

## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands**

### **Supervision Report**

### **Main report and appendices**

Mission Dates: October 29th to November 12th, 2018

Document Date: 26/02/2019

Project No. 1100001447

Report No. 5004-EG

Near East, North Africa and Europe Division  
Programme Management Department

## Abbreviations and Acronyms

## A. Project Overview

Region:	Near East, North Africa and Europe Division	Project at Risk Status:	Potential problem
Country:	Egypt	Environmental and Social Category:	B
Project Name:	On-farm Irrigation Development Project in Oldlands	Climate Risk Classification:	not available yet
Project Id:	1100001447	Executing Institution:	not available yet
Project Type:	Irrigation	Implementing Institutions:	not available yet
CPM:	Dina Saleh		
Project Director:	not available yet		
Project Area:			

Approval Date	17/12/2009	Last audit receipt	04/01/2019
Signing Date	16/02/2010	Date of Last SIS Mission	12/11/2018
Entry into Force Date	16/02/2010	Number of SIS Missions	6
Available for Disbursement Date	16/02/2010	Number of extensions	2
First Disbursement Date	21/03/2011	Effectiveness lag	2 months
MTR Date	12/01/2015		
Original Completion Date	31/03/2018		
Current Completion Date	20/09/2019		
Financial Closure	not available yet		

### Project total financing

<b>IFAD Financing breakdown</b>	Near East, North Africa and Europe Division	\$998,680
	Near East, North Africa and Europe Division	\$999,400
	IFAD	\$12,999,660
	IFAD	\$46,999,850
<b>Domestic Financing breakdown</b>	National Government	\$15,342,900
	National Government (add)	\$3,977,351
	Beneficiaries additional financing	\$2,026,842
	Beneficiaries	\$8,814,400
<b>Co-financing breakdown,</b>		
<b>Project total financing</b>		<b>\$92,159,083</b>

### Current Mission

Mission Dates:	October 29th to November 12th, 2018
Days in the field:	8
Mission composition:	Ms Dina Saleh, (Country Director PM), Ms. Maliha H. Hussein (Mission Leader and Agriculture Economist); Mr. Aziz Tabet (Water Management and Irrigation Specialist), Mr Mohamed Abdul-Latif (Procurement Specialist), Mr Umit Mansiz (Monitoring & Evaluation Specialist Mr. Aziz Al-Athwari, (Financial Specialist) and) and Ms Silvia Sperandini (Gender & Poverty Targeting Specialist- Remote Rome Based). Ms Taissir Ahmad (IFAD's Country Programme Assistant) provided invaluable support to the Mission.
Field sites visited:	Luxor, Assiut, Sohag, Qena Minya and Beni Seuf

## B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4	Assessment of the Overall Implementation Performance		4
<b>Effectiveness and Developmental Focus</b>		<b>3</b>	<b>Project Management</b>		<b>4</b>
Effectiveness		3	Quality of Project Management		3
Targeting and Outreach		4	Knowledge Management		3
Gender equality & women's participation		2	Value for Money		4
Agricultural Productivity		3	Coherence between AWPB and Implementation		4
Nutrition			Performance of M&E System		4
Adaptation to Climate Change		4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)		5
<b>Sustainability and Scaling-up</b>		<b>4</b>	<b>Financial Management and Execution</b>		<b>4</b>
Institutions and Policy Engagement		4	Acceptable Disbursement Rate		2
Partnership-building		4	Quality of Financial Management		3
Human and Social Capital and Empowerment		3	Quality and Timeliness of Audit		5
Quality of Beneficiary Participation		4	Counterparts Funds		5
Responsiveness of Service Providers		4	Compliance with Loan Covenants		5
Environment and Natural Resource Management		5	Procurement		3
Exit Strategy		3			
Potential for Scaling-up		5			
<b>Relevance</b>					<b>5</b>

## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

The International Fund for Agriculture Development (IFAD) undertook a Supervision Mission for the On-Farm Irrigation Development in the Old Lands Project (OFIDO) between October 29th to 12th November, 2018. The Project was approved by the IFAD Executive Board on 17th December 2009 and entered into force on 18th February 2010, but due to unforeseen political events, Project activities started only towards the end of 2012. The Project was initially designed for five governorates but was extended to two additional governorates through a supplementary financing agreement in 2013. The Project's original completion date of March 31, 2018 was extended by nine months to 31st December 2018. The Government of Egypt has sent an official request to IFAD to extend the Project again to enable it to complete some of the unfinished works and other activities critical for the long-term sustainability of the investments.

IFAD provided an initial financing package of USD 47 million loan and USD 1 million grant[1] for the Project activities in Kafr El Sheikh and Beheira (12,000 feddan) in Lower Egypt and Assiut, Sohag and Qena in Upper Egypt. A supplementary financing of USD 13 million loan and USD 1 million grant was later provided to extend the Project to Minya and Beni Seuf Governorates.

The main purpose of the Mission was to review the implementation progress and provide its recommendations for smooth completion of Project activities. The Mission undertook a review of the four components of the Project including its project management, monitoring and evaluation, procurement and financial management arrangements. The Mission assessed the effectiveness of the Project's activities, efficiency of implementation and the overall impact on productivity, food security and incomes of the rural poor to the extent that it is beginning to emerge. The Mission also reviewed the Government request to extend the Project.

The Mission worked closely with the National Project Coordination Unit (NPCU) and met with the representatives of the Ministry of Agriculture and Land Reclamation (MALR), Ministry of Water Resources and Irrigation (MWRI), the Electricity Company, the Medium, Small and Micro Enterprise Development Agency (MSMEDA), the field engineers and consulting firms engaged to supervise the Project, contractors for the civil works, field supervisors, farmers, small and micro-entrepreneurs and some of the women participating in Project activities. The Mission visited all the Governorates in Upper and Middle Egypt namely Luxor, Qena, Sohag, Assiut, Minya and Beni Seuf.

The key issues and recommendations were discussed during several debriefing sessions at the governorate levels and at the central level with the NPCU and MALR officials, and formally presented to the officials of the Ministry of Investments and International Cooperation (the Borrower's representative) and to the Minister of MALR, His Excellency Dr. EzzEldin Omar Abu Steit on November 11, 2018.

### Key Mission Agreements and Conclusions

The Mission observed that the Project had made good progress in the last one year and the modernization of the irrigation system on 23,000 feddans is at various stages of completion. However, the institutional development aspects of the Project especially the strengthening of the water user organizations at mesqa level and formation of branch canal water user organizations have not been given due attention. The Component 2 of the Project emphasized a demand driven approach to identifying the research agenda and linking research and extension. This component was never fully implemented and there was weak monitoring and supervision by both NPCU and IFAD. There has been very good progress in enhancing Component 3 dealing with access to rural finance implemented by MSMEDA with 100% disbursement for 9,888 projects.

The Supervision Mission concludes that the *Project could benefit from an extension of an additional nine months up to September 2019 to enable the NPCU to consolidate its works and complete all outstanding works in an appropriate and orderly manner* and particularly, allow it to (i) complete the unfinished work in Sohag where the hydrants have not been fully installed or connected to the pumps and are obstructing the flow in the on-farm irrigation channels; (ii) ensuring the completion of the on-going civil works in Assiut and Luxor; (iii) resolving the lack of power supply for pumping stations in Minya and Beni Seuf due to the pending approval for electric poles crossing the railway line; (iv) ensuring proper training and handover of the completed works to water users at the different tiers of the irrigation system for long-term sustainability; and (v) opportunity to utilize the grant resources available for building capacity and experience sharing for strengthening the capacity of participating institutions.

*However, the Mission believes that this extension will be useful only if the NPCU puts the following measures in place:* i) a detailed plan for each of these activities with an agreed time frame, which gives Government and IFAD confidence that the extension will achieve the desired objectives; (ii) the weekly tracking of a Performance Improvement and Monitoring Plan closely supervised by IFAD and Government to ensure adherence to the agreed timeframe; (iii) the immediate cessation of Project activities in any of the agreed areas if it is assessed that the activities cannot be completed within the new agreed timeframe; and (iv) the commitment by Government to assume the responsibility for completion of any of the unfinished work still not completed by 30th September 2019.

*In order to accommodate the high demand received from the farmers in the targeted areas of the project Governorates for investments developed by the Project in the modern irrigation systems on their lands,* the Mission also suggested that the NPCU could undertake new civil works using Government of Egypt funds for pre-financing to complete the original targets of OFIDO. However, this would be conditional on IFAD management approving Project extension proposed by the Mission. The Mission agreed that the NPCU would be reimbursed for works satisfactorily and fully completed by the end of September 30, 2019 from the approved IFAD financing for the Project, provided these are within the approved financing categories provided by IFAD and meet all the eligibility criteria as per IFAD General conditions. The contracting firms to be used for these works would be from among those who have completed existing works satisfactorily. The NPCU would be responsible for obtaining any necessary Government approvals for using Local Funds for the purpose.

## D. Overview and Project Progress

A projection of the disbursement rate of OFIDO until the end of its current completion data using the best case scenario indicates that the Project is likely to disburse 74% of its loan (USD 60 mln) and 30% of its grant (2 mln) until the current closing of the Project at the end of December 31st, 2018. The main reasons for this low level of disbursement is attributed to the initial problems in co-ordination between MALR and MWRI, farmer's reluctance to invest in the new system given their lack of experience with it, poor selection and performance of contractors, reluctance of contractors to complete the contracted work due to rapid cost escalation and devaluation of the Egyptian currency, delay in the installation of the electricity works in some Governorates due to delay in approval of the medium and low voltage wires crossing some sensitive locations such as the railway line and limited capacity of NPCU to manage the different aspects of the Project in a more strategic and effective manner.

### Component 1: Component 1: Irrigation and Water Management

Under this component, the Project is aiming to improve water availability and application efficiency of on-farm irrigation systems through: (i) improved irrigation and modernization of the existing distribution system; (ii) enhanced water management practices for more equitable distribution of available water particularly for the benefit of tail-end users; and (iii) greater and more effective participation of users and stakeholders in water management for sustainable irrigation and crop production increase.

The last Supervision Mission recommended that the project not to initiate any new contracts in which civil works had not yet begun and to focus on the execution of on-going civil works. During field visits to the Project areas and discussions with the stakeholders and farmers, the Mission noticed that a remarkable effort has been made in terms of: (i) contract implementation through close monitoring by field engineers; (ii) effective involvement and collaboration of the MWRI at the Governorate level in the civil works execution and establishment of some of the WUAs, and (iii) an increased understanding and acceptance by farmers of the improvements in the system through observation of the completed works.

The Mission noted that the agreed extension of the project period by nine months, during the last supervision Mission, has been instrumental in the completion of most of the planned works and is reflected in the significant increase of the total improved area in Upper and Middle Egypt, from 2,877 feddans up to 11 000 feddans and the number of mesqa improved from 36 to 246 of which 136 are already supplied with electricity. It is expected that the improved area will reach 14 000 feddans by the end of December 2018. It is expected that by the current Project completion date, the Project would have improved 19,790 feddans (80% of the PDR target) in Luxor, Qena and Assiut and 3 875 feddans (55% of the PDR target) in Minya and Beni Seuf or a total of 23,665 feddans. Table 1 below gives the details.

**Table 1: Physical Irrigation Improvement Progress**

Project	PDR Target (Feddan)	New target as per restructuring (feddan)	Improvement Progress (feddan)	Expected by end December 18 (feddan)	% of		
Completed	On-going	New target	PDR Target				
OFIDO 1*	25 500	20 256	17 702	2 088	19 790	98%	80%
OFIDO 2	7 100	4 347	2 827	1 048	3 875	89%	55%
Total	32 600	24 603	20 529	3 136	23 665	96%	73%

- Including the revised target of 9,495 in Lower Egypt (PDR original target 12,000 feddans)

The Project has taken adequate measures to accelerate the completion of the already commissioned contracts based on the revised works programme. However, despite the contract restructuring, the Project is facing delays due to the inability of the electricity company in Minya and Beni Suef to secure approvals for the installation of the electric poles to supply electricity to the completed works. In the mesqas that are not yet connected to electricity supply and have been equipped with a standby diesel-pump, farmers are using this equipment to continue irrigation. In the mesqas not equipped with diesel pumps, mainly in Assiut and Sohag, farmers have implemented various interim arrangements to continue irrigation with old diesel pumps connected to the irrigation network. This situation needs to be resolved urgently before the Project completion to ensure proper system functioning.

The Mission witnessed various modes of operation and management of the irrigation systems at the mesqa level set up by farmers according to their customs and previous social structures where influential landlords can exert a powerful influence that can lead to the appropriation and control of decisions of the pumping stations. Encouraging results are being registered in Minya and Beni Suef for the establishment of WUAs that could help to mitigate this risk as these are legally recognized entities that would take over mesqa operation and maintenance. However, the institutional arrangements for managing the mesqas in Qena, Sohag, Luxor and Assiut are not well developed nor strengthened. The Project has established Marwa Committees (MCs) at this level with some achievements. In Qena, Luxor and Sohag the Project has established Marwa Cooperative Committees (MCCs) that are linked to the village agriculture cooperatives in the area. Of a total of 246 mesqas that have been completed and handed over[1] to farmers, about 150 have been established as WUAs by the IIS/MWRI. However, the process of institutional strengthening is at its early stage.

To mitigate against the risk of misappropriation by the influential members of the community and ensure sustainability of the operation and management of the improved systems, the Mission recommends proper training and strengthening of the WUAs and formal handing over of completed systems to them. Granting the established WUAs ownership status or providing them with long-term use agreements regarding the new mesqas and pumping stations will enhance the likelihood that they will implement successful cost recovery programmes to support operations and maintenance (O&M) and sustain the irrigation system.

The NPCU in collaboration with MWRI should establish 330 WUAs at the mesqa level and lower level marwa committees at the Marwa level under the appropriate regulatory framework to implement a proper training programme for them for which the IIS/MWRI should be given adequate incentives. Detailed updated work plans and proposals should be requested from IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report. Keeping in mind that two separate services in the Irrigation Improvement Sector of MWRI are in charge of WUAs, one for establishment (IIS) and the other for training Irrigation Advisory Service (IAS), it is recommended that both services work hand in hand for the successful strengthening of the WUAs, as well as, provision of spare parts and equipment to the WUAs and support for the technical maintenance of the pumping stations. The key recommendations have been summarized below.

[1] The current handing over by the Project is provisional until the period of warranty of civil work contracts is terminated. Then a formal and final handing over can take place.

## Component 2: Agriculture Competitiveness Enhancement

**There has been uneven progress on this component in the last few years.** There have been some activities conducted by the Extension Departments of the Directorates of Agriculture at each Governorate. The needs of the extension training are identified in collaboration with the target communities. The Project has from time to time also involved a range of institutes in the training programme. Several extension trainings have been conducted on crop, livestock and post-harvest technologies which have involved around 3,500 farmers of which 52% are women. However, most of these trainings are for a short duration ranging between one to five days. The livestock training for women on poultry and small ruminants was for a day each and included chicken, ducks, rabbits and the one for livestock included sheep and goats. While a large number of men and women have been involved in training, the training numbers are well below target and the precise usefulness of the training seems doubtful given that the crop and livestock trainings were for a day each.

The training in improved irrigation practices has not yet started in Upper Egypt because of the lack of the WUAs. However, in Lower Egypt, the Project has trained more than 4072 men and 270 women in addressing technical problems in on-farm irrigation and water management. There was a strong emphasis in the design approach on the articulation of demand for services by the Market Associations (see below) for both research and extension services for which they were expected to gradually cover the cost of inputs in contractual agreements. These demand driven extension/ research and irrigation advisory services were expected to reach some 39,568 farmers also benefiting from other Project components. However, the idea that formal Marketing Association (MAs) would engage in contractual arrangements with the Directorates of agriculture to provide the training has simply not materialized and was clearly too ambitious. Several supervision Missions had recommended that the NPCU focus on the quality of training, adoption rate and sustainability by creating a cadre of trained village extension agents who are available informally to provide advice after the Project ends. The NPCU adopted the recommendation regarding the introduction of the farmer field schools for both men and women in crop and animal husbandry. However, there is no systematic analysis of the quality or impact of this training and the numbers reached are not properly documented.

There is no specific research that has emerged from the financing available under the Project. There was some limited coordination between agriculture extension, research and the marketing specialist hired by OFIDO. However, the methodology for coordination was informal and depended upon individual personalities rather than any formalized institutional processes. There was no special research agenda identified for the purposes of the Project. The research staff involved with the Project list some of the overall research that they are pursuing at the Governorate level as part of their normal work. It is hard to assess what research activities have been undertaken specifically for the purposes of OFIDO. There is no clear research agenda based on local needs that may have emerged from the farmers, the process of identification of the research needs, the findings or a strategy for dissemination. Several Missions recommended the development of a proper research plan specifically targeted at the smallholder farmers of OFIDO dealing with water and crop issues together with a plan for how the research results would be disseminated and the role of farmers in the process. This was never prepared.

## Component 3: Rural Enterprise and Microfinance Development

MSMEDA is implementing this component through CDAs, Agriculture Cooperatives, Bank du Caire and direct lending. The component is being implemented in Beheira, Kafr El Sheikh in Lower Egypt and Qena, Sohag and Assiut in Upper Egypt. By the end of June 2018, the MSMEDA had disbursed USD 8,812,239 representing 99% of the total amount it had received from the credit funds. The loans have been used to finance 9,888 Projects. The most significant share of the loans have been disbursed in the two Governorates in Lower Egypt. In terms of their gender wise distribution, 28% of the loan amount and 35% of the loans have been given to women. The small enterprise loans are being used for a range of rural and agriculture activities which includes dairy processing, trade in fertilizers and seeds, sorting and packaging of animal feed, rice and other agricultural products. The loans extended by the cooperative union were utilized to acquire agricultural equipment and transport to assist sugar cane farmers and other investments. The micro-loans are being used for trade, agriculture inputs, small businesses established by both men and women and livestock investments. The loans have created significant employment opportunities and MSMEDA reports a total employment generation of almost 19,355 including both permanent and temporary jobs.

**Table 2: Summary of Loans Disbursed**

	Total Amount (LE)	(%)	Projects	(%)	Women (Amount LE)	(%)
Small Enterprises	32,895,208	17%	99	1%	9,640,164	29%
Cooperatives	18,868,012	10%	198	2%	2,077,701	11%
Micro Finance Central Sector	142,700,704	73%	9,591	97%	41,768,300	29%

	194,463,924	100%	9,888	100%		28%
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MSMEDA has been providing capacity building training programmes on agribusiness lending management to staff and board members from Cooperatives and CDAs located in the Project Governorates in order to improve their knowledge and skills to meet their members' financial needs and to develop knowledge and technical skills of the cooperatives' staff (more specifically credit officers, loan portfolio managers and accountants) on agribusiness small-finance best practices, guarantee mechanisms, organizing and analyzing of loan portfolio information; and to strengthen Cooperative capacity to apply for funding from the line of credit available at the OFIDO Project through MSMEDA. These trainings were held in Alexandria in August and November, 2017.

The OFIDO Marketing Specialist has assisted in the formation and strengthening of 121 Market Association with 787 members up to the end of September 2018. This is one-tenth of the 7,270 households expected to benefit directly from the marketing activities. The Project was expected to form 35 livestock production MAs engaging more than 2,000 women and 35 other types of MAs with 1,700 participating women. However, at the end of the Project, it has involved only 28 women members in the joint MAs with the men. It is evident that the Project did not undertake any concerted efforts to implement the designed activities. The marketing activities were assigned to one male specialist working in 40 villages in four Governorates. These arrangements were clearly inadequate for the outreach and objectives that were to be addressed. While it is difficult to precisely identify the impact of the Project in contributing towards market facilitation efforts, there appears to have been some progress in the introduction of some new crops like soya bean, marketing of sugar beet, basil and other crops and the facilitation of some contract farming arrangements.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Overview and Project Progress</b>		
<b>Completion of unfinished work at the Marwa level in Sohag</b> An evaluation of the unfinished work in 23 Mesqas covering 1200 feddan with estimation of the scope of work to be completed, its costs and time frame and an action plan for completion.	NPCU	11/2018
<b>Component 1 - Civil Works - Luxor</b> The NPCU needs to respond adequately to the contractor's proposals to overcome current constraints due to lack of liquidity that hamper implementation progress as well as factors beyond the control of the contract and facilitate completion.	NPCU	11/2018
<b>Component 1 - Civil Works - Luxor</b> Change the location of the pumping station N11 right Soumailya, constructed under a high voltage electrical line.	NPCU	11/2018
<b>Component 1 - Civil Works - Sohag</b> Undertake an inventory of all the works and equipment needed, bill of quantities (BOQs), to complete the improvement of the 32 incomplete mesqas and payment of 4% for design review and supervision to MWRI.	NPCU	11/2018
<b>Component 1 - Civil Works - El Minya</b> Find a solution for the pumping stations under high voltage electrical line.	NPCU / Electricity Company	11/2018
<b>Component 1 - Civil Works - Beni Suef</b> Provide the contractor Tantawee with the drawings of the 8 remaining mesqas to be improved urgently.	IIS / NWRI and NPCU	11/2018
<b>Component 1 - Water User Associations</b> Timely provision of support to IIS and IAS Esna to accelerate the establishment of formal WUAs in Luxor, Qena and Sohag. With coordination and facilitation from an external agency such as FAO.	NPCU	11/2018
<b>Component 1 - Water User Associations</b> Clarification of the responsibilities between the Irrigation service IAS (MWRI) and the Extension officers (MARL), regarding follow-up of WUAs, Marwa Committees O&M activities and training.	NPCU / MWRI	11/2018



<b>Component 1 - Water User Associations</b>  Include in the list of mechanical and electrical equipment handed over to WUAs, the civil work on the pump-house and the sump as assets transferred to WUAs.	NPCU	11/2018
<b>Component 1 - Water User Associations</b>  In each Governorate elaborate a robust and detailed training programme including workshops for WUAs chairmen and pumping station operators for exchange of experiences, book keeping, general assembly organisation, etc.	NPCU	11/2018
<b>Component 1 - Water User Associations</b>  The modalities in the Agreement signed in 2016 with the MWRI for the establishment of WUAs needs to be revised to enhance the process and provide adequate incentives to the MWRI staff in charge.	NPCU / MWRI	11/2018
<b>Component 1 - Water User Associations</b>  Ensure that the officers of IAS in charge of training start at an early stage before the final handing over of the pumping station by the contractor.	NPCU	11/2018
<b>Extension of Project Completion Date for 9 months</b>  To complete the unfinished works.	IFAD/GOE	12/2018
<b>Resolving the lack of power supply for pumping stations in Minya and Beni Seuf</b>  To identify the timeline for completion of works and redress of key constraints.	NPCU	12/2018
<b>Strengthening the Operation and Management Capacity of water users</b>  Develop a capacity development plan with IIS for the strengthening of the WUAs to operate and manage all the improved 325 mesqas.	NPCU	12/2018
<b>Effective utilization of the grant resources available for building capacity and experience sharing</b>  Submit a tentative plan for utilization of the resources.	NPCU	12/2018
<b>Component 1 - Civil Works - Assiut</b>  Accelerate the electrification of pumping stations along the Arab Motee Branch canal and complete the work already started in 4 medqas.	NPCU	12/2018
<b>Component 1 - Civil Works - El Minya</b>  The electrification of the completed pumping station should be given high priority.	NPCU / Electricity Company	12/2018
<b>Component 1 - Water User Associations</b>  Detailed updated work plans and proposals should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report.	NPCU / MWRI	12/2018
<b>Component 1 - Water User Associations</b>  Provide WUAs Chairmen with a copy of all the documents that have been signed by the board members as well as with a copy of the legal Status and By Laws.	NPCU / IIS	12/2018
<b>Component 1 - Water User Associations</b>  Ensure that Contractors will provide the WUAs with spare parts before end of contract. Maintenance tools and equipment will be provided to EALIP for support to the WUAs on need.	NPCU	12/2018
<b>Component 1 - Water User Associations</b>  The Project should support the creation of small service provider workshops with young entrepreneurs to repair and maintain pumping equipment and electric control panels.	NPCU / SFD	12/2018

<b>Component 2: Agriculture Competitiveness Enhancement</b>  Beneficiary Feedback: The NPCU to engage a Third Party to undertake a beneficiary feedback analysis of the research, extension and marketing activities in preparation of Project Completion.	NPCU	03/2019
<b>Performance Improvement Plan (PIP)</b>  The development of a very clear Governorate by Governorate plan of action with clear milestones and timelines responding to the constraints and issues highlighted and its weekly joint monitoring and review by IFAD and NPCU.	NPCU/IFAD	12/2019
<b>Completion of Original Targets from Local Funds</b>  The NPCU will secure all necessary Government approvals to tender new civil works from GOE funds, which IFAD would pre-finance provided the works are completed satisfactorily within the completion deadline.	NPCU	12/2019

## E. Project implementation

### a. Development Effectiveness

Effectiveness and Developmental Focus		
Effectiveness	Rating: 3	Previous rating: 3

#### Justification of rating

The Project is at various stages of completing around 73% of its initial design targets for the modernization of the irrigation system, provided loans for 9,888 SMEs, created more than 19,000 jobs, training and established 121 Marketing Associations. However, the Project has not undertaken many of the activities associated with the strengthening of the water user organizations or those activities related to participatory farming system research and extension.

Farmers who own land in the command area of the completed schemes were interviewed and they indicated their satisfaction with the work and reported significant reduction in the cost of pumping water, reduction in the time used for irrigation as well as increased efficiency of the system and convenience. However, no analysis has been undertaken to confirm this assertion. The farmers attending the farmer field schools (FFS) were interviewed and some of them reported an increase in their yields through introduction of some new techniques as well as adoption of techniques to enhance the nutritive value of crop residues for use as animal feed. However, the women attending the FFS did not receive much support and the opportunity to engage them more meaningfully was not capitalized by the Project. The recipients of the small and micro-loans interviewed appeared to have considerably increased their inventory and purchase of raw materials with working capital from the bank to grow their businesses.

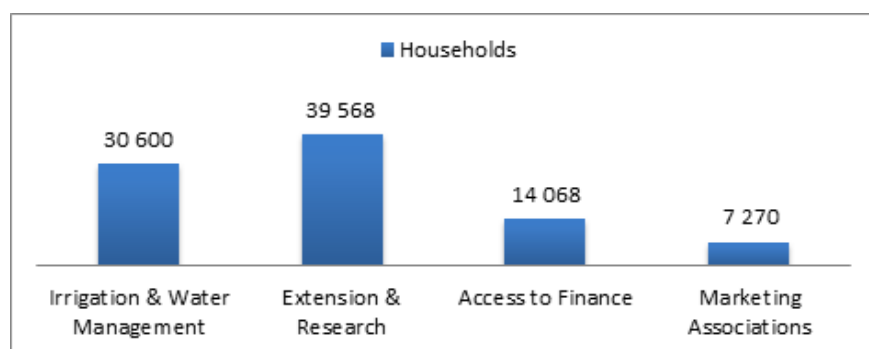
#### Log-Frame Analysis & Main Issues of Effectiveness

The overall development goal of the Project was poverty reduction and increase in rural incomes through improvements in the on-farm irrigation and water management, participatory farming system research and extension and increased access to rural finance. The Project was expected to target around 91,500 households directly through its various components (Figure 1 below). While records have been kept for the beneficiaries of some of its activities, no systematic record has been kept of its work regarding extension training and little has been done in the area of research. The MAs have a much smaller membership than envisaged at design.

The Project is likely to achieve part of its overall goal for some of its target group as it will only complete around 73% of the originally targeted land area for irrigation improvement. The Project has been extended once, and it is unlikely to complete all its activities by the current completion date due to a host of issues discussed above.

The total outreach number reported in the updated Log Frame provided by NPCU is underestimated due to the exclusion of loan borrowers and training participants. The mission was unable to reach the actual numbers in the absence of a beneficiary tracking database. The project stands around 52% of achievement (20,493 Households) for outreach under the irrigation and water management component. The subject of training programs is determined by the demand from farmers. The training activities conducted by extension specialists on crop and livestock production are below the targets, 28% and 30% respectively. The project doesn't conduct annual surveys to measure the effectiveness and adaption of these trainings among the farmers.

Figure 1: Expected Target Households



Development Focus		
Targeting and Outreach	Rating: 4	Previous rating: 5

#### Justification of rating

The Project generally focuses on smallholders in the irrigation and water management component, extension training activities and the provision of its micro-loans. However, in some branch canals, the size of holding is variable and could include farms with relatively larger holdings. However, the records show that farmers, on average, own around one feddan only. Similarly, while the micro-loans are generally directed at the rural poor given their small size, loans of larger size, are used by entrepreneurs who are slightly better off. The Project has had a significant impact on employment generation and small and large businesses have hired additional men, women and youth to assist in the growth of their businesses.

#### Main issues

The total outreach numbers of the Project are not fully captured in its log-frame and there is no systematic recording of the number of

unique beneficiaries of each of the components. There is double counting of beneficiaries who receive multiple trainings or loans and thus it is difficult to establish the exact numbers of Project outreach.

The main focus of the Project is on irrigation development and therefore the choice of the branch canal is critical in determining the extent to which the Project is able to target the poor. While the Project design specified several criteria to ensure that those branch canals were selected where landholding pattern allows targeting of smallholders, the branch canals are selected by the MWRI who are more concerned about the technical specifications regarding water availability, conveyance losses rather than the social factors dealing with land ownership.

Once a branch canal is selected, the improvement of the irrigation system is undertaken at a system level in the hydraulic unit and the Project cannot exclude households, who own more than 3 feddans. However, while there were many households met by the Mission who owned farms much beyond the specified criteria, their actual proportion in the households reached is not known. The Project maintains a good database of all households benefitting from irrigation improvement as they have to repay the Government over a certain time-period. This has not been systematically analysed. An earlier examination of the land distribution pattern in Beheira and Kafr-El Sheikh showed that the average landholding of households benefitting from the modernization of irrigation systems was 1.2 feddans.

The enterprise loans are generally provided to the more entrepreneurial individuals who may not be from among the poorest, but the employment creating potential of the enterprises and the multiplier impacts generated through increased demand for locally produced goods and services extend the benefits to some poorer households as well.

The Project's engagement with the youth was not fully captured as age disaggregated data has not been collected for beneficiaries of all components. At the moment, age is being tracked only under the rural finance component and the Project has not collected data on the age of the direct beneficiaries of irrigation modernization or the participants of the extension training and MAs.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Landholding Pattern</b> Analyse the data on landholding of farmers benefitting from irrigation improvements from the NPCU records.	M&E	12/2018
<b>Age-Disaggregated Data</b> Consolidate the data regarding the age of the rural finance component from the MSMEDA records for the final report.	MSMEDA	12/2018

<b>Gender equality &amp; women's participation</b>	<b>Rating: 2</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

There has been limited participation of women in project activities. While there are some women involved in the water user associations, they are generally completely absent from the irrigation sector in Upper Egypt. There is limited data on the number of women who own land in the improved systems. There has been some participation of women in the Farmer Field Schools and the Marketing Associations. However, the numbers have been small and the support has been limited. The only component with a significant outreach to women was access to finance under which 35% of the projects financed were managed by women and 28% of the loan amount has been given to women with additional jobs created for women in some of the businesses expanded through the small loans.

#### **Main issues**

The NPCU engaged a Gender Specialist for only two years and since the resignation of the previous specialist a few years ago there has been no effort made to recruit a Gender Specialist despite repeated recommendations by IFAD.

There is a wide divergence in the participation of women in agriculture activities in the Project Governorates with attitudes regarding women's active participation being much more conservative in Upper Egypt where women have limited participation to somewhat better potential in Middle Egypt and Lower Egypt.

The NPCU did not develop a proper plan for inclusion of women in the extension training or marketing activities as envisaged at design and only a fraction of the targets have been achieved. Even where women were involved the support for them was limited.

The Project did not proactively assess the opportunities for inclusion of women in its range of different activities and lost an important opportunity for transformative change for them.

At this late stage when the NPCU is in its final completion stages with no capacity to implement any activities targeted for women it is perhaps too late to recommend any specific measures for them.

<b>Agricultural Productivity</b>	<b>Rating: 3</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

The farmers met during the Mission in Upper and Middle Egypt appeared very satisfied with the irrigation investments on their lands and felt that this would assist them in using water more efficiently as well as reducing their pumping costs and saving water. Some of them reported enhanced yields. However, no systematic data has been collected for areas where irrigation investments have been completed to report on impact of yields. Farmers attending the FFS were interviewed and some of them reported an increase in their yields through introduction of some new on-farm techniques.

<b>Nutrition</b>	<b>Rating:</b>
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<b>Adaptation to Climate Change</b>	<b>Rating: 4</b>	<b>Previous rating: 5</b>
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#### Justification of rating

The Project did not have any climate change adaptation objectives specifically but the design of the underground system of pipes at the marwa level was expected to make the system more resilient to climate change through reduction in evapotranspiration as well as water savings and ensuring that farmers at the tail end of the system are able to have a more equitable access to water in the extreme desert environment that exists in the country. About 70% of the interventions identified in the project document are being implemented as planned but there are some operational shortcomings.

## b. Sustainability and Scaling up

<b>Institutions and Policy Engagement</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### Justification of rating

The OFIDO project is making an important contribution, through a medium scale experience, to the Government of Egypt's policy for the development of a nation-wide strategic plan aimed at establishing a cost-effective and replicable model of on-farm irrigation development and water users' associations. Lessons drawn from OFIDO experience suggest that institutional changes and policy reform are key in ensuring success in these efforts to improve water management particularly the effective cooperation between MWRI and MARL, strengthening of water user associations and through documenting the experience of the Project.

#### Main issues

To draw out the lessons for policy engagement requires proper analysis of the experience on the ground regarding the coordination between the MALR, MWRI and the electric company, the management and supervision of private contractors in the installation of the system and how to best structure their contracts to ensure that these cater to the rapid price escalation, delays in gaining access to the farmer fields and the best means to secure collaboration between the key decision-makers.

There are also critical lessons that need to be documented regarding the engagement with the farmers, their organization and training, payment of compensation to them, proper communication of the costs of the system and the payment to be made by the users and the strengthening of the WUAs and their role in the operation and management of the system.

There is also considerable learning that has emerged on the technical aspects of design regarding issues such as the role of the electric company in providing electric connections and how best to structure this in a sustainable arrangement with the company rather than establishing a parallel system of electricity distribution dedicated solely to supplying power to the electric pumps. This approach is neither cost-effective nor sustainable. There are also lessons in provision of a standby diesel engine in areas where electric supply is unreliable and people need a back-up.

<b>Partnership-building</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### Justification of rating

The NPCU experience has shown clearly that building of partnerships with a range of stakeholders is key to the successful implementation and maintenance of the system. Effective partnership and coordination between the MALR and the MWRI is key in proper selection of branch canals, technical design of the system, training of farmers and proper hand over of the system to them. In addition, the engagement of the private sector in scheme construction can only be successful if it is done in a manner which facilitates implementation, takes on board their concerns and adopts a proactive partnership approach to problem-solving.

#### Main issues

The NPCU has built strong partnership with the MWRI and realised that without strong partnership between MALR and MWRI in the field there can be inordinate delays in implementation. Unfortunately these lessons were learnt somewhat late and thus the project could not capitalise on all its available resources. Where MALR and MWRI worked well together the project moved ahead much more smoothly. However, partners involved need to be properly compensated for their time, and the additional operational costs that they may incur. This lesson was also learnt somewhat late but can help in the final stages of completion by ensuring that the engagement of IIS and IAS should be properly budgeted and paid in a timely manner for the formation and strengthening of the WUAs.

<b>Human and Social Capital and Empowerment</b>	<b>Rating: 3</b>	<b>Previous rating: 4</b>
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#### Justification of rating

The project has not fully capitalized upon the opportunities for human and social capital empowerment available to it. While the NPCU formed Marwa Committees it needs to further strengthen the capacity of the WUAs and empower them through establishing a proper system of training and handing over of the pumping stations for their proper operation and management. The project has invested in the formation of MAs but these do not appear to be very strong. Trainings were provided to Agriculture Cooperatives and CDAs for better management of their micro-finance operations. The opportunity to strengthen women or their institutions was not used by the NPCU properly to bring about any transformative change in their lives.

## Main issues

The NPCU was not properly oriented or capacitated to deal with these important aspects and did not effectively use the resources available to it for this purpose. An important lesson in this regard is that there is need for dedicated staff with the experience and commitment to address these aspects otherwise they will not be handled properly.

## Quality of Beneficiary Participation

Rating: 4

Previous rating: 3

### Justification of rating

The project's design envisaged systems and processes for a high degree of beneficiary participation and involvement in decision making particularly with regard to the irrigation distribution system network. The project provided intense assistance and support for initial community awareness and social mobilization programmes, formation and establishment of the Marwa committees and Water Users Associations. Beneficiary representatives were directly involved in the marwa modernization planning, in construction progress monitoring, and in approving the preliminary reception of works from the contractors. As a result, high sense of ownership has been developed and completed Mesqa/pump stations are now being operated effectively, albeit in a semi-formalized way and fee-collections for operation well received.

## Main issues

The NPCU relied on the staff from the agriculture extension departments to engage with the community and inform them about the key aspects of the project. However, due to the delay in scheme completion it was difficult for the farmers to fully understand how the proposed systems would function and the benefits that it would bring.

The NPCU did not effectively monitor and manage the system of farmer compensation for any crop losses incurred during scheme construction or convey the costs to be paid by the farmer.

## Responsiveness of Service Providers

Rating: 4

Previous rating: 3

### Justification of rating

The project has a range of service providers including government agencies such as MWRI and within it the IIS and IAS, the public sector electricity companies, private sector contractors for undertaking scheme construction and supervision, etc. The Project also engaged with a host of other service providers through MSMEDA such as the CDA, Agriculture Cooperatives and bank du Caire for the provision of loans. The overall response of the service providers was positive except for a few of the private contractors whose capacity was weak and they did not have the financial capacity to undertake the civil works.

## Environment and Natural Resource Management

Rating: 5

Previous rating: 4

### Justification of rating

The project has had a very positive impact on the environment in several ways. The project has contributed to efficient use of irrigation water, reduction in conveyance losses and reduced losses through evapotranspiration. In addition, the covering of the previously open marwas has led to more efficient use of scarce irrigated land in the country. The covering of the Marwas has also had the impact of a cleaner surrounding as these open channels are otherwise used for garbage disposal. The replacement of the diesel pumps with the clean energy from electric pumps has led to reduction of carbon emissions and lowered the level of noise pollution. Women were particularly appreciative of the reduction in noise pollution and men's improved appearance from using cleaner energy.

## Exit Strategy

Rating: 3

Previous rating: 4

### Justification of rating

A key element of the exit strategy for the project with reference to the improved irrigation system is the strengthening of the WUAs and supporting farmers to organize sound collective operation and maintenance of mesqa pumping stations. The major agreements reached during the mission will establish and strengthen WUAs, clarify their roles, delineate responsibilities during the handing over regarding the overall monitoring and the operation and maintenance of the pumping stations and irrigation networks. MSMEDA will continue to rotate the project funds for improved access to rural finance and while there are no mechanisms to continue to support the MAs, it is expected that some of them would continue their contractual arrangements with the private sector.

## Potential for Scaling-up

Rating: 5

Previous rating: 5

### Justification of rating

OFIDO is an innovative programme and is unique in that IFAD is the only donor working on irrigation systems improvement in Upper and Middle Egypt. The Project was designed as a pilot to test the technical and institutional aspects of the improved systems for its scaling up to meet the GOE objectives for improved irrigation efficiency and water use. The growing water scarcity in the country and the need for reclaiming new land for a growing population are key Government objectives. Thus the project experience is highly significant for scaling up by IFAD, Government and other Development Partners.

## c. Project Management

Quality of Project Management	Rating: 3	Previous rating: 3
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### Justification of rating

The NPCU has demonstrated its limited capacity for effective project implementation due to lack of sufficient capacity and strategic thinking. The lack of a range of technical expertise has led to weak financial management, poor procurement decisions and inability to use the resources made available by IFAD. The Project Steering Committee has not played an effective role in guiding the project or exercising its oversight function or facilitating the coordination between the different agencies leading to inordinate delays and inability to fully capitalize on the loan and grant provided by IFAD. However, in the last year the NPCU has shown good progress and seems to be improving its capacity to deliver results on the ground.

### Main issues

The Project has been understaffed since the start and did not hire proper technical staff or civil engineers to guide design and implementation or supervise the contracts until just a few years ago. This additional tier of technical consultants who were made responsible for field supervision helped to expedite the performance of the contractors. However, due to their late recruitment an important opportunity was lost to fully utilize the resources available under OFIDO.

The quality of project management suffered due to lack of dedicated and full time staff for financial management, procurement, gender and lack of technical capacity to develop and guide a programme of training, extension, research, water user capacity building and participation of women and youth.

While the NPCU has come a long way in learning on the ground, many of the strategic mistakes could have been avoided with better guidance and reflection on how to achieve project objectives more efficiently. The limited oversight from the PSC, MALR and MIC could have avoided some of the mistakes.

IFAD should also have played a more hands on role in guiding and providing implementation support. It appears that the once a year supervision modality proved to be inadequate for a weak NPCU.

The Mission has made several recommendations regarding how the NPCU should enhance its capacity for financial management, procurement, knowledge management and M&E in this last critical year of the project and develop an action plan in the various sections of this report.

Knowledge Management	Rating: 3	Previous rating: 4
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### Justification of rating

There is no Knowledge Management (KM) strategy and plan in place for the project. NPCU has developed some improvements by learning from past experiences (i.e. technical design, demand driven approach, quality assurance), however, the project was delayed in taking corrective actions in the absence of a well-defined KM system, leaving improvements to the last year of implementation. Emerging lessons are not well analysed, documented or communicated strategically with key partners. For the remaining period, by giving focus to the documentation and the sharing of lessons and best practices, the Project can add value by better understanding of the lessons learnt to avoid these mistakes in the future.

### Main issues

The NPCU has learnt significant lessons from its field experience and has been implementing these in its revised implementation and coordination arrangements. Knowledge sharing happens through ad hoc meetings, discussions, or debates within the project team and with the implementing partners. The implementation capacity has benefited from the previous learning as witnessed by the improvements in the design and field work, however, there is no systematic documentation or sharing of these lessons with key stakeholders.

The new findings from data and field discussions are brought to the attention of the management and the project is doing well with regards to learning from beneficiary complaints. One good example is that through real time, web based platform built by GIZ in Beheria and Kafr El-Sheikh, complaints made by the beneficiaries to the Undersecretary of Agriculture about on farm irrigation related issues, which makes about 60% of the total received complaints, are monitored and followed up by the NPCU. This allows NPCU to proactively respond to the grievances and learn from the beneficiary feedback.

Despite the shortcomings, the project team has acquired know-how on four main categories: (i) technical design and implementation; (ii) coordination of responsibilities among institutions; (iii) Water User Associations and Marwa Committees; and (iv) economic and social benefits. These are likely to be lost unless captured in a systematic way in partnership with other donors who were also using the NPCU as the modality for project implementation including donors such as World Bank, AFD, OPEC, GIZ, etc.

The mission recommends that both technical and non-technical lessons learned from the OFIDO implementation, including the results from the impact assessment study should be compiled and shared in a stakeholders workshop with the participation of all implementing partners particularly the MALR, MWRI, electricity companies, private contracting firms, WUAs and members from the farming community.

To ensure proper documentation of best practices, the Mission recommends publishing a Lessons Review Note to be shared at the proposed workshop. The Mission recommends the recruitment of a qualified specialist to undertake the preparation of the Lessons Review Note and organizing a workshop at project completion.



Agreed Action	Responsibility	Agreed Date
<b>Project Management</b>		
<b>Recruitment of a Specialist</b> Recruitment of a short-term specialist to prepare the Lessons Review Note workshop.	NPCU	11/2018
<b>Organization of a Knowledge Management Workshop</b> Organize a KM workshop in coordination with World Bank, AFD and OFID.	NPCU	02/2019

## Value for Money

Rating: 4

### Justification of rating

The Mission has conducted a rapid analysis to assess the initial economic return of the on-farm irrigation system. The assumptions and model parameters, which are based on secondary research, M&E surveys, and farmer interviews conducted during the mission show that the beneficiaries have experienced a savings of 20% in the cost of irrigation by converting from diesel to electricity and the efficiency of the underground piped as well as increase in yields. The new irrigation system has a Net Present Value of USD 5 million over the next ten years (10% discount rate), and a Return on Investment of 14%, which indicates that the project has net positive gains.

### Main issues

ECONOMIC ASSESSMENT OF IRRIGATION WORKS				
Categories	Unit	Before	After	Source of Assumptions
<b>Cost Savings from Electrified Systems</b>				
Irrigation frequency (annual)	annual	10	10	
Cost of irrigation	US\$/year/irrigation	100	70.00	Based on field discussion with farmers
<b>Subtotal</b>		<b>100</b>	<b>70.00</b>	
<b>Land Savings</b>				
Land gain	percentage	0	0.18	Results from the study by Seed Bank, M. K. S. M. Y. El-Ghany, M. A. Dawood and A. S. H. Mohamed
<b>Productivity/Yield</b>				
Wheat	Kg/ Feddan	2000	2,000.00	10% increase as confirmed by M&E surveys (an average increase for higher and lower end users) and the study conducted by Seed Bank, M. K. S. M. Y. El-Ghany, M. A. Dawood and A. S. H. Mohamed
Maize	Kg/ Feddan	1000	1,000.00	
Wheat	US\$/Kg	1.0	1.0	No change in market price assumed
Maize	US\$/Kg	1.0	1.0	
<b>Water Efficiency</b>				
Savings	Feddan/annual		100.00	Water efficiency is estimated to be 1000 per Feddan annually by the technical specialists during the mission
Water Efficiency Allocation				
Per Maize irrigation	cu. meter/ per Feddan		1,000.00	Estimated according to study by Agricultural Research Center, Egypt
Additional area under conserved water (for maize)	Feddan		0.18	
Land Savings	Feddan/irrigation	1.82	1.02	Results from the study by Seed Bank, M. K. S. M. Y. El-Ghany, M. A. Dawood and A. S. H. Mohamed
Cost of Land	Feddan/ Feddan	10.7	10.07	Field visit interviews with farmers
<b>Total Annual Gain (in US\$/ Feddan)</b>	<b>Unit</b>	<b>Before</b>	<b>After</b>	<b>Change</b>
Irrigation cost savings	US\$	1,000.00	1,000.00	1,000.00
Land gain (used for maize)	US\$		1,000.78	1,000.78
Productivity increase (for 10% of benefit)	US\$	10,000.00	10,000.00	1,000.00
Water efficiency allocation (used for maize)	US\$		1,787.13	1,787.13
Land Savings	US\$	180.38	101.17	101.07
<b>Total Gain (per Feddan)</b>	<b>US\$</b>			<b>3,808.98</b>
<b>NPV Calculations</b>				
Total Area under New Irrigation	Feddan		10,000	
Total Gain under New Irrigation	US\$			110,107,378.88
Total Gain under New Irrigation	USD			0,100,000
NPV (Over 10 years @ 10% discount rate)	USD			0,009,778.11
ROI	%			10%
Discount Rate	10%			
Period (years)	10			
USD/US\$ Exchange Rate	1.788			

Table 3: Economic Assessment of Irrigation Improvement

## Coherence between AWPB and Implementation

Rating: 4

Previous rating: 3

### Justification of rating

The Project is rated as Moderately Satisfactory with reference to its coherence with its plans and budget for the current year. While the project made remarkable progress in delivering the irrigation schemes and is on track with respect to its activities under the rural finance components and has disbursed all its funds by June 2018. However, the project has only spent 11% of the USD 15.1 million originally allocated for the AWPB (July 2018 to June 2019) up to the end of September, 2018. Many of the contracts that were in the plan last year were cancelled due to IFAD assessment that the NPCU did not have the capacity to spend the funds within the project completion



timeframe.

<b>Performance of M&amp;E System</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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#### Justification of rating

M&E system reports the physical progress on a regular basis through LFM and RIMS indicators. Activities are conducted based on an annual M&E work plan, which includes details about the activity descriptions, timelines, progress, and budget linked to AWPB. M&E Officer updates the Project Management on ad hoc basis communicating the issues in the field in coordination with the field officers. However, there is no system that proactively enquires about the implementation problems in order to develop deeper knowledge about the emerging or existing issues, which could have been very useful for timely response but also in formulating new approaches both at the strategy and tactical level.

#### M&E System Review

The M&E team was able to provide updated RIMS, LFM, M&E Plan, and responded to the other data inquiries effectively. However, M&E should have followed a more proactive approach in influencing the decision-making. Since the project is approaching its completion, the efforts need to be concentrated on consolidating the database, compiling the evidence from past activities for outcomes achieved, the assessment of results, and the dissemination of learning. Efficient use of the remaining time on these activities will allow smooth handover of project archive and the transfer of know-how from OFIDO experiences to the government.

The M&E system collects data through nine field monitoring staff, MSMEDA periodic progress reports, consultants and extension specialists, and contractors. M&E officer has provided four refresher trainings to the extension and monitoring staff in 2018. Data is consolidated at the NPCU by the M&E Officer and entered into excel based spread sheets on a regular basis. The data is disaggregated by gender and location at all levels. LFM indicators at the outcome level are currently not being produced (i.e. the adaptation of new technologies or methods). Although, the two satisfaction surveys that were conducted in Lower Egypt (with 291 beneficiaries in 2015) and Upper Egypt (with 75 beneficiaries in 2017) provide useful insights, these were limited in scope.

The numbers for irrigated area by the new system is being verified from three different sources (supervision company, field monitors, and MALR records) before entered into the M&E system. The practice is found effective in ensuring the accuracy of data for assessing the area irrigated.

The M&E system does not store beneficiary level data electronically for the training and extension activities and MSMEDA borrowers. In the absence of beneficiary tracking, double counting of training participants and borrowers cannot be prevented, and the analysis capacity would remain limited. MSMEDA agreed to send electronic beneficiary list and details to the NPCU.

Due to the expectations around the project extension, Impact Assessment Survey (IAS) was postponed. The mission recommends NPCU immediately prepare a ToR (including the new ORMS core indicators) based on the agreed framework during the mission and contract the service to an independent Third Party.

The mission also recommends carrying out on-site technical measurements of water for irrigation through externally recruited consultants. Measuring such indicators through discussion with farmers may not give precise technical information required to make the assessment. The Mission recommends that the project should recruit an external GIS specialist to build spatial database and irrigation maps in calculating the water requirements and efficiency by crop patterns.

The NPCU requested that IFAD assist in the provision of a template for providing reports for tracking the progress.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Project Management</b>		
<b>Beneficiary Database</b> Compile and consolidate beneficiary level data for MSMEDA borrowers.	MSMEDA, M&E Officer	11/2018
<b>Template for the progress report</b> The IFAD M&E specialist would provide the structure for this template.	IFAD M&E Specialist	11/2018
<b>Impact Assessment Study</b> Undertake all necessary arrangements to contract a Third Party for an impact assessment.	M&E Officer, NPCU	12/2018
<b>Technical Measurements</b> Recruit technicians and GIS specialists for technical measurement on water use efficiency and water savings.	NPCU, Technicians and GIS Specialists	12/2018

<b>Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)</b>	<b>Rating: 5</b>
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#### Justification of rating

The Project was designed prior to the time when the preparation of a SECAP was mandatory. Nevertheless, SECAP requirements are

being applied during project implementation and project investments have benefitted from SECAP principles in enhancing social, environmental and climate opportunities. The project has had a positive impact on the environment by enhancing water use efficiency, switching from diesel to electric energy, reducing carbon emissions and leading to a cleaner environment. While there is good collaboration between the smallholders operating the system their resilience in resolving local conflicts and preventing elite capture will be tested over time, when and if issues arise, and their capacity in this regard needs to be strengthened and monitored to mitigate this risk.

## SECAP Review

By investments in the modernization of the irrigation system and increasing the water use efficiency and its conveyance to the tail end users, the project is making agriculture production more resilient to increasing water scarcity and climate change. There is broad adherence to SECAP principles even though a SECAP was not elaborated during design or reiterated in project implementation documents.

The NPCU has a grievance redress mechanism and although it operates in a fairly *ad hoc* manner, the complaints of beneficiaries with any aspect of the technical specification of design are communicated to the NPCU and addressed. However, the NPCU needs to urgently strengthen its communication and implementation with regard to payment of compensation to farmers for crop losses during construction and inform them of the cost that would be recovered from them to pay for the schemes over time.

The lending procedures and policies of MSMEDA follow the principles of consumer protection and the small borrowers and businesses have to comply with existing policies and procedures to ensure adherence to existing environmental guidelines in the Governorates.

## d. Financial Management & Execution

Disbursement by financier				
Type	Name	Current Amount	Disbursed Amount	Actual Rate
Domestic Financing breakdown	National Government	\$15,342,900		
	National Government (add)	\$3,977,351		
	Beneficiaries additional financing	\$2,026,842		
	Beneficiaries	\$8,814,400		

Acceptable Disbursement Rate	Rating: 2	Previous rating: 2
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### Justification of rating

The programme had disbursed SDR 23.66 million (USD 33.85 million) against a total allocation of SDR 39.33 million by 31st October 2018. This covers actual expenditure claimed till the end of June 2018. The combined disbursement rate for both loans and grants is at 60% in terms of the SDR allocation. The NPCU estimates to withdraw an amount of USD 1.6 million by the end of December 2018, increasing the overall combined disbursement rate to 64%. The programme also has several on-going contracts and the commitment as of 31st October 2018 is estimated to be equivalent to USD 7.5 million equivalent. The combined disbursement rate could increase to 74% should all on-going contracts be completed and the committed amounts paid to contractors in full by the current completion date.

### Main issues

#### Main Issues

The Mission notes that following factors contributed to low disbursement rate for activities managed by PMU:

- Inefficiencies and lengthy procurement processes for civil works.
- Poor performance of some contractors which led to cancellation of several contracts.
- Weak and unsystematic monitoring of actual expenditures versus budget.
- PMU is not fully staffed and lacks dedicated and qualified staff, in particular it lacks the capacity for financial management and procurement which further hampered proper planning, contracting and monitoring.
- Poor cash forecasting and non-timely submission of withdrawal applications for processing by IFAD.
- Slow and lengthy system for processing contractor's dues.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Monthly submission of withdrawal application for eligible expenditures incurred after September 2018.	PMU	11/2018
Prepare withdrawal application for eligible expenditures incurred up-to end of Sep 2018 under both loans and grants	PMU	11/2018

## Fiduciary Aspects

### Quality of Financial Management

Rating: 3

Previous rating: 4

#### Justification of rating

The overall management of the Project is undertaken by the NPCU with MSMEDA responsible for managing the rural finance components. However, while MSMEDA is staffed with qualified personnel and has a proper accounting software in place, the NPCU does not have an accounting software or a full time finance manager in place. It is crucial that NPCU recruit a qualified finance manager on a full time basis to take responsibility for the preparation of monthly and interim financial reports, annual financial statements; monitoring and updating cash flow forecasts; coordinating with auditors; and preparation and resolution of audit logs and providing overall FM support to the programme for the remaining Project period.

#### Main issues

##### Main Issues

- Staffing: The NPCU has an accounting team in place responsible for day-to-day review and verification of supporting documents of expenditures. However it suffers from the absence of a dedicated finance manager on a full-time basis. The preparation of financial statements and withdrawal applications is currently carried out by an accountant from MALR on a part time basis. In the absence of full time finance manager, the programme's capacity to mitigate any financial management risk is compromised materially.
- Accounting and Financial Reporting: The NPCU has no accounting software in place and maintains its accounts through a system of manual book keeping. The monthly and interim financial reports are not prepared to aid management to take timely and appropriate decisions on major variations.
- AWPB.: Actual expenditure against AWPB 2017-18 was 38%. For the current AWPB 2018-19, the utilization rate is only 11% for the first quarter.
- Treasury and funds flow:
  1. The Mission noted several transactions where cross-financing has occurred between the different sources of financing. As of 31st October 2018, an amount equivalent to USD 0.07 million represents unresolved cross-financing among grants and loans. Urgent action is required to make the necessary adjustments and refunds.
  2. Given the roll-out of the Single Treasury Account (TSA) by the Ministry of Finance (MOF), the NPCU was not allowed to issue any check or make any transfer from the Project's operating account held in local currency starting from July 2018. Consequently, the NPCU had to pay suppliers and contractors directly from the Designated Account (DA) until 31st December 2018. The value of payments in local currency is converted to USD applying the prevailing exchange rate on the date of payment.
  3. The Mission discussed this issue with MOF and it was agreed to transfer the balances of the operating bank account of EGP 1.5 million as of 31st October 2018 and those balances of the DA in USD as of 31st December 2018 to the code assigned to the Accounting Unit of the Egyptian Authority for Land Improvement Projects (EALIP). Currently, all expenditures incurred by NPCU are approved by MOF's Controller assigned to the Accounting unit of EALIP, who is a co-signatory on all Project's bank accounts. The accounting unit will issue a monthly statement of all expenditures incurred by the Project from each source of financing and give full access to Mission and auditors to records.
- Beneficiaries' contributions: The programme is not capturing this source of funding and needs to have clear guidance on recognition, valuation, measurement, and disclosure of beneficiaries' contribution (in cash or kind).
- SOE Verification: The Mission noted during verification of sample of expenditures that some improvement is required for completeness of supporting documents by clearly recoding the breakdown of dues, deductions and adjustments made under each payment to civil work contractors.
- Internal Audit: MSMDA has an internal audit department while NPCU does not have arrangements for such a function.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Prepare and implement the guidelines for capturing beneficiaries' contributions.</b>	PC, FD	10/2018
<b>Strengthen the supporting documents for payments to contractors by preparing a clear breakdown of calculation of the final paid figure dues and deductions /adjustments</b>	Accounts Manager	11/2018
<b>Update monthly cash flow forecast.</b>	FM	11/2018
<b>Resolve the cross-financing and stop such practice going forward.</b>	Accounts Manager	11/2018
<b>Support the financial management of the NPCU through hiring a financial assistant on a full time basis.</b>	NPCU Director	11/2018
<b>Produce and circulate monthly financial reports and take remedial measures as needed.</b>	FM	12/2018

<b>Quality and Timeliness of Audit</b>	<b>Rating: 5</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

The audit report and management letter were received few days after the submission deadline. The audit was carried out in accordance with international standards on auditing.

#### **Main issues**

The auditors expressed a qualified opinion on financial statements. The basis of qualification is attributable to actual expenditures related to revolving fund and TA categories have exceeded the approved AWPB by \$597,848 and \$1,240 equivalent respectively. The financial statements and accompanying notes were found comprehensive and useful.

<b>Counterparts Funds</b>	<b>Rating: 5</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

The actual counterpart contribution up-to end of 30th September 2018 for the entire programme amounts to USD 14.2 million equivalent, which represents 74% of government contribution estimated at design. The level of counterpart contribution is deemed sufficient to cover the planned expenditures assigned to the Government. There is however a delay in releasing the funds during the first quarter of each financial year.

<b>Compliance with Loan Covenants</b>	<b>Rating: 5</b>	<b>Previous rating: 4</b>
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#### **Justification of rating**

The Project has complied with key financing agreement covenants, but some deviations include (i) late submission and approval of AWPB; (ii) late submission of the report to IFAD; (iii) delays in submission of the annual audit report; (iv) absence of PIM; and (v) the lack of an active role by the PSC and composition different from that specified in the agreement. Annexure-3 provides an update on the program's compliance with loan covenants.

### **Procurement**

<b>Procurement</b>	<b>Rating: 3</b>	<b>Previous rating: 3</b>
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#### **Justification of rating**

There have been notable improvements in the procurement over the last year. The challenge now is for the NPCU to effectively manage the on-going contracts and facilitate implementation to ensure timely completion of on-going works. Some of the areas that still need improvement include: a) completing the procurement processes for all types of procurement especially non-consultancy services and Goods transactions; b) compliance with IFAD Procurement Guidelines and Handbook and IFAD prior review requirements; and c) ensure timely procurement for the remaining period.

#### **Procurement Review**

**Structure of the Procurement Unit.** The NPCU Procurement Unit consists of one Procurement Officer (PO) and a procurement assistant, both working on a part-time basis. The PO has got some experience in managing procurement activities. However, there are gaps in the planning for procurement activities (strategy and plan), selection of consulting services and evaluation/post qualification criteria of bids for the procurement of works.

**Procurement Planning.** The 2018 procurement plan was found to meet the basic requirements. The Mission was pleased to find that

the Procurement Plan (PP) is periodically updated with regard to actual implementation. However, the Mission noted that the PP is currently not used as a monitoring tool to measure implementation performance.

**Bidding Documents.** The NPCU has utilized a customized version of the World Bank Standard Bidding Document (SBD) for procurement of works using National Competitive Bidding (NCB). The adopted SBD was found satisfactory and met the basic requirements. The Mission discussed with the NPCU that description of works and BOQs need to be listed more clearly in all bidding documents. It was also noted that some requirements were unclear or unrealistic, such as completion time that bidders cannot meet. The NPCU does not properly apply the Post-Qualification process on the evaluated contractors for works transactions.

**Procurement Progress.** The 2018 procurement plan (OFIDO I and OFIDO II) included 4 new Goods procurement transactions, 5 new non-consultancy services transactions and 6 new consultancy assignments with total cost estimate USD 508,205.00. As of October 31, 2018, the procurement process for all packages was not initiated except for one small consultancy assignment with cost estimate USD 1,100.00 constituting 0.2% of the planned amounts. Additionally, the NPCU has extended the contracts for 4 consulting firms and 11 individual consultants till the project completion date and re-tendered one works transaction in Assuit Governorate due to contractor default.

**Contract Register.** The Mission reviewed the register of contracts and found it to be in conformity with IFAD requirements; however, some important information is missing, incomplete or incorrect such as status of IFAD review, the addendums of existing contracts, financing category, reference to the approved PP and the payment status and final contract value.

**The procurement filing system.** The mission found that there is a dedicated filing system for procurement. Most of the supporting documents of the procurements are in place and in a good order. However, old procurement transactions utilizing shopping method were not found. The same observation was made in the previous missions. In line with good procurement practices, the Mission recommends that the filing system should include all procurement transactions that should contain all related documents such as annual procurement plans, copies of bidding documents, IFAD no-objections, etc.

**Contract management.** Although there is some progress in the contract management aspects by NPCU, the contract provisions have not been applied on the delayed contracts and the NPCU extended the contracts without proper justification.

## F. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
<b>Overview and Project Progress</b>		
<b>Completion of unfinished work at the Marwa level in Sohag</b> An evaluation of the unfinished work in 23 Mesqas covering 1200 feddan with estimation of the scope of work to be completed, its costs and time frame and an action plan for completion.	NPCU	11/2018
<b>Component 1 - Civil Works - Luxor</b> The NPCU needs to respond adequately to the contractor's proposals to overcome current constraints due to lack of liquidity that hamper implementation progress as well as factors beyond the control of the contract and facilitate completion.	NPCU	11/2018
<b>Component 1 - Civil Works - Luxor</b> Change the location of the pumping station N11 right Soumailya, constructed under a high voltage electrical line.	NPCU	11/2018
<b>Component 1 - Civil Works - Sohag</b> Undertake an inventory of all the works and equipment needed, bill of quantities (BOQs), to complete the improvement of the 32 incomplete mesqas and payment of 4% for design review and supervision to MWRI.	NPCU	11/2018
<b>Component 1 - Civil Works - El Minya</b> Find a solution for the pumping stations under high voltage electrical line.	NPCU / Electricity Company	11/2018
<b>Component 1 - Civil Works - Beni Suef</b> Provide the contractor Tantawee with the drawings of the 8 remaining mesqas to be improved urgently.	IIS / NWRI and NPCU	11/2018
<b>Component 1 - Water User Associations</b> Timely provision of support to IIS and IAS Esna to accelerate the establishment of formal WUAs in Luxor, Qena and Sohag. With coordination and facilitation from an external agency such as FAO.	NPCU	11/2018

<b>Component 1 - Water User Associations</b> Clarification of the responsibilities between the Irrigation service IAS (MWRI) and the Extension officers (MARL), regarding follow-up of WUAs, Marwa Committees O&M activities and training.	NPCU / MWRI	11/2018
<b>Component 1 - Water User Associations</b> Include in the list of mechanical and electrical equipment handed over to WUAs, the civil work on the pump-house and the sump as assets transferred to WUAs.	NPCU	11/2018
<b>Component 1 - Water User Associations</b> In each Governorate elaborate a robust and detailed training programme including workshops for WUAs chairmen and pumping station operators for exchange of experiences, book keeping, general assembly organisation, etc.	NPCU	11/2018
<b>Component 1 - Water User Associations</b> The modalities in the Agreement signed in 2016 with the MWRI for the establishment of WUAs needs to be revised to enhance the process and provide adequate incentives to the MWRI staff in charge.	NPCU / MWRI	11/2018
<b>Component 1 - Water User Associations</b> Ensure that the officers of IAS in charge of training start at an early stage before the final handing over of the pumping station by the contractor.	NPCU	11/2018
<b>Extension of Project Completion Date for 9 months</b> To complete the unfinished works.	IFAD/GOE	12/2018
<b>Resolving the lack of power supply for pumping stations in Minya and Beni Seuf</b> To identify the timeline for completion of works and redress of key constraints.	NPCU	12/2018
<b>Strengthening the Operation and Management Capacity of water users</b> Develop a capacity development plan with IIS for the strengthening of the WUAs to operate and manage all the improved 325 mesqas.	NPCU	12/2018
<b>Effective utilization of the grant resources available for building capacity and experience sharing</b> Submit a tentative plan for utilization of the resources.	NPCU	12/2018
<b>Component 1 - Civil Works - Assiut</b> Accelerate the electrification of pumping stations along the Arab Motee Branch canal and complete the work already started in 4 medqas.	NPCU	12/2018
<b>Component 1 - Civil Works - El Minya</b> The electrification of the completed pumping station should be given high priority.	NPCU / Electricity Company	12/2018
<b>Component 1 - Water User Associations</b> Detailed updated work plans and proposals should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report.	NPCU / MWRI	12/2018
<b>Component 1 - Water User Associations</b> Provide WUAs Chairmen with a copy of all the documents that have been signed by the board members as well as with a copy of the legal Status and By Laws.	NPCU / IIS	12/2018

<b>Component 1 - Water User Associations</b> Ensure that Contractors will provide the WUAs with spare parts before end of contract. Maintenance tools and equipment will be provided to EALIP for support to the WUAs on need.	NPCU	12/2018
<b>Component 1 - Water User Associations</b> The Project should support the creation of small service provider workshops with young entrepreneurs to repair and maintain pumping equipment and electric control panels.	NPCU / SFD	12/2018
<b>Component 2: Agriculture Competitiveness Enhancement</b> Beneficiary Feedback: The NPCU to engage a Third Party to undertake a beneficiary feedback analysis of the research, extension and marketing activities in preparation of Project Completion.	NPCU	03/2019
<b>Performance Improvement Plan (PIP)</b> The development of a very clear Governorate by Governorate plan of action with clear milestones and timelines responding to the constraints and issues highlighted and its weekly joint monitoring and review by IFAD and NPCU.	NPCU/IFAD	12/2019
<b>Completion of Original Targets from Local Funds</b> The NPCU will secure all necessary Government approvals to tender new civil works from GOE funds, which IFAD would pre-finance provided the works are completed satisfactorily within the completion deadline.	NPCU	12/2019
<b>Development Effectiveness</b>		
<b>Landholding Pattern</b> Analyse the data on landholding of farmers benefitting from irrigation improvements from the NPCU records.	M&E	12/2018
<b>Age-Disaggregated Data</b> Consolidate the data regarding the age of the rural finance component from the MSMEDA records for the final report.	MSMEDA	12/2018
<b>Project Management</b>		
<b>Recruitment of a Specialist</b> Recruitment of a short-term specialist to prepare the Lessons Review Note workshop.	NPCU	11/2018
<b>Beneficiary Database</b> Compile and consolidate beneficiary level data for MSMEDA borrowers.	MSMEDA, M&E Officer	11/2018
<b>Template for the progress report</b> The IFAD M&E specialist would provide the structure for this template.	IFAD M&E Specialist	11/2018
<b>Impact Assessment Study</b> Undertake all necessary arrangements to contract a Third Party for an impact assessment.	M&E Officer, NPCU	12/2018
<b>Technical Measurements</b> Recruit technicians and GIS specialists for technical measurement on water use efficiency and water savings.	NPCU, Technicians and GIS Specialists	12/2018
<b>Organization of a Knowledge Management Workshop</b> Organize a KM workshop in coordination with World Bank, AFD and OFID.	NPCU	02/2019
<b>Financial Management &amp; Execution</b>		

<b>Prepare and implement the guidelines for capturing beneficiaries' contributions.</b>	PC, FD	10/2018
<b>Monthly submission of withdrawal application for eligible expenditures incurred after September 2018.</b>	PMU	11/2018
<b>Strengthen the supporting documents for payments to contractors by preparing a clear breakdown of calculation of the final paid figure dues and deductions /adjustments</b>	Accounts Manager	11/2018
<b>Prepare withdrawal application for eligible expenditures incurred up-to end of Sep 2018 under both loans and grants</b>	PMU	11/2018
<b>Update monthly cash flow forecast.</b>	FM	11/2018
<b>Resolve the cross-financing and stop such practice going forward.</b>	Accounts Manager	11/2018
<b>Support the financial management of the NPCU through hiring a financial assistant on a full time basis.</b>	NPCU Director	11/2018
<b>Produce and circulate monthly financial reports and take remedial measures as needed.</b>	FM	12/2018



## On-farm Irrigation Development Project in Oldlands

### Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members										
	Household members			197 850							
	1.a Corresponding number of households reached							M&E Systems Reports	Annually	M&E officer	
	Households			39 570							
	1 Persons receiving services promoted or supported by the project							M&E Systems Reports	Annually	M&E officer	
	Males			158 280							
	Total number of persons receiving services			197 850							
	Females			39 570							
Goal Goal: Poverty reduction, livelihoods of small farmers, the landless, rural women and unemployed youth in the project area have been improved	Number of Households with improvement in assets ownership index							Baseline, MTR and Completion	Mid term and Completion	M&E officer	Government commitment and political stability and security.
	Number HH with improved asset ownership			39 570							
	Percentage reduction in the prevalence of malnutrition for children under five							Baseline Survey& Impact Assessment/Project Completion	Mid term and Completion	M&E officer	
	Percentage reduction in the prevalence of malnutrition for children under five			10							
Objective											

Results Hierarchy	Indicators							Means of verification			Assumptions			
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility				
<b>Outcome</b> Outcome 1: On-farm irrigation & water management have been improved and equitable water distribution has been realized	Number of farmers with secure access to water resources							Records of the Agricultural Directorate at the Governorate level; <input type="checkbox"/> Participatory monitoring by beneficiaries, contractors and service providers; <input type="checkbox"/> RIMS annual reporting and impact surveys.	Annually	M&E officer	Effective cooperation between MALR and MWRI.			
	Farmers with access to water			39 570										
	Number of functional irrigation committees													
	Number of irrigation committees			1 295										
<b>Output</b> Output 1.1 On farm irrigation developed/rehabilitated	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							Records of the Agricultural Directorate at the Governorate level; <input type="checkbox"/> Participatory monitoring by beneficiaries, contractors and service providers; <input type="checkbox"/> RIMS annual reporting and impact surveys.	Quarterly	M&E officer				
	Hectares of land			10 715										
	Land under improved management practices												Quarterly	M&E officer
	Hectares of land			10 715										
<b>Output</b> Output 1.2 Institutional development and capacity building	Groups managing infrastructure formed/strengthened (irrigation)							RIMS annual reporting and impact surveys	Quarterly	M&E officer				
	Number of Groups			1 295										
	People in groups managing infrastructure formed/strengthened (irrigation)													
	Males			102 000										
	Females			25 500										
	People trained in infrastructure management													

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
	Males			7 200							
	Females			800							
	Staff of service providers trained (irrigation)										
	Males			200							
	Females			50							
<b>Outcome</b> Outcome 2: Promoting demand- driven participatory farming system research and extension for crops, water and livestock.	Percentage of persons/households reporting adoption of new/improved inputs, technologies or practices (crop)										
	Females										
	Households										
	Males										
	Percentage of persons/households reporting adoption of new/improved inputs, technologies or practices (livestock)										
	Males										
	Females										
	Households										
	Percentage of persons/households reporting an increase in production (crop)										
	Households										
	Males										
	Females										
	Percentage of persons/households reporting an increase in production (livestock)										
	Males										
	Females										
	Households										
	Value of agriculture product contracted										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
	value of agriculture products contracted										
<b>Output</b> Output 2.1 Rural Enterprise and Micro Finance Development	Number of researches carried out										
	Number of researches (livestock)										
	Number of researches (water)					4					
	Number of researches (crops)					2					
	1.1.4 Persons trained in production practices and/or technologies										
	Men trained in crop			7 200							
	Women trained in crop			800							
	Total persons trained in livestock			10 000							
	Men trained in livestock			5 000							
	Women trained in livestock			5 000							
	Total persons trained in crop			8 000							
	1.1.5 Persons in rural areas accessing financial services										
	Total persons accessing financial services - credit										
	Women in rural areas accessing financial services - credit										

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
	Men in rural areas accessing financial services - credit										
<b>Outcome</b> Outcome 3: Access to rural finance have been increased by target groups for micro & small enterprises through CDAs/NGOs /MAs as well as to MSEs.	1.2.6 Partner financial service providers with portfolio-at-risk ≥30 days below 5%										
	Percentage					136					
	1.2.7 Partner financial services providers with operational self- sufficiency above 100%										
	Percentage										
<b>Output</b> Output 3.1 Enhanced rural finance through demand driven lending	1.1.5 Persons in rural areas accessing financial services										
	Total persons accessing financial services - credit										
	Women in rural areas accessing financial services - credit										
	Men in rural areas accessing financial services - credit										
<b>Output</b> Output 3.2 Financial intermediaries strengthened	Staff of financial institutions trained										
	Males			90							
	Females			22							
	Number of financial service providers supported in delivering outreach strategies, financial products and services to rural areas										
	Number of financial providers			46							
<b>Output</b> Output 3.3 Marketing Associations and MSEs supported	Marketing groups formed/strengthened										
	Groups formed/strengthened			174							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
	Groups formed/strengthened with women leadership			52							
	People in marketing groups formed/strengthened										
	Females			5 000							
	Males			35 000							
	2.1.2 Persons trained in income-generating activities or business management										
	Females			18 000							
	Males			2 800							
	Persons trained in IGAs or BM (total)			20 800							

## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands**

### **Supervision Report**

### **Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category**

Mission Dates: October 29th to November 12th, 2018

Document Date: 26/02/2019

Project No. 1100001447

Report No. 5004-EG

Near East, North Africa and Europe Division  
Programme Management Department

## Appendix 1: Financial: Actual financial performance by financier; by component and disbursements by category

**Table 1A: Financial performance by financier as of 31 October 2018**

Financier	Appraisal (USD '000)	Disbursement (USD '000)	Per cent disbursed
IFAD original loan	47000	27498	59%
IFAD additional loan	13000	5302	41%
IFAD original grant	1000	878	88%
IFAD additional grant	1000	170	17%
Government contribution to original loan	15343	13795	90%
Government contribution to additional loan	3977	449	11%
Beneficiaries original contributions	8814	512	6%
Beneficiaries additional contributions	2027	0	0
<b>Total</b>	<b>92159</b>	<b>48604</b>	<b>53%</b>



**Table 1B.1: Financial performance by financier by component as of 30 September 2018 (USD '000) – Original loan and grant**

Component	IFAD original loan			IFAD original grant			Government original contribution			Beneficiaries original contribution			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A. Irrigation and water Management	35030	16241	46	82	49	60	6577	5761	88	8814	393	4	50503	22445	44
B. Agriculture Competitiveness Enhancement	0	0	#DIV/0!	598	217	36	3673	300	8	0	0	0	4270	517	12
C. Rural Finance	10975	8812	80	320	41	13	63	0	0	0	0	0	11358	8854	78
D. Project coordination Units	995	798	80	0	0	#DIV/0!	5030	7734	154	0	119	#DIV/0!	6025	8651	144
Total	47000	25851	55	1000	307	31	15343	13795	89	8814	512	6	72156	40466	56

**Table 1B.2: Financial performance by financier by component as of 30 September 2018 (USD '000) – Additional loan and grant**

Component	IFAD additional loan			IFAD additional grant			Government additional contribution			Beneficiaries additional contribution			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A. Irrigation and water Management	12816	5357	42	916	28	3%	3344	93	3	2027	0	0	19103	5478	29
B. Agriculture Competitiveness Enhancement	0	0	#DIV/0!	0	24	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	24	#DIV/0!
C. Rural Finance	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0	0	0
D. Project coordination Units	184	121	66	84	0	0	634	356	56	0	0	#DIV/0!	901	477	53
Total	13000	5479	42	1000	52	5	3978	449	11	2027	0	0	20004	5979	30

**Table 1B.3: Financial performance by financier by component as of 30 September 2017 (USD '000) – Overall Project**

	IFAD loans			IFAD grants			Government contribution			Beneficiaries contributions			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A. Irrigation and water Management	47846	21598	45	998	77	8	9921	5854	59	10841	393	3	69606	27723	40
B. Agriculture Competitiveness Enhancement	0	0	#DIV/0	598	241	40	3673	300	8	0	0	#DIV/0	4270	541	13
C. Rural Finance	10975	8812	80	320	41	13	63	0	0	0	0	#DIV/0	11358	8854	78
D. Project coordination Units	1179	919	78	84	0	0	5664	8090	143	0	119	#DIV/0	6926	9128	130
Total	60000	31329	52	2000	359	18	19321	14244	74	10841	512	5	92160	46246	50

**Table 1C.1: IFAD original loan disbursements SDR, as at 31 October 2018**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	Works	22404000	22404000	10947343		1145657	48.86%
II	Means of transportation, equipment and materials	670000	670000	532690		137310	79.50%
III	National TA/ Consulting Services	0	296000	172209		123791	58.18%
V	Revolving fund	6230000	6230000	5958096		271904	95.64%
VI	Unallocated	296000	0				
	Initial deposit – NPCU			1301456		-1301456	0
	Initial deposit – SFD			271871		-271871	0
	Total	29600000	29600000	19183665		10416335	64.81%

**Table 1C.2: IFAD original grant disbursements SDR, as at 31 October 2018**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
III	National TA/ Consulting Services	30000		29615		385	98.72%
IV	Training	600000		36880		563120	6.15%
	Initial deposit – NPCU			543831		-543831	0
	Total	630000		610326		19674	96.87%

**Table 1C.3: IFAD additional loan disbursements SDR, as at 31 October 2018**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	Works	8300000		2931419		5368581	35.32%
II	Means of transportation, equipment and materials	150000		84408		65592	56.27%
	Initial deposit – NPCU			723793		-723793	0.00%
	Total	8450000		3739620		4710380	44.26%

**Table 1C.4: IFAD additional grant disbursements SDR, as at 31 October 2018**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	Works	240000		0		240000	0
II	Means of transportation, equipment and materials	30000		0		30000	0
III	National TA/ Consulting Services	110000		0		110000	0
V	Training	270000		0		270000	0
	Initial deposit – NPCU			123260		-123260	0
	Total	650000		123260		526740	18.96%



## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands**

### **Supervision Report**

### **Appendix 2: Physical progress measured against AWP&B**

Mission Dates:      October 29th to November 12th, 2018  
Document Date:      26/02/2019  
Project No.            1100001447  
Report No.            5004-EG

Near East, North Africa and Europe Division  
Programme Management Department

## Appendix 1: Physical progress measured against AWP&B

Component/Outcome <i>Sub-component or Output</i>		Indicator	Unit	Period: July 2018 to Sep 2018			Cumulative Actual	Appraisal Target	%	
				AWP&B	Actual	%				
Component 1: On-Farm Irrigation & Water Management/ Outcome: On-farm irrigation & water management have been improved and equitable water										
	1.1.1. Civil works	Establish and develop on-farm irrigation system at the Project Area	Feddan	16970	10041	59%	24918	32600	76%	
	Qena		Feddan	3276	3820	116.6%	4977	4500	110%	
	Sohag		Feddan	3494	1439	41.2%	2525	4500	56%	
	Assuit		Feddan	1923	827	43%	1061	4500	23.5%	
	Luxor		Feddan	2877	660	22.9%	1060			
	Menia		Feddan	2668	2291	85.9%	2291	4100	55.9%	
	Bani Suef		Feddan	2732	1004	36.7%	1004	3000	33.5%	
	Lower Egypt						12000	9495		
	1.1.2 Electricity Works		Establish and develop an on-farm irrigation system at the "Project Area" "Electricity work"	Feddan	12103	3916	32.3%			
	Qena			Feddan	1238	1077	87%			
	Sohag	Feddan		1420	0	0%				
	Assuit	Feddan		86	37	43%				
	Luxor	Feddan		2200	792	36%				
	Menia	Feddan		4427	576	13%				
	Bani Suef	Feddan		2732	1434	52.5%				
	1.2.Technical Practices	Technical Practices: Soil amelioration through (Laser land leveling, sub-soiling, deep plowing & gypsum addition,... etc.) has been improved	Feddan	15000	5470	36.4%				
	1.2.1 Perform deep plowing & sub soiling operation		Feddan	5000	790	15.8%				
	1.2.2 Add soil amendments & conditioners		Feddan	5000	560	11.2%				
	1.2.3 Perform the laser leveling operations		Feddan	5000	4120	82.4%				
	1.3 Establish the Mesqa, Marwa FOs & WUAs on the branch canals	Mesqa & Marwa FOs formed and activated , also, Branch Canals Committees were established & supported								
	1.3.1.1 Conduct Extension Seminars to acquaint farmers (males & females) about the Importance of establishing the Marwa Committee		Seminar	250	430	172%				
	1.3.1.2 Register the WUAs on the Mesqa Level		Committee	250	288	115%	464	406	87.5%	

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**On-Farm Irrigation Development in the Old Lands Project (OFIDO – IFAD)**

1.3.1.3 Register BCWUAs on branch canals		Committee	15	0	0%			
1.3.2. Active WUA's roles		Program	52	0	0%			
<b>1.4. Train Irrigation Committee Members</b>	<b>Book keeping ,leadership ,group dynamic, working as a team &amp; decision making , also traning WUAs board members</b>	<b>Program</b>	<b>85</b>	<b>11</b>	<b>13%</b>			
1.4.1.1 Train Irrigation Committee Members of (FOs) on: group dynamic		Program	24	0	0%			
1.4.1.2 Train Irrigation Committee Members of (FOs) on: Book keeping		Program	24	0	0%			
1.4.1.3 Train Irrigation Committee Members of (FOs) on: leadership & decision making		Program	24	0	0%			
1.4.1.4 Conduct training program for branch canal committe (WUAs) on: Group dynamic, prepare work plan , negotiation skills & book keeping		Program	5	0	0%			
1.4.2.1 Capacity building for Agricultural Extension Agents and Irrigation Specialists		Program	4	7	175%			
1.4.2.2 Train the field M&E Staff		Program	4	4	100%			
<b>1.5. Water Management</b>	<b>Water management techniques have been improved</b>	<b>Seminar</b>	<b>264</b>	<b>90</b>	<b>34%</b>			
Train the farmers "men & women" on: Water Management		Seminar	264	90	34%			
<b>1.6. Water Efficiency</b>	<b>Irrigation water efficiency has been increased</b>	<b>Seminar</b>	<b>146</b>	<b>68</b>	<b>47%</b>			
Train farmer committees and O&M seminars		Seminar	146	68	47%			
<b>1.7 Agriculture Extension</b>	<b>Agents &amp; Irrigation Specialists performance &amp; technical skills have been enhanced</b>	<b>Program</b>	<b>12</b>	<b>12</b>	<b>100%</b>			
Train the Agricultural Extension Agents and Irrigation Specialists practically on: How to maintain and repair pumping stations and O&M		Program	12	12	100%			
<b>Component 2: Agricultural competitiveness were enhanced &amp; strengthened, also, participatory farming systems were promoted &amp;</b>								



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**On-Farm Irrigation Development in the Old Lands Project (OFIDO – IFAD)**

<b>supported.</b>								
<b>2.1. Extension and Research</b>	<b>Farming Systems Researches were activated</b>	<b>Number</b>	<b>36</b>	<b>34</b>	<b>94.4%</b>			
2.1.1 Establish and empower "Farmers' Field Schools" and conduct TOT training program to manage and facilitate FFS activities		Number	36	34	94.4%			
<b>2.2 Transfer of Technologies</b>	<b>Transfer of Modern Technologies has been enhanced</b>							
2.2.1.1 Produce extension posters about on-farm irrigation development		Poster	2	0	0%			
2.2.1.2 Technical assistant for editing posters		Person	8	8	100%			
2.2.1.3 Produce visibility materials		Pamphlet	4000	0	0%			
2.2.1.4 Produce Project guideline		Guideline	1	0	0%			
2.2.1.5 Produce educational & extension video film		Film	1	0	0%			
<b>2.3 Agriculture Extension</b>	<b>Agricultural Extension Agents performance and efficiency boosted &amp; developed</b>	<b>Program</b>	<b>30</b>	<b>21</b>	<b>70%</b>			
2.3.1 Train Agricultural Extension Agents		Program	30	21	70%			
<b>2.4. Farmer Trainings</b>	<b>Cropping pattern been diversified, agric. productivity increased &amp; crop losses reduced</b>	<b>Program</b>	<b>12</b>	<b>3</b>	<b>25%</b>			
Train farmers "men & women" on new methods and techniques, varieties		Program	12	3	25%			
<b>2.5 Water extension</b>	<b>Participatory Water Extension approaches activated and developed</b>	<b>Program</b>	<b>12</b>	<b>8</b>	<b>67%</b>			
Train members of water users' organizations and Local Leaders		Program	12	8	67%			
<b>2.6 Rural Women</b>	<b>Rural women' productive and marketing skills increased &amp; enhanced</b>	<b>Program</b>	<b>51</b>	<b>62</b>	<b>122%</b>			
Training of Rural Women Activities		Program	51	62	122%			
<b>2.7. Marketing Activities</b>	<b>Marketing Channels (exporters / manufacturers / local markets) became available</b>							
2.7.1 Design Productivity & Marketability Maps		Map	9	10	111%			
2.7.2 Organize regular expanded meetings between exporters, manufacturers ,traders and "farmers & the Cooperative Marketing Committee Members		Meeting	7	5	71%			

**Supervision Mission, Nov 2018**

**On-Farm Irrigation Development in the Old Lands Project (OFIDO – IFAD)**

<b>2.8. Agriculture Productivity</b>	<b>Quality of agricultural products been improved &amp; contracts became more accessible and effective</b>	<b>Seminar</b>	<b>339</b>	<b>339</b>	<b>100%</b>			
<i>2.8.1 Train Marketing Committee Members on modern farming techniques and means to increase their agricultural production</i>		Seminar	187	187	100%			
<i>2.8.2 Other Trainings</i>		Seminar	152	152	100%			

## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands**

### **Supervision Report**

### **Appendix 3: Compliance with legal covenants: status of implementation**

Mission Dates:      October 29th to November 12th, 2018  
Document Date:      26/02/2019  
Project No.            1100001447  
Report No.            5004-EG

Near East, North Africa and Europe Division  
Programme Management Department

### Appendix 3: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
<b>Section B. Para 6</b>	Project to open two Project Accounts, one for the Loan and one for the Grant for Project operations for the benefit of the Lead Project Agency; and another for a Project Account for the Loan for Project operations for the benefit of the Social Fund for Development (SFD) (hereinafter referred to collectively as "Project Accounts"). The 2 Project Accounts shall be opened in a bank proposed by the Borrower and acceptable to the Fund.	As soon as possible	Complied with	With the roll-out of the Single Treasury Account, all funds are required to be channelled through accounting units headed by controllers assigned by Ministry of Finance
<b>G.C Section 7.01. Para b (ii)</b>	Before each Project Year, the Lead Project Agency shall, if required, submit the draft Project AWPB to the oversight body designated by the Borrower/Recipient for its review. When so reviewed, the Lead Project Agency shall submit the draft Project AWPB to the Fund for comments no later than sixty (60) days before the beginning of the relevant Project Year. If the Fund does not comment on the draft Project AWPB within thirty (30) days of receipt, the AWPB shall be deemed acceptable to the Fund.	No later than 60 days before beginning of each Fiscal Year	Partially complied with	Delays in submission of AWPB.
<b>Section B. Para 7</b>	The Borrower shall make adequate budgetary allocations for the Project in accordance with AWP&B.	Annually	Complied with delays	The GOE counterpart is deemed adequate so far , but delays were noticed in releasing the funds during Q1 of each financial year.
<b>Section E. Para 1(a)</b>	A Framework for Collaboration Agreement between the National Project Coordination Unit and the Project Parties to be finalized, in accordance with Schedule 1 paragraph 7 prior to any request for withdrawal.	January 2011	Complied with	
<b>Section E. Para 1(b)</b>	A Subsidiary Loan Agreement to be finalized between the Borrower and SFD in accordance with Schedule 1 paragraph 11.3 before any disbursement under Category V (Revolving Fund) in what regards the financing of Component 3 (Rural Enterprise and Microfinance Development) of the Project may be requested.	October 2010	Complied with	
<b>Schedule I, Para 6</b>	Project Steering Committee (PSC). The PSC shall be chaired by the Minister of the MALR or his/her representative, with members representing the Project Area governorates, the Ministry of Water Resources and Irrigation (MWRI), the Ministry of International Cooperation (MIC) and the Social Fund for Development (SFD). The PSC shall have the overall responsibility for: (a) ensuring that Project activities are in compliance with the Borrower's policies; (b) approving selection of the proposed irrigation command areas for Project intervention; (c) approving consolidated Project Annual Work Plan and Budgets (AWPBs); (d) ensuring that Project interventions are coordinated where appropriate with other development programmes and projects, and (e) generally overseeing the systematic implementation of the Project.		Partially complied with	Steering Committee is actively engaging and no systematic meetings is taking place

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
<b>Schedule I, Para 8</b>	A small Project Coordination Unit at Governorate level (GPCU) to be established in each governorate. Each GPCU shall be located in the Governorate Directorate of Agriculture and shall report to the NPCU.	Jan – Feb 2011	Partially complied with	Frequent meetings of the GPCU need to be organised.
<b>Schedule I, Para 9</b>	A mid-term review to be jointly carried out by MALR, MOPIC and the Fund no later than the end of the Project's fourth year.	April 2014	Complied with	January 2015
<b>Schedule I, Para 10</b>	A draft Project Implementation Manual to be prepared by the NPCU and submitted for approval to MALR. The PIM may be amended or otherwise modified from time to time only with the prior consent of the Fund.	December 2010	Not complied with	Revision and update of the PIM is not required.
<b>G.C Section 7.05. Para (a)</b>	Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower/Recipient's procurement regulations, to the extent such are consistent with the IFAD Procurement Guidelines. Each Procurement Plan shall identify procedures which must be implemented by the Borrower/Recipient in order to ensure consistency with the IFAD Procurement Guidelines		Partially complied with	
<b>G.C Section 8.03. Para (a)</b>	The Lead Project Agency, or other party so designated in the relevant Agreement, shall furnish to the Fund periodic progress reports on the Project, in such form and substance as the Fund shall reasonably request. At a minimum, such reports shall address (i) quantitative and qualitative progress made in implementing the Project and achieving its objectives, (ii) problems encountered during the reporting period, (iii) steps taken or proposed to be taken to remedy these problems, and (iv) the proposed programme of activities and the progress expected during the following reporting period	Periodic	Partially complied with	The report are not submitted no systematic basis and the quality of submitted progress reports requires improvement.
<b>G.C Section 8.03. Para (c)</b>	The Borrower/Recipient shall ensure that the recommendations resulting from the Mid-Term Review are implemented within the specified time therefor and to the satisfaction of the Fund. Such recommendations may result in modifications to the Agreement or cancellation of the Financing.		Partially complied with	Not all of MTR recommendation have been implemented
<b>G.C Section 9.02.</b>	The Borrower/Recipient shall deliver to the Fund detailed financial statements of the operations, resources and expenditures related to the Project for each Fiscal Year prepared in accordance with standards and procedures acceptable to the Fund and deliver such financial statements to the Fund within four (4) months of the end of each Fiscal Year	Within 4 months after the end of each fiscal year	Not complied with	Draft financial statements are not submitted to IFAD
<b>G.C Section 9.03. Para (b)</b>	The Borrower/Recipient shall within six (6) months of the end of each Fiscal Year, furnish to the Fund a certified copy of the audit report. The Borrower/Recipient shall submit to the Fund the reply to the management letter of the auditors within one month of receipt thereof.	Within 6 months after the end of each fiscal year. And within one month the reply to management letter of the auditors	Complied with delays	The audit report for the year ended June 2017 has been submitted one month after deadline of 31 December 2017

## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands Supervision Report**

#### **Appendix 4: Technical background analysis**

Mission Dates:      October 29th to November 12th, 2018  
Document Date:      26/02/2019  
Project No.            1100001447  
Report No.            5004-EG

Near East, North Africa and Europe Division  
Programme Management Department

Supervision Mission: October 29<sup>th</sup> to November 12<sup>th</sup>, 2018  
**Irrigation and Water Management Component**

## ACTION PLAN

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## GOVERNORATE OF QENA

Actions to be taken	How?
1- Number and conditions under which electricity contracts have been signed under the name of the Farmer Leaders/Operators/ of Marwa Cooperative Committees (MCCs) as well as how farmers are operating their pumping stations	Conduct a survey to collect copies of the electricity contracts and develop an analysis report on how farmers are operating the pumping stations
2- Discuss with IIS and IAS in Esna the conditions for accelerating the establishment of formal WUAs in <b>Qena</b> ,	Review the conditions of the signed protocol signed in 2016 to adapt tem to the needs based on last experience
3-Detailed updated work plan and proposal should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report (per diems, transport, equipment, housing, etc..) for its execution	A detailed budget of all the necessary expenses should be submitted
4- Clarification and distribution of role and functions of the already established MCCs and the newly to be established WUAs regarding the operation and maintenance of the improved mesqa	Reflect in the statutes and by law of each entity the role and function
5- Estalishment and Registration of WUAs	Appoint dedicated staff from IIS to work in collaboration with MARL Extension staff
6- Training on WUAs Board memebbers assit in orgnaisatioof general assembly meetings, elections..Preparation of an annual budget, fees collection, ...	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff
7- Assistance provided to WUAs' board on how to collected all the key document and archives them	Copies of all the documents signed by WUAs board membres should be available as well as a copy of teh as-built drawing for all the equipement including hydrant locations
8- Formal final handover to WUAs of all improved mesqa assets including buildings (pump house) , pumping and electric equipment , pipelines, butterfly valves and hydrants as well as spare parts	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff



## Irrigation and Water Management Component

## ACTION PLAN

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n period			
June	July	August	Sept

## GOVERNORATE OF SOHAG

Actions to be taken	How?
1- Complete the improvement of the <b>32</b> incomplete mesqas and supervision to MWRI.	Undertake an inventory of all the works and equipment needed, bill of quantities (BOQs), Build on lessons of the past to come up with a realistic pace of execution
2- Review of detail design and bill of quantities	Collecte copies of initial design drawings and update them
3- Bidding process for the remaining civil works	Elaborate a tender document and undertake bidding process
4- Execution of works and equipement	Evaluation of bids and selection of teh contractors
5- A new plan for the completion of the electricity wupply network	Match the plan with the progress in the equipement of the pumping stations
4- Execution of the installtion of electricity supply including the meters	Match the installtion of the meters with the establishment of WUAs
5- Number and conditions under which electricity contracts have been signed under the name of the Farmer Leaders/Operators/ of Marwa Cooperative Committees (MCCs) as well as how farmers are operating their puming stations	Conduct a survey to collect copies of the electricity contracts and develop an analysis report on how farmers are operating the pumping stations
6- Discuss with IIS and IAS in Esna the conditions for accelerating the establishment of formal WUAs in <b>SOHAG</b> ,	Review the conditions of the signed protocole signed in 2016 to adapt tem to the needs based on last experience
7-Detailed updated work plan and proposal should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report (perdiems, transport, equipment, housing, etc..) for its execution	A detailed budget of all the necessary expenses should be submitted
8- Clarification and distribution of role and functions of the already established MCCs and the newly to be established WUAs regarding the operation and maintenance of the improved mesqa	Reflect in the statutes and by law of each entity the role and function

9- Establishment and Registration of WUAs	Appoint dedicated staff from IIS to work in collaboration with MARL Extension staff
10- Training on WUAs Board members assist in organisation of general assembly meetings, elections..Preparation of an annual budget, fees collection, ...	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff
7- Assistance provided to WUAs' board on how to collect all the key documents and archive them	Copies of all the documents signed by WUAs board members should be available as well as a copy of the as-built drawing for all the equipment including hydrant locations
8- Formal final handover to WUAs of all improved mesqa assets including buildings (pump house) , pumping and electric equipment, pipelines, butterfly valves and hydrants as well as spare parts	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff

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## GOVERNORATE OF ASSIUT

Actions to be taken	How?
1- Identify the needs for f 4 incomplete mesqas . Along El Maana (1) and ElHammam (3) branch canals	Elaborate the bill of quantities (BOQs) and agree with the contractor Tanta motors to complete the additional works
2- Since the contractor is already in the field agree to complete for those mesqas where some farmers did not accept, along the Maana Branch Canal the contractor to work on their land for social reasons and now are coming back requesting the project to intervene	Ensure (i) first that indeed the area wherthe network will be expanded is in the command area of the concerned pumping staton, (ii) that the farmersthat have already signed partnership with the project accepte the inclusion of the new farmersin thier WIJAs
3- Execution of the remaining civil works and pumping equipement on 4 mesqas that have not been included in the on-giing contracts	Ensure (i) a formal agreement of concernes farmers topartnership with project, (ii) that the contractor will accpetto execute athis additional work with the same unit prices of the contract.
4- A new plan for the completion of the electricity wupply network	Match the plan with the progress in the equipement of the pumping stations
5- Execution of the installtion of electricity supply including the meters	Match the installation of the meters with the establishment of WUAs
6- Number and conditions under which electricity contracts are signed under the name of the President of the WUAs	IAS and NPCU to collect copies of teh contracts
7- Discuss with IIS and IAS in <b>El Minya</b> the conditions for accelerating the establishment of formal WUAs in <b>ASSIUT</b>	Review the conditions of the signed protocole signed in 2016 to adapt tem to the needs based on last experience
8-Detailed updated work plans and proposals should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report (perdiems, transport, equipment, housing, etc..) for its execution	A detailed budget of all the necessary expenses should be submitted

9- Establishment and Registration of WUAS	Appoint dedicated staff from IIS to work in collaboration with MARL Extension staff
10- Training on WUAs Board members assist in organisation of general assembly meetings, elections..Preparation of an annual budget, fees collection, ...	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff
11- Assistance provided to WUAs' board on how to collect all the key documents and archive them	Copies of all the documents signed by WUAs board members should be available as well as a copy of the as-built drawing for all the equipment including hydrant locations
12 Formal final handover to WUAs of improved mesqa assets including buildings (pump house) , pumping and electric equipment , and pipelines, butterfly valves and hydrants as well as spare parts	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff

								2019 Extension				
Who ?	Expected Indicator	Nov 15-30th		December 2018				Jan.	Feb.	March	April	May
MWRI/NPCU/ Extension Service MARL	Additional works and equipment identified over 4 Mesqas											
NPCU/Consulting Firm/WUA and ContractorTanat Motors	New areas added to project improvement target											
NPCU/IIS and Consulting Firm	New mesqas and areas to be added to project target											
Electricity Company/NPCU	<b>31+4</b> Mesqas fully connected to the electricity grid											
Electricity Company												
Electricity Company/NPCU/IAS	File of the contracts											
NPCU with IIS Director at MWRI HQs in Cairo and IIS et IAS in EL Minya	A specific Addendum to ASSIUT case should be added to the protocole											
IIS, IAS and NPCU	Work Plan and Budget											

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## GOVERNORATE OF EL MINYA

Actions to be taken	How?
1-Convene <b>urgently</b> with the Electricity Company on a new plan for the completion of the electricity supply network	Match the plan with the progress in the equipment of the pumping stations
2- Execution of the installation of electricity supply including the meters	Match the installation of the meters with the establishment of WUAs
3- Number and conditions under which electricity contracts are signed under the name of the President of the WUAs	IAS and NPCU to collect copies of the contracts
4- Discuss with IIS and IAS in <b>El Minya</b> the conditions for accelerating the establishment of formal WUAs in El Minya,	Review the conditions of the signed protocols signed in 2016 to adapt them to the needs based on last experience
5-Detailed updated work plans and proposals should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report (perdiems, transport, equipment, housing, etc..) for its execution	A detailed budget of all the necessary expenses should be submitted
6- Establishment and Registration of WUAs	Appoint dedicated staff from IIS to work in collaboration with MARL Extension staff
7- Training on WUAs Board members assist in organization of general assembly meetings, elections..Preparation of an annual budget, fees collection, ...	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff
8- Assistance provided to WUAs' board on how to collect all the key documents and archive them	Copies of all the documents signed by WUAs board members should be available as well as a copy of the as-built drawing for all the equipment including hydrant locations
9 - Formal final handover to WUAs of improved mesqa assets including buildings (pump house) , pumping and electric equipment , diesel pump and pipelines, butterfly valves and hydrants as well as spare parts	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff

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## GOVERNORATE OF BENI SUEF

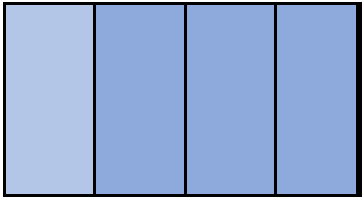
Actions to be taken	How?
1- Provide the contractor El Tantawee with the drawings of the 8 remaining mesqas that replace those refused by farmers along the Sahara 2 sub-branch canal because of insufficient assurance of water availability	Ensure (i) that water availability and reliability is assured in the new sub-branch canal, (ii) that concerned farmers are in agreement to partnership with the project, and (iii) will undertake the necessary surveys to design the irrigation networks and elaborate drawings
2- A new plan for the completion of the electricity supply network	Match the plan with the progress in the equipment of the pumping stations
3- Execution of the installation of electricity supply including the meters	Match the installation of the meters with the establishment of WUAs
4- Number and conditions under which electricity contracts are signed under the name of the President of the WUAs.	IAS and NPCU to collect copies of the contracts
5- Discuss with IIS and IAS in Esna the conditions for accelerating the establishment of formal WUAs in <b>BENI SUEF</b>	Review the conditions of the signed protocol signed in 2016 to adapt them to the needs based on last experience
6- Detailed updated work plans and proposals should be prepared by IIS/IAS/ MWRI that would include financial support for equipment and other facilities as mentioned in the Project Design Report (per diems, transport, equipment, housing, etc..) for its execution	A detailed budget of all the necessary expenses should be submitted
7- Establishment and Registration of WUAs	Appoint dedicated staff from IIS to work in collaboration with MARL Extension staff
8- Training on WUAs Board members assist in organisation of general assembly meetings, elections. Preparation of an annual budget, fees collection, ...	Appoint dedicated staff from IAS to work in collaboration with MARL Extension staff
9- Assistance provided to WUAs' board on how to collect all the key document and archives them	Copies of all the documents signed by WUAs board members should be available as well as a copy of the as-built drawing for all the equipment including hydrant locations

11- Formal final handover to WUAs of improved mesqa assets including buildings (pump house) , pumping and electric equipement , diesel pump and pipelines, butterfly valves and hydrants as weelas spare parts	Appoint dedicated staff tfrom IAS to work in collaboration with MARL Extension staff
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1 period			
June	July	August	Sept



## **Egypt**

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### **On-farm Irrigation Development Project in Oldlands**

### **Supervision Report**

### **Appendix 5: Mission preparation and planning, TORs, schedules, people met**

Mission Dates:      October 29th to November 12th, 2018  
Document Date:      26/02/2019  
Project No.            1100001447  
Report No.            5004-EG

Near East, North Africa and Europe Division  
Programme Management Department



**APPENDIX 4.5 IMPACT ASSESSMENT**  
**TERMS OF REFERENCE**  
**IMPACT ASSESSMENT STUDY FOR**  
**ON FARM IRRIGATION DEVELOPMENT IN THE OLD LANDS PROJECT (OFIDO)**

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**A. INTRODUCTION**

1. The Project was approved by the IFAD Executive Board on 17<sup>th</sup> December 2009 and entered into force on 18<sup>th</sup> February 2010, but due to unforeseen political events, Project activities started only towards the end of 2012. The Project was initially designed for five governorates but was extended to two additional governorates through a supplementary financing agreement in 2013. The Project's original completion date of March 31, 2018 was extended by nine months to 31st December 2018, and it is further extended for the second time by another nine months to 30<sup>th</sup> of September 2019.
2. IFAD provided an initial financing package of USD 47 million loan and USD 1 million grant for the Project activities in Kafr El Sheikh and Beheira (12,000 feddan) in Lower Egypt and Assiut, Sohag and Qena in Upper Egypt. A supplementary financing of USD 13 million loan and USD 1 million grant was later provided to extend the Project to Minya and Beni Seuf Governorates.
3. The overall goal of the Project is to improve the livelihoods of the rural poor in the Project area through targeted interventions to enhance agriculture production and raise household incomes. This is to be achieved through a series of interventions under four main components, namely: (i) irrigation and water management; (ii) agriculture competitiveness enhancement; (iii) rural enterprise and micro finance development; and (iv) project coordination and management.
4. Component 1: The first component, *Irrigation and Water Management*, encompasses two sub-components: (I) Rehabilitation and Development of On-farm Irrigation Systems which is mainly of hardware modernization type; and (ii) Institutional Development and Capacity Building aiming at grouping, organising and training users into Water User Associations legally recognized at mesqa and branch canal levels that would take over operation and maintenance responsibilities.
5. Component 2: The second component, *Agriculture Competitiveness and Enhancement*, provides demand driven training and agriculture technical assistance to farmers individually and through the MAs and the WUAs. It supports a participatory research /extension approach and on-farm farming system research. Through specialized teams composed of extension staff (MALR) and irrigation advisors (MWRI) the project promotes enhancing farmers' capacity to identify and analyze problems, technology transfer through farmers' experimentation/ adaptive research, and the delivery of a harmonized message on water utilization and management and agricultural practices.
6. Component 3: The third component, *Rural Enterprise and Micro Finance Development*, consists of: (i) rural finance through demand driven lending, (ii) strengthening financial intermediaries (CDAs, NGOs), and (iii) support to Marketing Associations and MSEs. The line of credit, under OFIDO will provide on demand financing for targeted clients and will consist of two parts: the first will address microfinance activities, while the second will focus on the MSE sector. This component is implemented by MSM-EDA through CDAs, Agriculture Cooperatives, Bank du Caire and direct lending. The component is being implemented in Beheira, Kafr El Sheikh in Lower Egypt and Qena, Sohag and Assiut in Upper Egypt.
7. Component 4: The fourth component, *Project Coordination and Management*, provides for coordination and management of project activities at governorate and national levels, establish, operate and maintain a strong monitoring and evaluation system to measure progress and impacts of the project.

8. The project has a central coordination unit, or National Project Coordination Unit (NPCU), established under the Ministry of Agriculture and Land Reclamation (MALR) headed by National Project Manager responsible from the coordination of project activities in collaboration with other institutions involved in project implementation and wide network of contacts internally and externally.
9. This Terms of Reference deals with hiring a suitably qualified and experienced consultancy company (henceforth referred to as 'proposer') to undertake the proposed Impact Assessment of the Project. The methodology for impact assessment will involve both quantitative and qualitative approaches.

## **B. OBJECTIVE AND GENERAL APPROACH**

10. The objective of the Impact Assessment is to assess the social and economic impact in the targeted areas where OFIDO is being implemented. By using good mix of techniques including surveys, Focus Group Discussions (FGD) and case studies, the study will assess beneficiaries' experiences and their perceptions about the projects' effectiveness, document success & lessons learned, and propose recommendations for future.
11. The assessment will (i) focus on the outcome and goal indicators of the planned activities as per the Project's Logical Framework (see Annex II), (ii) provide comparative analysis against the baseline indicators, (iii) assess how the OFIDO was successful in relation to the five evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact).
12. The impact assessment study will consider the following criteria in the design of the methodology:
  - Relevance – how and to what extent the project activities consistent with target group's needs, local condition requirements, and institutional priorities;
  - Effectiveness – to what extent the project interventions contributed to the project high level objectives and outcomes, and the level of achievement in terms of undertaking activities as per the project design;
  - Efficiency – are the project inputs and resources translated into results in an economically feasible manner (based on the assessment of implementation delays, technical capacity issues; operational efficiency, and the economic rates of return);
  - Sustainability – to what extent the project benefits extend beyond the project duration including the assessment of the anticipated results and risks;
  - Impact – what are the actual and expected changes occurred in the rural community and target group (including positive and negative, direct and indirect) as a result of project interventions;
  - Gender Equality and Women Empowerment – to what extent the project contributed to the gender equality and empowerment as outlined in the project design documents.
13. In addition, the impact assessment study will assist in capturing:
  - Innovation: In what aspects did the project manage to bring innovative solutions to meet the needs of the target groups, provide unique methods to overcome challenges, and demonstrate exemplary approaches within the rural development context;
  - Lessons Learned: What are the key results (both positive and negative), insights, stories, and messages learned from OFIDO project worthwhile reporting to improve the design and implementation of the future projects.
14. The proposed Impact Assessment methodology will include survey design for collecting data to measure the impact on both project outcome and goals level. The survey design will consider using a representative sample from the target and control group, the attribution of impact through interviewing both beneficiaries and non-beneficiaries, and providing results for impact level indicators as per the log frame. Both quantitative and qualitative methods will be used by the proposer to assess the impact of the project.

## **C. SPECIFIC CONSIDERATIONS**

### **C1. SAMPLING AND CONTROL GROUP**

15. The proposer will be responsible to develop stratified random sampling method and present the approach to the IFAD and NPCU for approval. The proposed sampling methodology will sufficiently address the following specific issues.
16. The surveys will be conducted at the household level. To select the treatment group, the methodology will use proportionate allocation using a sampling fraction in each of the stratum proportional to the size of the related component population and will consider meaningful stratum variables. The following variables are recommended; however, it may be reconsidered during the methodology design based on the technical requirements:
  - a. For component 1, stratification on (i) geographical area, (ii) mesqa location, and (iii) higher end/tailor end users followed by random sampling;
  - b. For component 2, stratification on (i) geographical area, (ii) extension/training subject, and (iii) gender followed by random sampling;
  - c. For component 3, stratification on (i) geographical area, (ii) loan sector, and (iii) gender followed by random sampling;
17. The data will be analyzed by key dimensions (i.e. by the status of functional WUAs, land size, crop patterns) ex post facto.
18. As a rule of thumb, the methodology should measure the impact on beneficiaries at least one year after the service provided by the training, extension, and rural finance activities.
19. The sampling methodology for component 1 (irrigation and water management) should consider selecting beneficiaries amongst the population of farmers who went through at least one full cycle of harvest season by using the new irrigation system in order to capture before/after yield, sales, and cost information. Therefore, completion period of civil works should be reasonably aligned with the agriculture calendar for both summer and winter crops cultivated by the target population.
20. The study will involve control group; therefore, the proposer is responsible to develop and present the methodology including the definition and selection of the control cases. The sampling method and the size of control group should be determined in line with the proposed statistical technique (i.e. Propensity Score Matching). The proposer will provide profile analysis of key variables (including age, gender, farm size etc.) for the treatment and control groups to demonstrate the likeness or equality before presenting the survey results.
21. The control cases will be selected from non-targeted nearby communities at the mesqa level for irrigation and water management component, and non-beneficiaries for training/extension and rural finance activities.
22. The sampling method will ideally use 95% confidence level with the confidence interval of 4 or 5. The estimated sample size including the control group is 1200 households.

## **C2. QUESTIONNAIRE DESIGN AND METRICS**

23. The proposer will be responsible to develop the modular questionnaire and present it to IFAD and NPCU for approval by considering the following specifications.
24. Questionnaire forms will be prepared separately for irrigation, extension, training, marketing, and rural finance. Each questionnaire will have standard common questions at the goals level, and for social and economic indicators including demographics, education, household size and assets, nutrition, food security, income sources, awareness and satisfaction in line with the baseline data to the extent possible. Depending on the expected outcome/results, the questionnaire will have custom modules with specific questions for the outcomes of relevant interventions.

25. For irrigation and water management component, the proposer will include indicators to measure the incremental gains from the investment, which will also be used as inputs into the economic model. Hence, the questionnaire will include proper questions to capture (i) irrigation cost savings, (ii) gained cultivated area, (iii) increased crop productivity, (iv) water efficiency, and (v) labor savings.
26. The survey will include questions to capture the relevant IFAD ORMS indicators. The list of indicators will be supplemented to the proposer by NPCU. The ORMS indicators focus on the adapted change or received gains from the project interventions; therefore, they are instrumental in capturing the outcomes and must be integrated into the questionnaire.
27. The survey will use before and after questions and will rely on recall method when applicable. Regardless of the availability of baseline data, recall method will still be used to avoid complications that may arise due to the differences in methodology between the baseline and the impact assessment surveys.
28. The questionnaire will be optimized by efficiently structuring the flow of questions in order to reduce the time of surveys and avoid duplicated and confusing statements through testing it before the actual implementation.

#### **D. PHASING**

29. The assignment will have three key phases: preparation, implementation, data analysis and reporting. The assignment will be completed after the presentation of results in a workshop. Progress reports on key deliverables may be requested during and at the completion of each stage. The specific activities include:

##### **Preparation**

- Review the OFIDO design documents and identify key information requirements for the Impact Assessment;
- Review the programme log frame, RIMS and ORMS guidelines, and define assessment methodology required for each of the core indicators at the Projects Goal/Impact and Objectives/Outcome levels;
- Review the results of the OFIDO Baseline Survey, as well as the relevant data collected by the M&E system; identify data gaps and develop proxy indicators as necessary.
- Review available sources of secondary data that may be used to demonstrate the impact at the national or regional scale;
- Develop a full technical document discussing the survey instruments including sampling methodology, non-response, stratification, and statistical techniques; develop the sampling framework with a brief action plan;
- Prepare fully-fledged questionnaire forms (for survey and FGDs) in view of the specific considerations listed above. The questionnaire should be comprehensive enough to cover all the indicators specified in the Goals/Impact and Objectives/Outcomes level of the project logframe matrix;
- Organize meetings with the NPCU and stakeholders to brainstorm on the business hypothesis, issues, and opportunities on a case by case basis for core intervention objectives (i.e. effectiveness of WUAs) to develop FGD leading questions;
- Set up the database system with proper coding, indices, labeling, and fields (including key matching fields) aligned with the questionnaire structure. The database layout will be shared with NPCU for review and endorsement before the implementation.
- Establish proper data entry quality procedures (i.e. avoiding duplications and controlling data integrity issues) and provide training to the data entry staff;
- Prepare training materials for enumerators and detailed survey manual/guidelines;
- Prepare an outline for the final report.

##### **Implementation**

- Proposer is responsible from the **recruitment**, training and the supervision of the enumerators and the data entry clerks; The proposer should also dedicate **three field coordinators** for effective coordination and to ensure that the enumerators follow the established guidelines and procedures;
- The proposer will establish a good coordination mechanism in the field and in full cooperation with the NPCU dedicated focal point for the job. Any deviations in the plan will be communicated to the NPCU and revisions will be made only after the approval of the NPCU.
- Draft questionnaires should be tested in advance before using it to collect data. The purpose of the piloting is to identify vague statements or questions that may lead to bias, and to check for the consistency & integrity issues across the questionnaire structure. The proposer will undertake a pilot survey in few of the selected settlements to test the methodology, questionnaire, database, and finalize the tools based on learnings;
- Conduct field visits and prepare arrangements for data collection and audio/video recording of FGDs. Coordinate data collection work and ensure full compliance with the data entry protocols, data privacy & protection rules; the proposer should ensure a transparent data collection process by respecting ethical best practices, right to privacy, and obtaining consent from interviewees;
- Field supervisors will ensure the quality of the data through spot checks and review of collected forms on a regular basis. They will be responsible collecting all completed forms from the enumerators in their districts and send it to the data entry team every two or three days. It is the responsibility of the proposer to coordinate the secure and timely transfer of hard copy questionnaires to the data entry team;
- Collected data will be entered into the database every two or three days, any doubtful or erroneous data will be cross checked with the enumerators and corrected immediately;
- All collected data in electronic format and the hard copies of filled questionnaire forms will be shared with the NPCU at the end of the study. The arrangements of data sharing including the data sharing and privacy protocols between NPCU and the proposer will be made ready before the implementation;
- FGDs will be organized with 8-12 people for each group. The proposer will organize the invitations, meeting location, printed materials, and recording tools early in advance. The proposer will provide a trained facilitator to lead FGD. The transcript from the sessions will be printed and summarized in a brief FGD session report.
- Conduct FGD sessions to validate the initial hypotheses, further explore the deeper causes of problems, explore the financial and non-financial impact on the beneficiaries, and the alternatives & recommendations;
- Assess the results, complete the report, and develop indicators/questions to be integrated into the Survey results based on the insights emerging from the FGDs.

## **Analysis**

- Analyze and interpret data from the household surveys and FGDs through various means of analytical techniques, which should include profiling of target and control groups, descriptive analysis, comparative analysis, incremental changes and returns, calculation of adaption rates etc.;
- Conduct an economic analysis on the net return of the investment (i.e. NPV, ROI, and EIRR);
- Synthesize the qualitative and non-qualitative data and document lessons learned from beneficiaries, executing institutions, associations and NGOs, and contractors with a focus on the goals and outcomes achieved;
- Respond to the ad-hoc query needs from IFAD and NPCU during the analysis stage;
- Prepare a detailed report as per the submitted outline. Modify and amend the report if necessary based on the feedback from IFAD and NPCU.

## **Final Workshop**

- The Impact Assessment results should be presented to the representatives of implementing partners and stakeholders in a learnings workshop;

- Work closely with the assigned project specialists or consultants in preparing the learnings workshop, present the Impact Assessment results, and integrate any learnings into the final report;
- Focus on the communication of project contribution towards the goals and objectives, lessons learned from the implementation, scale up opportunities, critical assessment of modalities, and recommendations for the future.

## E. MAIN DELIVERABLES

30. **Impact Assessment Inception Report** – to be submitted within **three calendar weeks of the date of contract signing**. This report will include a fully elaborated Impact Assessment proposal including the approach and proposed survey instruments, sampling frames and sampling methodology, interviewing method, number of FGDs and the number of participants and locations, draft questionnaires and other survey tools, data processing and analysis methodology, outline of the final report and schedule of activities;
31. **Pilot Survey Report** – to be submitted within **one calendar week** of the submission of the Impact Assessment Inception Report. This report will provide the results of a small pilot survey together with proposed changes to the survey instrument and questionnaire;
32. **Draft Impact Assessment Reports** – for both household survey and FGD to be submitted within **eight calendar weeks of the date of contract signing**;
33. **Final Impact Assessment Reports** – to be submitted after **one calendar week** of the date of submission of draft impact survey report. The final reports should be written in a clear and simple style, documenting the results of the Impact Assessment in accordance with the above terms of reference. The report will be written based on the submitted and approved outline during the preparation phase;
34. **Final Workshop** – within **one calendar week** of the submission of the Impact Assessment Report, the results should be presented to representatives of different partners and stakeholders.
35. The Final Impact Assessment Report will be submitted in English and Arabic (3 copies each) languages. All reports and data collected must be provided to the project, together with copies of all questionnaires, audio/video recordings (if any), transcripts and all other relevant material and information collected or generated during the survey.

### Time Schedule for Impact Assessment Study

Time Schedule for Impact Assessment Study	WEEK (after contract sign)											
	1	2	3	4	5	6	7	8	9	10	11	12
Inception and Planning												
Development of Methodology												
Development of Questionnaire and Data Management Tools												
Training of Enumerators												
Field Works (data collection and entry)												



proposed personnel that also possess the “assets”, in addition to all the minimum requirements, may secure up to 100% of the maximum obtainable points.

The below defined key personnel are the main responsible persons for the tasks defined in this Assignment.

The list of key personnel and required general/specific professional experiences are shown in the following table:

The duties and detailed required qualifications for each key personnel are given below:

**Duties of the Project Coordinator:**

- Responsible from the development of the work plan and implementation of the impact assessment study and revises as appropriate to meet changing needs and requirements;
- He/she will ensure that positive and productive working relations and regular communication are maintained with IFAD and NPCU;
- He/she will ensure accordance of the developed methodology and activities to the needs and expectations of the project administration;
- He/she will manage the overall coordination of the design of the survey methodology, focus group discussions, questionnaire, data entry tools, reporting, and the arrangements of the final workshop;
- He/she will ensure that the coordination mechanism is working properly with the field supervisors, and the proposed activities are rolled out before the deadlines;
- He/she will attend the working groups and other activities conducted by the Administration.

**Required Skills and Experience for Project Manager:**

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> <li>– At least bachelor's degree in agriculture, business administration, economics, social sciences, or other related fields</li> <li>– Fluency in Arabic and English</li> </ul>	<ul style="list-style-type: none"> <li>– Post graduate degree (MSc, M.A. M.B.A. and/or PhD degree)</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>– A minimum of 8 years of professional experience.</li> <li>– At least 3 years of experience as a project manager/ coordinator/team leader under projects/programmes</li> </ul>	<ul style="list-style-type: none"> <li>– More than 10 years of professional experience in relevant subject</li> <li>– Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>– Minimum 3 years of working experience in the design and implementation of M&amp;E systems and/or impact assessment surveys</li> </ul>	<ul style="list-style-type: none"> <li>– In depth knowledge and experience of cross cutting issues and thematic areas</li> <li>Experience in rural development, agriculture, and/or social policies</li> </ul>

**Duties of the Senior Expert in Social Sciences:**

- Understand the project goals, objectives and the interventions through desk review of relevant project documents, and discussions with the project implementers and stakeholders;
- Build and articulate the study hypotheses, assumptions, and risks to guide the design processes and ensure that the questionnaire and focus group discussions are in line with the requirements;



- Communicate the social development objectives in the log frame proactively and lead the integration of social policy dimension into the impact assessment study;
- Provide insights and interpretations from social sciences perspectives to improve the design, analysis, and reporting;
- Contribute in the development of survey and focus group questionnaire by integrating the cross-cutting issues and thematic aspects during the design stage;
- Work closely with senior analyst to review and interpret the readings from the data and support the team by providing in depth insights from the social sciences perspective.

#### **Required Skills and Experience for Senior Expert in Social Sciences:**

	<b>Minimum Requirements</b>	<b>Assets</b>
General Qualifications	<ul style="list-style-type: none"> <li>– At least bachelor's degree in social sciences</li> <li>– Fluency in Arabic and English</li> </ul>	<ul style="list-style-type: none"> <li>– Post graduate degree (in social sciences)</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>– A minimum of 5 years of professional experience.</li> <li>– At least 3 years of experience as a social program officer, social scientist, or similar capacity</li> </ul>	<ul style="list-style-type: none"> <li>– More than 8 years of professional experience in relevant subject</li> <li>– Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>– Minimum 3 years of working experience in social policy design, strategy development, social analysis, or closely related discipline</li> </ul>	<ul style="list-style-type: none"> <li>– In depth knowledge and experience of cross cutting issues and thematic areas</li> <li>Experience in rural development, agriculture projects as a Social Scientist</li> </ul>

#### **Duties of the Senior Analyst:**

- Understand the project goals, objectives and the interventions through desk review of relevant project documents, and discussions with the project implementers and stakeholders;
- Develop statistically sound sampling methodology and lead the design of questionnaire forms in consultation with IFAD and NPCU based on the project log frame and as described in this ToR;
- Ensure that the data collection tools are properly designed, data entries are managed according to the guidelines, enumerators received training on the data entry protocols.
- Ensure that the collected data is consolidated and maintained/stored/secured in proper database platform;
- Carry out data analysis works of the survey data to extract useful insights, benchmark against the control group and baseline data, and update the logical framework;
- Report the findings in a proper format and in line with the project log frame, discuss the results and implications, and assist the project coordinator in the completion of reports;
- Respond to the adhoc inquiries from the project management when requested in a timely manner;
- Ensure that gender and youth dimensions are mainstreamed in the questionnaire design and analysis;
- Develop proper data management tools to capture qualitative information from focus group discussions and conduct analytical techniques to meaningfully report on the qualitative data.

#### **Required Skills and Experience for Senior Analyst:**

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> <li>At least bachelor's degree in statistics, economics, business administration, social sciences, or other related fields</li> <li>Fluency in Arabic and English</li> </ul>	<ul style="list-style-type: none"> <li>Post graduate degree (MSc, M.A. and/or PhD degree)</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>A minimum of 5 years of professional experience.</li> <li>At least 3 years of experience as a data/business analyst, statistician, or data specialist, or program specialist</li> <li>Must have practical experience in using statistical software or data mining tools</li> </ul>	<ul style="list-style-type: none"> <li>More than 8 years of professional experience in relevant subject</li> <li>Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>Minimum 3 years of working experience in the design and implementation of surveys, analysis of panel data, mapping survey results, and/or data mining</li> </ul>	<ul style="list-style-type: none"> <li>In depth knowledge and experience of cross cutting issues and thematic areas</li> <li>Experience in rural development, agriculture, and/or social policies</li> </ul>

#### **Duties of the Field Survey Coordinators (3 personnel):**

- Responsible from the overall coordination of enumerators during the survey implementation;
- Provide trainings on the questionnaire, data entry protocols, and beneficiary communication etiquette before the implementation;
- Monitor the quality of data collection processes to endorse or request renewal of the survey on a case by case basis;
- Provide technical assistance to enumerators and be on call whenever needed to respond the inquiries during the implementation;
- Set and execute control/spotcheck procedures to ensure that the surveys are being conducted according to the desired quality standards;
- Provide regular updates on the implementation progress to NPCU when requested.

#### **Required Skills and Experience for Field Survey Coordinators:**

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> <li>At least bachelor's degree in statistics, economics, business administration, social sciences, or other related fields</li> <li>Fluency in Arabic</li> </ul>	<ul style="list-style-type: none"> <li>Post graduate degree (MSc, M.A. and/or PhD degree)</li> <li>Fluency in English</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>A minimum of 5 years of professional experience.</li> <li>At least 3 years of experience as a field coordinator, survey team leader, or in a similar role</li> </ul>	<ul style="list-style-type: none"> <li>More than 8 years of professional experience in relevant subject</li> <li>Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>Minimum 3 years of working experience in coordinating and/or training of field survey teams or</li> </ul>	<ul style="list-style-type: none"> <li>In depth knowledge and experience of cross cutting issues and thematic areas</li> </ul>

	<b>Minimum Requirements</b>	<b>Assets</b>
	enumerators	Experience in rural development, agriculture, and/or social policies

#### **Duties of the Economist:**

- Responsible from conducting the overall economic analysis of the project and quantify the net gains, calculate NPV, EIRR, and ROI consistent with the economic model used at design;
- Provide inputs during the design phase to make sure that the indicators and variables required to make economic calculations are included in the questionnaire;
- Develop economic assessment for both irrigation and rural finance components and harmonize the results through an integrated model;
- Assess the economic viability of the past adaptation initiatives with quantitative estimates and providing notes on the circumstances/conditions/reasons behind successes or failures of the initiatives. Conduct cost and benefit analysis to measure the gains from adapted techniques promoted by the project;
- Conduct macro and regional economic analysis based on the available data on new job creation, sectoral growth, marketing and pricing in responding to the eradication of poverty as a result of project interventions;

#### **Required Skills and Experience for Economist:**

	<b>Minimum Requirements</b>	<b>Assets</b>
General Qualifications	<ul style="list-style-type: none"> <li>– At least bachelor's degree in statistics, economics, business administration</li> <li>– Fluency in Arabic and English</li> </ul>	<ul style="list-style-type: none"> <li>– Post graduate degree (MSc, M.A. and/or PhD degree)</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>– A minimum of 5 years of professional experience as an Economist.</li> </ul>	<ul style="list-style-type: none"> <li>– More than 8 years of professional experience in relevant field.</li> <li>– Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>– At least 3 years of experience in Economic assessment of large projects.</li> </ul>	<ul style="list-style-type: none"> <li>– Specific impact assessment experience of projects in rural development and/or agriculture.</li> </ul>

#### **Duties of the FGD Moderator (3 personnel):**

- Responsible from the organization (including the venue selection, and identification of participants) and conducting FGD sessions on the agreed subjects;
- Organize and lead brainstorming discussions with the NPCU and relevant stakeholders to build hypothesis, key questions, issues to be analyzed through FGDs, and build proper interview structures accordingly;
- Chair and steer the sessions to deep dive into the identified problems and issues, and lead discussions to retrieve specific insights on the lessons learned and opportunities;
- Prepare the session reports and submit them to the Project Coordinator along with the visual and audio materials after each session;

- Collaborate with the NPCU, Project Coordinator, Analysts, and Economist to discuss the findings and inform them about the emerging insights;
- Ensure that gender specific FGDs are conducted on relevant topics to understand the driving factors and impact of project on the women beneficiaries.

**Required Skills and Experience for FGD Moderator:**

	<b>Minimum Requirements</b>	<b>Assets</b>
General Qualifications	<ul style="list-style-type: none"> <li>– At least bachelor's degree in social sciences, business administration, or other related fields</li> <li>– Fluency in Arabic</li> </ul>	<ul style="list-style-type: none"> <li>– Post graduate degree (MSc, M.A. and/or PhD degree)</li> <li>– Fluency in English</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>– A minimum of 5 years of professional experience in conducting FGD and semi structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>– More than 8 years of professional experience in developing and conducting interviews</li> <li>– Experience in working with Governmental Organizations, UN, and/or International Donor Agencies</li> </ul>
Specific Experience	<ul style="list-style-type: none"> <li>– At least 3 years of experience in conducting FGD and semi structured interviews in rural settings.</li> </ul>	<ul style="list-style-type: none"> <li>– Specific impact assessment experience of projects in rural development and/or agriculture.</li> </ul>

**Duties of the Enumerators (14 personnel):**

- Travel to the interview sites and conduct household interviews as per the survey guidelines and etiquette;
- Ensure that information is correctly recorded in the questionnaire forms and written clearly and in readable format;
- Repeat the survey if it doesn't satisfy the quality standards as instructed by the Field Coordinators;
- Deliver the filled paper forms to the Field Coordinators on time and securely;
- Make sure that respondents understand the questions and guide them if necessary, according to the guiding instructions;
- Suggest any issues affecting the questions and forms to the Field Coordinators immediately.

**Required Skills and Experience for Enumerators:**

	<b>Minimum Requirements</b>	<b>Assets</b>
General Qualifications	<ul style="list-style-type: none"> <li>– At least high school diploma or equivalent</li> <li>– Fluency in Arabic</li> </ul>	<ul style="list-style-type: none"> <li>– University or Colleague degree</li> </ul>
Professional Experience	<ul style="list-style-type: none"> <li>– A minimum of 5 years of professional experience in conducting household or census interviews</li> </ul>	<ul style="list-style-type: none"> <li>– More than 8 years of professional experience in conducting surveys</li> </ul>

	Minimum Requirements	Assets
Specific Experience	<ul style="list-style-type: none"> <li>– At least 3 years of experience in conducting surveys in rural settings.</li> </ul>	<ul style="list-style-type: none"> <li>– Specific survey experience of projects in rural development and/or agriculture.</li> </ul>

### Reporting Structure

- Project Coordinator reports to NPCU Project Manager.

### Key Documentation to be provided

The following documentation will be provided under separate cover:

- OFIDO design documents;
- OFIDO Baseline Survey Report;
- RIMS reports and project output reports.

## Annex I: Deliverables and Timeliness

Activity Framework	
Activity	<div>Scope of Activity</div> <div>Deliverables</div> <div>Indicative Timeframe for the Activity</div> <div>Deliverable Due Date</div>
1a.Desk review of existing documents and secondary resources to collect data	<div> <p>The proposer will conduct desk review of project documents and previous studies to identify the data requirements, gaps, indicators, and to understand the overall project goals, objectives, and project interventions.</p> <p>At this stage, the information should be collected systematically and reflected in the design stage. The proposer is expected to undertake the following activities:</p> <ul style="list-style-type: none"> <li>• The definition of indicators currently used for reporting</li> <li>• Information gaps and missing indicators across the existing tools (i.e. Baseline, Log Frame, RIMS, ORMS)</li> <li>• Conduct mapping exercise to identify the missing links between the reporting tools and develop approaches to integrate them into the impact assessment study</li> <li>• Understand the current status of affairs in the implementation through supervision reports, progress reports etc.</li> <li>• Identify the secondary data requirements and resources</li> <li>• Study IFAD ORMS methodology and indicators</li> <li>• Review previous M&amp;E reports to build knowledge on the existing information</li> </ul> </div> <div><b>Deliverable #1:</b> Inception Report</div> <div>Insert</div> <div>Insert</div>
1b.Methodology Development, Questionnaire Design, and	<div>Preliminary results from desk reviews will guide the development of methodology. The methodology should include detailed information on how it addresses specific considerations given in Section C of the ToR. The statistical</div> <div><b>Deliverable #1:</b> Inception Report (One consolidated document – sufficiently explain the proposed</div> <div>Insert</div> <div>Insert</div>

Database Design		<p>methodology for sampling should use generally accepted industry standards.</p> <p>The methodology shall clearly discuss the analysis methods, tools, approaches to be used, any risks should be identified and brought to the attention of the administration along with the mitigation proposals.</p> <p>In the methodology document, it is crucial to describe the sampling methodology, sampling size by location, interview methods, FGD structure, indicators, economic analysis method, questionnaire design, database layout, provided with detailed implementation plan and resource allocations.</p>	methodology)		
2.Pilot test report		<p>The testing of the questionnaire will be conducted in selected governorates and the learnings will be documented in a brief report. The proposer should prepare survey guidelines and manual for enumerators, which should also be tested and modified based on the learnings. During the testing, the following assumptions will be checked:</p> <ul style="list-style-type: none"> <li>• Consistency and logical flow of questions across the questionnaire</li> <li>• The proper use of open ended and multiple-choice questions and the need for guiding questions</li> <li>• Cross check and validation requirements built within the questionnaire</li> <li>• The length of interview and the time for data entry to reassess the resource requirements</li> <li>• Clarity and understanding of statements among the respondents</li> </ul>	<b>Deliverable #2:</b> Pilot test results	Insert	Insert
3.Draft Report	IAS	<p>Upon the completion of field works and analysis, the draft report will be submitted electronically to IFAD and NPCU for review including sections on impact &amp; achievements at the goals/outcome level, validation of presumed hypothesis and FGD results, Economic analysis, adaption rates and the change created under each component, non-quantifiable benefits, satisfaction, lessons learned, and recommendations for future. The report should also assess the findings by criteria given in Section B article 12.</p>	<b>Deliverable #3:</b> Draft Impact Assessment Report	Insert	Insert

4.Final Report	IAS	Based on the recommendations from IFAD and NPCU, the draft report will be finalized and submitted for clearance.	<b><i>Deliverable #4:</i></b> Final Impact Assessment Report	<i>Insert</i>	<i>Insert</i>
5. Workshop		The proposer will present the results and their recommendations in a workshop to stimulate further conversations with the larger community involving representatives from stakeholder groups.	<b><i>Deliverable #5:</i></b> Workshop Minutes (the list and brief descriptions of subjects discussed and proposed in the workshop)	<i>Insert</i>	<i>Insert</i>



## Annex II: OFIDO Log Frame

Objective Hierarchy	Key Performance Indicators	Monitoring Mechanisms and Information Sources	Assumptions/Risks
<p><b>Overall goal:</b> Poverty reduction livelihoods of small farmers, the landless, rural women and unemployed youth in the project area have been improved</p> <ul style="list-style-type: none"> <li>39,570 HHs reached with both irrigation water requirement and farming support.</li> </ul>	<ul style="list-style-type: none"> <li>Households with improvement in asset ownership index: compare: male, single and female headed;</li> <li>Reduction in the prevalence of malnutrition for children under five.</li> </ul>	<ul style="list-style-type: none"> <li>National Household Living Standard Surveys for project Governorates;</li> <li>Baseline and socio-economic surveys (gender-disaggregated).</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment and political stability and security.</li> </ul>
<p><b>Outcome 1:</b> On-farm irrigation &amp; water management have been improved and equitable water distribution has been realized</p> <ul style="list-style-type: none"> <li>Improved irrigation and water management in 15 command areas of approximate 26,500 feddan.</li> </ul>	<ul style="list-style-type: none"> <li>Number of farmers with secure access to water resources (disaggregated by gender);</li> <li>Hectares of land improved through soil/water conservation methods;</li> <li>Number of the functional irrigation committees.</li> </ul>	<ul style="list-style-type: none"> <li>Records of the Agricultural Directorate at the Governorate level;</li> <li>Participatory monitoring by beneficiaries, contractors and service providers;</li> <li>RIMS annual reporting and impact surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Effective cooperation between MALR and MWRI.</li> </ul>
<p><b>Outcome 2:</b> Promoting demand-driven participatory farming system research and extension for crops, water and livestock.</p>	<ul style="list-style-type: none"> <li>Number of farmers reporting production/yield &amp; herd size increase (disaggregated by gender);</li> <li>Number of farmers adopting recommended technologies increase (disaggregated by gender);</li> <li>Hectares of land shifted to cash crops;</li> <li>Number/value of agriculture products contracted.</li> </ul>	<ul style="list-style-type: none"> <li>Records of the Agricultural Directorate at the Governorate level;</li> <li>Participatory monitoring by beneficiaries, contractors and service providers;</li> <li>RIMS annual reporting and impact surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Adverse weather conditions;</li> <li>Encouraging market conditions;</li> <li>Availability of water.</li> </ul>

Objective Hierarchy	Key Performance Indicators	Monitoring Mechanisms and Information Sources	Assumptions/Risks
<b>Outcome 3:</b> Access to rural finance have been increased by target groups for micro & small enterprises through CDAs/NGOs /MAs as well as to MSEs.	<ul style="list-style-type: none"> <li>Number and volume of loans provided by gender;</li> <li>Measuring the performance of the financial institutions ( Portfolio at risk, operational self-sufficiency, active borrowers/personnel operating expenses ratio).</li> </ul>	<ul style="list-style-type: none"> <li>Participating MFI(s), Banks Reports;</li> <li>Participatory monitoring by beneficiaries, contractors and service providers;</li> <li>RIMS annual reporting and impact surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Conducive microfinance policy and macro-economic framework maintained.</li> </ul>
<b>Outputs</b> 1.1: 225 Mesqa canal and 6 branch canal WUOs established. 1.2: 1000 Marwa committees (lower Egypt) established.	<ul style="list-style-type: none"> <li>People in groups managing infrastructure; by gender</li> <li>People in groups managing natural resources; by gender</li> <li>Land under irrigation schemes constructed or rehabilitated;</li> <li>Land under improved management practices;</li> <li>People trained in infrastructure management;</li> <li>People trained in natural resources management.</li> </ul>	<ul style="list-style-type: none"> <li>Records of the Agricultural Directorate at the Governorate level.</li> <li>Project reports</li> </ul>	
2.1: 104 MAs formed and successfully linked with traders and exporters. 2.2: 70 MAs related to rural women activities formed	<ul style="list-style-type: none"> <li>Number of on-farm research carried out on high value crops/products, livestock and water use;</li> <li>Staff of service providers trained;</li> <li>People trained in crop &amp; livestock production practices and Technologies;</li> </ul> <p>People trained in livestock production practices and technologies;</p> <p>Groups formed with women in leadership position.</p>	<ul style="list-style-type: none"> <li>Records of the Agricultural Directorate at the Governorate level.</li> <li>Project reports</li> </ul>	

Objective Hierarchy	Key Performance Indicators	Monitoring Mechanisms and Information Sources	Assumptions/Risks
<p>3.1: At least 14,068 micro-entrepreneurs.</p> <p>3.2: 48 MSEs benefit from short and medium/long term investment loans.</p>	<ul style="list-style-type: none"> <li>• Value of gross loan portfolio;</li> <li>• Financial institutions participating in the project;</li> <li>• Active borrowers (individuals) ;</li> <li>• Active borrowers (enterprises);</li> <li>• Value of gross loan portfolio (individuals);</li> <li>• Value of gross loan portfolio (enterprises).</li> <li>• People trained in business/entrepreneurship;</li> <li>• Staff of financial institutions trained.</li> </ul>	<ul style="list-style-type: none"> <li>• Participating MFI(s), Banks Reports.</li> <li>• Project reports</li> </ul>	