

Project Evaluation Series

04/2024

**Evaluation of the project
“Implementing the 2030 Agenda for Water
Efficiency/Productivity & Water
Sustainability in the Near East and North
Africa”**

Project code: GCP/RNE/009/SWE

Annex 1. Terms of reference

Contents

Abbreviations	iii
1. Background and context of the project.....	1
1.1 Description of project rationale, objectives and components	2
1.2 Project stakeholders and their role.....	3
1.3 Theory of change.....	4
2. Final evaluation purpose and scope	5
3. Evaluation objectives and questions	6
3.1 Evaluation objectives.....	6
3.2 Evaluation questions.....	6
4. Methodology.....	7
5. Roles and responsibilities	10
6. Evaluation Team composition and profile.....	12
7. Evaluation products/deliverables	13
8. Evaluation timeframe	14
Appendix 1. Final evaluation reporting outline.....	15
Appendix 2. List of documents to consult.....	16

Abbreviations

BH	budget holder
EM	Evaluation Manager
FAO	Food and Agriculture Organization of the United Nations
FIES	Food Insecurity Experience Scale
LTU	Lead Technical Unit
PTF	Project Task Force
TOC	theory of change
TOR	terms of reference
WEPS	Water Efficiency, Productivity and Sustainability

1. Background and context of the project

1. This is the terms of reference (TORs) of the final evaluation of the project "Implementing the 2030 Agenda for Water Efficiency/Productivity & Water Sustainability in Near East and North Africa Regional (NENA)". The project has been funded by Swedish International Development Cooperation Agency (SIDA) – with a budget of USD 14 998 547 and implemented by FAO, together with national multi-disciplinary teams of recipient countries Group 1: Egypt, Jordan, Lebanon, Morocco, Tunisia; Group 2: Algeria, the Islamic Republic of Iran and Palestine.
2. The Near East and North Africa Region (NENA) is characterized by complex features. It includes one of the poorest countries in the world right alongside several of the wealthiest. There are wide structural differences, from countries dependent on poor agriculture to diversified modern economies to countries entirely reliant on the export of oil and gas. Natural resource endowments vary widely too, from immeasurable hydrocarbon resources and considerable mineral wealth to some of the scantiest natural endowments to be found anywhere in the world.
3. The most striking feature in many countries of the NENA Region is the water scarcity with the lowest per capita freshwater availability (10 percent of the world average). Moreover, 60 percent of freshwater comes from outside of national boundaries making many countries in the Region vulnerable to water security. At the same time, the most pronounced and tragic regional trend of recent years has been the proliferation and escalation of conflicts which has significantly contributed to the migration, particularly out of the Syrian Arab Republic, Iraq, Yemen and Libya with a consequent impact on the economies of affected countries like Lebanon, Jordan and Turkey, for the case of Syrian refugees, as well as countries of Europe.
4. Agriculture in NENA, a vital economic and social sector contributing on average 14 percent of the gross domestic product (GDP) (excluding oil-rich countries) and providing jobs and incomes for 38 percent of the economically active population (FAO, 2014), is by far the largest freshwater user and consumer of all sector of the society, with an average 85 percent withdrawal. The groundwater boom has revolutionized agriculture across the region; however, an observed depletion and quality deterioration in many countries. Population growth, rising per capita incomes, increasing urbanization and changing consumption patterns, especially towards higher use of proteins of animal origin (which are water-intensive), will lead to an increase in demand for food vis-à-vis reduced land and water availability. With the increasing demand for natural resources over time, agriculture will face strong competition with other water users and will be required to enhance its performance in terms of resource efficiency while contributing to food security and the rural economy. There is also rising recognition of the need for water for environmental services. Inevitably, agriculture has to give up a portion of its water for higher-value uses.
5. The fast-widening divide between availability and demand of fresh water, the accelerated depletion of groundwater resources and their degradation of quality, and the over-imposed impact of climate change are acting as threat multipliers in an already fragile region. Agriculture, consuming already more than 85 percent of available freshwater resources, will face strong competition from other water users and will be required to enhance its performance in terms of resource efficiency while contributing to food security and the rural economy. Simply boosting efficiencies and productivity of the water use and other resources alone will not suffice. More structural changes in how water is used in agriculture including broader implications for food security will be required.

6. The food security and nutrition situation has, however, sharply deteriorated since 2012. Not only the prevalence of undernourishment, but even the numbers of undernourished, have increased. The first assessment made by the Food and Agriculture Organization of the United Nations (FAO) using the Food Insecurity Experience Scale (FIES) data reveals that the region has a very high proportion of people experiencing problems with access to food at moderate or severe levels, according to data collected by FAO in 2014–2016 these percentages were 1.4; 1.6; and 1.2 respectively.
7. In addition, the deterioration of the food and nutrition security situation is further exacerbated by the spreading and intensity of conflicts and protracted crises. Beyond conflicts and crises, water scarcity and climate change are the most fundamental challenges to the achievement of SDG 2. Water scarcity is the binding factor to agricultural production in the NENA region and the driver of the region's dependency on food imports.
8. Building on the regional approach for water management launched in by FAO in 2013, the Regional Initiative on Water Scarcity, providing as first output a Regional Collaborative Strategy on Sustainable Agricultural Water Management in the Near East and North Africa Region endorsed by the FAO Regional Conference for NENA in February 2014. The Conference recognized this Regional Initiative as complementary to existing national and regional initiatives to create mechanisms in addressing water scarcity beyond national level and to provide an agricultural water lens through the 'Arab Water Security Strategy' (2010–2030) and other initiatives in the region, to combat the coming decades a severe intensification of water scarcity due to several drivers, including demographic growth, the tendency to increase food self-sufficiency by increased domestic agriculture production to reduce vulnerability to import and price volatility, urbanization expansion, energy demand, the overall socio-economic development and. the alarming trend observed over the last two decades shows that the NENA region is experiencing more frequent, intense and long droughts as a consequence of climate change.

1.1 Description of project rationale, objectives and components

9. Project rationale: It builds on the notion of setting the proper framework for implementing the 2030 Agenda for water efficiency and productivity (SDG 6.4) through three major work packages:
 - i. Establishing a robust water accounting system providing the evidence base for the full water budgeting (supply, demand, uses and re-cycling, present and projected) and for monitoring progress in the achievement of the targets while assessing the institutional effectiveness to govern water resources.
 - ii. Implementing a series of interventions to increase water efficiency and productivity in selected farming systems of the countries to advance SDG 6.4. Interventions, which will be rights-based, will include: introduction/enhancement of good practices and affordable technologies; improvement of decentralized water governance; development of under-exploited value chain rural agro-industry; leveraging on the multiplier effect to increase productivity when accounting for gender dimensions in the adoption of on-farm practices and technologies, in decentralized governance and along the value chain; elaboration of incentive frameworks, adapted to local conditions, to practice uptake of good practice and technologies at farm level and to stimulate entrepreneurial initiatives along the value chain (thus generating higher income and job opportunities).
 - iii. Ensuring that higher efficiency/productivity achievements (present and for the 2030 time horizon) are attained within 'safe operational boundaries of water use' defining the conduit of water sustainability and, therefore, for sustainable development.

10. The project's overall objective is to focus on water as a need for the countries in the region and strategically plan their water resources management and allocation, review their water, food security and energy policies, formulate effective investment plans, modernize governance and institutions, account for transboundary surface and groundwater and adopt good practices to ensure alignment with the imperatives of i) setting the sustainable limits of water consumption and ii) making the best use of every single drop of water, including the use of non-conventional water sources (FAO, 2015a). The adoption of an analytical framework on the water–food–energy–climate–ecosystem nexus will be critical and instrumental to such strategic planning as agriculture, water and energy strategies and policies are still being developed, to a significant extent, 'independently' (sector driven).
11. The project has four components:
 - i. establishing a robust water accounting systems;
 - ii. enhance-bridge the water productivity gap in agriculture;
 - iii. adopt a nexus approach to inform strategic planning; and
 - iv. share knowledge/know-how & learn.
12. The project will contribute most to the Organizational Outcome 2.2: "Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems" and to the Organizational Outcome 2.4: "Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis".
13. The project Outcome 1: The targeted outcome is to help the countries of the NENA Region to achieve the SDG 6.4 goals of increased water use efficiency, sustainable withdrawals and reduction in the number of people experiencing water scarcity by i) increasing water use productivity in agriculture and so raising farmer incomes and increasing employment; and ii) strengthening water governance so that water consumption in agriculture stays within sustainable boundaries and water savings can be made and reallocated to the uses on which society sets the highest value.
14. The outputs contributing to the above outcome are the following:
 - i. Output 1: An international standard and scientifically sound 'water accounting system', based on advances in space technology (satellite remote sensing) and ground measurements is adopted by all countries (Group 1 and 2).
 - ii. Output 2: A water efficiency/ productivity framework for action is implemented for selected countries (Group 1) to advance towards SDG 6.4.
 - iii. Output 3: 'Safe operational boundaries of water use' defining the conditions for 'water sustainability is developed using a water–food–energy–climate–ecosystem nexus analytical framework.
 - iv. Output 4: Communication and results dissemination.

1.2 Project stakeholders and their role

15. Project stakeholders have been discussed at length in the project document. Below is a snapshot of their roles and participation in the project to date.
 - i. governmental agencies: Ministry of Agriculture, Water and Environment, farmers' communities and possibly local entrepreneurs of agricultural value chains operating in

- the rural sector, to ensure that benefits will be shared equitably by women and men, and indigenous people in these communities;¹
- ii. local academic and research institutions: the University of Cordoba, IEH Delft (Institute for Water Education), Stockholm Environment Institute (SEI), Royal Institute of Technology in Stockholm (KTH), eLeaf Consortium, International Center for Agricultural Research in the Dry Areas (ICARDA), International Water Management Institute (IWMI);
 - iii. local small and medium enterprises (SME) or similar type of private sector;
 - iv. League of Arab States (LAS);
 - v. partners of the project (e.g., United Nations agencies, donors, international and local non-governmental organizations (NGOs), educational institutions, and policymakers);
 - vi. Water Users Associations;
 - vii. Project Steering Committee: National Multidisciplinary Team - Director-level of the Ministries of Agriculture, Water Resources, Environment and Planning; and
 - viii. the donor: SIDA.

1.3 Theory of change

16. The project document does not propose an explicit theory of change (TOC) but has a detailed results matrix with indicators (see Appendix 1 of the project document).
17. If deemed necessary for future learning, the TOC will be reconstructed by the Evaluation Team during the inception of the main evaluation phase. The revised TOC will be included in the evaluation report.

¹ Among government agencies, women's affairs ministries in the countries concerned will be included to ensure that gender considerations are mainstreamed throughout consultations and planning for action and benefits.

2. Final evaluation purpose and scope

18. This final evaluation is a requirement of the donor and the FAO for project reporting purposes. It is being conducted for both accountability and learning purposes of the SIDA, FAO, national implementing partners and other participating institutions.
19. The purpose is to assess the achievements of the project and the progress made toward its expected outputs and outcome. Importantly it will present strategic recommendations to aid its institutionalization and appropriation of the project's results by the government stakeholders such as the government implementing partners, and disseminate information to authorities that could benefit from it. The evaluation is expected to document important lessons to guide future actions and will serve as an input to improve the formulation and implementation of projects that may use similar approaches.
20. The main audience and intended users of the evaluation are:
 - i. Project Management and Operating Team (PMOT), the governmental staff to be trained and the farmers' communities (water user associations and producers organizations) and the National Multi-Disciplinary Teams (NMDTs);
 - ii. stakeholders at the regional level are represented by the League of Arab States (LAS), with direct involvement of the Arab Organization for Agricultural Development (AOAD) and the Arab Centre for Studies of Arid Zones and Drylands (ACSAD). FAO headquarters, technical division, and Coordination Unit will use findings and lessons learned; and
 - iii. Sweden and other donors, organizations and institutions interested in supporting and/or implementing similar projects could equally benefit from the evaluation report.
21. The scope of this evaluation will cover the entire project implementation period (15 December 2017 – 30 June 2022), while focusing on the results towards achieving the implementations of the four project components mentioned earlier. Also, it will assess the work in all the eight countries where the project has been implemented. The evaluation will take into account the countries' changing contexts in drawing conclusions, recommendations and lessons learned. Due to the limitations posed by the COVID-19 pandemic and for security reasons, some project sites might not be possible to visit, and there is a possibility that parts of the assessment will be conducted remotely.

3. Evaluation objectives and questions

3.1 Evaluation objectives

22. The main objectives of the final evaluation are to:
- i. assess the extent of the project achieving its outcome and outputs to date, and determine FAO's contribution to improving water management (including activities design, implementation and results, with a more focus on the following focus areas: capacity development, coordination mechanisms, partnerships, advocacy, policies, water efficiency, productivity, tools produced, four aspects of sustainability etc.);
 - ii. provide an assessment of the project's performance on equity, gender-disaggregated achievements; and
 - iii. formulate recommendations and identify lessons learned that may help in the design and implementation of future FAO work in water management.

3.2 Evaluation questions

23. The evaluation report will be structured around these main evaluation questions corresponding to the main areas of analysis. Box 1 provides evaluation questions for each of these areas.

Box 1. Final evaluation questions

Relevance	To what extent is the Water efficiency, productivity and sustainability (WEPS) project relevant to the development agenda and the actual needs of the eight selected countries?
Coherence and synergy	To what extent are project activities coherent with FAO's programmes/CPFs? To what extent has FAO headquarters and the Regional Office represented an added value, particularly in terms of technical support to this project?
Effectiveness	To what extent has the programme achieved or is likely to achieve its planned results/outputs? To what extent has the programme contributed to identifying and responding to vulnerabilities and opportunities associated with water management in terms of the other nexus related to SDGs such as Water-Food-Energy-Climate-Ecosystem?
Efficiency	How did the project activities, the institutional arrangements (FAO implementation modality), the partnerships in place and the resources available contribute to, or impede, the achievement of the Project's results and objectives?
Sustainability	To what extent is the WEPS project likely to be sustainable (<i>economically, environmentally, politically, and socially</i>)?
Gender	To what extent were gender, human rights and disability considerations taken into account in designing, implementing, monitoring and reporting on the project results? Was the project implemented in a manner that ensured gender-equitable participation and benefits, for example, during the Farmer Field Schools supported by the project?
Knowledge management	How effective has the communication of the project aims, progress, results and key messages been, along with any structured lesson, knowledge product and experience-sharing between project partners and institutions?
Lesson learned	Which lessons can be learned and good practices from the design and implementation of the WEPS project could inform similar initiatives?

24. During the inception phase, the Evaluation Team will further develop the evaluation questions and is responsible for developing the evaluation matrix.

4. Methodology

25. The evaluation will adhere to the UNEG Norms & Standards and will be in line with The FAO Office of Evaluation Manual and methodological guidelines and practices. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Gender and equity aspects will be examined throughout the evaluation as it is a cross-cutting theme, the evaluation will seek to assess results achieved by the project regarding FAO's Gender Equality Objectives.²
26. The evaluation questions listed above will form the basis for specific evaluation sub-questions to be contextualised according to the project's four components, activity 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 before the main evaluation phase.
27. 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 the information. Triangulation of information will be vital for validating evidence generated across stakeholders.
28. Tentatively, the evaluation plans to use a mix of quantitative and qualitative methods taking into consideration the 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 local small and medium enterprises, Water Users Associations, Project Steering Committee and the donor; ii) structured key informant interviews with government agencies (Ministry of Agriculture, Water and Environment, farmers' communities), academia staff, United Nations agency representatives, and other key stakeholders; iii) direct observation of project activities (coordination and technical meetings) and outputs such as communication and capacity building activities and products; and iv) a debriefing presentation with the Project Task Force and the donor at the end of the data collection/evaluation phase to discuss preliminary findings and the next steps in the evaluation process.
29. Information from stakeholders will be triangulated by prompting a wide range of responses to the same issues from different stakeholders, participating in different activities, and examining these issues in different contexts. This will be complemented by reviews of data quality, accuracy, and reliability and cross-referencing with other data sources, including secondary data.
30. In answering questions related to the relevance of the design, the Evaluation Team will first conduct a stakeholder mapping and analysis exercise. The Evaluation Team will examine whether the Implementing the 2030 Agenda for Water Efficiency/Productivity & Water Sustainability in NENA project design was based on a preliminary assessment of the needs of different stakeholders detailed above under section 1.2. It will then identify what those needs were, and assess whether the project is aligned to respond to them.
31. In answering questions related to the implementation and achievement of results and efficiency, the Evaluation Team will conduct three country case studies in Egypt, Palestine and Tunisia. A

² [FAO Policy on Gender Equality 2020–2030](#)

fourth country case study will be conducted within the ongoing evaluation of Algeria country programme evaluation (CPE).

32. In close consultation with the Project Task Force, the four countries: Algeria, Egypt, Palestine and Tunisia were selected based on the following criteria:
 - i. type of the technical focus;
 - ii. breadth and progress of project activities;
 - iii. accessibility (time, geography, resources available); and
 - iv. project performance (both well-performing and under-performing areas as identified via preliminary assessment).
33. To answer the specific questions on capacity development, governance, partnerships and coordination, the methods include a regional case study that will focus on the on the project's work on capacity building, partnerships and advocacy provided under the different outputs/activities in the eight countries is planned. A desk review of relevant policy and project documents, minutes of coordination meetings, key informant interviews, and publications, and finally information collected and analysed on beneficiary targeting and gender considerations.
34. The Evaluation Team will seek to identify relevant examples of changes that have taken place under each of the component outputs, and then determine, to the extent possible, the project-specific contribution to those changes. This approach, rather than measuring progress towards predetermined objectives, collect evidence on achievements and works backward to determine how a particular activity or output contributed to the change. The approach is also useful for gathering information on relevance, sustainability, programme coherence and synergies according to the lines of the inquiry above.
35. Project sites for field visits within the country case studied will be selected after discussion with the Project Task Force and the country office, aiming at relevance and security. However the Evaluation Team will consider these two issues: i) the degree of the direct contribution of an activity to the project outcome and outputs; and ii) their potential for generating lessons learned. The final selection of field sites to be visited will include a representation of the different activities under the four components of the project.

Step 1: Preparation

- i. review and assess the quality of the documents designed for the project;
- ii. review and validate the project progress reports, including the project implementation progress reports, annual reports, etc;
- iii. prepare an inception report which identifies key evaluation partner stakeholders, and refines the evaluation questions, methods and techniques for data collection. The inception report will provide the following aspects:
 - As relevant, a reconstructed TOC of the project shows the causal relationships between project outputs, outcomes, objectives and impact as well as the assumptions made for one level of change to lead to the next. This will be a preliminary version, to be further validated during the evaluation.
 - Evaluation matrix: will present the specific evaluation questions under each evaluation criterion and the sources for data collection.
 - Elaboration on the methodological tools, and data sources, for each evaluation question.

- If applicable: detailed plan of the intended field visits (site selection criteria, duration etc.)³
- Timetable: preliminary dates and deadlines are provided in this TOR. Any suggested changes will be discussed with FAO Office of Evaluation, Project Task Force and other country-level stakeholders.

Step 2: Field mission and data collection. Due to the COVID-19 pandemic, most of the interviews, meetings and assessments which would normally be conducted during a mission of the Evaluation Team to any of the selected countries, might be performed remotely by the Evaluation Team. These will include:

- i. interviews and additional data gathered from the Lead Technical Unit (LTU), Project Task Force, the Chief Technical Advisor (project manager) at the FAO Country Office and Regional Office and Headquarters;
 - ii. meeting with the National Multi-Disciplinary Teams (NMDTs) of the country's beneficiaries and key stakeholders (i.e.) to discuss project results, implementation modalities and FAO support to project implementation;
 - iii. interviews with regional and international level institutions or centres of excellence will be selected such as Stockholm Environmental Institute, Royal Institute of Technology, UNESCO-Institute for Water Education, ICARDA and Daugherty Water for Food Institute; and
 - iv. semi-structured interviews with other key stakeholders and other informants that were involved in - or affected by - the project design and/or implementation will serve to collect primary data to answer the evaluation questions.
36. All interviews (remote and/or in-person) will be supported by checklists and/or interview protocols to be developed by the Evaluation Team at the beginning of the evaluation.

³ To be conducted by a national consultants in some of the selected countries only if COVID-19 conditions in country allow. See the Limitations section for details.

5. Roles and responsibilities

37. The FAO Office of Evaluation, management team, composed of an evaluation manager and one evaluation specialist, will guide the evaluation process and support the independent team's work. In particular the Evaluation Manager develops the first draft TOR. The Evaluation Manager is responsible for the finalization of the TOR and the selection of the Evaluation Team members.⁴ The FAO Office of Evaluation has the responsibility of following up with the budget holder (BH) for the timely preparation of the management response and the follow-up report to the management response.
38. The BH, Chief Technical Advisor and project Lead Technical Officer assist the Evaluation Manager in drafting the TOR, the identification of potential consultants and in the organization of the missions. The BH, through the FAO Regional Office for the Near East and North Africa will provide the Evaluation Team with all project documents necessary for the evaluation (see Annex 2). In case of field visits, the Evaluation Team will rely on logistical support from the FAO Regional Office for the Near East and North Africa. The BH is also responsible for sharing the evaluation report with governments, the project team and national partners and for leading and coordinating the preparation of the FAO management response and the follow-up report, fully supported by the Lead Technical Officer.⁵
39. The LTU, Project Task Force and the Chief Technical Advisor (project manager) provide inputs to the TOR, and information to the Evaluation Team during its work. They are required to meet with Evaluation Team, to aid the project team in making available information and documentation as necessary (see Annex 2), and comment on the draft evaluation reports. Designated members of the unit, including the monitoring and evaluation (M&E) officer, participate in the debriefing session with the Evaluation Team.
40. The Evaluation Manager shall brief the Evaluation Team on the evaluation methodology and process and will review the final draft report for quality assurance purposes in terms of presentation, compliance with the terms of references and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
41. The Evaluation Team is responsible for further developing and applying the evaluation methodology, conducting the evaluation, and for producing the evaluation report. All team members, including the Evaluation Team leader, will participate in briefing and debriefing meetings, discussions, and field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The Evaluation Team will agree on the outline of the report early in the evaluation process, based on the reporting outline provided in Annex 1 of this TOR. The Evaluation Team will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its evaluation tools and framework, within the time and resources available and based on discussions with the evaluation manager, and consultations with the budget holder and the project team and the lead technical unit, where necessary. The Evaluation Team is fully responsible for its report which may not reflect the views of the government or FAO. An evaluation

⁴ The responsibility for the administrative procedures for recruitment of the team, will lie with the FAO Office of Evaluation for the Evaluation Team.

⁵ FAO Office of Evaluation guidelines for the management response and the follow-up report provide necessary details on this process.

report is not subject to technical clearance by FAO although the FAO Office of Evaluation is responsible for quality assurance of all evaluation reports.

42. The Evaluation Team leader leads the team in data collection and analysis, to arrive at the findings, conclusions and recommendations of the evaluation. The Evaluation Team leader prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.⁶

⁶ For further details related to the tasks of the evaluation team members, please refer to their specific job descriptions prepared at the time of their recruitment.

6. Evaluation Team composition and profile

43. The Evaluation Team will consist of five consultants; three of these five are internationally recruited: i) Evaluation Team leader, ii) Evaluation Team member-water management expert, and iii) Evaluation Team member-evaluator with expertise in institutional support, capacity development and partnership and public policy issues; and two nationally recruited evaluation consultants with water management experience. The Evaluation Team leader, under the guidance of the FAO Office of Evaluation, is responsible for all the deliverables outlined in Section 7 of these TORs. The Evaluation Team member's role is to support the Evaluation Team leader in evaluation preparations, data collection, analysis, and report writing, capitalizing on their knowledge and experience in the four selected countries, as well as subject matter expertise (water management, governance, institutional issues). Additionally, the Evaluation Team is expected to hold a series of briefings related to the evaluation. Notably, these include, one before the start of the field mission, describing the evaluation design and process, and another at the end, sharing with the evaluation stakeholders preliminary findings and conclusions and discussing together emerging recommendations. The audience for these briefings is the FAO Office of Evaluation, LTU project Task Force/team and interested partners.

Evaluation Team leader position:

- i. advanced university degree in economic and social affairs, public policy, management, planning and evaluation, or related disciplines;
- ii. at least 15 years of experience in leading and conducting evaluations (independent) on subjects related to natural resources management, food security, governance and coordinating policy and implementation. Ideally, previous experience with programme evaluations;
- iii. fluency in spoken and written English;
- iv. stakeholder engagement, facilitation skills and Interviewing skills; and
- v. technical knowledge of sustainable natural resources management, and a good understanding of community participatory approaches and capacity building for sustainable natural resource management.

Three team members-water management expert:

- i. advanced university degree in water management;
- ii. at least seven years of relevant experience) on subjects related to water management, and community engagement;
- iii. work experience in NENA; good understanding of the country's context and its institutions;
- iv. fluency in spoken and written Arabic, English and French; and
- v. stakeholder engagement, facilitation skills and Interviewing skills.

One Evaluation Team member-evaluator with expertise in capacity development, governance and institutional issues:

- i. advanced university degree in public policy, capacity development, governance, international development institutional capacities;
- ii. at least seven years of relevant experience in conducting or supporting evaluations on subjects related to water management, and community engagement; work experience in NENA; good understanding of the country's context and its political institutions;
- iii. fluency in spoken and written English and French some knowledge of Arabic; and
- iv. stakeholder engagement, facilitation skills and Interviewing skills.

44. All of the evaluators should be independent of having been involved in the design, execution or advice (to a significant extent) to any aspect of the project that is the subject of the evaluation.

7. Evaluation products/deliverables

45. Deliverables of the final evaluation include:

- i. Inception report: The inception report should be prepared before the field mission and include the Evaluation Team's additions to the methodology proposed in these TORs (Section 4) and an elaboration on the sources of data and data collection procedures. The inception report should also include a proposed schedule of tasks, activities and deliverables, stakeholder analysis and the final evaluation matrix.
- ii. ZERO draft evaluation report: a clear, concise (30-40 pages excluding appendices and annexes), professionally-written and high-quality draft evaluation report is expected. It should be written in English, follow the template provided in Annex 1 and the FAO Style of Writing.⁷ The Zero draft should be sent by the Evaluation Team to the FAO Office of Evaluation for comments, peer review and clearance, and will then be circulated by the FAO Office of Evaluation for comments to internal and external stakeholders (BH, Lead Technical Officer, the GEF Coordination Unit, project team, executing partner FRWO, Project Steering Committee members, other key project partners). The feedback should focus on any errors of fact or substantive gaps in the evaluation report. The Evaluation Team should consolidate the received comments in a matrix and respond to these comments. The FAO Office of Evaluation will support the Evaluation Team in collecting and collating the received feedback.
- iii. Final evaluation report: this is the result of the incorporation of comments received on the zero drafts. The final report will be submitted by the FAO Office of Evaluation to all the stakeholders and will be revised by an editor and graphic designer, before publication on the FAO Office of Evaluation website.
 - The evaluation report should be prepared in MS Word format and submitted electronically by the Evaluation Team leader to the FAO Office of Evaluation. As the main author of the report, the FAO Office of Evaluation will have the final decision as to how the report should be composed.
 - Supporting evidence – electronic or hard copies of the survey data and report, minutes or notes of interviews and discussions, and other sources of the primary data/information collected by the Evaluation Team and used in the report should be sent to the FAO Office of Evaluation. Sources of secondary data/information used in the report should be cited in the footnotes and included in the list of documents reviewed which is appended in the evaluation report.
 - The evaluation report should include an executive summary and illustrate the evidence found that responds to the evaluation questions listed in the TOR. The executive summary should include the following paragraphs, to update the project portal: i) information on progress, challenges and outcomes on stakeholder engagement; ii) information on progress on gender-responsive measures; and iii) information on knowledge activities/products.
 - Evaluation reports should have numbered paragraphs, following the FAO Office of Evaluation project reporting outline (see *Appendix 1*). Supporting data and analysis should be annexed to the report when considered important to complement the main report.

⁷ For reference, samples of FAO evaluation reports can also be accessed at <http://www.fao.org/evaluation/library/>

8. Evaluation timeframe

Task	Dates (TBC)	Duration	Responsibility and remarks
TOR preparation	June 2022		Evaluation Manager, with comments from the CTA, Lead Technical Officer, and other project team members
TOR finalization	June 2022		Evaluation Manager
Team identification recruitment	June 2022		FAO Office of Evaluation with support from the project team (especially for a national consultant)
Reading background documentation	June 2022	4 days	Evaluation Team for preparation of the evaluation
Briefing of Evaluation Team	June 2022	0.5 days	Evaluation Manager, key members of the project team
Evaluation inception report	July 2022	10 days	Evaluation Team leader
Evaluation remote interviews	July-August 2022	2 weeks	Evaluation Manager/ Evaluation Team
Evaluation mission	July 2022	1-1.5 weeks	National consultant/s with support of LTU EM ⁸
Summary of the main findings, conclusion and way forward	Mid-August		Evaluation Team
Draft evaluation report	End July 2022	2 weeks	Evaluation Team
Circulation and comments on the draft evaluation report	End August 2022	10 days	Evaluation Manager, LTU, CTA evaluation focal Lead Technical Officer for comments and quality control (organized by Evaluation Manager)
Production of a final report	September 2022	1 week	Evaluation Team
Management response	1 month following the final report	30 days	Budget holder (BH) and Lead Technical Officer
Follow-up report to the evaluation	1 year following the final report		BH and Lead Technical Officer

⁸ The missions will take place to the extent possible, in line with the national COVID-19 restrictions on travel and meetings.

Appendix 1. Final evaluation reporting outline

The main report will follow the template for the FAO Office of Evaluation Project evaluations (ANNEX 3A of the FAO Office of Evaluation Project Evaluation Manual).

Introductory information:

- Abstract
- Acknowledgments
- Map

Executive summary

1. Introduction

- 1.1 Purpose of evaluation
- 1.2 Intended users
- 1.3 Scope and objectives of the evaluation
- 1.4 Methodology
- 1.5 Limitations
- 1.6 Structure of the report

2. Background and context of the project

- 2.1 Theory of change

3. Findings

- 3.1 Evaluation question 1
- 3.2 Evaluation question 2
- 3.3 Evaluation question.....

4. Cross-cutting issues

(issues not covered under main findings)

5. Conclusions and recommendations

- 5.1 Conclusions
- 5.2 Recommendations

6. Lessons learned

Bibliography and/or References

Appendix 1: People interviewed

Appendix 2: ...

Appendix 2. List of documents to consult

A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This list should include all project M&E and evaluation guidelines. The list should include the documents that have been provided to the Evaluation Team, such as:

1. Project document
2. Six-monthly FAO project progress reports (PPR) – the last one available for this project
3. Annual work plans and budgets (including budget revisions)
4. All annual project reports
5. Any documentation detailing any changes to the project framework and project components, e.g. changes to outcomes and outputs as originally designed
6. List of stakeholders
7. Letters of agreement (LOA)
8. Relevant technical, backstopping, and project supervision mission reports, including Back to the Office Reports (BTOR) of relevant project and FAO personnel, including any reports on technical support provided by FAO headquarters or regional office staff
9. Minutes of the meetings of the Project Steering Committee, FAO Project Task Force (PTF) and other relevant meetings
10. Any awareness-raising and communications materials produced by the project, such as brochures, leaflets, presentations given at the meeting, address of the project website, etc.
11. FAO policy documents e.g. related to FAO Strategic Objectives and Gender
12. All other monitoring reports prepared by the project
13. Financial management information including: a summary report on the project's financial management and expenditures to date; a summary of any financial revisions made to the project and their purpose; and copies of any completed audits for comment (as appropriate).
14. Gender Policy, Gender Implementation Strategy, Guidelines on Gender Equality, and Guide to Advance Gender Equality in Projects and Programmes
15. FAO Country/Countries Programme Framework document; FAO Guide to the Project Cycle; FAO Policy on Gender Equity; Guide to mainstreaming gender in FAO's Project Cycle; and Free,

Policies and guidelines for consultation

- [Policy on Stakeholder Engagement](#)
- [Guidelines on the Implementation of the Policy on Stakeholder Engagement](#)
- [Policy on gender equality](#)
- [Gender Implementation Strategy](#)
- [Evaluation policy](#)
- [Policy on monitoring](#)

Office of Evaluation
evaluation@fao.org
www.fao.org/evaluation

Food and Agriculture Organization of the United Nations
Rome, Italy