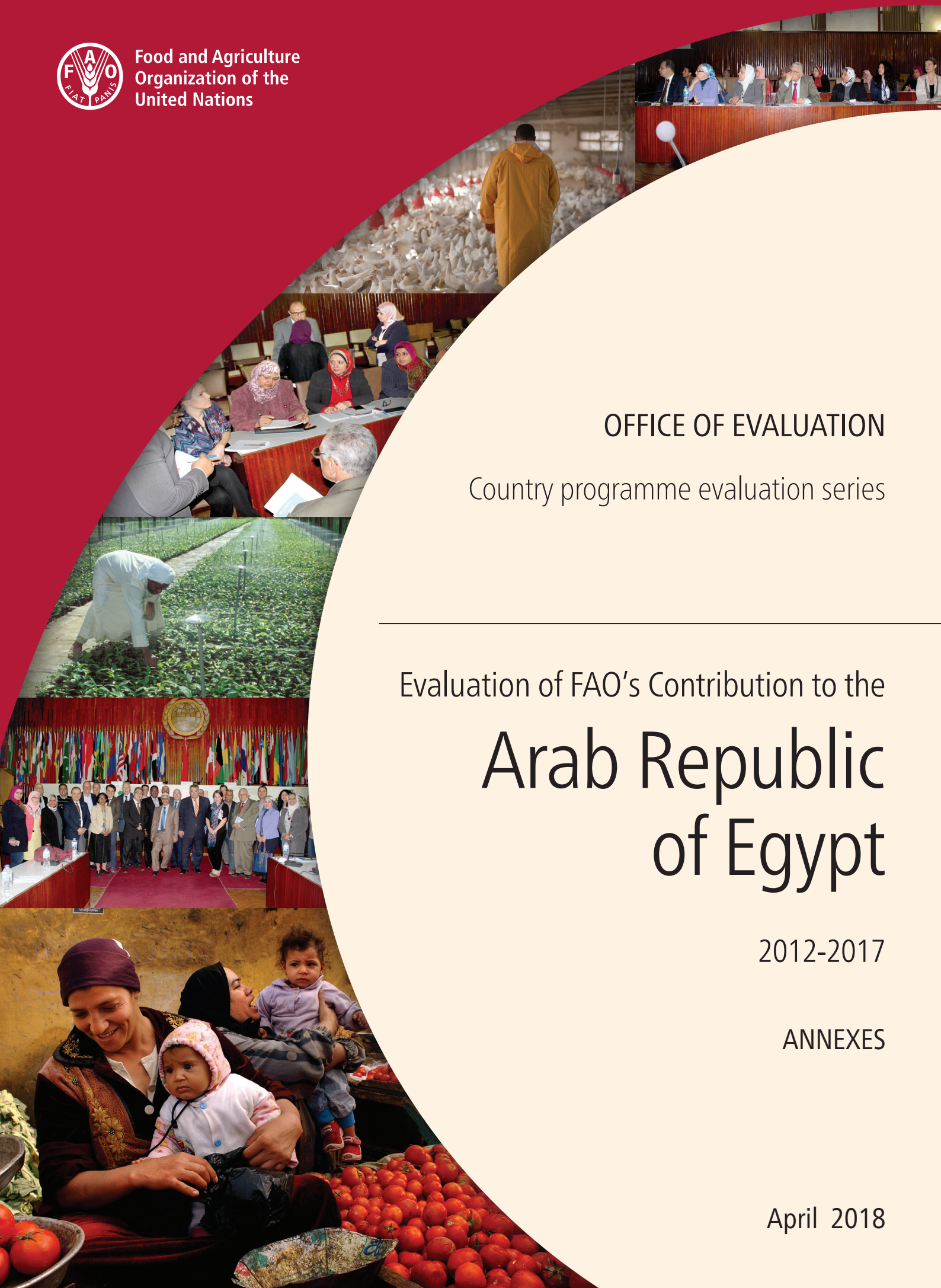




Food and Agriculture
Organization of the
United Nations



OFFICE OF EVALUATION

Country programme evaluation series

Evaluation of FAO's Contribution to the

Arab Republic of Egypt

2012-2017

ANNEXES

April 2018

COUNTRY PROGRAMME EVALUATION SERIES

**Evaluation of FAO's Contribution to the
Arab Republic of Egypt
2012-2017**

ANNEXES

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

April 2018

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

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Annex 1. Terms of Reference

1. Introduction

- 1 The Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO) has conducted Country Programme Evaluations (CPEs) since 2005 to provide accountability to Member Countries, national governments and development partners, and draw lessons and suggestions for programme improvement. The Arab Republic of Egypt was selected as one of the countries in which to carry out a Country Programme Evaluation in 2016-2017. Apart from following the Office of Evaluation's (OED's) CPE guidelines, the evaluation embraces the Norms and Standards for Evaluations in the United Nations, as well as the United Nations' ethical guidelines.
- 2 The Terms of Reference (ToR) for the evaluation follow a preparatory phase, consisting of: a desk review of existing documentation; a preliminary analysis of FAO's portfolio of work in Egypt; a contextual analysis and scoping interviews with FAO staff at the country and regional levels and in headquarters. The ToR also benefited from discussions held during an Inception Mission in December 2016 with a wide range of stakeholders at the national level including government officials, donors, resource partners, civil society and United Nations agencies. The evaluation will cover the past five years of the programme (2012-2017); the emphasis will be on evaluating themes and issues important to the programme. Specific field-level activities carried out before 2014 could be included as case studies to demonstrate impact level contributions.
- 3 These ToR will be the guiding document for the evaluation team and will be shared with counterparts in Egypt, FAO staff in the Country Office, FAO's Regional Office for the Near East and North Africa (RNE), FAO headquarters and the Reference Group set-up with key FAO counterparts in Egypt. Their purpose is to provide a description of the programme in the country, identify key areas of work undertaken over the past five years, define the scope of the evaluation and outline the evaluation work plan.

2. Evaluation purpose

- 4 The evaluation is intended to provide accountability to the Government and non-government partners, communities and resource partners in the country, as well as all Member Countries. It aims to draw lessons and recommendations that would be useful for FAO's future engagement in the country. Besides providing lessons specifically on FAO's work in Egypt, the evaluation will also enrich FAO's synthesis of findings and guidance for its country level support. It will also examine how FAO exercised its comparative advantage through guidance given by the FAO Country Office, Regional Office for the Near East and North Africa (RNE) and FAO headquarters.
- 5 The main audience for the evaluation, to which most of the lessons and recommendations will be addressed, are the FAO Representative, his staff and the Government of Egypt. Other important users of the evaluation are the Regional and Subregional Offices and FAO as a whole, including divisions in headquarters and other Country Offices that will benefit and build on lessons learned and good practices. Further users of the evaluation will be FAO partners within the broader development community, including resource partners, Egypt agricultural producers and private sector stakeholders, non-governmental organizations (NGOs) and other United Nations agencies, in particular those with whom strategic interventions were identified in the context of Egypt.
- 6 Since the adoption of the Paris Declaration on aid effectiveness, the international community has given increasing attention to country ownership of the development process. In this spirit, the evaluation will focus on the participation of national partners, in particular the Government, to ensure the appropriation of the evaluation results by the relevant national institutions and promote their use at the national level. To this end, the Office of Evaluation (OED) envisions the creation of a Reference Group involving national partners operating in FAO's areas of work. The Terms of Reference for the Reference Group is presented in Annex 2.

3. Brief overview of the Arab Republic of Egypt

- 7 The Arab Republic of Egypt is a transcontinental country spanning the northeast corner of Africa and southwest corner of Asia by a land bridge formed by the Sinai Peninsula. The country covers an area of 1 010 407.87 km² (390 120.66 mi²). With over 92 million inhabitants, due to the extreme aridity of Egypt's climate, population centres are concentrated along the narrow Nile Valley and Delta, meaning that about 99 percent of the population uses about 5.5 percent of the total land area. Ninety-eight percent of Egyptians live on 3 percent of the territory.
- 8 Egypt is a lower middle-income country. During the last five years it has experienced a political transition: a new constitution was adopted by a popular referendum and presidential elections were held in May 2014. Parliamentary elections were completed in December 2015.
- 9 Economic growth doubled to 4.2 percent in 2015, after four years of slow growth. The first quarter of FY16 witnessed subdued growth (of 3 percent, from 5.6 percent a year earlier), causing stifled production. Unemployment inched downwards (to 12.8 percent in the H1-FY15 versus 13.3 percent a year earlier), albeit partially reflecting dropouts from the labour force. The latter participation rate dropped to 46 percent of the adult population (those above 15 years of age) versus 50 percent at end of 2010.
- 10 The economy depends heavily on agriculture, tourism and cash remittances from Egyptians working abroad, mainly in Saudi Arabia and the Gulf countries. The agricultural sector is the third largest economic sector, but its share in the gross domestic product (GDP) declined from 16 percent in the 1990s to almost 14 percent in 2010 and to 11 percent in 2015. It is estimated that about 24 million Egyptians (or more than one-quarter of the population) work in the farming, forestry and fishing industries.
- 11 The agriculture sector provides livelihoods for 55 percent of the population and directly employs about 30 percent of the labour force. Although contribution of the sector has fallen over time, it still accounts for about 20 percent of total exports and foreign exchange earnings. Food security is a key issue in the country, which imports about 40 percent of its food requirements and incurs a total import bill of USD 2.5 billion per year. Currently, the most challenging future scenario for Egypt is one of the rapid declines in access to water per capita shortage of water. As the Nile River is the main and almost exclusive source of surface water for Egypt, a rapid decline in sources of fossil fuels (petroleum and gas), encroachment on arable land at an unsustainable rate, the potential threats of climate change and weak technical and institutional capacities represent challenges in the country.
- 12 Egypt's Human Development Index (HDI)¹ value for 2014 is 0.690 — which put the country in the medium human development category — positioning it at 108 out of 188 countries and territories. Between 1980 and 2014, Egypt's HDI value increased from 0.453 to 0.690, an increase of 52.3 percent or an average annual increase of about 1.25 percent. It is noted that between 1980 and 2014, Egypt's life expectancy at birth increased by 12.8 years, mean years of schooling increased by 4.5 years and expected years of schooling increased by 5.9 years. Egypt's gross national income (GNI) per capita increased by about 153.9 percent between 1980 and 2014. Demographic factors therefore have direct effects on projections for the economy and the needs for housing, employment, social infrastructure and for the provision of water and other basic services
- 13 The Egyptians' Sustainable Agricultural Development Strategy towards 2030 (SAD-2030) is a live evolving document that sets out a wide array of long-term strategic objectives, addressing dimensions other than the economic one, in the belief that human development also encompasses social and cultural dimensions. An important element of this future vision is a national commitment to promoting economic diversification away from heavy reliance on natural resources and avoiding negative impacts on the environment, particularly water resources.

1 The Human Development Index (HDI) is a composite statistic of life expectancy, education and per capita income indicators which are used to rank countries into four tiers of human development.

4. FAO in the Arab Republic of Egypt

4.1 The Country Office

- 14 Egypt became a Member Country of FAO in 1945 and FAO opened a Representation Office in the country in 1978. During the past decades, the country has benefited from FAO's technical assistance to agricultural development through identification, preparation and appraisal of investment projects, financed from both regular and field programmes funding and which covered food security, rural and agricultural development, policy advice, strategy planning and capacity development.
- 15 The Country Office has three Regular Programme staff posts and two long-term project posts. The Representation also employs national consultants and other non-staff.

4.2 Overview of FAO's field programme

- 16 For the period evaluated, from 2012 to 2017, FAO's portfolio in Egypt had 52 projects, for a total budget of USD 51.6 million and a total delivery of USD 34.8 million. Out of the 52 projects, 25 were implemented at country level for a total budget of USD 12.3 million and a delivery amount of USD 9.1 million. The geographical coverage of the remaining projects is as follow: global - two projects for USD 1 million; regional - ten projects for USD 18.2 million; interregional - 11 projects for USD 18.7 million; and subregional - four projects for USD 1.3 million.

Figure 1: Geographical coverage of the Egypt portfolio

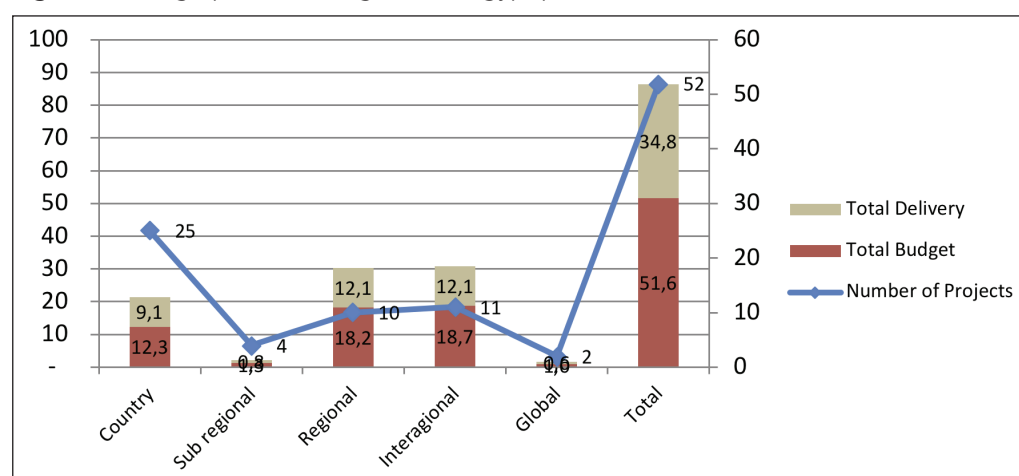
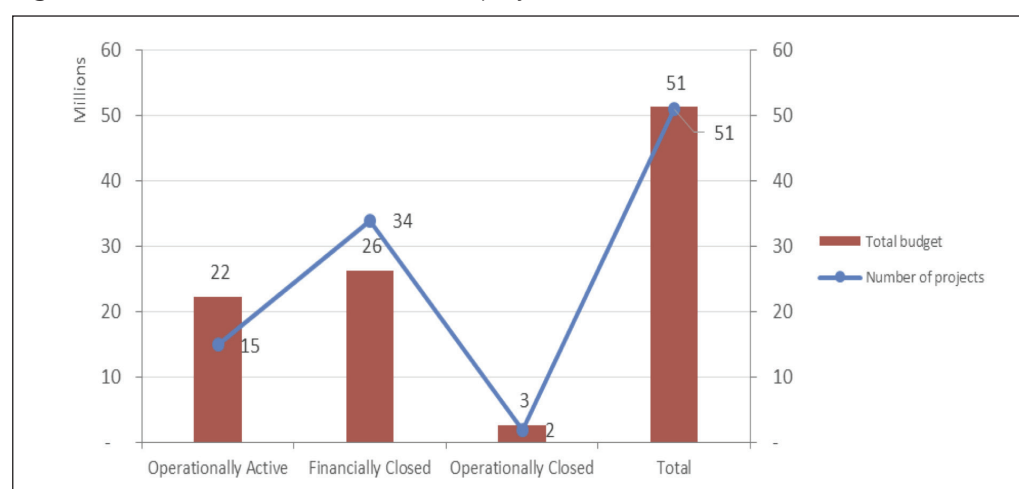


Figure 2: Portfolio distribution based on projects status



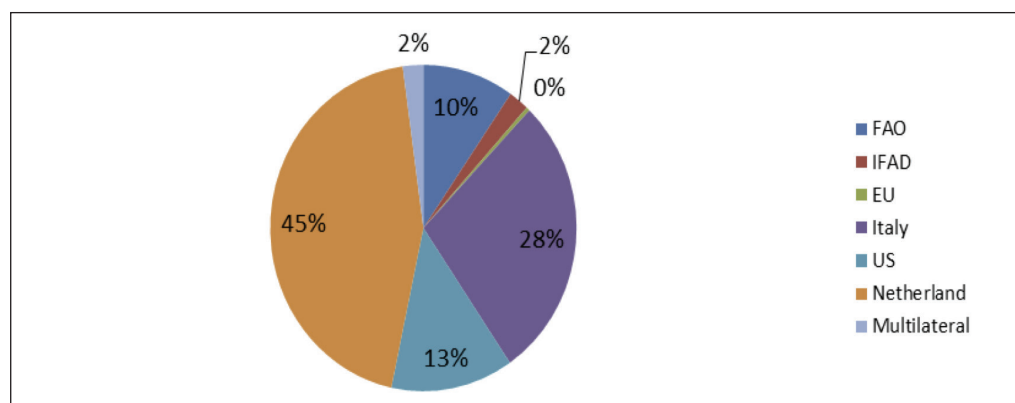
Active portfolio

- 17 Only 15 out of the 52 projects which constitute the portfolio are currently operationally active with a budget of USD 22.4 million; the remaining 36 projects are either financially closed (34 for a total budget of USD 26.4 million) or operationally closed (2 for a budget of USD 2.7 million). Moreover, half of these projects are financed under the Technical Cooperation Programme² (TCP) modality for a total budget of USD 2.1 million and a total delivery of USD 0.6 million. In addition the portfolio includes six Trust-Fund/Government Cooperation Projects (TF/GCP) projects for a total budget of USD 1 million, and two Trust Fund projects with a total budget of USD 3.4 million. Furthermore, only one of the portfolio projects is an emergency project for a budget of USD 2.9 million.

Source of funding

- 18 FAO is funding around 10 percent of these projects, under the TCP; the remaining 90 percent is funded by external donors such as the European Commission, International Fund for Agricultural Development (IFAD), United States of America, Netherlands and Italy.

Figure 3: Percentage of funding by donor



Technical support

- 19 The Egypt Programme benefits from the support and backstopping of the main technical divisions based at FAO Regional Office in Cairo as well as at headquarters. The different Technical Units supporting the Programme are described in the table below:

Table 1: Technical Units supporting the Programme

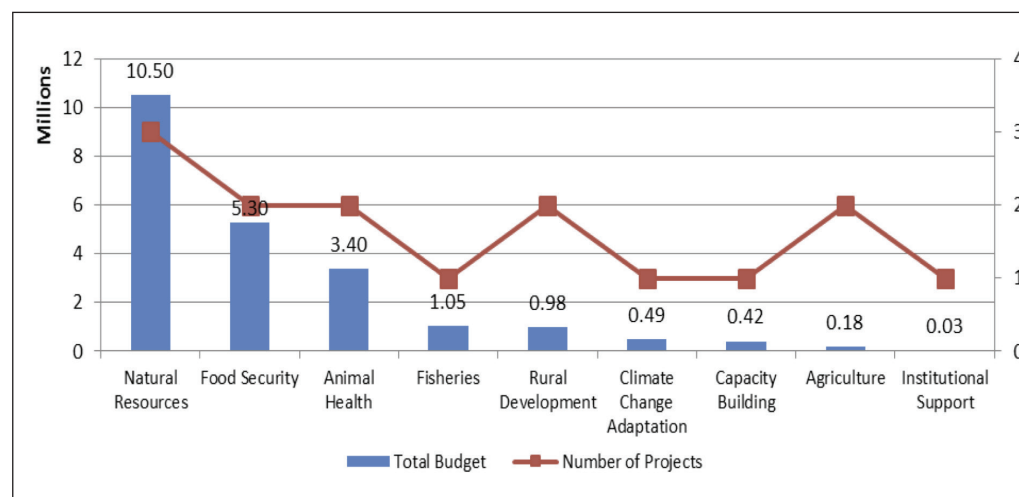
Technical Unit (LTU)	Number of Project	Total Budget (USD)	Total Delivery (USD)	Delivery % of Total Budget
FNEGY	1	99 521	83 768	84
TCIC	1	99 521	0	0
OPCP	1	500 000	192 114	38
OSP	1	34 946	17 309	50
AGL	1	17 160	10 219	60
FOA	1	495 000	129 607	26
AGDDD	1	499 000	54 785	11
AGSDA	1	422 000	206 473	49
DDNS	1	485 641	179 990	37
AGAH	1	2 900 000	1 649 140	57
AGND	1	3 001 167	1 508 235	50
NRLD	1	480 250	468 158	97
FIRF	1	1 054 219	1 136 701	108
AGLXD	2	10 077 759	4 546 366	45
AGSD	1	2 300 000	153 229	7
		22 466 184	10 336 094	46

² This funding modality was created to allow the Organization, drawing from its own Regular Programme resources, to make its know-how and technical expertise available to Member Countries and respond to its constitutional function "to furnish technical assistance as governments may request".

Key sectors

- 20 The key sectors targeted by FAO interventions in Egypt are: natural resources, food security, animal health, fisheries and rural development. The first three constitute more than 85 percent of the total portfolio. It is worth noting that some of these projects are regional and therefore their budget is allocated for activities in different countries and not just Egypt.

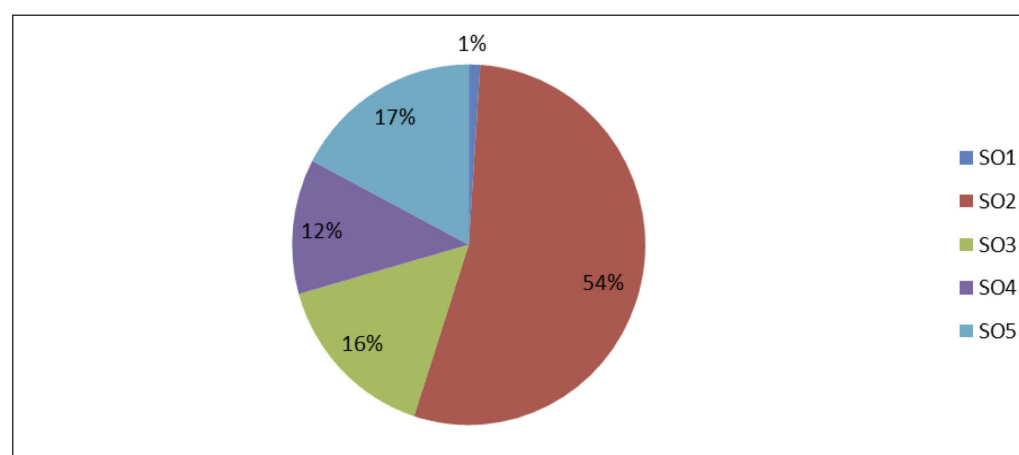
Figure 4: Distribution of FAO portfolio in Egypt by sector



Strategic Objective

- 21 FAO's portfolio in Egypt is contributing to all five Strategic Objectives (SOs) of the Organization, with the lion share of the programme contributing to Objective 2 (Make agriculture, forestry and fisheries more productive and sustainable), followed by SO5, SO3 and SO4.

Figure 5: Portfolio distribution per Strategic Objective based on budget allocation



Partnership and main stakeholders

- 22 FAO is primarily working with the Ministry of Agriculture and Land Reclamation, which is the central agency in charge of agricultural development in Egypt. FAO's potential partners also include other actors in the agriculture sector such as the Agricultural Research Centre, Desert Research Centre, and the Principal Bank for Development and Agricultural Credit. In addition, the Ministry of Water Resources and Irrigation plays an important role in the country's agricultural and rural development institutional framework.

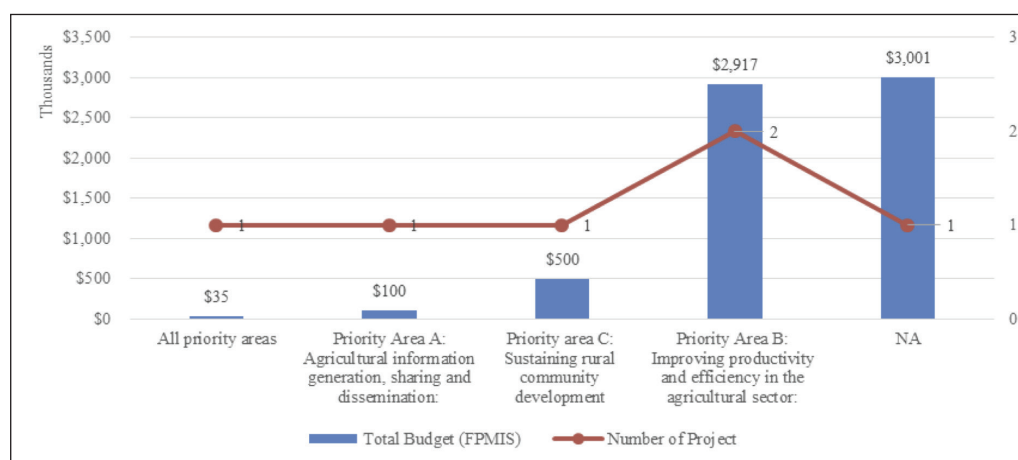
FAO's Country Programming Framework

23 Egypt CPF for period 2012-2017 was formulated to bring a new focus in FAO's field programme for the country, in particular realigning the Organization's development support to the Government's revised priority programmes, while contributing to the implementation of FAO's global Strategic Framework 2010-2019. The CPF outlines the following four priority areas:

- Priority Area A: Agricultural information generation, sharing and dissemination
- Priority Area B: Improving productivity and efficiency in the agricultural sector
 - i) land use and management;
 - ii) irrigation modernization;
 - iii) increased crop production;
 - iv) improved production of livestock, poultry and fisheries.
- Priority Area C: Sustaining rural community development
 - i) sustaining livelihoods of rural population, including gender equity through institutional transformation;
 - ii) enhance marketing of agricultural products;
 - iii) capacity development and institutional transformation.
- Priority Area D: Conserving natural resources and adapting to impacts of climate change

24 An evaluation of the CPF was foreseen in the document. The exercise will help to identify key achievements, lessons learned and best practices, as well as the constraints encountered, which will help guide the design of the subsequent CPF.

Figure 6: Current distribution of FAO country portfolio per CPF priority area



25 Five of the six projects implemented at country level are contributing to the CPF Priority Areas. In budget terms, however, it is equivalent to only 50 percent of the total portfolio. The other project (*Improving household food and nutrition security in Egypt by targeting women and the youth*) which corresponds to 50 percent of the total portfolio budget was approved in 2012, before the elaboration of the current CPF, and therefore did not follow the CPF planning.

26 Out of the five projects mentioned above, two are contributing to CPF Priority Area B (Improving productivity and efficiency in the agricultural sector), one is contributing to Priority Area A (Agricultural information generation, sharing and dissemination) and one is contributing to Priority Area C (Sustaining rural community development). In addition, one project (TCPF: Updating Egypt Country Programming Framework 2017 – 2021) is naturally contributing to all the Priority Areas.

27 Furthermore, the two projects under Priority Area B are specifically contributing to the following sub-priority areas (2.2. Irrigation modernisation, and 2.4. Improved production of livestock, poultry and fisheries).

5. Scope of the evaluation

- 28 This evaluation will examine FAO's Programme contribution in Egypt for the period 2012 until 2017, with a focus on results and outcomes (anticipated, unanticipated, positive, negative, intentional and unintentional), sustainability and potential impacts. This includes activities funded through the regular programme as well as extra-budgetary resources; national, regional and global projects and initiatives; emergency and development interventions. Since the CPE is a programme evaluation, the exercise will not constitute rigorous evaluation of individual projects, although some areas of work/sectors including gender and capacity development will be assessed through case studies to substantiate the basis of conclusions regarding the overall achievements of the Programme.
- 29 The evaluation will comprise assessment of FAO's overall contribution at two levels: the immediate level relates to the assessment of relevance and responsiveness to the national needs and priorities of Egypt. It will examine the extent to which the programme contributed to development changes in the four Priority Areas defined in the CPF (Agricultural information generation, sharing and dissemination; Improving productivity and efficiency in the agricultural sector; and Sustaining rural community development; and advocacy, partnership mobilization and governance). At this level, the evaluation seeks to draw lessons and present recommendations to strengthen future performance and enhance impact.
- 30 The other level concerns contribution made by the programme towards achievements of FAO's Strategic Objectives and Core Functions. Such assessment is expected to highlight the manner in which the SOs and Core Functions are integrated (see Annex 3). In particular it will examine the contribution of SO4 into the planning and implementation of country programmes and avail lessons benefiting the global work of the Organization towards this objective. The contributions provided by FAO as part of its core functions, which by their nature are often not necessarily delivered as part of specific projects, will also be covered by this evaluation. These include the areas of analysing, monitoring and improving access to data and information; policy dialogue; capacity development to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes; assembling, disseminating and improving the uptake of knowledge, technologies and good practices; coordination; partnership; advocacy and communication.

6. Evaluation objective and key questions

- 31 The specific objectives of the CPE are to:
- assess the strategic relevance of FAO's interventions in responding to country needs;
 - assess FAO's contributions to results identified in the CPF under the four Priority Areas and to Strategic Objectives (in particular to SO4);
 - identify lessons learned as well as causes of successes and failures;
 - identify gaps in FAO's country programming and potential areas of future work.
- 32 The inception mission served to identify key areas in which FAO cooperation has provided and is planning to provide more support in future. These areas are sustainable management of natural resources, food security and rural development. Policy support and technical assistance for irrigation, food security and nutrition and food loss, and rural development will be singled out as areas for more in-depth study. The evaluation will assess the effectiveness of FAO interventions in these and seek to identify possible directions for future cooperation between FAO and Egypt.

6.1 Evaluation questions

- 33 The following broad/overarching questions were developed to guide the evaluation process towards the achievement of the objectives. More specific questions will be developed by the team during the in-country investigation mission.

Is FAO's Programme in Egypt doing the right thing?

Strategic relevance

To what extent is FAO's Programme aligned with relevant national development plans, strategies and policies? Are there any gaps or missed opportunities?

To what extent is FAO's Programme in line with, and supportive to, FAO's Strategic Framework?

To what extent has the CPF formulation benefitted from poverty and gender analysis?

To what extent is FAO's programme targeting the neediest?

Partnership and coordination

How does FAO engage in (national, regional and international) partnerships and to what extent were these partnerships complementary and synergetic?

To what extent has FAO supported the coordination of actors working in the agricultural development, and food security and nutrition sectors?

To what extent has FAO influenced the positions and decisions of partners in relation to agricultural and rural development, and food and nutrition security sectors?

Normative values

To what extent has FAO's Programme effectively taken into consideration gender equality objectives?

To what extent has FAO's Programme effectively taken into consideration decent employment (e.g. combatting child labour in agriculture)? How has FAO's Programme promoted youth employment?

To what extent has FAO's Programme effectively taken into consideration environmental sustainability?

Comparative advantage

What has been the added value of FAO in Egypt? How were FAO's comparative advantages perceived by the national and international counterparts?

What difference has FAO's Programme made to agricultural and rural development and food security in the Arab Republic of Egypt?

For each CPF Priority Area:

How appropriate have FAO's activities been to achieve the planned CPF outcome?

How do ultimate beneficiaries engage in the process of project identification and formulation?

How has FAO's Programme benefited the poorest and most vulnerable households and responded to their needs, including women and youth?

To what extent have FAO's capacity development activities addressed the national needs (at individual, institutional and policy levels)?

Overall impact and effectiveness

Have the expected results of the CPF been achieved between 2012 and 2017?

What changes and impacts at sectoral level did FAO bring about that would not have resulted in its absence?

Sustainability of results

To what extent were sustainability considerations (economical, environmental) taken into account in the design and implementation of FAO's Programme/interventions?

What are the prospects of sustaining FAO's Programmes/interventions' results?

To what extent has the knowledge generated by FAO's Programme (including success stories and good practices) been disseminated to partners and other FAO projects and programmes, upscaled and/or replicated?

Coherence and synergies

To what extent has the Country Office been leveraging on the capacities available within FAO (e.g. Regional Office and Strategic Programme teams) to respond to the country needs?

To what extent has FAO's knowledge base (normative products, guidelines, publications, etc.) been used by the programme?

What has been the contribution by FAO headquarters and Regional Office to the programme, particularly in terms of technical and operational support?

7. Methodology

- 34 Two overarching evaluation questions have been developed to guide the assessment. Under each overarching question, a number of evaluation questions have been formulated and will be contextualized and addressed further by sub-questions according to the sector, different types of activities/projects, and stakeholders. These sub-questions will be developed by the evaluation team during the preparations for the in-country mission.³
- 35 This evaluation will use a mix of quantitative and qualitative methods. In addition to the quantitative evidence collected from secondary sources, the evaluation methodology will draw on beneficiary assessment methods and case study.
- 36 To answer the overarching evaluation question: ***“Is FAO’s programme in Egypt doing the right thing?”***, the team will start by investigating the extent to which FAO’s programme in Egypt was based on a preliminary assessment of the needs of key stakeholders, including Government officials, selected community leaders, FAO management and development partners. It will then seek to identify the nature and magnitude of the assessed needs, and whether the programme has effectively responded to them. To gather information related to this question the team will review relevant documents and conduct semi-structured interviews.
- 37 Through stakeholder mapping carried out with the support from the Country Office, the team will identify who is best able to respond to each question. Sources of information will be key informants, internal and external stakeholders at the central, provincial and district levels as well as secondary sources. In addition, workshops such as focused group discussions targeting different groups of stakeholders, including youth, women and civil society will be organized to identify issues, lessons learned and potential areas for future interventions. Information from different sources will be validated through triangulation.
- 38 To answer the second overarching evaluation question: ***“What difference has FAO’s programme made to agricultural and rural development, and food security in the Arab Republic of Egypt?”***, the evaluation will focus on three sectors: water and irrigation, food loss and waste, and food security and nutrition. The team will conduct in-depth studies to assess the results of FAO’s work in these areas.⁴ The aim is to assess the positive, negative, intended and unintended changes produced by FAO’s activities and evaluate their impact on strengthening the sector towards improving the livelihoods of smallholder farmers, young farmers, women and communities in particular. Separate ToR and protocols will be developed for the studies.
- 39 In answering the remaining questions, the evaluation will adopt a consultative approach, seeking and sharing opinions with stakeholders at different stages throughout the process. Different sources will be used to verify information. Triangulation of information across stakeholders will be a key approach for validating evidence.
- 40 Emphasis will be placed on assessing FAO’s contributions to capacity development, gender and coordination. The definition adopted in FAO’s Capacity Development Corporate Strategy (2009), based on the enhanced capacities across three dimensions (individual, organizational, and enabling environment), constitutes an important analytical framework for this evaluation.
- 41 Finally, the evaluation will follow the United Nations Evaluation Group (UNEG) Norms and Standards⁵ as well as ethical guidelines, and will be in line with the Office of Evaluation (OED) Manual and methodological guidelines and practices. Gender and equity aspects will be examined throughout the evaluation.

3 The evaluation team would develop an evaluation matrix.

4 The assessment will include a forward-looking question to respond to the demands of the new phase of the agriculture sector development programme.

5 <http://www.uneval.org/document/detail/21>

8. Process

8.1 Preparatory phase

42 These ToR are the result of the preparatory phase, which included:

- a desk review of existing documentation;
- a portfolio analysis, prepared to better understand FAO's programme priorities and details of its programme in the country, providing an overview of activities and, when possible, of results achieved;
- a context analysis, prepared to highlight the country's needs and priorities falling within FAO's programme areas of work;
- an inception mission, carried out in December 2016 for two weeks to discuss with FAO staff at country and regional levels as well as to engage with the national Government and set-up a framework for collaboration with key national counterparts, scope the national research and evaluation capacity to establish collaborations for the evaluation process, and discuss evaluation design and activity plans with the relevant programme managers. Interviews with internal and external stakeholders were conducted to identify key issues for the evaluation and formulate related evaluation questions.

8.2 Main evaluation phase

43 The main evaluation phase consists of:

- desk review of existing documentation, and in particular any previous evaluations, monitoring information and monitoring and evaluation studies;
- on the basis of the ToR, development of more specific evaluation questions;
- field visits to project sites to be selected in coordination with the Country Office to meet with Government staff at provincial and district level, project beneficiaries and beneficiary communities to provide information in relation to the evaluation questions;
- consultation with key informants, national institutions at central and provincial and district levels, and development partners, including donors, NGOs, United Nations agencies and others in Egypt and Rome;
- in-depth study(s) will be carried out to assess the results of FAO's programme-support on e.g. irrigation, food loss and food security and nutrition at community level.

44 The main evaluation will take place in March-April 2017; preliminary findings will be presented to the Country Office, the Regional Office for the Near East and North Africa (RNE) and Ministry of Agriculture and Land Reclamation.

8.3 Drafting and dissemination of the report

45 The Evaluation Manager, with the support of the Lead Consultant and the Associate Evaluation Manager, will consolidate team members' contributions to prepare the draft report. The draft report will be circulated to FAO staff and the Reference Group, who will provide comments and suggestions before the finalization of the report. The report will be finalized by the Office of Evaluation (OED).

46 The final draft report will be presented to the national government counterparts, development partners, implementing partners and other national and regional stakeholders in order to validate the overall conclusions reached by the team, build consensus on the way forward, promote ownership of the evaluation results and maximize their use. The FAO Representative in consultation with the relevant units at headquarters will be responsible for coordinating the management response to the report and its recommendations.

47 Wide dissemination of the report to maximize the impact of the evaluation results will be ensured by the Office of Evaluation (OED), with the Country Office. The final report and FAO's management response are public documents and will be widely disseminated both internally and externally⁶ (see below).

6 The Office of Evaluation (OED) posts all reports on its website. The FAO Representative is responsible for distributing the report to all key stakeholders at the country level after its finalization.

9. Roles and responsibilities

- 48 **Office of Evaluation (OED):** OED is responsible for managing the evaluation and leading the team through the designated Evaluation Manager. During the preparatory phase, the Evaluation Manager is responsible for drafting the ToR for the evaluation, selecting team members and drafting individual ToR. In the main evaluation phase, the Evaluation Manager will oversee and guide the evaluation team, especially during the launch. Towards the end of the evaluation, the Evaluation Manager will facilitate discussions during the analysis of findings, conclusions and recommendations. The Office of Evaluation (OED), in collaboration with the Country Office, will promote the dissemination of the report.
- 49 **Evaluation team:** The evaluation team will be responsible for collecting data and analysing evidence to develop findings, conclusions and recommendations under their areas of responsibility. For this purpose, the Lead Consultant will assist in coordinating the team and in preparing the final report in close collaboration with the Evaluation Manager. The Lead Consultant will have shared responsibility for the evaluation process, as well as directly carrying out specific parts of the evaluation related to rural development and gender at policy, institutional and community level, identifying the reasons for observed successes/failures and producing evidence-based findings and lessons learned to allow the Country Office team and FAO management to improve the design and implementation of its interventions, and to inform on decisions about FAO's future strategic partnership with Egypt.
- 50 The team members will participate in the initial briefing sessions delivered by the Office of Evaluation (OED), and through group discussions will contribute to the refinement of the methodology and preparation of the evaluation tools. At the beginning of the main evaluation phase, each team member will carry out a desk review of documents in their area of work. During the evaluation phase, team members will conduct individual and group interviews with internal and external stakeholders, participate in field visits to project sites, participate in the analysis session and at the initial stakeholder debriefing, contribute written inputs to the evaluation report and support the Evaluation Manager in the consolidation of the inputs and the preparation of the draft report. Once the draft report is circulated and the comments received, the team members will provide advice on the integration of comments received from the Reference Group and FAO staff.
- 51 **Country Office:** The Country Office staff will provide comments on the ToR, support the Office of Evaluation (OED) in mapping FAO's stakeholders in the country, support the preparation of the evaluation programme and the identification of locations for the field visits, ensure that the team has access to all relevant documentation, be available for meetings and discussions with the evaluation team, provide administrative and logistical support to the evaluation as needed and provide comments on the draft report. The FAO Representative (with inputs from relevant units at headquarters) is responsible for leading and coordinating the preparation of the management response, and after one year of preparing the follow-up report informing on progress in the implementation of the evaluation's recommendations.
- 52 **Regional Office for the Near East and North Africa (RNE) and headquarters divisions:** Relevant headquarters divisions and FAO staff involved in the country programme will also provide their comments on the draft ToR and later on the draft report, ensure time for meetings with team members, and provide information and documentation upon request.
- 53 **Reference Group:** This group will be an integral part of the process to enhance further the relevance and use of the evaluation. The Reference Group will help guide the evaluation, providing advice at key stages throughout the process. In particular, the group will be asked to: i) provide comments on the ToR; ii) assume an advisory role for the evaluation team during the main mission to refine the methodology and, if needed, facilitate meetings with national government officials at the central and provincial and district levels; iii) provide comments on the draft report for the finalization of the report; and iv) ensure the promotion and use of evaluation results through dissemination within the Government and amongst external stakeholders.

10. Evaluation team composition and profile

- 54 The evaluation team will mostly consist of national experts. An effort will be made to achieve gender balance in the team make-up. Following the preparatory phase, necessary expertise identified for members of the evaluation team are the following:
- A **senior expert on rural development and gender** to assess the relevance and effectiveness of the programme in promoting rural development and gender mainstreaming objectives through its various projects and activities. This assessment covers institutional support and work on women empowerment and its impact towards increased mainstreaming at policy/institutional levels. The expert will also look at agricultural policy support, coordination, partnerships and advocacy as well as the integration of capacity development as a cross-cutting consideration in FAO's work in Egypt.
 - An expert **on policy, institutions and irrigation** to look at aspects related to irrigation, agricultural policy support, coordination, partnerships and advocacy. The expert will also look at the cross-cutting issue of capacity development, assessing how it has been integrated in FAO's work in Egypt, and assess institutional support provided by the Organization.
 - An **expert in food loss** to evaluate FAO's work in these areas, including gaps and lessons learned. The expert will look at specific interventions in his/her respective areas, identifying successes, gaps, needs and future opportunities.
 - An **expert on food security and nutrition** to support the senior expert in examining aspects related to food security and nutrition provided by FAO. The expert will also assess FAO's activities on food security and nutrition, identifying successes, gaps, needs and future opportunities.
- 55 Team members should have the relevant technical expertise as well as solid evaluation experience.

11. Evaluation timeframe

- 56 The evaluation was launched in November 2016, with the scoping mission in December 2016 with the Strategic Objective 4 Evaluation. A food loss case study will be conducted with SO4 and will take place between March and April 2017.

September-November 2016	Preparatory work
December 2016	Two-week inception mission with the objective of involving the Ministry of Agriculture and Land Reclamation, Egypt, FAO staff and partners in the evaluation process, refine the scope and questions
Early-February 2017	Development and distribution of the ToR
Mid-February 2017	Further document reviews and fine-tuning of evaluation approaches
Mid-March/Early April 2017	Main evaluation missions during which the evaluation team will carry out interviews with stakeholders including Egypt officials and private sector representatives. Field visits will be organized covering different provinces where FAO's programme was, or is being implemented. Preliminary findings will be presented to the Country Office, Regional Office for the Near East and North Africa (RNE) and Ministry of Agriculture and Land Reclamation
May 2017	Drafting of report and distribution of draft to Country Office and to Consultative Group for comments
June 2017	Integration of comments and preparation of the final draft report
July 2017	Presentation of the final report and validation. Finalization of the report
July/August 2017	Publication of the final report and dissemination

Annex 2. Terms of Reference for the Evaluation Reference Group

1. Introduction

- 1 The Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO) is conducting an assessment of FAO's programme in the Republic Arab of Egypt. The evaluation will cover the 2012-2017 period and will focus on the work of FAO in the country, including technical cooperation projects and non-project interventions.
- 2 During the period covered by the evaluation, FAO's country programme has four Priority Areas for cooperation: i) agricultural information generation, sharing and dissemination; ii) improving productivity and efficiency in the agricultural sector; iii) sustaining rural community development; and iv) conserving natural resources and adapting to impacts of climate change.
- 3 Against this background, FAO has supported national institutions through interventions targeted: natural resources, food security, animal health, fisheries and rural development. The first three constitute more that 85 percent of the total portfolio. It is worth noting that some of these projects are regional and therefore their budget is allocated for activities in different countries and not just Egypt.
- 4 The evaluation is intended to provide accountability to the Government and non-government partners, communities and resource partners in the country, as well as all member countries. It aims to draw lessons and recommendations that would be useful for FAO's future engagement in the country. Besides providing lessons specifically on FAO's work in Egypt, the evaluation will also enrich FAO's synthesis of findings and guidance for its country level support. It will also examine how FAO exercised its comparative advantage through guidance given by the FAO Country Office, Regional Office for the Near East and North Africa (RNE) and FAO headquarters.
- 5 Since 2006, corporate evaluations in FAO have benefited from the guidance of a Reference Group composed of representatives of international organizations and of experts in their personal capacity, specialized in the areas of work of the evaluation's subject matter. Reference Groups are an integral part of the evaluation process, with an advisory role aimed at enhancing the quality of the evaluation.
- 6 This document summarizes the roles and responsibilities of the Reference Group.

2. Roles and responsibilities of the Reference Group

- 7 The Reference Group will be an integral part of the evaluation process to improve the relevance and usefulness of the evaluation. The Reference Group will be consulted at key moments of the process. In particular, it will be required to: i) provide comments on the overall terms of reference of the evaluation; ii) advise the evaluation team and act as a facilitator during the main mission; iii) provide comments to the draft evaluation report; and iv) support the evaluation team in the presentation, dissemination and use of evaluation results.

i. Terms of Reference

- 8 The overall Terms of Reference (ToR) for the evaluation are the result of the preparatory phase. They present the purpose, scope and objectives of the evaluation. In addition, the ToR define the key questions the evaluation must answer in order to reach its objectives. The ToR lay the grounds for the work of the evaluation team and describe the methodology to be used during the different phases of the evaluation.

- 9 The ToR are prepared by the Office of Evaluation (OED) Evaluation Manager based on a review of existing documents and on results of the inception mission.
- 10 Based on the knowledge, experience and institutional role of its members, and on internal group discussions, the Reference Group is expected to contribute to the finalization of the Terms of Reference. In particular, the Reference Group will provide feedback on key issues and propose additional questions, as needed. In addition, it will advise on the evaluation methodology and process in order to maximize its usefulness.
- 11 The Reference Group's suggestions will be incorporated in the final ToR by the Office of Evaluation (OED) Evaluation Manager as appropriate.

ii. Investigation phase

- 12 The main phase of the evaluation will constitute of a mission to the Arab Republic of Egypt by the evaluation team, taking place during March and April 2017 (Annex 1 provides the indicative work plan). During this phase, the Reference Group will have an advisory as well as a facilitator role. In particular:
 - at the beginning of the mission, the Reference Group will meet the evaluation team and will help refine the proposed methodology;
 - throughout the evaluation, the Reference Group will provide advice and feedback on the mission programme, in particular concerning the people to be met and sites identified for field visits by the evaluation team;
 - at the request of the evaluation team, the Reference Group will facilitate setting up of meetings with the technical departments at the central, provincial and district levels and local authorities by establishing and contacting focal points;
 - throughout the evaluation, the Reference Group will be ready to assist the evaluation team by providing any necessary information.
- 13 The last week of the main evaluation phase will be devoted to the analysis of the information collected. This will be followed by a workshop to share the preliminary results with the FAO country team, the Reference Group and other external stakeholders. The evaluation team will take into account any comments that emerged during the workshops as part of the analysis when drafting the report.

iii. Finalization of the evaluation report

- 14 Once an initial draft report is ready, following consultation with the FAO Country Office and integration of their comments, the Reference Group will be invited to provide advice to the evaluation team to finalize the report. Based on the knowledge, experience and institutional role of its members, the Reference Group will provide the Office of Evaluation (OED) with a consolidated document including all its observations and comments, based notably on the following criteria:
 - a. **Relevance** of the analysis and the results emerging from the report for the Arab Republic of Egypt development context (socioeconomic and cultural factors) as well as the institutional context (policies, objectives and strategies of national institutions).
 - b. **Usefulness:** i) if the messages presented in the report are accessible, understandable and convincing; ii) whether the conclusions, recommendations and lessons are clear, targeted and actionable so that the evaluation can improve cooperation between FAO and the Arab Republic of Egypt and lessons learned can be incorporated into future decision-making; iii) if the evaluation report meets the needs of users and how to improve its usefulness.
- 15 The Office of Evaluation (OED) will be responsible for integrating the comments and preparing the final draft report.

iv. Presentation and dissemination of the final report

- 16 Once the draft report is finalized, the Office of Evaluation (OED) and the Reference Group will organize and co-chair a workshop involving all stakeholders at the national level (donors, non-governmental organizations, United Nations agencies, etc.) to present the conclusions, recommendations and lessons for the final report.
- 17 Wide dissemination of the report is necessary to maximize the impact of the evaluation and to ensure that the messages are conveyed to external decision makers and implementing partners, as well as to FAO itself. To this end, a discussion will be held between the Reference Group and the Office of Evaluation (OED) to define a plan to disseminate the results of the assessment and to promote their use.

Annex 3. Main components of the FAO results framework

FAO's vision

A world free of hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three Global Goals of Members:

1. Eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life
2. Elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods
3. Sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations

The five Strategic Objectives:

1. Contribute to the eradication of hunger, food insecurity and malnutrition
2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
3. Reduce rural poverty
4. Enable more inclusive and efficient agricultural and food systems at local, national and international levels
5. Increase the resilience of livelihoods to threats and crises

Additional objective

- Technical quality, knowledge and services

Cross-cutting themes

- Gender
- Governance

Core Functions

1. Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others
2. Assemble, analyse, monitor and improve access to data and information in areas related to FAO's mandate
3. Facilitate, promote and support policy dialogue at global, regional and country levels
4. Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes
5. Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate
6. Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector
7. Advocate and communicate at national, regional and global levels, in areas of FAO's mandate

Functional objectives

- Outreach
- Information Technology
- FAO Governance, oversight and direction
- Efficient and effective administration



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