Thematic Evaluation Series

Evaluation of FAO's contribution to Sustainable Development Goal 2 – "End hunger, achieve food security and improved nutrition and promote sustainable agriculture"

Annex 8. Concept note for the conduct of country case studies

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2021

1. Background

2. The FAO Office of Evaluation (OED) is undertaking an evaluation of FAO's contributions to Sustainable Development Goal 2, *i.e. end hunger, achieve food security and improved nutrition and promote sustainable agricultur*e (SDG2 evaluation) to help the Organization strategize its work in support of SDG2 targets at global, regional and country levels.

3. The SDG2 evaluation is being undertaken in two phases. The first phase (2019) focused on FAO's corporate programmes and mechanisms at the global level. The second phase (2020) will explore programme implementation at regional and country levels to identify opportunities, challenges and best practices in supporting Member Countries to achieve their SDG2 targets, using the following methods: i) an UN System Wide Study on SDG2; ii) documentation of FAO's "signature products" deemed particularly relevant to SDG2; and iii) country case studies.

4. This concept note describes the methodology for country case studies and provides guidance to their conduct across eighteen countries, taking into account the unfolding Covid-19 pandemic[1]. It also serves as an amendment to the Terms of Reference for the SDG2 evaluation.

2. Purpose, scope and objectives

5. A case study is a method for "*learning about a complex instance, based on a comprehensive understanding of that instance obtained through extensive description and analysis of that instance taken as a whole and in its context*".[2]

6. Within the scope of the SDG2 evaluation, the country case studies are expected to i) identify practices that may be relevant to document, scale-up and/or replicate, ii) explore opportunities, challenges and limitations to advance FAO's work in support of SDG2 at country level, and iii) find opportunities for strengthening FAO's partnerships and collaboration in support of SDG2.

3. Selection of countries

7. The country case studies were purposefully sampled during the first part of the SDG2 evaluation with a focus on best practices. Their selection involved thorough documentary review, in-depth interviews with FAO personnel, an exhaustive analysis of the FAO portfolio, and consultation with FAO Regional Offices. Table 1 presents the list of proposed countries.

[1] In light of the evolving global situation with the COVID-19 pandemic, OED revisited the evaluation plan to address FAO/WHO recommendations, respect national restrictions, and avoid exposing those participating in the evaluation to unnecessary risks.
[2] World Bank. n.d. Case Study Evaluations. Washington, The World Bank.

Table 1. Proposed country case studies for the evaluation of FAO's contributions to SDG2[3]

Region	Country
RNE	Morocco
	Sudan
RAP	Bangladesh
	Fiji
	Pakistan
	Philippines
	Nepal
	Indonesia
REU	Georgia
	Turkey

Region	Country
RAF	Angola
	Malawi
	Rwanda
	Burkina Faso
	Cape Verde
RLC	Colombia
	Ecuador
	Costa Rica

4. Data collection and analysis

4.1. Evaluation questions

8. All SDG2 country case studies will attempt to answer the following standard evaluation questions:[4]

I. Best practices

a. What are the most successful practices in support of SDG2 implemented by FAO in the country since 2012? For each of them, what is its history? When did it start? What was the impulse? How did it develop over the years? How is it evolving now? Has it been adopted by other development actors in country?

b. How proven and mature are these practices, using the qualifier table in Appendix 2?

c. What specific SDG2 targets (or synergies and trade-offs with other goals and/or targets) is each of these practices aiming at?

d. For each of them, what are the main factors contributing to success and/or hindering progress?

e. Based on the qualifier tables of Appendix 2, assess to what extent these best practices are addressing the key principles of the 2030 Agenda, as follows:

i. Acting at scale and influencing the national economy by working with multiple stakeholders, including the private sector, to mobilize and share financial resources, knowledge, expertise and technology for development.

Is FAO working with a broad array of partners and valorizing their contributions through the identified best practices?

What is the geographical scale or focus of the practices (national, regional, local, value chain etc.)? Do they adopt a territorial approach? A value-chain approach?

[3] The evaluation team will also conduct desk-based country case studies of the following countries: Ethiopia, Mozambique and Uganda (RAF), Cambodia and Timor Leste (RAP), Kyrgyzstan (REU), El Salvador, Guatemala and Paraguay (RLC) and Lebanon, Syrian Arab Republic and Tunisia (RNE).

[4] Specific questions might be added on a case-by-case basis:

ii. Interconnections between sectors: the 2030 Agenda rests on the interconnected and indivisible nature of its 17 SDGs, with consideration of synergies and trade-offs between targets and between the three pillars of sustainability: environmental, social and economic. Are the identified practices narrowly sectorial or do they attempt to work at the interface between sectors and with the respective ministries overseeing these sectors (see also item i above)?

If used, do territorial approaches (or any other approach used) help in translating the 2030 agenda and SDG2 from a global concept to a local reality?

iii. Social and economic inclusion to "leave no one behind": the 2030 Agenda commits to leaving no one behind by reaching out to all people in need and deprivation, wherever they are, and encourages the participation of all segments of society—irrespective of their race, gender, ethnicity, and identity—to contribute to its local prioritization and implementation. To what extent is gender and other social equity considerations – in particular the youth, the disabled, indigenous people, ethnic minorities, refuges, the extreme poor, etc. – mainstreamed in the planning and implementation of these practices? With what evidence of success?

f. To what extent can these best practices help (or can help) address crises, shocks and stresses, in the past, present and future?

II. Positioning & comparative strengths and weaknesses

g. Who are the most relevant stakeholders working on SDG2-related areas? To what extent is FAO building and strengthening partnerships with them in support of SDG2?

h. Where is FAO's comparative strengthens and weaknesses in support of SDG2, compared with the partners listed in g) above?

i. Is FAO supporting the UN Reform in the country? To what extent is this reform likely to influence FAO's positioning and comparative advantages in the country, specifically in support of SDG2?

III. Overall opportunities and challenges

j. What could be some of the internal and/or external factors hindering further support by FAO to the Country in achieving SDG2 targets? In particular, what are the strengths and weaknesses of FAO's tools, structures and delivery mechanisms to support the country in achieving its SDGs targets? (e.g. country programming framework, regional initiatives, project cycle, capacities, etc.)?

k. Are there significant weaknesses or gaps in FAO SDG2-related work that would need to be addressed?

l. Are there opportunities for FAO emerging from the above analysis? Which ones?

m. What could be some of the implication of COVID-19 pandemic for the work of FAO in the country?

n. Conclusions, lessons learned, best practices, suggestions, recommendations, ideas for scaling up.

4.2. Selection of "best practices" to review

9. In each country case study, an independent SDG2 evaluator will be hired by OED to lead the development of the CCS. His/her first task will be to identify a set of best practices to review, which he/she will propose in his/her draft inception report. The inception report and its list of practices to review will be finalized in consultation with OED and the FAO Country Office, to serve as the basis for data collection.

10. OED will prepare specific country profiles based on documentary review and on the analysis of projects implemented in each country to help map best practices and key stakeholders. OED will share the country profiles with the FAO Country Offices and the SDG2 evaluator for validation and further suggestions.

11. Building on this country profile, and in collaboration with the FAO Country Office, the SDG2 evaluator will prepare an inception report to i) propose two or three best practices to review; ii) identify primary documents to consult; iii) map national stakeholders to interview; and iv) define the work plan (Appendix 1).

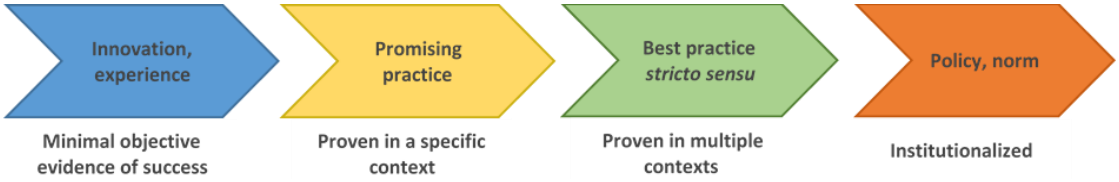
12. A grid of standard criteria in line with the SDG2 targets and the principles of the 2030 Agenda (Appendix 2) will be used to select the best practices to review. The same criteria will also serve to rate the practices on a series of scales from 1 to 4, once the qualitative review is completed. These ratings are to be used only for the purpose of summarizing the results and to help OED compare different practices and country case studies, but they do not replace or substitute for the need of an in-depth qualitative analysis.

13. For the purpose of this evaluation, a "best practice" is defined as a successful experience, service or approach that has been tested and replicated in different contexts and that deserves to be shared so that development actors may adapt and adopt it.

14. Best practices are of course not perfect. They can and frequently do have limitations, challenges and constraints that should be documented in this evaluation, to the extent possible.

15. A practice often evolves through stages. Schematically, at the start a potential innovation carried out as a pilot shows minimal evidence of results. After being tested several times in a specific context, it becomes a promising practice; i.e. a practice that is successful in its specific context, but has yet to be tested in a different context. Finally, when it has proven to be successful through various replications in multiple contexts, the practice may be qualified as a best practice *sticto sensu* and may be widely shared to be adapted and adopted by others (Figure 1). The most successful practices often become institutionalized in the form of corporate norms and standards.

Figure 1. Successive stages of a practice



Adapted from: FAO (http://www.fao.org/capacity-development/resources/practical-tools/good-practice-tool/en/)

16. This being said, the evaluation will need to review a wide array of practices, taking the term "best practice" in the broad sense. This is because depending on the country, the evaluation may or may not find many mature, proven best practices to review. In countries where there is no or few proven best practices implemented by FAO since 2012, "innovative" and "promising" practices with potential of promoting transformative changes in support of SDG2 could be also considered and analysed as "best practices".

17. It is important to stress that, as defined above, a best practice is an approach or a type of service, and therefore very different from a *project*. Most projects combine a set of components (for instance: policy support + data collection + coordination services), each of which could be seen as one "practice". And frequently, a successful practice will be applied by several projects in an FAO country programme. For instance, in some countries the Farmer Field School approach has been used by a large number of FAO projects over a long period of time and have even been adopted by other development actors including governmental extension services. It therefore constitutes a best practice, proven in multiple contexts.

18. Therefore, as defined in this evaluation, a best practice often cuts across several projects.

19. Finally, the selected practices could, to the extent possible, reflect some of the "signature products" that will also be evaluated as part of this evaluation mainly through interviews and document review at global level (Table 2). However, this is not an obligation. The OED evaluation team does not want to force a top-down choice. Ultimately, the choice of which practice to review should make sense locally to local actors, including primarily the SDG2 evaluator and the FAO Country Office.

Table 2. List of "signature products" reviewed at global level by SDG2 evaluation

Proposed case studies	Relevant SDG targets
1) Legal and parliamentarian work on FNS	2.1, 2.2
2) Nutrition education	2.2
3) Support to value chain development	2.3
4) Support to secure tenure of natural resources through VGGTs and other guidelines	SDG 1.4, SDG 17 → 2.1, 2.3 → SDG10
5) Farmer Field Schools & derivatives (& Integrated Pest Management)	SDG 4.7 → 2.1, 2.2, 2.3, 2.4
6) Control of transboundary diseases & pests, food chain crises management	2.1, 2.3, 2.4
7) Agroecology, traditional knowledge, in-situ biodiversity conservation	2.1, 2.2, 2.4, 2.5
8) Protection and fair share of genetic resources for food and agric.	2.5
9) South-south and triangular cooperation	SDG17, 2.a → 2.1, 2.2, 2.3, 2.4
10) Support to agricultural investment (both public and private)	SDG 17, 2.a → 2.1, 2.2, 2.3, 2.4
11) Fair and informed ag. commodity markets and international trade	2.b, 2.c →2.3, 2.4
12) Rural women's empowerment	SDG 1.4 → 2.1, 2.2, 2.3 → SDG 5
13) Food for the cities, rural-urban linkages for FSN	2.1, 2.2, 2.4 → SDG 11
14) Aquaculture promotion and Blue Growth	2.3, 2.4 → SDG 14

4.3. Data collection

20. Once the practices are selected, the next step is to collect data to answer the questions listed under sub-section 4.1 above. It is worth noting that these questions go beyond the study of the best practices, to include an overview of FAO's overall comparative strengths and weaknesses, as well as opportunities and challenges in the country.

21. Data collection will involve multiple methods, i.e. documentary review, in-depth interviews, and first-hand observation and focus groups discussions with beneficiaries.

    i. Documents to be reviewed will include those produced by: a) FAO Country Offices and relevant project teams, such as the FAO Country Programming Framework (CPF), project documents and related reports; b) national counterparts, for instance the Voluntary National Reviews (VNRs) on SDG progress, national strategies and policies; c) relevant mid-term reviews and final evaluations conducted in the country.

    ii. In-depth interviews to be conducted with: FAO personnel in decentralized offices, national and local counterparts, relevant stakeholders on SDG2-related areas (e.g. academia, research institutions, civil society and private sector), UN agencies (e.g. UNRC Office, WFP, UNDP, UNICEF, IFAD), donors, implementing partners, community leaders, beneficiaries of FAO projects, etc.

    iii. Visits to selected project sites to witness results, challenges and opportunities; and focus groups discussions with beneficiaries.

    iv. In specific cases, it may be possible to set up online surveys to assess institutional capacity development.

22. The combination of methods will depend on the i) country profile, ii) practices to be selected, and iii) evolving situation with the COVID-19.

23. All the country case studies will be reported following a standard outline (Appendix 3).

4.4. Management arrangements

24. The SDG2 evaluation is conducted by the FAO Office of Evaluation (OED) with the support of five international consultants with high-level expertise in domains relevant to the evaluation. This core evaluation team will provide remote inputs in the development and analysis of the country case studies, which will be conducted and drafted by consultants based in country (called in this document "SDG2 evaluator").

25. In each country, a consultant will be hired to lead data collection and analysis for the case study. This team member will report to OED and work in close collaboration with the core evaluation team. Additional duties include: periodic meetings with the evaluation team, sharing relevant documents and information, drafting inception report, and writing the country report. Appendix 4 provides further details on the role of the SDG2 evaluator.

26. FAO personnel in Country Offices are expected to: provide access to relevant documentation, make themselves available for interviews, facilitate the organization of interviews and other relevant meetings, provide logistical support (if necessary), and review the inception and draft country reports. OED will cover all the costs related to this exercise.

27. For Colombia, Morocco and Sudan, the evaluation team is exploring synergies with future and ongoing evaluations managed by other OED teams, i.e. CPE Colombia, CPE Morocco and CPE Sudan.

4.5. Risks and Limitations

28. In view of the current pandemic situation, OED anticipates the following risks and limitations:

    i. Impossibility of conducting focus groups discussions with FAO beneficiaries due to restrictive measures or health-related risks. In this case, the evaluation team in collaboration with the Country Office will select few community leaders to interview individually, and from whom the most significant stories of change within their groups can be gleaned.

    ii. Impossibility of conducting in-person interviews due to restrictive measures or health-related risks. In this case, evaluation team members will conduct virtual or phone-based interviews.

    iii. Impossibility of visiting project sites due to restrictive measures or health-related risks. In this case, the evaluation team could backstop FAO field officers in collecting data through open source software such as ODK. If not feasible, field visits will be cancelled.

    iv. Despite the efforts put in place by OED and the Country Offices, it might not be possible to identify evaluation experts who meet the minimum requirements in all sixteen proposed countries. In this case, the country case study will be cancelled.

    v. Due to the breadth of the evaluation and variety of topics to be covered, it will not be possible to conduct an in-depth assessment of FAO's work at country level. Since this is a formative evaluation, the case studies will instead offer an overview of the current state of affairs and examples of successful practices in support of SDG2.

    vi. Quality-assurance might be jeopardized due to the lack of direct involvement of OED staff in the data collection process. To overcome this issue, OED will participate in some of the virtual meetings and meet the country-based consultants on a weekly basis.

    vii. FAO Country Office and national stakeholders may not be able to assist/contribute to the evaluation due to their commitments in dealing with the COVID-19 emergency. In this case, data collection will be either cancelled or postponed.

29. Additional limitations might arise during the evaluation process. OED remains flexible to respond to emerging issues on a case-by-case basis, and highly committed to ensure the quality of the evaluation without harming those involved in, and affected by, the process.

5. Expected deliverables

30. With the support of the core evaluation team and the Country Office staff, the country-based consultant is expected to deliver the following products:

    - Inception report (3-5 pages)
    - Brief interview notes
    - Draft country report
    - Finalized country report (10-15 pages)

6. Timeline

31. In light of the evolving situation with the COVID-19, there is flexibility for OED to launch and conduct the country case studies. The most appropriate time for each country will depend on the availability of both the country-based consultant and the Country Office. However, given OED's deadline with the FAO Programme Committee, country reports should be finalized by 30 July 2020.

Appendix 1. Inception Report Outline

1. **FAO's support to country priorities in SDG2-related areas**
   Brief description of FAO programme and projects in the country, based on i) the country profile provided by OED; ii) document review; and iii) preliminary interviews.

2. **Possible best practices in support of SDG2**
   Highlight the most interesting or successful practices for consideration and validation by OED and the Country Office.

3. **Relevant FAO partners and stakeholders in SDG2-related areas**
   Present the most relevant partners and stakeholders playing a role in the selected practices and other SDG2-related areas.

4. **Timeframe**
   Propose a timeframe for the conduct of the country case study.

Appendix 1. Documents consulted and to consult

Appendix 2. List of people interviewed and to interview

Appendix 3. Brief Evaluation Matrix

Describe methods and sources to answer each of the questions proposed under section 4.1 above. Include if there will be a need to conduct field visits in case the country drops the current move restrictions.

Appendix 2. Proposed criteria to guide the selection and rating of best practices

A. Summary Evaluation Matrix

Criteria	Practice 1	Practice 2	Practice 3
DESCRIPTION OF THE PRACTICE			
1. Duration (start and end dates)			
2. Beneficiaries (approximate number and types of beneficiaries)			
3. Locality (provinces or regions where implemented)			
4. Degree of maturity (rating from 1 to 4 according to qualifier table below)			
5. Results achieved (summary description)			
6. UN collaboration (are other UN Agencies involved? Which ones?)			
7. Other notable partnerships (e.g. with private sector, ministries, academia, farmer org., etc.)			
RELEVANCE (1: weak; 2: fair; 3: good; 4: excellent)			
1. To the needs of the country			
2. To SDG 2 (please also mention the most relevant targets)			
3. To national policies and priorities			
4. Visibility (degree to which the practice is well-known nationally)			
PRINCIPLES OF THE 2030 AGENDA			
1. Social Inclusion and Leave No-one behind			
Maximum rating achieved (1 to 4 according to qualifier table below)			
Description of social groups targeted (e.g. general farmers, women, youth, disabled, indigenous, migrants, extreme poor)			
2. Acting at Scale			
Overall rating (1 to 4 according to qualifier table)			
Description of the scale of activity (regional, district, value chain, etc.)			
Has the practice been adopted by other development actors in country?			
3. Holistic Approaches and Interconnection			
Overall rating (1 to 4 according to qualifier table)			
Summary description of approach used and trade-offs and synergies addressed			
General evaluation and notes			

B. Qualifier Tables

1. Degree of maturity of the practice

Using the qualifier table below, rate the degree of maturity of the practice.

1 - Innovation, experience	• A practice with minimal objective evidence of success
2 - Promising practice	• A practice that has proven useful in a specific local or institutional context.
3 - Best practice *stricto sensu*	• A practice that has been repeatedly proven useful in multiple contexts, not just in one locality, institution or project.
4 - Policy, norm	• Institutionalized in government, FAO, other partners

2. Social Inclusion and Leave No-one behind

The 2030 Agenda commits to leaving no one behind by reaching out to all people in need and deprivation, wherever they are, and encourages the participation of all segments of society – irrespective of their race, gender, ethnicity, and identity – to contribute to its local prioritization and implementation. To what extent is gender and other social equity considerations – e.g. re. youth, people with disability, indigenous people, ethnic minorities, the extreme poor, migrants (including refuges and internally displaced populations), etc. – mainstreamed in the planning and implementation of these practices? With what evidence of success? The consultant will fill this table based on the scale of qualifiers presented below.

Summary table

Social groupings	**Rating (1 to 4, +not applicable)**	**Evidence and comments**
Gender		
Youth and children		
Indigenous People		
Extreme poor		
People living with disability		
Migrants (including refugees and IDPs)		
Maximum rating achieved		

Qualifier scale

Ratings	**Qualifiers**
1 – Weak	• FAO staff's discourse, most programme/project documents about the 'practice' and implemented activities tend to be technical in content, with no or cursory information on social inclusion, extreme poverty, gender equality/empowerment and youth issues, migration, ethnicity or disability status, and how to address them.
2 – Fair	• Some staff and documents articulate important social issues, e.g.: they include data disaggregated by sex, age group, migrant vs. host population, poverty level, etc. as appropriate, an analysis highlighting underlying causes of inequality and discrimination, and some ideas on how to address them. • This analysis served as the basis for the formulation of some socially-inclusive (e.g. gender-sensitive, youth-sensitive, etc.) activities within the 'practice' – at early stages of implementation.
3 – Good	• Staff and documents about the 'practice' consistently articulate social issues; include data disaggregated by sex, age group, migrant vs. host population, poverty level, etc. as appropriate; and an analysis highlighting underlying causes of inequality and exclusion. • This analysis served as the basis for the formulation of many gender-sensitive, youth-sensitive, or otherwise socially-inclusive activities. • Some of these socially-inclusive activities have been implemented for a few years, and there are plans to progressively mainstream them into other programmes. • A few technical and/or managerial staff in the 'practice' (and/or FAO CO) are female, youth, minority, etc., as appropriate.
4 – Excellent	• Staff and documents about the 'practice' articulate social issues; include data disaggregated by social group as appropriate; and an analysis of underlying causes of inequality and exclusion. • This analysis served as the basis for the formulation of many gender-sensitive, youth-sensitive, or otherwise socially-inclusive activities. • These socially-inclusive activities have been implemented for more than 5 years in the reviewed 'practice', and progressively mainstreamed into other programmes. • A significant proportion of technical and managerial staff in the 'practice' (and/or FAO CO) is female, youth, minority, etc., as appropriate. • A system is in place to ensure continuous learning from socially-inclusive activities, including feedback from targeted social groups.

3. Acting at Scale

The 2030 agenda is ambitious, and requires a change in scale in development interventions. Traditionally, FAO's work in country has been somewhat pretty small in terms of operational and financial footprint, and mainly aligned with the orientations of the Ministry of Agriculture in each country. For FAO, to act at scale goes much beyond implementing very large programmes by itself. It may imply instead the capacity to influence other actors, such as the private sector and their value chains, or to provide technical support to large public investments. However, closer links to the private sector, ministries of finance, donors, producer organizations, education and research institutes and philanthropic organizations are required for FAO to embrace a food systems approach and act at scale. This has also implications on how FAO works with various ministries and partners – over and beyond a narrow or exclusively focus on the Ministry of Agriculture and a few resource partners.

Qualifier scale

1 – Weak	• FAO CO and/or the 'practice' engaged with personnel within the Ministry of Agriculture, not in contact with a diverse range of stakeholders, and on the periphery of the country's policy spaces. • There is no pro-active campaign or plan by the 'practice' to engage with private sector, food processors, food and agriculture supply chain players. • The 'practice' is small in size (<US$2ml) and reaches less than 2,000 direct beneficiaries. • FAO has no recent track record (last 5 years) of assisting the Government or local entities to mobilise finance on a transformational scale (>US$5ml).
2 - Fair	• FAO/'practice' staff is regularly engaged with several key stakeholders at the senior level in more than one Ministry (i.e. beyond the Ministry of Agriculture and Fisheries to say the Ministries of Industry and Commerce, Finance, Environment, Health, etc.). • FAO/'practice' is active, but only as one contributor amongst others, in discussions with the relevant Ministries about the formulation of national policies. • The 'practice' is pro-actively seeking to extend its range of influence and has occasional interaction with private sector players, promoting SDG2 goals and targets. • The 'practice' is of intermediate size (US$2ml<x<US$5ml), reaches <2,000 direct beneficiaries. • FAO has played a role in mobilizing medium-scale funding from external sources for the country (US$5ml<x<10ml over the past 5 years – not necessarily managed by FAO e.g. support to WB programming, etc.).
3 – Good	• FAO/'practice' staff is actively and productively engaged with several key stakeholders at the senior level in at least three Ministries • FAO/'practice' staff is in a key position to influence national policies. • FAO/'practice' staff is engaged with several key stakeholders at the senior level in the private sector in trying to promote SDG2 goals and targets in local value chains. • The 'practice' is large in size (<US$5ml) and reaches more than 2,000 direct beneficiaries. • FAO has played a role in mobilizing large-scale funding from external sources for the country (10ml<x<US$20ml over the past 5 years – not necessarily managed by FAO e.g. WB etc.). • The practice is visibly catalyzing transformational change, and considered one of FAO's key contributions to the nation's development.
4 – Excellent	• FAO/'practice' is leading / co-leading the formulation / implementation of relevant national policies. • FAO/practice is fully engaged with all key stakeholders in-country across all sectors – private, public, voluntary (diverse Ministries, local governments, private sector, NGOs, etc.). • FAO CO has first-hand and valued relationships with farmers associations, private sector associations, senior persons in chambers of commerce, leading businesspeople, etc. • The practice is visibly catalyzing transformational change, and locally considered game-changing. • The practice is large in financial terms (<US$5ml) and reaches more than 2,000 direct beneficiaries. • FAO has played a role in mobilizing considerable financial resources for the country (>US$20M over the past 5 years – not necessarily managed by FAO e.g. WB, etc.). • Performance and results are routinely assessed with the participation of affected stakeholders, and reported on with lessons learned extracted and subsequently applied.

4. Holistic Approaches and Interconnection

The 2030 Agenda rests on the interconnected and indivisible nature of its 17 SDGs, with consideration of synergies and trade-offs between targets and between the three pillars of sustainability: environmental, social and economic. Are the identified practices narrowly sectorial or do they attempt to work at the interface between sectors, on the sometimes difficult trade-offs between profitability, social justice and environmental sustainability?

On the other hand, holistic approaches have often proven complex and difficult to translate into practice. The first phase of the SDG 2 evaluation concluded that there may be a tendency to embrace too much complexity with the danger of dissipating capacity and funding across too wide a spectrum. Territorial approaches are often helpful to address this challenge, in that they typically deal with a smaller number of themes and stakeholders than holistic interventions trying to work at national level.

Qualifier scale

1 – Weak	• The 'practice' is narrowly sectorial or sub-sectorial (e.g. horticulture). • The practice does not pay much attention to agriculture practices that conserve land, water, forest, energy and/or (agro)biodiversity. • FAO has not done any ex-ante risk assessment nor any monitoring of environmental risks during implementation. • The implemented practices do not address tenure and users' rights to natural resources and means of production (e.g. access to land, pastures, water). • The practice has no specific geographic or territorial focus.
2 - Fair	• The practice works at the interface between some (not all) relevant sectors, with so far limited cross-ministerial collaboration. • The practice advocates for (but does not implement on a significant scale) agriculture forms that conserve land, water, forest, energy and/or (agro)biodiversity. • FAO has occasionally monitored the environmental and social risks during implementation, but without the participation of affected stakeholders. • The practice pays some attention to users' rights to access basic resources for production (e.g. access to land, pastures, water). • The practice has some geographic or territorial focus but does not analyze the human or physical specificities (constraints and potentialities) of its locale in much depth and seems to present a rather top-down, generic menu of activities.
3 – Good	• The practice works at the interface between most relevant sectors and involves some cross-ministerial collaboration. • The practice include implementation of specific elements of agriculture forms that conserve land, water, forest, energy and/or (agro)biodiversity. • The practice have a strategic focus on equal rights to access basic resources for production but hasn't made much progress yet in implementation. • FAO has occasionally monitored the environmental and social risks during implementation with participation of affected stakeholders. • The practice has a clear territorial focus and its interventions are specifically based on a review of the human or physical constraints and potentialities of its locale (e.g. promotion of carefully selected local supply chains).
4 – Excellent	• The practice work at the interface between most relevant sectors and involve frequent cross-ministerial collaboration. • The practice is primarily focused on implementation of agriculture forms that conserve land, water, forest, energy and/or (agro)biodiversity. • The practice have a strategic focus on equal rights to access basic resources for production that is implemented, with early results. • FAO has systematically monitored the environmental and social risks during implementation with participation of affected stakeholders • The practice has a clear territorial focus, its interventions are specifically based on local considerations, and they are co-planned and implemented with local governments and other local actors.

Appendix 3. Report outline

1. Background

1.1. Legal framework, national policies and country priorities on SDG2-related areas

In this section, please provide an overview of current policies and government priorities in the following areas: food and nutrition security, food systems, sustainable agriculture, agricultural production, markets and value chains, agrobiodiversity, social inclusion in food and agriculture.

1.2. National trends and key issues to advance progress towards SDG2

This section should provide a brief overview on trends and issues in the following areas:

i) Food and nutrition security
ii) Agricultural production, food systems and value chains
iii) Agrobiodiversity
iv) Social inequalities
v) Climate change
vi) Emergencies and crisis

2. FAO's support to country priorities in SDG2-related areas

This section should start with a brief description of FAO programme and projects in the country, based on the country profile provided by OED and on the inception report. Please highlight the most interesting or successful practices.

3. Best practices in support of SDG2

This section focuses on up to three "best practices" implemented in the country, and provide a brief analysis on their relevance and contributions to SDG2.

[In this section, you should try to answer questions I.a to I.f]

Insert Summary Evaluation Matrix as in Appendix 2 of this concept note.

Criteria	Practice 1	Practice 2	Practice 3

3.1. Practice I

The analysis of each practice would include the following elements:

i) history of its implementation in the country
ii) indications/evidence of relevant achievements/potential achievements related to SDG2
iii) implementation of the key principles of the 2030 Agenda
iv) factors contributing to success
v) relevant partners involved in implementation
vi) ability to respond to crisis, shocks and stresses
vii) potential challenges for scaling it up/replicating

3.2. Practice II

As above.

4. Collaboration and positioning in support of SDG2

4.1. Strategic partnerships and collaborative work

3.1.1. Successful partnerships

In this section, provide a brief analysis on the extent to which FAO is establishing partnerships (over and beyond the traditional relationship with the Ministry of Agriculture) and collaborating with others to enhance its support to SDG2. Who are the most relevant stakeholders working on SDG2-related areas? To what extent is FAO building and strengthening partnerships with these stakeholders in support of SDG2?

[In this section, you should try to answer question II.g]

3.1.2. FAO's comparative strengths and weaknesses

Please try and assess FAO's comparative strengths and weaknesses as they play out in the above-described practices and partnerships.

[In this section, you should try to answer question II.h]

4.2. UN Reform

Please review the implications of the UN Reform in the country. To what extent is this reform likely to influence FAO's positioning and comparative advantages in the country, specifically in support of SDG2?

[In this section, you should try to answer question II.i]

5. Challenges and opportunities

What are some of the challenges and opportunities ahead?

[In this section, you should try to answer question III.j, III.k and III.l]

6. Effects of and possible implications of COVID-19 for the work of FAO

What could be the implication of COVID-19 for the work of FAO in the country?

[In this section, you should try to answer question III.m]

7. Conclusions, lessons learned, suggestions, recommendations and ideas for scaling up

What are the most significant conclusions one can draw from the case study? Are the best practices reviewed of sufficient strength and maturity to be scaled-up already? How could they be improved?

[In this section, you should try to answer question III.n]

Appendix 4. Terms of Reference for the country-based consultant

General Description of task(s) and objectives to be achieved

The FAO Office of Evaluation (OED) is undertaking an evaluation of FAO's contributions to Sustainable Development Goal 2, i.*e. end hunger, achieve food security and improved nutrition and promote sustainable agriculture* ('SDG2 evaluation'). This strategic evaluation intends to provide the Organization with sound and relevant evidence to better strategize its work in support of SDG2 targets at global, regional and country levels.

The SDG2 evaluation will be reported to the FAO Programme Committee in two phases: i) at the 128th session (spring 2020); and ii) at the 129th session (autumn 2020). These Terms of Reference (TORs) outline the tasks and objectives related to Phase 2.

The objective of the SDG2 evaluation – Phase 2 is twofold. First, to test the hypothesis raised in Phase 1 by undertaking a series of case studies. Second, to assess the extent to which FAO is collaborating with other partners in support of SDG2. This would include:

- Assessing FAO's work on SDG2-related areas at country level to find i) best practices that could be expanded; ii) areas for improvement; and iii) potential gaps that need to be filled.
- Understanding FAO's positioning and its comparative strengths and weaknesses on SDG2 at country level.
- Finding opportunities for strengthening FAO's partnerships in support of SDG2.

Under the direct supervision of the Evaluation Manager, and in close collaboration with the evaluation team and the FAO Country Office, the SDG2 evaluation will undertake an in-depth country case study in xxx. The assignment involves both home-based work and travels within the country.

Specific responsibilities include:

- Review relevant documentation made available by OED, FAO Regional and Country Offices, and other relevant stakeholders;
- Synthetize evidence from prior evaluations conducted in xxx to support the case study;
- Conduct in-depth interviews with FAO staff and other stakeholders working on SDG2-related areas in the country (e.g. government, UN agencies, academia, private sector and civil society organizations).
- Conduct one or two field visit to observe relevant project sites, exchange with beneficiaries, and interview local stakeholders.
- Record the interviews in summary written form, and make them available to OED.
- Consolidate the evidence collected in a structured country report of no more than 15 pages.

The SDG2 evaluator is expected to lead data collection and analysis on FAO's support to SDG2-related areas in xxx, including on how the Organization is addressing the synergies and trade-offs between social, economic and environmental sustainability. A methodological note will be issued by OED, and both OED and the FAO Country Office will provide technical, administrative and logistic support.

Further information on the evaluation management arrangements and roles and responsibilities is provided in the evaluation overall Terms of Reference and its addendums, which form an integral part of the present TORs.

key performance indicators

The chronogram below might be affected by the evolving situation with COVID-19, related WHO/FAO recommendations and/or restrictive measures imposed by the national government.

Expected Outputs:	Duration:
Document review and Inception Report, 3-5 pages (4 days)	TBD
In-depth interviews (5 days)	TBD
Field visit (5 days)	TBD
Brief interview notes (1 day)	TBD
Draft country report, 10 -15 pages (4 days)	TBD
Finalize country report, 10 – 15 pages (1 day)	TBD
	15 to 20 days

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