

ANNEX 3: EVALUATION MATRIX

The Evaluation Questions

Questions with regards to Relevance

Q.1 Have the strategies and actions been conducive to the mutual understanding of the nature and goals of the transition? Have there been any factors causing deviations or omissions that affect relevance?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> Consistency between the perception of the nature and goals of the transition on the Finnish side and on the Egyptian side.	Goals of the transition as designed by the Finnish side Goals of the transition as understood by the Egyptian side	Policy statements of Finnish Ministries of Education, Environment, Trade & Industry, Interviews with negotiators of Finnish and Egyptian side (Egypt Ministry of Development Cooperation) Minutes and conclusions of the negotiations

Q.2 Have there been any changes in the general policy environment or political and economic context of either Egypt or Finland or priorities/needs of the target groups/stakeholders that have affected the relevance of the actions?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> Changes in relevant Finnish policy environment	Changes in the overall Finnish development aid policy	Development Policy documents of 2004 and 2007
Changes in relevant Egyptian policy environment	Changes in the relevant overall Egyptian economic and development policies (especially in the fields of environment and information society policies)	National policy documents 2001–2008 Interviews with Ministry of Economic Affairs, Ministry of Environment, Ministry of Communication and Information Technology

Changes in other donors policies and actions	Value of aid levels of other donors, such as USAID, EuropeAid, World Bank, UN and other Nordic countries to Egypt during the transition period Major changes in the aid policies of the above mentioned donors in relation to Egypt	Statistics on aid levels, OECD Development policy documents of other donors
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Q.3 Is the adopted transition strategy and action plan presenting a balance with the interests and objectives of both sides or are there differing views of approaches i.e. how have the interests of both sides been accommodated; have the expected results been achieved?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
Discrepancies/commonalities between Egyptian and Finnish Interests with regards to the transition action plan.	Goals and interests of the Finnish side Goals and interests of the Egyptian side Alignment of the interests and goals	Finnish development aid strategy (of 2004 and 2007) Egyptian development strategies Interviews with the negotiators Transition strategy plan; conclusions of the related negotiation processes and minutes of meetings between Egyptian and Finnish negotiators
Discrepancies/commonalities between the expected results of the Finnish and Egyptian sides	Expected results as designed by the Finnish side Expected results as understood by the Egyptians	Interviews with the negotiators Transition strategy All documents concerning the bilateral negotiations and consultations

Questions with Regards to Coherence, Complementary and Compliance

Q.4 To what extent has the principles of coherence and complementarities and compliance guided the planning, design and implementation of the action plan for the transition?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> The criteria were considered during the action plan design and implementation by the negotiations / consultations	The guiding of these principles in the negotiations / consultations Other donors consulted during design of action plan	Strategy negotiators in Finnish and Egyptian side Minutes of meetings between Finnish and Egyptian sides

Q.5 Are/were the plans in coherence and compliance with Egyptian development goals?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
See criteria under Relevance (especially under Question 2).		

Q.6 Are/were the activities in line with principles of the Finnish development cooperation policy on ecologically, socially and economically sustainable development, respect for human rights, democracy, equity and crosscutting issues?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> Consistency with the Finnish development policy at the time of the transition strategy's planning	Ecological, social and economic principles taken into consideration in program planning and implementation; Finnish development policy of 2004	Finnish development policy of 2004 and 2007; Program documents

Q.7 How does the importance of the Paris Declaration principles reflect in transition activities?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> Joint discussions on the transition plan between	Minutes of the joint discussions of the transi-	Strategy negotiators on the Finnish and Egyptian sides

the Finns and Egyptians	tion plan	Finnish Embassy in Cairo
Other donors consulted / involved in the transition plan	Donor discussions on the transition plan	Minutes of the negotiations 2001-2005; Other donors in Egypt

Q.8 Do the activities of the transition complement actions and efforts of the Egyptian authorities on one hand and of the international agencies and donors on the other?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
See criteria under Relevance (especially under Question 2).		

Q.9 How do the actions comply with the private sector endeavours in Egypt and in Finland? Are these coinciding?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project / instrument level</i> Do Egypt and Finland have mutual interest in the new instruments for private sector endeavours	Interest of Finnish companies in the new instruments Interest of Egyptians for having and using these new instruments	Finnpartnership, Finpro Chambers of Commerce and Egyptian Export Promotion Center Statistics by Finnish agencies on recent trade and business activities with Egypt

Q.10 To what extent the efforts of the MFA to involve Finnish public institutions with the Egyptian ones is in coherence with the Egyptian objectives?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project / instrument level</i> The interest of the Egyptians on public institutions cooperation with the Finns (especially towards the Institutional	General Egyptian objectives and attitudes with regards to public institutions cooperation	Interviews with relevant Egyptian public institutions

Cooperation Instrument, (ICI)	Number of twinning projects variety of public Finnish and Egyptian institutions involved	Interviews with relevant Egyptian authorities
	Recent trends in institutional cooperation	Embassy of Finland in Cairo

Q.11 Are the intentions to encourage the cooperation between the Finnish and Egyptian civil society organisations in compliance with the views of the Egyptian authorities?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project / instrument level</i> The interest and attitudes of the Egyptian authorities on wider cooperation between Finnish and Egyptian civil society organisations	General Egyptian authorities attitudes with regards civil society Egyptian authorities interest for increased cooperation between Finnish and Egyptian civil society organisations Recent trends in cooperation between Finnish and Egyptian civil society organizations	Interviews with relevant Egyptian authorities (Ministry of International Cooperation) Egypt Human Development Report 2008 Supported Finnish NGOs

Questions with Regards to Efficiency

Q.12 Has the agreed action plan been managed and implemented efficiently? Is there reliable monitored data/factual evidence available?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project level</i> A phase-out plan was formulated for each project to be phased out.	Phase-out plans, (Y/N)	MFA Finland, Embassy of Finland in Cairo (project documents)
Each phased out project had a monitoring system	Monitoring systems in place (Y/N)	MFA Finland, Project documents / Embassy of

installed.	Evaluation documents in place Results of evaluations	Finland in Cairo
All phased out projects were finalised according to time plan	Planned and realised end dates	MFA Finland, Project documents, Project leaders, Embassy of Finland in Cairo

Q.13 Can the costs be justified by the results? Have financial and immaterial resources been used in an effective manner?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At programme level</i> Gradual reduction of Finnish and Egyptian government officials involved in the action plan.	Numbers of staff involved in the action plan. Number of development cooperation staff in the Finnish Embassy in Cairo	Participant lists of joint meetings Interview with Embassy staff
Regular joint meetings held on transition strategy and action plan	Number of joint meetings held on transition strategy and action plan	Minutes of joint meetings
Gradual reduction in the development aid budget for Egypt realised	Development aid in grant form to Egypt in 2005 and 2008	Ministry Foreign Affairs – Egypt desk

Q.14 Have the periodic reviews affected the implementation of the action plan?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At the programme level</i> Action plan could be adjusted to new needs and/or external events.	Outputs of periodic reviews Adjustment of the project activities to be phased out or to be phased in	Periodic review documents. Interviews with participants in the periodic reviews or Embassy staff

Questions with Regards to Effectiveness

Q.15 How well the agreed transition programme has served the intended purposes? Has the transition towards a new partnership relation started to take shape or can it realistically be expected to lead to a changed partnership? With what prerequisites?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<p><i>At project / instrument level</i></p> <p>Development grant aid to projects in the period 2001–2005 has been gradually discontinued by 2008</p> <p>The new instruments are operating to the satisfaction of both parties and are well understood on both sides</p> <p>a) Strengthened commercial-economic relations b) Increased interaction between Egyptian and Finnish institutions c) Strengthened education, science and cultural cooperation d) Frequent political dialogues at ministerial level</p> <p>New instruments offer value added to Egypt</p> <p><i>At programme level</i></p> <p>Regular negotiations / consultations on new instruments</p>	<p>Development aid grant in 2001 Development aid grant in 2008</p> <p>a) Number of economic cooperation activities between Finland and Egypt 2005–2008 b) Number of institutional twinning projects between 2005–2008 c) Number of scholarships, scientific and cultural events between Egypt and Finland 2005–2008 d) Number of ministerial events (meetings, workshops, country visits) between Egypt and Finland 2005–2008</p> <p>Number of applications submitted by the Egyptian side</p> <p>-Number of deliberations between Embassy and Government of Egypt staff</p>	<p>Program documents, Embassy of Finland in Cairo</p> <p>-Finnpartnership, Finnvera</p> <p>-Institutions involved and Embassy of Finland in Cairo</p> <p>-Embassy of Finland in Cairo</p> <p>- MFA-Egypt desk, Embassy of Finland in Cairo</p> <p>- Implementing agencies of the new instruments</p> <p>-MFA-Egypt desk, Embassy of Finland in Cairo, Ministry of Development Cooperation Egypt</p>

Q.16 To what extent the choice of instruments, modes of support and delivery channels affected or promoted the transition and are apt to support a new type of relation? What are/were suited instruments/modalities of cooperation during the transition?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<p><i>At project / instrument level</i></p> <p>The Government of Finland continued to provide development aid in exceptional cases under the new bilateral relationship</p> <p>The use of the new instruments has been above expectations</p> <p><i>At the programme level</i></p> <p>The choice of instruments, modes of support and delivery channels was based on: participatory and joint decision making; high level political commitment</p>	<p>Additional development aid provided to the project activities to be phased out</p> <p>Number of applications / activities under the new instruments</p> <p>Qualitative data on the decision making process including quantitative data on the ratio of Egyptian representatives compared to Finnish representatives</p> <p>Number of ministerial meetings related to the transition 2004–2007</p>	<p>Project leaders, project files</p> <p>- Implementing agencies of the new instruments</p> <p>a) Implementing agencies of the new instruments MFA–Egypt desk</p> <p>b) MFA-Egypt desk, Embassy of Finland in Cairo</p>

Questions with Regards to Impact

Q.17 What are the overall effects/influence on the relations/partnership between the countries, intended or unintended, long or short term, positive or negative, qualitative and quantitative? Any concrete impacts discernible, which can be attributed to the Finnish transition programme? Any lessons learned to improve the impact in the longer term?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<p><i>At the programme level</i></p> <p>Impacts of the transition programme on the relations/partnerships between Finland and Egypt</p>	<p>Current relations between Finland and Egypt vs. the starting point</p>	<p>Embassy of Finland in Cairo</p> <p>Egypt Ministry of Foreign Affairs, Ministry of International Cooperation</p>
<p>Impacts of the transition programme on capabilities of Egypt to implements</p>	<p>Number of reform initiatives carried out by the Egyptian authorities</p>	<p>Egyptian authorities (e.g. in the environment and information society fields).</p>

its own and wider Arab modernisation and reform initiatives	with help of Finnish support Current capabilities of Egyptian authorities to carry out modernisation and reform initiatives Recent role of Egypt on the wider Arab modernisation and reform initiatives and relations	Egypt Country Reports. Interviews, if possible, with Egyptian authorities that were involved in the identified reforms.
Increased dialogue and dialogue channels between Egypt and the EU following the transition strategy	Most important Egypt-EU political and other dialogues during the transition period	Finnish Ambassador in Egypt, EU policy documents related to Egypt Interview with the EC Delegation in Egypt

Questions with Regards to Sustainability

Q.18 Will it be possible to maintain the eventual benefits gained during the implementation? On what conditions/premises? What are the specific benefits? Any particular lessons to be learned?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project / instrument level</i> Conditions in place to guarantee the sustainability of the previous development aid projects results	Continuity and sustainability measures highlighted in project (final) reports Egyptian actions taken to guarantee the sustainability of the projects (including funding)	Project final reports, phasing down project plans, project's Mid-term reviews, project team leaders Egyptian authorities related to the projects
Projects are still functioning	Check on the current functioning of the project sites: service delivery level of staff	Egyptian authorities related to the projects
Potential sustainability of the new instruments in use	Use and demand for each of the new instruments Potential need for new	MFA, Finland Finnvera, Finnpartnership, Finpro

	type of instruments for partnership Needs assessment done New instruments are started at own costs	Embassy of Finland in Cairo Egyptian authorities: Ministry of Development Cooperation, Ministry of Environment, Ministry of Communication and Information Technology
<i>At programme level</i> No negative effect of the transition programme on the sustainability of the development projects results	Changes in project plans due to the phasing down of the projects Final results vs. direct objectives of the projects	Project's Mid-term reviews, Phasing down plans, Final reports Project team leaders Egyptian authorities related to the projects

Questions with Regards to Finnish Value Added

Q.19 How would the team assess the Finnish value added in the planning and implementation of the transition programme? Any lessons drawn to benefit future planning for even better added value?

Assessment criteria	Requested data/ indicators	Sources of information/ analysis to be done
<i>At project/ instrument level</i> The value added to the Finnish private sector	Number of new business contacts and relations between Finland and Egypt	Finnpartnership Finnpro Finnish Embassy in Cairo
The value added to Finnish public sector and society	Level and changes in the cooperation between Finnish and Egyptian public sector institutions over the transition period and onwards	MFA, Egyptian unit Finnish Embassy in Cairo Related other Finnish institutions
Potential for improvement in the future	Reasons for potential low levels of Finnish value added	See above