

## **Cargill and CARE Initiative -Egypt**

**Support for Communities through Increasing Agricultural Linkages (Fayoum-  
Bani Suef)**

**Project number: XXXXX**

# **EVALUATION FINAL**

By Tarek Shata

**This evaluation is supported and guided by Care/Egypt and presented by the consultant. The report does not necessarily reflect the views and opinions of Care.**

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## ACRONYMS AND ABBREVIATIONS

ANR	Agriculture Natural Resources
CB	Capacity Building
CDA	Community Development Associations
EGP	Egyptian Pound
FO	Farmers Organization
GOE	Government of Egypt
GAP	Good Agricultural Practices
LF	Logical Framework
MALR	Ministry of Agriculture and Land Reclamation
NGO	None Governmental Organization
OFWM	On Farm Water Management
SCIAL	Supporting Communities in Increasing Agricultural Linkage
SMART	Specific, Measurable, Attainable, Realistic, and Timely
TNA	Training Needs Assessment
ToR	Terms of Reference

## 1-EXECUTIVE SUMMARY

### Scope of the Evaluation

The objective of this report is to present the evaluation findings of Care-Cargill Initiative, **Supporting Communities in Increasing Agricultural Linkage (SCIAL)** project. The Evaluation covers Phase 2 – March 2010 through December 2013, which is a follow on to a successful 6-month Cargill-CARE pilot agreement that provided small farmers through an Association in one village in Fayoum the opportunity to produce and market Soya Beans for a premium price. CARE substantially expanded the area devoted to Soya Beans cultivation in the follow-on phase and added farmers and associations from Bani Suef.

The report includes (but not limited to), the project successes, project impacts; project efficiency & effectiveness; gaps; areas for improvements; lessons learned and recommendations for future replication and opportunities.

### Background

CARE has been working in Egypt since 1956 and is currently working in the fields of Education, Agriculture, Water, Good Governance, and Women's Empowerment in nine governorates in Upper Egypt. Since 2003 CARE has supported the establishment and strengthening of Small Farmer Associations to enable farmers to organize themselves to address some of their production and marketing needs.

Cargill is an international company that produces and markets food, agricultural, financial and industrial products and services in 68 countries. In Egypt, Cargill has been working since 1994 with focus on grain and sugar trading, oilseeds, and soybean processing. The company has a significant shareholding in the National Vegetable Oils Company as well as the National Stevedoring Company for grain discharge. Cargill upholds corporate social responsibility towards supporting local communities and this project is part of it.

### Findings

- I. SCIAL is a demand driven initiatives responding to the farmers' needs and building upon the successful activities of first phase (I), the following findings were identified and concluded as follows:
  - There is a significant demand among farmers for knowledge and awareness about alternative crops to rice. This is for both environmental and economic reasons.
  - Organizations such as Framers Associations have the capacity to play a key role in mobilizing farmers, organizing them, and assisting them with marketing and economies of scale.
  - Associations also have the interest and capacity as Community Development Associations (CDAs) to program funds for and with local communities.
  - Soya Beans are a viable and profitable crop for certain areas of Egypt.
- II. SCIAL is designed and implemented on the basis of community participatory demand-led initiatives, i.e. it responds to deficiencies of farmers' knowledge in best practices of growing Soya Beans and the absence of awareness in climate changes effects and its drawbacks on their productivity. SCIAL services are delivered on an equitable and transparent basis.

- III. SCIAL is aiming at the development of the local economy and raising the involvement of local stakeholders/beneficiaries (Non-Governmental Organization (NGO), Community Development Associations (CDAs), Cooperatives and municipalities) in choosing solutions and approaches to improve their livelihood. Beneficiaries participated in the assessment of needs and in setting the priorities of the interventions; meanwhile, still their absorptive capacity and influence to change community cultural habits and practices (such as introducing new seed varieties, and/or cultivation timing) are limited.
- IV. The project management structure is convenient at all levels of implementation where the project has very clear and well defined roles and responsibilities for each stakeholder (Care, Cargill, participant federation, participating associations, and the MALR extension services) and a noticeable level of empowerment at the Governorate level. It has also a smooth flow of information and feedback in all directions which facilitates the monitoring and follow up process, and it is responsive and efficient.
- V. The monitoring and mentoring were done frequently on monthly bases, meanwhile; from May (field preparation), the technical assistance visits were conducted on weekly bases until the harvest time where the monitoring was done on daily bases through the harvest period. It appeared that there was a huge work load on the limited Care staff in order to achieve the successful outcomes of the project. It was noticed that, there is a shortage in SCIAL current staffing arrangements in relation to the geographic spread of the targeted areas, which created workload on officer, even though it does not affected the performance.
- VI. It was clear to the Evaluator that, the key project's partners, the Care and Cargill, have different broad experiences and complementary skills accredited to bring to the project activities identification, selection and development process successfully. The communication and cooperation is heavily reliant on the good interpersonal relationships between the key actors, which led to mutual understanding and consensus.
- VII. The evaluator has noticed during the site visits a good working relationship, a team spirit and willingness to learn and cooperate from beneficiaries and the visited institutions. This seems to come from the fact that the beneficiaries have a stack of ownership in SCIAL - they have contributed to the project development at each stage and they receive cooperative responses to their requests from Care.
- VIII. The stakeholders and the beneficiaries seemed to be keen and sincere to reach the project objectives and results in spite of the difficulties they might experience from time to time. The results showed on average a drastic increase in the target number of participating farmers by 197% and in the cultivated areas 246%, and in the targeted tonnage delivered to Cargill by 198% in three seasons of 2010, 2011, and 2013.
- IX. At the end of project, 1,975 small farmers cultivating 2,460 Feddan<sup>1</sup> have participated and leveraged the project benefits and earned around EGP<sup>2</sup> 740,000 as premium for their delivered crop over three years.
- X. It appeared that the beneficiaries see the project as an opportunity for their communities to improve and/or provide missing services, and/or establish new ones that are needed by the community from the premium they gained. They strongly believe that the project is making a drastic change in their life, namely women. The beneficiaries are enthusiastic and keen to sustain their projects BUT they need additional help in administrative and financial management, including fund raising, networking, synergy, and community mobilization.
- XI. The methodologies of delivering the capacity building activities were driven by continuous and successive rapid assessments of the actual needs of all stakeholders participating in the project. A

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<sup>1</sup> 1 Feddan = 24 kirat = 60 metre × 70 meter = 4200 square metres (m<sup>2</sup>) = 0.42 hectares = 1.038 acres

<sup>2</sup> EGP = \$ 0.145 (December 2013)

rapid impact assessment of the training is conducted as part of an ongoing process to regularly identify future needs and to measure the competence and the quality of the training provided.

- XII. Nowadays, there is a clear understanding among project's participating farmers and Soya Beans agriculture communities namely in (Fayoum- Bani Suef), of the gravity and relevance of the water scarcity problem, which is linked to many factors, including the climate change.
- XIII. The current management arrangements and internal control for contracting, payment and accounting appear consistent with Care Financial Regulations. Meanwhile; the technical and financial reporting is well structured based on Care system. An inputs/outputs/outcome monitoring system was developed by Care and adopted by relevant stakeholders to track service's delivery and project's progress.
- XIV. One of the main pillars of sustainability (which is the real legacy of the project) is the enhancement of the existing capacity of the participating farmers' federation and the associations' staff and members in management and implementation of their communities' needed services. Moreover, handling and respecting agreements under international standards with Cargill. The project offers them the opportunities to build their capacities in the managing small grants' agreements for women and needy small farmers.
- XV. Planning and progress reporting somehow are delivered quarterly on timely manner as per what was agreed upon between the Care and Cargill.
- XVI. All project activities are generating measurable outputs/results (which are being tracked, captured, reported and monitored by Care dedicated officer. Many success stories and results were reported in the field visits "increased cultivated areas with Soya Beans, additional income generated from the premium, knowledge advancing from the training, women empowered through the livestock lending activities , awareness raised concerning climate changes, less 50% in water usage by cultivating Soya Beans, and attitude changes namely re fertilizer and pesticide utilization "
- XVII. Enthusiasm, commitment, sincerity, dedication, appreciation, and recognition were observed and felt along the implementation chain starting from the end users going through the community and the NGO up to the HQ staff. The communication channels and the understanding between Care staff, the beneficiaries', targeted communities, and other stakeholders are notable.
- XVIII. Probability of farmers' non-compliance with the pre-requisites of the delivered crop quality is an issue also their contractual commitments is questionable, meanwhile Cargill contracts are bonded.
- XIX. Care/Cargill agreement is more of a visibility memorandum of understanding

## 2-INTRODUCTION

Since 2003 CARE has supported the establishment and strengthening of Small Farmer Associations to enable farmers to organize themselves to address some of their production and marketing needs. While the primary role of the Associations is to support the interests of member farmers, they also have a mandate to support the needs of the community as registered "community development associations." Since 2006 CARE has established and supported three regional Federations of small farmer Associations for the purpose of supporting the Associations and to represent small farmer interests related to policy and advocacy issues.

In March 2009 Cargill and CARE developed a 6-month Cargill-CARE pilot agreement to provide small farmers through an Association in one village in Fayoum the opportunity to produce and market Soya Beans for a premium price. Cargill agreed to pay a premium price for Soya Beans that met its quality standards. A Little over 40% of the premium went to the farmers, whereas the rest of the premium was granted to the association to undertake community work. The idea behind the premium price to the farmers was to stimulate their interest in producing Soya Beans. The idea behind providing funds to the Association, in addition to paying for their support to the initiative,

was to enable them to plan and implement activities that would benefit their community – thus serving Cargill’s interest in supporting local communities in Egypt.

Based on the lessons learned from the pilot phase, CARE proposed to substantially expand the area devoted to Soya Beans cultivation in the next phase. This included new areas and new farmers in both Fayoum and in Beni Suef, which are adjacent Governorates. In addition, CARE proposed to add environmental components to the work in order to address the larger issues of water resource availability and climate change, meanwhile prepare farmers and farmer organizations to seriously adapt their practices to changes in climate and changes in available resources, as their livelihoods will decline over time.

Based on this expansion, CARE also proposed that, the project works with a Farmers Federation in addition to several Associations. A Federation, which is a group of approximately 10 Farmer Associations, has a coordinating and technical assistance role. CARE helped form the Fayoum small farmers Federation several years ago, and believed that the Federation has a potential skills and capacity to coordinate these efforts with its member Associations, with CARE support. CARGILL project 2nd phase included two components which are the microcredit premium and the capacity building trainings and technical services.

### **3- FINDINGS OF THE EVALUATION**

#### **3-1 Relevance of the intervention**

SCIAL project as described in Care/Cargill Agreement and Care proposal is relevant and consistent with the beneficiaries’ requirements and need. The project targeting the small farmers and assisting them to grow Soya Beans, in order overcome the factors that are currently limiting the growth and viability of small farmers in Fayoum and Beni Suef, such as, Shortage of irrigation water resources, massive dependence on chemical fertilizers, lack of market access, and handicap of crop diversification. SCIAL approach depends mainly on the involvement of local communities (Federations, NGOs , CDAs) and the relevant Governorate municipalities in delivering the services which raise their awareness on best agricultural practices and the impact of climate change.

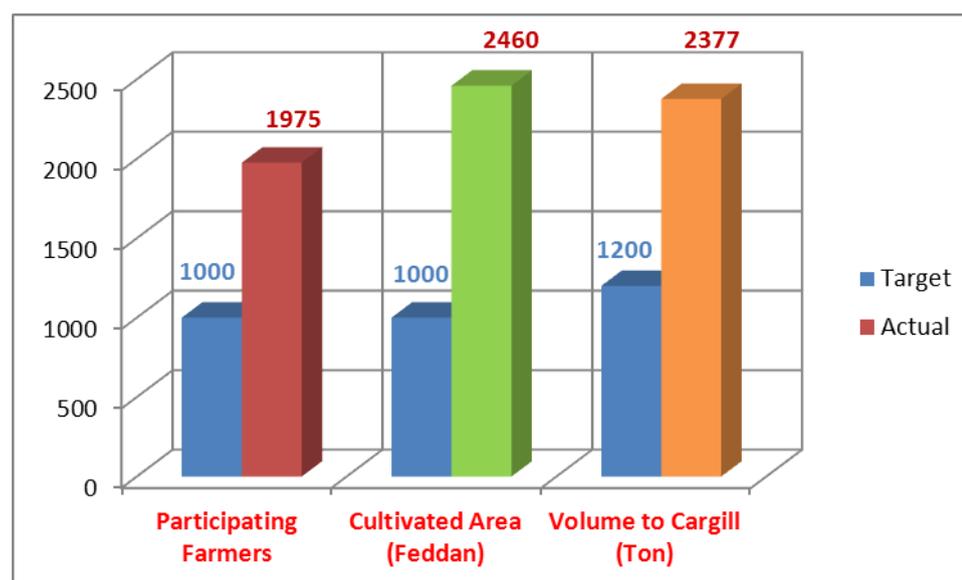
##### **1- Farmers distribution by Governorate**

The overall objective of SCIAL is to contribute to socio-economic development, meanwhile the specific objectives are:

- (a) To increase livelihood security of participating farm families by diversifying production and providing access to new marketing opportunities;
- (b) To strengthen Small Farmer Federation and Associations capacities to provide services to farmers and the communities in which they live; and
- (c) To build awareness of farmers and Small Farmer organizations of critical issues like water scarcity and the link between water scarcities, agricultural practices and climate change.

This initiative fits with care goal of **encouraging linkages between small farmers and the private sector**. CARE seeks to employ farmers’ knowledge and skills in applying cost-effective and feasible techniques to raise their resilience to climate change and have decent income. The activities implemented supporting employment creation and income generation for the small farmers and women. This will contribute to stronger economic and social cohesion in the tow Governorates.

Figure 1



The above chart (Figure 1) provides an overview of SCIAL's aggregated outputs. It is observed from the chart that there were increases in the project actual outputs by 197%, 246%, and 198% for the numbers of participating farmers, cultivated area, and the tonnage delivered to Cargill respectively.

It has to be noted that, in 2012 Cargill agreed to let the farmers sell their crops in the market to highest buyer rather than Cargill. This year the contracted price with Cargill was much lower than the market price due to the boost of Soya Beans prices in the global markets.

## 2- Farmers' direct financial profits

The following table (Figure 2) presents the cultivated crops in Fayoum and Bani Suf in the summer and their net profits per feddan. It is noticed that Rice has the highest net profits 300% followed by Soya Beans 170% then Maize 40% which is the lowest.

A growing percentage of those small farmers in both Governorates abandon summer cultivation and seek alternative work outside their villages due to the low return of the summer crops (namely Maize) and the restrictions on Rice cultivation; here comes Soya Beans as the solution. SCIAL's 1,975 farmers manage to make 170% net profits by cultivating Soy bean, and were fully satisfied and appreciative of Care and Cargill.

Figure 2

Crops	Irrigation Requirements (m3)	Cost/Feddan (EGP)	Price/Ton (EGP)	Yield/Feddan (Ton)	Total Revenue (EGP)	Net Return per Feddan (EGP)	
Soya Beans	3,600	1,800	3,900	1.2 : 1.5	4,875	3,075	170.8%
Rice	9,930	1,500	2,000	3.0	6,000	4,500	300.0%
Maize	3,100	3,000	3,000	1.4	4,200	1,200	40.0%

The premium earned by farmers in 2010, 2011, and 2013 for the delivered Soya Beans to Cargill was around EGP 740,000 and used by the federation and through the associations in responding to their community needs, which was identified on participatory way with the community and the assistance of Care.

Care conducted comprehensive baseline study at the project mobilization which enabled the HQ to develop the monitoring system and assessment measures capture the project impact at the end through SMART indicators. The study covered all the necessary basic information about the target communities in order to measure the impacts of the project's interventions. Primary and secondary data were collected by Care staff from different sources and the project stakeholders and data were aggregated and analysed before the implementation. Without the development of this baseline data and the SMART indicators it would have been difficult to develop precise measurements for the project.

It was reported by the stakeholders participated and were consulted during the formulation and design stage by Care.

### **3.1.2. Quality of intervention logic and initial impact signs**

SCIAL Logical Framework (LF) shows a causality of the interventions' initiatives up the higher level of project specific objectives and Care overall objective. The objective has been correctly addressing the problems and responding to the social needs as observed on the ground during the site visits, also as concluded from the beneficiaries' feedback on how the community perceived the services provided and how it was before SCIAL. It was reported that without the project interventions, issues and problems of Soya Beans growers would have been escalated to an unrecovered situation.

SCIAL's interventions were driven by the needs of the farmers and their representatives of the Federation, NGOs, and associations in addressing and resolving their problems by:

1. Providing farmers with Soya Beans option instead of rice production which saved 446 388 m<sup>3</sup> in total of the irrigation water as per the study conducted on 200 Feddans in Fayoum.
2. Strengthening Small Farmer Federations and Associations in supporting farmers to bridge farmer needs to technical solutions – through the Ministry of Agriculture and Land Reclamation (MALR) Extension Service and Care assistance was reflected on the farmers' productivity which was increased from 1.06 Tons/Feddan to 1.69 in Beni Suef, and from 0.9 Ton/Feddan to 0.99 in Fayoum .
3. Supporting Farmer Associations to be more competent in assessing the needs of their communities, and to plan and implement activities that address those needs, led to developing the following ongoing initiatives:
  - A laser agricultural grader (Fayoum) was purchased and currently operating and rented to farmers at competitive rate to 320 farmers reducing levelling time to half and saving around EGP 500/feddan/year (\$ 72.5), this also helped farmers in:
    - Smoothly controlling water distribution and minimizing water losses.
    - Improving irrigation efficiency and reducing the potential for nutrient loss through better irrigation and runoff control.
    - Facilitating uniformity in the placement of seedlings, helping to achieve higher yields.
    - Reducing weed, pest, and disease problems.
    - Reducing consumption of seeds, fertilizers, chemicals and fuel
  - Women micro project of pregnant goat's distribution to 15 poorest females' household of a CDA in Beni Suef using the premium. They have now grown to 22 goats and their offspring were sold generating profit for the women and allowing them to payback the CDAs for the price of the goats. Even though, there was an outbreak in Beni Suef of a livestock disease which resulted in the death of most of the goats, but farmers were able to recover their losses through the breeding of the offspring.
  - Micro income generating projects creating revolving fund for the CDA to be used in women micro lending projects in Fayoum and Beni Suef benefiting:
    - 52 Women increasing their income -Fayoum

- 30 women in 4 villages in the two governorates have started local enterprises with local partners to raise chicken and ducks
    - In Fayoum 18,000 1-day-old chicks were bought and were distributed to 13 landless women from four CDAs of the Federation. The women were trained on how to raise chicks in the first three weeks of life selling them at the most profitable life-stage. The women in this micro-project within the first 21 days made 150 EGP in profit (22\$).
    - Fayoum Federation purchased 1,370 ducks that were distributed among 23 women, where each woman received 10-250 ducks depending on her personal capacity. Each woman earned a profit of 25 pounds (\$3.60) per duck, while also gaining skills in duck breeding and marketing
  - The CDA in Beni Suef; launched a dairy cow breeding project through micro-loans after conducting an assessment and found that local farmers were in need of better breeds of dairy cows. Therefore, CARE helped link the CDA with reliable local traders who could provide cows that met their needs. Initially, the CDA covered 80% of the cost of purchase of the cows for 9 farmers while the farmers covered the remaining costs. Currently, 16 farmers own dairy cows and are able to sell the milk gaining reliable daily income, not to mention selling the offspring for additional profit.
  - Developing and initiating a diversified microfinance programs in each FO serving the needy farmers
4. Provided Farmer Associations and farmers with the understanding of the water scarcity issue and its causes highlighting the implications of undermining and not considering changing the inherited obsolete agricultural practices and adopting Good Agriculture Practices (GAP) to save the resources and the future.
5. Increasing farmers' and other stakeholders' awareness and responsibility toward climate change, meanwhile setting the basis for future interventions to increase farmers' resilience towards climate change. This was achieved by conducting 10 workshops attended by farmers and relevant stakeholders and government officials in the field of agriculture, environment, and preventive health. The discussion also included a number of researchers. Discussions were held around the various consequences of climate change on agriculture and livestock production as well as public health. Those events highlighted the the necessity of addressing climate change challenges within the various developmental projects, and the benefits of establishing joint efforts among the various governmental bodies and FOs in order to minimize the damages caused by climate change.

### **3.1.3. Identification of key stakeholders and target groups**

Care has conducted an in-house comprehensive research utilizing its own target tool to prioritize areas of interventions for SCIAL based on its broad past experience and the strong network with community leaders, FOs, associations, and government representatives in the two governorates.

The potential stakeholders that were identified are:

- Central Laboratory for Agricultural Climate, Directorate of Agriculture and all its departments.
- Associations (federations, NGOs, and cooperative) help in raising awareness of the rationalization of water and best farming practices,
- Local department of the Ministry of Irrigation
- Local municipalities due to its role in environment conservation starting from garbage collection and recycling to civil works of covering drainage canals etc.,

Selection of project areas followed the participatory approach with the community, whereby activities and projects were concentrated “based on the actual need” in selected target areas to

maximize the impact on productivity, generating income, and contribute to the overall development of the area that creates a direct synergistic effect among them.

### **3.1.4. Monitoring and evaluation arrangements**

At the early start of SCIAL, Care initiated a preliminary monitoring system for the pilot phase which was comprehensively developed for phase II to follow up the implementation performance and the progress toward achieving the project results and the effectiveness of making the impact. Care project management used the system efficiently to track the quantity and the quality of the planned deliverables. The the produced reports were adequate enough in capturing results, issues, lessons learnt and success stories.

The monitoring system is structured to ensure that monitoring is timely, methodical, complete, verifiable, simple and in accordance within the project overall framework.

It was noticed that, there is a shortage in SCIAL current staffing arrangements in relation to the geographic spread of the targeted areas, which created workload on officer, even though it does not affected the performance.

## **3.2 Effectiveness & Efficiency**

### **3.2.1. Planned benefits**

The SCIAL project's overall goals of Phase II were to:

- increase the livelihood security of participating farming families by diversifying production and providing access to various market channels for their soya bean crop;
- strengthen the capacities of small farmer associations to provide services to farmers and the communities in which they live; and
- build awareness of farmers and small farmer organizations of critical issues like water scarcity, soil fertility and the link to good agricultural practices, as well as climate change adaptation

The bridges of trust in the relationship between FOs and the private sector in Egypt are not well developed, and /or not fully successful. This Care/Cargill initiative could be a model to follow. This project helped farmers establish fair and equitable professional relationships with the private sector.

The SCIAL project has addressed the most marginalized and socio-economically disadvantaged group in rural Egypt, where Small-holder farmers have limited access to technical and agricultural information that can improve their productivity. This project was able to target more than 2,840 men and women living in rural Egypt and increased the incomes of small-holder farmers through directly supplying Cargill with Soy beans and also engaging through the local FOs and CDAs those who did not own land with micro-projects.

The Outputs/Results of SCIAL projects are:

- Around 2110 farmers participate in the Cargill-CARE initiative receiving technical information and assistance as needed to cultivate Soya Beans
- The targeted Federation and Associations are prepared to supported farmers and their communities through the skills and knowledge gained through this initiative
- Increased Farm awareness of Associations and farmers on water and soil issues as related to climate change, enhanced farmers' knowledge and skills to cope with climate change
- Associations are supported to plan and implement community development activities to meet priority community needs

The following table in (table 3), presents SCIAL's activities results over the project life

Indicator	Accomplished
Numbers of Trainees on Management and communication skills	239
Number of the farmers participating in the awareness	1127
Number of beneficiaries the farmers supplying Soybean	1975
Associations' projects' beneficiaries (Male/Female)	82♀, 12♂
Quantities of Soybean received Cargill (Burj Al Arab	2,377 Ton
Soybeans Cultivated areas	2460 Faddan
Quality of produced Soybeans	Last season 15% of delivery was
Number of rejected trucks at the factory	No
Increase in Farmers' income	Care study
Increase in Productivity	Care study
Reduced cost of Feddan	Care study
Adoption of good practices for climate changes	التحميل ذره مع صويا
Associations' financial turn over	9,000,000 EGP for all participating
Success Stories	Reported regularly in SCIAL QPR
Diversified marketing channels for associations	Yes but with slight differences
Existence of lending mechanism at the associations	Yes
Risk for the lending not exceeding 5%	Except the poultry project in
Re-payment of loans is above 85%	Yes

- More than 40 Capacity Building and awareness actions were delivered to stakeholders and attended by over 2,840 in total (730 ♀ & 2110 ♂) until the end of 2013.
- Pro-poor women their participation share in all non-technical training related to Soya Beans was o/a 70 % and 90% for the microcredit as per the following table.

	Project Component	Total No of Participants or Beneficiaries	No of participated or beneficiaries women	Women Percentage
1	Capacity Building Trainings	239	169	71%
2	Microcredit Premium	626	561	90%
3	Soya bean technical awareness sessions or Supplying Farmers with Soya Beans	1975	Zero	Zero
	<b>Total</b>	<b>2840</b>	<b>730</b>	<b>26%</b>

The administration, logistics and topics of the capacity building events were relevant and within the participants' interest, meanwhile the lecturers and speakers were highly knowledgeable of the topics presented and were very effective in conveying the message to participants. All training program's objectives were clear and the contents were tailored to match the experiences, professions of participants, and their level of education. There was a demand to have the material available to the participants printed and soft copy as possible, also a printed

certificate specially for the technical events. Also if possible combine the training with field visits.

Participants requested to invite relevant decision makers, government representatives, and concerned stakeholders as appropriate, namely for events that addresses farmers current and future concerns and policy issues.

Create networking and communication channels between participants to share their experiences during the implementation. Arrange for regular follow-up of community leaders, to ensure right adoption of the learned knowledge on the ground.

In general, the process of upgrading capacities of FOs, NGOs, CDAs, Cooperatives and local governmental officials' operating in targeted regions to better identify the needs of local community and proposing how to respond to such needs was fruitful by and proven by achieving the project anticipated results.

### **3.2.2. Change in the behavioural patterns**

The involvement of SCIAL beneficiaries in the activities introduced to them a number of noticeable new concepts and elevated their knowledge to the point of changing the inherited obsolete beliefs and understanding in resources usage. Adopting GAP by small holders and their sincerity in acquiring the weather forecast are signs of change in their behavioural patterns and prove their willingness to change.

### **3.2.3. Responsibilities between the various stakeholders**

SCIAL management structure is convenient at all levels of implementation where the project has very clear and well defined roles and responsibilities for each stakeholder was stipulated project proposal (Care, Cargill, participant federation, participating associations, and the MALR extension services) and a noticeable level of empowerment at the Governorate level.

Much of the future technical assistance needed to support small farmers to produce Soya Beans will be provided by the Ministry of Agriculture extension services. However, there will be also a need for CARE field staff to maintain direct contact with the Federation, Associations and participating farmers and their communities.

## **3.3 Project Impact**

Over SCIAL life of project, the following tangible benefits and impacts are observed and captured:

### **Economic**

1. A total of 1,975 assisted farmers cultivating 2,460 Feddans, increased their income from Soya bean delivered to Cargill in 3 seasons 2010, 11, 13 by 18%. As a result of Care/Cargill initiatives, each farmer gained an average increase of 250 kilograms in yield per Feddan, i.e. 975 EGP (\$140) per Feddan. the cumulative profits gained from the increase in yield valued \$ 344,400 (2,460 X \$140).
2. Cutting fertilizer cost by 15-20 % valued at EGP 400 (\$58) per Feddan, by using (Azotobacter) saved around \$ 142,680 to the participating farmers.
3. Purchasing Laser leveller from the premium helped 320 farmers in reducing the levelling time by half and saved around EGP 500/Feddan/year (\$ 72.5), reducing the annual direct costs for the served farmers \$ 23,200.
4. By expanding in Soya Beans cultivation in targeted areas instead of 1,000 Feddans project target to 2,460 Feddans due to farmers beliefs and increasing demand of participation in the project, saved water resources and mad water available to small farmers located at the end of irrigation canals enabled them to cultivate summer crops in addition to winter crops.

Enabling farmers to change from rice to soya bean production will increase their options to consciously select crops according to markets.

### Environment

1. Soya bean cultivation versus rice cultivation saved 446,388 cubic meters of water as per a study conducted by Care on 200 Feddans in Fayoum. Reducing water utilization from 9,000 m<sup>3</sup>/Feddan for Rice to 4,000 m<sup>3</sup>/Feddan for Soya Beans saved 5,000 m<sup>3</sup> of water per Feddan, which means saving 12,300,000 m<sup>3</sup> of water for the project targeted annually.
2. Reducing nitrogen fertilizer utilization per Feddan by 60 Kg and shifting to Azotobacter needed for Soya Beans, resulted in reduction of chemicals usage in the land by 147,000 Kg/season, which has positive impact on the environment
3. Farmers are motivated and willingly substitute Rice with Soya Beans, meanwhile changing their behavior and obsolete practices in production considering appreciating and understanding that these new practices have positive environmental impacts. Ultimately, this increased farmer flexibility to the effects of climate change

### Social

1. Small farmers capability of producing two crops rather than one per year by having profitable summer crop as Soya Beans which has o/a same production cost as Rice and not penalized, reduced migration from farming to seek additional income opportunities
2. Reduced conflicts between farmers on the limited irrigation water supply which is not enough to grow Rice, meanwhile the available allocated water is convenient for Soya Beans cultivation, which makes every participating farmer happy.
3. For women, by having men staying on the farm due to the Soya Beans profits, allowed women to have more quality time with their children as they have less work load on land
4. Participating farmers' organizations proved that can serve and technically support farmers to develop themselves in the same time they still need mentoring and coaching efforts
5. Participating farmers' organizations and CDAs served and operated as practicable organizations in assessing their community needs, plan and implement activities that mobilize the community resources in meet necessities

## **3.4 Sustainability**

CARE has provided farmers with the technical assistance needed to cultivate alternative winter crops which are less resource intensive, while highlighting the importance of access to markets in introducing any new crop. Throughout most of the project, Cargill has been the main marketing outlet for Soya Beans; however, FOs have also developed relationships with local traders.

In the third season when Soya bean sale prices were higher. Having such relationships in place will contribute to the sustainability of Soya bean cultivation in Fayoum and Beni Suef, because as long as farmers can contract to market their crop(s) they will continue to produce. In addition, the introduction of Soya Beans as a viable and profitable alternative to rice in Fayoum has encouraged farmers to produce it and avoid incurring fines for surpassing their irrigation quotas as was the case with rice cultivation. Contract farming could be a solution even though it has the following issues:

- Contracted farmers may face land constraints due to a lack of security of tenure, thus jeopardizing sustainable long-term operations
- Social and cultural constraints may affect farmers' ability to produce to buyers' specifications
- Poor management and lack of consultation with farmers may lead to farmer discontent

- Farmers may sell outside the contract (extra-contractual marketing) thereby reducing processing factory throughput
- Farmers may divert inputs supplied on credit to other purposes ,thereby reducing yields

The understanding of FOs to the importance of conducting feasibility studies prior to undertaking any income-generating activity and/or community development project will contribute to the success of such responsibility and ensures project sustainability.

In conclusion, FOs have come to understand the importance of market linkages and networks to the practicability of production and increasing incomes. This considerate has released their capacity to solve problems they may meet and look for alternatives for the future security, quality production and the development of their society.

### **Cargill meeting**

Cargill perceived Care performance as outstanding even with the shortage of the field staff, and Cargill would like Care to have more field staff for any future cooperation. Also Cargill recognized the professionalism, enthusiasm and dedication of Care in achieving this project goal and objectives. Meanwhile, Care strong networks and its in-depth knowledge of Egypt specifically in rural were of great added value to Cargill social responsibly and visibility.

Cargill is looking forward to expand its business in Egypt by entering and expanding its activities into farm inputs trade and processing of animal feed, fertilizers, and additives.

Cargill sees great opportunity in fish farming and consider it is one of solutions and safety valve of food security in Egypt.

## **4 -VISIBILITY**

The visibility of SCIAL is considered beyond satisfactory for quantity and quality of the information revealed on Cargill, in particular to the stakeholders, especially when the visibility section of the agreement was the largest section.

Care provided strong support and efforts to the project awareness and visibility due to Care strong belief of the importance of ensuring project's sustainability through raising people's awareness about any services needed in their community and how the support offered by SCIAL satisfies their needs.

## **5-CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions**

The most significant part of the evaluation mission has doubtless been the field visits, in particular the interviews with the FOs members. In fact, it must be stressed that the federation and farmers organizations have been the key components for positive implementation of SCIAL project.

The SCIAL Cargill-Care partnership has addressed the most marginalized and socio-economically disadvantaged group in rural Egypt. Small-holder farmers often lie at the very fringes of economic development, with little or no opportunity for income generation, limited access to markets and limited access to technical and agricultural information that can improve their productivity.

The follow-on project (if any) should emphasise more on the positive role of the FOs offering support and TA in an operational network.

## 5.2 Recommendations

1. Expand the geographic coverage to include Minya governorate and Nubaria region
2. Reconsider the staffing structure for such type of project where it has broad and diversified activities and multiple expected outputs that needed regular and frequent monitoring, mentoring, coaching and handholding to a certain point of intimacy with FAs management to ensure impacts sustainability.

The current staffing arrangements are considered insufficient considering the geographic distribution, number of beneficiaries engaged, and the diversified intensive capacity and awareness events. Even though, the project achieved all its objectives and exceeded its anticipated results in timely manner, BUT, this created an enormous work load on the HQ staff and caused repetitive turnover in the field staff.

3. Explore with Sets Research Station (Bani Suef) the possibility the following:
  - Utilizing the station assets for screening, sifting and grading of Soya Beans
  - Producing Azotobacter and commercialize it through FOs
4. In order to maximize the project impact, it is recommended to develop the following supportive actions:
  - Develop synergy between small holders to promote joint efforts and avoid the duplication of mistakes and waste of resources
  - Upgrade the capacity of FOs' beneficiaries to make best use of the outputs and turn their project into a manageable sustainable operation.
  - Define a basic strategy on how to cost services provided to the community including Technical assistance;
  - Provide coaching services to beneficiaries in order to properly manage the assets gained through the premium;
  - Strengthen and develop network and communication channels between participants to share their experiences during the implementation. Arrange for regular follow-up of community leaders, to ensure right adoption and diffusion of the learned knowledge on the ground.
5. Develop a community based mechanism from leaders and government representative to develop and operate **Farmers Community Customary Court** to deal with farmers agreements' disputes and to develop the basis for contract farming obligations. Tailor the Family Court model to suit this recommendation
6. Proposed Capacity Building for FOs/NGOs/CDAs for sustainability

It is proposed to provide the following four basic courses at the initial phase of the capacity building initiatives: principles of association management; financial management, membership development, and fundraising. Simultaneously, the trainers would conduct a Train the Trainer program to ensure the sustainability of training in terms of cost and time. Additional courses recommended as supplementary topics be delivered based the findings of the overall assessment of the current and relevant potential stakeholder.

- **Basics of Organization Management:** This topic would include development of vision and mission statements, setting goals and objectives, developing a program of work, preparing an organization chart showing authority of board of directors and staff, financial management principles, writing by-laws, policy and procedures manuals, etc. The teaching methodology would depend on case studies, role-playing, and the actual in-class development of some of the essentials

- **Financial and resource Management:** This would include basic financial bookkeeping, cash flow analysis, costing, etc.
  - **Membership Development and Maintenance:** This topic would highlight and demonstrate ways and means of developing the membership base while stressing the importance of this activity. It would show examples of recruiting new members, orienting them, involving them in the work of the association as means of retaining their interest over an extended period of time.
  - **Fund-raising FOs:** It would describe ways to increase the membership base, upgrade current members, and involve them in special activities and programs where they pay more for participation. It would stress development of a non-dues revenue program and introduce a new and different approach to fund-raising
  - **Supplementary topics based on assessment:**
    - Role of FOs/NGOs/CDAs and Cooperatives in socioeconomic development
    - Leadership Development; Promoting New Leaders in Your Community
    - Project Design and Proposal Writing
    - Strategic Meetings and Participatory Management of FOs
    - Development and Management of Volunteers' initiatives
    - FOs' services development and Marketing Strategies
    - Raising Public awareness and communication
    - FOs Desktop Publishing
    - Other
7. Introduce and urge farmers to adopt basic techniques of waste management of the agricultural byproducts to make nontraditional feed<sup>3</sup> and/or bio-fertilizers such as silage and/or compost and generate additional income meanwhile conserve environment
8. Expand in activities that empower women economically and socially, as it is realized by the rural communities that women have an active role in developing their communities; therefore investing in educating and train women to expand their positive and effective role in their community by developing non-traditional ideas for income generation activities such as:
- a. Innovative Handcrafts utilizing local raw materials
  - b. Collective and integrated Livestock and birds rearing
  - c. Production of a quality home-based food processing of vegetables and fruits

## 6-LESSONS LEARNED

- Good planning, early contracting, readiness before the season, well identified roles and responsibilities for all stakeholders, frequent follow up & monitoring, in addition to up-to-date markets' info are the keys for success,
- Planting Soya Beans on timely manner (from 15/4 to 15/5) , using the right varieties of quality seeds, increases productivity per acre to more than 1.5 tons/acre,
- The successive awareness workshops delivered on the importance of using the nitrogen-fixing bacteria (Azotobacter), improved the soil fertility and increased productivity per acre
- Planting Soybeans in Minya is perfect and more rewarding than traditional maize, where Soya Beans is lower in costs compared to maize and its residual is good as animal feed and it improves soil fertility which is favorable for Potatoes growers to have before their crop,
- Supervised Demonstration Fields proved that the new strains (Giza short 111, 35, 82, and 83) are more suitable for Fayoum, Beni Suef, and Minya: due to its high resistance to the cotton worms and their productivity exceeds 1.5 tons/acre,

<sup>3</sup> Go to opportunities section point 3

- Farmers Union role in marketing is indispensable for small farmers to leverage the benefits of the scaled economy,
- Laser leveling and good agriculture practices increase productivity and save water,
- It is important to conduct a proper feasibility study before implementing any income-generating project;
- Care must ensure that beneficiaries are fully investing in the project and given the proper tools to carry out activities. For example, the goat micro-project in Beni Suef faced several challenges due to beneficiary inexperience in goat breeding;
- Farmers have an inherent understanding on climate change as it is something they witness throughout the planting cycle. Offering a few ideas on how to adapt to and mitigate climate change impacts is one of the topics for which farmers demonstrate great enthusiasm.
- FOs must have a strong administrator when undertaking community development and income-generating projects—someone who will closely monitor progress and documentation and either provide or arrange for necessary technical assistance
- Variety in the cultivation (diversification) and market access of crops increases farmers' yields, and increases their acceptance of changing their farming practices and habits; and
- Farmers' associations are beginning to demonstrate a change from a "charity" mindset to one of a self-sustaining community enterprise and started to be more business oriented
- Care must ensure that beneficiaries are fully investing in the project and given the proper tools to carry out activities. For example, the goat micro-project in Beni Suef faced several challenges due to beneficiary inexperience in goat breeding;

## 7-OPPORTUNITIES

Even though the evaluation assignment time frame was squeezed and the field visits were rushed, all outputs and findings that are relevant to the evaluation were captured and checked; and some opportunities were rapidly explored.

It is known to Care that any business opportunity will be suggested need further and different approach to be assessed and comprehensively identified to ensure it is viable, doable, and attainable.

1. There is a great opportunity for SCIAL to expand in geographic target areas to Minya which used to have the largest cultivated area with Soya Beans and could add 24,853 Feddan producing around 30,000 T as per the agriculture census of 2010, meanwhile it is wise to explore Nubaria region as potential zone as it is nearby Cargill factory.
2. Cargill/Sets Upper Egypt Base, a clearing house and shipping dock for Soya Beans production for the three governorates (Fayoum, Beni Suef, and Minya), utilizing the station assets, demonstration fields, labs, and its calibre staff in promoting and expanding the Soya Beans cultivation in upper Egypt.
3. Pursue idea of establishing an Agriculture Business Development Services Partnership **with farmers, farm inputs suppliers, agriculture traders and concerned services providers** to establish **Pilot business model** in one potential village to provide farmers with all agricultural and community services needed on fees bases, that covers the following arenas:
  - a. Technology Transfer in GAP, OFWM, Agricultural waste management,
  - b. Management, accounting, and marketing studies
  - c. Upgrade of technical skills and knowledge with focus on women entrepreneurs
  - d. Transportation and shipping
  - e. Facilitation and assistance in leveraging funding sources
  - f. Legal and taxation services

- g. Accreditation, certification, and Branding
- h. Political and economic support & regulations
- i. Environmental awareness and consideration
- j. Others

The pilot business model would deliver a wide range of services such as (but not limited to):

- i. Create an information network providing technical and administrative information necessary with updated studies
  - ii. Awareness of services provided by the suppliers concerned and relative benefits.
  - iii. Provide market information and rationalize the prices of goods and services, machinery and inputs supplies.
  - iv. Establishment of specialized entities to market the products of small farms projects outside the geographical zone
  - v. Conduct production planning, communication , and marketing executive training
  - vi. More as per the opportunities priorities potentialities assessment
2. Egyptian farmers have large amounts of agricultural residues such as Hays, Maze and Rice straw, vegetables crops residues, etc., cumulating around **15 Million** tons/ year, which can be used as animal feed. Studies show that the value of these quantities of farm waste can cover efficiently the farmers' additional needs and can generate additional income with little treatment mechanically or chemically or biologically using some additives would raise its nutritional value.

FOs to buy, operate, and maintain an **Animal Feed Mobile Processing Unit** that is capable of shopping, compacting, and grinding the frame residues with a well-trained task force team on the now-how of processing different types of farm residues and convert it to high value animal feed.

3. **Landless Women Empowerment** economically and socially, as it is realized by the rural communities that women have an active role in developing their communities; therefore investing in educating and train women to expand their positive and effective role in their community by developing non-traditional ideas for income generation activities such as:
- Production of a quality home-based food processing of vegetables and fruits

## ANNEXES

### Annex 1 - The Terms of Reference of the evaluation

#### ■ Agriculture and Natural Resources Department **Supporting Communities in Increasing Agricultural Linkage** **A Care-Cargill Initiative** **Terms of Reference**

#### **Introduction:**

CARE has operated in Egypt since 1954 and, in general, its programming aims to help communities living in poverty meet basic needs, improve their social positions and cope with their challenging environments in ways that are sustainable and empowering. Underpinning all of CARE's work is a commitment to strengthening local civil society, promoting human rights and addressing the underlying causes of poverty and injustice, such as poor governance, gender inequity, economic and social exclusion and conflict. CARE places special emphasis on investing in women and girls because its experience shows that their involvement invariably brings long-term benefits to families and communities.

The central aim of SCIAL has been to increase farmers' production skills while supporting local Farmers' Organizations (FOs) to play a role in grouping farmers, developing their skills and representing their demands to relevant government bodies and to private sector entities with which farmers might do business. SCIAL has been funded by Cargill-Egypt. Farmers planted soybeans which were marketed to Cargill through the local FOs; these FOs were rewarded with premiums paid by Cargill for each ton of soybean delivered at market prices. These premiums were used in community development initiatives to improve livelihoods such as poultry and goat micro-loan projects.

#### **A) Tasks**

The consultancy consists of the following tasks:

1. Review of SCIAL proposal and quarter reports since the inception of the project to familiarize with the initiative.
2. Meet with the SCIAL team to collect their feedback on the SCIAL project
3. Develop an evaluation action plan
4. Conduct evaluation in two governorates (Beni Suef, Fayoum) with all relevant project stakeholders on both local and national level
5. Include a quantitative component to validate some outstanding project indicators
6. Draft an evaluation report that includes project successes, project impacts; project effectiveness; gaps; areas for improvements; lessons learned and recommendations for future replication
7. Collect feedback from ANR Program on the evaluation report and finalize report accordingly. The final report would include: a) a bilingual executive summary; b) detailed report in addition to a power point presentation that highlights: lessons learned, achievements, gaps/areas for improvement and future replication recommendation

#### **B) Consultant Qualifications**

The consultant should have the following qualifications:

- Understanding of the Egyptian context and the Local Administration system
- Proven record of conducting former project closeout evaluations
- Ability to read/understand Arabic
- Proven record of conducting project evaluations

**C) Consultation Objectives**

This consultancy assignment has one main objective:

1) To evaluate the SCIAL project since its inception in 2010 while focusing on project impact, project effectiveness, lessons learned, successes, gaps/areas for improvement and future implementation recommendations

**D) Level of Effort**

The consultancy consists of up to 30 working days, delineated as follows:

**E) Deliverables**

The deliverables for this consultancy will consist of (soft& hardcopy):

- 1) Project evaluation action plan
- 2) Draft evaluation report
- 3) Final evaluation report:
  - a. Name of project and country, PN (Project Number), dates project was operating, and date of evaluation;
  - b. Names and contact information of those conducting the evaluation, including external consultant(s) (if used).
  - c. Executive summary;
  - d. Principal findings, including lessons learned that could be useful to the wider CARE and development community, and recommendations for future programs/ projects.
  - e. Annexes, at minimum, should include :
    - i. Terms of Reference (TOR);
    - ii. Study methodology, including key research questions or hypotheses, operationalization of key concepts, strategies to achieve appropriate controls (e.g. comparison with non-project groups), sampling strategies, and data analysis procedures;
    - iii. Data gathering instruments (observation guides, surveys, focus group discussion guides, etc.);
    - iv. Data presentation and analysis.
- 4) Executive report (in Arabic and English) and a power point presentation.( in Arabic and English)

**F) Coordination:**

The Consultant will report to the SCIAL Initiative Manager who may delegate the SCIAL Initiative Coordinator to supervise the assignment. The Initiative Coordinators will be coordinating and facilitating the field visits with the relevant stakeholders. CARE will provide the needed aids (flipcharts, markers, stationary), if other things are needed CARE should be informed in advance.

Consultancy start and end date: From: **15/12/2013** - to: **26/12/2013**, taking in consideration that the first *draft* of evaluation report should be delivered before *the 31<sup>th</sup> of Dec* 2013

**G) Reporting**

Report will be developed in English, within 7 days after the completion of the assignment.

**Technical and financial proposal:**

It is requested that the interested potential consultant should submit the following documents in their offers:

**H) Technical Proposal:**

A short technical proposal in Arabic or English, no more than five pages long, plus attachments/annexes as described below, containing the following:

1. A brief statement in understanding of the assignment, and general approach to it.

2. A brief outline covering the objectives. Describe briefly the proposed final report outline.
3. A brief description of the methodology proposed to be use in the assignment, including techniques and tools,
4. Describe briefly the proposed final report outline.
5. A copy of the CVs of the key persons proposed to use in this assignment-as an attachment. Each CV should be no longer than three pages and contain relevant information only.
6. A capabilities statement of the consultant organization and/or brief description of relevant (similar) consultancies that would qualify for this assignment. This statement should be included as a separate annex, in addition to the five-page proposal.

**I) Financial Proposal:**

The consultant is requested to submit a **firm fixed price** offer separate from the technical proposal. The financial proposal should include a breakdown of the cost elements to assist in determining the rationale of the given rates. The total cost should cover the preparation, the delivery, the report preparation, and the final report fine-tuning (if any).

**Annex 2 - The name of the evaluator**

1. **Family name:** SHATA
2. **First names:** Mohamed Tarek
3. **Date of birth:** 08.11.1953
4. **Nationality:** Egyptian
5. **Civil Status:** Married
6. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Agriculture Economics, Cairo University (from 2002 – 2005)	M.Sc. (ABT)
Agriculture & Livestock, Ain Shams University (from 1972 – 1978)	B.Sc.

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Arabic	Mother tongue		
English	1	1	1

8. **Membership of professional bodies:** NA
9. **Other skills:** Fully computer literate in Microsoft Office Applications - Word, Excel, PowerPoint, Project Management – and Internet Applications
10. **Present position:** Independent Consultant
11. **Years within the firm :** NA
12. **Key Qualifications (relevant to the assignment)**

Over thirty years of progressive international and national program/project management responsibilities in local rural & business development including gender, environment and sustainable development, Agribusiness and agricultural production, research and extension, with expertise in strategic planning, project development, Monitoring & Evaluation design, NGOs & CDAs institutional development, and economic analysis in public/private sectors technology development. More than fifteen years' experience with international donors (USAID, UN, CIDA and EU) managing and supervising programs, contracts, grants and cooperative agreements (\$70 million portfolio at any one time) with broad skills in programme design and performance monitoring & evaluation of developmental programs. Technical sector experience includes processed foods, livestock & dairy, horticultural products, and MSMEs development and grants management. Conducted, supervised and managed many field researches, evaluations, assessments, projects and capacity building programs concerning Egyptian sector specific production industries, assessing and identifying the resources and needs of farmers, producers, traders and exporters including value chain, institutional and skills gap analyses. International work experience in Denmark and Zambia, and work related conferences, seminars, workshops and training in the USA, S. Africa and Thailand. Excellent combination of applied technical insight in the private sector and project management in the public sector; overseeing private sector & rural economic development projects. (Arabic/English)

13. **Specific experience in the region:**

Country	Date from - Date to
Tanzania	July/August 2012
Jordan	January 2012
Eritrea	July 2011
Jordan	June/July 2010 & Jan 2012
Yemen	March/April & May/June 2009
Zambia	1983 - 1985
Egypt	1978 to date

## 14. Professional experience

Date	Location	Company	Position	Description
December 2013	Cairo-Egypt	CARE-Egypt Mr Samir Sedky <a href="mailto:SSedky@egypt.care.org">SSedky@egypt.care.org</a> +2-01002584841 Mr Khaled Abdel Aal <a href="mailto:kabdelaal@egypt.care.org">kabdelaal@egypt.care.org</a> +2- 01099913120	<b>Evaluator Agriculture &amp; Agribusiness Specialist</b>	<b>Final Evaluation of Care-Cargill Initiative "Supporting Communities in Increasing Agricultural Linkage"</b> , Conduct evaluation in two governorates (Beni Suef, Fayoum) with all relevant project stakeholders on both local and national level , including quantitative component to validate some outstanding project indicators. developing report that includes project successes, project impacts; project effectiveness; gaps; areas for improvements; lessons learned and recommendations for future replication.
Jun/Sep 2013	Cairo-Egypt	BLUE Consulting Mohamed A. Sherif Omran, PhD <a href="mailto:momran@blueconsulting.org">momran@blueconsulting.org</a> TAGCONSULT Silvana Saad <a href="mailto:ssalama@tag-consultants.com">ssalama@tag-consultants.com</a> +202 - 35370434 Ext.: 335	<b>BDS Expert</b>	Social Fund for Development (SFD), Micro and Small Enterprises Support Project, <b>Value Chain Analysis</b> of the furniture industry in 4 governorates (Alexandria, Damietta, Sohag and Giza), identifying the gaps within the supply side, meanwhile identifying and categorizing the Business Development Services (BDS) needed to optimize the performance of the value chain. Specify the expected performance from the MSE,s of the sector in the value chain and the evaluation criteria & methodology for each current and proposed project type. Identified the business development services that should be continually provided to MSE to optimize their performance ; and its framework
Jul 012/Jan 013	Tanzania	Landell-Mills/Veteffect & EC Del Remco Schrijver <a href="mailto:remco.schrijver@veteffect.nl">remco.schrijver@veteffect.nl</a> +31-6-13132329	<b>Assessor &amp; Evaluator</b>	Support the United Republic of Tanzania Contracting Authority (National Authorising Officer of the EDF) and the Ministry of Agriculture Food Security and Cooperatives to <b>design the guidelines for applicants (Restricted Call for Proposals) and evaluate the concept notes as well as the full proposals</b> . This project is to address some of the challenges that have been identified in the National Horticulture Development Strategy to increase agricultural production, development and trade in view of economic development and reduction or rural poverty in Tanzania. The specific objective of the project is to strengthening of the value chain linking the smallholder farmers to the markets, in view of increased productivity, competitiveness in the sector (in the field of agriculture/horticulture...).
Apr/May 2012	Cairo-Egypt	Agriconsulting Europe S.A./JCP Srl EU Funded Alberto Cortezon, <a href="mailto:alberto.cortezon@ec.europa.eu">alberto.cortezon@ec.europa.eu</a> Maria Elena Cilloni, <a href="mailto:mecilloni@jcpsrl.eu">mecilloni@jcpsrl.eu</a> Rania Muna, <a href="mailto:rmuna@jcpsrl.eu">rmuna@jcpsrl.eu</a>	<b>TL &amp; Senior Evaluator</b>	<b>Final Evaluation to the Support to Social Development programme – Social Fund for Development SSD/SFD) 118 Grants– Egypt</b> , Global and Specific objectives are as follows: Final evaluation, which has been foreseen in the Technical and Administrative Provisions of the programme's Financing Agreement, aims at measuring the impact of the programme, assessing if the tools and activities chosen are the most pertinent and effective ones. <b>Grants for NGOs and CDAs</b> . The evaluation is to provide the decision-makers in the Government of Egypt, the relevant external co-operation services of the European Union and the wider public with sufficient information to: <b>a.</b> make an overall independent assessment about the past performance of the programme, paying particularly attention to the impact of the project actions against its objectives; <b>b.</b> identify key lessons and to propose practical recommendations for follow-up actions.
Jan/Feb 2012	Amman/Jordan	JCP Srl EU funded initiative Rania Muna, <a href="mailto:rmuna@jcpsrl.eu">rmuna@jcpsrl.eu</a>	<b>PCM Trainer</b>	<b>The regional programme Euromed Audio-visual III /RMSU - Deliver a training course on Project Cycle Management</b> to the main actors of the AVIII in the frame of a <b>regional training initiative for grant beneficiaries</b> from Italy, Jordan, Israel, Lebanon, Spain, Morocco. Responsibilities covered preparation and design of training material; delivery of training with a participatory approach; <b>work on bilateral with various grant beneficiaries to analyse Logical Framework and advise on corrective measures; reporting</b> ; assisting grant beneficiaries in <b>designing annual action plans</b> .
Jul/August 2011	Eritrea	Landell-Mills/Veteffect & EC Del Remco Schrijver <a href="mailto:remco.schrijver@veteffect.nl">remco.schrijver@veteffect.nl</a> +31-6-13132329 Maria Persson <a href="mailto:MariaP@landell-mills.com">MariaP@landell-mills.com</a>	<b>Senior Agri./Institutional development Expert</b>	<b>EC-format grants contracts document Development</b> : to smooth and <b>timely launch</b> of the EC-funded <b>10th EDF Agricultural Support Programme in all Zobas</b> , in charge of <b>advising on all technical aspects of the operational plans</b> proposed for each of the three Zobas where responsibility is allocated. In particular, ensure that: 1) The work plans are consistent with the Financing Agreement of the Agricultural Support Programme, 2) They are technically sound and comprehensive, including activities which are inter-related and necessary, in such a way that the activities, when implemented, achieve clear project results which then contribute to the stated objectives; a loose collection of activities which in themselves are not likely to lead to tangible project results is to be avoided, 3) They are realistic and achievable during the project duration, and are well coordinated so as to ensure maximum impact and the achievement of the stated objectives, 4) They have a proper logical framework with adequate indicators to facilitate the future monitoring and evaluation of the programme in each of the Zobas In charge of <b>guiding and supervising local authorities</b> in the translation of the <b>operational work plans</b> into an EC-format grant contract document, ready to be submitted to the EU Delegation.
Apr/May 2011	Cairo-Egypt	JCP Srl EU funded initiative Rania Muna, <a href="mailto:rmuna@jcpsrl.eu">rmuna@jcpsrl.eu</a> Sonia Vila Hopkins, Project Manager, <a href="mailto:Sonia.vila-hopkins@ec.europa.eu">Sonia.vila-hopkins@ec.europa.eu</a> Tel: +2 -02-37494680	<b>Team Leader &amp; PCM Trainer</b>	<b>Information Sessions &amp; Training on Grant Applications -Local calls for proposals Egypt 2011-</b> The global objective of the assignment is to <b>broaden the scope of civil society organisations (CSOs)</b> who are aware of, understand and respond to the local calls for proposals launched by the EU Delegation to Egypt in 2011, and who submit complete and high quality applications. The <b>Specific objective(s)</b> are: 1 - <b>To disseminate information</b> about three local calls for proposals (EIDHR, NSA-LA and Cultural Activities) to a <b>broad representation of civil society organisations</b> ; 2 - <b>To strengthen understanding about EU procedures</b> for grant application and evaluation among <b>CSOs, especially Egyptian CSOs</b> ; 3- <b>To provide training</b> on how to prepare grant applications using the 2010 Grant Application form.

Aug10/March 2011	Cairo-Egypt	CIDA Dr. Mohamed Omran, Team Leader <a href="mailto:momran@link.net">momran@link.net</a> , +2-01222196231 Mrs. Eman Omeran, Embassy of Canada, SME Program Team Leader <a href="mailto:Eman.omran@international.gc.ca">Eman.omran@international.gc.ca</a> (202)27918793	<b>SME/BDS Agribusiness Specialist</b>	<b>Horticulture Pro-Poor Value Chain Analysis (PPVCA)</b> - The objective of the PPVCA is to identify possible areas of <b>performance improvement in systems/ institutions and regulatory environment</b> currently serving the Horticulture sector and consequently design custom-tailored interventions for increased growth. <b>A pro-poor growth value chain analysis</b> however will not only focus on economic development but will take into consideration the increased income, capacity and participation of poor men and women which translates into their improved well-being. The objective of the study is to identify 2-3 sub-sectors in agro-industries with the highest potential for creating opportunities for marginalized groups - particularly women and youth - to further assess the full range of activities and actors (producers, processors, input suppliers, retailers, etc.) involved in the production, transformation and sales using a pro poor value chain analytical framework.
Jun/July 2010	Amman-Jordan	Particip/JCP Srl EU funded initiative Rania Muna, <a href="mailto:rmuna@jcpsrl.eu">rmuna@jcpsrl.eu</a> Tala Khrais, <a href="mailto:tala.khrais@particip.eu">tala.khrais@particip.eu</a> Office Manager, ICB office Institutional Capacity Building to the Ministry of Political Development	<b>PCM Expert</b>	<b>Delivering two courses on PCM (Overview, Practical) to the Ministry of Political Development (MoPD), Jordan.</b> The objective was to enable the staff to use the PCM management tools to identifying needs, designing projects and activities. The 1 <sup>st</sup> course provided an orientation refresher baseline for MoPD staff who wishes to pursue (EU grants management) and/or (EU grants for administrators and finance managers) follow up courses. A special was given to monitoring and evaluation of projects and activities and planning <b>The 2<sup>nd</sup></b> was hands on practical course including (Core components of a project proposal (technical and financial) using EU grants as a model, Setting criteria for good project design (political development / youth / women), Risks & assumptions, Stakeholder analysis, Problem analysis (cause & Effect), objectives analysis (means to an end), results formulation, strategic analysis, activities design indicators, M&E, developing performance indicators, and developing comprehensive Planning matrix. Discussions on case studies relevant to MoPD and also to EU funded grants.
March 2010	Cairo-Egypt	AGMIN/JCP Srl EU funded initiative Task Manager: CORTEZON GOMEZ Alberto Tel.: + 20-2 3749 5357 Mail: <a href="mailto:alberto.cortezon@ec.europa.eu">alberto.cortezon@ec.europa.eu</a>	<b>Team Leader – Local Development and Evaluation Expert</b>	<b>Mid Term Evaluation of the EU Support to Social Development Programme (SSD) 118 Grants-</b> Egypt (€ 20 million) to NGOs and CDAs. The evaluation to provide the decision-makers in the Government of Egypt, the relevant external co-operation services of the European Union and the wider public with sufficient information to: 1) make an <b>overall independent participatory assessment</b> about the on-going <b>performance of the programme</b> , paying particularly attention to the <b>impact of the project actions against its objectives</b> ; 2) <b>identify key lessons</b> and to <b>propose practical recommendations</b> for the remaining implementation period of the programme taking into account the financial constraints of the programme and EU rules and procedures.
Nov 09-Mar10	Cairo-Egypt	ASI – ACD/VOCA Dr. Doug Anderson: Regional Director. <a href="mailto:ACDIMENA@aol.com">ACDIMENA@aol.com</a> - 0122282418	<b>Business Development Consultant</b>	The assignment is to <b>assist ASI-ACDI/VOCA</b> to expand its Agribusiness consultancy business and brand ASI services in Egypt and MENA region. The ultimate goal is to align and reshape ASI to effectively response to the market leads, clients' needs, explore new business opportunities, and assure the delivery of needed timely/quality services. The assignment included <b>SWOT analysis</b> , market reconnaissance; <b>skills gap analysis</b> , <b>capacity building</b> , business road mapping, outreach, organizational development, financial management, marketing, team building and business strategy.
May 2009-Mar 2011	Cairo-Egypt	ECORYS /JCP Srl EU funded initiative Rania Muna, <a href="mailto:rmuna@jcpsrl.eu">rmuna@jcpsrl.eu</a> Ms.Torresi: <a href="mailto:info@jcpsrl.eu">info@jcpsrl.eu</a>	<b>Senior Local Monitor /EU Funded Project</b>	<b>EU-Egypt Innovation Fund - Research, Development and Innovation (RDI) Programme (€ 11 million) Grants schemes to private, public, and NGOs. The fund will initially focus on projects in line with Egypt's innovation objectives including Energy, Water, ICT, Environment, Nano-technology, Food, Agriculture and Health.</b> The assignment is to assist the Programme Implementation Office (PIO) at the Ministry of Higher Education and Scientific Research (MHESR) providing necessary <b>monitoring, evaluation, capacity building and mentoring</b> assignments during the implementation of the various Grants under the above mentioned Grant Schemes. The RDI program succeeded in supporting applied research based on Egypt's national priorities, involving the private sector in defining research needs, and supporting strong innovative ideas from research point up through to commercialization process.
March- Jun 2009	Sana'a-Yemen	Transec & Prodev EU funded initiative Dr. Mirella Mokbel –TL <a href="mailto:mokbelm@bluewin.ch">mokbelm@bluewin.ch</a> Mr Damien Buchón –EU Programme Manager <a href="mailto:Damien.BUCHON@ec.europa.eu">Damien.BUCHON@ec.europa.eu</a>	<b>Rural Development Expert/ EU Funded Project</b>	Participating in <b>EU programme/projects</b> identification, preparation, formulation, and design to improve food accessibility and availability in Yemen (€ 17 million) - through four main components. The Institutional strengthening and capacity-building of the Ministry of Agriculture and Irrigation and the Ministry of Water and Environment. Main duties: a) The coordination and design of the Global Food Security Strategy at the national level under the Ministry of Planning and International Cooperation; b) The support to expand the WB and MAI rain-fed agriculture programme beyond the current 5 Governorates; and c) Strengthening linkages between the agriculture and water sector programmes. d) Finalisation of Programme Action Fiche, e) finalization of Activities description, f) Redaction of ToR for the Technical Assistance, g) conduct a workshop on Food security
February 2009	Cairo-Egypt	Allied Egypt & CIDA Dr. Medhat Soliman, Partner Manager <a href="mailto:M_soliman@hotmail.com">M_soliman@hotmail.com</a>	<b>BDS Expert</b>	Proposal writing for CIDA funded programme (Egypt Enterprise Development Program-EEDP), <b>to conduct an assessment and spot-check survey</b> of the SMEs and BDS to identify the followings: a) The potential three governorates where EEDP can provide demand driven non-financial services to SMEs; b) The most dynamic and high potential two or three SMEs business sectors linked with marginalized groups; c) The sectors growth constraints and the recommended interventions to overcome them ;d)The most potential business development services providers to be contracted to establish a new Regional Enterprise Development Centre in each governorate; e) The demand driven business development services required for each sector.

January 2009	Cairo-Egypt	DAAS International /JCP Srl EU funded initiative Mrs. Yara El Bially – F&C ECD <a href="mailto:yara.el.bially@ec.europa.eu">yara.el.bially@ec.europa.eu</a> Ms.Torresi: <a href="mailto:info@jcpsrl.eu">info@jcpsrl.eu</a>	<b>Senior Local Evaluator/ EU Funded Project</b>	<b>End of project Evaluation of the EU Financial Investment &amp; Sector Cooperation- Rural (FISC-R) - Egypt (€ 18 million)</b> Specific objectives were to: Deliver an <b>overall independent Evaluation</b> about the past performance of the project, paying particularly attention to the impact of the project actions against its objectives; Measuring the <b>impact of the project on the development of the agricultural sector in general</b> ; and on <b>farmers and small and medium size agricultural business</b> with no access to commercial financial resources in particular; Assessing if the tools and activities chosen are the most pertinent and effective ones, and; Identify key lessons and to propose practical recommendations for future actions.
Dec/January 2008/2009	South Sinai, Egypt	Sheikh Sina (SS) Eng. Mohamed Mabrouk – Board Member, & Technical Advisor – <a href="mailto:mohamed.mabrouk@sheikhsina.com">mohamed.mabrouk@sheikhsina.com</a>	<b>Management Consultant/ EU Funded Project</b>	Consultancy Service to the <b>EU funded Grant to a Bedouin SME (SS) for Ecotourism and community Development - (€ 440,000) in Planning, Management, M&amp;E, and Capacity Building.</b> In charge of <b>reviewing and evaluating</b> the overall functioning and <b>mechanisms of Grant implementation</b> , current structure <b>performance</b> planning, SWOT analysis and delivered diversified capacity building; developing with the team a ground roles for operation, strengthening communication channels, <b>developed an integrated business plan</b> , and <b>delivered management training</b> ; conducting a team building exercise and with the team developed a strategic plan incorporating the grant into the Bedouin current Ecotourism business activity for sustainability,
June/July 2008	Cairo-Egypt	B&S EU funded initiative Mrs. Neveen Ahmed, Economic & Institutional Reform P M. ECD – Egypt <a href="mailto:neveen.ahmed@ec.europa.eu">neveen.ahmed@ec.europa.eu</a> – Tel: +2 -02-37494680 Ms.Torresi: <a href="mailto:info@jcpsrl.eu">info@jcpsrl.eu</a>	<b>Senior Local Evaluator/ EU Funded Project</b>	<b>Mid Term Evaluation of the EU Support of the Association Agreement Programme (SAAP) - Egypt (€ 25 million)</b> Specific objectives were to: a) Review and <b>assess the overall functioning and mechanisms of SAAP implementation</b> , including the <b>efficiency and effectiveness of the applied methodologies</b> and practices for <b>projects' planning, internal monitoring</b> and follow-ups, and communication channels within SAAP and among different stakeholders; b) <b>Assess progress of different Twinning projects</b> in the following sectors (Tourism, Rail Ways & Road Safety, Postal Services, Telecommunication, Agriculture & Veterinarian, Investment, Health & Safety Management, Environment, Accreditation, and Water), relative to their respective set of objectives, steps of implementation, inputs and outputs of each of the outlined activities, and the results in general; in relation to the SAAP purpose and objectives; c) Identify <b>key lessons learnt, including strengths, opportunities</b> , weaknesses and inherent risks; d) Deduce key recommendations relevant to improving the project's performance, implementation, and achievement of its purpose and specific objectives
Jun 2007 to Feb 2008	South Sinai, Egypt	SSRDP –PSU Ahmed Korany, Admin & Fin Manager, <a href="mailto:ahm_korany@hotmail.com">ahm_korany@hotmail.com</a> Robert .J. Rowbottom – TL <a href="mailto:rjrowbottom@compuserve.com">rjrowbottom@compuserve.com</a> Cell: +2 - 0102422792	<b>Component II Manager (Grants Manager)/ EU Funded Project</b>	<b>South Sinai Regional Development Programme. (EU Funded)</b> Responsibilities included the design, <b>development</b> , restructure and the establishment of a new SSRDP/PSU <b>Grants implementation</b> organization structure for NGOs & CDAs, Programme log Frame, and <b>M&amp;E system</b> . Building the capacity of the new staff; while increasing the awareness of the government officials and develop the municipalities' managers and civil society skills to recognize and appreciate the value of the participatory <b>implementation and monitoring &amp; evaluation (M&amp;E) of development activities</b> . Also managing and developing the appropriate communication channels and reporting system for the implementation process of a <b>20.5 million € grant scheme (180 grant contracts)</b> , covering the following themes ( <b>Local Economic Development, Social Development, Tourism, Capacity Building, Environment, Culture Heritage, and Public Awareness</b> ) together with the newly established organization structure and the M&E system, while <b>building capacity, mentoring and coaching grantees</b> .
Nov 2006 to June 2007	South Sinai, Egypt	SSRDP –PSU Ahmed Korany, Admin & Fin Manager, <a href="mailto:ahm_korany@hotmail.com">ahm_korany@hotmail.com</a> Robert .J. Rowbottom – TL <a href="mailto:rjrowbottom@compuserve.com">rjrowbottom@compuserve.com</a> Cell: +2 - 0102422792	<b>Senior M&amp;E specialist/ EU Funded Project</b>	<b>South Sinai Regional Development Programme.</b> As Senior <b>M&amp;E specialist</b> involved in setting up M& E programme together with international experts. Involved in the <b>evaluation</b> of Concept Notes and Full Proposals for Call 1 of Component 2 and the preparation of Call I and Call 2 contracts with beneficiaries and local Government Sheikhs. Grants were addressing the following (Local Economic Development, Social Development, Tourism, Capacity Building, Environment, Culture Heritage, and Public Awareness). Grant recipients included Governmental Institutions, local & international NGOs, CDAs, SMEs, and Local municipalities. <b>Designed, implemented, assisted, and supervised a Capacity Building programme for all grants</b> recipient in project management PCM, Planning, reporting, and monitoring. Technical assistance was also delivered to beneficiaries in Livestock management, Agriculture practices, and basic environmental sensitivity issues.
Jan 2006 to Jun 2006	Upper Egypt, Sinai and the Red Sea	GTZ (Germany) & WFP Dr. Khaled Chatila – Programme Officer – WFP Egypt <a href="mailto:khaled.chatila@wfp.org">khaled.chatila@wfp.org</a> Tel: (+2) 02-25282732	<b>Community Development Local Expert</b>	<b>GTZ "Quality Improvement Grant"</b> provided to WFP to assist WFP Projects in Upper Egypt, Sinai, and the Red Sea increase community participation. Objective of the assignment was to <b>enhance community participation in planning, implementation, monitoring and evaluation</b> of WFP activities in Upper Egypt, Sinai and the Red Sea. This grant was for an integrated Local Economic and Social development which allowed the consultant to: a) Conduct <b>capacity assessments</b> (social, resources and skills) on a sample of five communities supported by WFP in Upper Egypt, Sinai and the Red Sea; b) provided capacity building in PRA to WFP staff, partners, community self-help organisations and community leaders using training material that is tailored to conditions of WFP-assisted communities; c) Prepare a final report detailing an implementation plan by WFP/Egypt for a pilot participatory community development project in a sample of locations proposed for the next country programme 2007-2011.

2004 to 2005	Nation-wide, Egypt	USAID / EGYPT Anthony Vance – Productive Sector Development, Associate Director – Egypt <a href="mailto:avanc@usaid.gov">avanc@usaid.gov</a> Tel: (+2) 02-25226500	<b>Project Management Specialist/ Agribusiness Rural Development Specialist</b>	The assignment focused on <b>agribusiness institutional development</b> , livestock production, improved Horticulture production & exports and information technology (IT) utilization for competitiveness and export development. Served as principal advisor and assistant to the Agribusiness Team Leader, and provided substantive advice and direction in the planning, design, management, implementation, <b>monitoring and evaluation</b> of the Agribusiness portfolio, which was valued at \$180 million, aiming at increasing Egyptian global competitiveness, agribusiness exports, rural income and <b>accelerating rural business development</b> . Served as a member of several activity committees for the Productive Sector Development Office (PSD); and performed full range of consultative, advisory, <b>monitoring</b> , management, information gathering, <b>macro/micro analysis &amp; evaluation</b> related to agribusiness, water, environment and rural development.
1999 to 2004	Nation-wide, Egypt	USAID / EGYPT Anne Williams – Competiveness & Agriculture Development, Division Chief – <a href="mailto:awilliams@usaid.gov">awilliams@usaid.gov</a> Tel: (+2) 02-25226500	<b>Project Management Specialist</b>	Provided technical, analytical, logistical, financial and administrative advice and management support during activities' design and implementation at the Competiveness and Agriculture Development Division CAD. Served as a senior-level Foreign Service National (FSN) <b>advisor</b> and activity team leader for four activities of the Growth Through Globalization (GTG) umbrella agreement with total value around \$60 million. The assigned portfolio included the \$26 million Agricultural Led Export Businesses (ALEB) contract "Horticulture processed food"-focusing and strengthening quality assurance and food safety systems; the \$18 million agreement with the Egyptian Exporters Association EEA; the \$10 million grant to the America Chamber of Commerce-Egypt; the \$3.5 million GTG Monitoring and Evaluation (M&E) contract; and the \$1.4 million Horticultural Export Improvement Association (HEIA) grant. All GTG activities were aiming at increasing Egypt's competitiveness and accelerating private led economic growth in (Textile & Ready-made garments, Furniture, Horticulture Fresh and Processed, Leather, and IT). Served as a core member of the Mission's task force for the Results' Review and Request Resources Team (R4). CTO responsibility for ALEB contract implementation execution and legacy; CTO responsibility for EEA Cooperative Agreement, HEIA and AmCham Grant management in achieving their objectives;
1997- 1999	All Governorates, Egypt	USAID / EGYPT David Delgado – Agriculture Office Director – <a href="mailto:ddelgado@usaid.gov">ddelgado@usaid.gov</a> Tel: (+2) 02-25226500	<b>Project Management Assistance/ Assistant Team leader</b>	Advisor and assistant for the management and implementation of the \$60 million Agriculture Technology Utilization and Transfer (ATUT) Project for Horticulture Development – strengthening, encouraging, and build the capacity of the research and extension authorities in delivering export driven services to the private sector and farmers, and had 1) Direct management responsibility for the On-Farm Water Management (OFWM) activity under ATUT, working with the Government of Egypt to strengthen the capacity of the relevant entities in improving OFWM. 2) Principal technical advisor and assistant team leader for the design and planning of a \$25 million new Agribusiness project ALEB "Agriculture-Led Export Business", targeting the processed food sector. Provided substantive project management, technical, analytical, logistical, financial and administrative support. The responsibilities included:
1994-1997	Nation-wide, Egypt	USAID / EGYPT David Delgado – Agriculture Office Director – <a href="mailto:ddelgado@usaid.gov">ddelgado@usaid.gov</a> Tel: (+2) 02-25226500	<b>Project Management Assistant</b>	Assisted the Agriculture Directorate to design and manage a complex commodity utilization and end-use verification system. Managed and supervised the <b>development</b> and the <b>implementation</b> of a pilot computer based randomized sample of the directorate commodities for end-use verification process of more than \$100 million of commodities Developed and lead a customer-focused symposium then project for On Farm Water Management (OFWM)-\$10 million.
1991 - 1994	Nation-wide, Egypt	Chemomics International – Egypt Ralph E. Tomerlin, Chief of Party & MIS Expert <a href="mailto:r_tomerlin@yahoo.com">r_tomerlin@yahoo.com</a>	<b>Privatization Planner/ Analyst</b>	USAID funded 'Agriculture Production & Credit' Project (APCP) through the Principle Bank for Development & Agricultural Credit (PBDAC), <b>developed, implemented</b> , and supervised a systematic <b>Monitoring and Evaluation (M&amp;E) system</b> on the progress of PBDAC's farm inputs divestiture/privatization and commercialization process.
1985-1991	West Nubaria, Egypt	The Nile Agriculture Development Company (NADCO) Dr. Abdel Moneam Saudi, Chairman & Partner +2-02-3708379	<b>Operation &amp; Planning Manager</b>	<b>Operation &amp; Planning Manager</b> for West Nubaria Farm (6000 Acres & > 300 employee): in charge of and supervised all production operations, planning, and the development process. The operation included Livestock & Dairy, Horticulture, Forage Crops, green houses and exports. M&E Manager.
1983 to 1985	Zambia	Chambashi Estates Ltd. – Zambia Dr. Nessem zaid, Vice Pres. P.O. Box: 80190 Kabwe	<b>Ranch Manager and Animal Husbandry Officer</b>	Ranch Manager and Animal Husbandry Officer (55,000 acres, > 150 employee, and 10,000 livestock head). Planning, developing, and rebuilding the ranch in Kabwe, Central Province. Duties included: Ranch management, infrastructure rehabilitation and maintenance, cultivation and expansion; Herd management, administration, ranching activities, nutrition, and breeding operations; Prevention & disease control programs; Sales and marketing
1982	Nation-wide, Egypt	Embassy of the United Arab Emirates – Egypt Mr Ahmed Butty, Attaché	<b>Translator/ Research Assistant</b>	<ul style="list-style-type: none"> <li>• Translator (English/Arabic) &amp; Telex Operator at the U.A.E. Embassy Cultural Division – Cairo, Egypt</li> <li>• Affiliated to the animal husbandry research at the desert institute (sheep production) Cairo, Egypt.</li> </ul>

1981	Denmark	Dairy Farm – Moldrup, Denmark Mr. Niles Peder Finsen	<b>Post Graduate Training</b>	Theoretical and practical training in an integrated dairy farm
1979 - 1980	West Nubaria, Egypt	The Nile Agriculture Development Company	<b>Manager West Nubaria Farms</b>	Asst. dairy farm manager (750 Heads) and Manager of a sheep farm (1500 Heads)
1978	Ismailia, Egypt	Ismailia Misr for Agricultural Development Co. Mr. Mohamed Hussam Eldin Ali,	<b>Livestock Officer</b>	Livestock Officer at a Dairy farm (500 Heads), East of the Nile Delta farm

#### 15. Other relevant information (e.g. Publications)

**Volunteering Services** Provided volunteer consultancy services for the following entities:

- The Egyptian Union for Commercial Chambers – General Exports Department – Cairo, Egypt: Plan, design, develop and prepare for a high profile national conference (February 07), aiming at a holistic restructure of the means and strategy in educating Egyptian.
- Egypt Railways Integrated Services "ERIS" Company/Security Department– Cairo, Egypt: Establishing Security Department at the newly registered services company ERIS. The development process included "not limited to"; SWOT analysis, needs assessment, strategic and business planning, HR requirements, M&E and reporting system.
- Assistance to a Charity NGO "KHAIR BALADNA" and other NGOs: delivering on the job training on project management, community assessment, and participatory approaches.
- Adhoc volunteer consultancy to NGOs and former grants beneficiaries of South Sinai Regional Development Program

#### Specialized training in:

- Rural and Agriculture Finance, **Washington DC** – April 2005
- Making the Service Market Work for Enterprise Competitiveness, Springfield Centre, **South Africa**, January 2005
- Acquisition Management, USAID, **Cairo** – April 2004
- Competitiveness workshop, **Thailand** – April 2004
- Situational Leadership, Ken Blanchard, **Cairo**, December 2003
- Economic Growth Development Overview, USAID, **Alexandria** – October 2003
- Development Assistance Management, USAID, **Cairo** – December 2003
- Activity Management Skills, **Alexandria** – September 2002
- Creative Training Techniques, The Bop PIKE GROUP, **Cairo**, September 2001
- Performance Management for Developmental Assistance, **Cairo** – February 2001
- Creative Problem Solving, AMIDEAST, **Cairo** – July 00
- Acquisition & Assistance Management, USAID, **Cairo** – October 2000
- 4 Roles of Leadership, Franklin Covey, **Cairo** – May 2000
- The 7 Habits of Highly Effective People, Franklin Covey, **Cairo** – November 1999
- Audit Management, USAID, **Cairo** – October 1999
- Managing by Result, USAID, **Cairo** – May 1999
- Agribusiness Management, Santa Clara University, **USA** – July 1997
- Relaxed and Participatory Research Methods, USAID, **Cairo** – March 1996
- Project Financial Analysis, USAID, **Cairo** – May 1995
- Creative Management skills, USAID, **Alexandria** – October 1994

<b>Annex 3 - Evaluation method</b>
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The proposed methodology of the consultant relies on:

- A review of relevant progress reports and communication channels among the different stakeholders at regional and local levels will be conducted
- Independent meetings with, CARE HQ and field officers, federation board members, associations' board, MALR Agricultural Extension staff, and interviews with selected sample of beneficiaries
- Familiarisation with the adopted monitoring system, the developed indicators and their relevance
- Tools to be applied in the Field Phase
  - 1 – Personal interviews with with relevant key stakeholders and selected beneficiaries' sample,
  - 2 – Simple evaluation form to be filled with the interviewee
  - 3– ad-hoc meetings with other community stakeholders (non-beneficiaries, farm inputs traders, etc.)
- Based on the initial meetings and the collected documentation, the consultant will examine and assess the following:
  - SCIAL impact in accordance with the objectives, indicators, results and time frame;
  - The real visibility of the project to the planned target groups
  - The efficiency of the capacity building components;
  - Overall sustainability approach and the viability of further support to SCIAL

The evaluation process tasks accomplished as follows:

1. Literature review of SCIAL proposal and quarter reports since the inception of the project to familiarize with the initiative
2. Meetings with the SCIAL team to collect their feedback on the SCIAL project
3. Developing an evaluation action plan
4. Conducting the evaluation in two governorates (Beni Suef, Fayoum) with relevant project stakeholders on both local and national level
5. Validation of some outstanding project indicators
6. Drafted an evaluation report that includes project successes, project impacts; project effectiveness; gaps; areas for improvements; lessons learned and recommendations for future replication
7. Collect feedback from ANR Program on the evaluation report and finalize report accordingly. The final report would include: a) a bilingual executive summary; b) detailed report in addition to a power point presentation that highlights: lessons learned, achievements, gaps/areas for improvement and future replication recommendation

**Annex 4 - List of persons / organizations consulted / met**

Date	Location	Persons Met/Organisation	Contact Details
	Care Office	Mr Samir Sedky Mr Khaled Abdel Aal, Mr Hazem Fahmy	<a href="mailto:ssedky@egypt.care.org">ssedky@egypt.care.org</a> <a href="mailto:kabdelaal@egypt.care.org">kabdelaal@egypt.care.org</a> <a href="mailto:hfhahmy@egypt.care.org">hfhahmy@egypt.care.org</a>
17/12/2013	<b>Faioum</b> - Bane Saleh- ☛ Farmers' Specific Union (31 associations) - ☛ Society Friends for Development and Environment - -  ☛ Al-Tareq Association	Mr Aballah Ali Basha- Union Chairperson Mr Salem Al-Mandohe- Deputy Mr Kareem Abdel Qader- Exec. Director 3 Soya Beans grower ( ♂ ) 1 Laser leveller operator  Mrs Mona Ismail- Board Member Mrs Badawia El-Said-Board Member Mrs Ebtehal Kareem- Credit Officer 2 Trained volunteers ( ♀ and ♂ ) 4 ♀ Recipients of micro credit (birds,bakery)	01006476700 01008901267 =====
	<b>Faioum</b> ☛ AL-Tareq Association for Development	Mrs Hidy Samir – Chair Person Mr Raf' at Abdo Mohamed-Exec. Director Mrs Fepy Atteia- Project Manager Mrs Irine Jeorge-Accountant Mr Galal Moa'awad, CB consultant	01275596619 01004604893 01225636281 01285207750 01220401666
18/12	<b>Bani Suef</b> -Elfashn ☛ Sets Research Station	Dr Hisham Taha – Agronomist Researcher	01270458603
	☛ EL-Nahda for Ag Development-ELFant -East	Mr Ragab A El-Baqe-Chair Person Mr Hussain Ali – Board Member Mrs Zanab Mohamadain- Board Member Mr Ali Hassan- Board Member Mr Ibrahim Hassan- Board Member Mr Ayman Mohamed – Field Coordinator 6 Soya Beans beneficiary farmers 2 Beneficiaries of the cows distribution 2 Beneficiaries of the Goats distribution	01002704250 01223041834  01157030226
	☛ Community Development Association-Gaafar	5 Board Members Mr Mohamed Kamel- Gove Social Affairs Mr Milad Bebawi-Financial Manager Mr Adel Adly Henen- Municipality Mr Magdy Wekson Rezq-Member Mr Ayman Mohamed – Field Coordinator 7 ♂ Beneficiaries 5 ♀ Beneficiaries	01151189555 01221458711 01000520608  01157030226
19/12	<b>Bani Suef</b> – City ☛ Agriculture Department ☛ Extension Department	Mr Saber Abdel Fatah-Undersecretary Mr Husam Metwaly- Senior Specialist 3 Trainees on climate changes (2♀,1♂)	01004925378
02/2/2014	Cargill Office - Maadi	Mr Bredon	Had no Business card