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Final Report on the

**Technical support to the Result
Based Monitoring System
for USEGY10005
Upgrading the medicinal &
Aromatic Value Chain access to
Export markets Egypt**

May - July 2011

MDF Training & Consultancy



Final Report on the

**Technical support to the Result Based
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for USEGY10005
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Value Chain access to Export markets
Egypt**

May - July 2011

**MDF Training & Consultancy
August, 2011**

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1. Introduction

During the months May, June and July 2011 MDF has delivered several services to support the Capacity Development on the Monitoring System and practices of the USEGY10005 Upgrading the medicinal & Aromatic Value Chain access to Export markets, Egypt. The services were organised and delivered by MS Heleen Reedijk (MDF) in Vienna and in Egypt.

Deliverables of the assignment:

1. Logical framework revised, causal chain made explicit & KPIs defined;
2. Draft M&E manual available
3. Standard KPI's elaborated for the UNIDO projects (14) supported in Egypt

2. The approach and flow of the assignment

The results of the assignment are achieved through a participatory process that the consultant has undertaken with the MAP project staff and staff of other UNIDO supported projects. The assignment had the following sequence of steps:

1. Briefing in Vienna to prepare mission in Egypt. Deskstudy of relevant documents
2. Logical framework revised, causal chain made explicit & KPIs defined, and reporting requirements specified in Egypt. The MAP staffs were present during 3 days to elaborate the up-date of the logical framework and set the outline of the Monitoring framework.
3. Project staff trained on the monitoring system and National staff trained in Monitoring needs and procedures in Egypt during 2 days. During the 2 days the standard KPI's were elaborated.
4. Debriefing meeting undertaken in Vienna. Main conclusions, recommendations and findings of the monitoring process (workshop and training) in Egypt were shared with staff in Vienna to enable embedding of the results in the organizational practices.
5. Distant advice provided and M&E manual to the SC submitted, the M&E manual in place. Consultant coordinated, guide and provide input for the finalization of the M&E manual through skype and email.

3. Achievement of the results of the assignment

- Through a participatory process the logical framework of the MAP project has been up-dated. The result is presented in annex 1.
- The draft monitoring manual has been elaborated for the MAP project and presented in annex 2.
- The UNIDO national staff in Egypt have elaborated draft Key Performance Indicators. The result is presented in annex 3.

ANNEXES

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Annex 1 Logical Framework MAP project

		Indicators	Means of verifications	Assumptions/risks
<u>Impact</u>	Better social welfare through better income generation for the value chain members with increased employment opportunities	<ul style="list-style-type: none"> - % increase in aggregate per unit land productivity of MAP products in the targeted governorates (basket of selected MAP products) - % increase in national average prices relative to international prices of individual crops exported - % increase in volume of export (tons) - Increase of new job opportunities created throughout the MAP value chain 	<ul style="list-style-type: none"> - Baseline survey report - Survey - National statistics (Ministry of Agriculture, Ministry of Foreign Trade and Industry, CAPMAS) 	
Outcome/ Objective 1	Upgraded supply chain for the project beneficiaries in terms of linkages, productivity, quality and compliance to TBT/SPS requirements	<ul style="list-style-type: none"> - Decrease in number of rejections for the MAP products in country at exporters gate - Decrease in number of rejections for the MAP products at export gate - % increase in per unit productivity of MAP products for the project beneficiaries (3 levels) in the targeted governorates 	<ul style="list-style-type: none"> - Data about rejections - Questionnaire 	<ul style="list-style-type: none"> - Government is committed to support MAP project - The demand for MAP projects is still relevant and increasing
Output 1.1	(4) MAP Service Centres established closed to concentrated production areas to provide sustainable advisory services to supply chain members	<ul style="list-style-type: none"> - Newly recruited staff and consultants in line with demand - Low rate of staff turnover - High satisfaction level of the clients of the centre - The centres are recognized as a reference point 	<ul style="list-style-type: none"> - Client Registration Form - Client Response Form - Better Practices Evaluation Form - Questionnaire 	<ul style="list-style-type: none"> - MAP service centers are recognized and used by the clients.

		Indicators	Means of verifications	Assumptions/risks
		<p>and an information centre by relevant stakeholders (mainly the value chain member)</p> <ul style="list-style-type: none"> - Increase in number of services provided by the service centre - Increase in the number of new clients benefitting from the centre - Number of times ‘already’ existing clients are served - Better ‘practices’ are implemented by SMEs (managerial, manufacturing, agriculture, hygiene) - The level/degree of implementing the self financing plan of the service centres (subject to discussion) 	<ul style="list-style-type: none"> - Activity Reports - Analyzing existing documents (TORs, recruitment documents, financial documents) 	
<p>Activities 1.1</p>	<ul style="list-style-type: none"> - Establish infrastructure of the centers - Prepare organizational structure/system - Recruit technical and administrative staff of the centers - Establish portfolio and implementation plan of technical and training services to different categories of beneficiaries in the supply chain (pre-farm and post-farm gate) - Implement intensive capacity building programs for the center’s workforce including training of trainers and on the job - Involve the center workforce in the implementation of the technical activities to project beneficiaries - Monitor the service provision process and implement corrective actions where necessary - Develop performance evaluation programs - Establish sustainability plan of the centers 			

		Indicators	Means of verifications	Assumptions/risks
Output 1.2	(10) final processors /exporters capacity build in: productivity, quality, food safety and traceability (post-farm gate)	– Increase in number of production facilities that apply new safety and quality practices	– Assessment Tool/Checklist	
Activities 1.2	<ul style="list-style-type: none"> – Conduct a diagnostic study on existing processing facilities/ exporters and identify upgrading needs – Provide technical assistance, coaching and training on identified upgrading needs – Conduct training programs on common production key issues and on updated technologies – Upgrade quality and food safety management systems at beneficiary processors – Improve and refine the “one-step-back” traceability systems to reach individual supplying farms 			
Output 1.3	Capacity of major pre-processors / local traders (20 SMEs) upgraded in terms of GMP/GHP, production and handling techniques (post-farm gate)	<ul style="list-style-type: none"> – Increase in number of training provided to pre- processors /local traders – Increase in number of production facilities that apply new technologies or quality and safety measures 	– Assessment Tool/Checklist	– The capacities build to major pre processors and local traders are recognized and give an added value to the supply chain products
Activities 1.3	<ul style="list-style-type: none"> – Conduct a technical study to propose and evaluate different technical solutions for effective transport, storing, drying, extraction and pre-processing of fresh MAPs under hygienic conditions – Organize study tours to India and China transfer knowledge and experiences on MAP drying, extraction and pre-processing technologies from other countries (technology transfer) – Establish feasible model nontraditional drying and pre-processing facility in cooperation with project partners – Demonstrate the model facility to relevant stakeholders and promote for replication – Link pre-processors with credit lines available for upgrading their facilities. – Assist beneficiaries through the MAP centers on implementing effective quality assurance programs and monitoring critical moisture levels throughout the supply chains to eliminate product contamination – Provide training and advisory services through the MAP centers on best practices in drying, extraction and pre-processing with focus on GMP/GHP and reduction of post harvest losses 			

		Indicators	Means of verifications	Assumptions/risks
	<ul style="list-style-type: none"> – Demonstrate the model facility to relevant stakeholders and promote for replication – Assist beneficiaries through the MAP centers on implementing effective quality assurance programs and monitoring critical moisture levels throughout the supply chains to eliminate product contamination – Provide training and advisory services through the MAP centers on best practices in drying, extraction and pre-processing with focus on GMP/GHP and reduction of post harvest losses 			
Output 1.4	<p>Capabilities of growers in up to 35,000 acres (50% of MAP production area) upgraded in terms of production, handling and food safety practices and responsiveness to demanded varieties (pre-farm gate)</p>	<ul style="list-style-type: none"> – Increase in number of training provided to pre- processors /local traders – % increase in net income of MAP products for the beneficiaries – Cultivating new demanded varieties by the beneficiaries – Applying GAP to their MAP crops 	<ul style="list-style-type: none"> – Survey – Questionnaire – Analyzing training documents 	<ul style="list-style-type: none"> – There is sufficient land/ha available for growers to produce more MAP products. – There is sufficient labour available for increase production
Activities 1.4	<ul style="list-style-type: none"> – Evaluate current practices adopted and identify existing gaps and bottlenecks. – Prepare an overall plan for training and technical assistance and identify short term experts needed. – Conduct class-room and field trainings by the project's national and international experts. – Prepare technical manuals for each of the MAP crops that include all technical details on production, harvest and post-harvest handling including food safety – Conduct field trials with the assistance of project experts to improve quality of seeds and propagation materials and introducing new varieties and techniques in cooperation with participating growers. – Follow up visits through the MAP-SCs technical staff to assure the implementation of recommendations provided by the experts. 			
Outcome/ Objective 2	<p>Increasing the business size through offering new products and create market opportunities by strengthening SMEs capacities in product development and value addition</p>	<ul style="list-style-type: none"> – Increase in number of new products introduced (value added) – Increase in the solutions provided through technical requests received by the project 	<ul style="list-style-type: none"> – Analyzing existing data about technical assistance 	<ul style="list-style-type: none"> – Supportive government policies are in place – Agro industrial development and export is still a priority in Egypt

		Indicators	Means of verifications	Assumptions/risks
		<ul style="list-style-type: none"> (requests for technical assistance) – % Increase of exports of new value added products (Business Side) 	<ul style="list-style-type: none"> – Product Development Form – Client Response Form – GOEIC – Export Council 	
Outputs 2.1	Portal: available and accessible information for business opportunities	<ul style="list-style-type: none"> – Increase in number of visitors (by IP) – Positive feedback from users (SMEs)- usefulness/appreciation by users / number of users – Increase in products covered in the catalogue – Frequency of updates (twice a year) 	<ul style="list-style-type: none"> – Online Evaluation Form – Online updating records – New material uploaded 	<ul style="list-style-type: none"> – Value chain members have internet access
Activities 2.1	<ul style="list-style-type: none"> – Assist local SMEs in assessing opportunities for product development with respect to value addition with focus on supplementary foods, cosmetics, perfumes and natural medicines – Gather and disseminate information on applicable standards and product requirements (including product specifications, quality standards, packaging, labeling etc.) with a view to increase SME awareness of global market requirements 			
Outputs 2.2	Technical assistance provided on value addition	<ul style="list-style-type: none"> – Quality of technical assistance offered – Number of product development projects implemented with beneficiaries 	<ul style="list-style-type: none"> – Client Response Form – Product Development Form 	<ul style="list-style-type: none"> – SME will apply the the technical skills and use the acquired knowledge to give added value to the business.
Activities 2.2	<ul style="list-style-type: none"> – Provide technical support on product development and upgrading production technologies to accommodate value adding processes and introducing technologies related to improving energy, water and environmental management – Organize study tours to Europe and the USA to transfer knowledge and experiences on value addition techniques, product development, final 			

		Indicators	Means of verifications	Assumptions/risks
	processing and packaging and assess demand for new MAP products. – Provide credit advisory services to beneficiary SMEs based on the assessment of available credit lines, and assist SMEs in preparing business plans in order to convert project ideas into bankable projects			
Outcome/ Objective 3	Position of Egyptian MAP products enhanced in export markets	<ul style="list-style-type: none"> – Increase of level of satisfaction of existing international buyers – Increase in level of perception of potential buyers against quality of MAP products from Egypt 	<ul style="list-style-type: none"> – Questionnaire (online/by phone/ during international fairs and exhibitions / study tours suggested sample of 20 buyers) 	<ul style="list-style-type: none"> – The government continuous to focus on agricultural export strategies – Promotion of government to exporters
Outputs 3.1	Export/origin consortium established	<ul style="list-style-type: none"> – Has a governance structure operational – Increase in numbers of joint actions among the members – Ownership phasing out to financial sustainability 	To Be Discussed in Vienna	<ul style="list-style-type: none"> – Egyptian supply chain members acknowledge the importance of being organized in a consortium
Activities 3.1	<p>3.1.1 Inception (3 months): presentation of the consortium initiative to target project partners and beneficiaries, establishment of baselines, identification of core partners and beneficiaries.</p> <p>3.1.2 Gather local and destination specs and standards in addition to target customer preferences</p> <p>3.1.3 Foster investment and technology promotion in cooperation with UNIDO Network and other relevant institutions to implement promotional campaigns, matchmaking activities and business trade ventures to introduce the MAP sector as an attractive investment/trade option</p> <p>3.1.4 Assist the consortium in the implementation of its first joint pilot activities (other than export promotion): implementation of joint marketing tools (website, brochure, etc.), label and packaging design, implementation of specifications and certification process, registration of collective brand (geographical indication or collective/certification mark), etc. Facilitate links of the consortium with support institutions for the co-funding of their joint activities.</p> <p><i>Activities at the institutional level</i></p> <p>3.1.5 Organize awareness building activities, on the consortia approach and the importance of adding value to traditional products of regional origin, for representatives of public and private institutions (Ministries, Chambers of Commerce, Sector Associations, Technical Centers, etc.: individual and group meetings, workshops.</p> <p>3.1.6 Identify public and private institutions interested at promoting consortia and at supporting their activities.</p>			

		Indicators	Means of verifications	Assumptions/risks
	<p>3.1.7 Organize training course/s for representatives of previously identified institutions on consortia development and value addition to traditional products of regional origin. Participants in the course/s will be trained on how to define and implement within their institutional mandate policies and actions conducive to consortia development and promotion of traditional products of regional origin.</p> <p>3.1.8 Organize training course/s for representatives of public and private organizations and individuals actively involved in the project (counterpart, representatives of sector associations, SME managers, export consultants, etc.). Participants in the course/s will be trained on how to promote and guide the process of consortia establishment and development.</p> <p>3.1.9 Identify, among existing support schemes available in Egypt, those that might be used by consortia for the implementation of their joint activities Advise national partner institutions on the most appropriate financial and technical incentive schemes and regulatory framework to promote consortia and traditional products of regional origin.</p>			
Outputs 3.2	Linkages with buyers improved	<ul style="list-style-type: none"> – Number of active linkages – Number of new business deals achieved through project interventions – Number of new markets entered by project beneficiaries – Indicators used by SIPPO 	<ul style="list-style-type: none"> – B2B follow-up forms – Mission follow-up forms – Survey 	<ul style="list-style-type: none"> – Established linkages are used to improve businesses.
Activities 3.2		<ul style="list-style-type: none"> – Introduce the developed brand to potential customers in export markets (using UNIDO and other networks) jointly with trade and investment promotion activities – Link existing and potential exporters with global buyers and retailers with focus on Global Food Safety Initiative (GFSI) members – Conduct match-making activities and support the identification of potential partners for business ventures jointly with trade and investment promotion efforts – Provide support for the preparation of promotional events and participation in trade fairs – Monitor brand equity and its effect on leveraging existing export prices and conduct supporting activities where necessary – Coordinate efforts with other international initiatives supporting trade capacity building and investment promotion, such as SIPO and CBI and link beneficiary SMEs to their services 		
Outputs 3.3	Quality mark / Egyptian Brand for MAP products developed, and recognized at export markets	<ul style="list-style-type: none"> – Acceptance/implementation level of Egyptian exporters 	<ul style="list-style-type: none"> – Survey 	<ul style="list-style-type: none"> – Branding is recognized in the market as valuable.

		Indicators	Means of verifications	Assumptions/risks
		<ul style="list-style-type: none"> – Number of international buyers demanding products with quality mark 		
<p>Activities 3.3</p>	<ul style="list-style-type: none"> – Conduct a benchmarking study on brand development in collaboration with other institutions – Develop brand compliance criteria based on best practices including product specifications and production and handling practices – Identify roles of stakeholders including Government, operators, brand governing body and inspection and auditing partners – Assist the consortium to develop an export strategy during the inception phase – Promote for the benefit of the branding process among Egyptian operators and exporters – Finalize agreement with accreditation and inspection partner(s) and oversee the certification process – Launch and disseminate a pilot brand through the export consortium 			

Annex 2 Monitoring and Evaluation Manual (53 pages)**Upgrading the Medicinal and Aromatic
Plants Value Chain:
Access to Export Markets****Monitoring and Evaluation Manual**

Egypt, Cairo

June 2011

Draft Version**Publication Date:**

This Manual has been produced by the Medicinal and Aromatic Plants (MAP-US/EGY/10/005) Project: "Upgrading the Medicinal and Aromatic Plants Value Chain - Access to Export Markets", with support from **Heleen Reedijk, MDF Training & Consultancy BV**.

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Annex 3 KPI for UNIDO projects

Policy level	No. of new incentive schemes introduced (taxes)	(Newly) enforced policies and standards	Newly introduced Financial Packages			
Sustainability	Financial sustainability of services offered					
Business Side	No. of new markets penetrated and existing markets sustained	No. of beneficiaries applying new technologies	Per unit productivity (sectoral – regional) % of raw material (resource efficiency)	Level of satisfaction of beneficiaries of services (using scale)	No. of newly applied standards (regarding policy level)	Financial sustainability of services offered
Institutional side	Time of providing service (serving time for client)	No. of stakeholders involved / ownership Supply chain involvement of stakeholder	No. of new operational service providers supported by UNIDO	Improvement in quality of services offered by service providers (using scale and technical check)	Supply chain involvement of stakeholders	
Cross-Cutting						

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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1. Introduction

This manual is prepared to support the Monitoring and Evaluation (M&E) System designed for “Upgrading the Medicinal and Aromatic Plants Value Chain: Access to Export Markets” project. The system, and the manual in turn, aims at supporting decision makers at different levels to access the project’s progress towards its goals at various phases of implementation. In addition, the M&E system allows the donor and other supporting parties to assess the ultimate impact of the project as stated in the project’s document.

The owner of this manual is basically represented by the Steering Committee which is in charge of agreeing upon work plans, resource allocations and progress reporting. The Steering Committee, with representatives of the Ministry of Trade and Industry/ Council of Technology and Innovation Centers (chair), Ministry of Agriculture and Land Reclamation, SECO, UNIDO, ETRACE and Industrial Modernization Center monitor project implementation and progress over the project life time.

The whole description, background along with the Logical Framework of the Medicinal and Aromatic Plants (MAP-US/EGY/10/005) Project: “Upgrading the Medicinal and Aromatic Plants Value Chain - Access to Export Markets” has been stated in the project document prepared earlier. The project document states also that there is a need to develop an M&E Manual for the MAP project, as it is stated that:

“A monitoring and evaluation system will be established to determine progress towards results, compare actual activities to the work plan, and suggest necessary changes. It will also assess and measure performance indicators and level of achievement of each output/outcome. It will also reveal lessons learnt and thus ensuring efficiency and effectiveness of proceeding project activities.”

In this regard, this manual will include:

- A brief description of the MAP project’s objectives, impact and beneficiaries
- Guiding principles on Monitoring and Evaluation
- Defining responsibilities of Monitoring and Evaluation
- Stating all impact, outcome and output indicators
- Defining all data sources that will be used to come up with the stated indicators
- Defining all information products (reports and other written documentation)
- Defining the way the M&E system will be managed, including data auditing and supervision, roles and responsibilities, as well as M&E work planning.

Thus, the M&E Manual has been created under the mandate of the MAP (US/EGY/10/005) Project mandate.

2. Project: Upgrading the Medicinal & Aromatic Plant Value Chain – Access to export markets

Egypt has been producing and exporting Medicinal and Aromatic Plants (MAP) products for many years. However, the Egyptian MAP sector suffers from poor conditions of the produce in terms of quality and safety standards, lack of professional advisory services, in addition to a highly underdeveloped value chain. These factors negatively affect the position of Egyptian MAP products in export markets and consequently the bargaining power of Egyptian exporters, in addition to high level of rejections due to nonconformity to TBT/SPS requirements. The MAP exports generate revenues of approximately US\$ 100 Million, representing about 10% of the total processed food export in Egypt. The Egyptian Processed Food Sector Strategy included the Herbs and Spices as one of the 9 subsectors considered in the "Opportunities and Benchmarking" section. Above that 80% of MAP production is located in Upper Egypt which is considered a priority development area by the Government of Egypt. Being labor intensive, the MAP sector employs more than 140,000 workers, in addition to other supporting manpower.

Objectives

The project aims at raising the position and competitiveness of Egyptian MAP products in export markets and developing its internal supply chain. This will be based on integrated development strategies of three pillars:

1. To improve productivity of the (10) selected supply chain members by improving the quality of the supply chain process and end products. The products will be in compliance to TBT/SPS requirements throughout the supply chain. This will be achieved through establishing 4 MAP service centers affiliated to the Agriculture and Agro-Industries Technology Center (Etrace). These centers will provide sustainable advisory services to supply chain members and upgrading the capacities of pre-farm and post-farm gate SMEs;
2. To increase the business size through offering new products and create market opportunities by strengthening SME capacities in product development and value addition. The main target in this endeavor is to make available information for potential business opportunities and by providing technical assistance to the SME; and
3. SME from the MAP value chain have improved access to export markets. This objective will be achieved through the establishment of an export/origin consortium and by improving linkages between the SME and the buyers. The MAP project will also enforce compliance criteria, branding and competitive pricing strategies.

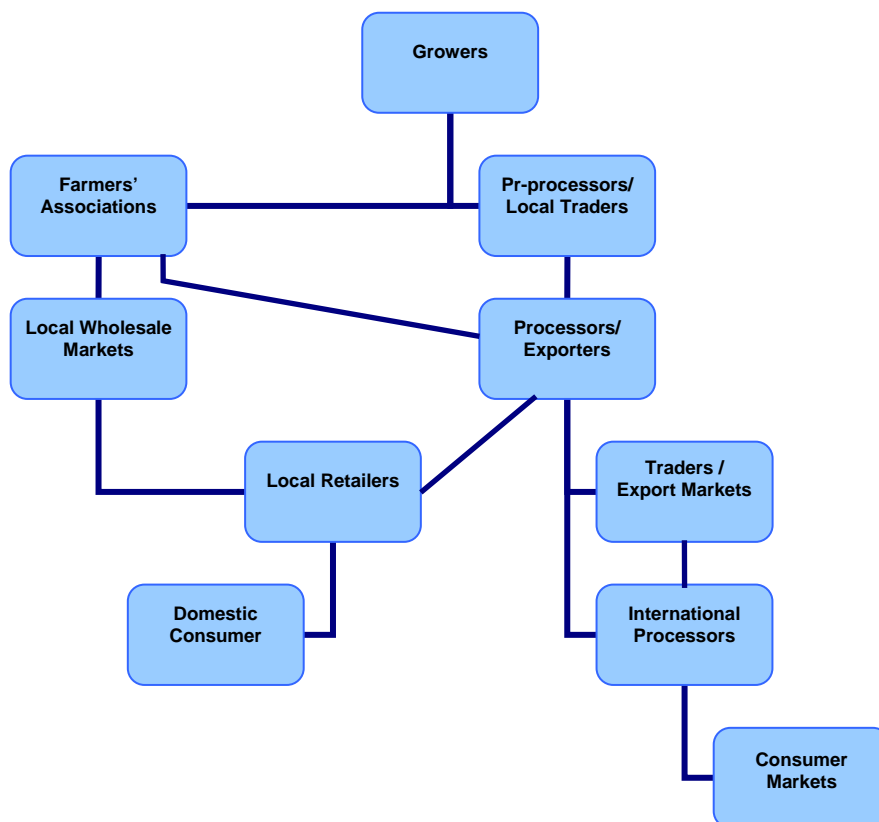
Impact

The Project will adopt UNIDO trade-capacity building approach, which coincides with SECO policies for the developing countries, providing institutional capacity building, equipment and training. The proposed activities will impact a large number of small out-growers and SMEs through improving their access to markets, creating new job opportunities and thus contributing to an improved social welfare.

Beneficiaries

The MAP value chain is mapped in the following figure. The main local players are the growers, pre-processors/local traders and final processors/exporters. This applies to the two main final products **dried herbs/spices** and **essential oils** that are in both cases exported mainly in bulk. These players overviewed below:

Analysis of Egyptian Medicinal & Aromatic Plants Value Chain



Growers

The majority of the MAPs are cultivated by small growers in the so called “old land” at the Nile Valley. The ownership is highly fragmented, and the average farm size is less than one acre. **15% of the Egyptian production volume** are (informally) linked to local markets, or are informally linked to local markets. Typically these small farmers are engaged in cultivation of medicinal plants resulting in

relatively poor quality and in product contamination^{1 2}. There is very few large scale growers who achieved vertical integration in the value chain and implement good agricultural, collection, handling and manufacturing practices reaching the exporting stage.

Pre-processors/local traders

Pre-processors/traders collect the production from different small growers. There are over 300 of such suppliers. For **herbs and spices**, the pre-processors conduct drying, basic cleaning and screening operations, separate the products according to quality and sell them to processors/exporters. In some cases, they receive the produce already dried from the growers. As for **essential oils** the pre-processors/local traders receive fresh produce and perform oil extraction operations in small units. In both cases, the pre-processing facilities are located in the middle of the cultivation areas and are characterized by very poor manufacturing and hygiene conditions. There is a crucial need for the adoption of GMP/GHP³.

Processors/Exporters

This category is responsible for the bulk of the final processing and exports. A few of them have their own farming operations but cannot fulfill their processing and export demand. Thus, all of them depend to a great extent on the supply from the traders. In general, this group suffers from contamination of purchased produce and tries to overcome this problem by strict analysis and quality control measures of the incoming material. It is worth noting that the 10 largest processors/exporters have a share of 80% of the total exports.

3. Guiding Principles on Monitoring and Evaluation

I. Defining Monitoring and Evaluation

Monitoring and evaluation practices are relevant to the different management levels of the project. These include not only the implementing agency but also value chain members, donors and counterparts⁴.

¹ World Development Indicators 2007. World Bank www.worldbank.org

² A market analysis study on the Egyptian Herbs and Spices sub sector Dec. 2006- GTZ, AFC GmbH

³ Good Manufacturing Practices / Good Health Practices

⁴ From CBL I. Monitoring and Evaluation: practical relevance, module 8

Overall, Monitoring and Evaluation is a tool to:

1. *Enhance the accountability* of the implementing agency in the use of donor and public funds.
2. *Improve efficiency and effectiveness* by providing information that allows correcting or optimizing the implementation strategy. In a nutshell, M&E helps the implementing agency take the following questions:
 - a. Are we doing things right? Is the achievement of outputs, time and resource efficient? How can outputs be improved?
 - b. Are we doing the right thing? Are activities appropriate to reach the set objectives? How can the initiative's strategy be improved?
 - c. Are assumptions valid? What changes in the strategy are required to mitigate risks?

Thus, M&E practices serve as a management tool that supports the implementing agency in decision-making on time and resource allocations, prioritization of activities, as well as on the design of strategies to increase outreach and impact.

3. *Prove impact* by disseminating information on achievements and drawing recommendation on the application of the methodology that can contribute to policy development. For the implementing agency M&E is an opportunity to share results and lessons learned. Donors and counterparts, that are concerned with decisions on policy priorities and funds allocation, will need to learn about the development impact of a cluster initiative and its relevance vis-à-vis other private sector development approaches. This implies that M&E should not be seen as a unilateral and top-down exercise led by the implementing agency, rather as a participatory process, where transparency on expectations and results will encourage dialogue among stakeholders and bolster their buy-in.

Monitoring

Monitoring involves the organized collection, analysis and assessment of data on the results of the programme and the changes in its environment. It provides a continuous indication of whether the chosen objectives promise to be successful or whether adaptations should be made. Monitoring activities will be used to collect, analyze and record data within the project. The monitoring data collection methods will be adapted to the context specific situation, and with the active participation of partners. Progress reports will be subject of discussion and decision taking in the various management meetings. The reporting on the different result levels (output, outcome and impact) and the analysis of the data will be done according to standardized reporting formats. An important element of the reporting is the assessment of the performance of the projects and programme according established indicators.

Result focus

The project has a strong focus on results, defined as those changes that can be attributed to the project. The results of the project are formulated in a logframe (Annex 1) as outputs, outcomes and impact and measured through indicators. The applied monitoring methodology employed by the project will generate clear data.

The main function of the result based monitoring is to support effective and efficient steering of the programme and to stimulate dialogue on the chosen intervention strategies within the management teams and its supervising bodies, especially with regard to regular operation planning and budgeting. Beyond this, it promotes the learning processes (knowledge management) and lays the foundation for reliable accountability to the donor and all the relevant stakeholders of the programme.

Performance Measurements through Indicators

To enhance progress measurements, the results (output, outcome, impact) will be compared with the indicators listed in the project's Logical Framework and the selected Key Performance Indicators (KPI's) listed in Annex 2. The indicators enable the measurement of the programme's effectiveness, context and risks.

The monitoring methodologies are based on the indicators of the programme. The indicators support monitoring data collection and indicate whether the programme is performing and showing progress towards the achievement of the results. The planning indicators of the Logical Framework have been (and will be) translated into baseline data to indicate the starting point of the project's results to be achieved and mile stones to follow, actually enabling tracking performance. This data will reveal the performance between the initial phase (before) and final phase (after) of the project. So it is possible to make judgments about the quality and development of the results.

Evaluation

Evaluation exercises will be done as a mid-term review and at the end of the project, a final evaluation will be conducted. The evaluation will assess the success of the project against the five DAC Criteria Evaluation Quality Standards: relevance, impact, sustainability, effectiveness and efficiency.

Recommendations resulting from these evaluations will enable the various management levels of the project to improve and steer the project.

II. M&E System

A grounded M&E system is based on two main components⁵ which are

1. A well-defined plan with indicators; and
2. Methodologies and tools to assess and attribute change.

The M&E system of the project enables to measure performance and changes that can be attributed to the project in a systematic and regular interval. To enable comparison and systemized ways of collecting and comparing data, reporting periods are set, formats are standardized and the appropriate data collection methods are selected. The M&E system needs to be intranet based with a user friendly data entry interface that enables easy access and interaction with the data needed at any time. This applies specially for the service centers that are placed in Upper Egypt governorates.

The project needs to systematically keep track of all the M&E data produced. To avoid the problem that the collection of M&E data is becoming a database where all documents are up-loaded, the project has developed an effective and efficient M&E system. The M&E system will systematically collect and track verifiable qualitative and quantitative data and translate it into valuable management information. This system will be accessible to all project staff; ensuring transparency and promoting the sharing of experiences, best practices and lessons learned.

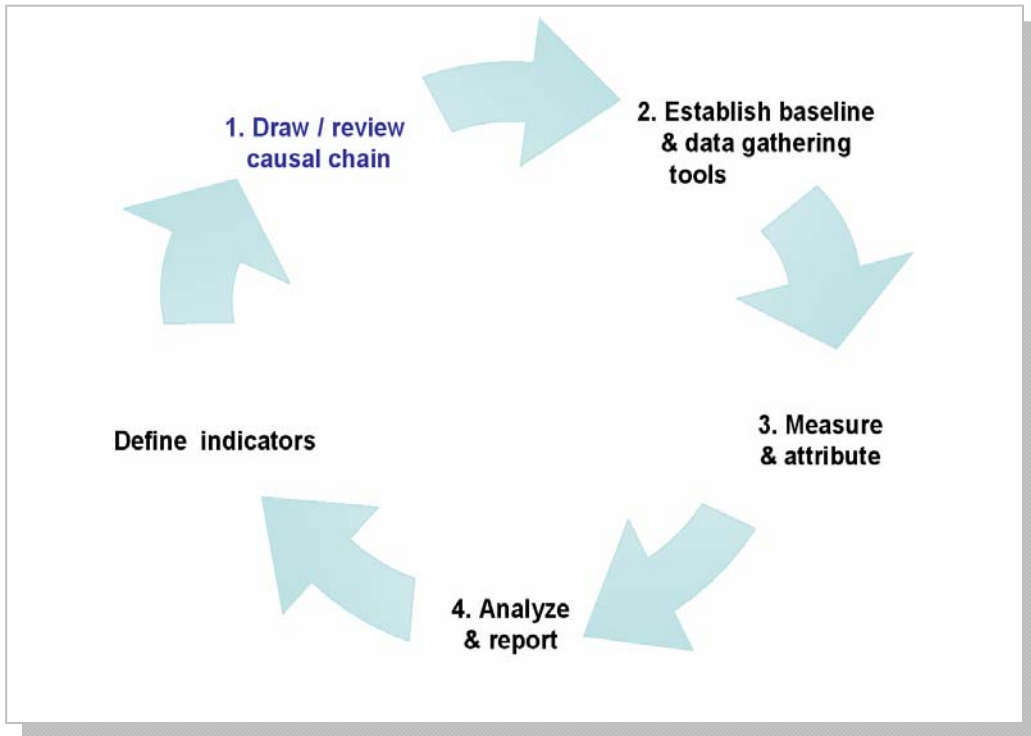
The M&E process exists of 4 steps:

1. Produce data
2. Check data
3. Analyze and aggregate data
4. Correct/steer the program based on the data

The M&E data produced follows a standard list of monitoring and evaluative questions which will be linked to the indicators. The quality and quantity of the data is checked and analyzed and aggregated at the appropriate level. The results of the analyses will be used for steering/to make corrections in the project.

⁵ This section is based on the DCDE publications "Measuring Achievements in Private Sector Development".

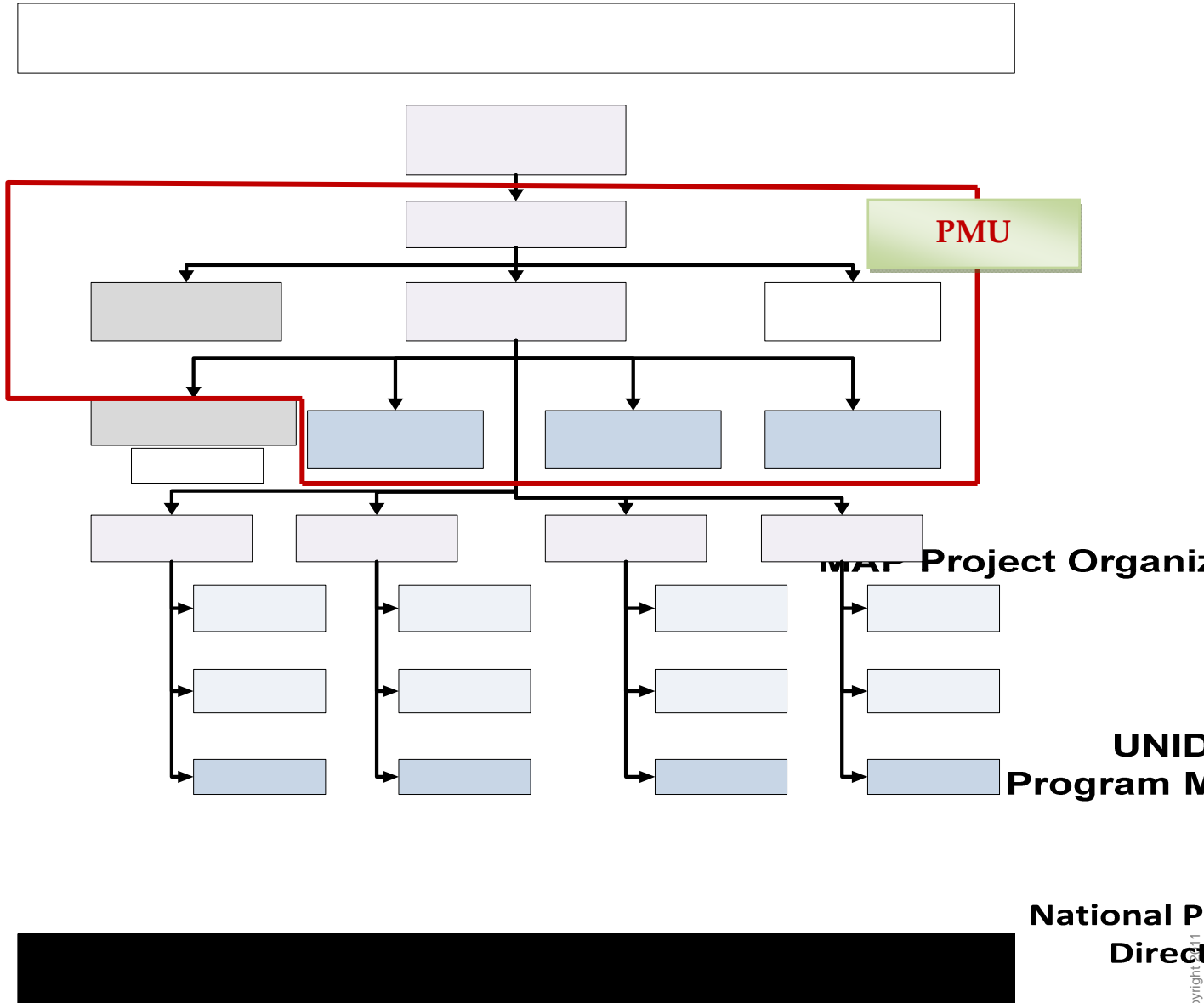
M&E Cycle



4. Responsibilities for M&E

I. Organizational Structure

The following diagram depicts the MAP project organizational structure.



As illustrated in the chart, the structure is based on two main layers; the first layer is based in Vienna and represented by “UNIDO Program Manager”, while the second is represented by the Project Management Unit (PMU) which represents the dynamo of the project and encompasses almost all the technical and managerial tasks of the project.

One other important entity affecting the organization decision making process and flow of information is the Steering Committee. Following is a brief description of the Steering Committee role and representatives, as well as the responsibilities of each position in the above organizational chart.

Steering Committee

The project's steering committee will be constituted of 8 members. Representatives of the Ministry of Foreign Trade and Industry/ Council of Technology and Innovation Centers

- Ministry of Agriculture and Land Reclamation
- Swiss State Secretariat (SECO)
- United Nations Industrial Development Organization (UNIDO)
- Agribusiness Technology Center (ATC)
- Industrial Modernization Center (IMC)
- Representative of the private sector/agricultural export council (chosen during the first SC meeting)
- Representative of growers from an NGO (chosen during the first SC meeting)

During its first meeting the Steering Committee will choose one suitable representative of the private sector and a suitable representative of growers from an NGO which will then be members of the Steering Committee.

Its duties include:

- Monitoring project implementation.
- Agreeing upon work plans and budget revisions
- Agreeing upon resource allocations
- Reporting of progress

The Steering committee meetings are convened at least twice a year by UNIDO. UNIDO will invite members at least a 5 working days prior to the meeting and attach an agenda to the invitation. Minutes will be taken by UNIDO, shared with Steering Committee members within 2 working days after the meeting for approval via email by SECO and the MFTI. Upon need and in urgent matters, UNIDO may call for urgent meetings or ask for decisions or approvals via email pass through.

Ad-hoc participation of representatives of NGOs (final processors/exporters), Agricultural Export Council (AEC), Chamber of Food Industries (CFI), Union of Producers and Exporters of Horticultural Crops (UPEHC), Food Technology Center (FTC), academia and consumer associations, would be determined for each meeting as deemed necessary.

Project Management Unit

The Project Management Unit will comprise of:

- National Project Advisor
- National Project Director
- National Technical Coordinators (2-3)
- Monitoring and Evaluation Officer
- Executive Secretary

Their duties and responsibilities are outlined in according Terms of Reference.

PMU meetings were held on a weekly or every two weeks basis discussing past, current and future activities, their progress and outcomes.

The duties and responsibilities of the Project Management Unit are:

- Reporting progress and bottlenecks to Steering Committee
- Submitting relevant reports as outlined
- Suggesting work plans and budget revisions to Steering Committee for approval
- Recruitment of Short Term Consultant (according to recruitment procedures herein)
- Assistance in recruitment of International Short Term Consultants
- Weekly review of project activities

UNIDO Program Manager

UNIDO Program Manager is responsible for the overall implementation of the project. He/she is in charge of approving activities and expenditures; identifying and recruiting international experts; approving recruitment of national experts; reporting project progress to donor and the Egyptian government; providing technical and managerial support and coaching to project staff; approving technical/financial inputs for the Steering Committee. He/she receives monthly progress report for the project achievements.

National Program Director

National Program Director (NPD) reports to UNIDO Program Manager. The NPD is in charge of reviewing and submitting monthly reports for submission and clearance to the UNIDO UR on financial and operational aspects and consolidating all information available on activities carried out and expenditures. He/she cooperate with Deputy Joint Program Manager in the preparation of monthly reports for UNIDO, and of activity reports required by Joint Program Manager, in addition to preparing final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations.

The NPD main duties and responsibilities are divided between Technical Delivery and Program Support as follows:

A. Technical Delivery

- Provide technical advice on overall project directions and policies
- Develop new ideas, initiatives and sub-activities in line with project work plan to strengthen the process of technical delivery
- Supervise the administrative management of the project in coordination with UNIDO Regional Office in Cairo and Egyptian Government.
- Assure quality of delivered technical services at development and implementation stages
- Review manuals, technical studies, and progress reports
- Provide technical inputs to sub-contracted services
- Assure linkages of project activities with project outcomes and outputs
- Maintain and update a coherent system of technical information serving the project activities and monitoring and evaluation framework
- Liaise with Egyptian and international technical institution to ensure technical validity and adaptability of project activities
- Supervise monitoring and evaluation activities
- Travel to UNIDO's HQs and to other countries upon request

B. Program Support:

- Facilitate administrative affairs of the project at UNIDIO Headquarters and Regional Office
- Ensure coordination on technical matters with other projects and with public and private stakeholders as well as on research matters with universities and research groups
- Establish and maintain links and synergies with other relevant UNIDO projects and initiatives inside and outside Egypt
- Provide technical inputs to the elaboration and implementation of promotional activities within UNIDO framework
- Supervise monitoring and evaluation activities

Monitoring and Evaluation Officer

The Monitoring and Evaluation Officer (M&E Officer) works under the supervision of the NPD and in close collaboration with other members of the PMU. The M&E Officer shall submit monthly reports to the NPD on monitoring and evaluation aspects, consolidating all information available on activities carried out and expenditures. In addition to: assisting the NPD on the preparation of monthly and activity reports required by UNIDO, funding bodies and stakeholders; preparing monitoring reports, analyzing them for impact evaluation and identifying with other team members the causes of potential bottlenecks in project implementation; preparing a final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations. Duties and responsibilities of the M&E Officer include:

- Establish and manage the project monitoring and evaluation system in line with UNIDO monitoring and evaluation framework
- Assist the Program Management in the identification of KPI's and report on them using suitable statistical methods
- Collect all necessary data needed for the preparation of monthly, quarterly and annual reports on project activities
- Follow-up with colleagues the visit schedules of the consultants and the delivery of the produced reports
- Prepare research tools of different surveys and technical assessments
- Identify the need and draw up the TORs for specific project studies.
- Perform regular field evaluations on the quality of the services delivered and activities conducted through questionnaires, phone calls and field visits to beneficiaries and stakeholders
- Review monitoring reports, analyze them for impact evaluation and identify the causes of potential bottlenecks in project implementation.
- Collaborate with staff and implementing partners on qualitative and quantitative monitoring to provide relevant information for ongoing evaluation of project activities, effects and impacts
- Carry out specific programme-related assignments requested by NPC

National Project Coordinator

The National Project Coordinator (NPC) acts under the supervision of the NPD and UNIDO Project Manager and in close coordination with PMU. The NPC is in charge of maintaining proper record keeping system for all related documents, records, reports, studies,...etc; preparing monthly activity reports including activities carried out, achievements, analysis of lessons learned and recommendations; preparing final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations; contribute and participate in the Monitoring and Evaluation system and the results based reporting system of UNIDO. Duties and responsibilities of the NPC include:

A. Project Coordination

- Coordinate all project related activities as per the project action plans, this will include, but not limited to, missions of international experts, study tours, field work, training and workshops, meetings, recruitment and procurement activities.
- Supervise and coach the project team (Technical coordinators and agronomists) and manage their daily, weekly and monthly plans. Provide technical guidance, support and training as needed.
- Deliver and organize training sessions and awareness seminars related to the project for the project team as well as the project counterparts.
- Support the project manager and the national program coordinator in the overall planning, reporting and management of the project.
- Supervise the field technical functions and maintain close contacts with counterparts, project partners and beneficiaries, local experts and equipment and service suppliers.
- Participate in all related meetings, field visits, workshops, and training activities planned and organized under the project.
- Undertake field administrative functions through close contacts with the Government/counterparts, local equipment suppliers; accelerate the selection of national experts; local purchase of equipment, selection of study travelers for study tours, fellows for fellowships; with close cooperation and according to the local UNIDO administrative procedures
- Assist in the elaboration of the promotional material for the Programme (Brochures, newsletter, advertisement, etc.).
- Establish a coherent system of information covering each activity of the project, including project impact indicators (institutions and enterprises), and transmit the required details to UNIDO and the National Programme Directors/Focal Points as required;
- Establish and maintain the required relations and exchange of information with the local authorities, private sector institutions, enterprises, support institutions and other development partners;
- Carry out specific programme-related assignments given by UNIDO Project Manager.

B. Technical delivery

- Overall supervision of technical activities including training, technical assistance and study tours;
- Supervise the preparation, conduction, and analysis of surveys, needs assessments, evaluations and technical studies;
- Assist in the identification process of potential beneficiaries;

-
- Participate in specific trainings and technical assistance activities as applicable;
 - Manage the identification process of short-term national and international consultants and follow-up on the implementation of developed action plans;
 - Responsible for development and management of technical studies in close coordination with other project stakeholders.

MAP Sector International Expert

MAP sector Experts join the project occasionally in line with the ongoing demand. Experts are contracted throughout different phases of the project implementation starting from the inception phase. The expert is in charge of providing the PMU with the appropriate technical assistance needed to support project implementation and offer the relevant information and data needed.

Technical Officer

The Technical Officer (TO) reports to the NPC and works in close collaboration with other members of the PMU. He/she participates in coordinating project technical activities with project stakeholders and beneficiaries. The TO is in charge of submitting monthly reports to the NPC on operational aspects, consolidating all information available on activities carried out and expenditures; assisting the NPC on the preparation of monthly reports to UNIDO, and of activity reports required by funding bodies and stakeholders; preparing monitoring reports, analyzing them for impact evaluation and identifying the causes of potential bottlenecks in project implementation; and preparing a final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations. Duties and responsibilities of the TO include:

- Assist in the selection process of beneficiaries and in drawing up the TORs for specific project activities
- Prepare visit schedules of the consultants and follow-up its implementation
- Provide office and technical support to missions and field work of project staff and consultants
- Follow-up the preparation process of technical tools, material and training manuals
- Assist in the design and conduction of studies and surveys
- Provide direct technical assistance to national stakeholders and beneficiaries
- Organize and coordinate workshops and technical events
- Coordinate the field activities with MAP service centres
- Follow- up on project matters with public and private stakeholders
- Conduct monitoring and evaluation activities as required

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- Carry out specific programme-related assignments requested by NPC

MAP Service Centre Manager

The MAP Service Centre (SC) Manager reports to the NPC and works in close collaboration with other members of the PMU. He/she is responsible of managing the SC activities in Upper Egypt. The SC Manager is in charge of preparing monthly reports for submission and clearance to the NPC on financial and operational aspects, consolidating all information available on activities carried out and expenditures; preparing the report for NPC including activities carried out, achievements, analysis of lessons learned and recommendations and including facts and figures worth consideration; preparing a final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations. Duties and responsibilities of the MAP SC Manager include:

- Supervise the administrative management of the SC in coordination with NPC
- Assist NPC in the coordination of the project activities among Growers & Pre-Processors in Minya
- Monitor the progress of the project field activities, and report on the achievements of the Service Center workplan
- Facilitate and coordinate field studies and surveys
- Establish and maintain the required relations and exchange of information with the local authorities, private sector, enterprises, support institutions and other development partners at field level
- Prepare the SC annual work plans in line with the overall project plan
- Manage the implementation of training and technical assistance activities at field level, including farm production, good agriculture and collection practices, post-harvest and pre-processing activities, etc.
- Manage extension programs provided by the SC team
- Activate and maintain the cooperation with other relevant initiatives and institutions at field level
- Coordinate local purchase of equipment and services related to the service center
- Carry out specific programme-related assignments requested by NPD

Service Centre Officer

The MAP Service Centre (SC) Officer-Field Agronomist reports to the SC Manager and works in close collaboration with other members of the MU. He/she will be coordinating the SC technical activities. The Field Agronomist is in charge of submitting monthly reports to the SC Manager on operational aspects, consolidating all information available on activities carried out and expenditures; assisting the SC Manager on the preparation of monthly reports to NPD; preparing a final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations. Duties and responsibilities of the Field Agronomist include:

- Identify groups of potential beneficiaries entitled to participate project technical activities
- Identify with the assistance of project consultants the real needs for farmers and farmer groups in terms of technical services and training programs.
- Coordinate the technical visits for project consultants and prepare technical report for each visit.
- Follow up the implementation of all consultants' recommendations in the field during production, harvest and postharvest stages.
- Work with farmers to manage and improve crop production, fertilization, irrigation, integrated pest management techniques and make efficient use of agricultural inputs
- Develop and maintain relationships with suppliers, farmers, traders, and governmental & non-governmental actors at local community level.
- Gather and disseminate information on market trends, production methods, varieties, production supplies and quality & food safety management systems.
- Assist in implementing the project communication strategy within the local community
- Provide extension services and facilitate communication between advisors and producers
- Prepare technical reports and follow up records
- Perform other ad-hoc duties as required
- Carry out specific programme-related assignments requested by the SC Manager and the NPC

Executive Secretary

The Executive Secretary supports all financial management and administrative tasks of the project. He/she offers admin support including keeping recruitment documents, reports, minutes of meeting, etc.

II. Levels of Steering of the Alliance

The focus of M&E on the different levels is as follows:

1. **Programme/Strategic level:** M&E focus on outcomes and impact of the MAP programme;
2. **Project Coordination:** M&E focus on outputs and their contribution to outcomes of the MAP programme
3. **Implementation/ Field Level:** M&E focus on activities and outputs.

All activities of the MAP project are organized and implemented under a clear project structure (see above). For every output, elaborated in the logical framework of the MAP project a MAP staff member is responsible for the organization (planning, monitoring, reporting and evaluation) and the achievement of that particular output. The project director and the UNIDO counterpart are responsible for the achievement of the outcomes and the contribution of the outcomes to the impact level of the MAP project. The project director is responsible for the Monitoring and Evaluation and reporting of the overall project achievements.

The first level to undertake corrective actions is at the level of the project outputs. The staff member responsible for a particular output is entitled to take all corrective actions needed within the Term of Reference of the project annual work plan. In case the staff member is not able to deliver the agreed results within the agreed time or budget this will be discussed with the MAP NPC. The MAP NPC on this level is not entitled to overrule the NPD but is responsible to find a solution within the frame of the annual plan. The NPC is responsible to implement solutions. Only in case a structural problem appears for a NPC in not delivering the agreed results, the NPD will report this to the steering committee on strategic level. The steering committee will, together with the NPD, the NPC, discuss the corrective action. The NPC is responsible to implement this corrective action. In case the NPC is not able to do so, the steering committee is entitled, according their mandate to stop or change the project and adjust the plan or NPC to achieve the planned results.

5. Monitoring

I. Monitoring of the MAP Project

All monitoring activities are embedded in the regular MAP work plans. Monitoring activities are 'simple' and standardized in a way that the data can be easily collected analyzed and processed in order to be comparable and track performance over time. The selected data collection methods are clearly defined and supported by formats, procedures and is internet based. The MAP project has developed a performance based Monitoring and Evaluation system that tracks and reports on the identified results (output, outcomes and impact) with the help of Key Performance Indicators. The M&E activities will track the performance of the programme and reflect on its effectiveness and efficiency and make adjustments as possible.

Monitoring activities will be used to collect, analyze and record data within the project. The selected monitoring data collection methods are adapted to the context specific situation. However, the reporting and the analysis of the data will be done according standardized reporting formats. The important elements of the reporting is the integrated tracking of the performance of the projects according:

1. Key Performance Indicators – milestones (from the MAP logical framework)
2. Context, Assumptions and risks.
3. Sustainability
4. Lessons learned / reflection

The monitoring reports will be subject of discussion and decision taking (steering) in the (regular) different steering meetings that are established during the planning of the programme.

II. Monitoring of the Key Performance Indicators

The monitoring data collected is based on the elaborated KPI's. Annex (2) provides an overview of the KPI's identified in the logical framework. There are KPI's developed at the different result levels of the logical framework of the MAP project: Impact, Outcome and Outputs.

- **Impact**

The indicators at impact level will be monitored 1x per year. The data collection methods identified for this level consists of both primary and secondary data. The primary data will be collected at through a survey covering the 3 levels of the chain members. Whereas, the secondary data will be collected at different relevant institutes, including:

- Ministry of Industry and Foreign Trade
- Ministry of Agriculture and Land Reclamation
- Export Council

-
- UN comtrade

The secondary data collected will be compared with primary data that will be collected at the level of the value chain members. Value chain members are MAP's primary source to report on the different levels of impact of the project.

- **Outcomes**

The indicators at the 2 outcome levels will be monitored and measured, almost, at an interval of 2 to 3 times per year. The data collection methods identified for measuring the outcomes are mainly primary data collection methods (qualitative/quantitative). Specific surveys and questionnaires will be developed, by the M&E officer, to enable to track achievement of the progress towards the outcomes. To support and triangulate this data will be checked with the data analysis from existing project data, produced over time. Monitoring of the outcome levels will be a separate project activity. Since the project is accountable for the achievement of the outcomes, the monitoring of this level will be the responsibility of the National Program Director and the Counterpart (UNIDO) in Vienna.

- **Outputs**

The indicators at the different outputs levels will be monitored by the field staff under the supervision of the National Project Coordinator. Output monitoring is embedded in the regular project activities undertaken by staff. This to avoid that monitoring becomes an add-on to project staff and seen as an 'extra burden'. Data collection methods selected for the monitoring of the output levels are simple and cost effective as they are integrated in regular project activities. Standardized forms, questionnaires ...etc, will be elaborated to support the collection of specific output data. The M&E officer will take an important responsibility for the elaboration and the correct application of the forms.

- **The Baseline data**

Collection of baseline data will be implemented to provide updated, context-specific information to ensure that the future activities of the project deliver optimal results. Baseline data will be the starting point for measuring progress of the project and, as such, will be a crucial reference for monitoring, evaluation and planning processes.

Baseline data will be designed and collected by the project team representing the PMU. Data will be basically collected through field surveys, in line with questionnaires addressing some technical experts in the MAP field. The core questions to be addressed in the baseline will be designed by NPC and M&E Officer, and will focus on the key output, outcome and impact indicators presented in Annex (2). The results of the baseline will be used to further plan specific interventions delivered by the project and identify where support can be offered.

- **Milestones**

The information generated by the baseline study will be used to refine planning and monitoring and generate additional lower-level indicators and milestones. The data will also support project staff in setting clear milestones for the entire scope and duration of the project intervention.

III. Monitoring of the context

The MAP project will take place in a constantly changing context, the dynamics of which cannot be predicted. The collection of data about the project context, particularly the assumptions and risks identified in the logical framework, is therefore central to the MAP's M&E. Data as well as information on changing contextual factors will be presented and discussed at each management meeting. This routine will be part of the internal reporting to the different steering levels (implementing, project and strategic).

The following instruments are used to manage different assumptions and risks:

1. Risks and assumptions at the different levels of the outputs and outcomes will be regularly checked and revised. Monitoring activities will embed the monitoring of the assumptions and risks according these indicators (Annex 2).
2. Integrated reporting on risks within the management structure of the MAP project, as part of the reporting formats.

The risks and assumptions to be monitored and their indicators are listed in Annex III

IV. Sustainability

The sustainability of this Project can be viewed at the level of each objective.

Objective 1: Sustainability of the 4 MAP SCs is supported by the fact, that they will be branch offices of ETRACE. ETRACE is now officially part of the Technology Development Sector of the MTI and has a key mandate by the Government to upgrade agro-industrial value chains. The MAP-Service Centers need little resources to keep functioning after project completion. Costs will be covered through collected fees from buyers/exporters benefiting from the supplier development program through an ascending cost sharing mechanism. A similar scheme was successfully implemented by HEIA for export of horticultural crops.

Above that ETRACE business model and sustainability is defined by the MTI which states that staff/running costs are totally covered by generated income for services. ETRACE management must comply with this principle. Referring to the cost analysis of income and expenditures of the service centers after project completion in section 4.1 it is feasible that the generated income to cover running costs, given that the NATIONAL EXPERT TEAM will not be existent by then and the center's staff will have gained expertise. Furthermore incoming revenue from the drying facility in Minya will serve as additional revenue to the centers allowing for future initiatives and strengthening its role in the development and upgrade of the sector.

The capacity upgrade resulting in increased quality and safety of products as well as complying with international standards will set a benchmark at the national level for all supply chain members. This will be maintained by the demand side. Working close with local farmers and export associations as well local agriculture schools will ensure long term capacity building in the MAP supply chain.

Objective 2: Sustainability of the product development and value addition should be ensured by the approach taken, as the products chosen depend on a market analysis and

are demand driven. Processors and exporters will have learned methodologies for product development during technical assistance provided by the project and will be able to respond to market demands efficiently and effectively. The enhancement of the position in export markets will also be regulated by the market and establishment of a brand/mark for MAP. The export/origin consortium and the developed market access program will be the basis for sustainability after project completion.

In general upgrading the sector and increasing the efficiency of the MAP supply chain will have an economic and environmental impact. Reducing waste, pesticide, herbicide and water use will on the one hand preserve water and soil resources are preserved and increase economic efficiency of the sector. This will sustain income of supply chain members ensuring the demand for center services, and hence its revenues.

V. Data collection methods for monitoring

Basically mixed methods are used in the M&E system to ensure the internal and external validity of the data. Both quantitative and qualitative data is sought through a mix of methods, where possible qualitative data will be quantified. The MAP project will make use of secondary data and primary data collection

Secondary data sources that are being used by the MAP project includes:

- Ministry of Industry and Foreign Trade
- Ministry of Agriculture and Land Reclamation
- Export Council
- UN comtrade

The following data collection methods have been selected for the collection of primary data of the MAP project.

- Survey
- Questionnaire
- Data from the field
- Interviews with relevant stakeholders/value chain members

6. Evaluation

I. Evaluation of the MAP project

The project will be subject to a mid-term tripartite review (joint review by the Government, the executing agency (UNIDO) and the donor) and a terminal review at the end of the project. The draft terminal report shall be prepared sufficiently in advance to allow review and technical clearance by UNIDO and SECO; the review will address the sustainability status of the service centers established under the project.

II. Evaluation methods

The focus of the mid-term and final evaluation of the MAP projects will be at the level of the 3 results levels: outputs, outcomes and impact.

Mid-Term Evaluation will be done after 2 years of the project. It is considered a meta-plan evaluation which will assess the overall project achievements against the 5 DAC criteria (impact, sustainability, relevance, efficiency and effectiveness). The evaluation will be done by an external team of consultants.

Final, Meta Evaluation will be conducted at the end of the project according to the 5 DAC criteria (impact, sustainability, relevance, efficiency and effectiveness). This evaluation will be done by an external team of consultants.

The MAP project takes place in a complex arena of multi-actor dynamics, unpredictable and shaped by the context. Therefore, the MAP project has identified qualitative and quantitative evaluation methods that assess the result areas that can be attributed to the project. The methods selected for the evaluations are:

- **Case Studies**, specific relevant cases are selected to measure the effectiveness of the Alliance programme.
- **Rapid appraisal**; an approach to data collection that is based on the combination of different techniques like secondary data collection, (group) interviews, visual observation and measurement.
- **Surveys**; surveys will be used to support the quantification of the results of the programme.

To assure reliability of the evaluation data the evaluation makes use of a combination of methods during each evaluation: triangulation.

III. Use of Evaluations

7. Reporting

Reports and responsibilities of these are displayed in the table below:

Document	Prepared by	Submitted to
Activity Report	Task Owner	Monitoring and Evaluation Officer
Weekly Report	Monitoring and Evaluation Officer and National Project Coordinator	Project Management Unit
Monthly Report	Monitoring and Evaluation Officer and National Project Coordinator	UNIDO
Quarterly Report	Monitoring and Evaluation Officer and National Project Coordinator and UNIDO	SECO
Mid Term Report	PMU, UNIDO, MFTI, SECO	Steering Committee/ SECO
Final Evaluation Report	PMU, UNIDO, MFTI, SECO	Steering Committee/ SECO

Annex (1): Logical Framework MAP project

		Indicators	Means of verifications	Assumptions/risks
<u>Impact</u>	Better social welfare through better income generation for the value chain members with increased employment opportunities	<ul style="list-style-type: none"> – % increase in aggregate per unit land productivity of MAP products in the targeted governorates (basket of selected MAP products) – % increase in national average prices relative to international prices of individual crops exported – % increase in volume of export (tons) – Increase of new job opportunities created throughout the MAP value chain 	<ul style="list-style-type: none"> – Baseline survey report – Survey – National statistics (Ministry of Agriculture, Ministry of Foreign Trade and Industry, CAPMAS) 	
Outcome/ Objective 1	Upgraded supply chain for the project beneficiaries in terms of linkages, productivity, quality and compliance to TBT/SPS requirements	<ul style="list-style-type: none"> – Decrease in number of rejections for the MAP products in country at exporters gate – Decrease in number of rejections for the MAP products at export gate – % increase in per unit productivity of MAP products for the project beneficiaries (3 levels) in the targeted governorates 	<ul style="list-style-type: none"> – Data about rejections – Questionnaire 	<ul style="list-style-type: none"> – Government is committed to support MAP project – The demand for MAP projects is still relevant and increasing
Output 1.1	(4) MAP Service Centres established closed to concentrated production areas to provide sustainable advisory services to supply chain members	<ul style="list-style-type: none"> – Newly recruited staff and consultants in line with demand – Low rate of staff turnover – High satisfaction level of the clients of the centre 	<ul style="list-style-type: none"> – Client Registration Form – Client Response Form – Better Practices Evaluation Form – Questionnaire 	<ul style="list-style-type: none"> – MAP service centers are recognized and used by the clients.

		Indicators	Means of verifications	Assumptions/risks
		<ul style="list-style-type: none"> - The centres are recognized as a reference point and an information centre by relevant stakeholders (mainly the value chain member) - Increase in number of services provided by the service centre - Increase in the number of new clients benefitting from the centre - Number of times 'already' existing clients are served - Better 'practices' are implemented by SMEs (managerial, manufacturing, agriculture, hygiene) - The level/degree of implementing the self financing plan of the service centres (subject to discussion) 	<ul style="list-style-type: none"> - Activity Reports - Analyzing existing documents (TORs, recruitment documents, financial documents) 	
Activities 1.1	<ul style="list-style-type: none"> - Establish infrastructure of the centers - Prepare organizational structure/system - Recruit technical and administrative staff of the centers - Establish portfolio and implementation plan of technical and training services to different categories of beneficiaries in the supply chain (pre-farm and post-farm gate) - Implement intensive capacity building programs for the center's workforce including training of trainers and on the job - Involve the center workforce in the implementation of the technical activities to project beneficiaries - Monitor the service provision process and implement corrective actions where necessary - Develop performance evaluation programs - Establish sustainability plan of the centers 			
Output 1.2	(10) final processors /exporters capacity build in: productivity, quality, food	<ul style="list-style-type: none"> - Increase in number of production facilities 	<ul style="list-style-type: none"> - Assessment 	

		Indicators	Means of verifications	Assumptions/risks
	safety and traceability (post-farm gate)	that apply new safety and quality practices	Tool/Checklist	
Activities 1.2	<ul style="list-style-type: none"> – Conduct a diagnostic study on existing processing facilities/ exporters and identify upgrading needs – Provide technical assistance, coaching and training on identified upgrading needs – Conduct training programs on common production key issues and on updated technologies – Upgrade quality and food safety management systems at beneficiary processors – Improve and refine the “one-step-back” traceability systems to reach individual supplying farms 			
Output 1.3	Capacity of major pre-processors / local traders (20 SMEs) upgraded in terms of GMP/GHP, production and handling techniques (post-farm gate)	<ul style="list-style-type: none"> – Increase in number of training provided to pre-processors /local traders – Increase in number of production facilities that apply new technologies or quality and safety measures 	<ul style="list-style-type: none"> – Assessment Tool/Checklist 	<ul style="list-style-type: none"> – The capacities build to major pre processors and local traders are recognized and give an added value to the supply chain products
Activities 1.3	<ul style="list-style-type: none"> – Conduct a technical study to propose and evaluate different technical solutions for effective transport, storing, drying, extraction and pre-processing of fresh MAPs under hygienic conditions – Organize study tours to India and China transfer knowledge and experiences on MAP drying, extraction and pre-processing technologies from other countries (technology transfer) – Establish feasible model nontraditional drying and pre-processing facility in cooperation with project partners – Demonstrate the model facility to relevant stakeholders and promote for replication – Link pre-processors with credit lines available for upgrading their facilities. – Assist beneficiaries through the MAP centers on implementing effective quality assurance programs and monitoring critical moisture levels throughout the supply chains to eliminate product contamination – Provide training and advisory services through the MAP centers on best practices in drying, extraction and pre-processing with focus on GMP/GHP and reduction of post harvest losses – Demonstrate the model facility to relevant stakeholders and promote for replication – Assist beneficiaries through the MAP centers on implementing effective quality assurance programs and monitoring critical moisture levels throughout the supply chains to eliminate product contamination – Provide training and advisory services through the MAP centers on best practices in drying, extraction and pre-processing with focus on GMP/GHP 			

		Indicators	Means of verifications	Assumptions/risks
	and reduction of post harvest losses			
Output 1.4	Capabilities of growers in up to 35,000 acres (50% of MAP production area) upgraded in terms of production, handling and food safety practices and responsiveness to demanded varieties (pre-farm gate)	<ul style="list-style-type: none"> - Increase in number of training provided to pre- processors /local traders - % increase in net income of MAP products for the beneficiaries - Cultivating new demanded varieties by the beneficiaries - Applying GAP to their MAP crops 	<ul style="list-style-type: none"> - Survey - Questionnaire - Analyzing training documents 	<ul style="list-style-type: none"> - There is sufficient land/ha available for growers to produce more MAP products. - There is sufficient labour available for increase production
Activities 1.4	<ul style="list-style-type: none"> - Evaluate current practices adopted and identify existing gaps and bottlenecks. - Prepare an overall plan for training and technical assistance and identify short term experts needed. - Conduct class-room and field trainings by the project's national and international experts. - Prepare technical manuals for each of the MAP crops that include all technical details on production, harvest and post-harvest handling including food safety - Conduct field trials with the assistance of project experts to improve quality of seeds and propagation materials and introducing new varieties and techniques in cooperation with participating growers. - Follow up visits through the MAP-SCs technical staff to assure the implementation of recommendations provided by the experts. 			
Outcome/ Objective 2	Increasing the business size through offering new products and create market opportunities by strengthening SMEs capacities in product development and value addition	<ul style="list-style-type: none"> - Increase in number of new products introduced (value added) - Increase in the solutions provided through technical requests received by the project (requests for technical assistance) - % Increase of exports of new value added products (Business Side) 	<ul style="list-style-type: none"> - Analyzing existing data about technical assistance - Product Development Form - Client Response Form - GOEIC - Export Council 	<ul style="list-style-type: none"> - Supportive government policies are in place - Agro industrial development and export is still a priority in Egypt

		Indicators	Means of verifications	Assumptions/risks
Outputs 2.1	Portal: available and accessible information for business opportunities	<ul style="list-style-type: none"> – Increase in number of visitors (by IP) – Positive feedback from users (SMEs)- usefulness/appreciation by users / number of users – Increase in products covered in the catalogue – Frequency of updates (twice a year) 	<ul style="list-style-type: none"> – Online Evaluation Form – Online updating records – New material uploaded 	<ul style="list-style-type: none"> – Value chain members have internet access
Activities 2.1	<ul style="list-style-type: none"> – Assist local SMEs in assessing opportunities for product development with respect to value addition with focus on supplementary foods, cosmetics, perfumes and natural medicines – Gather and disseminate information on applicable standards and product requirements (including product specifications, quality standards, packaging, labeling etc.) with a view to increase SME awareness of global market requirements 			
Outputs 2.2	Technical assistance provided on value addition	<ul style="list-style-type: none"> – Quality of technical assistance offered – Number of product development projects implemented with beneficiaries 	<ul style="list-style-type: none"> – Client Response Form – Product Development Form 	<ul style="list-style-type: none"> – SME will apply the the technical skills and use the acquired knowledge to give added value to the business.
Activities 2.2	<ul style="list-style-type: none"> – Provide technical support on product development and upgrading production technologies to accommodate value adding processes and introducing technologies related to improving energy, water and environmental management – Organize study tours to Europe and the USA to transfer knowledge and experiences on value addition techniques, product development, final processing and packaging and assess demand for new MAP products. – Provide credit advisory services to beneficiary SMEs based on the assessment of available credit lines, and assist SMEs in preparing business plans in order to convert project ideas into bankable projects 			
Outcome/ Objective 3	Position of Egyptian MAP products enhanced in export markets	<ul style="list-style-type: none"> – Increase of level of satisfaction of existing international buyers – Increase in level of perception of potential buyers against quality of MAP products from Egypt 	<ul style="list-style-type: none"> – Questionnaire (online/by phone/ during international fairs and exhibitions / study tours suggested sample of 20 buyers) 	<ul style="list-style-type: none"> – The government continuous to focus on agricultural export strategies – Promotion of government to exporters

		Indicators	Means of verifications	Assumptions/risks
Outputs 3.1	Export/origin consortium established	<ul style="list-style-type: none"> – Has a governance structure operational – Increase in numbers of joint actions among the members – Ownership phasing out to financial sustainability 	To Be Discussed in Vienna	<ul style="list-style-type: none"> – Egyptian supply chain members acknowledge the importance of being organized in a consortium
Activities 3.1	<p>3.1.1 Inception (3 months): presentation of the consortium initiative to target project partners and beneficiaries, establishment of baselines, identification of core partners and beneficiaries.</p> <p>3.1.2 Gather local and destination specs and standards in addition to target customer preferences</p> <p>3.1.3 Foster investment and technology promotion in cooperation with UNIDO Network and other relevant institutions to implement promotional campaigns, matchmaking activities and business trade ventures to introduce the MAP sector as an attractive investment/trade option</p> <p>3.1.4 Assist the consortium in the implementation of its first joint pilot activities (other than export promotion): implementation of joint marketing tools (website, brochure, etc.), label and packaging design, implementation of specifications and certification process, registration of collective brand (geographical indication or collective/certification mark), etc. Facilitate links of the consortium with support institutions for the co-funding of their joint activities.</p> <p><i>Activities at the institutional level</i></p> <p>3.1.5 Organize awareness building activities, on the consortia approach and the importance of adding value to traditional products of regional origin, for representatives of public and private institutions (Ministries, Chambers of Commerce, Sector Associations, Technical Centers, etc.: individual and group meetings, workshops.</p> <p>3.1.6 Identify public and private institutions interested at promoting consortia and at supporting their activities.</p> <p>3.1.7 Organize training course/s for representatives of previously identified institutions on consortia development and value addition to traditional products of regional origin. Participants in the course/s will be trained on how to define and implement within their institutional mandate policies and actions conducive to consortia development and promotion of traditional products of regional origin.</p> <p>3.1.8 Organize training course/s for representatives of public and private organizations and individuals actively involved in the project (counterpart, representatives of sector associations, SME managers, export consultants, etc.). Participants in the course/s will be trained on how to promote and guide the process of consortia establishment and development.</p> <p>3.1.9 Identify, among existing support schemes available in Egypt, those that might be used by consortia for the implementation of their joint activities Advise national partner institutions on the most appropriate financial and technical incentive schemes and regulatory framework to promote consortia and traditional products of regional origin.</p>			
Outputs 3.2	Linkages with buyers improved	<ul style="list-style-type: none"> – Number of active linkages – Number of new business deals achieved through project interventions – Number of new markets entered by project 	<ul style="list-style-type: none"> – B2B follow-up forms – Mission follow-up forms 	<ul style="list-style-type: none"> – Established linkages are used to improve businesses.

		Indicators	Means of verifications	Assumptions/risks
		beneficiaries – Indicators used by SIPPO	– Survey	
Activities 3.2	<ul style="list-style-type: none"> – Introduce the developed brand to potential customers in export markets (using UNIDO and other networks) jointly with trade and investment promotion activities – Link existing and potential exporters with global buyers and retailers with focus on Global Food Safety Initiative (GFSI) members – Conduct match-making activities and support the identification of potential partners for business ventures jointly with trade and investment promotion efforts – Provide support for the preparation of promotional events and participation in trade fairs – Monitor brand equity and its effect on leveraging existing export prices and conduct supporting activities where necessary – Coordinate efforts with other international initiatives supporting trade capacity building and investment promotion, such as SIPO and CBI and link beneficiary SMEs to their services 			
Outputs 3.3	Quality mark / Egyptian Brand for MAP products developed, and recognized at export markets	<ul style="list-style-type: none"> – Acceptance/implementation level of Egyptian exporters – Number of international buyers demanding products with quality mark 	– Survey	– Branding is recognized in the market as valuable.
Activities 3.3	<ul style="list-style-type: none"> – Conduct a benchmarking study on brand development in collaboration with other institutions – Develop brand compliance criteria based on best practices including product specifications and production and handling practices – Identify roles of stakeholders including Government, operators, brand governing body and inspection and auditing partners – Assist the consortium to develop an export strategy during the inception phase – Promote for the benefit of the branding process among Egyptian operators and exporters – Finalize agreement with accreditation and inspection partner(s) and oversee the certification process – Launch and disseminate a pilot brand through the export consortium 			

Annex (2): M&E Plan Matrix

Information Concerning	WHAT?	HOW?				
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
<p>Impact</p> <p>Better social welfare through better income generation for the value chain members with increased employment opportunities</p>	<p>– % increase in aggregate per unit land productivity of MAP products in the targeted governorates (basket of selected MAP products)</p>	<p>– Questionnaire addressed to Technical Committee members (Primary)</p> <p>– Survey covering MAP growers in the targeted governorates</p>	<p>Once/Year</p>	<p>– Project representative in the Technical Committee (for committee’s inputs)</p> <p>– Technical Officers</p> <p>– Service centers’ recruited agronomist+ outsourcing, as needed</p> <p>– M&E Officer</p>	<p>– Questionnaire/Survey Design & Analysis: M&E Officer</p> <p>– Frequency: Once/Year</p>	<p>National Project Director</p>
	<p>– % increase in national average prices relative to international prices of individual crops exported</p>	<p>– Questionnaire addressed to Technical Committee members (Primary)</p>	<p>Once/Year</p>	<p>– Project representative in the Technical Committee (for committee’s inputs)</p> <p>– Technical Officers</p>	<p>– Questionnaire/Survey Design & Analysis: M&E Officer</p> <p>– Frequency: Once/Year</p>	<p>National Project Director</p>

– Survey covering a sample of pre-processors and final processors (Primary)

– Service centers (Agronomists+ outsourcing, as needed)

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
		relevant) (Secondary)				
	– % increase in volume of export (tons)	– Survey covering exporters (Primary) – Official data from Ministry of Industry and Foreign Trade, Agriculture Export Council, UN comtrade (Secondary)	Once/Year	– MAP Technical Officers – M&E Officer	– Survey Design & Analysis: M&E Officer – Frequency: Once/Year	National Project Director
	– Increase of new job opportunities created throughout the MAP value chain	– Survey covering growers, pre-processors/local traders and final processors/exporters (Primary)	Once/Year	Service Centers (Agronomist + outsourcing)	– Survey Design & Analysis: M&E Officer – Frequency: Once/Year	National Project Director
Outcome (1) Upgraded supply chain for the project beneficiaries in terms of linkages, productivity, quality and compliance to TBT/SPS requirements	– Decrease in number of rejections for the MAP products in country at exporters gate	– Questionnaire addressing exporters	Twice/Year	M&E Officer/ MAP Technical Officers	– Analysis & formatting: M&E Officer/ MAP Technical Officers – Frequency: Twice/Year	M&E Officer
	– Decrease in number of rejections	– Secondary data	Twice/Year	– M&E Officer with	– Analysis &	M&E Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	for the MAP products at export gate	available for MAP rejections databases of export destinations		consultants	formatting: M&E Officer/MAP Technical Officers – Frequency: Twice/Year	
	– % increase in per unit productivity of MAP products for the project beneficiaries (3 levels) in the targeted governorates	– Questionnaire addressed to Technical Committee members (Primary) – Survey covering project beneficiaries (Primary)	Once/Year	– MAP representative in the Technical Committee – Service Centers (Agronomist + outsourcing)	– Questionnaire/Survey Design & Analysis: M&E Officer – Frequency: Once/Year	M&E Officer
Output (1.1) (4) MAP Service Centers established closed to concentrated production areas to provide sustainable advisory services to supply chain members	– Newly recruited staff and consultants in line with demand	– Analyzing Client Registration Form – Analyzing existing documents and TORs for the number of recruited staff and consultants	– Activity based (by visit) – Annually for recruited staff & TORs	Service Centers Managers/ Agronomist/Technical Officer	– Form Design: M&E Officer – Analysis & Formatting: Agronomists & Technical Officers – Frequency: Once/Year	Technical Officers

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	- Low rate of staff turnover	- Analyzing existing recruitment documents according specific questions	Annually	Executive Secretary	- Analysis & Formatting: Technical Officers - Frequency: Annually	Executive Secretary
	- High satisfaction level of the clients of the center	- Client Response Form	At the end of each event/service provided by the center	Service Centers Agronomists/ Technical Officer	- Form Design: M&E Officer - Analysis & Formatting: Technical Officers - Frequency: Twice/Year	Technical Officers
	- The centers are recognized as a reference point and an information center by relevant stakeholders (mainly the value chain member)	- Questionnaire addressing relevant stakeholders - Analyzing existing documents about the inquiries and services demands received by the center	Once/2 Years (part of the mid-term & final evaluation)	External Evaluators	- Questionnaire Design, Analysis & Formatting: External Evaluators - Frequency: Once/2 Years	External Evaluators
	- Increase in number of services	- Analyzing Client	Occasionall	Agronomists/ Technical	- Form Design:	Technical

Information Concerning	WHAT?	HOW?				
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	provided by the service center	Response Form	y with each service	Officer	M&E Officer – Analysis & Formatting: Technical Officers – Frequency: Monthly	Officers
	– Increase in the number of new clients benefitting from the center	– Analyzing Client Registration Form	Activity Based	Service Centers Agronomists/ Technical Officer	– Analysis & Formatting: Agronomists – Frequency: Quarterly	Agronomists
	– Number of times ‘already’ existing clients are served	– Analyzing Agronomists Activity Report	Activity Based	Service Centers Agronomists/ Technical Officer	– Analysis & Formatting: Agronomists – Frequency: Quarterly	Agronomists
	– Better ‘practices’ are implemented by SMEs (managerial, manufacturing, agriculture, hygiene)	– Analyzing Better Practices Evaluation Form	Annually	Service Centers Agronomists/ Technical Officer	– Form Design: M&E Officer – Analysis & Formatting: Technical Officers – Frequency: Annually	Technical Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	– The level/degree of implementing the self financing plan of the service centers (subject to discussion)	– Analyzing existing financial documents at the service centers in line with the budget & self financing plan stated in the project document	Quarterly	Service Centers Managers & National Project Coordinator	– Analysis & Formatting: National Project Coordinator – Frequency: Once/Year	National Project Coordinator
Output (1.2) (10) final processors /exporters capacity build in: productivity, quality, food safety and traceability (post-farm gate)	– Increase in number of production facilities that apply new safety and quality practices	– Assessment Tool/Checklist	Before and after technical assistance	Service Centers Managers/Agronomists/ Technical Officer	– Form Design: Experts/ Technical Officers – Analysis & Formatting: Technical Officers – Frequency: Annually	Technical Officer
Output (1.3) Capacity of major pre-processors / local traders (20 SMEs) upgraded in terms of GMP/GHP, production and handling techniques	– Increase in number of training provided to pre- processors /local traders	– Analyzing training documentation (attendance sheet, evaluation form, certificates)	Activity Based	Service Centers Agronomists/ Technical Officer	– Form Design: M&E Officer – Analysis & Formatting: Technical Officers – Frequency:	Technical Officers

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
(post-farm gate)	– Increase in number of production facilities that apply new technologies or quality and safety measures	– Assessment Tool/Checklist	Before and after technical assistance	Service Centers Managers/Agronomists/ Technical Officer	Quarterly – Form Design: Experts/ Technical Officers – Analysis & Formatting: Technical Officers – Frequency: Annually	Technical Officer
Output (1.4) Capabilities of growers in up to 35,000 acres (50% of MAP production area) upgraded in terms of production, handling and food safety practices and responsiveness to demanded varieties (pre-farm gate)	– Increase in number of training provided to pre- processors /local traders	– Analyzing training documentation (attendance sheet, evaluation form, certificates)	Activity Based	Service Centers Agronomists/ Technical Officer	– Form Design: M&E Officer – Analysis & Formatting: Technical Officers – Frequency: Quarterly	Technical Officers
	– % increase in net income of MAP products for the beneficiaries	– Questionnaire addressing the beneficiaries (specifying crops, productivity & production cost)	Season based	Service Centers Agronomists/ Technical Officer	– Questionnaire Design: M&E Officer – Analysis & Formatting: Technical	Technical Officers

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
		Technical Committee to validate productivity & market prices			Officers – Frequency: Twice/Year	
	– Cultivating new demanded varieties by the beneficiaries	– Survey addressing beneficiaries (new varieties & productivities)	Twice/Year	Service Centers Agronomists/ Technical Officer	– Survey Design: M&E Officer – Analysis & Formatting: Technical Officers – Frequency: Twice/Year	Technical Officers
	– Applying GAP to their MAP crops	– Survey addressing beneficiaries (Field visits and growers interviews)	Twice/Year	Service Centers Agronomists/ Technical Officer	– Survey Design: Consultant/ Technical Officer – Analysis & Formatting: Technical Officers – Frequency: Twice/Year	Technical Officers
Outcome (2) Increasing the business size through	– Increase in number of new products introduced (value added)	– Product Development Form	Annually	Technical Officer	– Form Design: M&E Officer – Analysis &	Technical Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
offering new products and create market opportunities by strengthening SMEs capacities in product development and value addition					Formatting: Technical Officers – Frequency: Annually	
	– Increase in the solutions provided through technical requests received by the project (requests for technical assistance)	– Analyzing existing data about technical assistance requests (received through the portal or the service centers) – Analyzing Client Response Form for evaluating the assistance offered	Weekly (Data collected at client presentation/request for services)	Service Centers Agronomists	– Form Design: M&E Officer – Analysis & Formatting: Technical Officer – Frequency: Weekly	Technical Officer
	– % Increase of exports of new value added products (Business Side)	– Analyzing data from GOEIC database, export council – Analyzing Product Development Form (individual exporters)	Annually	Technical Officer	– Form Design: M&E Officer – Analysis & Formatting: Technical Officer – Frequency: Annually	Technical Officer
Output (2.1)	– Increase in number of visitors (by	– Monitoring	Monthly	Technical Officer	– Analysis &	Technical

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
Portal: available and accessible information for business opportunities	IP)	visitors of the website (online)			Formatting: Technical Officer Frequency: Monthly	Officer
	– Positive feedback from users (SMEs)- usefulness/appreciation by users / number of users	– Online Evaluation Form	Monthly	Technical Officer	– Analysis & Formatting: Technical Officers – Frequency: Monthly	Technical Officer
	– Increase in products covered in the catalogue	– Analyzing new portal material uploaded	Monthly	Technical Officer	– Analysis & Formatting: Technical Officers – Frequency: Monthly	Technical Officer
	– frequency of updates (twice a year)	– Analyzing existing online updating records	Upon each update	Technical Officer	– Analysis & Formatting: Technical Officer – Frequency: Annually	Technical Officer
Output (2.2) Technical assistance provided on value	– Quality of technical assistance offered	– Client Response Form	Activity Based	Technical Officer/Agronomists/Service Center Manager	– Form Design: M&E Officer – Analysis &	Technical Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
addition					Formatting: Technical Officer – Frequency: Twice/year	
	– Number of product development projects implemented with beneficiaries	– Product Development Form	Activity Based	Technical Officer/Agronomists/Service Center Manager	– Form Design: M&E Officer – Analysis & Formatting: Technical Officer – Frequency: Twice/year	Technical Officer
Outcome (3) Position of Egyptian MAP products enhanced in export markets	– Increase of level of satisfaction of existing international buyers	– Questionnaire (online/by phone)	Once/Year	Technical Officer	– Analysis & Formatting: – M&E officer design, Technical Officers, analysis Frequency: Once/Year	Technical Officer
	– Increase in level of perception of potential buyers against quality of MAP products from Egypt	– Questionnaire during international fairs and exhibitions /	Once/Year	Technical Officer	– Analysis & Formatting: – M&E officer design,	Technical Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
		study tours suggested sample of 20 buyers			Technical Officers, analysis – Frequency: Once/Year	
Output (3.1) Export/origin consortium established	– Has a governance structure operational	TO				
	– Increase in numbers of joint actions among the members		BE	COMPLETED		
	– Ownership phasing out to financial sustainability (same as SC) <i>To be made SMART after Discussion</i>				IN	VIENNA
Output (3.2) Linkages with buyers improved	– Number of active linkages	– B2B follow-up forms – Mission follow-up forms – Survey on beneficiaries and buyers	Twice/year	M&E Officer/Technical Officer	– Analysis & Formatting: – M&E officer design, Technical Officers, analysis – Frequency: Once/Year	M&E Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	– Number of new business deals achieved through project interventions	<ul style="list-style-type: none"> – B2B follow-up forms – Mission follow-up forms – Survey on beneficiaries and buyers 	Twice/year	M&E Officer/Technical Officer	<ul style="list-style-type: none"> – Analysis & Formatting: – M&E officer design, Technical Officers, analysis – Frequency: Once/Year 	M&E Officer
	– Number of new markets entered by project beneficiaries	<ul style="list-style-type: none"> – B2B follow-up forms – Mission follow-up forms – Survey on beneficiaries and buyers 	Twice a year	M&E Officer/Technical Officer	<ul style="list-style-type: none"> – Analysis & Formatting: – M&E officer design, Technical Officers, analysis – Frequency: Once/Year 	M&E Officer
	– Indicators used by SIPPO <i>To be made SMART after Discussion</i>					
Output (3.3) Quality mark / Egyptian Brand for	– Acceptance/implementation level of Egyptian exporters	– Survey	Annually	Technical Officers	M&E / Technical Officers Frequency: Once/Year	Technical Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
MAP products developed, and recognized at export markets	– Number of international buyers demanding products with quality mark	– Survey (exporters and international buyers)	Annually	Technical Officer	M&E / Technical Officers Frequency: Once/Year	Technical Officer
Activities	– Activities as listed in the logical framework will be monitored through Task/Progress Report prepared on regular basis	– Task/Progress Report	Weekly/Monthly	M&E Officer Technical Officer Agronomists	– Report Formatting & Analysis: M&E Officer – Frequency: Weekly/Monthly/Activity Based	M&E Officer Technical Officer
Assumptions	<ul style="list-style-type: none"> – Government is committed to support MAP project (is this the ministry?) – The demand for MAP projects is still relevant and increasing – MAP service centers are recognized and used by the clients. – The capacities build to major pre processors and local traders are recognized and give an added value to the supply chain products – Supportive government policies are in place. – Agro industrial development and export is still a priority in Egypt – Value chain members have internet access – SME will apply the technical skills and use the acquired knowledge to give added value to the business – The government continuous to focus on agricultural export strategies – Promotion of government to exporters – Egyptian supply chain members acknowledge the importance of being organized in a consortium 					M&E Officer

Information Concerning	WHAT?		HOW?			
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	<ul style="list-style-type: none"> – Established linkages are used to improve businesses – Branding is recognized in the market as valuable – Chain members are compensated to guarantee their effective participation – An effective data base system is developed, with user friendly interface – Clients are willing to pay for the services – Official data sources are made available (paying subscriptions/buying needed reports, etc) <p>Assumptions are checked regularly (annually/semiannually) to assure that there is no obstacles hindering project implementation. M&E reports will highlight any threat related to one or more of the above assumptions</p>					
Sustainability	– Service Centers are financially sustainable (subject to discussion)	– Analyzing existing financial documents at the service centers in line with the budget & self financing plan stated in the project document	Quarterly	Service Centers Managers & National Project Coordinator	<ul style="list-style-type: none"> – Analysis & Formatting: National Project Coordinator – Frequency: Once/Year (starting 2nd year) 	National Project Coordinator
	– Number of product development projects implemented with beneficiaries (chain members are able to respond to market demands efficiently and effectively)	– Product Development Form	Activity Based	Technical Officer/Agronomists/Service Center Manager	<ul style="list-style-type: none"> – Form Design: M&E Officer – Analysis & Formatting: Technical Officer – Frequency: Twice/year 	Technical Officer
	– Increase in number of visitors (by	– Monitoring	Monthly	Technical Officer	– Analysis &	Technical

Information Concerning	WHAT?	HOW?				
	Indicator	Data Collection Method	Frequency of Data Collection	Person Responsible for Data Collection	Format and Frequency of Reporting	Responsible Person for Reporting
	IP) (chain members are able to respond to market demands efficiently and effectively)	visitors of the website (online)			Formatting: Technical Officer Frequency: Monthly	Officer
	– Operational and effective consortium in place in Egypt/MAP products (Branding) To be discussed	TO	BE	DISCUSSED	IN	VIENNA

ANNEX (3): Context Monitoring

Risks, opportunities and synergies with other SECO instruments; Lessons learned from similar projects

Risk Type	Description	Level	How to mitigate
Development	Beneficiaries reluctant to cooperate with project initiatives Will be measured through satisfaction beneficiaries with MAP services: survey.	Low	Activities and initiatives will be demand driven, so beneficiaries see the value of improving their practices.
	Infrastructure limitations Modernisations is one of the core outputs of the project and will be monitored separately through a KPI	Low	Collaboration with serious entrepreneurs and associations willing to make the change and improve the existing situation & increase the maximum output of the existing facilities. Cost-effective and affordable modernization solutions will be proposed to MAP producers.
	Performance of project consultants unsatisfactory Will be monitored by the National Program director of the MAP project. Consultants will be recruited according ToR.	Low	Careful selection of consultants based on well prepared terms of reference. Guarantee enabling working environment. Quarterly performance evaluation.
	Technical staff at service centers not performing as expected Will be monitored by the National Project Coordinator: Human resource management.	Medium	Hiring of technical staff based on set criteria On-the job training for capacity building. Well defined deliverables Performance evaluation based on key performance indicators (KPIs).

	<p>Conflicts with other development projects (overlapping, etc.) The NPD will monitor this aspect of the project by taking part in strategic meetings with other projects and by taking part in the project steering committees.</p>	<p>Low</p>	<p>Ongoing and planned initiatives within the agricultural and agro-industrial sector studied thoroughly Other projects and initiatives are not focusing on developing MAP value chain as a whole Close coordination with existing projects and initiatives Implementing joint activities with existing programs and initiatives in Egypt for complementing efforts and achieving synergies</p>
	<p>Exporters will not work together on export and pricing strategy One of the outputs of the project is focusing on linking exporters. This aspect will be monitored through regular monitoring activities.</p>	<p>Medium</p>	<p>Provide examples and success cases from other countries; and Provide objective evidence of cost saving measures and increase market access by grouping into export consortia</p>
	<p>Sustainability of the project and service centers' There is a separate output formulated in the project to achieve sustainability of the centers. This aspect will be integrated in the regular M&E activities.</p>	<p>High</p>	<p>Service centers will be assisted in developing a self-finance scheme. Gradual cost-sharing mechanism of services rendered to beneficiaries Fees to be collected from buyers for provided technical assistance services Continuous ongoing education and training. Improving members' skills and securing increase of income. Assure quality of provided services</p>
	<p>Beneficiaries reluctant in implementing GHP due to inherited habits of poor practices This aspect will be integrated in the regular monitoring activities of the field staff and mentioned in regular reporting and discussed during management meetings.</p>	<p>Medium</p>	<p>Intensive and closely monitored technical assistance by field experts and center technical staff Field trainings and extension field trials Field experts and technical staff skilled dealing with growers at grassroots level Awareness trainings and technical programs adapted to local cultures. Linking improvements in GHP with income increase Involving exporters and their staff in the awareness campaigns and trainings reflecting the effect of poor practices on the final product and hence in the income to the whole chain</p>

	<p>Demonstration drying facility not replicated by pre-processors There is an output formulated in the Logframe that will enhance pre-processors to replicate drying techniques. This aspect will be monitored on a regular basis by field staff and reported and discussed in regular meetings.</p>	Low	<p>Solution will be well studied to match with local conditions Low-cost and affordable solutions is a priority criteria Demonstration and visibility of the facility will be ensured through coordinated efforts Benefits and positive effects on product quality and efficiency of operation will be highlighted and demonstrated Cooperation with exporters and final processors to promote for the solution Provision of trainings and technical assistance on replication of the design</p>
Political	<p>Lack of governmental support at national level This aspect will be monitored on a regular basis by the NPD with the support of data from the field staff.</p>	Low	<p>High level lobbying with top governmental officials at Ministry of Trade and Industry/ Council of Technology and Innovation Centers and Ministry of Agriculture Capitalize on Etrace center's network being affiliated to the Ministry of Trade and Industry Update governmental officials with project objectives, activities and achievements Involve governmental bodies as deemed useful in some of the project activities. Invite additional governmental representatives to steering committee meeting as deemed necessary and useful Ensure project visibility at the national level and through the local media</p>
	<p>Project not officially supported at the governorate level This aspect will be monitored on a regular basis by the NPD with the support of data from the field staff.</p>	Low	<p>Affiliation MAP-SCs to MTI Maintaining visibility at governorate level, and close coordination with official entities at governorates. Implement some of project activities with governmental entities at governorate level Provide technical assistance to governmental entities at governorate level Field coordinators conduct regular meetings with governmental officials at the governorate, province, and village level</p>
	<p>Changes in governmental regulations affecting exports of MAP products This aspect will be monitored on a regular basis by the NPD with the support of data from the field staff.</p>	Low	<p>Ensure visibility of developments in MAP exports Lobbying with regulatory governmental bodies Strong networking with decision makers to get updated with directions and trends</p>
	<p>Major amendments in regulatory frameworks concerning agricultural policies This aspect will be monitored on a regular basis by the NPD with the support of data from the field staff.</p>	Low	<p>Maintain strong coordination with official agricultural entities at governorate and national levels</p>

Reputation	<p>Project activities will not achieve set targets Project results will be monitored at the different levels (see chapter 3 steering structure)</p>	Low	<p>Thorough baseline studies and detailed needs assessments will be carried out during inception phase Revise linkages between project activities and objectives Adjust project activities as necessary during implementation Detailed action plans with monitoring and evaluation system in place including monitoring of KPIs Careful selection of project staff and consultants based on detailed terms of reference. Well defined deliverables and conduction of regular performance evaluations</p>
	<p>Project staff and management act against development ethics and principles This aspect of the project will be monitored by the NPD and the counterpart in Vienna and supervised by the Steering Committee.</p>	Low	<p>Selection of staff consider integrity of personality Enabling working environment will be provided Provide awareness on development ethics and principles Avoid conflict of interests with respect to cooperation partners and beneficiaries.</p>
	<p>Non-acceptance from stakeholders This aspect of the project will be embedded in ALL monitoring activities. Corrective actions will be taken if non-acceptance occurs.</p>	Low	<p>Exposing different success stories to stakeholders Building a bridge of trust with stakeholders</p>
Fiduciary	<p>Misuse of financial resources MAP project has a policy in place regarding fraude and misuse of funds, as well as the donor. Project funds need to follow strict financial and contractual procedures.</p>	Low	<p>Transparent financial and administrative procedures Keeping financial books based on UNIDO financial regulations Third party audits conducted for UNIDO Audits by donor or donor representatives</p>