitary and Phytosanitary Measures

United Nations Industrial Development Organization

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PROJECT BACKGROUND AND CONTEXT

Project factsheet¹³

Project title	EU-EAC MARKUP (Market access Upgrade programme)
UNIDO ID	170183
Country	Kenya
Project donor(s)	EU
Project approval date	19.12.2018
Planned project start date (as indicated in project document)	01.02.2019
Actual project start date (First PAD issuance date)	01.02.2019
Planned project completion date (as indicated in project document)	December 2022, but extended at no cost till 30.09.2023
Actual project completion date (as indicated in UNIDO ERP system)	30.09.2023
Project duration (year): Planned: Actual:	4 years 4 years and 9 months
Implementing agency	UNIDO
Government coordinating agency	Ministry of Trade and Industry
Executing Partners	N/A
Donor funding	EUR 3,680,000
UNIDO input (in kind, EUR)	EUR 50,000
Total project cost (EUR), excluding support costs	EUR 3,485,981
Mid-term review date	30.03.2022 as part of EAC MARK UP Project
Planned terminal evaluation date	July 2023

Source: Project document, UNIDO ERP system

Project Context

¹³ Data to be validated by the Consultant

The European Union (EU), in partnership with the East African Community (EAC), launched the Market Access Upgrade Programme (MARKUP) to support member countries to improve market access of agro-food products to the European Union (EU) and regional markets. The Market Access Upgrade Programme (MARKUP) is structured around two intervention levels: the EAC Window and the Partner States Window with country specific projects.

The EAC-Window was structured to support EAC efforts to improve the regional trade and business-enabling environment for the selected commodities, through enhanced capacity to advocate for the removal of sector trade barriers and improved sector standards and Sanitary and Phyto-Sanitary (SPS) measures harmonization. The project was focused on supporting the private sector in enhancing its export competitiveness, through increased awareness and compliance with destination market requirements as well as with improving access to finance and business development opportunities (including by reinforcing business support organizations' capacities).

Result 1 (R.1) – Enhanced capacity to advocate for the removal of sector trade barriers.

Result 2 (R.2) – Sector standards and SPS measures harmonization approved.

Result 3 (R.3) – Export competitiveness enhanced for sector SMEs.

Result 4 (R.4) – Business development capacities approved for sector SMES.

The regional intervention is managed by International Trade Centre (ITC) and German Agency for International Cooperation (GIZ).

The Partner States Window includes national interventions tailored to the countries' specific needs and complementing the EAC-Window where any single country needs it the most. Interventions focused on one or more of the following areas: reduction of trade barriers and quality assurance, enhancement of SME export competitiveness, and business promotion. UNIDO is the implementation partner for the Kenya-Partner States Window.

MARKUP Kenya-Partner States Window

The MARKUP Kenya implementation period started in February 2019 and is expected to end in September 2023.

The UNIDO component of the EAC-EU MARKUP programme was implemented in close coordination with the Kenya Ministry of Industry, Trade and Cooperatives, the EU Delegation to Kenya and other implementing agencies including International Trade Centre (ITC) and German Agency for International Cooperation (GIZ). The main objective of MARKUP Kenya is to contribute to the economic development of Kenya by increasing the value of both extra and intra-regional agricultural exports in selected horticulture sub sectors (green beans and peas in pods, mangoes, passion fruit, chilies, herbs and spices, nuts).

Project location and duration

The project implementation started in February 2019 and was to cover at least 10 counties (among the 12 listed below), selected according to the following criteria:

- High productive areas (those with higher volumes of produce were to be preferred)
- Counties willing to partner in this programme and take ownership to ensure continuity of extensions services and enforcement of standards
- Counties with incubation or TVET centres
- County policies that promote an active private sector and export strategies
- Donor coverage (those counties having received less assistance will be preferred)
- Counties with supportive policy environment, e.g., County Investment and Development Plan (CIDP) identifies support/ enabling policies and institutions for agro-industry, particularly project target commodities
- Provision of infrastructure such as common manufacturing facilities, pack houses, warehouses, refrigerated transport trucks, etc.
- Inclusiveness of smallholder producers/SMEs, youth, and women e.g., through cooperatives and SME clusters

The following counties were targeted for the priority commodities: Bungoma, Busia, Homabay, Siaya, Trans Nzoia, Uasin Gishu, Taita Taveta, Nakuru, Makueni, Machakos, Kajiado and Embu.

Subsector	Value Chain	County Selected
Fruits	Mango	Makueni Machakos Embu

	Passion Fruit	Uasin Gishu Bungoma Trans Nzoia
Vegetables	French Beans	Trans Nzoia Bungoma Taita Taveta Machakos Kajiado
	Snow Peas	Trans Nzoia Nakuru Taita Taveta
Herbs & Spices	Export Oriented herbs e.g., Basil, Coriander, Dill, Sage, Mint, etc.	Kajiado Nakuru
	Chilies- capsicum	Busia Kajiado
Nuts	Macadamia	Embu Bungoma
	Groundnuts	Busia Siaya Homabay

Project Objective and Expected Outcomes

Project Objective

The main objective of the project is to contribute to the economic development of Kenya by increasing the value of both extra- and intra-regional agricultural exports in horticulture sectors.

The following project components, outcomes and outputs have been developed, in addition to project management, to achieve the project objective:

Component 1: POLICY, TECHNICAL REGULATION AND STANDARDS FRAMEWORK IN PRIORITY SECTORS

Output 1: Strengthened national Quality Infrastructure's regulatory framework and capacities

This component aims to review and update policy and legal frameworks for quality and SPS controls (phyto-sanitary and food safety) at national level and to harmonize them at the regional and international levels.

The most relevant activities include: improvement of the legal and regulatory framework and services for SPS management and control; support to Agriculture and Food Authority (AFA) directorates and Kenya Bureau of Standards (KEBS) to better regulate the sectors and clarify attributions of Kenyan institutions and actors; support to the implementation of residue and contaminant monitoring and surveillance plans and systems; development and implementing of farm inspection guidelines in priority sectors; support in addressing issues of risk assessment and traceability in technical regulations and policies; and support in drafting and implementing horticulture standards.

The aim is also to support Competent Authorities in the horticulture industry to organise strategy meetings with policymakers to discuss policies pertaining to horticulture, and inform them of emerging issues in the sector to get their support. Other policies addressed include the horticulture crops acts, and nuts and oil acts. Further, strategy meetings with policymakers are to provide update on the current state of play in the sector regarding standards in the priority value chains.

Component 2: Market and Skills Market Access

Output 2: Sector smallholders, cooperatives and enterprises supported and integrated into export-oriented value chains

This component aims to improve compliance with market requirements in at least 10 counties in priority horticultural sectors. The most relevant activities include: establishment of cooperation agreement with Agricultural Training Centres; train the trainers in target counties in priority sectors to provide combined classroom and on-the-job training; job training to farmers and producers in target counties on good agricultural practices in priority sectors, protected cultivation, harvesting, post-harvesting practices and use of technology; supporting the

establishment/upgrading of skills in common facility centres at county level for handling, packaging, and distribution of products, including incorporating renewal energy and energy sufficient technologies for storage and packing. Emphasis will be on self-regulation.

The aim is further to improve market access for champion producers in priority horticultural sectors. The most relevant activities include the selection of at least 10 pilot “champion” producers -one in each county- and coaching them to have improved market access at national, regional and international levels.

Component 3: Awareness and Information Dissemination

Output 3: Visibility and outreach on key quality and safety issues in horticultural sectors

The aim of this component is to increase visibility and outreach on key quality and safety issues in horticultural sectors. The most relevant activities include organisation of an awareness campaign for value chain stakeholders, including producers, exporters and local consumers on the benefits of internationally recognized market requirements; conducting awareness sessions with policy makers and journalists; producing publications and a documentary.

The following are, in brief, some of the expected results of the project:

10% increase in regional, international trade volume (USD) for mangos, passion fruits, nuts, spices etc. of targeted farmers and enterprises in selected value chains;

10% increase in number of domestic companies certified against relevant food safety standards;

30% increase in average annual income of smallholders (Global Gap registered) vs randomized group;

30% change in behaviour regarding food safety;

30% increase in total Quantities exported in regional and international markets in selected value chains;

50% reduction in No. of EU RASFF alerts for products of plant origin/year;

50% reduction of No. of Europhyte interceptions on quarantine pests;

1500 increase in number of GLOBAL GAP farmers registered and being part of certified companies' supply chains (disaggregated by gender and age);

500 extension officers trained;

10% increase in producers/exporters having signed supply agreement with national, regional or international customers and implemented quality protocols.

Project implementation arrangements

UNIDO is the implementing agency of this project. The Project Management structure, tools and procedures are designed to guarantee a smooth implementation of all activities and a successful delivery of outputs, in full compliance with the EU Project Cycle Management (PCM) manual, the LogFrame approach and EU visibility guidelines. The day-to-day running of the project is handled by the MARKUP Project Team headed by the National Project Coordination while the Project Technical Committee monitors the implementation of the project. The Project Technical Committee reports progress of the implementation of the project to the Regional Project Steering Committee.



Main findings of the Mid-term Review (MTR)

The Mid-term evaluation was undertaken for both the Kenya Window and EAC Window. The evaluation indicated that progress in implementation of the project was slow, as implementation started in the last quarter of 2019 and was negatively affected by the ban on domestic traveling during the COVID-19 lockdown in 2020. Nine out of the twelve target counties had been visited by the MARKUP team by then. Activities that were directed towards enhancing capacities included: training of extension officers to be started once the identification of officers has been completed; training for trainers of selected farmers, which is ongoing; and, at a slow pace, training for auditors and inspectors.

The evaluation indicated that training directed to farmers of MARKUP products was not covered by GLOBAL G.A.P. – a Trademark and Set of Standards for Good Agricultural Practices (such as herbs, spices, chilies, French beans & peas) and laboratories. The Kenya Accreditation Service (KENAS) will conduct in-person training (capacity building exercises for 75 laboratory staff) on various aspects/tops linked to ISO17025, which were expected to support labs in enhancing their scope of accreditation.

The Kenya Bureau of Standards (KEBS) received Certified Reference Materials (CRMs) for laboratories that will be used in proficiency testing schemes regionally as well as locally in an endeavour to build and strengthen the capacity of the testing facilities. SMEs receiving equipment for moisture measurement showed improvements in increased quality and processing standards.

The evaluation further revealed that support had been provided to the drafting subsector value chains strategies for fruit and vegetables, spices, culinary herbs, and nuts, including a market study; and to an impact regulatory assessment of Phyto-sanitary Regulations on harmful organisms/pests for selected commodities and preparatory work for the establishment by KEPHIS of pest-free areas. Furthermore, technical regulations on food safety and quality were under review for alignment with regional and international requirements.

The main challenges identified during the evaluation included the following:

Political support to the institutional framework on food safety: UNIDO to work closely with the government to address related issues in order to capitalise on the available technical expertise (e.g., on inspections, controls, market access) and ensure the needed progress at the level of the regulatory frameworks.

Findings

With regard to Relevance, the evaluation concluded that MARKUP has been and remains highly appropriate for the implementation of the broader Eastern Africa Regional Integration Strategy Paper (RISP 2018-2022);

Concerning Effectiveness, overall, the programme has so far seen the advancement in targeted reforms and implemented activities.

In terms of Efficiency, the answers to the specific evaluation questions pointed to weaknesses in the current synergy and coordination of the activities across the different components and country windows.

Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (€)	Co-Financing (€)	Total (€)
Project Preparation			
Outcome 1	963,500		963,500
Outcome 2	1,155,000		1,155,000
Outcome 3	315,946		315,946
Outcome 4	1,004,806	46,729	1,051,535
Indirect Costs	240,748	3,271	244,019
Total (€)	3,680,000	50,000	3,730,000

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (€)
TF Germany Grant	N/A	50,000	50,000
Total Co-financing (€)	N/A	50,000	50,000

Source : Project document

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	Year 1	Year 2	Year 3	Year 4 & 5	Total expenditure (at completion)		Total allocation (at approval)	
						(EUR)	%	(EUR)	%
1100	Staff & Intern Consultants	219,700	255,300	255,300	219,700	821,298.24	23.50	950,000	25.47
1500	Local Travel	10,700	16,300	16,300	10,700	151,321.15	4.33	54,000	1.45
1600	Staff Travel	16,000	16,000	16,000	16,000	11,587.68	0.33	64,000	1.72
1700	Nat. Consult./Staff	96,996	151,994	141,994	106,996	929,053.08	26.59	497,980	13.35
2100	Contractual Services	100,000	150,000	150,000	150,000	484,604.81	13.87	550,000	14.75
3000	Train/Fellowship/Study	136,000	195,000	195,000	133,000	632,865.63	18.11	659,000	17.67
4500	Equipment	120,080	135,120	135,120	90,080	111,193.93	3.18	480,400	12.88
5100	Other Direct Costs	47,480	68,584	68,584	45,953	123,883.20	3.54	230,601	6.18
	Indirect Costs / Support Costs (7%)					228,606.54	6.54	244,019	6.54
Total						3,494,414.26	93.68	3,730,000	100.00

Source: Project document and UNIDO Project Management ERP database as of 29/05/2023

Table 4. UNIDO budget allocation and expenditure by component

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		Euro	%	Euro	%
1	Strengthened National Quality Infrastructure's Regulatory Framework and Capacities	1,161,239.73	31.13	1,135,659.10	32.50
2	Support Sector Smallholders, Cooperatives and Enterprises better integrate into Export-Oriented Value Chains	942,169.31	25.26	882,191.93	25.25
3	Visibility and Outreach on Key Quality and Safety Issues in Horticultural Sectors	445,238.68	11.94	384,804.55	11.01
4	Project Coordination, Monitoring and Evaluation	937,333.62	25.13	863,152.14	24.70
5	Indirect Costs / Support Costs (7%)	244,018.69	6.54	228,606.54	6.54
6	Rounding Figure	(0.03)	0.00	0.00	0.00
	Total	3,730,000.00	100.00	3,494,414.26	93.68

Source: Project document and UNIDO Project Management ERP database as of 29/05/2023

SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 02/2019 to the estimated completion date in 09/2023.

The evaluation has two specific objectives:

Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and

Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

The evaluation will be expected to determine the following as a result of the MARKUP interventions:

Whether there has been an increase in capacity of producers/farmers, disaggregated by gender;

Whether the project has strengthened the capacity of regulatory institutions;

Whether the project has strengthened the capacity of County Extension Officers and Standard Experts;

Whether there has been an increase in the production of prioritized commodities in the targeted Counties;

Whether there has been a change in consumer behaviour in relation to food safety;

Whether there has been an increase in exports of the targeted commodities.

EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight, the Evaluation Policy, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle, and UNIDO Evaluation Manual. The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological approaches.

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. The evaluation will pay attention to triangulating the data and information collected before assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning. The evaluation team will review the project logframe, assess

its validity and, if necessary, reconstruct a theory of change, to identify the causal and transformational pathways from the outputs to outcomes and longer-term impacts. In addition, the team will identify drivers as well as barriers to achieving the intended results/outcomes. The findings from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage project based on results.

Data collection methods

Below are the main instruments for data collection:

(a) Desk and literature review of documents related to the project, including but not limited to:

The original project document, monitoring reports (such as progress and financial reports, midterm review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence).

Notes from the meetings of committees involved in the project.

(b) Stakeholder consultations will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:

UNIDO Management and staff involved in the project; and

Representatives of donors, counterparts and other stakeholders.

(c) Field work in the twelve Counties.

On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.

Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.

(d) Online data collection methods will be used to the extent possible.

Key evaluation questions and criteria

The key evaluation questions include the following:

How well has the project performed in terms of relevance, coherence, effectiveness, efficiency, sustainability, and progress to impact?

What are the project's key results (outputs, outcomes)? To what extent have the expected results been achieved or are likely to be achieved?

To what extent does the project generate or is expected to generate higher-level effects (impact)?

To what extent will the achieved results and benefits be sustained after completion of the project (sustainability)?

What are the key drivers and barriers to achieve the long-term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?

What are the key risks (in terms of financial, socio-political, institutional and environmental risks) and how may these risks affect the continuation of results after the project ends?

Has the project addressed cross-cutting criteria (gender equality, environmental and social safeguards, human rights, and disability)?

What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The Evaluation Team will further revise the evaluation questions and develop an evaluation matrix in the inception report.

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	<u>Evaluation criteria</u>	<u>Mandatory rating</u>
A	Progress to Impact	Yes
B	Project design	Yes

1	Overall design	Yes
2	Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	Relevance	Yes
2	Coherence	Yes
3	Effectiveness	Yes
4	Efficiency	Yes
5	Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	Results-based management (RBM)	Yes
2	Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	UNIDO	Yes
2	National counterparts	Yes
3	Implementing partner (if applicable)	Yes
4	Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	Environmental Safeguards	Yes
2	Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per table below.

Table 6. Project rating criteria

Score	Definition	Category
6	Highly satisfactory Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	

4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	UNSATISFACTORY
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

Evaluation Process

The evaluation will be conducted from August 2023 to September 2023. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review;

Desk review and data analysis;

Interviews in the Counties, survey and literature review;

Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and

Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

TIME SCHEDULE AND DELIVERABLES

Table 7. Tentative timelines

Timelines	Tasks
August 2023	Inception meeting with MARK UP /UNIDO Team. Desk review and writing of inception report
Beginning of September 2023	Online briefing with UNIDO project manager and the project team based in Vienna.
18/09/2023 – 30/09/2023	Field visit to the twelve Counties by the M&E

01/10/2023- 20/10/2023	Online debriefing for HQ Preparation of first draft evaluation report
October 2023	Internal peer review of the report by UNIDO’s Independent Evaluation Unit and other stakeholder comments to draft evaluation report
Beginning of November 2023	Final evaluation report

EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in Kenya will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

REPORTING

a) Inception report

The evaluation team will be expected to review the project documents to enable the team understand the MARKUP Project. The documents to be reviewed include the following: MARKUP annual reports; KAP Baseline Survey Report; KAP Final Survey Report; and Value Chain Studies Report among other project documents. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager. The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation

matrix”); division of work between the evaluation team members; field work plan, including places to be visited, people to be interviewed and possible surveys to be conducted, and a debriefing and reporting.

b) Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO Project Team for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. Based on this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. An online presentation of preliminary findings will be given to UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner.

QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO’s Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and

is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

ANNEX 1: LOGICAL FRAMEWORK

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
Overall Objective: Impact	Contribution to the economic development of Kenya by increasing the value of both extra and intra-regional agricultural exports in horticulture sectors (focus on green beans and peas in pods, mangoes, passion fruits, spices and herbs)	1. Increase of regional, international trade volume (USD) for mangos passion fruits, nuts, spices etc. of targeted farmers and enterprises in selected value chains	Global Market share -Mango 0.7% -Beans/peas 4.6% -Chillies (fresh) 0.01% -Nuts 0.5% -Passion fruit- 0.1 -Herbs (leafy/aromatic) -0.1% -Spices (dried red chillies) -0.1%	10% increase	Trade flow statistics UNCOMTRADE	Political stability Commitment and cooperation of project stakeholders The programme is sufficiently focused to create a critical mass of change.
		2. Access to EU for Kenya fresh mangos	NO	YES	KEPHIS reports	
		3. Average annual income of smallholders (Global Gap registered) vs randomized group	NA	30% Increase	Baseline study on target counties and impact assessment following the intervention.	
		4. Change behaviour regarding food safety	To be defined in baseline	30%	Communication Strategy and Media reports	

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
					Gender and youth assessment	
Purpose: Specific objectives	<p>An improved institutional and regulatory framework for better conformity assessment</p> <p>Services in Kenya's horticultural sector.</p> <p>Smallholders and export-oriented enterprises have increased capacities to access regional and global markets for horticulture products.</p>	<p>4. Regulatory framework and standards upgraded and accepted by main Stakeholders</p> <p>5. Increase in total Quantities exported in regional and international market by % from baseline plus total quantities sold to national retailers of targeted farmers and enterprises in selected value chains.</p>	<p>Fragmented regulatory framework</p> <p>Exported quantities (2014-2018)</p> <p>+5% (Q) mango</p> <p>-9% (Q) beans/peas</p> <p>-25% (Q) chillies (fresh)</p> <p>+8% (Q) nuts</p> <p>-18% (Q) passion fruit</p> <p>+17% (Q) herbs (leafy/aromatic)</p> <p>+2% (\$) Spices (dried red chillies)</p> <p>Baseline for Quantities sold to national retailers to be developed</p>	<p>Approved technical regulations for all relevant value chains.</p> <p>30% Increase</p>	<p>KEBS, KEPHIS, AFA reports</p> <p>Trade flow statistics</p> <p>UNCOMTRADE</p> <p>Global GAP Database</p> <p>Baseline study on trade</p> <p>capacity in 10 target counties and impact assessment study</p>	<p>Effective cooperation with other donor funded initiatives</p> <p>Programme design and selection of participants from institutions, producers, and private sector associations ensure relevance and match of delivery with demand/needs.</p>

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
Results: Direct outputs	<p>OUTPUT 1. Strengthened national Quality Infrastructure's regulatory framework and capacities.</p> <p>1.1 Policy, Technical Regulations, and standards Framework in priority sectors</p> <p>1.2 Quality infrastructure services enhanced in relation to priority horticultural sectors</p>	6. % reduction in No. of EU RASFF alerts for products of plant origin/year	2 in 2018	50% reduction (no critical graded RASFF alerts)	DG SANCO	<p>There is a quality policy in place leading Quality Infrastructure services addressing specific market access needs along the value chains.</p> <p>Letter of intents are signed with KEBS, KEPHIS, AFA</p>
		7.% reduction of No. of Europhyte interceptions on quarantine pests	33 in 2018	50% reduction (only document related)	KEPHIS, AFA reports	
		8. Availability of appropriate quality policy and SPS related policies	NO	Approved and implemented policies (1 Quality Policy.	KEPHIS, AFA reports MARKUP Reports	
		9. TBT and SPS related strategies to address current regional and international market access challenges	NO	1 Food Safety Policy 1 Phytosanitary Policy	KEBS, AFA, HCD, KEPHIS reports	
		10. % increase in the scope of accreditation of public sector regulatory authority labs to address Maximum Residues Levels (MRL), aflatoxin & Heavy Metals as per market requirements	Upgrading of 2 Laboratories against ISO 17025 (KEBS and KEPHIS); and 3 inspectorates against ISO 17020 and 17065 (AFA, KEPHIS, KEBS)	Approved and implemented strategies (3 subsector strategies: Fruits & Vegetables; Herbs& Spices; Nuts		
				All pesticides, aflatoxins, HM linked to market	KENAS	

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
				requirements in priority value chains can be tested in Kenyan accredited labs	KEBS, KEPHIS, AFA reports MARKUP Laboratory assessment	
Results: Direct outputs	Output 2- Support sector smallholders, cooperatives, and enterprises to better integrate into export-oriented value chains.	11. % increase of number of establishments GLOBAL GAP compliant and potentially able to access EU and regional markets	300	5%	Global GAP database	Letter of intents are signed with FPEAK, FPC and
	2.1. Improved skills for compliance with market requirements in 10 counties in priority horticultural sectors	12. Increased number of GLOBAL GAP farmers registered and being part of certified companies supply chains (disaggregated by gender and age)	28000 farmers	+1500 farmers	Global GAP database Gender and Youth Assessment	Other relevant private sector operators.
	2.2 Improved market access for champion producers in priority horticultural sectors	13. Number of extension officers trained	0	500		

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
		<p>14. % of trained farmers/ producers able to become Farmer Assurers under Global GAP scheme</p> <p>15. % increase of producer/exporters having signed supply agreement with national, regional, or international customers and implemented quality protocols.</p> <p>16. Number of SMEs/producers/farmers groups having developed concrete strategies to implement added value activities for products to access EU and regional markets</p>	<p>NA</p> <p>180 producers/exporters</p> <p>Detailed Baseline will be established during project implementation.</p>	<p>40%</p> <p>+10%</p>	<p>AFA, MARKUP reports</p> <p>Global GAP database</p>	<p>Counties continue to support MARKUP project.</p>
Results: Direct outputs	<p>Output 3: Visibility and outreach on key quality and safety issues in horticultural sectors</p> <p>3.1 Communication on quality and SPS matters</p> <p>3.2 Visibility of MARKUP Programme</p>	<p>17. Communication and visibility indicators</p> <p>Number of press articles, blogs</p> <p>Number of interviews (radio, TV)</p> <p>KPIs on social media</p> <p>18. Increased awareness about food safety in particular among youth and women</p>	<p>NA</p>	<p>Monthly</p> <p>Quarterly</p> <p>To be defined</p> <p>Communication material produced and target</p>	<p>Communication Strategy and Media reports</p>	<p>Good cooperation with Communication officials from project stakeholders</p>

	Result chain	Indicators	Baseline	Targets	Sources / means of verification	Assumptions
				population reached per county (disaggregated by women and youth)	Communication Strategy and Media reports	

ANNEX 2: JOB DESCRIPTIONS



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Travel to Kenya
Start of Contract (EOD):	1 August 2023
End of Contract (COB):	30 October 2023
Number of Working Days:	35 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Detailed background information of the project can be found in the terms of reference (TOR) for the terminal evaluation.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country specific context; Draft list of stakeholders to interview during the field missions. Identify issues and questions to be addressed by the local technical expert 	4 days	Home-based
<p>2. Prepare an inception report, which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork. Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Guidance to the national evaluator to prepare output analysis and technical reports 	2 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<ul style="list-style-type: none"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; Division of evaluation tasks with the National Consultant. 	1 day	Via Skype/Zoom

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission to Kenya ¹⁴	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, , etc. for the collection of data and clarifications; • Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks; • Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country at the end of the mission. 	12 days	12 counties in Kenya (specific project site to be identified at inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	1 day	Via Skype/zoom
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> • Draft evaluation report. 	12 days	Home-based
7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and	<ul style="list-style-type: none"> • Final evaluation report. 	3 days	Home-based

¹⁴ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
form of the final version according to UNIDO standards.			

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in environment, energy, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Good working knowledge [in Kenya]
- Experience in the evaluation of projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National Evaluation Consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Kenya
Start of Contract:	1 August 2023
End of Contract:	30 October 2023
Number of Working Days:	30 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
Desk review	Evaluation questions, questionnaires/interview	4 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Review and analyse project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>guide, logic models adjusted to ensure understanding in the national context;</p> <p>A stakeholder mapping, in coordination with the project team.</p>		
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team, verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<ul style="list-style-type: none"> • Report addressing technical issues and question previously identified with the Team leader • Tables the present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 	6 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	2 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Conduct the translation for the Team Leader, when needed.</p>	<ul style="list-style-type: none"> • Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	12 days (including travel days)	Field

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p> <p>Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proof read the final version.</p>	<ul style="list-style-type: none"> Evaluation report prepared. 	6 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in Economics, Statistics, Agricultural Economics, or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Excellent knowledge and competency in the field of monitoring and evaluation.
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset.
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with agricultural sector in Kenya
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in Kiswahili is required.

Absence of conflict of interest:

The consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

- WE LIVE AND ACT WITH INTEGRITY:** work honestly, openly and impartially.
- WE SHOW PROFESSIONALISM:** work hard and competently in a committed and responsible manner.
- WE RESPECT DIVERSITY:** work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

- i. **WE FOCUS ON PEOPLE:** cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.
- ii. **WE FOCUS ON RESULTS AND RESPONSIBILITIES:** focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.
- iii. **WE COMMUNICATE AND EARN TRUST:** communicate effectively with one another and build an environment of trust where we can all excel in our work.
- iv. **WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

ANNEX 3: OUTLINE OF AN IN-DEPTH PROJECT EVALUATION REPORT

Abstract

Contents

Acknowledgements

Abbreviations and acronyms

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ANNEX 4: QUALITY CHECKLIST

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			

Annex 2: Evaluation Framework / Matrix

Evaluation Criteria, Indicators/Sub-questions, Data Collection Methods and Sources responding to each Evaluation Question

The ToR provides an initial list of eight key evaluation questions, which are set out in the table below. These Evaluation Questions are to be reviewed and developed by the evaluation team as part of the inception phase work on development of the evaluation framework.

Table 1- ToR Key Evaluation Questions

EQ No.	ToR Key Evaluation Questions
Q1	How well has the project performed in terms of relevance, coherence, effectiveness, efficiency, sustainability, and progress to impact?
Q2	What are the project's key results (outputs, outcomes)? To what extent have the expected results been achieved or are likely to be achieved?
Q3	To what extent does the project generate or is expected to generate higher-level effects (impact)?
Q4	To what extent will the achieved results and benefits be sustained after completion of the project (sustainability)?
Q5	What are the key drivers and barriers to achieve the long-term objectives of the project? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives?
Q6	What are the key risks (in terms of financial, socio-political, institutional and environmental risks) and how may these risks affect the continuation of results after the project ends?
Q7	Has the project addressed cross-cutting criteria (gender equality, environmental and social safeguards, human rights, and disability)?
Q8	What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

Based on these questions, the evaluation framework is set out below. The evaluation framework is presented as follows:

- i. Column 1: Evaluation Question (EQ) No., EQ Title, and Evaluation Criterion
- ii. Column 2: Judgement Criterion (JC) No. and Indicator Number
- iii. Column 3: Judgement Criterion and Indicator
- iv. Column 4: Information/evidence sources.

In addition to seeking to address the questions set out in the ToR, the evaluation framework also seeks to place an added importance on learning and lessons and insights that might be distilled from the project's implementation experience. This relates in important part to learning and lessons learned with regard to MARKUP's approach and processes and the results and impact generated, as well as how sustained impact can best be furthered (and in particular in the post-project period). The table below is a draft on judgment criteria and indicators.

Evaluation Question & Evaluation Criterion	JC & Indicator No.	Judgement Criteria and Indicators	Main Evidence Sources	
<i>EQ 1: What is the overall quality of the MARKUP project design?</i> Evaluation Criterion: QUALITY OF DESIGN	JC1.1:	<i>The quality of the MARKUP project design is satisfactory</i>		
	I.1.1.1:	Clarity and quality of identification and analysis of barriers, obstacles and drivers in the project design	Desk Interviews	Research,
	I.1.1.2:	Overall coherence of the project design (including the project logframe)	Desk Interviews	Research,
<i>EQ 2: What is the relevance of the MARKUP project to country policies and needs?</i> Evaluation Criterion: RELEVANCE	JC2.1:	<i>The MARKUP project shows good alignment with national country context, needs and policies</i>		
	I.2.1.1:	MARKUP project relevance to country policies related to agriculture and agricultural/agrifood products	Desk Interviews	Research,
	I.2.1.2:	MARKUP project relevance to country needs	Desk Interviews	Research,
	JC2.2:	<i>The MARKUP project is relevant to UNIDO and EU policies and initiatives, and to those of other key donors</i>		
	I.2.2.1:	MARKUP project relevance to UNIDO policies and strategies	Desk Interviews	Research,
	I.2.2.2:	MARKUP project relevance to EU policies and strategies	Desk Interviews	Research,
	JC2.3:	<i>The MARKUP project is relevant to MPs needs and role</i>		
	I.2.3.1:	MARKUP project relevance to MPs needs at the institutional level	Desk Interviews	Research,
	I.2.3.2:	MARKUP project relevance to Parliamentarians individual needs	Desk Interviews	Research,
	JC3.1:	<i>The MARKUP project has reached its specific objectives</i>		

Evaluation Question & Evaluation Criterion	JC & Indicator No.	Judgement Criteria and Indicators	Main Evidence Sources	
<p><i>EQ 3: To what extent has the MARKUP project achieved its targeted results?</i></p> <p>Evaluation Criterion: EFFECTIVENESS</p>	I.3.1.1:	Extent to which target outputs and outcomes achieved (general)	Desk Interviews	Research,
	I.3.1.2:	Extent to which the project has contributed to achieving the following results: <ul style="list-style-type: none"> i. An increase in capacity of producers/farmers, disaggregated by gender; ii. A strengthening of the capacity of regulatory institutions; iii. A strengthening of the capacity of County Extension Officers and Standard Experts; iv. An increase in the production of prioritized commodities in the targeted Counties; v. An increase in the number farmers/producers complying with national, regional and international market requirements; vi. An increase in exports of the targeted commodities. 	Desk Interviews	Research,
	I.3.1.3:	Overall quality of the results generated (including stakeholder views on same)	Desk Interviews	Research,
	I.3.1.4:	Extent to which gender was appropriately mainstreamed	Desk Interviews	Research,
	I.3.1.5:	Extent to which other cross-cutting issues (environmental and social safeguards, human rights, and disability) was appropriately mainstreamed	Desk Interviews	Research,
<p><i>EQ 4: Has the MARKUP project been efficiently implemented?</i></p> <p>Evaluation Criterion: EFFICIENCY</p>	JC4.1:	<i>The MARKUP project management and implementation was efficient, allowing its optimal prospects to achieve its objectives</i>		
	I.4.1.1:	Quality of project implementation management (work planning, timeliness of delivery, troubleshooting, adaptability to changes, including Covid-19, etc.)	Desk Interviews	Research,
	I.4.1.2:	Quality of project monitoring and reporting (use of SMART indicators, clear monitoring process)	Desk Interviews	Research,
		Quality and adequacy of communication (internal and external)	Desk Interviews	Research,

Evaluation Question & Evaluation Criterion	JC & Indicator No.	Judgement Criteria and Indicators	Main Evidence Sources
	I.4.1.3:	Cost-efficiency of activities implemented	Desk Interviews Research,
	JC4.2:	<i>MARKUP has provided effective support (capacity building, technical support, etc.) to target groups</i>	
	I.4.2.1:	Quality of capacity building of management and staff (operational systems, procedures and processes)	Desk Interviews Research,
	I.4.2.2:	Adequacy of capacity building and technical support to meet target groups needs	Desk Interviews Research,
<p data-bbox="76 826 427 1002"><i>EQ 5: What has been the progress to impact of MARKUP and to what extent are impacts likely to be sustained?</i></p> <p data-bbox="76 1018 349 1050">Evaluation Criterion:</p> <p data-bbox="76 1074 421 1169">PROGRESS TOWARDS IMPACT & SUSTAINABILITY</p>	JC5.1	<i>The project's key impacts have been significant and are mostly those expected</i>	
	I.5.1.1:	Extent to which impacts generated have been those targeted	Desk Interviews Research,
	I.5.1.2:	Extent to which the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term, transformational objectives	Desk Interviews Research,
	I.5.1.3:	Extent to which unexpected impacts, positive or negative, have been generated	Desk Interviews Research,
	I.5.1.4:	Extent to which impacts reflect a gender dimension (if impact/benefit for women was different to men or not)	Desk Interviews Research,
	JC5.2	<i>The project's impacts are likely to be sustained</i>	
	I.5.2.1:	Extent to which impacts generated are likely to be sustained	
	I.5.2.2:	Extent to which project has devoted sufficient focus and effort to secure sustained impact	
I.5.2.3:	Extent to which key risks (in terms of financial, socio-political, institutional and environmental risks) and how may these risks affect the continuation of results after the project ends		

Evaluation Question & Evaluation Criterion	JC & Indicator No.	Judgement Criteria and Indicators	Main Evidence Sources	
<p><i>EQ 7: Is UNIDO support to MARKUP bringing additional value?</i></p> <p>Evaluation Criterion: UNIDO-EU ADDED VALUE</p>	JC6.1:	<i>The support to the MARKUP project provided by UNIDO has brought additional value</i>		
	I.6.1.1	Extent to which UNIDO support has brought additional benefits to what would have resulted from other international institutions	Desk Interviews	Research,
	I.6.1.2	Extent to which EU support through the wider EAC Window and Regional MARKUP Programme has brought added value	Desk Interviews	Research,
<p><i>EQ 7: Is UNIDO support to MARKUP coherent with UNIDO Policies and other donors' policies and support?</i></p> <p>Evaluation Criterion: COHERENCE</p>	JC7.1:	<i>UNIDO support for the MARKUP project has been coherent with the UNIDO Policy and EU and other donors' policies and support.</i>		
	I.7.1.1	Degree of coherence with UNIDO Strategy and policies with EU and other donors' policies and support	Desk Interviews	Research,
	I.7.1.2	Degree of coherence and synergy with MARKUP Regional Programme	Desk Interviews	Research,
<p><i>EQ 8: What learning/lessons learned can be drawn from the project's implementation?</i></p> <p>Evaluation Criterion: LESSONS LEARNED</p>	JC8.1:	<i>MARKUP's implementation has generated a number of lessons learned of value for the present and the future</i>		
	I.8.1.1	Lessons learned with regard to core project management processes and performance of implementing partners	Desk Interviews	Research,
	I.8.1.2	Lessons learned with regard to MARKUP approach (w.r.t. effectiveness, strengths weaknesses)	Desk Interviews	Research,
	I.8.1.3	Lessons learned with regard to MARKUP impact optimisation and post-project sustainability prospects	Desk Interviews	Research,
	I.8.1.4	Lessons learned with regard to replication and/or scaling of the MARKUP approach	Desk Interviews	Research,

Annex 3: List of Documentation Reviewed

Note: All documents were developed for UNIDO, unless other stated.

1. Updated MARKUP Annual Report July 19-June 2020
2. MARKUP Annual Report (Updated) Feb 2020-June 2021
3. MARKUP Monthly Progress Report April-June 2019
4. MARKUP Progress report Feb 2021-May 2022
5. MARKUP Annual/Bi-Annual report July 2022-June 2023
6. MARKUP MTR letter of introduction
7. Mid Term Evaluation EU-EAC MARKUP-SIEA 2018-4216, July 2022, European Commission (SAFEGE Framework Contract Consortium)
8. Executive Summary MTR EU-EAC MARKUP programme, July 2022, European Commission (SAFEGE Framework Contract Consortium)
9. MARKUP Project Document
10. MARKUP Project Inception report December 2019
11. Report on the Knowledge Attitude and Practices – ‘End line survey on food safety communications campaign interventions of the UNIDO MARKUP Project in Kenya’, Jupiter Systems Consulting, January 2023. (Carried out for UNIDO)
12. MARKUP Contract/Financial Agreement (EU-UNIDO)
13. MARKUP (Kenya) Theory of Change
14. KAS baseline survey report
15. KAS final survey report
16. Value Chain Studies report
17. Draft impact stories
18. Project Brochure with facts and figures
19. Master table on training

Annex 4: List of Stakeholders Consulted

The list of stakeholders interviewed at national level during the evaluation is set out below.

No.	Name	Position and Organisation	Location
1	Stefano Sedola	UNIDO MARKUP Project Team Chief Technical Advisor	Italy
2	Maina Karuiru	UNIDO MARKUP Project Team	Nairobi County
3	Christine Misiko	UNIDO MARKUP Project Team	Nairobi County
4	Christina Mulindi	UNIDO MARKUP Project Team	Nairobi County
5	Stephen Wathome	EU Delegation to Kenya	Nairobi County
6	Robert Koigi	Lab Analyst, Kenya Plant Health Inspectorate Service (KEPHIS)	Nairobi
7	Aileen Kiptim	Lab Analyst, Kenya Plant Health Inspectorate Service (KEPHIS)	Nairobi
8	Pamela Kipyap	Kenya Plant Health Inspectorate Service (KEPHIS)	Nairobi
9	Collins Otieno	Horticultural Crops Directorate, Agricultural and Food Authority	Nairobi
10	George Mwaura	Kenya Bureau of Standards (KEBS)	Nairobi
11	Clarkson Agembo	Desk Team Services Department, Kenya Bureau of Standards (KEBS)	Nairobi
12	Professor Lusike Wasilwa	Professor of Molecular Biology, Director Crop Systems, Kenya Agricultural & Livestock Research Organization (KALRO)	Nairobi
13	Grace Muchemi	Acting General Manager, Analytical Services, Kenya Agricultural & Livestock Research Organization (KALRO)	Nairobi
13	Patrice Ngenga	Technical Standards and Compliance Office, Fresh Producers Exporters Association of Kenya (FPEAK)	Nairobi
14	Washington Mijele	State Department of Trade, Ministry of Trade and Industry	Nairobi
15	Ojepat Okisegere	Chief Executive Officer, Fresh Produce Consortium of Kenya (FPC)	Nairobi County

No.	Name	Position and Organisation	Location
16	Purity Naisho	Commercial Director, Interveg Exporters	Machakos County
17	Andrew Wanyama	Agronomist, Interveg Exporters	Machakos County
18	Alex Mutua	Machakos Cuntty	Goshen Exporters
19	Jonathan Bamber	Burton & Bamber Co. Ltd	Thika County
20	Evelyn Munyeti	Jade Fresh Exporters	Nairobi County
21	Jackson Katua	County focal point and farmers	Makueni County
22	Victoria Nthenya	County focal point and farmers	Kajiado County
23	David Omollo	County focal point and farmers group	Siaya County
24	Kennedy Ochieng Onyango	County focal point and farmers group	Bungoma County
25	Nicholas Kibiwot Maritim	County focal point and youth group	Uasin Gishu County
26	Ruth M Mutie	County focal point and farmers group	Nakuru County

Annex 5: Primary Data Collection Instruments

Interview Guides for MARKUP Evaluation

Interview Guide - State Department for Trade and County Governments

1. Would you say that the government has strengthened the national quality infrastructures institutions and regulatory framework and capacities at national and county government level? If so how (give some examples)
2. Small holder cooperatives are essential in strengthening the value chain approach that the current government is advocating for. How many cooperatives have been supported and strengthened and how many have been integrated into export-oriented value chains? (Focusing on the MARKUP project horticultural products)
3. Are there policies that have been formulated to address quality and safety issues at national and county level? Please cite some of them.
4. Have the public been sensitized on quality and safety issues to ensure that their products can access the export markets?
5. How has the project improved livelihood of the marginalized sections of the population?
6. On average what would you say is the proportion of smallholder enterprises that have been able to access export markets through the project's support?
7. What would you say is the one major thing that the MARKUP project had done in this country? Has revenue increased? Poverty reduced? Regional cooperation strengthened?
8. If you were to do things differently, what would you do differently about the project?
9. Are the achievements of the project likely to continue after end of the project? What systems have been put in place to sustain the project after donor support ends?
10. What, if any, do you think are the main hindrances for the project's continuity (i.e. following the end of the EU-funded project)?
11. Does the project have a multiplier effect? Can it easily be replicated in other similar counties with ease? Any exit strategy put in place to factor in sustainability of the project?
12. What were the key challenges in the approach of implementing the project through partners? And what were the benefits?

Interview Guide (Project beneficiaries, enterprises farmers' groups etc.)

1. How many members of this group are involved in horticultural farming?

No of males _____

No of females _____

Total Number _____

2. Which crops are grown by the members

Horticultural crop	Proportion of members

1. Where do members sell their produce? _____
2. What proportion of your produce is exported? _____
3. How has the project improved livelihood of the marginalized in the community that is the poor, widows, people with disability etc.
4. How is the community working towards promoting adoption of climate smart agriculture practices while growing the crops?
5. What are some of the consumer food safety interventions within the community?
6. Has there been a significant change in consumer behaviour in ensuring food safety?
Yes/No
7. If yes describe the change

RELEVANCE

8. To what extent was the project relevant to the needs of local communities?
9. Were the activities or outputs of the project consistent with i) the overall objectives and ii) the intended impacts and effects?
10. Which aspects of the project are outside the control of the project implementation actors and the beneficiary/target groups?

EFFECTIVENESS

11. Is there sufficient awareness among i) government and ii) specialist agriculture and agrifood agencies and iii) farmer and other local stakeholder groups to support the project's work in addressing key barriers and achieving its longer-term objectives?
12. Do you think the activities and outputs led to the intended effects? If so, what were some of the effects that were seen in the community?
13. To what extent were the project objectives achieved or not achieved?
14. What were the major factors influencing the achievements or non-achievements of the objectives?
15. What can you say has happened as a result of the project?
16. What were the projects most outstanding achievements?

EFFICIENCY

17. Could the same results have been achieved with fewer resources? If yes, please provide examples
18. What alternatives were available? And was value for money overall attained in the project?
19. Do you think the objectives were achieved on time? If so can you highlight some of the achievements that were realized on time? If not, what were the challenges?
20. Which implementation strategies were most successful and which ones were less successful? (What worked well, and what worked less well?)
21. How could future implementation be improved?
22. Was the time duration available for implementation sufficient to realise the expected results?

IMPACT

23. What real difference has the project made to local smallholder enterprises and farmers i.e. in terms of poverty alleviation, increasing income and exports of local produce?
24. Did the project have any spill-over effects to neighbouring counties not in the project?
25. What impact stories can we gather as a result of the project?
26. Based on your experience, what are the project's key factors/drivers in contributing to/generating the results and impacts produced?

SUSTAINABILITY OF THE PROJECT

27. Are the achievements of the project likely to continue after end of the project? What systems have been put in place to sustain the project by the communities?
28. Is there likelihood that the national government and county government will continue implementing the project activities even after closure of the project?
29. Which other local institutions can farmers and smallholder enterprises turn to for support?
30. What are the major factors which could influence the achievement or non-achievement of sustainability of the project?
31. Does the project have a multiplier effect? Do you think it can be replicated to other counties and other crops? What strategies has the community put in place to factor in sustainability?

COHERENCE

32. From your view were the project interventions in line with County interventions in the CIDP?
33. Does the intervention fit within the national and county planning framework?

34. How well did the intervention fit with other programmes at the county and national level?

LESSONS LEARNT

35. What best practices can be captured for replication in future projects or for scaling up the project?

Interview Guide - UNIDO/ Implementing Partners:

Project Relevance and Quality of Design

1. What were the major issues that informed the design of the project?
2. To what extent were the project interventions relevant and appropriate in achieving the overall objectives in the current dispensation?
3. Were the inputs and strategies identified realistic, appropriate and adequate to achieve the results?
4. To what extent did the project reflect the needs and priorities of the target groups?

Project Effectiveness

5. How did the project strengthen the national quality infrastructure's regulatory framework and capacities?
6. How did the project enhance visibility and outreach on key quality and safety issues in horticulture sectors?
7. How did the project support smallholder cooperatives and enterprises and integrate them into export-oriented value chains?
8. To what extent can you say the objectives of the project were achieved?
9. To what extent was the desired outcome for this project fulfilled?
10. What tangible results have you seen at national government level (Policy level, regulatory, and implementation actors and agencies) since the implementation of this project? Is there a gender dimension to these results?
11. What tangible results have you seen at the level of the counties since the implementation of this project? Is there a gender dimension to these results?
12. Have you witnessed improvements in (national policies, incentives for private investment, and increased budget allocations for agriculture/agrifood and related quality standards/quality infrastructure? Is there a gender dimension to these improvements?

Project Efficiency

13. Was the project output commensurate to the resources used?
14. Did the project activity overlap and duplicate other similar interventions?
15. Are there more efficient ways and means for delivering more and better results with available inputs?
16. Could a different approach have produced better results?
17. How was the project collaboration at national and county level?

18. How efficient were the management and accountability structures of the project?

Progress to Impact and Project Sustainability

19. What real difference has the project made to local smallholder enterprises and farmers i.e. in terms of poverty alleviation, increasing income and exports of local produce?
20. Did the project have any spill-over effects to neighbouring counties not in the project?
21. What impact stories can we gather as a result of the project?
22. Based on your experience, what are the project's key factors/drivers in contributing to/generating the results and impacts produced?
23. To what extent are the benefits of the project likely to be sustained after completion of the project?
24. To what extent were the recommendations given during baseline implemented?
25. How effective are the exit strategies and approaches put in place during project phase out?
26. How has the project been able to work with existing national government, county and sub-county government and other stakeholder structures in building capacity to sustain the project?

Challenges

27. What have been the main challenges that you experienced during the implementation period?
28. What have been some of the internal and external obstacles to project implementation?
29. In your opinion what would you say are some of the possible areas of improvements in case the project is to be upscale to other areas?

Facilitating factors

30. What would you consider as facilitating factors that made the project achieve the results?

Project lessons learnt

31. What have been the lessons learned from this implementation?
32. With the insight and knowledge gained from the project implementation, if you could go back in time, what things would you change and why?
33. What would you consider as some of the best practices that may need to be scaled up to other projects in future?

Recommendations

34. Any recommendations for future similar projects?



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