

Country Programme Evaluation Series

**Evaluation of FAO's
country programme
in Ethiopia
2014-2019**

Annex 1. Terms of Reference

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2020**

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Acronyms & Abbreviations

CG	Consultative group
CO	Country office
CPE	Country programme evaluation
CPF	Country Programming Framework
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FPMIS	Field Programme Management Information System
FSN	Food security and nutrition
GDP	Gross domestic product
HDI	Human Development Index
IFPRI	International Food Policy Research Institute
ILRI	International Livestock Research Institute
LDC	Least developed country
MDG	Millennium Development Goal
NGO	Non-governmental organization
ODA	Official Development Assistance
OED	FAO Office of Evaluation
RAP	FAO Regional Office for Asia and the Pacific
REDD	Reducing Emissions from Deforestation and Forest Degradation
SPS	Sanitary and phytosanitary
TCP	Technical Cooperation Programme
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WFP	World Food Programme

1. Introduction

1. The FAO Office of Evaluation (OED) has been conducting country programme evaluations since 2005 to provide accountability to Member Nations, national governments and development partners, and draw lessons and suggestions for programme improvement. The Federal Democratic Republic of Ethiopia was selected as one of the countries in which to carry out a country programme evaluation (CPE) in 2019.
2. The Terms of Reference (ToR) for the Ethiopia country programme evaluation are the result of the preparatory phase, consisting of: a *desk review of existing internal and external documentation*; a preliminary *analysis of FAO's portfolio* of work in Ethiopia; and *scoping interviews* with FAO staff in Ethiopia and at FAO headquarters (HQ) in Rome. The ToR also benefited from discussions held during the inception mission with a selected number of partners at the national level including government officials, development partners, research institutes, and UN agencies.¹
3. These ToR represent a guiding document for the evaluation team. Their purpose is to describe the FAO programme in Ethiopia and identify some key areas of work undertaken over the past five years, outline the scope of the evaluation and define the initial evaluation work plan. The ToR have been shared with and commented upon by FAO staff in the country office (CO) and a consultative group (CG) set up for the purpose of this evaluation, and composed of FAO counterparts in Ethiopia. A set of key questions has been developed to further define the objective and inform the methodology to be employed at different stages of the exercise.

¹ The list of FAO staff and stakeholders met during the preparatory phase is provided in Appendix 2.

2. Purpose of the Evaluation

4. The purpose of the Ethiopia CPE is to provide feedback to better orient FAO's programme with a view to make future country programming frameworks (CPFs) more impactful and relevant to the needs of the country. The evaluation will aim at drawing lessons and recommendations that could inform planning of FAO's future engagement in the country, particularly given that a new CPF is to be prepared in 2019.
5. The CPE is a means for FAO to be **accountable** to the Government of Ethiopia and to its development partners, as well as to all Member Nations. It will seek to contribute to learning at corporate, regional and country levels by **drawing lessons and making recommendations** that might be useful for FAO's future engagement in the country. Besides providing lessons specifically on FAO's work in Ethiopia, the evaluation will also enrich FAO's synthesis of findings and guidance for its country-level support.
6. The *main audience* for the evaluation, to which most of the lessons and recommendations will be addressed, are the FAO Representative (FAOR), the country office staff, and the Government of Ethiopia. Other important users of the evaluation are the regional state governments in Ethiopia, those development partners who funded the evaluated programme, the FAO Sub-regional Office for Eastern Africa, the FAO Regional Office for Africa, and FAO as a whole, including divisions at the HQ and other country offices that may benefit and build on lessons learnt and good practices. Further potential users of the evaluation will be FAO's partners within the broader development community, including resource partners, non-governmental organizations (NGOs), implementing partners and other United Nations (UN) agencies.
7. Since the adoption of the Paris Declaration on aid effectiveness, the international community has given increasing attention to country ownership of development processes; in this regard, OED considers the principle of national ownership of evaluations as a cornerstone in conducting its work. Past experience shows that the value of forward-looking evaluations such as CPEs is greatly enhanced if there is strong national involvement. One of the ways OED works towards increasing national ownership of evaluations is by involving key national stakeholders in the process. The nature and degree of involvement varies according to the national context.
8. In keeping with this principle, OED has taken the following steps: i) consulted widely with a broad range of government stakeholders during the inception mission to discuss on the nature and scope of the evaluation, which has informed the development of the present ToR for the evaluation; ii) established a consultative group (CG) involving national partners operating in FAO's areas of work, who serve in an advisory role during key milestones of the evaluation. The Terms of Reference for the CG is presented in Appendix 1; and iii) the CPE will be supported by an evaluation team comprising national experts, who have an in depth understanding of the context in Ethiopia.
9. This will be the second Country Programme Evaluation conducted by the FAO Office of Evaluation in Ethiopia. The first one took place in 2010 and was published in 2011 (FAO, 2011). It found that the programme was disproportionately weighted towards emergency programming and the crops sub-sector, with a resulting lack of focus given to sustainable natural resource management and other sub-sectors, despite their importance in sustainable development and food security. Furthermore, the 2010 evaluation found that

FAO had limited visibility in Ethiopia and as a result was struggling to reach resource mobilisation targets. The evaluation recommended that FAO should reduce fragmentation of the programme by devoting less effort to small low-impact development projects, and instead pay greater attention to piloting innovative technologies for potential scaling up, as well as capacity development activities, particularly in the area of data and evidence-based decision-making.

3. Brief overview of the national context

10. Ethiopia is a landlocked country at the heart of the Horn of Africa. With an estimated population of 102 million people, Ethiopia is the second most populous country in Africa, after Nigeria.
11. Historically, Ethiopia has played an important role in the continent. Apart from a brief period under Italian occupation from 1935-1941, it was never colonized by a European power. Ethiopia was a founding member of both the League of Nations in 1920 and the United Nations in 1945, and a key force behind the creation of the Organisation of African Unity in May 1963. Its successor organization, the African Union (AU) is headquartered in Addis Ababa. Ethiopia was also one of the founding members of FAO in 1948, during Haile Selassie's rule. He was replaced by a military dictatorship, the *Derg*, which established a one-party communist state from 1974 to 1991. A long war for Eritrean independence in the 1980s would ultimately result in the fall of the *Derg* in 1991. A new constitution came into force in 1995, defining Ethiopia as a federal state subdivided into nine ethno-linguistically based regional states (Afar, Amhara, Benishangul-Gumuz, Gambella, Harari, Oromia, Somali, Southern Nations Nationalities and People Region or SNNPR, and Tigray) and two administrative states (Addis Ababa City administration and Dire Dawa city council). The regional and administrative states are further subdivided into 800 woredas and 15 000 kebeles.
12. Ethiopia was the fastest growing economy in Africa in 2018, having sustained a strong growth averaging 10.3 percent between 2005/6 and 2015/16. The economy experienced a decline in growth in 2016, due to political uncertainty, foreign exchange shortages and the effects of a particularly strong El Nino event in 2015/16, but rebounded in 2017. Economic growth has been driven by growth in the agriculture and services sectors, contributing 34 and 37 percent of GDP respectively in 2017. Reports indicate that the reforms by the new Prime Minister (including establishing peace with Eritrea, opening up the economy to further financial investment and the focus on promoting gender equality) are creating a new space for more inclusive political dialogue to address macroeconomic imbalances (World Bank, 2018a and 2019a and African Development Bank, 2018).
13. The country achieved significant progress during the Millennium Development Goal (MDG) era. Between 2000 and 2017, Ethiopia's Human Development Index (HDI) value increased from 0.283 to 0.463. The poverty rate declined from 55 percent to 26.7 percent (World Bank, 2018b).² Ethiopia has also made significant progress in reducing hunger. The Prevalence of Undernourishment dropped dramatically from 52 percent in 2000 to 22.8 percent in 2015. Despite this, Ethiopia remains one of the world's poorest countries with a per capita average income of 783 USD per annum. Ethiopia is in the low human development category and has a HDI ranking of 173 out of 188 countries in the world (UNDP, 2018).

² The poverty rate is measured at the international poverty line of USD 1.9 per capita day /purchasing-power-parity.

Agriculture sector

14. The agriculture sector remains the mainstay of the economy in Ethiopia, accounting for 34 percent of GDP, 90 percent of total export value and 70 percent of total employment share in 2017 (World Bank, 2019b and 2019c). Smallholder agriculture accounts for 95 percent of agricultural GDP and the remaining 5 percent comes from the commercial sector. More than 83 percent of Ethiopia's population live in the rural areas and about 90 percent of the rural population are engaged in smallholder subsistence agricultural production. The sector is characterized by low-input/output production systems (both crop and livestock). The cereal based production system accounts for about 70 percent of the agricultural GDP while livestock production accounts for the remaining 30 percent.³
15. In its economic policy documents and frameworks – such as the Growth and Transformation Plans (GTP I and GTP II) and the Agricultural Development Led Industrialization (ADLI) framework – the Ethiopian government has consistently prioritized the transformation of agriculture from low-input, subsistence oriented production systems vulnerable to frequent climatic shocks, to a fast-growing, intensive and commercially-oriented sector fully integrated into the national economy and able to support the country's aspirations to become a middle income country by 2025.
16. To this effect, the Government of Ethiopia established in 2010 the national Agricultural Transformation Agency (ATA) with the mandate to identify systemic constraints standing in the way of agricultural development and growth; designing solutions that would help achieve sustained structural transformation. ATA has recently been brought under the Ministry of Agriculture but used to report directly to the Prime Minister.
17. In 2009, the Ethiopian government signed the Comprehensive Africa Agriculture Development Programme (CAADP) compact committing to prioritize agricultural transformation and development. Ethiopia is among the 20 countries reported to be on track in implementing the seven commitments of the Malabo declaration by 2025 (African Union, 2017).⁴ Key government strategies providing the framework for the agriculture transformation agenda include the Agricultural Sector Policy and Investment Framework (PIF 2010-2020) (MoA, 2010) (RED&FS, 2015), the Livestock Masterplan (2015-2020) (ILRI, 2015), and the National Nutrition Strategy (MoH, 2008).
18. **Crops.** Crop production is predominantly based on subsistence and rain-fed agriculture practiced by millions of small farmers producing over 95 percent of the national output on small plots of land (0.5–2 ha). Five major cereals – teff, maize, sorghum, wheat and barley – provide the base of Ethiopia's agriculture and food economy, accounting for about 79 percent of total area cultivated; pulses and oilseeds are the second and third most important crops, with 14 percent and 6.5 percent of total area cultivated respectively. The leading exports are coffee, oil seeds, and pulses (CSA, 2014 and 2018).

³ There are indications that the livestock contribution to the national GDP is underestimated.

⁴ Ethiopia had an overall score of 5.3 in 2017, compared to a regional average score of 3.6. In term of the commitment on enhancing investment finance in Agriculture, Ethiopia was the second best performing country in Africa, allocating 16.8% of the annual public expenditure to agriculture in 2015/16. AU (2017).

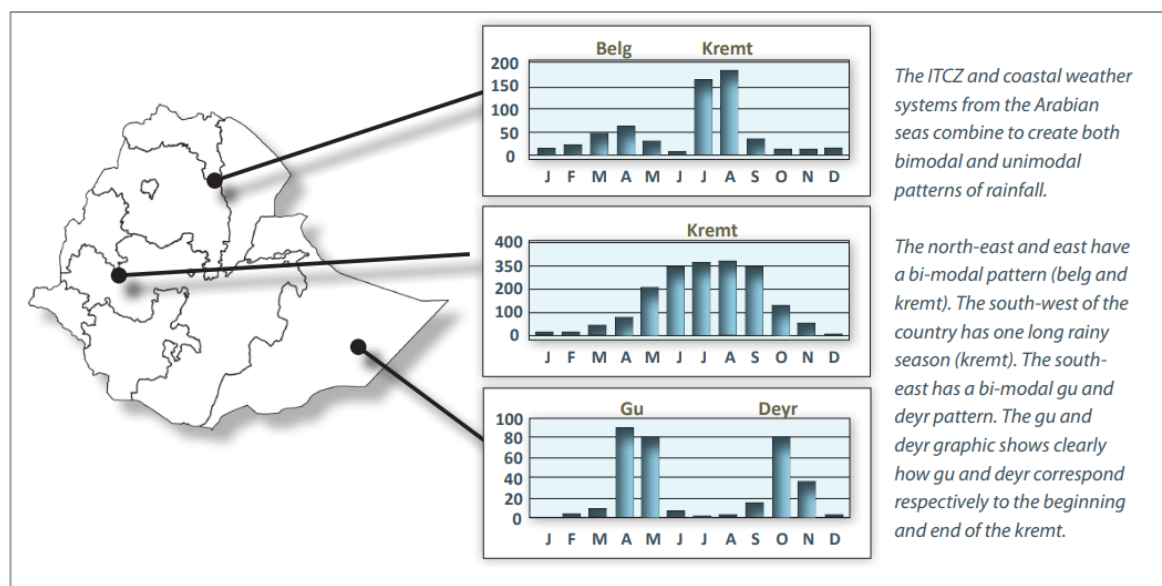
19. **Livestock.** Ethiopia has the largest livestock population in Africa and the tenth largest in the world. The Ethiopian livestock sector covers two major agro-ecological and socio-economic zones and includes two major types of livestock production systems: the highland crop-based production systems, where livestock tend to be secondary to crops, and the lowland pastoral and agro-pastoral production systems where the reverse is true, i.e. livestock is more important than crops. The country has about 52 million cattle, 24.2 million goats, 17 million sheep and 38 million chickens. About 70 percent of cattle and sheep and 30 percent of goats are raised in the highlands. (FAO, 2015a) (IFPRI, 2017). Small ruminants are the main source of livelihood for (agro)-pastoralists and are important assets in both lowlands and highlands of Ethiopia. Transboundary animal diseases are a major problem. The two main viral diseases, i.e. *peste des petits ruminants* (PPR) and sheep and goat pox (SGP) together have caused and are still causing serious asset losses to livestock owners, both in the lowland pastoralist areas as well as many districts in the highlands. Over the last two decades, PPR has spread from lowland pastoral communities (where it is now endemic) to many districts in the highlands of Ethiopia.
20. **Nutrition.** The 2014 Ethiopia Mini Demographic and Health Survey (EMDHS) estimated that 57 percent of childhood deaths in Ethiopia are associated with malnutrition (CAADP, 2013). Between 2000 and 2014, the prevalence of stunting (*children under the age of five suffering from chronic undernutrition*) have registered a modest decline from 58 percent to 40 percent (EMDHS 2014). In 2015, the Ethiopian government renewed its commitments to improved nutrition and launched the Seqota Declaration, committing to end stunting in children under two years by 2030.⁵

Natural resource management

21. Ethiopia has a total area of 1.1 million km² of which 45 percent is potentially arable. It is characterized by a topography that consists of a complex blend of massive highlands, rugged terrain, and low plains (B. Berhanu et al., 2014). About 45 percent of the country is highlands with an altitude of 1 500 meters above mean sea level and the remaining 55 percent is lowlands with an altitude below 1 500 meters mean sea level.
22. In terms of precipitations, Ethiopia is commonly divided into three zones (FAO, 2015b): a part of the highland zone which receives a unimodal pattern of long summer rainfall (*kremt*) that supports the *meher* main harvest; another, drier highland zone which receives two rainy seasons: the *belg* rains from March to April and a small *kremt* season in July-August; and the lowland pastoral area which receives rainfall during two seasons: the *gu* and the *deyr*. (Woldeyes and Dejene, 2007) (B. Berhanu et al., 2014) (Government of Ethiopia and USAID, 2010).

⁵ Seqota Declaration. Accessed on 4 April at <http://www.seqota-declaration.org/index.php/background>

Figure 1: Rainfall patterns



Source: Government of Ethiopia and USAID, *An Atlas of Ethiopian Livelihoods*. 2010

23. Ethiopia was the first African country to submit its forest reference level (FRL) to the United Nations Framework Convention on Climate Change (UNFCCC) in 2016, and is in the process of demonstrating readiness for receipt of payments through REDD+.⁶ Forests in Ethiopia cover 15.5 percent of the country's surface (UNFCCC, 2016). Natural forests in Ethiopia are of different types: moist and dry tropical Afromontane forests, woodlands and shrublands. Dry forests account for an estimated 80 percent of all forests in Ethiopia (FAO, 2019). There is significant deforestation in Ethiopia, estimated at 1.25 percent per year (FAO, 2015c). Deforestation and forest degradation are driven mainly by free livestock grazing, fodder use and fuelwood collection/charcoal production in all the regions followed by farmland expansion, land fires and construction wood harvesting. The underlying causes of deforestation and degradation based on framework analysis were identified to be population growth, unsecure land tenure and poor law enforcement.

Food security and Humanitarian crisis

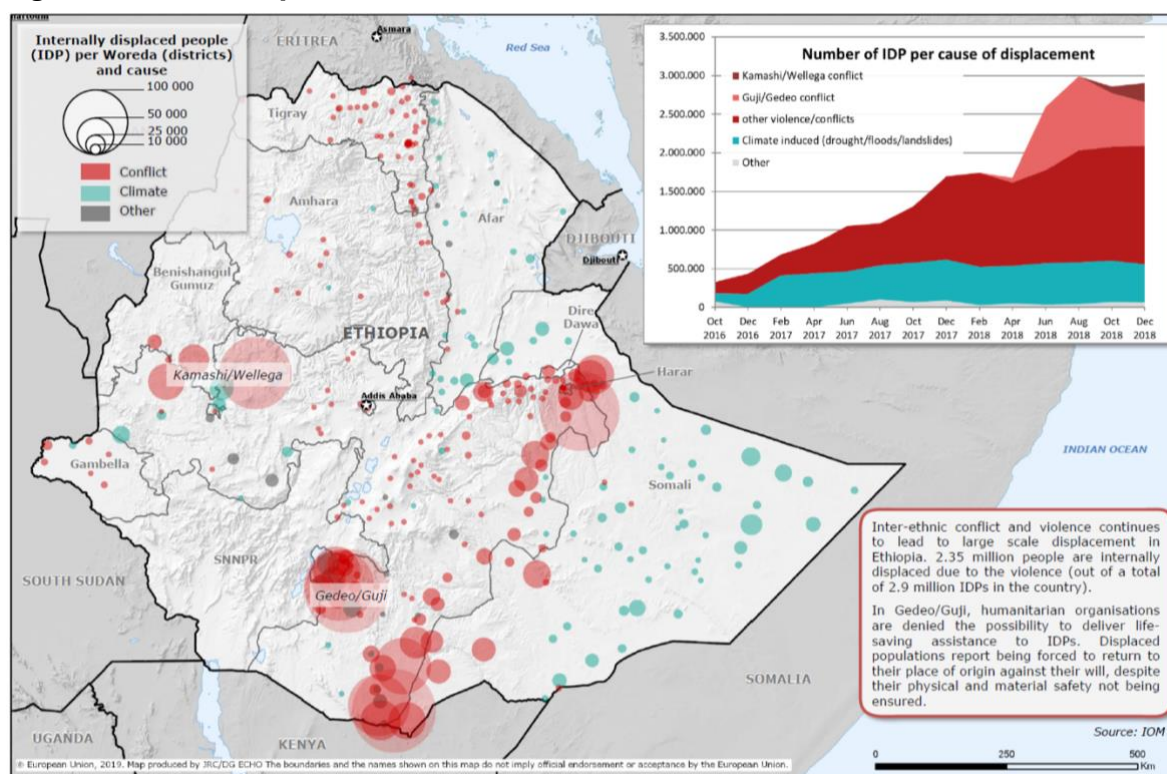
24. Ethiopia is exposed to recurrent natural hazards and humanitarian crisis due to the country's diverse geo-climatic and socio-economic conditions – mainly drought, flood and conflict-induced displacement. Drought has been the main natural threat in the country which directly affects livelihoods and asset as more than 70 percent of the population depend on agriculture. Between 2000 and 2017, six drought episodes have been registered in the country. The 2015/16 El Nino-induced drought was recorded as the worst in 50 years, with devastating effects on pastoral and agro-pastoral livelihoods (FEWSNET, 2015). The Ethiopian government declared a state of emergency in October 2016 and together with humanitarian partners launched an appeal for USD1.6 billion for the 2016 response. The most affected regions were Afar, Amhara, Dire Dawa, Harari, Oromia, SNNPR, Somali and

⁶ Reducing Emissions from Deforestation and forest Degradation in developing countries, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries.

Tigray. The total number of people needing assistance was recorded as 10.2 million in 2016, and 8.5 million in 2017 (OCHA, 2016 and 2018).

25. In 2018, the humanitarian context shifted from climate induced needs to those arising from internal displacements caused by conflict. Old disputes between communities over natural resources (watering points, pastures, arable land, etc.) took on a new dimension⁷ and led to severe conflict and massive displacement. As of end 2018, 2.35 million people were internally displaced due to the violence (out of a total of 2.9 million IDPs in the country).
26. There were also 171 000 new displacements associated with the April-May floods which occurred after the extended period of the El Nino induced-drought in four regions (Afar, Oromia, Somali and SNNPR) (IDMC, 2018). Meanwhile, the continuing arrival of refugees from South Sudan places additional pressure on scarce resources and risks igniting tensions between the refugees and their host communities.⁸ According to United Nations High Commissioner for Refugees (UNHCR), Ethiopia is the second largest refugee-hosting country in Africa – hosting 883 546 refugees mainly from South Sudan and Somalia (UNHCR, 2017).

Figure 2: Internal displacement (December 2018)



Source: European Union with IOM data - DG ECHO Daily map 22/01/2019

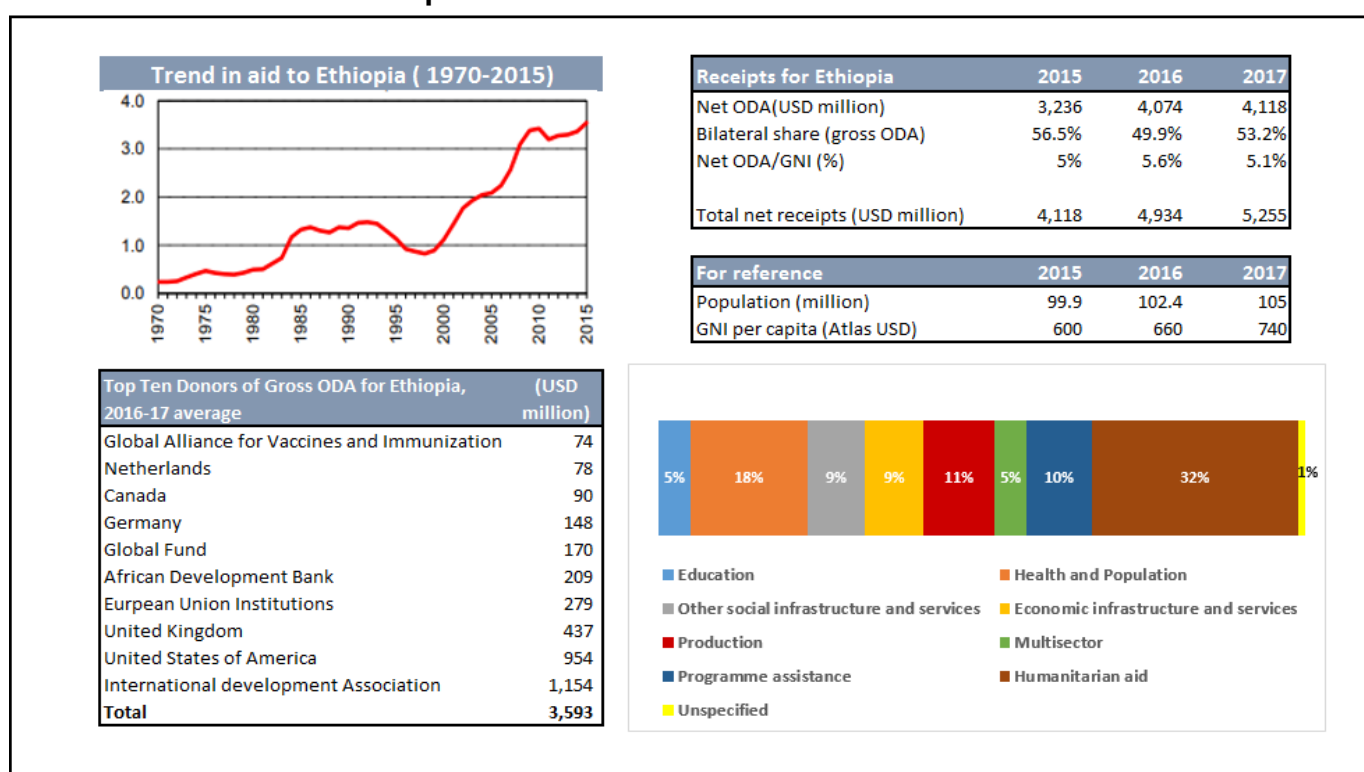
⁷ In 1991, the country delimited its regional states based on ethnicity. This led to a rise in disputes in certain flashpoints, e.g. in Moyale at the border between the Oromia and Somali regions. While ethnic tensions have always existed, the new system tended to politicize the existing differences. The recent political liberalization trend has been mentioned as a possible factor in the resurgence in local tensions witnessed in 2018.

⁸ An estimated 421 867 refugees from South Sudan were reported in Ethiopia in December 2017.

Official development assistance (ODA) overview

27. Ethiopia had a net official development assistance (ODA) of USD 4.07 billion in 2016, making it the second highest recipient of ODA among all developing countries receiving aid. The total contribution from bilateral donors in 2016 was about USD 1.7 billion, representing 48 percent of the total 2016 ODA receipts (Organisation for Economic Co-operation and Development [OECD], 2018). The inflow of ODA has risen from an annual average of USD 1.17 billion in the 1990s to USD 2.18 billion in the early 2000s (2000 to 2009).
28. It is important to note that this OECD data on ODA does not include the quite significant support from China to Ethiopia, estimated at USD 3.7 billion for the period 2000 to 2014 (Aid Data, 2017).

Box 1: Trend in aid to Ethiopia



Source: OECD Development Aid at a Glance-Statistics by recipient country⁹ ¹⁰

29. Box 1 presents the trend in ODA to Ethiopia from 1970 to 2015, the total receipts for Ethiopia in 2015-2017, and the top 10 donors of gross ODA for Ethiopia. As illustrated in Box 1, the World Bank (through the International Development Association), the United States of America, the United Kingdom and the European Union are the top ODA partners for Ethiopia. Humanitarian aid accounted for the largest share of ODA (32 percent), followed by ODA to the health sector (18 percent) and to production sector (11 percent). ODA to the agriculture is captured under production.

⁹ Data accessed on 21 May 2019 at <https://www.oecd.org/dac/stats/aid-at-a-glance.html>

¹⁰ Data on Ethiopia ODA Trend from 1970 to 2015 extracted from Statistics by region: Africa 2019 edition. OECD (2018). Development Aid at a Glance-Statistics by region: Developing Countries 2018 edition. Accessed at <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/World-Development-Aid-at-a-Glance-2018.pdf>

4. FAO's programme in Ethiopia

4.1 The country office

30. Ethiopia has been a member state of FAO since 1948, and the organization strengthened its presence in the country through the establishment of a fully-fledged Representation in 1981. Since then, FAO has been an active development partner of the Government of Ethiopia in implementing a portfolio of programmes and projects to improve food security and nutrition, and the management of natural resources.
31. FAO partners include government ministries and agencies, at federal and regional levels, including the Ministry of Agriculture; the Environment, Forest and Climate Change Commission; the Ministry of Peace; the Ministry of Water, Irrigation and Electricity; the Central Statistical Agency; the National Planning Commission; and the National Disaster Risk Management Commission. FAO has also worked in closed collaboration with local government officials at the state, zone and woreda level.
32. UN partners include International Fund for Agricultural Development (IFAD), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations Industrial Development Organization (UNIDO) and World Food Programme (WFP). Research institutes FAO has worked with include the Ethiopian Development Research Institute, the Ethiopian Institute of Agricultural Research, International Food Policy Research Institute (IFPRI), International Livestock Research Institute (ILRI), and Jimma University. Partner NGOs include VSF-Germany and VSF-Suisse. Among development partners, the European Union, United States Agency for International Development (USAID), the Italian Agency for Development Cooperation, the Swiss Development Cooperation and the World Bank have been the main donors of the FAO country programme.
33. During the period January 2014 to January 2019, FAO Ethiopia engaged in 408 contractual partnerships through letters of agreements (LoAs), totalling USD 24 558 628. LoAs with the Government of Ethiopia accounted for 61 percent (USD 15 052 878) of the total value, while NGO implementing partners accounted for 31 percent (USD 7 680 470). Partnerships with research institutes accounted for the remaining 8 percent (USD 1 825 281).
34. FAO tries to support coordination of development assistance, and is an member of the Rural Economic Development & Food Security (RED&FS) initiative. As such, FAO is a active in a number of technical working groups including the Disaster Risk Management Agricultural Task Force (DRM ATF), the United Nations Development Assistance Framework (UNDAF) Technical Committee, the Irrigation Task Force and the Emerging Pandemic Threat-Technical Working Group (EPT-TWG).
35. The United Nations Development Assistance Framework (UNDAF) for Ethiopia (2016-2020) comprises five thematic pillars: (i) inclusive growth and structural transformation; (ii) resilience and green economy; (iii) investing in human capital and expanded access to quality and equitable basic social services; (iv) good governance, participation and capacity development; and (v) equality and empowerment. FAO is the co-chair of the UNDAF Pillar 1, "Inclusive Growth and Structural Transformation" and has been leading the Agriculture

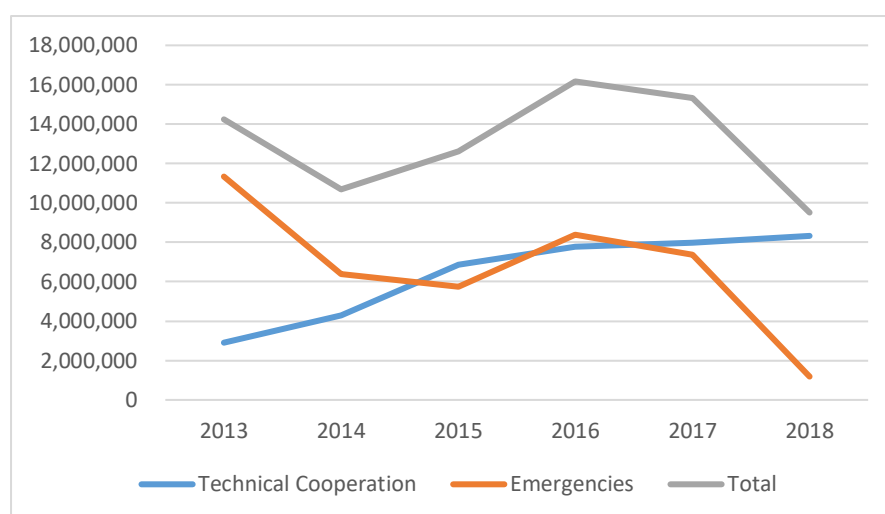
result group under the UNDAF coordination platform. FAO is also a contributing agency to results under UNDAF Pillars 2 and 3.

36. The FAO Representation in Ethiopia currently comprises 182 personnel, including 39 FAO staff and 142 employed as non-staff human resources. The technical staff are grouped into four teams: Agriculture, Natural Resource Management and Resilience, Socioeconomic development, and Livestock. In addition, the Representation has six field offices in Afar, Amhara, Oromia, Somali, SNNPR and Tigray.
37. The FAO representative to Ethiopia used to be the Head of the Sub-Regional Office for Eastern Africa (SFE) until 2012, when the two functions were separated at the request of the Government. The Country Office is still co-located with SFE. Both offices share one administration unit in relation to finance, procurement, human resources, travel, logistics and other general services.

4.2 Overview of FAO's field programme

38. FAO has rolled out in Ethiopia a diverse portfolio of projects. Delivery of FAO's programme in Ethiopia during the period 2014 – 2018 (inclusive) totalled USD 64 334 980 – averaging 12 866 996 USD per annum. There was an increase in delivery through emergency projects during 2015 – 2017, due to the response to the El Nino crisis. Emergency delivery declined sharply in 2018 as many of these El Nino projects have closed by then.

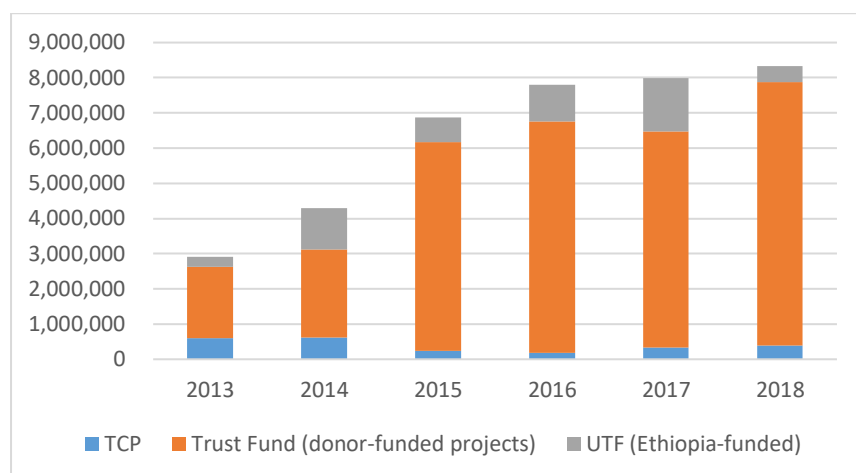
Figure 3: Delivery of emergency and non-emergency projects in USD, 2013 – 2018



Source: FAO's field programme monitoring information system (FPMIS), accessed March 2019

39. The delivery of "technical cooperation projects" (i.e. development-oriented, non-emergency projects) has seen a steady increase during the period under evaluation. This is primarily through donor-funded projects (see Figure 2). However, the Government of Ethiopia has also contributed to this growing portfolio through so-called UTF (Unilateral Trust Fund) projects, which involve FAO's technical assistance on larger Government-led projects including through the Agricultural Growth Programme, the Livestock and Fisheries Sector Development Project (LFSDP) and technical support for REDD+ readiness, so in this sense the Government is also a donor.

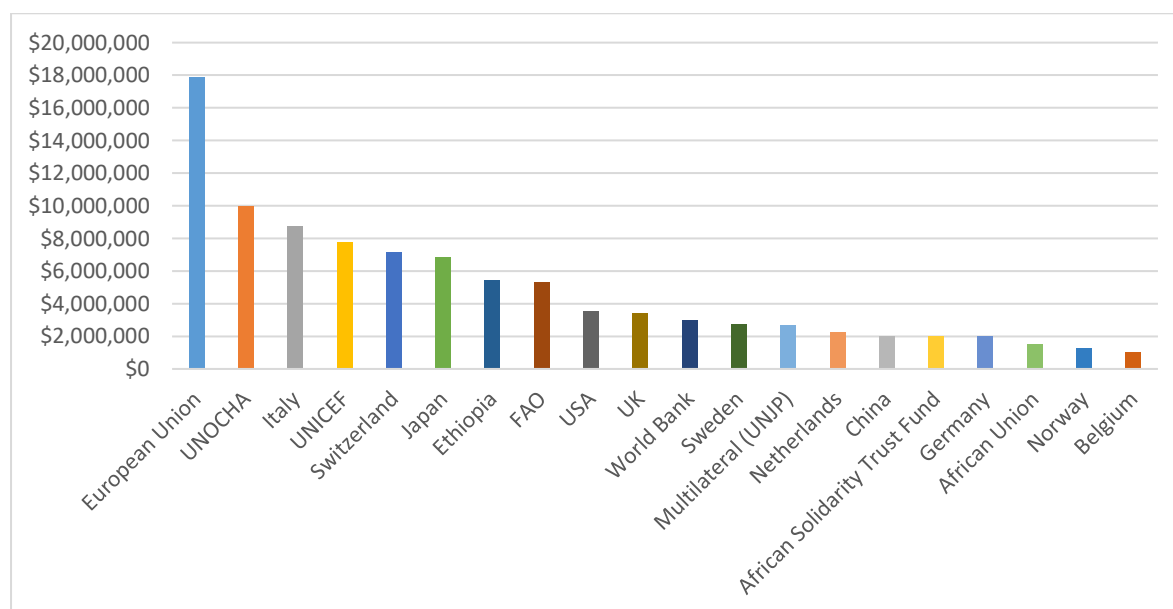
Figure 4: Delivery of technical cooperation (non-emergency) by funding source in USD, 2013 – 2018



Source: FAO's field programme monitoring information system (FPMIS), accessed March 2019

40. The European Union has been the most significant resource partner for the period 2014-2018, with USD 20 745 325 in projects. This can mostly be accounted for by two significant projects: Pursuing Pastoral Resilience (USD 11 502 378), and the recently approved Global Network Against Food Crises Partnership Programme - Country Investment Ethiopia (USD 4 830 918). The EU SHARE programme funded both the PPR project and GCP/ETH/089/EC Strengthening Institutionalized Subnational Coordination Structures and Harmonization Mechanisms. Furthermore, the European Union has funded nutrition projects through UNICEF, in partnership with FAO (see Figure 3).

Figure 5: Top 20 resource partners for FAO Ethiopia, 2014-2018



Source: FAO's field programme monitoring information system (FPMIS), accessed March 2019

41. Emergency projects funded through the United Nations Office for the Coordination of Humanitarian Affairs (UN-OCHA) Central Emergency Response Fund account for the second largest resource partnership, totalling USD 9 934 499. These UN-OCHA-funded

projects are mostly focused on livestock and pastoral themes (USD 7 100 812, or 71 percent), with other support on drought and the El Nino response.

42. Italy has funded value chain and commercialization projects. Italy has been a major partner in support of the government's drive to create Integrated Agro-Industrial Parks, together with UNIDO. FAO has provided technical support and value chain analysis to this UNIDO-led initiative. To this end, Italy has recently partnered again with FAO to conduct further value chain analysis and development in support of the IAIPs through the USD 4 716 980 project GCP/ETH/095/ITA, '*Technical Assistance to Inclusive and Sustainable Value Chain Development in Oromia and SNNP regions*'.
43. FAO has had a significant partnership with UNICEF through two nutrition-focused joint projects: UNJP/ETH/090/CEF (USD 4 013 240, funded by the EU) '*Integrated Nutrition Services: Multisectoral Interventions to Improve Nutrition Security and Strengthen Resilience*'; and UNJP/ETH/087/CEF (USD 3 758 803, funded by the Government of the Netherlands) '*Scaling-up Community-Based Nutrition and hygiene interventions in Amhara and SNNP Regions through strengthened inter-sectoral collaboration for optimal nutrition outcomes*'.
44. Switzerland has funded two FAO projects on post-harvest management and food loss reduction. The second phase project was recently approved in 2018, while Japan has funded emergency projects on drought, floods and livestock resilience.

EL Nino response

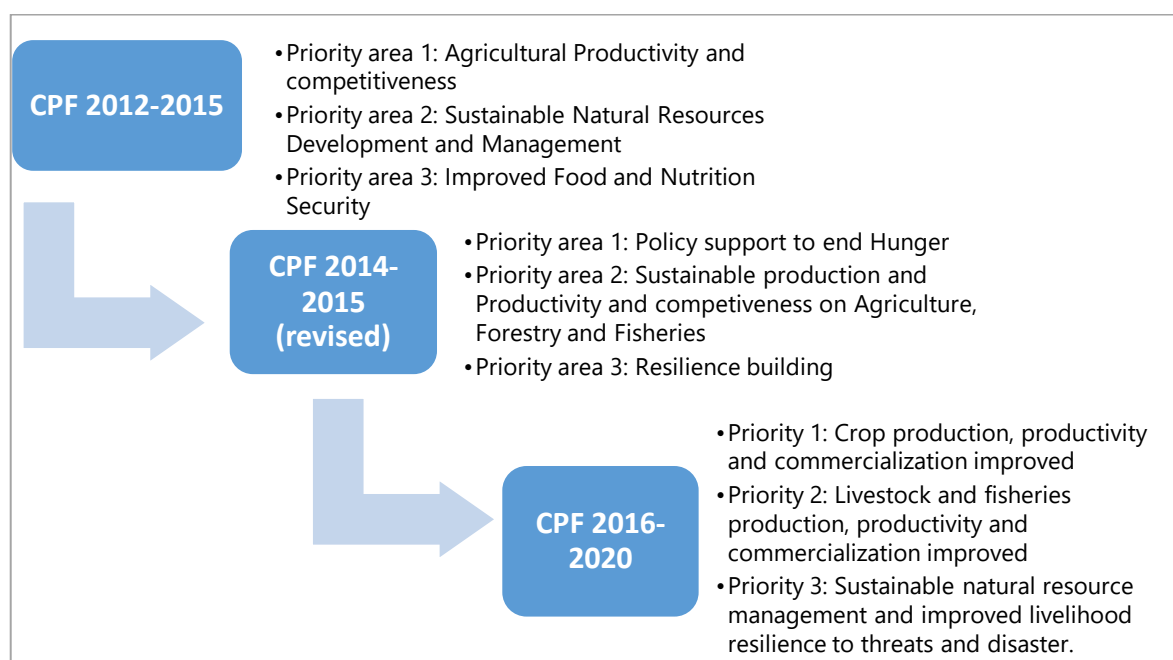
45. In response to the 2015/16 El Nino crisis, FAO developed a response plan seeking USD 50 million to assist 1.8 million vulnerable pastoralists, agropastoralists and smallholder farmers in 2016. FAO mobilised USD 12.8 million, which represent 24.6 percent of the funding appeal. The response had three priority areas: agricultural production support in order to reduce the food gap, livestock interventions to protect the livelihood assets of pastoralists and agropastoralists, and support to coordination among resilience/emergency actors. The El Nino portfolio consisted of 16 projects and the full list of projects can be found in Appendix 1.
46. Following the government declaration of a state of emergency, FAO deployed a surge response team to Ethiopia in December 2015 to coordinate the operational, programming and resource mobilisation for the El Nino response. FAO subsequently activated a corporate surge support for Ethiopia in April 2016, initially for three months and further extended to October 2016. The corporate surge activation allowed for fast track procedures and immediate deployment of the emergency response team.

4.3 FAO's country Programming Framework

47. The Country Programming Framework (CPF) is the principal instrument that defines the development priorities for collaboration between FAO and the government of Ethiopia. The current CPF covers the period 2016-2020, and as such, aims to align with the second Growth and Transformation Plan (GTP II), 2016-2020, and the Agriculture Sector Policy and Investment Framework (PIF). The FAO CPF identifies the following priority areas:
 - i. Crop production, productivity and commercialization improved.
 - ii. Livestock and fisheries production, productivity and commercialization improved.

- iii. Sustainable natural resource management and improved livelihood resilience to threats and disaster.
48. Additionally, the CPF identifies several overarching areas of support including capacity development for policy monitoring and evaluation and facilitation of inclusive policy dialogues; promoting coordination, synergies and partnerships; and knowledge management to enhance the scaling up and replication of best practices.

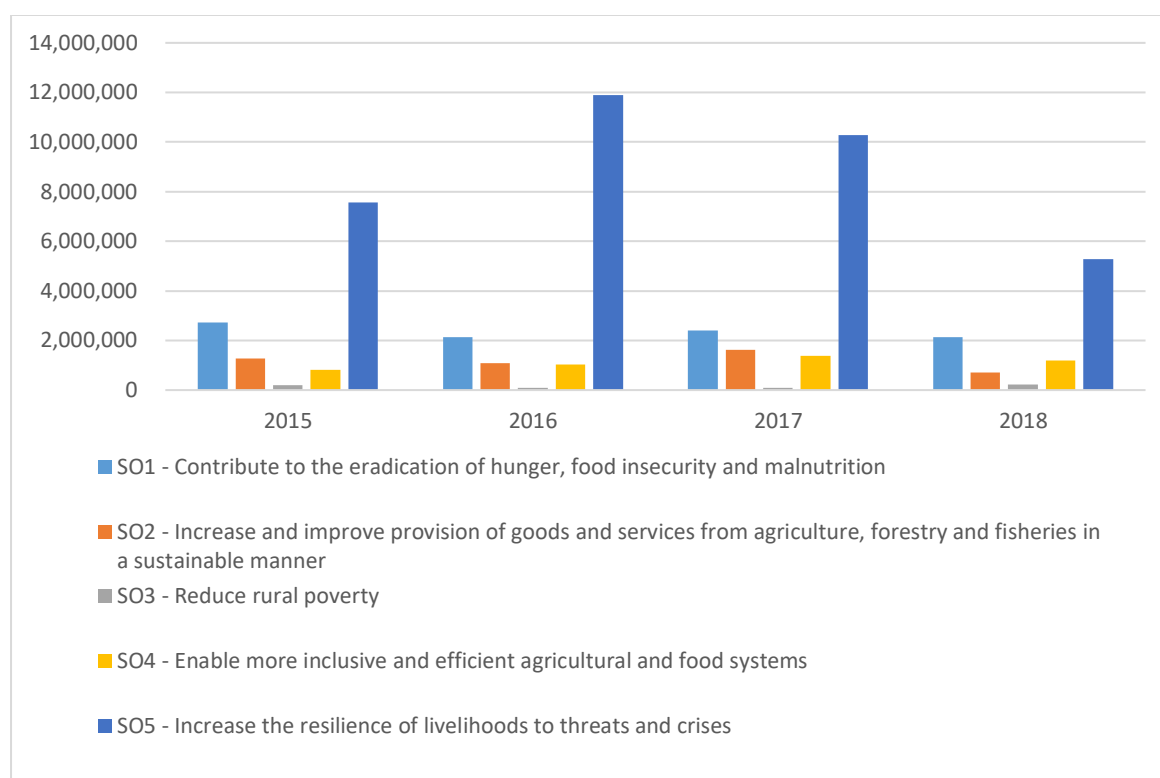
Figure 6: Progression of FAO Ethiopia's CPF priority areas



Source: Ethiopia Country programming frameworks

49. Ethiopia is a focus country for two FAO Regional Initiatives (RI) for Africa, specifically Africa's Commitment to End Hunger by 2025; and Building Resilience in Africa's Drylands, through which the exchange of good practices and knowledge within the Africa region is facilitated. In terms of break down per FAO's Strategic Objective, the largest share of delivery has been under Strategic Objective 5 'Increase the resilience of livelihoods to threats and crises'.

Figure 7: Breakdown of delivery by FAO strategic objective in USD, 2015-18

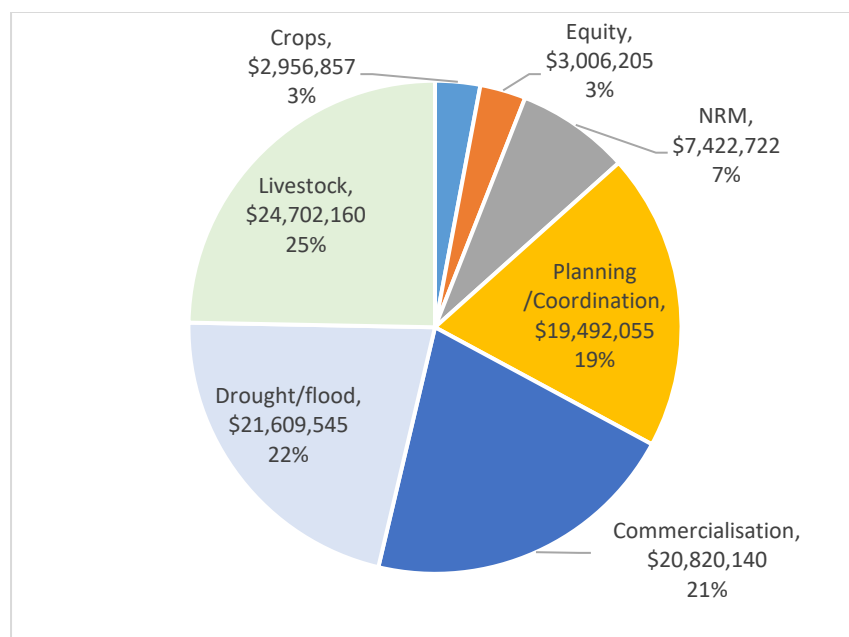


Source: FAO's field programme monitoring information system (FPMIS), accessed March 2019

50. The resource mobilization targets for the current CPF (2016-2020) have mostly been met, with 96 percent of the targeted USD 41 749 000 having been mobilized at the end of 2018. It is worth noting that resource mobilization during 2018 was nearly double (193 percent) the target for that year, with over USD 20 million mobilized through project approvals in 2018 alone, through, for example, Italy's renewed support to the Integrated Agricultural Industrial Parks and the second phase of the Swiss-funded project on post-harvest loss reduction.

51. In conducting the portfolio analysis for this evaluation, it was evident that there were a number of overarching themes under which the projects and programmes could be clustered. As the current CPF priority areas remain rather broad, OED has instead clustered the projects under the following overarching themes: Crops; Equity (and gender); natural resource management (NRM); support to planning and coordination; commercialisation; drought and flood response, and; livestock. With these overarching themes as the basis for analysis, it is evident that the thematic focus of the portfolio (2014-2018), in terms of volume (i.e. budget and resource mobilization) has been on livestock (25 percent), drought response (22 percent), agricultural commercialization (21 percent) and planning and coordination institutional support (19 percent).

Figure 8: Main themes of FAO's programme, 2014-2018, breakdown by budget



Source: FAO's field programme monitoring information system (FPMIS), accessed March 2019

52. Although natural resource management (NRM) was identified as a standalone priority area in the CPF (2016-2020), this theme accounts for only 7 percent of the project portfolio. Meanwhile agricultural commercialization has received far more budgetary support (21 percent) than support to crops and agricultural productivity (only 3 percent of the portfolio).

Resilience in FAO's programme

Resilience is a strong feature of the portfolio, as is emergency response to natural disasters (drought, floods), conflicts and transboundary diseases and pests. A significant share of the portfolio (22 percent) was concerned with the El Nino response. A notable resilience project is the European Union funded project on Pursuing Pastoral Resilience. However, resilience does not feature heavily in the current CPF 2016-2020. There has been an inconsistent emphasis on resilience through the past three CPFs:

- i. In the CPF 2012 – 2015, resilience was not given explicit focus at the level of priority areas, but was spread across several outcomes, e.g. climate change adaptation under land management, and early warning under food and nutrition security.
- ii. In the revised CPF 2014-2015, there was a complete reconsideration of the priorities in line with the new FAO strategic framework and regional initiatives. This CPF had a priority area on Resilience Building, with detailed outcomes and outputs, and a detailed framing and definition of FAO's resilience agenda.
- iii. In the current CPF (2016-2020), the focus on resilience was somewhat diluted, as the theme was coupled with sustainable NRM under priority area 3, and is not reflected in the outputs defined under this priority area.

Geographical/regional focus

53. Throughout the evaluation period (2014 – 2019) FAO has had activities in nearly all regions of Ethiopia, covering lowland pastoralist areas as well as high-land crop-producing regions. In terms of budgetary allocation, Amhara and Oromia have by far received the most significant attention through FAO's country programme during 2014–2018, although many field level projects have activities in several regions. A detailed map of FAO's programme in 2018 can be found in Appendix 4.

5. Scope of the evaluation

54. Country evaluations are designed to assess the totality of the organisation's assistance provided to a FAO member nation, irrespective of the source of funding. 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 focus on single projects, but rather assess FAO's overall contribution to development changes in the priority areas defined in the CPF.
55. The evaluation will cover the entire period since the previous country programme evaluation (conducted in 2010), however, for practical reasons the evaluation will have a particular focus on the last five years of the programme (2014-2018), and most importantly on the implementation of the current CPF (2016-2020).
56. The evaluation will examine the three CPF outcome areas mentioned above. The evaluation will be carried out within the context of FAO's Strategic Objectives (SO) and Core Functions and as such, it will assess the country programme strategic alignment with these SOs. The evaluation will assess enabling and limiting factors that may have affected FAO's delivery and resource mobilisation in Ethiopia, including internal office organisation and management arrangements. The evaluation will also cover the following crosscutting issues: gender, governance, climate change adaptation and nutrition.

6. Objectives

57. The specific objectives of the CPE are to:
- i. assess the strategic relevance of FAO's interventions in responding to country needs;
 - ii. assess FAO's contributions to results and outcomes in areas identified in the CPF under the three priority areas;
 - iii. identify lessons learnt as well as enabling and limiting factors for results;
 - iv. identify gaps in FAO's country programming and potential areas of future work.

7. Evaluation Questions

58. The following questions have been developed to further define the objective of the evaluation and are organized in two parts. More specific questions will be developed by the team at the beginning of the in-country investigation phase.

Part A

Strategic positioning: Are we doing what is needed?

Strategic relevance

- i. To what extent is FAO's programme aligned with national development plans, strategies, policies and programmes? In what manner has FAO aligned its programme and activities to relevant national, regional and global strategies?
- ii. Has FAO been addressing the most acute and structurally important challenges in Ethiopia in line with the areas of FAO's competence?
- iii. To what extent has FAO taken into account UN normative values and principles such as equity, gender, and targeting the most vulnerable communities and localities in the design of its programme and during the implementation?
- iv. How is FAO positioned and equipped to contribute to Ethiopia's agenda of economic transformation, programmatically and substantively?
- v. How is FAO positioned to contribute to capacity development at the national and decentralised (regional state) levels?
- vi. To what degree has FAO been able to balance and link its development work and resilience and emergency work?

Partnership and Coordination

- i. Have FAO's partnerships at national and regional levels contributed towards enhancing FAO's capacity to achieve and sustain desired results? What opportunities exist for strengthened partnerships among UN country entities?
- ii. Were there any challenges in working in partnerships? How did this impact on delivery of the FAO programme? Were there any missed partnership opportunities?
- iii. How effectively has FAO supported the coordination of actors working in the agricultural development, animal health, forestry and food security and nutrition sectors, at federal and at sub-national levels?

Comparative advantage

- i. What role has FAO played vis-à-vis other development actors (national and regional, civil society, the private sector, and other international development partners) and did FAO draw from its own comparative advantage? In which areas did FAO utilize to the greatest/least extent its strengths?

Part B

Programme contribution: Are we making a difference?

Impact and effectiveness

- i. What results can be observed that are attributable to FAO's interventions, including contributions to:
 - policies, strategies and information needs on food security and nutrition, agricultural statistics, animal health, etc.;
 - resilience building and to livelihoods protection against the effects of El Nino and other climatic hazard (for example, climate change adaptation, disaster risk reduction and transboundary animal diseases);
 - agriculture sector (including livestock and fisheries) productivity and profitability;
 - Environmental sustainability and natural resource management
 - women's economic empowerment;
 - capacity development of national authorities and community-level organisations and non-state actors.
- ii. What are enabling factors that contributed to the achievement of results? Were there any limiting factors? What actions are needed to overcome barriers that are limiting progress?

Sustainability of results

- i. Based on current exit strategies, to what extent are the changes achieved sustainable? Is there a strong enough engagement with stakeholders and/or beneficiaries, and ownership of the results?

Coherence and synergies

- i. To what extent have FAO's global and regional initiatives provided coherent and/or complementary support in view of achieving the CPF results?
- ii. To what extent has FAO HQ, SFE and RAF brought value to FAO's work in the country, particularly in terms of technical and administrative support?

8. Methodology

59. The general evaluation questions listed above will form the basis for specific evaluation sub-questions to be contextualised according to activity, project, and stakeholder. An evaluation matrix will be prepared, identifying indicators, sources of information, methods and tools to answer each evaluation question and sub-question accordingly. The evaluation matrix and the various data collection tools will be finalised prior the main evaluation phase.
60. The evaluation will adopt a consultative approach, seeking and sharing feedback with stakeholders at different stages throughout the process. Different sources will be used to verify information. Triangulation of information will be vital for validating evidence generated across stakeholders.
61. The evaluation will use a mix of quantitative and qualitative methods taking into consideration resources available. The evaluation team will use different evaluation tools, including semi-structured interviews and focus group discussions, to collect the views of the beneficiaries and other stakeholders. In particular, the evaluation team will use the following primary data collection methods:
- i. Structured focus group discussions with beneficiaries and cooperating partner staff (grouped by portfolio activity and disaggregated by sex as required).
 - ii. Structured key informant interviews with beneficiaries, cooperating partner staff, national and local government representatives, United Nations agency representatives, and other key stakeholders in the country portfolio sectors.
 - iii. Direct observation of country office activities (coordination and technical meetings) and outputs such as rehabilitated and new community and household assets, distribution, and storage and complementary assets.
 - iv. A debriefing presentation with FAO Ethiopia and the Consultative Group (see section 10 below) at the end of fieldwork to discuss preliminary findings and the next steps in the evaluation process.
62. Information from stakeholders will be triangulated by eliciting a wide range of responses to the same issues from different stakeholders, participating in different activities, and examining these issues in differing social and environmental contexts. This will be complemented by periodic reviews of data quality, accuracy, and reliability and cross-referencing with other data sources, including secondary data.
63. To answer the question "*Strategic positioning: Are we doing what is needed?*", the evaluation team will first conduct a stakeholder mapping and analysis exercise. The evaluation team will then examine whether the FAO programme/CPF was based on a preliminary assessment of the needs of different stakeholders: e.g. Federal government, regional, woreda and zonal officials, and communities. It will then identify what those needs were, and assess whether the programme/CPF is aligned to respond to them.
64. To answer the specific questions on partnerships and coordination, normative values, and comparative advantage, the methods include a desk review of relevant policy and project documents, minutes of coordination meetings, key informant interviews, roundtable discussions, , and finally information collected and analysed on beneficiary targeting and gender considerations, to inform an analysis of normative values.

65. To answer the question "*Programme contribution: Are we making a difference?*", emphasis will be placed on assessing positive and negative, intended and unintended outcomes resulting from or associated with FAO's activities. The evaluation team will seek to identify relevant examples of changes that have taken place under each of the CPF outcome areas, and then determine, to the extent possible, FAO's specific contribution to those changes. This approach, rather than measuring progress towards predetermined objectives, collects evidence on achievements and works backwards to determine how a particular intervention or project contributed to the change. The approach is also useful for gathering information on relevance, sustainability, programme coherence and synergies according to the lines of inquiry above.
66. After an initial assessment (document reviews and preliminary interviews) the evaluation team will select interventions that will be examined in more detail through extensive visits of a purposeful sample of projects sites mapped out in collaboration with the country team. The specific interventions will be selected on the basis of i) their degree of direct contribution vis-a-vis CPF outcomes and/or emergent needs and ii) potential for generating lessons learned. The number of interventions that will be selected will depend on resource availability and time constraints. The methods/approaches used for assessing FAO's contribution at the community level will be essentially qualitative, based on focus group and individual interviews as well as direct observations.
67. Project sites for field visits will be selected after discussion with the country office and Consultative Group, aiming at relevance and geographic variety and in keeping with the overall approach adopted. The final selection of field sites to be visited will include representation from highland and lowland regions.
68. In addition to the CPE, OED will manage the independent evaluations of two European Union-funded projects in Ethiopia (namely, the final evaluation of Pursuing Pastoralist Resilience (PPR) through improved Animal Health Service Delivery in Pastoralist areas of Ethiopia GCP/ETH/083/EC, and the final evaluation of the EC/SHARE project "Strengthening institutionalized sub-national coordination structures and harmonization mechanisms" (GCP/ETH/089/EC). These project evaluations will be conducted in parallel to the Ethiopia country programme evaluation and the project evaluation findings will inform the overall findings of the CPE.
69. The evaluation will adhere to the UNEG Norms & Standards and be in line with the OED Evaluation Manual and Guidelines for the conduct of Country Programme Evaluations. Gender and equity aspects will be examined throughout the evaluation as it is a cross-cutting theme, and the evaluation will seek to assess results achieved by the FAO programme in Ethiopia with regard to FAO's Gender Equality Objectives: i) Equal decision-making; ii) Equal access to productive resources; iii) Equal access to goods, services and markets; iv) Reduction of women's work burden (FAO, 2013).

9. Process

9.1 Preparatory phase

70. These ToRs are the result of the preparatory phase conducted by OED, which included:
- i. An *inception mission*, carried out to discuss with FAO staff in-country, as well as to engage with key national and regional government stakeholders and donors. Interviews with internal and external stakeholders were conducted to identify key issues for the evaluation and formulate related evaluation questions. A list of persons met during the inception mission is contained in Appendix 2.
 - ii. A *portfolio analysis*, was prepared to better understand FAO's priorities during the period under review including the details of its programme in the country which provided an overview of activities.
 - iii. A *context analysis* was conducted, which involved an extensive desk review of documents.

9.2 Main evaluation phase

71. Activities in this phase will be undertaken by a broader team described in section 10.2, based on the present TOR, and will include the following:
- i. Further desk review of existing documentation, and in particular any previous evaluations, monitoring information and M&E studies.
 - ii. On the basis of the ToRs, development of more specific evaluation questions.
 - iii. With the support of the country office, mapping of FAO's internal and external stakeholders able to provide information in relation to the evaluation questions.
 - iv. Consultation with key informants, national institutions at federal, regional, zonal and woreda levels, and development partners, including donors, NGOs and UN agencies.
 - v. Field visits to project sites to meet with stakeholders and beneficiaries.
72. The main evaluation activities will take place in the period May – June 2019, and shall be conducted in parallel by the evaluation team members.

9.3 Drafting and dissemination of the report, follow up of findings, conclusions, recommendations

73. The OED evaluation manager, with the support of the associate evaluation manager, will consolidate team members' contributions to prepare the draft report. The draft report will be circulated to FAO Ethiopia and other relevant FAO staff and the CG, who will provide comments and suggestions before the finalisation of the report.
74. The final draft report will be presented to the national government counterparts, development partners, implementing partners and other stakeholders during a stakeholder workshop in country in order to validate the overall conclusions reached by the team, build consensus on the way forward, promote ownership of the evaluation results and maximise their use. The FAO Representative will be responsible for coordinating the management response to the report and its recommendations.

75. Wide dissemination of the report to maximise the impact of the evaluation results will be ensured by OED, with the support of the CG and the CO. The FAO representative is responsible for distributing the report to all key stakeholders at the country level after its finalisation. The final report and FAO's management response are public documents and will be broadly disseminated both internally and externally.¹¹

¹¹ The Office of Evaluation posts all reports on the OED website <http://www.fao.org/evaluation/en/>

10. Organisation of the evaluation

10.1 Roles and Responsibilities

76. **Office of Evaluation:** OED is responsible for managing the evaluation and leading the team through the designated evaluation manager. During the preparatory phase, the EM is responsible for drafting the ToRs for the evaluation, selecting team members, and drafting individual ToRs. In the main evaluation phase, the evaluation manager will oversee and guide the evaluation team, especially during the launch, and subsequently draft the report. Towards the end of the evaluation, the EM will facilitate discussions during the analysis of findings, conclusions and recommendations. OED, in collaboration with the Consultative Group and the Country Office, will promote the dissemination of the report.
77. **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 team members will participate in the initial briefing sessions by 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 investigation 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.
78. **FAO Country Office:** The Country Office staff will provide comments on the ToR support 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 to the draft report. The FAOR (with the support of RAF and with inputs from relevant units at HQ and in SFE) 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.
79. **FAO RAF, SFE and HQ divisions:** Relevant HQ divisions and FAO staff backstopping the country programme will also provide their comments to the draft ToRs and later to the draft report, ensure time for meetings with team members, and provide information and documentation upon request.
80. **Consultative group:** The consultative group, consisting of representatives from FAO counterpart institutions, will be an integral part of the process to improve the relevance and use of the evaluation. The CG 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 ToRs; 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 decentralized levels; iii) provide comments on the draft report and lastly iv) ensure the promotion and use of evaluation results through dissemination within the government and amongst external stakeholders. A separate TOR for the CG has been prepared (see Appendix 3). The CG comprises representatives from the following institutions:

- i. Ministry of Agriculture (Department of Agriculture and Department of Livestock)
- ii. Ministry of Finance and Economic Development
- iii. Environment Forest and Climate Change Commission (EFCCC)
- iv. United Nations Resident Coordinator Office (RCO)
- v. United Nations Development Programme (UNDP)
- vi. The International Fund for Agricultural Development (IFAD)
- vii. The World Bank
- viii. Delegation of the European Union to Ethiopia
- ix. Swiss Agency for Development and Cooperation
- x. Vétérinaires Sans Frontières (VSF)

10.2 Composition and profile of the evaluation team

81. In addition to the OED team, the evaluation team will consist mainly of national experts. Following the preparatory phase, the necessary expertise identified for members of the evaluation team is as follows:

- i. An **expert in natural resource management, forest governance and gender** to evaluate FAO's work in these areas, including gaps and lessons learned. The expert will also support assessments of strategic positioning, including identifying FAO's comparative advantages, and resource mobilisation opportunities.
- ii. An **expert in animal health, livestock production and pastoralism** who will be focusing on the transboundary animal diseases response mechanisms and effectiveness, FAO's support to pastoralist communities, as well as on the related coordination and partnership aspects.
- iii. An **expert in agricultural economics and value chains** to evaluate FAO's work in these areas, including gaps and lessons learned. The expert will also support assessments of strategic positioning, including identifying FAO's comparative advantages, and resource mobilisation opportunities.
- iv. An **expert in resilience coordination and emergency response** to evaluate FAO's work in these areas, including FAO's response to the 2015/16 El Nino crisis, and identifying any gaps and lessons learned.

82. Team members should have the relevant technical expertise as well as demonstrated evaluation experience.

10.3 Tentative evaluation timeline

December 2018 - February 2019	Preparatory work
February 2019	Inception mission with the aim of involving the Government of Ethiopia, FAO staff and partners in the evaluation process. Initiate context and portfolio analysis
April - May 2019	Drafting the ToRs and sharing them with the FAO Country Office and Consultative Group for their comments. Finalisation of the ToRs Development of protocols for field studies
June - July 2019	Main evaluation mission (data collection), including field visits. Workshops with the country office team and consultative group at the end of the mission for a debriefing on preliminary findings.
July - August 2019	Analysis of data and drafting of report.
September 2019	Distribution of draft report to FAO Country Office and to Consultative Group for comments
October 2019	Integration of comments and preparation of the final draft report
November 2019	Presentation of the final report and validation through a stakeholder workshop. Finalisation of the report

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Appendix 1. Project portfolio, 2014-2019

The following table lists the portfolio of projects included in the scope of the evaluation, during the period 2014–2019. Budget figures for regional and global projects represent the total budget at the regional or global level, as for some projects it was not possible to disaggregate the exact contribution for Ethiopia.

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
Commercialization						
GCP /ETH/073/ITA	Strengthening of fruit and cactus pear production in Tigray and North Wollo	01/07/2007	31/12/2016	3 275 000	Country	Italy
TCP/ETH/3502	Comprehensive Assessment and Identification of a Management Strategy for the Carmine Cochineal in Cactus Pear in Tigray	01/01/2015	30/04/2016	150 000	Country	FAO
OSRO/RAF/202/BRA	Promoting local food purchases for food assistance on the African continent - Purchase from Africans for Africa	14/02/2012	31/01/2017	5 132 661	Regional	Brazil
GCP /ETH/084/SWI	Reducing Food Losses through Improved Postharvest management in Ethiopia Phase 1	01/12/2013	31/05/2018	3 251 605	Country	Switzerland
GCP /ETH/088/GER	Food Loss Reduction through Improved Postharvest Handling and Value-addition of Key Fruits and Vegetables	01/06/2016	31/12/2019	2 000 000	Country	Germany
UNJP/ETH/092/UID	Technical Support for the Implementation of an Integrated Agro-Industrial Park (IAIP) in Ethiopia	01/11/2016	31/03/2019	645 091	Country	UID - UNIDO
TCP/ETH/3603	Transforming livelihoods of Tekeze Reservoir fishing communities through value addition and co-management interventions	01/12/2016	28/02/2019	427 000	Country	FAO
GCP /ETH/096/GAF	Technical Assistance to the Second Agricultural Growth Program (TA-AGP-II)	01/10/2017	30/09/2022	3 000 000	Country	World Bank

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
TCP/ETH/3703/C2	TCPF: Support to the strategic analysis and business plan preparation for prioritized agricultural commodities in the Agro-Commodities Procurement Zones (ACPZs) of the four pilot Integrated Agro-Industrial Parks (IAPs)	05/07/2018	28/02/2019	99 000	Country	FAO
GCP /ETH/099/SWI	Reducing Food Losses through improved Post harvest Management practices in Ethiopia- Phase II	01/09/2018	31/08/2022	2 908 726	Country	Switzerland
GCP /ETH/095/ITA	Technical Assistance to Inclusive and Sustainable Value Chain Development in Oromia and SNNP regions	01/11/2018	31/10/2021	4 716 980	Country	Italy
GCP /ETH/101/EC	Comprehensive development frameworks and investment plans for the ACPZs of the four pilot IAPs	12/11/2018	11/05/2019	349 650	Country	European Union
GCP /ETH/104/ITA	Improved rural livelihoods through support to Moringa Value Chain development in SNNPR, Ethiopia	01/01/2019	31/12/2021	1 633030	Country	Italy
Crops						
OSRO/ETH/306/USA	Seeds and planting materials for resilience building	01/07/2013	31/03/2014	700 000	Country	United States of America
OSRO/GLO/303/EC	Building capacity for better food security programming in emergency and rehabilitation contexts through better seed system assessment, better integration of nutrition and food security and improved accountability to affected populations	01/07/2013	31/12/2014	3 077 768	Global	European Union
OSRO/ETH/308/AU	Support to Micro Seed Enterprise Initiative	19/11/2013	31/10/2015	1 500 000	Country	African Union
OSRO/GLO/303/EC BABY01	Building capacity for better food security programming in emergency and rehabilitation context through better seeds system assessment, better integration of nutrition and food security and improved accountability to affected populations	04/12/2013	31/12/2014	1 019 495	Global	European Union
OSRO/ETH/405/CHA	Desert Locust control	31/07/2014	31/12/2014	297 857	Country	UNOCHA
TCP/ETH/3604	Emergency assistance to contain the spread of fall armyworm outbreak	07/08/2017	31/12/2018	459 000	Country	FAO

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
OSRO/SFE/702/USA	Establishing an emergency community-based Fall Armyworm monitoring, forecasting, early warning and management system (CBFAMFEW) in eastern Africa	14/08/2017	31/08/2019	944 000	Sub Regional	United States of America
TCP/SFE/3701	Institutionalization of Field Schools (FS) in Extension Curricula of Institutions of Higher Learning	18/09/2018	31/01/2020	200 000	Sub Regional	FAO
Drought/flood						
OSRO/ETH/302/JPN	Drought Recovery Response	01/04/2013	31/03/2014	6 000 000	Country	Japan
OSRO/ETH/304/UK	Improved Agriculture Solutions: An agriculture disaster risk management initiative	01/04/2013	30/04/2016	3 373 954	Country	UK
OSRO/ETH/403/JPN	Early recovery and resilience building of flood affected Communities	20/02/2014	31/12/2014	500 000	Country	Japan
OSRO/RAF/406/SWI	IGAD - FAO PARTNERSHIP PROGRAM ON DROUGHT RESILIENCE - Inception Phase	07/07/2014	30/04/2015	327 240	Regional	Switzerland
OSRO/ETH/407/EC	Technical assistance to ECHO partners involved in Multi-sector Resilience Programming and livelihood support in drought affected European Union cluster areas of Ethiopia et	01/08/2014	31/12/2015	1 208 245	Country	European Union
TCP/ETH/3501	Emergency assistance to flood-affected households in Afar Region	22/12/2014	30/06/2015	500 000	Country	FAO
OSRO/ETH/501/USA	Strengthening the Agriculture Sector through Improved Disaster Risk Management ? Agricultural Task Forces (DRM ATFs)	01/01/2015	31/03/2016	300 000	Country	United States of America
GCP /GLO/565/WBK	The economics of resilience in the African drylands - Background paper on livestock	01/02/2015	30/09/2015	46 000	Global	World Bank
TCP/RAF/3507	Support to the regional initiative on resilience in the Sahel and Horn of Africa	15/08/2015	15/08/2017	495 000	Regional	FAO
OSRO/ETH/502/CHA	Nutrition sensitive livelihood support to drought affected pastoral and agro-pastoral communities	16/09/2015	30/06/2016	1 000 000	Country	UNOCHA
OSRO/ETH/504/ITA	Emergency livelihood support to drought affected pastoral and agro-pastoral communities in Dewe wore	08/10/2015	07/10/2016	170 171	Country	Italy

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
OSRO/ETH/503/BEL	Emergency Protection of Livestock based Livelihood Assets of Pastoralists and Agro pastoralists	01/12/2015	01/12/2016	500 000	Country	Belgium
OSRO/ETH/601/USA	Emergency livelihood support to drought-affected pastoral, agropastoral and smallholder farming comm	01/01/2016	31/03/2017	700 000	Country	United States of America
OSRO/ETH/602/ITA	Emergency livelihood support to El Niño-affected agropastoral communities of Afar Region	29/01/2016	28/01/2017	556 001	Country	Italy
TCP/ETH/3504	Emergency assistance for vulnerable smallholder households affected by El Niño-induced drought in eastern Amhara and southern Tigray Regions - (Recoded from Entity no. 649320 from biennium of funding 2014-15 to 2016-17)	19/02/2016	31/01/2017	500 000	Country	FAO
GCP /SFE/261/SWI	IGAD-FAO Partnership Programme on Drought Resilience	01/03/2016	31/10/2018	4 000 000	Sub Regional	Switzerland
OSRO/ETH/603/JCA	Emergency seed support to smallholder farmers affected by the El Niño-induced drought in Amhara and	18/03/2016	31/12/2016	330 000	Country	Japan
OSRO/ETH/604/CHA	Emergency seed support to enhance food security and nutrition of drought-affected households in Amha	25/04/2016	24/04/2017	1 039 990	Country	UNOCHA
TCP/ETH/3601	Emergency assistance for vulnerable smallholder households affected by El Niño-induced drought in Amhara, Southern Nation Nationalities and Peoples (SNNP) and Tigray Regions	06/05/2016	31/03/2017	500 000	Country	FAO
OSRO/ETH/606/NET	Emergency livelihood support to El Niño-affected Smallholder farmers in Amhara, Oromia, SNNP, Tigray	25/05/2016	31/12/2017	2 219 756	Country	Netherlands
OSRO/ETH/607/IRE	Emergency response to restore the rural livelihoods of farmers affected by El Nino in Ethiopia	31/05/2016	31/12/2016	112 740	Country	Ireland
OSRO/ETH/608/CHA	Emergency time-critical seed support for the Meher season to drought affected farmers of Ethiopia	02/06/2016	02/02/2017	1 495 840	Country	UNOCHA

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
OSRO/ETH/605/SPA	Emergency Assistance to Drought Affected Food Insecure Vulnerable Pastoralist Households in Somali R	01/08/2016	31/12/2017	580 270	Country	Spain
OSRO/ETH/609/USA	Technical coordination and support to reduce the impacts of El Niño and La Niña on the livelihoods,	01/09/2016	30/11/2017	950 001	Country	United States of America
UNJP/ETH/097/UNJ	Support livelihoods of drought affected households and resilience building of vulnerable groups in Warder and Kebredahar Woredas of Ethiopia's Somali region	01/02/2018	31/01/2020	1 742 160	Country	UNDP Administered Donor Joint Trust Fund
GCP /SFE/005/IGA	IGAD-FAO PARTNERSHIP PROGRAMME ON DROUGHT RESILIENCE	01/07/2018	31/07/2020	831 484	Sub Regional	IGA - Intergovernmental Authority on Development (IGAD)
Gender and Social Equity						
MTF /INT/034/STB	Set up of child centres "We are the Future" (WAF) to deliver an effective urban gardening and nutrition and health education programme for children and youth, especially of orphans and vulnerable children (OVCs)	12/12/2006	31/10/2015	367 518	Interregional	STB
GCP /GLO/469/IFA	Strengthening Partnership for Scaling up sustainable livelihood in small scale, family farming and indigenous communities.(Grant Agreement No. 1439-FAO-GIAHS)	17/04/2013	31/10/2015	480 250	Global	IFAD
FMM/GLO/101/MUL	FMM support to SO 3 - OO1 (MTP 2014-2017)- Rural poverty reduction through job creation in small ruminant value chains in Ethiopian Highlands	18/07/2013	31/08/2016	1 400 000	Interregional	Multilateral
GCP /ETH/085/MUL	Enhanced livelihoods and poverty reduction through economic diversification and decent work opportunities for rural communities	19/05/2014	29/02/2016	2 000 001	Country	Multilateral: AST - African Solidarity Trust Fund (0%); Multilateral (100%)

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
UNJP/ETH/091/UNJ	Rural Women Economic Empowerment (RWEE)	01/01/2015	30/09/2019	660 194	Country	UNDP Administered Donor Joint Trust Fund
GCP /INT/240/ITA	Youth mobility, food security and rural poverty reduction: Fostering rural diversification through enhanced youth employment and better labour mobility	26/01/2015	28/02/2018	2 500 000	Interregional	Italy
UNJP/ETH/093/UNJ	Joint program on RURAL WOMEN ECONOMIC EMPOWERMENT/JP RWEE	30/04/2016	30/04/2018	246 016	Country	UNDP Administered Donor Joint Trust Fund
MTF /ETH/094/IFP	Evaluation of the United Nations Joint Programme on Rural Women's Economic Empowerment (JP-RWEE)	27/05/2016	26/05/2020	99 994	Country	IFP
Animal health and production						
OSRO/RAF/011/EC	Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa	01/11/2010	28/02/2014	6 490 400	Regional	European Union
OSRO/RAF/103/SWI	Improved food security, livelihoods and resilience of vulnerable pastoral communities in the Greater Horn of Africa through the Pastoral Field School approach	01/06/2011	31/07/2015	2 154 112	Regional	Switzerland
OSRO/ETH/307/NOR	Building Resilient Livelihoods in Afar Region	01/08/2013	31/07/2014	1 277 882	Country	Norway
GCP /INT/165/UK	Strengthening biosecurity in selected MENA and Horn of Africa States (Phase 1) needs assessment and capacity development - (directly linked to PGM/MUL/2012-2017)	01/04/2014	31/03/2016	296 667	Interregional	UK
GCP /ETH/083/EC	Pursuing Pastoral Resilience (PPR) through improved animal health service delivery in pastoral areas of Ethiopia	26/07/2014	25/09/2019	11 502 378	Country	European Union
OSRO/ETH/406/CHA	Support drought affected smallholder farmers in Arsi zone through integrated crop livestock interventions	16/10/2014	30/09/2015	1 200 803	Country	UNOCHA

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
OSRO/RAF/407/USA	Collaborative International Engagement to Prevent and Mitigate Threats from Especially Dangerous Pathogens in Targeted East African Countries	01/11/2014	30/09/2017	558 732	Regional	United States of America
TCP/ETH/3503	Capacity Development for the Veterinary Drug and Animal Feed Administration and Control Authority (VDAFACA) and Feed Value Chain Actors in Ethiopia	02/03/2015	31/10/2016	254 000	Country	FAO
GCP /SFE/002/SWI	Institutionalization of Field Schools in Eastern Africa	01/12/2015	31/05/2018	1 172 073	Sub Regional	Switzerland
OSRO/ETH/610/CAN	Urgent asset protection support to safeguard livestock-based livelihoods in drought-affected communities of Borena Zone in Oromia Region, Ethiopia	14/12/2016	30/04/2018	374 080	Country	Canada
OSRO/ETH/702/CHA	Livelihood interventions to safeguard and revitalize livestock-based communities prone to drought	25/01/2017	24/07/2017	900 004	Country	UNOCHA
OSRO/ETH/701/CHA	Emergency Response to Safeguard lives & livestock-based livelihoods in drought-affected Communities	24/02/2017	23/11/2017	3 000 004	Country	UNOCHA
OSRO/SFE/701/SWI	Emergency livelihood response to assist drought-affected households in cross-border areas of the HOA	06/06/2017	31/10/2017	1 000 000	Country	Switzerland
OSRO/ETH/703/SWE	Reinforcing resilience of livestock-based livelihoods and nutrition in 3 woredas in SNNPR	15/06/2017	31/12/2017	478 000	Country	Sweden
OSRO/ETH/704/BEL	Protecting the pastoral and agro-pastoral livelihoods of communities in drought affected regions of Ethiopia through innovative feed interventions	01/08/2017	31/07/2018	500 000	Country	Belgium
OSRO/ETH/705/CHA	Emergency livestock response to save lives and livelihoods of drought affected pastoral and agro-pastoral communities in three zones (Dollo, Korahey, and Shabelle) of Somali region of Ethiopia in response to persistent drought	05/10/2017	14/10/2018	600 006	Country	UNOCHA
OSRO/RAF/703/USA	Strengthening epidemio-surveillance capabilities and underlying regulatory frameworks in Eastern Afr	09/02/2018	30/08/2019	682 617	Regional	United States of America

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
MTF /ETH/098/STF	Improving sanitary capacity and facilitating export of livestock and livestock products from Ethiopi	01/07/2018	30/06/2021	795 450	Country	Standards and Trade Development Facility in SPS Measures
TCP/ETH/3702	Developing national implementation capacities for the control of Tsetse and Animal African Trypanosomosis in Ethiopia	13/07/2018	30/06/2020	237 000	Country	FAO
UNJP/SFE/004/WMO	Agricultural Climate Resilience Enhancement Initiative (ACREI)	01/09/2018	31/07/2020	4 708 000	Sub Regional	WMO - World Meteorological Organization
OSRO/ETH/801/CHA	Emergency livestock response to save lives and livelihoods of drought affected pastoral and agro-pastoral communities in three zones and 5 woredas (Assayita, Dalfagi, Dewe, Teru and Yalo,) of Afar region	17/10/2018	16/04/2019	399 995	Country	UNOCHA
Natural Resource Management						
OSRO/ETH/205/SWE	Managing the rain: making improved use of one of ETHIOPIA's most valuable natural resources.	01/05/2012	30/04/2014	1 061 410	Country	Sweden
TCP/ETH/3403	Support to National Forest Resources Assessment of Ethiopia	03/10/2012	30/09/2014	469 000	Country	FAO
OSRO/RAF/307/COM	FAO Technical Support to the COMESA-EAC-SADC Programme on Climate Change Adaptation and Mitigation in the Eastern and Southern Africa Region	01/09/2013	30/09/2015	4 567 999	Regional	COM - Common Market for Eastern and Southern Africa (COMESA)
OSRO/ETH/404/SWE	Managing the rain-improving the management of rainwater resoruces	01/06/2014	31/12/2016	1 205 934	Country	Sweden
UTF /ETH/086/ETH	Implementation of a national forest monitoring and MRV system for REDD+ readiness in Ethiopia	14/08/2014	31/03/2018	3 915 348	Country	Multilateral: Ethiopia (100%); IBRD (0%)

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
GCP /INT/229/NET	Monitoring water productivity by Remote Sensing as a tool to assess possibilities to reduce water productivity gaps	09/03/2015	31/01/2021	9 992 590	Interregional	Netherlands
GCP /RAF/496/NOR	Support Transition Towards Climate Smart Agriculture Food Systems	01/06/2015	30/09/2018	1 159 634	Regional	Norway
TCP/ETH/3602	Supporting the energy needs of refugees and host communities through the establishment of sustainable wood fuel management strategies and plans in Ethiopia	25/05/2016	28/02/2019	304 000	Country	FAO
UNJP/SFE/004/WMO BABY01	Agriculture Climate Resilience Enhancement Initiative (ACREI)	01/09/2018	31/07/2020	1 197 860	Sub Regional	WMO - World Meteorological Organization
TCP/ETH/3704	Support for Establishing Web-based National Irrigation Database and Water Management Information System (MIS) for Ethiopia	30/11/2018	29/11/2020	497 000	Country	FAO
Planning and Coordination support						
GCP /INT/100/ITA	Support to the implementation process of the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP)	20/04/2010	31/01/2015	3 100 001	Interregional	Italy
MTF /GLO/345/BMG	CountrySTAT for Sub-Saharan Africa: Strengthening the CountrySTAT System established in 17 Sub-Saharan African Countries - Phase II of GCP/GLO/208/BMG (Grant OPPGD1452)	01/06/2011	31/12/2016	6 929 304	Global	BMG
MTF /ETH/078/BMG	Support for the Improvement of the Agricultural Statistics in Ethiopia	10/10/2011	30/10/2015	997 295	Country	BMG
MTF /GLO/372/BMG	Strengthening Agricultural Statistics in Anchor Countries - Phase I: Assessment of Anchor Country Agricultural Statistics - (link to MTF/GLO/372/MUL)	17/11/2011	30/06/2014	910 121	Global	BMG
SFER/GLO/002/MUL	SFERA Revolving Fund Component - Emergency Coordination Units	02/01/2012	31/12/2099	5 317 966	Global	Multilateral

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
OSRO/RAF/202/BRA BABY03	Baby 03: Ethiopia - Promoting local food purchases for food assistance on the African continent	21/02/2012	31/01/2016	319 662	Regional	Brazil
GCP /ETH/080/CPR	South-South Cooperation Programme (SSC) with the People's Republic of China for technical assistance to the Federal Democratic Republic of Ethiopia	18/04/2012	21/05/2015	2 018 400	Country	China
UTF /ETH/081/ETH	Technical Support for Agricultural Growth Programme	03/09/2012	31/12/2016	1 500 000	Country	GAFSP
TCP/ETH/3402	Capacity development for the preparation of the National Master Land Use Plan in Ethiopia	20/09/2012	30/08/2014	361 000	Country	FAO
OSRO/ETH/301/USA	Strengthening Agriculture Sector - Disaster Risk Management and Resilience Building Coordination	01/03/2013	31/03/2014	425 000	Country	United States of America
TCP/ETH/3404	Capacity Development Support to the Planning and Programming Directorate, Ministry of Agriculture	01/05/2013	30/09/2014	430 000	Country	FAO
OSRO/ETH/402/USA	Coordination Support to the DRM/Resilience-Building Agriculture Sector	01/01/2014	31/03/2015	425 000	Country	United States of America
MTF /GLO/526/IFP	Scaling Up Nutrition: what role for agriculture? Case studies from Ethiopia, Kenya and Uganda	17/02/2014	31/03/2015	51 076	Global	IFP
OSRO/ETH/401/WFP	Nutrition Material development for Agriculture Workers	24/02/2014	31/03/2014	120 001	Country	World Food Programme Administered Trust Fund
UNJP/ETH/087/CEF	Scaling-up Community-Based Nutrition (CBN) and hygiene interventions in Amhara and SNNP Regions through strengthened inter-sectoral collaboration for optimal nutrition outcomes	01/11/2014	28/02/2018	3 758 803	Country	UNICEF
UNJP/ETH/090/CEF	Integrated Nutrition Services: Multisectoral Interventions to Improve Nutrition Security and Strengthen Resilience (EC project with UNICEF as AA)	01/11/2014	30/04/2019	4 013 241	Country	UNICEF
GCP /ETH/089/EC	Strengthening Institutionalized Subnational Coordination Structures and Harmonization Mechanisms	20/12/2014	19/06/2019	2 854 134	Country	European Union

Project Symbol	Project Title	Start date	End date	Total Budget (USD)	Geographical Coverage	Donor
SFER/GLO/101/MUL	SFERA Revolving Fund Component - Needs Assessment and Programme Development window	01/01/2015	31/12/2025	2 391 951	Global	Multilateral
GCP /GLO/626/EC	Capacity Development for Agricultural Innovation Systems (CDAIS)	01/01/2015	31/08/2019	4 812 810	Global	European Union
GCP /GLO/626/EC BABY04	CDAIS baby 4 Ethiopia	01/01/2015	31/12/2018	269 523	Global	European Union
GCP /RAF/495/MUL	Africa's South-South Cooperation Facility for Agriculture and Food Security	19/03/2015	31/08/2017	1 000 000	Regional	Multilateral: AST - African Solidarity Trust Fund (0%); Multilateral (100%)
SFER/GLO/101/MUL BABY43	ETHIOPIA	17/11/2015	17/05/2016	8 289	Global	Multilateral
TCP/SFE/3505	Ending Hunger in the Horn of Africa: Moving from Rhetoric to Action	01/06/2016	31/12/2017	350 000	Country	FAO
TCP/SFE/3603/C2	TCPF: Operationalizing the Regional Resilience R&D Platform/(3RDP) in the Arid and Semi-arid Lands	22/08/2016	31/03/2017	30 000	Country	FAO
GCP /INT/696/EC	Support to and Capitalization on the European Union Land Governance Programme (Phase II).	16/12/2016	15/12/2020	2 787 069	Interregional	European Union
EP/INT/330/UEP	Reducing enteric methane for food security and livelihoods	15/02/2018	31/12/2019	660 000	Interregional	UNEP
TCP/ETH/3701/C1	TCPF: Elaboration of Unilateral Trust Fund project to support the implementation of the Livestock and Fisheries Sector Development Project	01/04/2018	31/01/2019	89 000	Country	FAO
GCP /ETH/102/EC	Global Network Against Food Crises Partnership Programme - Country Investment Ethiopia	01/10/2018	31/10/2020	4 830 918	Country	European Union
MTF /ETH/100/BMG	Support to the Government of Ethiopia to update the national Food Composition Table (FCT) and establ	01/11/2018	31/10/2021	852 424	Country	BMG
UTF /ETH/103/ETH	Technical assistance to MoA for the implementation of LFSDP	01/01/2019	31/12/2023	4 753 215	Country	World Bank

List of El Nino response projects

Project Symbol	Project Title	Regional coverage	Total Budget (USD)	Start date	End date	Donor
OSRO/ETH/407/EC	Technical assistance to ECHO partners involved in Multi-sector Resilience Programming and livelihood support in drought affected European Union cluster areas of Ethiopia et	Somali, Tigray, Amhara, Oromia	1 208 245	01/08/2014	31/12/2015	European Union
OSRO/ETH/501/USA	Strengthening the Agriculture Sector through Improved Disaster Risk Management - Agricultural Task Forces (DRM ATFs)	National	300 000	01/01/2015	31/03/2016	United States of America
OSRO/ETH/502/CHA	Nutrition sensitive livelihood support to drought affected pastoral and agro-pastoral communities	SNNP, Afar	1 000 000	16/09/2015	30/06/2016	UNOCHA
OSRO/ETH/504/ITA	Emergency livelihood support to drought affected pastoral and agro-pastoral communities in Dewe wore	Afar	170 171	08/10/2015	07/10/2016	Italy
OSRO/ETH/503/BEL	Emergency Protection of Livestock based Livelihood Assets of Pastoralists and Agro pastoralists	Somali	500 000	01/12/2015	01/12/2016	Belgium
OSRO/ETH/601/USA	Emergency livelihood support to drought-affected pastoral, agropastoral and smallholder farming comm	Somali, Afar	700 000	01/01/2016	31/03/2017	United States of America
OSRO/ETH/602/ITA	Emergency livelihood support to El Niño-affected agropastoral communities of Afar Region	Afar	556 001	29/01/2016	28/01/2017	Italy
TCP/ETH/3504	Emergency assistance for vulnerable smallholder households affected by El Niño-induced drought in eastern Amhara and southern Tigray Regions - (Recoded from Entity no. 649320 from biennium of funding 2014-15 to 2016-17)	Tigray, Amhara	500 000	19/02/2016	31/01/2017	FAO
OSRO/ETH/603/JCA	Emergency seed support to smallholder farmers affected by the El Niño-induced drought in Amhara and	Oromia, Amhara	330 000	18/03/2016	31/12/2016	Japan

Project Symbol	Project Title	Regional coverage	Total Budget (USD)	Start date	End date	Donor
OSRO/ETH/604/CHA	Emergency seed support to enhance food security and nutrition of drought-affected households in Amha	Oromia, Amhara	1 039 990	25/04/2016	24/04/2017	UNOCHA
TCP/ETH/3601	Emergency assistance for vulnerable smallholder households affected by El Niño-induced drought in Amhara, Southern Nation Nationalities and Peoples (SNNP) and Tigray Regions	SNNP, Tigray, Amhara	500 000	06/05/2016	31/03/2017	FAO
OSRO/ETH/606/NET	Emergency livelihood support to El Niño-affected Smallholder farmers in Amhara, Oromia, SNNP, Tigray	Oromia, SNNP, Tigray, Amhara	2 219 756	25/05/2016	31/12/2017	Netherlands
OSRO/ETH/607/IRE	Emergency response to restore the rural livelihoods of farmers affected by El Nino in Ethiopia	SNNP, Tigray, Amhara	112 740	31/05/2016	31/12/2016	Ireland
OSRO/ETH/608/CHA	Emergency time-critical seed support for the Meher season to drought affected farmers of Ethiopia	Oromia, Tigray, SNNP, Amhara	1 495 840	02/06/2016	02/02/2017	UNOCHA
OSRO/ETH/605/SPA	Emergency Assistance to Drought Affected Food Insecure Vulnerable Pastoralist Households in Somali Region	Somali	580 270	01/08/2016	31/12/2017	Spain
OSRO/ETH/609/USA	Technical coordination and support to reduce the impacts of El Niño and La Niña on the livelihoods,	Oromia, Somali, SNNP	950 001	01/09/2016	30/11/2017	United States of America

Appendix 2. List of persons met during the inception mission (18-22 February 2019, Addis Ababa)

Surname	Name	Role/Title	Organization/Department
Aduugna	Getachew	National Monitoring and Evaluation Officer	FAO Ethiopia
Ahmed	H.E. Sani Redi	State Minister Agriculture Development Sector	Ministry of Agriculture
Ahmed	Shukri	Senior Economist, SP5	FAO
Alaka	Abisola	Senior Administrative Officer	FAO Subregional Office for Eastern Africa (SFE)
Assefa	Yonas Getahun	Director, United Nations Agencies, CRGE Facility and Regional Economic Cooperation Directorate Director	Ministry of Finance and Economic Cooperation
Atile	Assefa Admassie	Principal Researcher	Ethiopia Economics Association, Ethiopia Economic Policy Research Institute (EEA/EEPRI)
Bahal	Patrick	Natural Resources Officer	FAO Subregional Office for Eastern Africa (SFE)
Belay	Kebadu	Country Director	VSF Suisse
Beyera	Desta	Field Office Coordinator, Oromia region	FAO Ethiopia
Biru	Zena H/Wold	Director, Planning and Programming Directorate and CAADP Focal person	Ministry of Agriculture
Bwirani	James	Technical Officer	FAO Ethiopia
C.Eng.	Martin Ager	Land and Water Officer	FAO Subregional Office for Eastern Africa (SFE)
Choudhary	Vikas	Senior Economist, Agriculture Global Practice	The World Bank
Cuadrad	Joaquin Sachez	Operations Officer	FAO Ethiopia
Elias	Felege	Senior Information and Forecasting Officer	Desert Locust Control Organization for Eastern Africa
Fanta	Tadesse Bekele	Senior DRM Advisor	National Disaster Risk Management Commission
Fantalle	Roba	National Consultant - Field Monitor and coordination Support Officer, Oromia Region	FAO Ethiopia
Figus	Elena	Evaluation Officer	WFP
Gebremichael	Melaku	Humanitarian Affairs Officer, ICCU	OCHA
Gueye	Sidy	Social Protection International Consultant	FAO Ethiopia
HageAli	Maya	Policy Officer, FIRST Programme	FAO Ethiopia
Jateno	Werkicho	RI1 Team Leader and Rural Development Officer	FAO Ethiopia
Klooster	Gijs Van 'T	Head Livestock and Pastoralism Thematic Programme	FAO Ethiopia
Laillou	Arnaud	Nutrition Manager (CBN & Micronutrients), Nutrition Section	UNICEF
Limiroli	Andrea	Programme Officer, Agriculture and Rural Development	Italian Agency for Development Cooperation

Surname	Name	Role/Title	Organization/Department
Magunda	Douglas	Evaluation Specialist	FAO Ethiopia
Marchesich	Rosanne	Senior Emergency and Rehabilitation Officer	FAO
Meier	Claudia	IAHE Evaluation Team Member	Global Public Policy Institute
Mengiste	Amare	Team Leader Natural Resources Management (NRM) and Resilience	FAO Ethiopia
Mhlanga	Nomathemba	Agribusiness Officer	FAO Subregional Office for Eastern Africa (SFE)
Moyo	Siboniso	Director General's Representative in Ethiopia	ILRI
Mugisha	Ambrose R.B.	Programme Co-ordinator	UNDP
Nikus	Olani	Crop Officer, Oromia region	FAO Ethiopia
Orengo	Agustin	Cash Focal point Coordination Unit	OCHA
Pratt	Orry J.	Agriculture Officer	FAO Subregional Office for Eastern Africa (SFE)
Regassa	Genevieve	Country Director	VSF Germany
Rodriguez	Carlos	International Project Coordinator	FAO Ethiopia
Santis	Marc De	Counsellor/Head of International Cooperation	Swiss Development Cooperation Office
Scarpocchi	Cristina	Project Coordinator	FAO
Scott	Nathaniel	Resilience Coordinator, Economic Growth & Transformation Office (EG&T)	USAID
Seid	Fatouma	FAO Representative in Ethiopia	FAO Ethiopia
Seyoum	Yigremachew	Senior Forestry Expert, Forest Sector Transformation Unit (FSTU)	Environment, Forest and Climate Change Commission
Shibabaw	Bitew	Director General of Forest Development	Environment, Forest and Climate Change Commission
Shrestha	Rekha	Head of the Office of the Resident Coordinator	UNRCO
Steets	Julia	IAHE Evaluation Team Leader	Global Public Policy Institute
Taffesse	Alemayehu Seyoum	Senior Research Fellow, Ethiopia Strategy Support Program, Development Strategy & Governance Division	IFPRI
Tami	Farshad	Agriculture Sector Coordinator	FAO Ethiopia
Taye	Berhanu	Task Manager	European Union Delegation to Ethiopia
Teka	Tariw	Directorate of livestock, Director of Dairy	Ministry of Agriculture
Tiruneh	Yibeltal	RI2 Team Leader and Irrigation and Water Resources Officer	FAO Ethiopia
Tonnoir	Florence	Nutrition Policy Advisor	FAO Ethiopia
Vanhaeverbeke	Pierre Luc	Nutrition Coordinator	European Union Delegation to Ethiopia
Wakiaga	James	Economics Advisor, Head Policy Advisory Unit	UNDP
Were	Jacqueline	Emergency and Rehabilitation Officer, TCE	FAO

Appendix 3. Terms of Reference for the consultative group

Introduction

1. The Office of Evaluation of the Food and Agriculture Organization of the United Nations (FAO) is conducting an evaluation of FAO's country programme in Ethiopia. The evaluation will cover the totality of FAO's cooperation with the Government of Ethiopia over the period 2016-2019. The evaluation will assess contributions from an outcome perspective and identify lessons learned and best practices for the benefit of the future programme. The evaluation aims in this regard to be forward looking, assessing FAO's contribution to results in the priority areas defined in the FAO country programming framework and the relevance of its interventions, thus contributing to the next programme cycle.
2. It is now standard practice for corporate evaluations in FAO to benefit from the guidance of a consultative group composed of representatives of government, international organizations, and of experts in their personal capacity, specialized in the areas of work of the evaluation's subject matter. Consultative groups are an integral part of the evaluation process, with an advisory role aimed at enhancing the quality of the evaluation.
3. In the early stages of the process, the consultative group has an advisory role for the finalization of the evaluation's scope and methodology, identify possible gaps and suggest remedial measures as outlined in the inception report. At the end of the evaluation process, the consultative group reviews the final draft report and formulates comments and suggestions for its finalization.
4. The consultative group has the role of guidance and advisor on the evaluation process and is *an integral part of the evaluation process*.

Roles and responsibilities of the Consultative Group

5. The consultative group will be an integral part of the evaluation process to improve the quality and credibility of the evaluation. The consultative group will be consulted at key moments of the process. In particular, the consultative group will be required to:

Provide comments on the overall terms of reference of the evaluation:

6. The consultative group is asked to provide comments on the relevance, importance and priority of issues identified in the documents, as well as suggest additional issues as appropriate. The consultative group should thus comment on:
 - i. overall assessment of the Terms of Reference and the inception report of the evaluation;
 - ii. additional issues it feels should be included in the work of the evaluation team; and
 - iii. comments and recommendations on the organization and methodology proposed for the evaluation.
7. The consultative group's suggestions will be integrated into the final evaluation matrix, methodology and work-plan as appropriate by the evaluation manager.

Provide comments on the draft evaluation report:

8. Once an initial draft report is ready, it will be sent to the consultative group for review and comments. Based on the knowledge, experience and institutional role of its members, the Consultative Group will provide the evaluation team with one document that consolidates

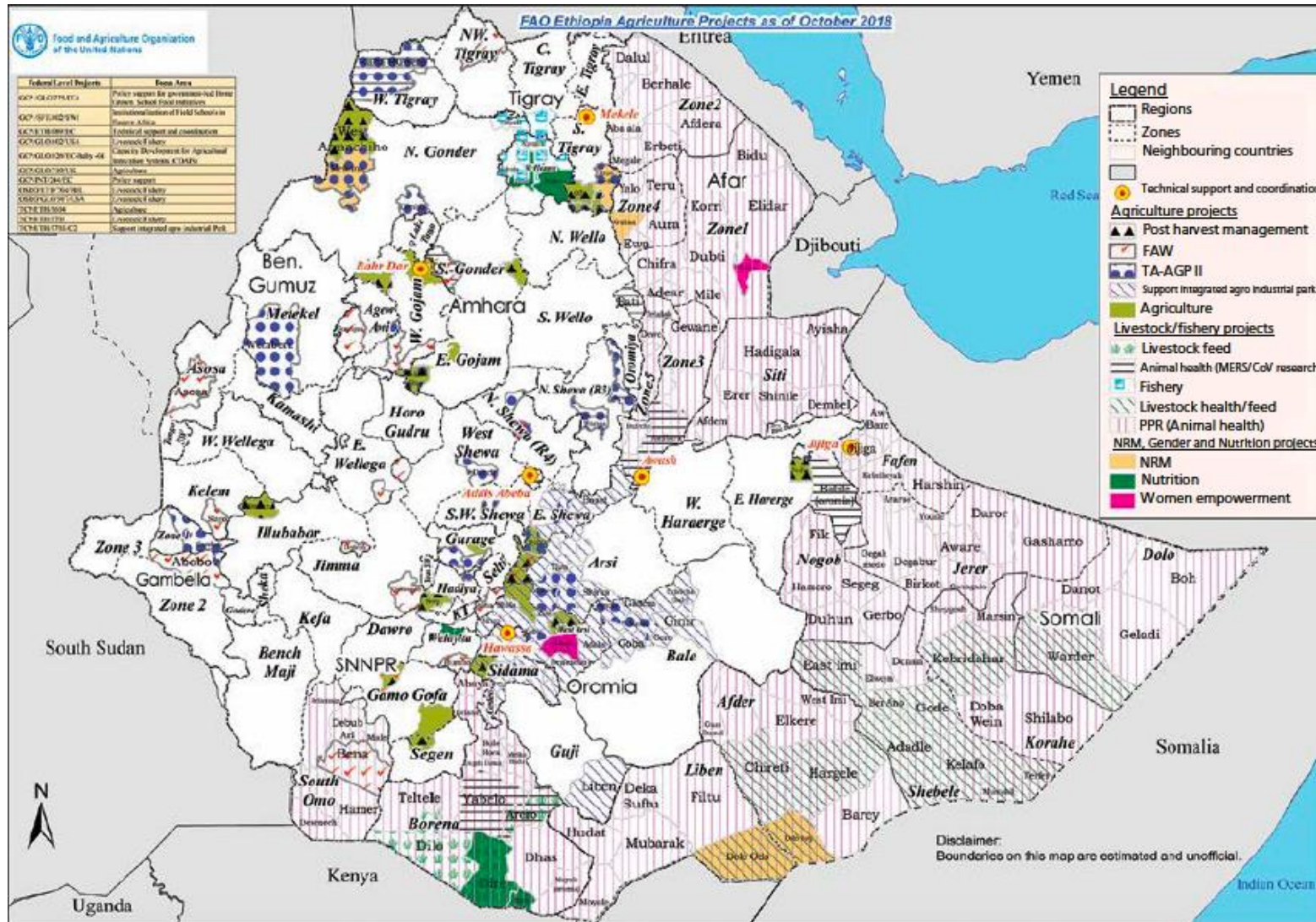
all the comments and observations of the consultative group, based notably on the following criteria:

- iv. Quality of the evaluation analysis.
- v. Usefulness of the evaluation findings and recommendations.
- vi. The presentation of the findings.
- vii. The credibility of the information in the evaluation report:
 - Detailed guidance for the review process will be provided when the draft evaluation report is submitted to the Consultative Group.
 - The FAO Office of Evaluation will be responsible for integrating the comments and preparing the final draft report.

Participate in the final workshop presentation of the evaluation report:

9. Once the draft report is finalized, there will be a workshop involving key stakeholders at the national level (National government ministries, the Evaluation Consultative Group, donors, NGOs, other development agencies, etc.) to present the conclusions, recommendations and lessons of the final report.

Appendix 4. Map of FAO's programme in Ethiopia, 2018



Source: FAO Ethiopia

Appendix 5. One year follow-up report of the management response to the 2010 Evaluation of FAO's Cooperation in Ethiopia. (12 May 2012)

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures (as of May 20120)
<p>Recommendation 1. Develop a Road Map for FAO in Ethiopia. FAO must urgently reignite the process of dialogue, both internal and with the GoE, to develop the CPF which will serve as a Road Map for the strategy FAO in its entirety in Ethiopia for the next 5 years aligned with priorities identified within the GTP. While the content of the Road Map will be developed through constructive dialogue on priorities and strategies, the Evaluation Mission identifies certain key areas which deserve consideration .</p>	<p>The Road Map (CPF) for FAO Ethiopia is now under preparation. The delay of finalizing the "old" NMTPF was due to guidance by the HQ (assuming change in the approach) and government that was in the process of preparing the GTP where the NMTPF was to align to.. The CPF is being prepared in line with the existing National, sub-regional, regional and global frameworks and the FAO SOs.</p> <p>The CPF will essentially focus 3 key areas of work for FAO in Ethiopia and these will be constituted in thematic areas/teams, including a food security team.</p> <p>It should hopefully lead to a restructured portfolio, depending on donor response. Pillar specific strategies will be pursued with the donors most interested in the respective pillars.</p>	<p>The Road Map (CPF) for FAO Ethiopia is completed. The CPF is prepared in line with the existing National priority, sub-regional, regional and global frameworks and the FAO SOs.</p> <p>The CPF accommodated the emergency and development program planning into one document. The CPF focussed essentially to 3 key areas of work for FAO in Ethiopia which are; Production and competitiveness, Natural Resource Management and watershed development and Food and Nutrition security. In line to this four technical teams are established (crop, livestock, NR and Food and Nutrition security).</p>	<p>The FAO Ethiopia office has conducted regular meetings with senior government officials to discuss on the agriculture development issues. The office also established the regular weekly management meeting and by-weekly and monthly program meeting.</p>
<p>Recommendation 2. Engage proactively in programmatic resource mobilisation. FAO should utilize its Road Map, and its international reputation, technical capacity, global networking and information capabilities and other</p>	<p>Considerable work need to be done in relation to resource mobilisation. The country office will explore working more closely with the existing in-country donor platform, the REDFS. FAO Ethiopia has already engaged TCS and in fact the HQs</p>	<p>The country office is working more closely with the existing in-country donor platform, the REDFS. In collaboration with TCI has prepared USD 1.5 million project to support the AGP. The CPF will be used as a resource mobilisation</p>	<p>FAO Ethiopia office is now represented in different technical committees (AGP and SLM) and Task Forces (Irrigation, Best Practices and Climate</p>

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures (as of May 20120)
<p>attributes to better mobilize longer term resources for integrated risk reduction, resilience building and development interventions.</p>	<p>based focus team for Ethiopia and the Horn for support on resource mobilisation. The CPF will be used as a resource mobilisation tool followed by a communication/advocacy plan for FAO Ethiopia.</p> <p>Links with TCI need strengthening to leverage resource mobilisation for FAO Ethiopia. However some challenges are anticipated due to the nature of TCI work.</p>	<p>tool followed by a communication/advocacy plan for FAO Ethiopia.</p>	<p>adaptation) that are working under the RED & FS.</p>
<p>Recommendation 3. Unify FAO in Ethiopia. The new incoming FAOR must use the Road Map to create a common vision within the FAO country team, complemented by management structures and systems for sectoral and thematic teamwork for planning, implementation, monitoring and evaluation of FAO interventions.</p>	<p>ONE Unified FAO Ethiopia office will be established and build around the CPF outcomes. A livestock, crop, NR, Food security and marketing teams will be established and the human resource capacity and skills mix re -arranged to deliver the identified priority areas of work. This will require changes in the present structure as well as personnel with a different mindset and sense of teamwork. The Administration section already functions as one and Programme and operations are to follow- a proposed structure has already been discussed. For parts of FAO Ethiopia it represents a major "culture" change and considerable team building is required.</p> <p>In order to bring a level of coherence in programming a unified monthly programme meeting has already been</p>	<p>ONE Unified FAO Ethiopia office established and build around the CPF outcomes. A livestock, crop, NR, Food and Nutrition security technical teams are created. The current structure is now changed to perform the integration. Technical officers and General service staff are assigned to be in the same office for better communication and better teamwork. Local culture team established. General Staff bi-annual meetings and general annual retreat conducted.</p> <p>Following the new structure, a bi-weekly, program management meeting and a monthly meeting was scheduled and implemented. This meeting involves the participation of officers in Addis and in the field. In addition the technical teams conduct meetings regularly.</p>	<p>Integration of Emergency and development programs is established. The budget Responsibilities of the TCE projects are transferred to FAOR. A FAO evaluation team structure is now in place.</p>

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures (as of May 20120)
	<p>established, bringing all professional together to discuss programme related issues.</p> <p>However, this issue needs to also be tackled at Corporate level due to existing mechanisms that presently do not favour the concept of a unified country office, especially when Emergency Coordination Units are set up to function almost independently as pararel offices, often leading to issues of conflicting interests in resource mobilisation for short and long term activities. This problem is common to Offices other than FAO Ethiopia.</p> <p>SFE will continue to support the country programme at various levels; the present arrangement is that a SFE focal point for the country assumes coordination of the MDT support. This is already happening with the full SFE support to the preparation of the CPF</p> <p>An annual retreat will be introduced starting with one this year, The retreat will also cover team building.</p>	<p>As part of strengthening of the decentralized offices the TCE has transferred the budget holder responsibility to the country office.</p> <p>SFE will continue to support the country programme at various levels; the present arrangement is that a SFE focal point for the country assumes coordination of the MDT support.</p>	
<p>Recommendation 4. Strengthen FAO's visibility in, and relevance to, Ethiopia. Given the multiple functions of the FAO representation, and the deleterious effect this has on the country representation to Ethiopia, and with a view to further</p>	<p>Recognizing the fact that a national AFAOR is key in ensuring continuity and the mechanism to engage FAOR with the government the specificity of this country Office would benefit from the support of an internationally recruited officer with</p>	<p>Recognizing the fact that a national AFAOR is key in ensuring continuity and the mechanism to engage FAOR with the government the specificity of the country Office has requested for internationally recruited officer with the</p>	<p>Quarterly Regular meeting with Government high officials established. The first FAO update leaflet printed and distributed to stakeholders and partners. The FAO website</p>

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures (as of May 20120)
<p>strengthening the principles of the decentralisation of FAO's activities, FAO should consider options that would give greater strength to the FAO Ethiopia country office, and minimise the negative effects on Ethiopia of the double accreditation currently in place.</p>	<p>the required skills and experience to support the FAOR. However in order to be effective such position would need to be on a continuous basis and therefore budgeted for.</p> <p>Other mechanisms of enhancing human capacities such as the use of voluntaries, seconded staff, APOs etc will be explored.</p> <p>A critical area of support where FAO is lacking is on communications. A robust communications strategy is key to visibility and resource mobilisation. The Office will explore cost sharing a communications expert to serve its entire needs.</p> <p>Efforts being made to build a team and improve programme coherence include the recently established monthly programme meeting that brings together professionals at FAO Ethiopia supported by some SFE members when relevant.</p>	<p>required skills and experience to support the FAOR.</p> <p>To improve the visibility a communications officer supervised by the FAOR is in place. A robust communications strategy is under development. As the office is now unified the budget for the communication is covered from the country office. Additional international communication officer for also recruited for SFE.</p> <p>The regular bi-weekly and monthly program meeting is being conducted.</p> <p>Due to the particular characteristics of the Addis Office there was a recommendation to strengthen the FAO with the recruitment of an international A-FAOR or Senior Programme Officer which has not been implemented. We would like to call the attention of management for this very important recommendation that is and even more relevant with increased work load due to Decentralisation – FAOR-ETH is now BH for all projects and also in view of the Renewed Commitment to the Horn of Africa.</p>	<p>updated and information are posted in the web site. Regular weekly management and bi-weekly program meeting is established.</p>
<p>Recommendation 5. Increase the depth and moderate the breadth of FAO field activities. This recommendation centres on prioritization, to ensure greater relevance and impact. FAO should devote less effort to fund management of</p>	<p>While this is a welcome recommendation especially in view of the adoption of RBM where FAO needs to show results/impact rather than number of activities carried out; the donor driven nature of many FAO</p>	<p>The country office has implemented the RBM approach programming to focus on areas to respond to the government priority areas and the regional and regional Frameworks. This was clearly implemented in the CPF preparation.</p>	<p>Following the finalization of the CPF, focused plan of work and Budget (PWB) for 2012-13 biennium is prepared. The PWB is aligned with the GTP, UNAF, the DRS and HoA initiative.</p>

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures (as of May 20120)
<p>relatively small projects implemented by NGO and GoE partners. FAO should give greater attention to promoting innovative approaches in the areas of food security and rural development that can be scaled up through national programmes and widely disseminated as good practice guidance. Greater emphasis on capacity building, networking and technical backstopping to the emergency response and development interface would be much more conducive to FAO's comparative advantage.</p>	<p>activities is a major challenge to prioritisation/focus.</p> <p>Availability of funding for long term development will be the major bottleneck that should be solved.</p> <p>The expectation is that the CPF will also provide the much needed focus.</p>	<p>The resource for the program implementation is still a challenge as most donors prefer to channel their support to directly to the government resulted no resources available for FAO. However the office is using its CPF as resource mobilization tool and continuous interaction with the donors is being done.</p>	
<p>Recommendation 6. Strengthen the evidence base. Lack of reliable data remains a challenge in Ethiopia. FAO should review information system work completed to date and develop a clear plan for strategic support for capacity development in the area of food security and development statistics for the purpose of knowledge generation, sectoral M&E and policy support.</p>	<p>FAO will continue working with government and other partners to streamline the development work and to secure the data analysis and M & E issues related to projects implemented in the country.</p> <p>Once established the Food Security team will also have a role in supporting Food Security Information systems (provided human capacity is available).</p>	<p>FAO Ethiopia is closely working with the government in general and MoA in particular. In this regard the FAO is co-chairing the Agriculture Task Force for Disaster Risk Management and Food Security at federal and regional level. This has helped the office to support the government in coordination and analysis of the agricultural information system.</p>	<p>FAO is co-chairing with Government, the Agriculture Task Force for disaster and Risk Management at federal and regional level. FAO also co-chairing (with WFP) the Economic Development and Risk Reduction Pillar of the UNDAF implementation.</p>
<p>Recommendation 7. Raise the profile of SLM, forestry, pasturelands and fisheries management. Due probably to the weight of emergency funding in FAO's project portfolio, attention to sectors other</p>	<p>The government has given top priority to irrigation development and improving water management. FAO Ethiopia also needs to continue its support for</p>	<p>The government has given top priority to irrigation development and improving water management. FAO Ethiopia is member of the SLM Technical Committee and three Task Forces under the RED & FS platform and</p>	<p>FAO is a member of the SLM TWG under the RED & FS platform. Under the SLM, FAO is a member in the Best Practice,</p>

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<p>than crops is dramatically dwarfed, in spite of their importance in sustainable development and food security. Sustainable land and water management need to be streamlined in land-based development projects. Innovative methods to promote community-based natural resource management, including agro-forestry, soil and water conservation and land management with <i>kebele</i>, <i>woreda</i> and region involvement, should be promoted.</p>	<p>strengthening agricultural water management in line with AQUASTAT.</p> <p>SLM and rangelands will be dealt with by the NRM team which is a focus area of the CPF but where the Country Office is short in human resources.</p>	<p>contributing to the national program. FAO also implementing projects directly related to watersheds and small-scale irrigations.</p> <p>SLM and rangelands is followed up by the NRM technical team of the office. More human resources are required to strengthen this team.</p>	<p>Irrigation, Climate Change adaptation three Task Forces.</p>
<p>Recommendation 8. Place greater emphasis on capacity building. FAO needs to broaden its horizons in capacity building in Ethiopia, in line with FAO's core functions. Of particular relevance is capacity development in the areas of quality data assembly and synthesis, policy analysis and policy development. There is also a need for wider engagement with national (and regional) research institutes to both strengthen the evidence base of interventions, to engage a wider constituency, and to make a greater contribution to the rapidly expanding range of academic institutions in Ethiopia.</p>	<p>While contract farming is good practices for overcoming market risk, in the absence of contracts (regardless of) farmers can become commercial seed producers through cooperatives and unions. The government has taken strong measures on commercialization of small holders farmers produce and in recent years success stories have been registered.</p>	<p>The FAO country office has closely working with the government and supported the agriculture Investment through the TCP. Critical work on capacity development will part of at least three key interventions on forestry assessment, land use planning and Institutional support to the Planning and Policy Department. These are all to take place this year.</p>	<p>FAO is implementing the Crop Diversification and Marketing Development Project focusing agriculture marketing and agribusiness. In this relation Farmers Business Schools are established and Farmers are trained to understand agriculture as a business.</p> <p>FAO will be supporting Directorate of Natural Resources on capacity development on undertaking forestry assessments and land use planning.</p>