

Arab Republic of Egypt

Country Strategy and Programme Evaluation

Draft approach paper



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## Currency equivalent, weights and measures

### Currency equivalent

Currency unit = Egyptian Pound (EGP)

1.00 US\$= 8.881 EGP (March 2016)

## Abbreviations and acronyms

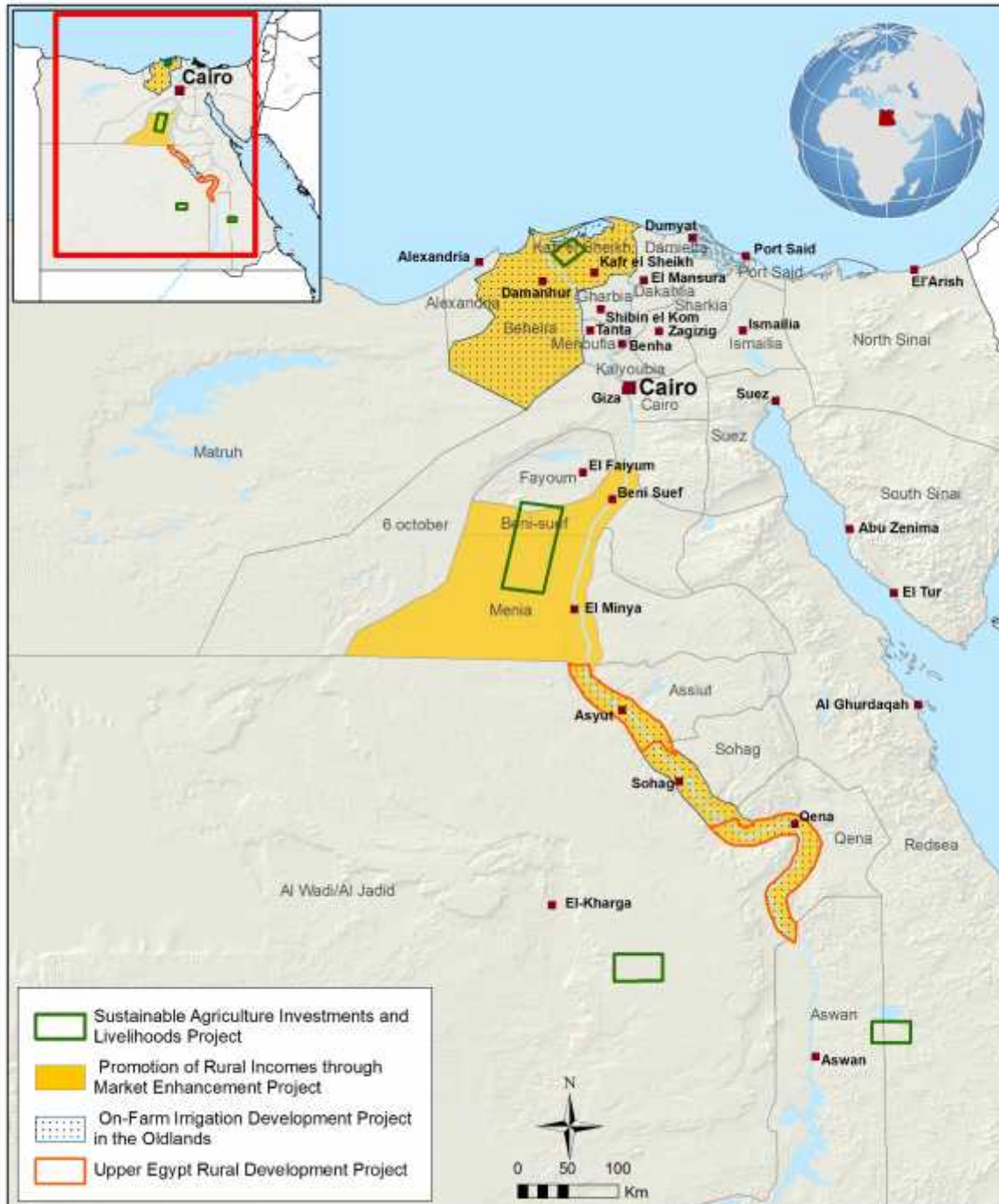
AFESD	Arab Fund for Economic and Social Development
APIP	Agricultural Intensification Project
CDA	community development association
COSOP	country strategic opportunities paper/programme
CSPE	country strategy and programme evaluation
GDP	Gross Domestic Product
ICARDA	International Centre for Agricultural Research in the Dry Areas
IDS	Italian Debt Swap
IOE	Independent Office of Evaluation of IFAD
MFS	Macroeconomic Framework and Strategy
NEN	Near East, North Africa and Europe Division
ODA	Official Development Assistance
OFIDO	On-farm Irrigation Development Project in the Oldlands
PBDAC	Principal Bank for Development and Agriculture Credit
PCR	project completion report
PPE	project performance evaluation
PRIME	Promotion of Rural Incomes through Market Enhancement Project
SAIL	Sustainable Agriculture Investments and Livelihoods Project
SDS	Sustainable Development Strategy
SFD	Social Fund for Development
UERDP	Upper Egypt Rural Development Project
WNRDP	West Noubaria Rural Development Project

# Map of the country programme

## Arab Republic of Egypt

IFAD-funded ongoing operations

Country strategy and programme evaluation



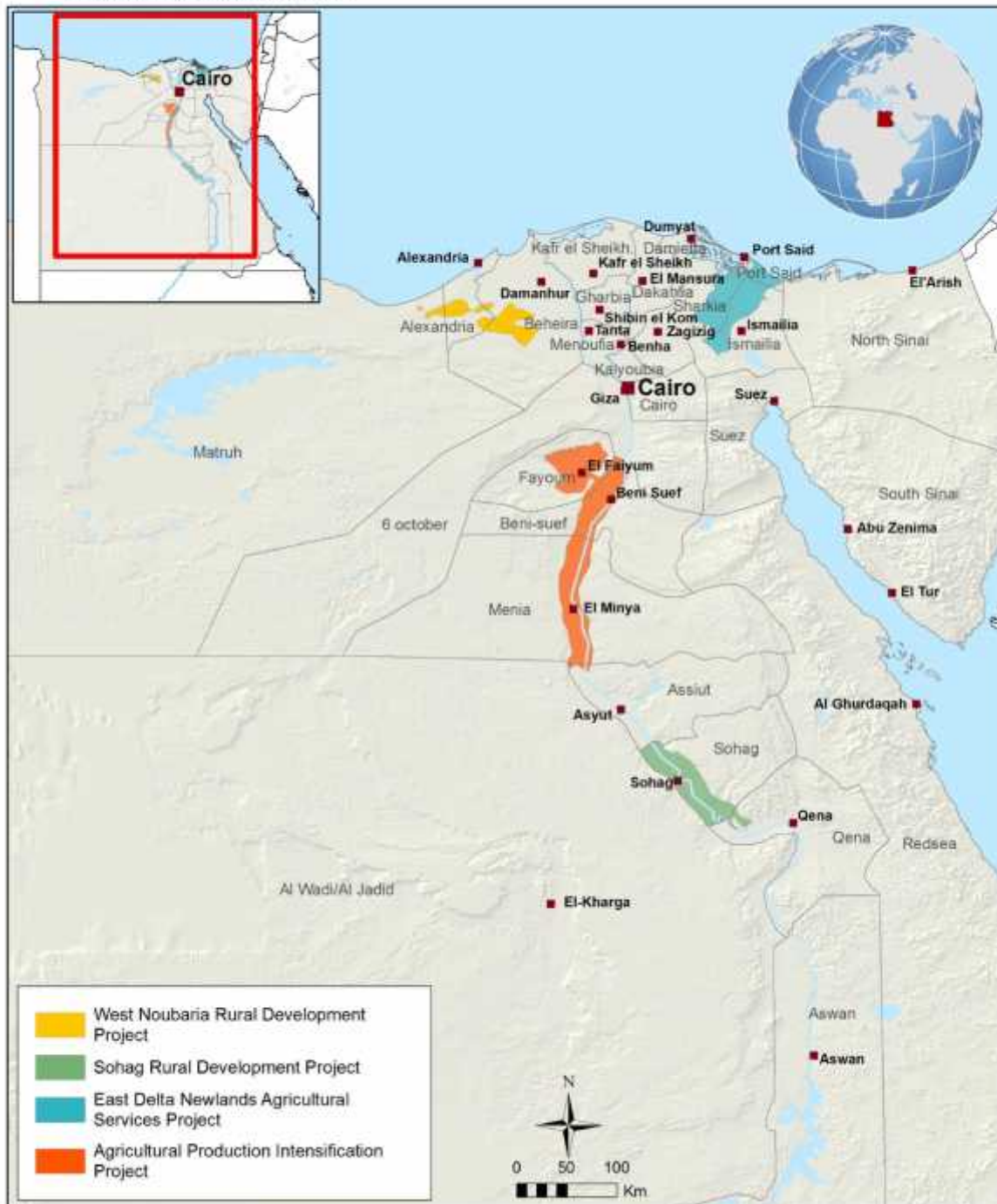
The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 20-05-2016

# Arab Republic of Egypt

IFAD-funded closed operations since 2005

Country programme evaluation



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 09-02-2016

## I. Background and rationale

1. In line with the International Fund for Agricultural Development (IFAD) Evaluation Policy<sup>1</sup> and as approved by the 116<sup>th</sup> Session of the IFAD Executive Board, the Independent Office of Evaluation (IOE) will undertake a country strategy and programme evaluation (CSPE) in Egypt. The main purpose of this evaluation is to assess the results and performance of the previous (2006 – 2009) and ongoing (2012 – 2018) country strategic opportunity programmes (COSOP) and to generate findings and recommendations for the upcoming COSOP to be prepared in 2018. The CPE will assess the results and performance of activities conducted since the last country programme evaluation (CPE) was concluded in 2005. It will identify the factors that contributed to the achievement of strategic objectives and results, including the management of project activities by IFAD and the government. It will also review IFAD's strategic position in Egypt, in particular its comparative advantage and positioning in a large middle income country such as Egypt.
2. This approach paper presents the overall design of the CSPE. It contains a summary of background information on the country and IFAD-supported portfolio that will be evaluated. The paper outlines the evaluation objectives, methodology, process and timeframe. IOE has conducted a preliminary review of the available country analysis and the COSOP documentation in preparation for this CSPE.
3. The CSPE will benefit from other IOE evaluations that have included or covered Egypt. IOE conducted a CPE during 2004/2005, which covered the first Egypt COSOP (2000 – 2005). Four out of the nine projects that will be evaluated by this CPE were assessed by the previous CPE (2005) at an earlier stage of implementation. Country working papers on Egypt were produced for both the 2007 corporate level evaluation (CLE) of IFAD's field presence pilot programme, and the 2010 CLE on IFAD's performance with regard to gender equality and women's empowerment. Egypt programmes and COSOPs were sampled for the 2013 evaluation synthesis on IFAD's engagement with cooperatives, the 2014 evaluation synthesis on IFAD's engagement in middle-income countries, and the 2014 evaluation synthesis on water conservation and management. IOE is currently conducting a project performance evaluation (PPE) for the West Noubarya Rural Development Project (WNRDP), which will provide an in-depth case study of a major operation as an input to this CSPE.
4. The CSPE will start with a preparatory mission to Cairo in May/June 2016 and conclude with a national roundtable in Egypt in early 2017. The process will be conducted in close consultation with stakeholders in Egypt and IFAD's Programme Management Department.

## II. Country background

### A. Overview

5. Egypt spans North Africa and Asia, bordering the Mediterranean sea to the north, the Gaza Strip and Israel to the northeast, the Gulf of Aqaba and the Red Sea to the east, Sudan to the south and Libya to the west. Its total land area is slightly under one million km<sup>2</sup>. The climate ranges from moderate along the coast and Nile delta through arid and semi-arid, to desert extremes in the western and eastern deserts.
6. Egypt is the most populous country in the Middle East and North Africa, with a population of 89.6 million in 2014. The rural population makes up 56.9 per cent of the total. Between 2000 and 2014, population growth has averaged 1.9 per cent, though the trend has been accelerating since 2009 (at 2.1 per cent).<sup>1</sup> Historically,

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<sup>1</sup> World Bank Development Indicators 2016

the population is highly concentrated along the Nile valley and delta, representing only 3 per cent of the Egyptian land area.

7. The Nile river provides 97 per cent of fresh-water resources, or 55.5 billion m<sup>3</sup> per year. Due to the availability of Nile water for irrigation and high insolation, a variety of Mediterranean, desert and sub-tropical agricultural, animal husbandry and forestry resources are available. With more established irrigation, Middle Egypt produces rice, sugar beet, long-staple cotton, and citrus. The Nile delta produces a wide variety of horticulture and fruit tree crops, traditional field crops such as cotton and rice, and clover. The milk producing belt ranges from Middle Egypt up to the delta, while the Western delta is also known for high quality sheep.<sup>2</sup>
8. Egypt became a democratic republic with the introduction of the 2014 constitution which followed the political changes incited by the Arab Spring in January 2011. After 18 days of demonstrations, when citizens demanded social justice, democracy, and protested against rising poverty, unemployment and high food prices, former president Mubarak stepped down. Mohamed Morsi was elected President in June 2012, but was ousted in July 2013, following mass protests again. A military-backed interim government governed Egypt until President al-Sisi's election in June 2014.<sup>3</sup> The Arab Spring that started in Egypt with the January 2011 revolution has been a tumultuous period marked by instability, stagnating growth and per capita incomes, declining job security, and increasing poverty.<sup>4</sup> The period has been marked by institutional instability and frequent changes of government personnel and priorities which also affected the IFAD portfolio.<sup>5</sup> The progressing political roadmap has helped to partially contain the political and social unrest, however this relative stability is challenged by ongoing acts of terrorism and crime.

## B. Economic, agricultural, and rural development processes

9. Since Independence in 1922, the Egyptian economy and the guiding economic policies have undergone different phases. Egypt was a highly centralised planned economy under President Nasser with phases of import substitution and nationalisation in the 1950s and 60s, followed by trade liberalization in the 1970s and early 1980s.<sup>6</sup> Egypt suffered from the sovereign debt crisis in the 1980s, which was partly forgiven in 1991, and followed with economic privatization, liberalization and deregulation.<sup>7</sup>
10. Egypt has been classified a lower middle income country since 1997.<sup>8</sup> Although economic growth was strong before the onset of the Arab Spring in 2011, inflation was high as well. Average GDP growth between 2005 and 2010 was 5.9 per cent, but precipitated to 1.8 per cent in 2011. Since 2012, GDP has been growing at a reduced average of 2.2 per cent. Growth is mainly driven by the manufacturing and tourism sectors, with agriculture representing a modest 14.5 per cent of GDP in 2014. Nonetheless, growth in agriculture is far more stable than in the industry or services sectors. While natural resources provided the country with over a quarter of GDP in rents, oil and natural gas rents descended to 10 per

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<sup>2</sup> El-Nahrawy, E. (2011) 'Country Pasture/Forage Resource Profiles: Egypt', FAO

<sup>3</sup> Abdou, D.S.; Z. Zaazou (2013) 'The Egyptian Revolution and Post Socio-economic Impact', Topics in Middle Eastern and African Economies 15:1, pp 92-115; Iffat Idris. 2016. Analysis of the Arab Spring. GSDRC Helpdesk Report. Magdy Rezk. 2016. The Political Economy of Violence in Egypt. IDS Bulletin Volume 47, No. 3.

<sup>4</sup> The World Bank (WB). 2015. Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic. P151429, Middle East and North Africa Region, World Bank Group. October 1997

<sup>5</sup> For example, IFAD's main partner, the Ministry of Agriculture and Land Reclamation, has seen six Ministers within three years.

<sup>6</sup> State Information Service (2016) 'Overview on the modern history of Egyptian economy', <http://www.sis.gov.eg/En/Templates/Articles/tmpArticles.aspx?CatID=1353#.Vs8Up1Ko2M4>

<sup>7</sup> Korayem, K. (1997) 'Egypt's Economic Reform and Structural Adjustment (ERSAP)', The Egyptian Center for Economic Studies, Working Paper No. 19

<sup>8</sup> According to World Bank Classification, Egypt was classified as low income country from 1992 to 1996. It was low middle income before 1992 and then again since 1997.



cent of GDP in 2014.<sup>9</sup> Other sources of revenue come from agriculture, tourism, the Suez canal, and overseas remittances.

11. Growth has been consumption-oriented with a declining share and contribution from investment, and net exports have been mostly a drag on growth. Formal employment and productivity growth have been weak.<sup>10</sup> Thus, unemployment has been rising since 2008, to 13.2 per cent of the labour force in 2013. However, for women, the rate is over double the national rate (24.2 per cent) and over two fifths of youth are unemployed (41.7 per cent).<sup>11</sup> Despite higher educational attainment, the quality of employment has also been declining. Informal jobs in the private sector, with associated lacks of security in contracts and insurance, have been on the increase and they affect in particular the younger generations.<sup>12</sup> This is clear by seeing formal employment of men across time: 54 per cent of 29 year olds were formally employed in 1984, while only 40 per cent of men of the same age in 2009 were formally employed.<sup>13</sup> As a result, young men are accepting lower quality informal jobs, and young women are dropping out of the labor force. This has affected job security in agriculture in particular. Between 1998 and 2006, 66 per cent of non-wage agricultural workers remained in the same work, though between 2006 and 2012 this number descended to 37 per cent, driven first by transitions to not working, and second into irregular wage work.<sup>14</sup>
12. Since 1998, the agricultural sector has been the biggest employer in Egypt, and in 2014, employed 27.6 per cent of the population. Between 1990 and 2002, the proportion of people employed in agriculture had been decreasing, and then stagnated between 2002 – 2012.<sup>15</sup> Nonetheless there are still 6.18 million people working in the agricultural sector in 2015. Agriculture is also the largest employer of young people between 15 and 29 years of age.<sup>16</sup> There has also been an increasing trend in the feminization of agriculture, with over 40 per cent of the agricultural labour force constituted by women in 2015.<sup>17</sup>
13. The context in which smallholder farmers operate is getting more precarious. Land holdings are becoming increasingly fragmented and smaller, particularly in Upper Egypt. Large rural financial institutions do not lend to the landless and smallholders owning less than 0.25 feddan, and there is limited access to microcredit institutions. Poorer farmers also have inferior access to irrigation water, which in addition is becoming increasingly saline and toxic. Fertilizer use per hectare in Egypt is amongst the highest in the world, due to the cultivation of fertility-intensive crops. Fertilizer sales are subsidized to small farmers, though it may distort the market in favour of the production of traditional crops (wheat, rice, and sugarcane), at the expense of more lucrative horticultural crops.<sup>18</sup>

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<sup>9</sup> World Bank Development Indicators 2016

<sup>10</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group

<sup>11</sup> World Bank Development Indicators 2016

<sup>12</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group

<sup>13</sup> World Bank (2014) 'Arab Republic of Egypt – More Jobs, Better Jobs: A Priority for Egypt' Poverty Reduction and Economic Management Department, Middle East and North Africa Region

<sup>14</sup> Assaad, R. & C.Krafft (2015) 'The Structure and Evolution of Employment in Egypt: 1998-2012', pp. 27-51, in Assaad, R. & C.Krafft (eds) 'The Egyptian Labor Market in an Era of Revolution', The Economic Research Forum, Oxford: Oxford University Press

<sup>15</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group (pg. 22)

<sup>16</sup> World Bank (2014) 'Arab Republic of Egypt – More Jobs, Better Jobs: A Priority for Egypt' Poverty Reduction and Economic Management Department, Middle East and North Africa Region; FAOSTAT (2016) 'Country Profile – Egypt', accessed 17 March 2016

<sup>17</sup> FAO (2016), 'FAOSTAT Egypt country profile', accessed 2<sup>nd</sup> February 2016

<sup>18</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group (pg. 69-71)

## C. Poverty characteristics

14. Strong economic growth in the past has not translated into a reduction of poverty. Considering the size of the Egyptian population, the absolute increase in the number of people living in poverty is substantial. Nearly 41 million Egyptians in 2011 were living from less than US\$ 2 per day.<sup>19</sup> Between 1999 to 2013, the number of Egyptians living under the food poverty line (US\$ 1/person/day) increased from 2.9 to 4.4 per cent, and those living under the lower poverty line (US\$ 1.7 /person/day) increased from 16.7 to 26.3 per cent. There is a large share of the population living around the poverty line. Between 1999 to 2009, those living under the upper poverty line (US\$ 1.9/person/day) increased from 42.6 to 48.9 per cent.<sup>20</sup>
15. Similarly, poverty is higher in rural areas, with the proportion of poor people living in rural areas at least doubling those living in urban areas.<sup>21</sup> Significantly, while both urban and rural poverty increased since 2005, inequality as expressed in urban and rural gini coefficients decreased, driven by income reductions of the richer members of society. However, geographical inequality between the four largest cities and the rest of the country is markedly greater than general urban/rural inequality. Geographically, the poverty headcount in Upper Egypt was over half the population in 2010, and represented over half the poor of the country (see map 1 below).<sup>22</sup> Sectorally, while the poverty headcount has been increasing across all sectors, it is highest for people employed in agriculture (31.1 per cent), and witnessed the second-highest increase across sectors between 2005 and 2009.<sup>23</sup>
16. Food security. The joint report by CAPMAS and WFP<sup>24</sup> entitled highlights an increase in the prevalence of food insecurity to 17.2 percent (13.7 million people) in 2011 from 14 percent of the population in 2009. This increase in food insecurity has been driven largely by rising poverty rates and a succession of crises from 2005. These shocks and rising poverty have adversely affected poorer households' ability to cope and pushed twice as many people into food insecurity than those moving out of it in 2011. Food insecurity in Egypt remains an issue of household access to food driven by purchasing power and rising food prices. At the same time, nutrition trends remain a concern, in particular high stunting rates amongst children under five coexisting with anemia and obesity among adults, in particular women.
17. In the absence of effective social safety nets the ability of the less well-off to benefit from growth has been limited. Health and education spending which would benefit the poor is reduced when interest payments and subsidies are at the forefront of government spending. Exposure to changes in international commodity prices was high because of the dependence on imports of food and fuel and this is particularly risky for those with fewer buffers to absorb those shocks. This was seen when, after the 2004 reforms were followed by increased employment, the

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<sup>19</sup> Absolute number of people living under the national poverty lines was calculated using population data from World Bank Development Indicators 2016 and proportion of people living under the poverty lines from UNICEF (2014) 'Children in Egypt 2014: Statistical Digest'

Source: UNICEF (2014) 'Children in Egypt 2014: Statistical Digest'; <https://treasury.un.org/operationalrates/OperationalRates.php>, accessed 29 February 2016)

<sup>21</sup> World Bank Development Indicators 2016

<sup>22</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group

<sup>23</sup> El Laithy, H. (2011) 'The ADCR 2011: Poverty in Egypt (2009)' Arab Development Challenged Background Paper 2011/11, UNDP

<sup>24</sup> World Food Programme. 2013. The Status of Poverty and Food Security in Egypt: Analysis and Policy Recommendations" based on analysis of CAPMAS's 2011 Household Income, Expenditure and Consumption Survey (HIECS).

economic shocks which included the global food and financial crisis resulted in an increase of poverty and extreme poverty.<sup>25</sup>

18. Egypt has a long history of subsidies, and this is best illustrated through the complex and far-reaching food subsidy system, which may cost between 6-9 per cent of GDP.<sup>26</sup> Food subsidies are offered through both voucher systems and implicit price controls, with some goods offered universally (baladi bread, wheat flour, cooking oil and sugar). Vouchers are offered through a two tiered self-targeting system that offers different levels of subsidization.<sup>27</sup> Through the vouchers, 60 per cent of consumed sugar, 73 per cent of oil, and 40 per cent of rice are subsidized, while other food items are brought at market prices.<sup>28</sup>

**Map 1 Income poverty by governorate in 2011**



Source: World Food Programme. 2013. The Status of Poverty and Food Security in Egypt.

19. Gender equality and women's empowerment stalled in terms of improvement for women and overall rural development. In 2014, Egypt had a gender development index of 0.868 (higher than Morocco or Syria). Nonetheless in terms of gender inequality, it ranked 131 out of 155 countries (over ten rankings lower than both Morocco or Syria). While the maternal mortality ratio is well below the regional average (45 women of 100,000 die from pregnancy-related causes), the opposite is true for adolescent birth rates (43 births per 1,000 women aged 15-19). Nearly 44 per cent of adult women reach secondary education compared to 61 per cent for men.<sup>29</sup> Agriculture is the sector providing most female employment, with an increase in women participating in contract farming.<sup>30</sup> Women also

<sup>25</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group (pg. 39)

<sup>26</sup> World Bank 2015 'Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic', P151429, Middle East and North Africa Region, World Bank Group (pg. 78)

<sup>27</sup> Jain, A. (2014) 'Revolution, Resilience and the Pirates' Paradox: Food Subsidies, Economic Complexity and Regime Durability Across the Middle East and North Africa', *Journal of Asia Pacific Studies*, 3:3 pp. 367-384

<sup>28</sup> Abdou, D.S.; Z. Zaazou (2013) 'The Egyptian Revolution and Post Socio-economic Impact', *Topics in Middle Eastern and African Economies* 15:1, pp 92-115

<sup>29</sup> UNDP (2015) 'Human Development Report 2015: Briefing note for countries on the 2015 Human Development Report – Egypt'

<sup>30</sup> Abdelali-Martini, M. (2011), 'Empowering Women in the Rural Labor Force with a Focus on Agricultural Employment in the Middle East and North Africa (MENA)', Expert Paper Expert Group Meeting of UN Women in cooperation with FAO, IFAD and WFP - Enabling rural women's economic empowerment: institutions, opportunities and Participation, presented in Accra, Ghana. Paper EGM/RW/2011/EP.9, September 2011

commonly engage in unpaid agricultural work, subsistence farming, and labour force-non participation.<sup>31</sup> While male out-migration has been a common explanation given for increased labor force participation of women, the reverse has also been true; increased unemployment for men in rural areas has pushed women to search for employment.<sup>32</sup>

#### D. Government structure and policies

20. Administratively, Egypt is divided into 27 governorates, over 300 districts, 166 regions, and 217 cities and 4,617 villages.<sup>33</sup> Territorial administration has been strongly hierarchical. Governors and executive councillors were appointed by the central government, while elected councils had little autonomy and limited capacity to hold appointed councillors accountable. In particular, vertical fiscal dependency between units and control of sector budgets by line ministries constrain local council budgets and limit their ability to raise their own revenue.<sup>34</sup>
21. Changes in administration are therefore expected, though the scale and speed of these depend on the Government's enforcement of constitutional changes. The current 2013 constitution foresees less complexity in territorial administration (by reducing local units from five to three, namely governorates, cities and villages), as well as more decentralization by empowering elected councils in local units, limiting the central Government's influence in said councils, and providing local units with independent financial budgets with state-allocated resources.<sup>35</sup>
22. Public policies for rural poverty reduction. The Government's development strategy is centred on the "Sustainable Development Strategy (SDS): 2030 Vision", the five-year Macroeconomic Framework and Strategy (MFS) announced in March 2015 and the new Cabinet's comprehensive reform program announced in October 2015. These documents outline the Government's vision for a productive and efficient economy that generates high, sustainable and inclusive growth. The SDS and MFS set three main objectives to achieve this vision, namely: (i) restoring macro stability and generating higher and sustainable levels of growth that creates jobs and higher value added; (ii) improving public service delivery; and (iii) achieving social justice and inclusion. Four drivers were identified to achieve these objectives: economic development; market competitiveness; human development; and citizen happiness. Notably, the SDS gives top priority to the following issues: (i) sustainable and green development; (ii) active involvement and partnership with the private sector; and (iii) food security. In the context of the MFS, the Government will continue implementing structural reforms in the energy sector to respond to the growing demand for energy by the manufacturing and household sectors.
23. Agricultural development is currently led by the 2009 Sustainable Agricultural Development Strategy towards 2030. It aims to achieve a comprehensive economic and social development based on a dynamic agricultural sector capable of sustained and rapid growth, while paying special attention to helping the underprivileged social groups and reducing rural poverty. Its mission is to modernize Egyptian agriculture based on achieving food security and improving the

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<sup>31</sup> World Bank (2014) 'Arab Republic of Egypt – More Jobs, Better Jobs: A Priority for Egypt' Poverty Reduction and Economic Management Department, Middle East and North Africa Region

<sup>32</sup> Spierings, N. and J. Smits (2007), 'Women's labour market participation in Egypt, Jordan, Morocco, Syria & Tunisia: A three-level analysis', paper prepared for the IZA-World Bank Conference on Employment and Development, June 8<sup>th</sup>/9<sup>th</sup> 2007, Bonn

<sup>33</sup> ARLEM (2014) 'Egypt – Fact Sheet: Vertical Division of Power', Euro-Mediterranean Regional and Local Assembly (ARLEM), accessed 16 March 2016 (<https://portal.cor.europa.eu/arlem/egypt/Pages/default.aspx>)

<sup>34</sup> Martinez-Vazquez, J. and A. Timofeev (2011) 'Decentralizing Egypt: Not Just Another Economic Reform' in Martinez-Vazquez, J. and F. Vaillancourt (eds.) 'Decentralization in Developing Countries: Global Perspectives on the Obstacles to Fiscal Devolution', pp. 389-430, Edward Elgar Publishing, Cheltenham

<sup>35</sup> ARLEM (2014) 'Egypt – Fact Sheet: Vertical Division of Power', Euro-Mediterranean Regional and Local Assembly (ARLEM), accessed 16 March 2016 (<https://portal.cor.europa.eu/arlem/egypt/Pages/default.aspx>)

livelihood of rural people, through the efficient use of development resources, the utilization of geopolitical and environmental advantages, and the comparative advantages of the different agro-ecological regions. Its strategic objectives are: sustainable use of natural agricultural resources; increasing the productivity of both land and water units; raising the degree of food security of strategic food commodities; increasing the competitiveness of agricultural products in local and international markets; improving the climate for agricultural investment; improving the living standards of rural people; and reducing poverty rates in rural areas. Total agricultural investment needed for achieving the strategy objectives were estimated to be between EGP 500 billion and EGP 640 billion.<sup>36</sup>

24. Previous strategies were the 1980s Agricultural Development Strategy, which focused on liberalization of the agricultural sector, pricing policies and increasing the annual growth rate of agricultural production to 3.4 per cent. The 1990s Agricultural Development Strategy focused on completing the economic reform programme in the agricultural sector, increasing the value of agricultural exports to EGP 5 billion, and achieving an annual agricultural growth rate of 3 per cent. The 2003 Agricultural Development Strategy (towards 2017) focused on achieving self-sufficiency in cereals, targeting an annual agricultural growth rate of 4.1 per cent, and continuing the land reclamation program of 150,000 feddans annually.
25. Vision 2030. In February 2016, Egypt launched its national sustainable development strategy. Egypt Vision 2030, constitutes the national umbrella through which the Sustainable Development Goals will be implemented in Egypt. The 2030 Vision covers the three dimensions of sustainable development - economic, social and environmental - and outlines the broader principles which will guide Egypt in pursuing its developmental goals. In December 2015, a national inter-ministerial committee, established by Prime Ministerial Decree was established to follow up on the implementation of the SDGs, and ensure proper alignment and integration of the SDGs with Egypt's sustainable development strategies and priorities. The Ministry of International Cooperation (MOIC) has been assigned the role of coordinator and rapporteur.<sup>37</sup>

## E. Official Development Assistance

26. Between 2005 and 2010, Egypt received US\$ 6.9 billion in net official development assistance (ODA), while from 2011 onwards the amount increased to US\$ 11.3 billion. Between 2005 and 2008, net ODA has averaged 0.9 per cent of GNI and 3.3 per cent of total government spending, while between 2009 and 2013 net ODA decreased slightly to 0.8 per cent of GNI, but between 2009 and 2012 it slumped to 1.4 per cent of total government spending.<sup>38</sup> Between 2005 and 2014, the biggest bilateral donors in terms of committed aid have been the United Arab Emirates,<sup>39</sup> the United States, France, Germany and Japan. The main development multilateral agencies were the World Bank (International Bank for Reconstruction and Development and the International Development Association), the EU institutions and the Arab Fund for Economic and Social Development (AFESD). IFAD was the 12<sup>th</sup> largest donor overall.<sup>40</sup>

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<sup>36</sup> Government of Egypt (2009), 'Sustainable Agricultural Development Strategy towards 2030', Ministry of Agriculture and Land Reclamation, Cairo, 2009

<sup>37</sup> <https://sustainabledevelopment.un.org/hlpf/2016/egypt>; <http://sdsegypt2030.com/?lang=en>

<sup>38</sup> World Bank Development Indicators 2016

<sup>39</sup> The top-funded project in Egypt IN 2013 was a loan for AED 7.34 billion (US \$2.00 billion), aimed at supporting the foreign Currency reserve and strengthening the financial and governmental system of Egypt. The Central Bank of Egypt also received a grant for the amount of UAE 3.67 billion (US \$1.00 billion). The purpose of this grant was to correct the steady rise in the level of non-performing loans that led the Central Bank of Egypt to enact reforms that reduced the number of licensed banks for 61 in 2004 to 40 in 2013.

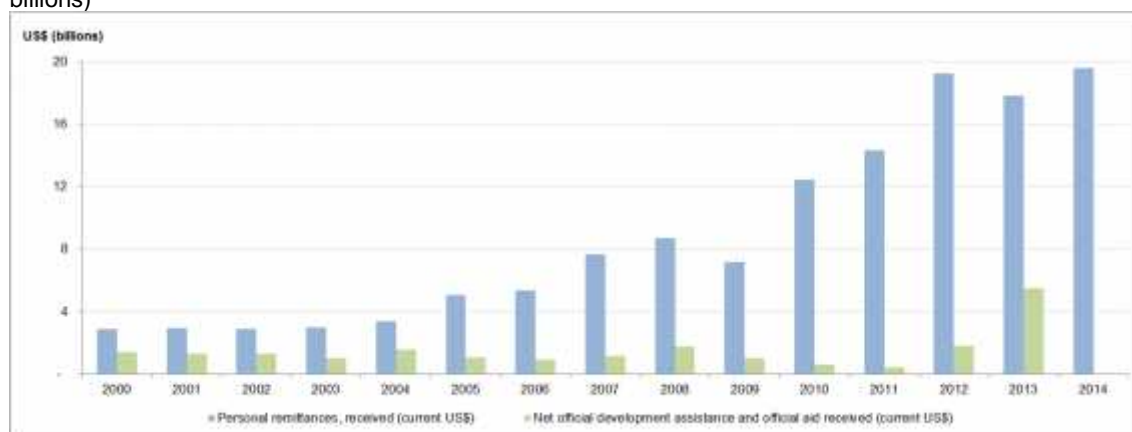
<sup>40</sup> OECD DAC database, 2016



27. Within the agricultural sector<sup>41</sup> total donor flows<sup>42</sup> to Egypt have decreased significantly since 2005, with highs of nearly US\$ 1.2 billion (10.9 per cent of all flows) in 2006 to lows of US\$ 141 million (4.9 per cent of all flows) in 2012. There is a mild upswing in absolute flows in the sector since 2012, with the latest available data in 2014 worth US\$ 232 million. The biggest donors were Germany, the International Bank for Reconstruction and Development, and the Netherlands.<sup>43</sup>
28. ODA funds committed between 2005 and 2014 were somewhat higher: between 2005 and 2010 they were worth US\$ 10.8 billion, and US\$ 14.6 billion between 2011 and 2014.<sup>44</sup> Nonetheless, this pales in comparison to the personal remittances sent to Egypt across the same time period: US\$ 46.3 billion between 2005 and 2010, and US\$ 71 billion from 2011 to 2014 (see figure 1). In 2013, ODA represented 2 per cent of GDP, while personal remittances were 6.6 per cent.<sup>45</sup>

**Figure 1**

Comparison of personal remittances and net ODA received in Egypt between 2000 and 2014 (current US\$ billions)



Source: compiled from World Bank Development Indicators 2016

29. Development partners in Egypt. The World Bank's latest Country Partnership Strategy (2015-19) intends to provide US\$ 2.95 billion in loans between 2016 and 2019. Sectoral focus includes agriculture and water.<sup>46</sup> The European Union's financial assistance to Egypt for the 2014-2016 period focuses on three priority sectors: poverty alleviation, local socio-economic development and social protection; governance, transparency and business Environment; and quality of life and environment. Between EUR 311 and EUR 380 million are expected to be allocated for these activities in Egypt throughout the period.<sup>47</sup> AFESD has financially assisted Egypt since 1974, having provided KWD 1.1 billion as of 2014. Current loan commitments to Egypt focus on electricity connection and generation, and support for private sector projects (sugar processing).<sup>48</sup> The Italian Cooperation's collaboration with Egypt has been substantial, with funding provided

<sup>41</sup> This includes: agricultural development, extension, financial services, inputs, land resources, policy & administration management, research, services, water services, agro-industries, food aid/food security programmes, food crop production, Plant and post-harvest protection and pest control, River basins' development, and water resources policy/administration management

<sup>42</sup> Consists of Equity investments, ODA grants and loans, and other official flows

<sup>43</sup> OECD DAC CRS database 2016

<sup>44</sup> For 2005-2009, the top 3 donors were the USA, the EU institutions, and Germany (US\$ 1.9, 1.3, and 0.9 billion respectively). From 2011 to 2014 the top 3 donors were the United Arab Emirates (UAE), the EU institutions and Turkey (US\$ 7.8, 1.2 and 1.1 billion respectively). Source: OECD DAC ODA database 2016

<sup>45</sup> World Bank Development Indicators 2016

<sup>46</sup> World Bank (2015) 'Country Partnership Framework for the Arab Republic of Egypt for the Period FY 2015-2019', Report No.: 94554-EG, November 2015

<sup>47</sup> European Commission (2015) 'Commission Implementing Decision of 17.12.2015 modifying the Decision C(2014) 7170 adopting a Single Support Framework for European Union support to Egypt for the period 2014-2015.', December 2015, Brussels

<sup>48</sup> AFESD (2014), 'Arab Fund for Economic and Social Development – Annual Report 2014', AFESD,

by the Italian Debt Swap (IDS) to promote rural development and poverty alleviation, and the Green Trade Initiative which aims to channel Egyptian horticultural goods to the European market. The Italian Cooperation also co-funded the WNRDP .

### III. Overview of IFAD assistance to the country

30. IFAD's involvement in Egypt is significant - Egypt is the largest NEN borrower (15.8 per cent)<sup>49</sup> and seventh largest overall in IFAD. IFAD's engagement in Egypt started with a project identification mission in 1979, which led to the design and approval of the West Beheira Settlement Project in 1980. The portfolio was further developed through a general identification mission in 1989 and another mission in 1993.
31. During the CSPE period, Egypt's PBAS allocation was as follows: (i) 2007-2009: US\$ 46.9 million (US\$ 46.9 in approved loans); 2010-2012: US\$ 85.9 million (US\$ 83.8 million in approved loans); and 2013-2015: US\$ 78.8 million (US\$ 69.6 million in approved loans). The large increase from the 2007-2009 to the 2010-2012 allocation period reflects IFAD's strong 8th replenishment. The current PBAS allocation (2016 – 2018) is US\$ 68,98 million.
32. The programme was brought under the guidance of the first COSOP for Egypt in 2000. The document provided a comprehensive strategy including an analysis of rural poverty issues and Government policies. The COSOP introduced two new interventions, the West Noubaria Rural Development Project, approved by the IFAD Executive Board in April 2002 and the Matruh II Natural Resource Management Project, approved in 2002, but its loan was cancelled in December 2004. Two more COSOP's were prepared since then, and another four programmes approved.
33. IFAD established its country presence in 2005. The Country Programme Manager has been outposted since April 2016.

**Table 1**

A snapshot of IFAD operations in Egypt since 1980

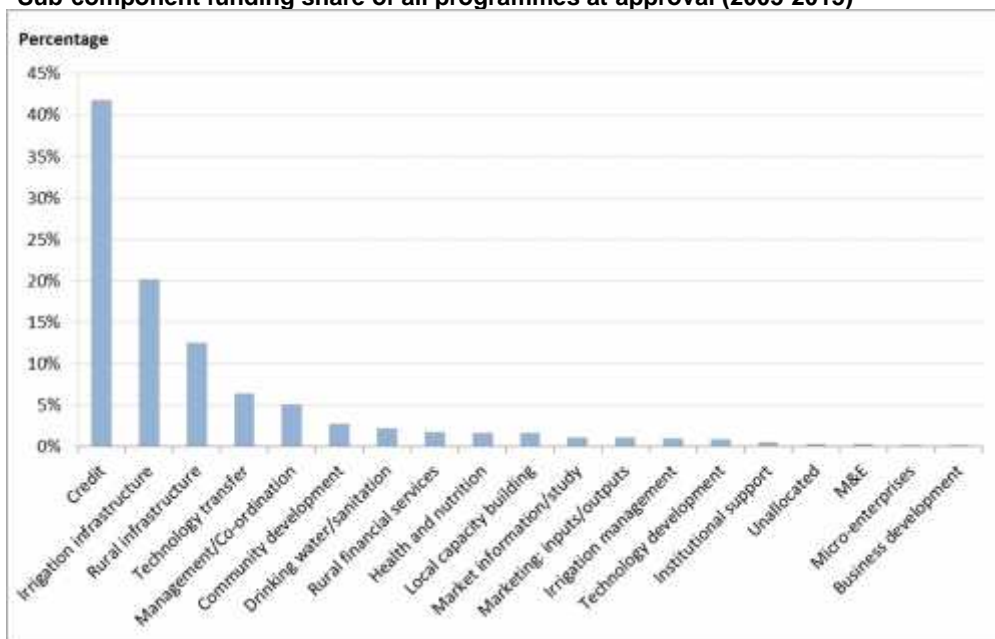
First IFAD-funded project	1980
Number of approved loans	12
On-going projects	4
Total amount of IFAD lending	US\$391.9 million
Counterpart funding (Government and beneficiaries)	US\$317.1
Co-/parallel financing amount	US\$51.4 million
Total portfolio cost	US\$747.5 million
Lending terms	Highly concessional (1980-82; 1994-2001) Intermediate (1984-1993; 2002-2011) Ordinary (since 2011)
Main co-financiers	Domestic financial institutions, GEF, FAO
COSOPs	2000, 2006 and 2012 (revised in 2015)
Past Cooperating institutions	UNOPS, World Bank, Italian Corporation (IDS)
Country Office in Egypt	Country presence since Dec. 2005. Country Office approved in 2004 as part of field presence pilot. Host Country Agreement since November 2011. The ICO is currently staffed with CPM, CPO, and CPA.
Country programme managers	Abdelhaq Hanafi (2013 – present; based in Cairo since April 2016); Omer Zafer (2014); Abdelhamid Abdouli (2004 – 2014)
Main government partners	Ministry of Agriculture and Land Reclamation; Ministry for International

<sup>49</sup> IFAD 2015, Annual Portfolio Performance Review, Near East, North Europe 2014-2015, Vol. II, page 63.

A. Portfolio

34. IFAD has committed USD 391.9 million in loans to Egypt since 1980 to support agricultural development and reduce rural poverty. In total, IFAD has invested in 12 agricultural development programmes and projects. Eight of the projects have been completed and four are ongoing. The programme has revolved around two main themes: support for settlement in lands reclaimed from the desert in Lower (northern) Egypt and support for productivity improvement in the old lands in the Nile Valley and Upper Egypt. Support to rural credit has absorbed by far the largest share of funding (42 per cent), followed by support to productive and social infrastructure (34 per cent). Technology development and transfer together received 7 per cent of the funding, while community development and local capacity building made up only 5 per cent.

**Figure 2**  
**Sub-component funding share of all programmes at approval (2005-2015)**



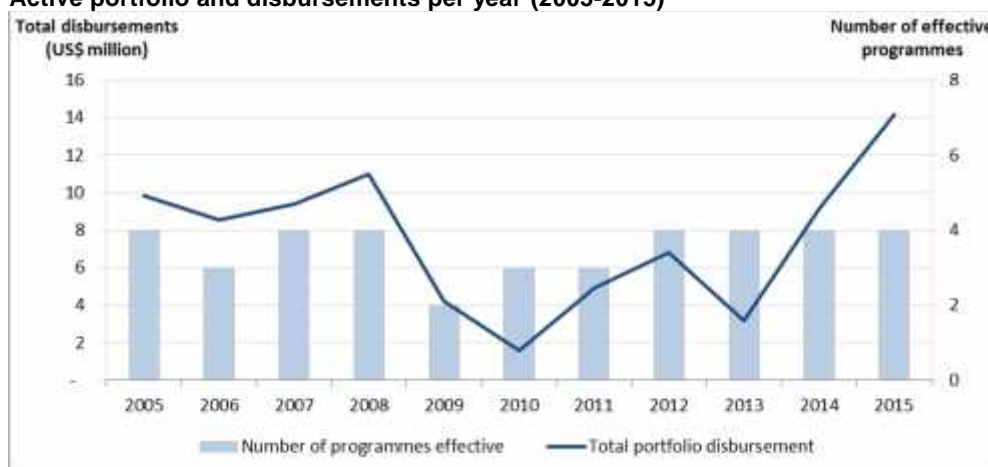
Source: IFAD 2016, GRIPS

35. IFAD counterpart agencies. Since 1979, IFAD’s main counterpart in Egypt has been the Ministry of Agriculture and Land Reclamation (MALR). In recent years, IFAD partnerships expanded to include other ministries and implementing agencies. After previous projects had included on-farm irrigation and water management as an important component, a new collaboration the Ministry of Irrigation and Water Resources (MWRI) was formalised in 2012 for the implementation of a larger programme on on-farm irrigation development (OFIDO). In 2015 engagement with the Ministry of International Cooperation (MIC), via its Development Partners Group, became more explicit. Finally, engagement with the Ministry of Environment is expected to increase with the recently approved GEF grant. Other agencies which IFAD has worked with are Principal Bank for Development and Agriculture Credit (PBDAC), the Social Fund for Development (SFD), and MALR’s Agriculture Research and Development Fund (ARDF).
36. The total portfolio cost over the last 11 years amounted to US\$ 602.1 million. IFAD contributed US\$ 321.4 million and the government counterpart contribution was US\$ 102.4 million. Average annual disbursements amounted to US\$ 7.5 million (though decreasing to US\$ 5.7 million between 2008 and 2012). There were on average 3.7 active programmes over nearly all of the period covered,



aside from in 2009 when only two were active.

**Figure 3**  
**Active portfolio and disbursements per year (2005-2015)**



Source: IFAD 2016, GRIPS; IFAD 2016, FlexCube

37. Grants. Apart from the loans, Egypt has benefited from a number of regional grants focused on soil and water management, gender mainstreaming, development of knowledge-sharing networks, and promotion of microfinance for poor rural people. Since 1979, Egypt has received US\$ 43.8 million in IFAD-managed grants (of which US\$ 23.9 came from IFAD). The majority of regional grants focussed on agro-systems and natural resource management research and were given to international research institutes, such as the International Centre for Agricultural Research in the Dry Areas (ICARDA), the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), the International Food Policy Research Institute (IFPRI) and the International Center for Bio-saline Agriculture (ICBA). A smaller number of grants supported social development issues, such as the grants given to the Ministry of International Cooperation on gender and women's empowerment. Sizable grants were given to Oxfam Italy on Smallholder Access to Markets (2012) and Making Cents International for Scaling-up Rural Youth Employment Interventions in the NENA Region (2012). The United Nations Office for South-South Cooperation in Cairo received a grant of USD 1.8 million in 2013.

#### B. Lessons from the previous CPE

38. The 2005 CPE concluded that the first COSOP was possibly too ambitious and covered an unrealistically broad range of issues. The set of projects had not grown yet into a fully integrated "programme." With the kind of activities IFAD had chosen to support activities it adhered too long to an old but comfortable agenda which at the time of the CPE covered a range of areas for which good practice were already well established: improving newlands settlements, reclaiming and stabilizing newlands, supporting applied agricultural research, and extending successful messages to farm communities. The CPE concluded that over the last 20 years the Egypt country programme had been lagging behind policy shifts in government and at IFAD corporate-level. For example, concerns for gender equality are a corporate priority for IFAD, but they were not well reflected in the country programme, despite the favourable changes of the national policy environment and the recent progress in national strategies on gender. While IFAD has been aware of the importance of off-farm employment to farm household income and the landless, it has not become engaged in this important area.
39. The CPE found that IFAD's partnership strategy was far too narrow. Close cooperation with the World Bank provided access to sound sectoral analysis, leveraged additional resources ensured regular supervision during implementation. The CPE concluded that a broader partnership approach which included the EU,

bilateral donors and IDS would improve programme leverage and delivery. Furthermore the partnerships with Government should expand beyond MALR to include ministries and agencies that have a mandate on irrigation and water management and community-based rural infrastructure, e.g. MWRI

40. IFAD's investment so far had focussed on hardware, e.g. agriculture services, irrigation and rural infrastructure and credit. The CPE concluded that more attention should be paid to local level institutional strengthening and community development (i.e. building social capital) for sustainable poverty reduction. IFAD should work more with civil society organisations, e.g. through grants, to support poor communities on the ground.
41. The CPE found that IFAD's rural credit programme in Egypt has largely failed, also as a result of limited flexibility and learning from experiences. The CPE cited the continued support of the PBDAC/BDAC system as an example despite the obvious shortcomings in the institutional framework and the existing capacity constraints. The CPE concluded that IFAD should stop promoting rural credit and start to apply its own rural finance policy.
42. The CPE highlighted the failure of the country programme to adapt to the emerging trends on rural poverty. The agreement at completion point was thus to focus on the poorest two or three governorates in Upper Egypt and to develop an exit strategy for Lower Egypt. It recommended that IFAD should use the available poverty data to target the poorest rural communities and address the needs of landless, men and women for employment and income equitably. Emphasis was also to be put on places and population categories where rural poverty was persistent or even worsening. It recommended furthermore, that IFAD should re-examine its approach to targeting rural communities and households to identify simple ways of targeting that focus more on the lowest quintiles among small farmers, women farmers and women-headed households, the landless and people without assets.
43. The newly established country presence was expected to enable more efficient programme management and improve implementation. Programme efficiency had been affected by delays in project implementation and readiness as well as extended closing dates. Field presence would also enable engagement with a wider range of partners in the country and on policy issues, in particular within the context of the PRSP process and on issues of rural finance.

### C. Evolving strategy

44. The second COSOP was approved by the IFAD Executive Board in April 2006, covering the period 2006-2009. The COSOP addressed the recommendations of the agreement at completion point of the first Egypt CPE, which were far reaching and included the need to: (i) work through partnerships, engage in policy dialogue with all relevant agencies in Egypt, and support the development of NGOs as potential partners; (ii) shift the geographical focus of IFAD's strategy to Upper Egypt, develop an exit strategy for Lower Egypt and invest more in social development activities and sequence them better; (iii) revise the approach to rural financial services by supporting the already existing civil society organizations and encouraging the formation of new ones with the capacity to provide and manage financial services for rural development; and (vi) strengthen gender emphasis in projects and increase women's skills and employment opportunities.
45. The main thematic thrusts of the COSOP were private-sector development, which would include a thoroughly revised approach to rural finance, and the enhancement of agricultural competitiveness to be achieved through the scaling up of successful approaches promoted through earlier projects and grants, such as the farming systems research approach, participatory irrigation management, contract farming for exports, and participatory community development.

46. After the second COSOP expired, there was no COSOP in place until 2012. With the political changes following the 25 January 2011 revolution and in view of the economic challenges that the country faced, IFAD instead assisted the Government in developing its Agricultural Sustainable Development Strategy 2030 and used this as a framework to formulate the Promotion of Rural Incomes through Market Enhancement (PRIME) project, approved in December 2011.
47. The third Results-Based COSOP was introduced in 2012 and covered the period 2011 - 2015. The strategic objectives identified were aligned with the Government of Egypt's Agricultural Sustainable Development Strategy 2030 and the IFAD Strategic Framework 2011-2015. The COSOP reflected the lessons from analytical work on the agriculture sector in Egypt (particularly those outlined in the Government's Agricultural Sustainable Development Strategy 2030), the experience of IFAD's ongoing projects and those of a number of relevant projects funded by other donors, such as: (i) the need to optimize the use of water; (ii) the importance of the non-farm rural sector as key in employment generation and poverty reduction in rural areas; (iii) a greater focus on marketing interventions and linking farmers to markets, particularly through contract farming; (iv) the need to develop the capacity of producer groups to enable them to realize economies of scale and enhance their bargaining power; (v) the importance of providing financial services along the value chain – including farmers, market intermediaries, small and medium-sized entrepreneurs; and (vi) the importance of complementarity between sustainable natural resource management (mainly on-farm water-use efficiency and soil improvement) and the enhancement of agricultural competitiveness and market access.
48. The updated COSOP (2015) covers two financing cycles between the period 2013-2015 and 2016 to 2018. It includes updated indicators and targets on the three strategic objectives which remained unchanged.
49. The country programme has yielded some important results since its initiation, in particular with regard to social and productive infrastructure, land reclamation, improved agricultural productivity and community-level organisations. The 2015 revised COSOP cites the main achievements of IFAD's previous and ongoing projects as follows:

1.3 million households, or about 7.0 million rural poor people reached;  
 447,000 feddan of land (188,000 ha) reclaimed;  
 570 Water Users' Organizations (WUOs) established and strengthened , reaching 14,100 members;  
 30 Farmers' Marketing Associations (FMAs) established and supported, with 31,170 members;  
 37 Community Development Associations (CDAs) as financial intermediaries established and supported, providing microfinance to end-users;  
 0.1 million loans to beneficiaries for a total value of US\$ 66.4 million extended;  
 33 schools (junior, primary and secondary) with yearly in-take of 14,560 students established; and  
 14 medical clinics, and provided 126 medical caravans, benefitting about 43,600 people) rehabilitated.

**Table 2**  
COSOPs 2006 and 2012

	COSOP 2006	COSOP 2012 (updated in 2015)
<i>Strategic Objectives</i>	<p>Successful innovative approaches replicated and scaled up in Upper Egypt with a new configuration of partnerships, support to</p> <ul style="list-style-type: none"> <li>• sustainable small scale farming</li> <li>• SME processes and the private sector</li> <li>• Community development organisations, water user associations, NGOs and civil society</li> <li>• IFAD's participation and influence in development fora.</li> </ul>	<p>SO1: Strengthened technical skills and organizational capacity of poor rural men and women to take advantage of rural on- and off-farm economic opportunities</p> <p>SO2: Enhanced pro-poor sustainable use of natural resources, especially land and water</p> <p>SO3: Improved access by poor rural farmers to better-quality services, such as technology, finance and markets</p>
<i>Geographic focus and coverage</i>	Exit Lower Egypt and focus on poorest two or three governorates in Southern Upper Egypt	Upper and Middle Egypt, the poorest governorates of Lower Egypt; oldlands and newlands.
<i>Strategic thrusts</i>	<p>1) <b>Private sector development</b> in rural areas, to focus on off-farm employment and income generation; to incorporate a substantially revised approach to <b>rural finance</b>.</p> <p>2) Enhancement of agricultural competitiveness through <b>innovative research and extension systems</b> that are responsive to the needs of small farmers and rural women; includes support to <b>local farmers organisations</b> and strengthening of <b>Water Users Associations</b> and their integration in Water Boards.</p>	<p>i) Organize rural households around mutual interests through <b>farmers' organizations</b>, farmer marketing associations, water users' organizations and community development associations</p> <p>ii) More efficient and sustainable use of land and water resources through improved <b>agricultural practices</b> and <b>irrigation systems</b>; more-effective participation of users and stakeholders in water management</p> <p>iii) promote <b>participatory demand-driven training and agricultural technical assistance</b> to farmers; provide <b>financial services</b> to and through the agricultural value chain.</p>
<i>Targeting Approach</i>	<p>Within the proposed set of activities, attention to targeting</p> <ul style="list-style-type: none"> <li>• Landless and unemployed youth</li> <li>• Small farmers and tenants</li> <li>• Rural women</li> </ul>	<p>(i) <b>Governorates</b> with high concentrations of rural poverty; areas within governorates with higher concentrations of poor households;</p> <p>(ii) <b>Household</b> level, targeting smallholder farmers, poor rural entrepreneurs and landless youth; <b>women</b> will be especially targeted.</p> <p>(iii) <b>Thematic</b> focus on organizational development, farm-level irrigation infrastructure, financial services and market linkages.</p>
<i>Gender equality and women's empowerment</i>	(i) mainstreaming gender concerns into programme design and M&E system; (ii) increasing women's skills and capabilities as farmers and micro-entrepreneurs.	Gender equity integrated as a cross-cutting theme into country programme, including strategic framework
<i>Policy dialogue</i>	On rural finance, water resources management, and decentralisation, including a stronger role to NGOs and civil society in rural development.	On legal and institutional issues affecting smallholder farmers and their organisations, water use, access to land and rural finance.
<i>Grants strategy</i>	To promote producers associations, water users associations, and pilot initiatives on rural micro finance; to build project implementing staff capacity on rural enterprise development and gender mainstreaming.	Soil and water management, gender mainstreaming, knowledge-sharing networks, and promotion of microfinance for poor rural people.
<i>Country programme management</i>	<p>Field presence enables IFAD to take over direct supervision.</p> <p>Strengthening implementation support and M&amp;E</p>	<p>2015 revised COSOP: IFAD and MALR to establish a joint Monitoring and Evaluation Unit;</p> <p>IFAD to directly supervise projects; joint supervisions with other DPs where possible</p>
<i>Collaborations and Cofinancing</i>	Field presences enables systematic participation in donor groups and UNDAF. Also the Italian Cooperation, Swiss Development Cooperation, USAID, the Netherlands, CIDA, World Bank, AFESD, Opec Fund, AAAID and Islamic Development Bank.	<p>COSOP to be implemented through a diversified partnership framework.</p> <p>Knowledge sharing with JICA, Italian Cooperation, World Bank and AfDB.</p>

## IV. Evaluation objectives and methodology

### A. Objectives

58. Objectives. The main objectives of the CSPE are to: (i) assess the results and performance of the IFAD-financed strategy and programme in Egypt; (ii) generate findings and recommendations for the future partnership between IFAD and Egypt for enhanced development effectiveness and rural poverty eradication. The findings, lessons and recommendations from this CPE will inform the preparation of the new COSOP in 2018.

### B. Scope

59. The CSPE will assess the results and performance of the activities conducted since 2004, when the last CPE was conducted in Egypt. The CSPE will cover the full range of IFAD support to Egypt, including lending and non-lending activities (knowledge management, partnership-building and policy dialogue), including grants, as well as country programme and COSOP management processes.
60. The loan portfolio to be covered by this CSPE includes nine operations. Four of these were already under implementation at the time of the first CPE (2004). At that time one of them, the Agricultural Intensification Project (AIP), was at a very late stage of implementation and had been fully rated by the first CPE. Therefore, the 2016 CSPE will only review impact and efficiency ratings, assuming that additional evidence will have become available after the programme closure. For the West Noubaria Project (WNRDP) a PPE will be available at the time of the CSPE. The CSPE will thus mainly rely on the evidence from this PPE which has been conducted in 2016.
61. The portfolio also includes one cancelled project (Matruh II), for which the CSPE will only review relevance. Selected evaluation criteria will also be reviewed for the ongoing projects, depending on the progress made. For the new project, the Sustainable Agricultural Investments and Livelihoods Project (SAIL), only relevance will be rated, while for the longer running projects (UERDP, OFIDO, PRIME) all criteria will be reviewed, and depending on the available evidence also rated, except impact. Scoping of the relevant evaluation criteria will be completed during the preparatory CSPE mission.

**Table 3**

Evaluability of programmes covered by the 2016 CSPE

Project name	Board Approval	Effective (date)	Status	Completion (date)	Disbursed (%)	CPE 2004	CPE 2006 Criteria
Agricultural Intensification Project (AIP)	20/04/1994	25/01/1995	Closed	30/06/2005	100	All Criteria rated	Efficiency, Impact
East Delta Newlands Agricultural Services Project (EDNASP)	05/12/1996	25/01/1999	Closed	31/03/2008	100	Covered, not rated	All Criteria
Sohag Rural Development Project (SRDP)	05/12/1996	31/03/2008	Closed	30/06/2008	100	Covered, not rated	All Criteria
West Noubarya Rural Development Project (WNRDP)	23/04/2002	30/06/2014	Closed	30/06/2014	100	Covered, not rated	All Criteria (based on 2016 PPE)
Second Matruh Natural Resource Management Project (Matruh II)	12/12/2002		Cancelled				Relevance only
Upper Egypt Rural	14/12/2006	24/09/2007	Ongoing	31/03/2017	75.1		Selected

Development Project (UERDP)						criteria
On-farm Irrigation Development Project in Oldlands (OFIDO)	17/12/2009	16/02/2010	Ongoing	31/03/2018	27.0	Selected criteria
Promotion of Rural Incomes through Market Enhancement Project (PRIME)	13/12/2011	10/04/2012	Ongoing	30/06/2020	13.9	Selected criteria
Sustainable Agriculture Investments and Livelihoods Project (SAIL)	16/12/2014	15/06/2014	Ongoing	30/06/2023	0	Relevance only

62. The grants portfolio for the CSPE period covers 34 IFAD-managed grants, 16 of which are funded by IFAD. It consists of 23 regional grants, 2 country-specific grants, 1 medium grant, 1 micro grant, 5 research grants, and 2 uncategorised grants (see annex 2). The CSPE will select a sample of (completed and ongoing) grants that are relevant in terms of supporting policy dialogue, knowledge management and partnership building within the context of the Egypt country programme. Grants will not be rated as such, but their relevance and contribution will be assessed within the context of the country strategy and programme performance. Within the grants portfolio, climate change and South-South Cooperation (SSC) have been particularly important and will be reviewed accordingly.

### C. Thematic issues and CSPE focus

63. The CSPE will systematically review selected thematic issues which were important within the context of the Egypt COSOPs.

64. Targeting was a key issue in the first CPE which recommended a more nuanced targeting strategy, using socioeconomic data to reach the poorest areas of the poor governorates of Upper Egypt, and to identify ways of targeting that focus more on the lowest quintiles among small farmers, women farmers and women-headed households, the landless and people without assets. The 2006 COSOP responded to the CPE recommendations, by declaring focus on two poorest governorates (Quena and/or Assiut) in southern Upper Egypt and exiting Lower Egypt. Since then, targeting strategies have increasingly moved beyond the 2006 CPE's recommendations. The 2015 COSOP states that IFAD interventions would continue to focus on both old and new lands, though not engaging in land reclamation itself, but rather in improving the conditions in the settlements within the reclaimed land. In terms of direct targeting, more emphasis is placed on rural entrepreneurs, while landlessness is not explicitly mentioned as a criterion.

65. This CSPE will therefore attempt to answer the following questions (relevance):

- (a) To what extent did targeting strategies over the CSPE period reflect (changing) priorities of IFAD and the Government?
- (b) How appropriate have targeting strategies been, given the changes and trends in poverty and the increasing socio-economic differentiation in rural Egypt?
- (c) How robust was the poverty analysis supporting the choice of poor governorates in Upper and Lower Egypt?

66. Rural finance. The 2005 CPE identified the constraints to the development of a viable Egyptian rural financial sector as the weak capacity and institutional rules of the two semi-public credit agencies that IFAD works with through its programmes'

rural finance components: the Principal Bank for Development and Agricultural Credit (PBDAC) and the Social Fund for Development (SDF). Since then, IFAD's strategy on rural finance in Egypt has gradually evolved, but not resolved the fundamental institutional and capacity issues yet. The 2006 COSOP responded with research on the sector and, as recommended by the CPE, widened its partnerships to include the SDF and ADP as providers of small loans. The 2012 COSOP envisaged policy dialogue in the sector alongside other development partners. The 2015 COSOP encompassed a broader view on actors in the rural finance sector. It anticipates some innovations in financial service provision, and sees policy dialogue as the main vehicle to suggest amendments to the law on cooperatives, on rural financial institutions. It also would partner with the Agricultural Research and Development Fund (ARDF) and strengthen the current relationship with the SFD, while looking for partnerships with associations.

67. At the level of operations though, the rural finance components are still underperforming, and, although cooperation with PBDAC was discontinued after their poor performance in WNRDP, the question on how to build effective partnerships within the rural finance sector remains unsolved. The CSPE will review the performance of the rural finance portfolio through the following questions:
- (a) What has been the strategy underpinning IFAD's support to rural finance in Egypt and how appropriate has it been, given the existing legal and institutional framework? How appropriate has the selection of partners been and what would have been the alternatives? Why has there been no engagement with commercial finance sector partners? (relevance)
  - (b) What have been the strengths and weaknesses of the different models used by the projects to provide financial services to poor farmers? What are the overarching and common issues? (effectiveness)
  - (c) What have been the main factors explaining the (non) performance of the rural finance portfolio and what could have been done differently to address them (effectiveness)?
  - (d) How sustainable are the approaches to strengthening the institutional capacities of different providers for pro-poor financial services? (sustainability)
  - (e) What evidence is there that the disbursements of loans across the portfolio contributed to rural poverty reduction? (impact)
  - (f) To what extent has IFAD's support to rural finance affect the demand for credit over the last 10 years? (impact)
68. Natural resource management (NRM) and climate change. IFAD's portfolio has mainly focussed on addressing issues of water scarcity by raising efficiency of water resource use and distribution. The importance of the irrigation sub-sector has increased over the CSPE, through initiation of new partnerships, such as the engagement with the Ministry of Irrigation and Water Resources in OFIDO) and a relatively high share of project funding dedicated to irrigation infrastructure in the new SAIL project (40 percent), compared to the earlier projects. The 2006 COSOP identified increasing water use strain amongst end users as an issue to be tackled through improved systems management, including support of participatory irrigation management (PIM), water user associations (WUAs) establishment, district-level water boards, and policy dialogue on PIM. The 2012 COSOP continued the strategy of strengthening WUAs. It also noted that the recent approval of water management regulations concerning branch canal WUAs by the Government now have to be enforced, which will be pursued alongside the World Bank.
69. Issues of water quality have received less attention. A recent World Bank Study cited water pollution as a growing concern for economic growth and health in

Egypt. Fresh water availability has been diminishing for the last 50 years. The primary reason for the low availability of fresh water is water pollution caused by agricultural waste and poor rural sanitation in addition to industrial contamination.<sup>50</sup>

70. The 2012 COSOP treats environmental sustainability as a cross-cutting theme. It intends to assist MALR and research centres in improving water management and providing drought resistant and heat tolerant crops to cope with climate change, with results and lessons feeding into the policy level and being scaled up and mainstreamed in extension advice to farmers. The 2015 COSOP includes strategies for environmental sustainability and climate smart agriculture, such as improving water and land use efficiency, solar energy for pumping water, weather station development, and funding opportunities from the Adaptation for Smallholder Agriculture Programme (ASAP) grant funds and Global Environmental Facility (GEF) grants.
71. The CSPE will seek to answer the following specific questions on NRM and climate change.
  - (a) What have been the strategies to address water scarcity, degradation of water and land resources and climate change over the CSPE period, and how appropriate have they been? Were the scientific assumptions related to water availability, use and needs correct? (relevance)
  - (b) How successful was the programme in opening avenues for policy engagement on water resource management issues, at what levels, and what results, if any, have been documented? (effectiveness)
  - (c) What innovative practices have been introduced to support climate-change adaptation and how was this done?
  - (d) What is the evidence that that sustainable and climate-smart NRM practices have contributed to more resilient livelihoods (impact)?
  - (e) Did the new project capture the lessons learnt from previous investment projects and grants? (knowledge management)
72. Community capacity building. It is an explicit aim of the 2012/2015 COSOP to strengthen poor farmer capacity for participatory governance and enhanced voices of the poor. This will be done through support of water user groups, marketing associations and community development associations. A recent World Bank Study<sup>51</sup> highlights the need to strengthen organisations for poor farmers. Agricultural cooperatives are widespread, but only 70 percent of communities have agricultural cooperative societies in their communities or within easy reach. The study highlights the role of cooperatives, farmers associations, and community-based water user organisations to achieve a more inclusive pattern of growth. The CSPE will explore the practices that IFAD has supported so far and assess their potential for sustainability and scaling up in the context of Egypt through questions such as:
  - (a) How effective has programme support to establishing and/or strengthening community-level organisations been? What are the documented results and good practices? (effectiveness)
  - (b) How sustainable are community-level organisations? How well are they integrated into the existing institutional and policy frameworks? (sustainability)

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<sup>50</sup> World Bank 2015. Egypt – Promoting Poverty Reduction and Shared Prosperity. A systematic Country Diagnostic. pp. 49f.

<sup>51</sup> World Bank 2015. Egypt – Promoting Poverty Reduction and Shared Prosperity. A systematic Country Diagnostic. pp. 68f.



- (c) What are the prospects for scaling up community-level organisations?  
(scaling up)
73. Gender equality and women's empowerment. The CPE (2005) noted that project design did not place gender equality issues at the forefront and focused more on a women in development approach rather than gender mainstreaming. It recommended that the country programme should be far more strategic in the choices that it makes on gender, more openly committed to promoting gender equity, and prepared to drop its support for activities that maintain the status quo. The 2006 COSOP acknowledged the gender gap raised by the CPE, and technical assistance grants were approved to strengthen gender mainstreaming in programmes. The 2012 COSOP considered gender equity a crosscutting theme aimed at closing gender gaps by especially targeting women within direct targeting categories, and having at least 30 per cent of women participating in beneficiary organizations.
74. The CSPE will look at the following specific questions on the programme's strategy to address issues of gender equality and women's empowerment:
- (a) To what extent have the programmes been aligned to Government's policies and strategies on gender as well as IFAD's gender action plan (2003-2006) and IFAD's Gender Equity and Women's Empowerment policy (2012)?  
(relevance)
  - (b) To what extent did programmes reaffirm or transform existing values and norms and/or the ascribed roles and power relations with regard to gender?  
(gender)
  - (c) Were different categories of beneficiaries also gender disaggregated? What were the benefits recorded for women under different types of activities?  
(effectiveness)
  - (d) To what extent did the programmes overcome the limitations on women's participation in activities (i.e. literacy, remaining at home)? Are there any good practices that could inform future projects? (gender)
75. Youth. Young rural people have slowly but increasingly been considered across the COSOPs. The 2005 CPE superficially discussed youth issues, namely under targeting strategies, rural finance, and literacy courses. Under the first, IFAD generally considered youth as unemployed graduates settled on the new lands that received programme assistance as a special poverty group. Under the second, unemployed youth had been considered as disadvantaged borrowers that had not been well served by existing formal credit institutions.
76. COSOP responses slowly gave more depth in addressing youth needs. The 2006 COSOP identified unemployed youth's living standards as falling due to an increasing labour force and slow growth of employment opportunities. IFAD identified its focus on private sector development in off-farm employment and income generation as assisting unemployed youth through small and micro enterprises (SME) development, market linkage, export promotion, and partnership with the large private sector entities involved in marketing and finance. The 2012 COSOP included unemployed youth in its first strategic objective (capacity enhancement to undertake small enterprises and profit from employment opportunities in rural areas), and landless youth as a direct targeting category at the household level. The 2015 COSOP also identified development of opportunities in the non-farm sector as being particularly important for unemployed youth. Engagement with youth would be achieved through community level organizations (i.e. agricultural cooperatives, WUOs, Community Development Associations (CDAs), and marketing associations).

77. Clarity of definition is needed in understanding what 'youth' is being targeted under the different COSOPs and their programmes:
- (a) How were youth targeted within the projects and how did the projects' targeting strategies change as the COSOP's thinking evolved? (relevance)
  - (b) Which mechanisms and interventions were the most effective in targeting youth? (effectiveness)
78. Landlessness crosses through various themes in IFAD's portfolio, and has been subject to various modifications in approach throughout the COSOPs. The 2005 CPE had raised issues of landlessness, the characteristics of the landless, and IFAD's attempts and failures in engaging with them. The 2006 COSOP identified landless labourers as one of 4 types of the rural poor, and expected to assist them through its private sector development focus on off-farm employment and income generation. The 2012 COSOP identified landless people as target group for capacity enhancing activities, such as vocational training and financial services, under the first strategic objective. Landless youth were included under the household level targeting strategy. The 2015 COSOP highlighted the importance of the non-farming to landless people, even though they were no longer explicitly targeted.
79. The landless as a group have a particular profile that necessitates a clear and well-founded strategy, especially considering their numbers in rural areas. The CSPE will explore IFAD's engagement, the strategy and its modifications through the following questions:
- (a) What were IFAD's strategies to address landlessness in the Egyptian context, and what have been the main contextual issues informing them? (relevance)
  - (b) What are the drivers of landlessness, and how effective has IFAD been at addressing them at institutional and policy levels? (effectiveness)
  - (c) To what extent did the landless benefit from IFAD-supported interventions, and how did their livelihoods (assets, income-generating opportunities etc.) change as a result of these interventions? (impact)
80. Country presence. The opening of the field presence in 2005 and the outpostting of the CPM in 2016 have led to major changes in how IFAD's country programme is managed and supported within the CSPE period. The CSPE will review how the field presences has affected the performance of the programme, the lending portfolio and the non-lending activities. Questions include:
- (a) How and in what ways did the country presence contribute to improved performance on lending and non-lending activities?
  - (b) How did the ICO engage differently in dialogue with other partners as a result of the field presence? How did this strengthen IFAD's role and comparative advantage in Egypt?
  - (c) What was the ICO's role in generating innovative solutions, scaling up initiatives and identifying new investments?
  - (d) Are the ICO structure, staffing and resources adequate in view of the expected functions and impact?

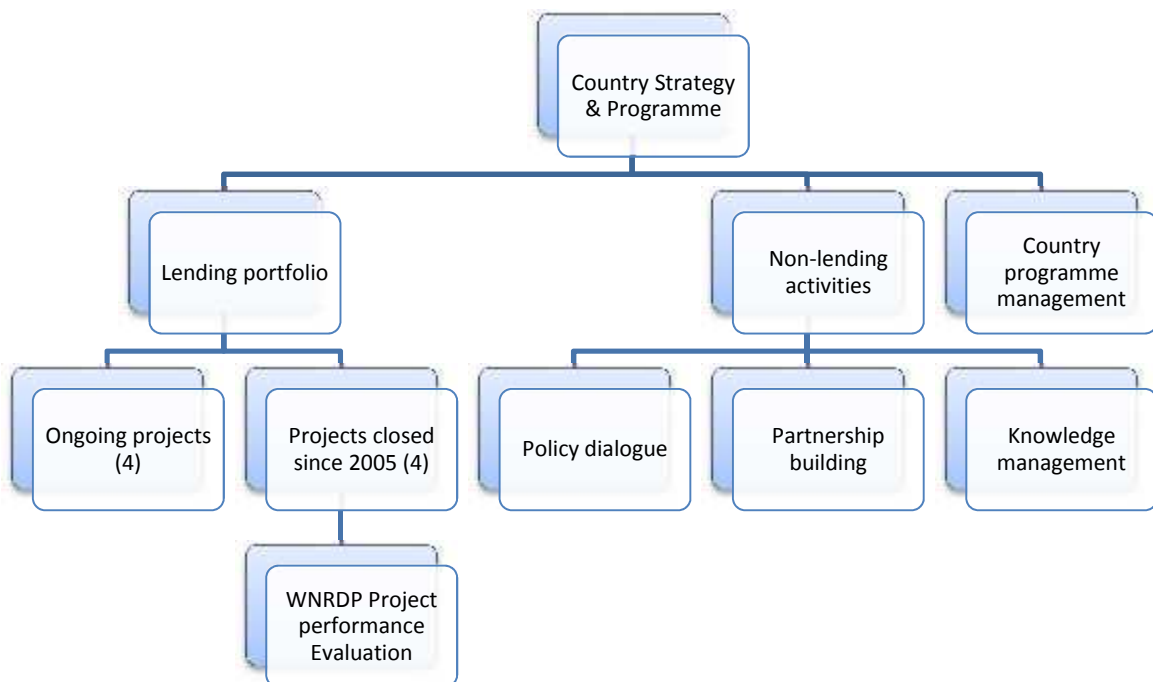
#### D. Methodology

81. Multi-level approach. The CSPE will assess the performance and results of the partnership through a multi-level approach:
- (a) At the level of operations and activities, the CSPE will assess how well each of them performance individually. The performance of projects will be reviewed, using the standard IOE evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability, gender, natural resource

management & climate change, innovation & scaling up). The review of the WNRDP will benefit from the evidence collected through a PPE prior to this CSPE in 2016. For the assessment of the non-lending activities (including grants), the CSPE will review policy dialogue, knowledge management and partnerships, using two evaluation criteria - relevance and effectiveness – only.

- (b) At the level of the portfolio, the CSPE will review how key issues were addressed throughout the different elements of the country programme. This will require a systematic review of the key issues identified above across the different lending and non-lending activities. In addition, the CSPE will assess the performance of partners in the management of the country programme, which includes an assessment of IFAD’s implementation support and country presence as well as the government’s contributions and role in the achievement of country programme results.
- (c) At the level of the country strategy and programme, the CSPE will analyse how IFAD has defined and implemented its strategy to reduce poverty in partnership with the Government and what results it has achieved and how. The analysis will not just look at compliance with the COSOP document, but also explore what IFAD could have done differently, given the context of the country and the strategies deployed by other development partner, and how it could have been more effective in achieving its corporate-level goals. The CSPE assess the relevance of the country programme strategy, in terms of alignment and coherence, as well as its effectiveness, in terms of development results.

**Figure 4: schematic overview of CSPE structure and focus**



82. Theory of change. The methodology for the CSPE will be theory based. The programme theory describes the results chain linking COSOP and programme outputs to outcomes and impact and its underlying programme Theory of Change (ToC) taking into consideration the contextual factors within which the programme was designed and implemented. The COSOP intends to contribute to Government policies and strategies within four impact domains, which are (1) women’s advancement and closing gender gaps, (2) sustainable employment, (3) pro-poor

and sustainable use of national resources, and (4) participatory governance and enhanced voices of the poor.

83. The CSP will review and validate the theory of change underlying the COSOP through the following steps:
- (a) Mapping the strategic thrusts of the COSOP together with the expected project/programme results against the COSOP objectives;
  - (b) Identify the main impact pathways embedded in the country programme and the causal linkages, influencing factors and underlying assumptions driving the changes envisaged within the strategy;
  - (c) As part of the evaluative assessment, identify the achievements and key results based on the available evidence and verify the causal relations and influencing factors explaining the achievement or non-achievement of results;
  - (d) Prepare a theory of change for the Egypt country strategy and programme, using the evidence collected by this CSPE.
84. To validate the programme theory, the CSPE will assess if the available evidence corroborates the key assumptions for the achievement of results, in particular:
- i. IFAD-supported operations and activities have noted major achievements with regard to the strategic objectives and outcomes stated in the COSOP;
  - ii. Achievement of results is consistent across different project areas;
  - iii. Synergies between IFAD-supported project and/or projects supported by other development partners may have amplified the stated results;
  - iv. Shocks, conflicts and crises did not offset the achieved results.
85. Establishing COSOP results. The CSPE will employ three methodological elements to establish how and to what extent the country programme strategy has achieved the intended results:
- i. The “top-down” assessment will look at the extent to which the strategy has made the country programme more effective. This includes an assessment of IFAD’s strategic selectivity and the extent to which its strategic positioning took adequate account of its comparative advantage and the role played by others in agriculture and rural development and rural poverty reduction.
  - ii. The “bottom-up” assessment looks at the extent to which the country programme has achieved the strategic results stated in the COSOP, based on a systematic review of the performance and achievements of the lending and non-lending portfolio
  - iii. The “contribution assessment” will look at the roles of IFAD, Government and other partners in supporting those results. It aims also to determine whether the support provided was adequate to achieve the COSOP strategic objectives.
86. Sampling approach: The CSPE will use the following approach for sampling projects, grants and organisations for field visits and interviews:
- Sampling projects. The CPE will cover the four projects under implementation through field visits. Field visits to WNRDP will have taken part during the PPE. The CPE will visit selected project locations in the different regions of Egypt, which also represent different agro-ecological and socio-economic zones (Upper, Middle and Lower Egypt). Governorates will be selected for a field visit, using the following criteria:
    - Diversity: covering the main agro-ecological and socio-economic zones where IFAD is working;

- Synergies: overlap of several (ongoing and closed) operations within one governorate and opportunity to study synergies with similar projects and interventions supported by other development partners;
  - Availability: stakeholder need to be available for meetings;
  - Security: field sites needs to be secure for the team to access and possible risks for the stakeholders visited must be excluded.
87. Selection of governorates for a visit will be decided after discussion with stakeholders during the preparatory mission.
- Sampling grants. Grants will be selected for stakeholder discussion and – if applicable – site visits, based on the following criteria:
    - Different types of non-lending activities supported and/or different types of partnerships;
    - Significance, in terms of size and/or contribution to strategic objectives or in terms of strategic partnerships supported;
    - Thematic focus: selection of grants that represent different themes that are important for the Egypt portfolio, such as climate change and South-South Cooperation.
88. Selection of grants will be finalised during the documents review phase.
- Sampling stakeholders. Comprehensive coverage of stakeholders for feedback and further analysis of key issues will be an important aim of the data collection phase. In addition to meetings and interviews, the CPE is also considering the feasibility of a stakeholder feedback survey. Otherwise, interviews and workshops with selected stakeholders during the country mission will be the main tools to collect stakeholder feedback. The CSPE will aim at good coverage, using the following criteria:
    - Different types of stakeholder groups in terms of roles in the programme and partnerships with IFAD, e.g. government, private sector, NGOs, CBOs, research partners, partners for political dialogue, implementing partners, beneficiaries, development partners;
    - Regional balance, covering stakeholders from different regions;
    - Different perspectives and interests, also covering those that are not directly involved with IFAD or benefitting from IFAD support and/or those that may have different views on some strategic issues.

## E. Data collection strategies

89. The CSPE will to a large extent depend on the existing documentation of the country programme. This includes the previous CPE, the COSOP review, Annual Impact Reviews, Performance Portfolio Reviews, Portfolio and Country Programme Reviews, and for each active or completed project, individual reports such as PSRs, MTRs and PCRs as well as IFAD's RIMS ratings. In addition, the CSPE will use to complementary information sources, such as country statistics, sectoral studies and the poverty analysis produced by Government and/or other development partners.
90. Data collection techniques include the following:
- i. An analysis of all relevant IFAD documentation will be the first step in verifying the consistency of findings and availability of data at different levels in the results hierarchy.
  - ii. Project documentation from the IFAD portfolio, some of which is already assembled, will be collated and analysed to supplement and provide richer

- data. These should include progress reports, studies and surveys, and grant reports.
- iii. Secondary data at national and governorate level, or from businesses or traders, will supplement the above and substantiate indirectly the achievements of IFAD's projects. The CSPE will identify relevant data, in particular the most recent poverty statistics and household welfare data during the preparatory mission.
  - iv. Interviews with IFAD country team on the results logic underlying the results-based framework, and to collect and validate information to address the evaluation questions and assess selected evaluation questions, such as the key factors affecting performance of country programme, issues of country programme management and capacity of the country office.
  - v. Interaction with COSOP stakeholders and selected other informants, such as staff of policy and implementing agencies, beneficiaries, NGOs, research agencies, in country experts, which can take the form of one-on-one interviews, group interviews or focus group discussions. Key informant interviews will be very important to explore a number of issues, including: the existence of additional reports or surveys, exploring the justifications for ratings in PCRs or Supervisions, and to understand the evidence base for the ratings and judgements given in the various performance reports. Interviews would need to be conducted with IFAD, Government representatives, NGOs and private sector actors involved in the various projects, beneficiaries and other development partners (WB, USAID, EU). Consultants and IFAD staff involved in previous reviews or PCRs would be valuable sources of evidence. As part of the CSPE preparation an inventory of such key informants will be prepared. Based on this information, the team will also identify the potential focus groups and develop the tools for focus group discussions as part of the preparation. Possible topics for focus group discussions include issues of strategic positioning such as partnerships and IFAD's country presence as well as validation of COSOP achievements and results.
  - vi. Furthermore, IOE is planning to conduct a stakeholders' perception survey among key stakeholders involved in COSOP design and/or implementation (i.e. Government Ministry of Agriculture, Ministry of Finance, other Ministries, private sector partners, other key development partners) and other development partners. The survey will focus on questions on the contribution of IFAD-supported operations to wider development outcomes, IFAD's positioning in Egypt, IFAD's performance with regard to non-lending activities, the role and influence of the IFAD country office and IFAD's added value and role in aid coordination and harmonization. Stakeholder feedback will be obtained through an online survey instrument.
  - vii. Field visits to a ongoing and completed projects would include selected governorates in Upper and Middle Egypt with a view to gather (additional) information on COSOP outputs and outcomes, capture male and female beneficiary views and CBOs role on factors explaining performance and issues, and cross-check data obtained from other sources. Visits to project sites will focus on collecting beneficiary feedback and data on assets, using tested evaluation tools such as the asset verification exercise and community score cards. In addition, field visits to more recent project sites in Lower Egypt may be selected to review aspects of project design and targeting.
91. For closed projects, efforts can be made to find any baseline and impact reports that would have provided the evidence for the PCRs. For the ongoing projects, the CPE team may contact M&E officers prior to the main mission for preparation of relevant data. Available data will be cross-checked with project staff or

stakeholders where visits are conducted to project support offices during the main mission.

92. Self-assessment. A self-assessment by those involved in the design and implementation of the COSOP and IFAD-funded operations is an important element of this CPE. The self-assessment should not attempt to be comprehensive, but rather focus on areas which are of strategic importance but may not be exhaustively covered by the existing documentation. In this sense, the self-assessment will be an opportunity to reflect, cover some important gaps and be well-prepared for the CPE. Self-assessments will be conducted by Government and PMD respectively prior to the main mission. The documentation will provide an important input into the CPE and the self-ratings provide the base for discussion during the main mission. The approach paper includes the proposed tools for self-assessments at project and country strategy level.

## F. Process

93. The CSPE will follow the standard process as laid out in the IOE Evaluation manual which includes the following phases and steps:
94. Initial documents review. IOE conducted an initial documents review for this approach paper in May 2016. The desk review included relevant COSOP documents and selected project documents.
95. Draft approach paper. The draft approach paper which includes the draft evaluation framework and the proposed timeline will be available for peer review in June and sent to Government for comments before the preparatory mission in May.
96. Preparatory mission. A preparatory mission to Cairo will take place between 29 May and 3 June. The mission will be used to meet key stakeholders for this evaluation and to finalise the approach to this CSPE. On the basis of the draft evaluation framework, the team will have further discussions with stakeholders to clarify the purpose, focus and process of this CSPE. It will also aim to locate resource persons and retrieve the additional data and documents required for this CSPE. It will finalise the sampling approach and select projects and sites for visits during the main mission. The mission will also conduct a rapid review of the available M&E data.
97. Desk review. The desk review phase (Sept – Oct.) will include a comprehensive review of the lending and non-lending portfolio. The documents review will enable the preparation of working hypotheses which will guide the further inquiry. At this stage, the team will also prepare detailed questions and checklist for the main mission.
98. Self-assessment. COSOP implementing partners, i.e. Government and NEN, will each conduct a self-assessment of the COSOP performance in preparation for the CSPE. The IFAD CPM and the designated Government focal point for this CSPE will be responsible to preparing their respective self-assessments after reflection with key implementing partners. For this CSPE, IOE has proposed self-assessment tools, which covers selected evaluation criteria and questions from the evaluation framework where inputs from implementing partners will be required (to be inserted). Partners may decide to reflect on additional criteria and questions as an input into this CSPE.
99. Country work. The main country mission will take place from 10 – 28 October 2016. The main purpose of the mission is to crosscheck and verify the initial findings from the desk review and the self-assessment. This will include extensive stakeholder consultation for feedback on the COSOP performance. It will also include focus group discussions around the main thematic issues for this CSPE. To ensure sufficient coverage and stakeholder participation, the team will travel to selected governorates where it will consult with key stakeholders, conduct reality checks on selected activities on the ground and hold discussions with beneficiaries.

At the end of the main mission, the evaluation team will organize a wrap up meeting to present emerging findings to the representatives of Government, and other development partners. The IFAD Country Programme Manager (CPM) for Egypt will take part in the meeting.

100. Draft report and review. A draft report will be available for peer review in December 2016. Internal peer review in IOE will include both a review of the evidence base and robustness of the analysis and an assessment of the conclusions and recommendations (linkage with findings, capturing key country context issues emerging issues and avoiding redundancies). Thereafter, it will be shared with NEN and the Government simultaneously for their review. The draft report will also be shared with development partners as appropriate. The report will be revised independently by IOE and audit trails will be prepared to explain how comments were taken into consideration
101. Finalisation, dissemination and follow up. The report will then be finalized by IOE and a national roundtable workshop will be organized in Cairo in early 2017 to discuss the issues and recommendations raised by the CSPE, to agree on key points to be included in the Agreement at Completion Point (ACP) and to reflect on strategic issues that will inform the forthcoming Egypt Country Strategic Opportunities Programme (COSOP). The final CPE report will be presented by IOE to the Evaluation Committee in 2017. It will also be presented for discussion with the IFAD Executive Board when the new Egypt COSOP is considered by the Board.

## V. Core learning partnership

102. A standard feature in IFAD evaluations, the Core Learning Partnership (CLP) will include the main users of the evaluation who will provide inputs, insights and comments at determined stage in the evaluation process. The CLP is important in ensuring ownership of the evaluation results by the main stakeholders and utilization of its recommendations. The CLP will be expected to (i) provide comments in the approach paper; (ii) reviewing and commenting on the draft CSPE report; and (iii) participate in the final workshop. In consultation with MARL, MOIC and the IFAD Country Office, the following persons have been identified as members of the CLP:

**Table 4**  
Draft List of Core Learning Partnership members (to be completed)

	Organisation	Name	Designation
<b>Government</b>	<b>Ministry of Agriculture and Land Reclamation</b>	Prof. Dr. Essam Fayed	Minister for Agriculture and Land Reclamation
		Dr. Dina El- Khishen	Foreign Agricultural Relations
	<b>Ministry of International Cooperation</b>	Dr. Sahar Abdel-Moniem Nasr	Minister for International Cooperation
	<b>Ministry of Water Resources and Irrigation</b>	Mr Mohamed Abdel-Aaty Sayed Mohamed Khalil	Minister for Water Resources and Irrigation
	<b>Ministry of Planning, Monitoring and Administrative Reform</b>	Dr Ashraf El-Araby	Minister for Planning, Monitoring and Administrative Reform
	<b>Embassy, Rome</b>	Dr Abdelbaset Ahmed Aly Shalaby	Agricultural Counsellor
<b>Implementing Agencies</b>	<b>Social Fund for Development</b>	Mrs. Soha Soliman	Managing Director
	<b>Agricultural Development Programme</b>	Dr. Sobhi El Naggar	Executive Director
<b>Programme Coordinators</b>	<b>SAIL</b>	Eng. Mostafa El Sayad	Executive Director



	<b>UERDP, PRIME</b>	Dr. Sayed Hussein	Director
	<b>OFIDOf</b>	Dr. Mohamed Samir Abou Soliman	Director
<b>Development Partners</b>	<b>GIZ</b>	Oliver Spatgens	Senior Advisor and Coordinator
	<b>USAID</b>	Dr. Mohamed Abuel Wafaa	Programme Manager
	<b>FAO</b>	Mohamed Yacoub, PhD	Assistant FAO Representative
	<b>Italian Cooperation</b>	Marco Platzer	Director
	<b>World Bank</b>	Mr. Balakrishna Menon	Programme Leader
	<b>African Development Bank</b>	Yasser Elwan, PhD	Senior Engineer
	<b>AFD France</b>	Stéphanie Lanfranchi	Director
	<b>EU</b>	Amb. James Moran	Head of EU Delegation to Egypt
	<b>UNIDO</b>	Giovanna Ceglie	Representative and Director
<b>IFAD</b>	<b>Near East, North Africa and Europe Division</b>	Ms Khalida Bouzar	Director
		Mr Abdelhaq Hanafi	Country Programme Manager
	<b>Independent Office of Evaluation (IOE)</b>	Oscar Garcia	Director
		Johanna Pennarz	Lead Evaluation Officer

103. Evaluation Capacity Development. As outlined in the IFAD Evaluation Policy (2011) IOE is committed to principles of partnership and evaluation capacity development. During the preparatory mission, IOE met the Strategic Planning and Monitoring and Evaluation Unit within the Ministry of International Cooperation which has a key role to play in enhancing development effectiveness in Egypt. The Unit expressed its interest to participate in selected stages of the evaluation process for learning purpose and will prepare a proposal to this effect.
104. Agreement at Completion Point. According to the IFAD Evaluation Policy, evaluations conclude with an Agreement at Completion Point (ACP), a document presenting the main findings and recommendations contained in the evaluation report that the Government and IFAD-PMD agree to adopt and implement within a specific timeline. The ACP will be prepared after the roundtable workshop so that it can benefit from the outcomes of the discussion. IOE does not sign the agreement and is only responsible for facilitating the process leading to preparation of the ACP. After the Government and IFAD-PMD have agreed on the main follow-up actions, the ACP will be shared with IOE for review and comments and thereafter signed by the Ministry of International Cooperation and the IFAD's Associate Vice President for Programmes. The ACP will be included in the final published report and presented as an annex in the COSOP document when the same is discussed with the Executive Board of IFAD.

## VI. Consultants team

105. The Director IOE will have the overall oversight of the CSPE. The Lead Evaluator, Ms Johanna Pennarz, will be in charge of designing the methodology, recruiting specialists, exercising quality control and managing the overall exercise. IOE will be ultimately responsible for the contents of the evaluation report and the overall evaluation process. Ms Pennarz will be supported by Mr Shaun Ryan, Evaluation Assistant, and Robert Nicholas Bourguignon, Research Analyst.

106. The main field mission will be conducted by a team of independent and external specialists under the responsibility and supervision of IOE. The team will include 5 national and regional consultants with complementary thematic and sectoral expertise: Ms Rima Al-Azar, Social Development Specialist; Mr Hamdi Ahmedou, IOE Research Analyst; Mr Amor Bayouli, NRM/Water for Agriculture Specialist; Mr Sherine Mourad, Strategy and Institutional Analyst; Ms Racha Ramadan, Poverty Impact Specialist; and Ms Ann Wessling, Rural Finance Specialist. The team composition and complementary roles are presented below.

**Table 5**  
Proposed team composition and roles

	Team Leader	IOE Evaluator/ Non-lending	Social development/ CDD	Rural Finance / value chains	Poverty impact	NRM/ water for agriculture	Strategy Institutions	Portfolio analysis
	Johanna	Catrina	Rima	Ann	Racha	Amor	Sherine	Nick
Evaluation	√	√	√	√			√	√
M&E/RIMS/COSOP indicators	√	√		√			√	√
Knowledge management	√	√						
NRM/Climate change		√				√		
water for agriculture/irrigation						√		
irrigation management								
farmers associations/cooperatives	√							
Value chains/markets/private sector				√			√	
food security/nutrition					√			
Rural finance				√				
Extension/research/ innovation						√		
gender & youth		√	√				√	√
community development, participation	√		√					
poverty/vulnerability	√		√		√			
targeting	√		√		√			
institutional analysis	√						√	
policy engagement	√	√					√	
IFAD policies	√	√						√
economic analysis					√	√		
porfolio analysis	√							√
capacity building	√		√	√			√	

## VII. Communication and dissemination

107. A CSPE roundtable learning workshop will be organised in the capital at the conclusion of the evaluation process. This learning event will allow a broader number of stakeholders, beyond the core learning partnership, to discuss the results and the recommendations of the evaluation and their implication for the future collaboration of IFAD in the country. This will be an important step before the Government of Egypt and IFAD can sign the Agreement at Completion Point.
108. The final report (about 60 pages main text in English), including the ACP, will be distributed in hard copies to partners in Egypt, posted on IFAD's public website as well as on other websites maintained by the UN Evaluation Group, the Evaluation Cooperation Group, the OECD-DAC Evaluation Networks, as well as other relevant websites. IOE will also elaborate shorter (2-page) documents that are more reader friendly and cater for a broader audience: (i) an evaluation profile (summarising key findings) and (ii) an evaluation insight (dedicated to a single theme).

## VIII. Proposed schedule

Activity	Date
Draft approach paper for peer review within IOE	20 May
Draft approach paper for review within NEN	25 May

Revised approach paper shared with Government	25 May
Government comments on the approach paper	10 June
Preparatory mission to Egypt	28 May - 3 June
Approach paper finalised	29 July
Self-Assessment by NEN and Government	June - August
Main country mission	10-27 Oct.
First draft report for IOE peer review	December
IOE peer review	December
Draft report shared with NEN and Government	January
Mission to Egypt a to discuss comments with government and prepare workshop	Feb. 2017
Comments by NEN and Government	Feb. 2017
CSPE National Round Table Workshop	April 2017
Finalise CSPE Agreement At Completion Point	3 months after workshop

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## Egypt CSPE Evaluation Framework

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
<b>Rural Poverty Impact</b>	Q.1. What data/evidence is there to demonstrate that IFAD-supported interventions had an effect on the lives of the rural poor?	Household income and assets <ul style="list-style-type: none"> <li>Changes in physical assets (farmland, water etc.)</li> <li>Changes in the composition and level of household income</li> <li>Changes in financial assets and/or debts</li> </ul>	Establish programme results, using <ul style="list-style-type: none"> <li>Baseline studies</li> <li>Review of impact-level data (RIMS)</li> <li>Project impact evaluations</li> <li>COSOP-level results, as reported in COSOP annual reports and/or COSOP reviews</li> </ul>
		Human and social capital and empowerment <ul style="list-style-type: none"> <li>Farmers' associations, cooperatives etc.</li> <li>Access to information</li> <li>Access to financial services</li> <li>Education levels and health status</li> </ul>	<ul style="list-style-type: none"> <li>This will be done through an IOE desk review note (closed projects) and documents review plus review of field evidence (ongoing projects)</li> </ul> Field visits as reality check (UERDP, OFIDO, PRIME and SAIL)
		Food security and agricultural productivities <ul style="list-style-type: none"> <li>Availability of food</li> <li>Land productivity, yields return to labour</li> <li>Nutrition status</li> </ul>	Benchmark against wider poverty trends <ul style="list-style-type: none"> <li>Available poverty analysis</li> <li>Government statistics</li> </ul> Benchmark against impacts reported from similar projects and/or projects working in the same area
		Institutions and policies <ul style="list-style-type: none"> <li>Local governance</li> <li>Rural financial institutions</li> <li>Water Boards</li> <li>Other service providers</li> </ul>	<ul style="list-style-type: none"> <li>Government project reports</li> <li>Donor project reports</li> </ul>
	Q.2. Thematic issues (impact)	<u>Landlessness</u> To what extent did the landless benefit from IFAD-supported interventions, and how did their livelihoods (assets, income-generating opportunities etc.) change as a result of these interventions?	<ul style="list-style-type: none"> <li>Desk review note</li> </ul>
		<u>NRM</u> What is the evidence that that sustainable and climate-smart NRM practices have contributed	

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		to more resilient livelihoods	
		<u>Rural finance:</u> What evidence is there that the disbursements of loans across the portfolio contributed to rural poverty reduction? To what extent has IFAD's support to rural finance affect the demand for credit over the last 10 years?	
<b>Relevance of project designs</b>	Q3: How well did the programme design align with IFAD and Egypt's Sector Policy and strategies including contextual changes?	<u>Context</u> How did the programme adjust to the changes in the context? How did IFAD balance strategic focus with the need to respond to emerging political priorities? What were the factors leading to the cancelation of a project (Matruh II)?	Desk review: This involves assessment of alignment with vision 2017, Poverty Action Plan, the National Water Strategy, the National Environmental Strategy the Strategy of Agricultural Development , and other relevant national documents e.g. on finance, land research, extension services; COSOPs and selected IFAD policies (e.g. Rural Finance).
	Q4: How coherent was the project design strategy (logframe coherence, linkages between the components, financial allocations, management structures) in supporting pro poor and environmental sustainability of the activities?		Desk review of project documents: Formulation Report, appraisal Report, President's report. MTR, PCR. ➤ This will be done through an IOE desk review note (closed projects) and documents review plus review of field evidence (ongoing projects)
	Q5. Thematic questions (relevance)	<u>Targeting:</u> To what extent did targeting strategies over the CSPE period reflect (changing) priorities of IFAD and the GoE? How appropriate have targeting strategies been, given the changes and trends in poverty and the increasing socio-economic differentiation in rural Egypt? How robust was the poverty analysis supporting the choice of poor governorates in Upper and Lower Egypt?	Contextual analysis: Poverty profiles, existing socio-economic analysis. Desk review of project documents: Formulation Report, appraisal Report, President's report. MTR, PCR. Field visits to review socio-economic differentiation in target villages and how well this was captured by the existing project design documents and M&E data.

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Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		<p><u>Rural finance:</u>            What has been the strategy underpinning IFAD's support to rural finance in Egypt and how appropriate has it been, given the existing legal and institutional framework?            How appropriate has been the selection of partners?            To what extent has the existing demand for financial services by the rural addressed through the different approaches promoted?            Why has there been no engagement with commercial finance sector partners?</p>	<p>Project documents (all ongoing and closed projects)            Analysis from IFAD and others            Rural finance sector data, policies and strategy documents</p>
		<p><u>Access to Markets</u>            How well are issues of market access addressed in recent project designs (SAIL, PRIME)?            Are the promoted institutional mechanisms appropriate to improve smallholder farmers' access to markets in a sustainable manner?            To what extent have partnerships with private sector and other development partners been built into the project approaches?</p>	
		<p><u>NRM</u>            What have been the strategies to address water scarcity, degradation of water and land resources and climate change over the CSPE period, and how appropriate have they been?            Were the scientific assumptions related to water availability, use and needs correct?</p>	<p>Project and grants documents            Field visits</p>
		<p><u>Gender:</u>            To what extent have the programmes been aligned to Government's policies and strategies on gender as well as IFAD's gender action plan (2003-2006) and IFAD's Gender Equity and Women's Empowerment policy</p>	<p>Project documents            Applicable Government policies and strategies            IFAD policy and strategy documents</p>

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		(2012)?	
		<u>Youth:</u> How were youth targeted within the projects and how did the projects' targeting strategies change as the COSOP's thinking evolved?	Project documents Field visits
		<u>Landlessness</u> What were IFAD's strategies to address landlessness in the Egyptian context, and what have been the main contextual issues informing them?	Project documents Field visits
<b>Effectiveness of projects</b>	Q6: How strong is the evidence for the delivery of benefits claimed in the PCR and other project progress/M&E reports for each of the objectives (social cohesion; access to support services; diversified farming/efficient water use; rural credit/marketing; diversified and strengthened economy) and what contextual factors have affected it?		Detailed analysis of beneficiary data (from project M&E systems) <ul style="list-style-type: none"> <li>➤ This will be done through an IOE desk review note (closed projects) and documents review plus review of field evidence (ongoing projects)</li> </ul> Crosschecking through field visits and key informant interviews (IFAD; Governorates and regional staff, selected groups and beneficiaries) Analyse plausibility of results chains for specific project activities/components (extension services, water distribution/use, cooperatives, rural credit, marketing, agricultural productivity), using the available project evidence (M&E data, impact studies)
	Q7: To what extent can the results be attributed directly to the project?		Analysis would include: <ul style="list-style-type: none"> <li>• Probing the robustness of the available evidence from the project:</li> <li>• Testing the likeliness of change happening as a result of IFAD interventions</li> <li>• Mapping the available evidence against the Theory of Change and assessing the strengths of the causal linkages</li> </ul>
	Q8. Thematic issues (effectiveness)	<u>Rural finance</u>	

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Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		<p>What have been the strengths and weaknesses of the different models used by the projects to provide financial services to poor farmers been? What are the overarching and common issues? (effectiveness)</p> <p>What have been the main factors explaining the (non) performance of the rural finance portfolio and what could have been done differently to address them (effectiveness)?</p> <p>To what extent has the existing demand for financial services been addressed by the projects?</p>	
		<p><u>NRM</u></p> <p>How effective was the policy dialogue with relevant authorities, and at what level, regarding water resource management and what results have been documented?</p> <p>What were the key factors enabling improvements in agricultural production systems (including the introduction of water-saving techniques)? To what extent did the development of innovative techniques funded through grants benefit farmers in the loan-funded programmes?</p> <p>How effective are the organisational structures (WUA, water boards) supported by IFAD in ensuring sustainable and equitable access to water?</p>	
		<p><u>Gender</u></p> <p>Were different categories of beneficiaries also gender disaggregated? What were the benefits recorded for women under different types of activities?</p>	
		<p><u>Community capacity building</u></p> <p>How effective has been programme support to establishing and/or strengthening community-</p>	



Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		<p>level organisations? What are the documented results and good practices?</p> <p>How effective and sustainable are the community organisations (farmers' organisations, WUA etc.) promoted by IFAD?</p>	
		<p><u>Youth</u></p> <p>Which mechanisms and interventions were the most effective in targeting youth?</p>	
		<p><u>Landlessness</u></p> <p>What are the drivers of landlessness, and how effective has IFAD been at addressing them at institutional and policy levels?</p> <p>To what extent did landless people benefit from IFAD-supported interventions?</p>	
<b>Efficiency of projects</b>	<p>Q9: How did the individual projects and the portfolio as a whole perform with regard to key efficiency indicators:</p> <p>What were the consequences of the increased management costs and frequent staff turnover?</p>	<p>key efficiency indicators</p> <ul style="list-style-type: none"> <li>• Effectiveness gap</li> <li>• Management costs</li> <li>• Levels of staffing</li> <li>• Disbursement rates</li> <li>• Cost/beneficiary</li> <li>• Unit costs</li> <li>• Compliance with loan agreements and loan conditions</li> </ul>	<p>Desk review; analysis of project financial data</p> <ul style="list-style-type: none"> <li>➢ This will be done through an IOE desk review note (closed projects) and documents review plus review of field evidence (ongoing projects)</li> </ul> <p>Case studies, based on interviews with former project staff, inquiring about the consequences increased management costs.</p>
	<p>Q10: Using project records, what can be said about value for money of the different investments, compared to national or regional benchmarks?</p>		<p>Project accounts, benchmarks from other projects, government agencies, private sector.</p>
	<p>Q11. Thematic issues (efficiency)</p>	<p><u>Rural finance</u></p> <p>What are the loan costs per beneficiary (both at the time of appraisal and at the time of evaluation) and how do they compare to other IFAD-funded operations (or those of other donors) in the same country?</p>	<p>Financial data from other projects, Evaluation reports from other projects in Egypt.</p>

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Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
<b>Sustainability of benefits</b>	Q12: Do project activities benefit from the engagement, participation and ownership of local communities, grass-roots organisations and the rural poor, and are adopted approaches technically viable?		Key informant interviews (IFAD; Governorate and regional level staff, selected CDAs; other development partners)
	Q13: How far have the improvements continued and been replicated by others (such as other donors, private sector, and local governments)?		Key informant interviews (IFAD; Governorate and regional level staff, selected CDAs; other development partners)
	Q14: To what extent are the irrigation activities promoted by the project economically and environmentally sustainable?		Review of project documents Field visits Interviews with WUAs, Water Boards etc.
	Q15: What external factors have affected sustainability (e.g. security, political interference)?		Key informant interviews (IFAD, Governorate and regional government staff, local government staff; selected CDAs; other development partners).
	Q16: Thematic issues (sustainability)	<u>Rural finance:</u> How sustainable are the approaches to strengthening the institutional capacities of different providers for pro-poor financial services?	
<b>Gender equality and women's empowerment and youth</b>	Q17: What are the reasons for the low outreach to women? What could the project have done differently to improve outreach to women?  To what extent did the programmes overcome the limitations on women's participation in activities (i.e. literacy, remaining at home)? Are there any good practices that could inform future projects?		Desk review: Gender differentiated analysis of beneficiary data; project documentation ➤ This will be done through an IOE desk review note (closed projects) and documents review plus review of field evidence (ongoing projects) Project visits and stakeholder interviews (project management, service providers, women)
	Q18: What were the project's achievements in terms of promoting gender equality and women's empowerment and which mechanisms and interventions were most effective in supporting women?	This include assessing whether there are changes: to women's and youth access to resources, assets and services; to women's and youth influence in decision making; in workload distribution among household members in women's health, skills, income and nutritional levels; in gender relations within HH, groups and communities in the project	Contextual analysis: Working paper for the Corporate level evaluation on gender; practices documented from similar projects Key informant interviews (IFAD; Governorate and regional level staff, former project staff selected CDAs and other groups) Focus group discussions (selected groups of

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Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		area.	beneficiaries)
	<p>Q19. What was the programme's strategy to promote gender equality and women's empowerment?</p> <p>To what extent did it reaffirm or transform existing values and norms and/or the ascribed roles and power relations with regard to gender?</p>		
	<p>Q20: To what extent did the programme define and monitor sex-disaggregated results (at COSOP and project levels) to ensure that gender equality and women's empowerment objectives were being met? Was the project implementation structure adequate to support effective implementation of gender equality and women's empowerment goals?</p>		<p>COSOPS</p> <p>Project logframes</p> <p>MTRs, PCRs</p>
<b>Environment and adaptation to climate change</b>	<p>Q22. Environment and natural resources management – how this was addressed within the portfolio, e.g. through:</p> <ul style="list-style-type: none"> <li>• Land management/degradation</li> <li>• Water availability/scarcity</li> <li>• Rural sanitation</li> </ul> <p>Did the new projects capture the lessons learnt from previous investment projects and grants?</p>		
	<p>Q23. Adaptation to climate change – how this was addressed within the portfolio, e.g.:</p> <ul style="list-style-type: none"> <li>• Climate smart practices</li> <li>• Disaster preparedness measures</li> </ul>		
<b>Innovation &amp; Scaling up</b>	<p>Q24: What evidence is there that practices introduced by the programme were innovative? Have any of them been scaled up?</p>		<p>Project documents</p> <p>Key informant interviews (IFAD; Governorate and regional level staff, former project staff selected CDAs and other groups)</p> <p>Focus group discussions (selected groups of beneficiaries)</p>

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
	Q25: What are the characteristics of innovations promoted and are they consistent with IFAD definition?		IFAD Innovation policy IFAD's operation framework for scaling up
	Q26. Thematic issues (sustainability)	<u>NRM</u> What innovative practices have been introduced to support climate-change adaptation? How were these innovations achieved?	
		<u>Community capacity development</u> How sustainable are community-level organisations? How well are they integrated into the existing institutional and policy frameworks? What are the prospects for scaling up community-level organisations?	
<b>Relevance of non-lending activities</b>	Q27. Are policy dialogue, partnership building and knowledge management objectives clearly outlined in the COSOP? Are they relevant to the IFAD programme as a whole? Activities that were not foreseen – how relevant were they? How well are grants aligned to the COSOP objectives and focus?	<i>Knowledge management:</i> Are knowledge management activities outlined in the COSOP and/or is there a specific strategy for KM? Are the available resources (including staff resources) appropriate? What was the role of the regional division in the support of KM activities in Egypt?	Review of non-lending activities through <ul style="list-style-type: none"> <li>• Review of grants portfolio</li> <li>• (Selected) grants documents</li> <li>• Interviews with grant managers and grantees</li> <li>• COSOP documents</li> <li>• CSP self-assessment</li> <li>• In-country interviews with key stakeholders (government, development partners, NGOs, private sector)</li> <li>• Stakeholder survey (web survey)</li> </ul>
	Q.28. Were resources earmarked for non-lending activities and explicitly outlined in the COSOP (e.g. through grants or administrative budget)	<i>Policy dialogue:</i> Were the activities included in the COSOP realistic? What has been achieved? How has IFAD refined its approach to policy engagement in Egypt over the COSOP period?	
	Q29. How were the work and role of other partners taken into account in selecting the focus of non-lending activities? How coherent was the selection of grants and grantees in the context of the COSOP?	<i>Partnership building:</i> How did IFAD follow up on the last CPE's recommendation to broaden the partnership approach? How appropriate was the choice of partners, given the COSOP focus (e.g. rural finance, marketing, NRM, irrigation)?	
<b>Effectiveness of non-lending</b>	Q30. To what extent and in what way did the non-lending activities achieve the stated objectives? Could the same objectives be achieved in a more	<i>Knowledge management:</i> To what extent did lessons from earlier projects and grants inform new project designs? What KM results are	

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
<b>activities</b>	cost-effective way? To what extent did the grants help to achieve the overall COSOP objectives?	documented?	
	Q31. To what extent did the non-lending activities contribute to the replication and/or scaling up of innovations promoted by IFAD?	<p><i>Policy dialogue:</i> how effective was the engagement around issues of rural finance and water user associations?</p> <p><i>Partnership building:</i> To what extent did new partnerships, e.g. with SDF, AFD, MIWR, enhance the effectiveness of IFAD operations?</p>	
	Q32. Did the non-lending activities contribute to a coherent country programme strategy?	<p><i>Grants:</i> To what extent have new technologies developed with grant support been disseminate in lending operation? What tangible benefits can be attributed to the introduction of new technologies and how equitable was the distribution of these benefits?</p> <p><i>Gender:</i> To what extent did non-lending activities (including grants) contribute to the strategic objective of “narrowing the gender gap”?</p> <p><i>NRM/Climate change:</i> To what extent (and how) did grants contribute to SO2 (pro-poor and sustainable use of natural resources)? To what extent did the ASAP and GEF grants contribute to “enhanced climate change capacity” of poor farmers and communities?</p>	
<b>IFAD</b>	Q33. How did IFAD as a partner perform (a) at project level (see Q31-33), and (b) with regard to the overall country programme management and the related processes?	<p>Was the administrative budget appropriate to ensure proper supervision and implementation support?</p> <p>Are the ICO structure, staffing and resources adequate in view of the expected functions and impact?</p> <p>How and in what ways did the country presence contribute to improved performance on lending and non-lending activities?</p> <p>Were the support, time and resources for non-lending activities adequate?</p> <p>Did IFAD exercise its developmental and fiduciary responsibilities adequately?</p>	<ul style="list-style-type: none"> <li>• Supervision reports</li> <li>• Annual progress reports</li> <li>• ICO capacity assessment tool</li> <li>• Stakeholder interviews</li> <li>• Stakeholder survey (web survey)</li> </ul>

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		<p>How did the ICO engage differently in dialogue with other partners as a result of the field presence? How did this strengthen IFAD's role and comparative advantage in Egypt? Did IFAD pay attention to further cooperation and dialogue with UN Rome based agencies?</p> <p>What was the ICO's role in generating innovative solutions, scaling up initiatives, and identifying new funding sources?</p> <p>What is the quality of the COSOP results management framework, project status reports and aggregated RIMS reports and country programme sheets, annual COSOP reports and were Management actions appropriate?</p>	
<b>Government</b>	Q34. How did Government as a partner perform (a) at project level, and (b) with regard to the overall country programme management and the related processes?	<p>Did government partners provide the agreed counterpart resources (funds and staffing in a timely manner?</p> <p>Were programme management units set up and properly staffed?</p> <p>Did the flow of funds and procurement procedures ensure timely implementation?</p> <p>Were the programme coordinating mechanisms functioning and effective? What mechanisms were there to ensure effective coordination and communication between relevant actors working in the same sector?</p> <p>Were the M&amp;E systems set up properly and did they provide timely and accurate information?</p> <p>Did government fulfil all the fiduciary obligations as agreed? Were audit reports done and submitted as needed?</p> <p>Did Government put into place any mechanisms for scaling up innovative practices?</p>	<ul style="list-style-type: none"> <li>• Supervision reports</li> <li>• Annual progress reports</li> <li>• Stakeholder interviews</li> <li>• Focus group discussions (implementing partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
<b>Relevance of the</b>	Q35. Alignment of strategic objectives	Were the strategic objectives identified in the	

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
<b>country programme strategy</b>		COSOP aligned with the government's strategies and policies, and consistent with the overarching objectives of IFAD's corporate strategies and policies?	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (key stakeholders and partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
	Q36. Strategic coherence	<p>Does the COSOP constitute a coherent programme?</p> <p>Were the most appropriate strategy elements and subsectors chosen, based on robust analysis?</p> <p>Are the geographic priorities consistent with the defined targeted groups?</p> <p>Was the strategy informed by relevant experiences and lessons learned in the country?</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (key stakeholders and partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
		<p><u>Context</u></p> <p>How well did IFAD's strategy respond to the changes in the context? To what extent are these changes reflected in the COSOP?</p> <p>To what extent did the changes in the context affect the overall coherence of the programme and the strategy?</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (key stakeholders and partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
		<p><u>IFAD's role and positioning</u></p> <p>Does the strategy reflect IFAD's comparative advantage and core competencies?</p> <p>To what extent did partnerships with other bilateral and multilateral donors contribute to strengthening IFAD's role and position?</p> <p>How did the country presence contribute to strengthening IFAD's role and position?</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (key stakeholders and partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
		<p><u>Partnership strategy</u></p> <p>How coherent and consistent is IFAD's partnership strategy?</p> <p>Was the choice of partners appropriate, given the intended programme focus and results?</p> <p>How successful were attempts to expand</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (key stakeholders and partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>

Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
		<p>partnerships under the recent COSOP?            What could have done differently to strengthen engagement with private sector and NGOs?</p>	
<b>Effectiveness of the country programme strategy</b>	Q37. Achievement of results	<p>To what extent were the COSOP's main strategic objectives achieved?            To what extent can the Theory of Change underlying the COSOP be confirmed?</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Documented programme results</li> </ul>
		<p>What are the unexpected results and how have they been achieved?</p>	<ul style="list-style-type: none"> <li>• Documented programme results</li> </ul>
		<p>What changes in the context have influenced the achievement of the strategic objectives?            Was the COSOP properly adjusted to reflect changes in the context?</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Focus group discussions (ICO, Government partners)</li> <li>• Stakeholder survey (web survey)</li> </ul>
		<p>What are the documented results from capacity development and how accurate and plausible are those data?            How effective and sustainable are the community-level organisations promoted by IFAD?            What are the aggregated results from IFAD-supported operations (and grants)?            To what extent did IFAD support transformative change processes, e.g. on gender?</p>	<ul style="list-style-type: none"> <li>• Review of M&amp;E data</li> <li>• Meetings with M&amp;E officers</li> </ul>
	Q38. What has been the contribution of the IFAD-funded activities?	<p>What were the main changes and outcomes where IFAD's contribution has made a difference?            More specifically, what was the particular value-added of IFAD's contribution? And how could this be verified (e.g. through comparison with similar projects supported by Government or other development partners).</p>	<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Expert analysis</li> </ul>
	Q39. How well were the risks affecting programme performance analysed and managed in the		<ul style="list-style-type: none"> <li>• COSOP documents review</li> <li>• Expert analysis</li> </ul>



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Evaluation Criteria	Evaluation Questions	Specific questions/ issues to be addressed	How they will be assessed
	different COSOPs?		

## List of IFAD-supported lending operations since 1980

IFAD-financed projects in Egypt Project ID	Project name	Project type	Total cost* (US\$ millions)	IFAD financing	Co-financing	Government funding	Co-financier	Board approval	Loan effectiveness	Project completion	Current status
54	West Beheira Settlement Project (WBSP)	Settlement	37,800,000	28,000,000		9,800,000	UNOPS	04/12/1980	05/08/1981	30/06/1992	Financial Closure
114	Minya Agricultural Development Project (MADP)	Agricultural Development	47,800,000	25,000,000		22,800,000	UNOPS	09/12/1982	28/07/1983	30/06/1999	Financial Closure
157	Fayoum Agricultural Development Project (FADP)	Agricultural Development	40,000,000	10,200,000	7,200,000	22,600,000	IBRD/ Germany/KFW	14/09/1984	06/12/1985	30/06/1993	Financial Closure
306	Newlands Agricultural Services Project (NASP)	Agricultural Development	41,630,000	22,130,000		19,500,000	UNOPS	15/04/1992	30/12/1993	31/12/2000	Financial Closure
355	Agricultural Production Intensification Project (APIP)	Research	39,200,000	20,200,000		15,700,000	UNOPS	20/04/1994	25/01/1995	30/06/2005	Financial Closure
1014	East Delta Newlands Agricultural Services Project (EDNASP)	Credit	91,458,700	25,000,100	15,164,100	15,829,600	IDA	05/12/1996	25/01/1999	31/03/2008	Financial Closure
1050	Sohag Rural Development Project (SRDP)	Rural Development	93,752,916	24,996,658	28,018,661	23,552,164	IDA/TBD	10/09/1998	18/06/2001	30/06/2008	Financial Closure
1204	West Noubaria Rural	Settlement	54,750,411	18,484,767	400,000	5,538,627	FAO	23/04/2002	09/04/2003	30/06/2014	Financial

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Development Project (WNRDP)										Closure	
1225	Second Matruh Resource Management Project (Matruh II)	Agricultural Development	12,702,000	12,702,000				12/12/2002		Cancelled	
1376	Upper Egypt Rural Development Project (UERDP)	Credit	19,848,900	16,134,703		3,714,197		14/12/2006	24/09/2007	31/03/2017	Available for Disbursement
1447	On-farm Irrigation Development Project in Oldlands (OFIDO)	Irrigation	100,153,230	75,995,930		15,342,900		17/12/2009	16/02/2010	31/03/2018	Available for Disbursement
1571	Promotion of Rural Incomes through Market Enhancement Project (PRIME)	Credit	108,220,096	70,999,559		7,550,985		13/12/2011	10/04/2012	30/06/2020	Available for Disbursement
1745	Sustainable Agriculture Investments and Livelihoods Project (SAIL)	Credit	94,666,500	69,600,000	7,812,000	15,209,200	GEF/SCCF	16/12/2014	15/06/2015	30/06/2023	Enter into Force

Source: IFAD 2016 GRIPS 2016

\* Discrepancies between Total cost and IFAD, Co-financing, and Government funding is accounted for by beneficiary contributions to Total cost

## Annex 3

## IFAD-managed grants in Egypt

<i>Grant account number</i>	<i>Recipient</i>	<i>Approval date</i>	<i>Current completion date</i>	<i>Programme name</i>	<i>Type of grant</i>	<i>IFAD grant cost at approval (US\$)</i>	<i>Total grant cost at approval (US\$)</i>
G-I-R-578-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	23/04/2002	30/09/2006	Enhancing Food Security in the Nile Valley & Red Sea Region	R		475,000
G-I-R-579-	FAO	23/04/2002	31/12/2012	Marine Resources Management Programme in the Red Sea	R	1,000,000	1,000,000
G-C-IT-536-	International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM)	31/03/2003	31/12/2005	Methodologies & Approaches for Effective Introduction of Participatory Irrigation Management	R		680,124
G-C-JP-494-D	Ministry of International Cooperation - Egypt	28/05/2003	31/12/2006	Women Self-Empowerment Project	R		59,500
G-C-GM2-012-	International Center for Agricultural Research in the Dry Areas (ICARDA)	06/07/2003	31/12/2006	Facilitation Unit for the Establishment of a Regional Programme for Sustainable Development of the Drylands of Wana			50,000
G-I-R-690-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	18/12/2003	31/03/2009	Community Based Optimization of the Management of Scarce Water Resources in Agriculture in West Asia and North Africa	R		1,000,000
G-C-IT-494-B	Ministry of International Cooperation - Egypt	25/03/2004	31/08/2007	Gender Empowerment Programme	CS-SM		70,849
G-I-R-793-	ACCION (USA)	08/08/2005	30/09/2007	Engaging Commercial Banks In Rural Finance in Algeria, Egypt, Jordan, and Morocco	GR-SM	175,000	175,000
G-C-GM2-045-	International Center for Agricultural Research in the Dry Areas (ICARDA)	16/08/2005	16/02/2006	Regional Programme for Sustainable Development of the Drylands of West Asia and North Africa (Wana) Phase II			120,000
G-I-R-864-	Bibliotheca Alexandrina	07/06/2006	31/12/2006	Conference on the Governance of Natural Resources in the Near East and North Africa - Alexandria 3-5 July 2006	GR-SM	50,000	50,000
G-I-R-918-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	18/12/2006	31/03/2009	Commodity Chain Analysis For Selected Horticultural Exports In The Nena Region	GR-SM		200,000

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G-I-R-964-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	11/07/2007	30/04/2010	Commodity Chain Analysis For Selected Medicinal And Aromatic Plants (Maps) In The Nena Region	GR-SM		200,000
G-I-R-1016-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	20/12/2007	30/09/2008	Expert Consultation On Improving The Small Ruminant Research And Development Strategy For The Non Tropical Dry Areas In The Nena Region	GR-SM		47,500
G-I-R-1066-	FAO	02/12/2008	30/12/2010	Understanding The Impact Of Rising Food Prices On Farming Communities In The Nena	GR-SM		175,000
G-I-R-1076-	FAO	17/12/2008	31/12/2012	Reducing Risks Of Wheat Rusts Threatening The Livelihoods Of Resource Poor Farmers Through Monitoring And Early Warning (Fao)	GR-LG	1,500,000	3,834,000
G-C-UND-1-	Ministry of International Cooperation - Egypt	27/03/2009	30/06/2012	Climate Change Risk Management in Egypt	CS-LG		467,329
G-I-R-1102-	Bibliotheca Alexandrina	14/04/2009	31/12/2009	Support for the International Conference on Dryland Development Commission	GR-SM	70,000	70,000
G-G-MSP-20-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	12/11/2009	30/06/2014	Cross Cutting M&E Functions and Knowledge Management for INRM within the Menarid Programme Framework	MEDIUM		667,000
G-I-R-1202-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	22/04/2010	31/12/2013	Improving the Livelihoods of Rural Communities in the Dry Areas - Sustainable Crop and Livestock Management (ICARDA)	GR-LG	1,000,000	2,500,000
G-I-R-1221-	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	24/09/2010	31/12/2012	Regional Agricultural Information Network for West Asia & North Africa (Wana Rain)	GR-SM		200,000
G-I-R-1242-	International Water Management Institute (IWMI)	05/12/2010	30/03/2014	Smart Information and Communications Technology (ICT) for Weather and Water Information and Advice to Smallholders in Africa (IWMI)	GR-LG	1,600,000	1,800,000
G-I-R-1310-	International Food Policy Research Institute (IFPRI)	29/08/2011		Decreasing Vulnerability to Conflict in the Middle East and North Africa through Rural Development	GR-LG	1,000,000	609,372
G-I-R-1313-	Arab Water Council (AWC)	01/09/2011		Support for the 2nd Arab Water Forum, Regional Report and Session of the 6th World Water Forum	GR-SM	310,000	310,000
G-C-ECG-56-	International Center for Agricultural Research in the Dry Areas (ICARDA) -	20/12/2011	31/10/2015	Enhanced Small Holder Wheat Legume Cropping Systems to Improve Food Security under Changing Climate in the	GR-LG		5,207,160

## Annex 3

Syria		Drylands of West Asia and North Africa					
G-I-R-1410-	OXFAM - Italy	30/11/2012	31/12/2016	Smallholder Access to Markets in Bosnia and Herzegovina and Egypt Programme	GR-LG	1,300,000	1,967,961
G-I-R-1419-	Making Cents International (MCI)	13/12/2012	03/03/2016	Scaling-up IFAD Rural Youth Employment Interventions in the NENA Region	GR-LG	2,500,000	6,280,000
G-I-R-1439-	FAO	27/12/2012	31/10/2015	Strengthening Partnership for Scaling Up Sustainable Livelihood in Small Scale Family Farming and Indigenous Communities	GR-SM	480,250	480,250
200000017200	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	09/12/2013	31/03/2016	Support For Dry Lands Systems.	GR-ARFD		1,500,000
1200000011200	United Nations Office for South-South Cooperation - Cairo (UNOSSC)	09/12/2013	30/06/2018	South South Cooperation between NENA and ECA	GR-LG	1,800,000	1,800,000
200000016500	International Initiative for Impact Evaluation (3IE) - USA	10/12/2013	31/12/2016	Country Level Support to External Validity of Project Impact Evaluations - across all IFAD Regions (APR, ESA, LAC, NEN, WCA)	GR-SM	500,000	500,000
200000027500	International Institute for Applied Systems Analysis (IIASA) – Austria	18/12/2013	30/06/2016	Project Monitoring and Policy Scenarios	GR-SM	500,000	500,000
200000039900	ICF Macro - USA	09/04/2014	30/09/2015	Technical Support to Six Ex Post Impact Evaluations using Mixed Method Approaches	GR-SM	500,000	500,000
200000138000	International Center for Agricultural Research in the Dry Areas (ICARDA) - Syria	17/12/2015		Enhanced Smallholder Wheat Legume Cropping Systems to Improve Food Security under Changing Climate In The Drylands of West And North Africa	GR-SM		269,000
200000153100	International Dryland Development Commission (IDDC)	01/02/2016		12th International Conference on Dryland Development	MICRO		-

Source: IFAD (2016) GRIPS

## Sources of Funding for IFAD-funded Programmes

<i>Project ID</i>	<i>Project name</i>	<i>Total cost</i>	<i>IFAD</i>	<i>Government funding</i>	<i>Beneficiaries</i>	<i>Domestic financial institutions</i>	<i>Co-financing</i>
355	Agricultural Production Intensification Project (APIP)	39,200,000	20,200,000	15,700,000	3,300,000		
1014	East Delta Newlands Agricultural Services Project (EDNASP)	91,458,700	25,000,100	15,829,600	24,338,100	11,126,800	15,164,100
1050	Sohag Rural Development Project (SRDP)	93,752,916	24,996,658	23,552,164	17,078,096	107,337	28,018,661
1204	West Noubaria Rural Development Project (WNRDP)	54,750,411	18,484,767	5,538,627	201,606		30,525,411
1376	Upper Egypt Rural Development Project (UERDP)	19,848,900	16,134,703	3,714,197			
1447	On-farm Irrigation Development Project in Oldlands (OFIDO)	100,153,230	75,995,930	15,342,900	8,814,400		
1571	Promotion of Rural Incomes through Market Enhancement Project (PRIME)	108,220,096	70,999,559	7,550,985	17,742,688	11,926,864	
1745	Sustainable Agriculture Investments and Livelihoods Project (SAIL)	94,666,500	69,600,000	15,209,200	2,045,300		7,812,000

Source: IFAD 2016, GRIPS

## Annex 5

## Stakeholders identified in the 2006, 2012, and revised 2015 COSOPs

Stakeholder type	Stakeholder	COSOP		
		2006	2012	2015
National Government	Ministry of Agriculture and Land Reclamation	X	X	X
	Ministry of Water Resources and Irrigation	X	X	X
	Ministry of Local Development	X		
	Egyptian Financial Supervisory Authority		X	X
	Ministry of Planning and International Cooperation		X	
	Ministry of International Cooperation			X
	Ministry of Environment			X
	Financial institutions	Social Fund for Development	X	X
	PBDAC	X	X	
	ARDF		X	X
Private sector institutions	Commercial International Bank	X		
	Bank of Alexandria	X		
	National Bank of Egypt	X		
	Makro-Egypt		X	
	Galina Agrofreeze Company		X	
	Agrofood Company		X	
	Blue Moon			X
Non-Government organisations	CARE	X		
	Central Agricultural Cooperative Union			X
Donor Agencies	World Bank	X	X	X
	USAID	X	X	X
	FAO	X	X	X
	JICA	X	X	X
	WFP	X	X	
	Italian Cooperation	X	X	
	European Commission	X	X	
	Germany	X		
	Swiss Economic Development Cooperation	X		
	(SECO)	X		
	The Netherlands	X		
	Canadian International Development Agency (CIDA)	X		
	AFESD	X		
	OPEC Fund	X		
AAAID	X			
Islamic Development Bank	X			

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	UNICEF	X		
	UNDP	X		X
	AFD		X	X
	KFW		X	
	UNDO		X	
	African Development Bank (AfDB)		X	X
	ICARDA			X
	CEDARE			X

Source: IFAD 2006, 2012 & 2015 COSOP and RB-COSOPs



Tool for project-level self-assessment

## Country Strategy and Program Evaluation (CSPE) Egypt 2016

### Proposed Tool for Project-level Self-Assessment

Project title		
Project Self-assessment by		Place and date:

Self-assessments by those directly involved in the design and implementation of IFAD-funded operations are an important element of the CSPE. They include questions from the CPE framework that may not be covered by the available programme documentation. Please take your time to carefully review the questions below. Key information and evidence is required for the completion of sections A to F in response to these questions. You are then invited to provide self-ratings in Table G. Please keep the report at a maximum of 4 pages.

Thank you for your collaboration!  
The CSPE Team

#### A. Project Implementation Highlights (1 page)

- Briefly summarize project status with regard to the achievement of agreed (i) outputs, (ii) budget use and (iii) schedules and deadlines.
- Highlight any major deviations from the original project design and the reasons for that change.
- Present the main challenges that have affected implementing and the actions taken to address those challenges

#### B. Project Performance (4 pages maximum)

Criteria	Guiding questions	
Relevance	<ul style="list-style-type: none"> <li>• Did the project design have a strong policy fit, if so which policies in particular? Any important policies that have not been considered at project design?</li> <li>• How complementary were different components and types of interventions, and how did this complementarity work out in practice?</li> <li>• To what extent had the project to be adjusted to the changing context, and how successful have these adjustments been?</li> </ul>	<ul style="list-style-type: none"> <li>• Did the interventions cater for the needs of different types of beneficiaries, in particular the poor, the landless, livestock owners, youth and women? In what ways?</li> <li>• How adequate were the financial allocations provided for different components, types of interventions and governorates?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• To what extent did the project achieve the intended objectives? And what are the main achievements of the project in terms of outreach, outcomes and impacts?</li> <li>• What specific data (qualitative and quantitative) are there to substantiate</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent has outreach to different types of beneficiaries been monitored? Are there disaggregated data, e.g. for youth, landless and women?</li> <li>• What data are there on equitable access to land and water resources?</li> </ul>

	<p>these achievements?</p> <ul style="list-style-type: none"> <li>• What data are there on the outreach and inclusiveness of financial services provided?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent has the achievement of results been affected by changes in the project context?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• To what extent have delays in effectiveness affected project performance, and in what ways?</li> <li>• How do the economic rates of return for key interventions compare those at design? And how can differences, if any, be explained?</li> </ul>	<ul style="list-style-type: none"> <li>• How do the projects unit costs compare to benchmarks from other projects and government agencies?</li> </ul>
Sustainability of benefits	<ul style="list-style-type: none"> <li>• Which benefits are likely to be continued after the interventions are completed?</li> <li>• What external factors have affected the sustainability of project benefits?</li> </ul>	<ul style="list-style-type: none"> <li>• Have any exit strategies been put into place? Have partners been identified to provide any follow up support?</li> </ul>

### C. Rural Poverty Impact (1 page)

<p>Rural Poverty Impact</p> <p>Any changes- positive, negative, direct, indirect, intended or non-intended with regard to</p> <ul style="list-style-type: none"> <li>• Household income and net assets</li> <li>• Human and social capital, empowerment</li> <li>• Food security and agricultural productivity</li> <li>• Institutions and policies</li> </ul>	<ul style="list-style-type: none"> <li>• What data did the project collect on household income and assets? How complete and reliable are these data?</li> <li>• What changes have been documented with regards to community capacities, performance of famers' organisations and empowerment women and youth?</li> <li>• What data are there on food security and productivity?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there any practices or lessons that have led to wider institutional or policy change?</li> <li>• What other changes have occurred as a result of this project? What did not change?</li> <li>• Which factors have been instrumental in facilitating these changes?</li> </ul> <p><i>Note:</i> Be specific in the presentation of any kind of impact data: specify time and location for any measurement of change; use case studies to explain how change has happened or not happened. Do not generalise from single cases. If possible, compare project and non-project data.</p>
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### D. Other performance indicators (1 page)

Pro-poor innovation, replication & scaling up	<ul style="list-style-type: none"> <li>• What have been the most successful innovations supported by the project? What evidence is there to demonstrate the success?</li> <li>• What evidence is there that mechanisms supported by the project have been replicated or scaled up by others (including government and private sector)?</li> </ul>	
Gender & youth	<ul style="list-style-type: none"> <li>• What data are there to demonstrate the project's impact on women and youth?</li> <li>• Which mechanisms were the most effective in working with women and youth?</li> </ul>	
NRM	<ul style="list-style-type: none"> <li>• Which practices worked best on sustainable management of land and water resources? How did the project build community capacities to manage environmental risks?</li> <li>• What evidence is there that the project helped to reduce environmental vulnerability and built resilience?</li> </ul>	
Climate Change	<ul style="list-style-type: none"> <li>• What specific adaptation activities did the project support? How did the project help the rural poor to cope with the effects of climate change?</li> </ul>	

### E. Performance of Partners (Half a page)

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Performance of partners

- IFAD: How effective and efficient were design and supervision?
  - Government: How effective and efficient were coordination and management?
- 

#### F. Other Outstanding Observations (2-4 paragraphs)

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- Please present any key emerging issue or lesson learned (2-4 items maximum)
- 

#### G. Ratings

---

To make this a useful and productive exercise, please:

- |  |  |
|--|--|
| ✓ Rate the project performance based on your assessment above  | ✓ Make sure that ratings are supported by the available evidence   |
| ✓ Use the template attached to perform your rating   | ✓ Make sense - criteria where there is no evidence (yet) should not be rated   |
| ✓ Make sure that ratings do not reflect only a single person's perception; discuss and rate as a project team! | ✓ Be aware that this is an important input in the CSPE; evaluators will follow up with discussions and/or interviews |

## Annex

**Project rating template**

<b>Criteria</b>	<b>Proposed rating*</b>
Impact	
(a) HH Income and Net Assets	
(b) Human and Social Capital Empowerment	
(c) Food Security and Agricultural Productivity	
(d) Institutions and Policies	
Relevance	
Effectiveness	
Efficiency	
Sustainability	
Pro-poor Innovation, Replication and Scaling Up	
Gender equality and women's empowerment	
Natural resource management and climate change	
Performance of partners	
(a) IFAD's Performance	
(b) Government's Performance	
(c) Cooperating Institution	
Overall Assessment	

\*Please provide ratings, whenever possible, on a 6-point scale: : 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

For further guidance on the criteria, please visit the Evaluation Manual website of IFAD's Evaluation Office:  
[http://www.ifad.org/evaluation/process\\_methodology/index.htm](http://www.ifad.org/evaluation/process_methodology/index.htm)

Tool for self-assessment of non-lending activities and COSOP performance

## **Country Strategy and Program Evaluation (CSPE) Egypt 2016**

**Country Programme Strategy and Non-lending Activities (Policy dialogue, Knowledge Management, and Partnership Building)**

### **Proposed Tool for Self-Assessment**

Self-assessments by those directly involved in the design and implementation of the COSOP are an important element of the CPE. They include questions from the CPE framework that may not be covered by the available COSOP documentation. Please take your time to carefully review the questions below. Key information and evidence is required for the completion of sections A and B in response to these questions.

The purpose of this tool is to assess the design, implementation and outcomes of the **country programme strategy** and the supplementary activities, such as **policy dialogue, knowledge management, partnerships and grants**, over the CSPE period (2006-2015).

We suggest that this self-assessment should be conducted by representatives from Government and the IFAD ICO who have been closely involved in the management of the country strategy and programme. You may provide ratings for each criterion after answering the questions. Self-ratings should take into consideration the available evidence to support these ratings. In order to avoid biased perceptions and also to strengthen learning across the country team, ratings should be jointly discussed and agreed.

For further guidance on the criteria please visit the Evaluation Manual website of IFAD's Evaluation Office: [http://www.ifad.org/evaluation/process\\_methodology/index.htm](http://www.ifad.org/evaluation/process_methodology/index.htm)

Please keep the report short (4 – 6 pages).

*Thank you for your collaboration!*  
The IOE Team

## A. Assessment of non-lending Activities

Non Lending Activity	Guiding questions	Proposed rating*
Policy Dialogue	<ul style="list-style-type: none"> <li>• Were the objectives of policy dialogue clearly identified in the COSOP? Given the changes of the context, how relevant did the objectives remain over the period and have they been adjusted?</li> <li>• What was the actual focus of policy dialogue during this period?</li> <li>• To what extent were the objectives for policy dialogue, as identified in the COSOP, achieved? What is the evidence to substantiate those achievements?</li> </ul>	
Knowledge Management	<ul style="list-style-type: none"> <li>• How has knowledge management (KM) improved over the period?</li> <li>• To what extent has KM been integrated into the programmes?</li> <li>• What were the main achievements? What has not been achieved?</li> </ul>	
Grants	<ul style="list-style-type: none"> <li>• Which grants were closely linked with the ongoing lending projects? How did they support the achievement of project objectives?</li> <li>• Which grants were of strategic importance for the country programme? In what sense?</li> <li>• What are the main results from the grants portfolio, and how did they support the achievement of the COSOP objectives?</li> </ul>	
Partnership building	<ul style="list-style-type: none"> <li>• How did the partnership strategy evolve over the period?</li> <li>• To what extent has the objective of diversified partnerships been achieved?</li> <li>• What were the contributions of different partners to the achievement of COSOP objectives?</li> </ul>	

\*Please provide ratings, whenever possible, on a 6-point scale: : 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

## B. Country Programme Strategy

Non Lending Activity	Guiding questions	Proposed rating*
Relevance of the programme	<ul style="list-style-type: none"> <li>• Which aspects of the COSOP helped IFAD to ensure the highest possible rural poverty impacts?</li> <li>• How relevant and aligned was the 2010-2015 COSOP design to the country's changing needs and the emerging priorities in the agriculture and rural development sector?</li> <li>• How did the COSOP help IFAD to strengthen its comparative advantage in Egypt?</li> <li>• Did the COSOP make the right strategic choices (regarding country programme mix, geographic priorities, subsector focus, partner institutions and targeting approaches)? What adjustments had to be made?</li> </ul>	
Effectiveness of the programme	<ul style="list-style-type: none"> <li>• To what extent have the COSOP objectives been achieved? What evidence is there to substantiate these achievements? What has not been achieved?</li> <li>• How effective has been the mix of lending and non-lending activities, such as policy dialogue, partnerships, and knowledge sharing? What are the main results?</li> <li>• What were the main factors affecting the achievement or non-achievement of results?</li> <li>• How appropriate was the identification of risks in the COSOPs? How successful was the management of risks?</li> </ul>	

\*Please provide ratings, whenever possible, on a 6-point scale: : 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

## Annex 7

### Structure of the CSPE report

Executive summary

Agreement at completion point

Main evaluation report

- I. Introduction, summary of evaluation objectives, methodology and processes
- II. Background on the country and on IFAD-supported programme and operations
  - A. Country background
  - B. IFAD's strategy and operations for the CSPE period
- III. Performance of the country strategy and programme
  - A. The lending portfolio
  - B. Non-lending activities
  - C. Performance of the partners in managing the programme
  - D. Synthesis of the country programme strategy performance
- V. Conclusions (including storyline) and recommendations
- VI. Appendices, including methodological annex

Source: IFAD. 2015. IOE Evaluation manual 2<sup>nd</sup> edition



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- International Fund for Agricultural Development (IFAD). 2006. Arab Republic of Egypt: Country Strategic Opportunities Paper. Document EB 2006/87/R.10. January 2006.
- \_\_\_\_\_. 2012. Arab Republic of Egypt: Results-Based Country strategic opportunities programme. Document EB 2012/106/R.10. August 2012.
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- IFAD. 2015. Annual Portfolio Performance Review: Near East, North Europe 2014-2015. August 2015.
- \_\_\_\_\_. 2015. IFAD's 2016 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2016 and indicative plan for 2017-2018, and the HIPC and PBAS progress reports. Document EB 2015/116/R.2. 25 November 2015.
- \_\_\_\_\_. 2016. GRIPS. Accessed 3 February 2016.
- \_\_\_\_\_. 2016. FlexCube. Accessed 3 February 2016.

### Project related Documentation

A comprehensive list of project documents for the CPE team to review will be developed by IOE.

### IFAD Strategy/Policy

- IFAD. 2015. Revised IFAD Evaluation Policy. Document EB/2011/102/R.7/Rev.3. 16 December 2015.

### Evaluations Documents, IOE

- IFAD. 2005. Country Programme Evaluation: Arab Republic of Egypt. Report No. 1658-EG. July 2005.
- \_\_\_\_\_. 2007. Corporate-level Evaluation: IFAD's Field Presence Pilot Programme. Report No. 1893. July 2007.
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Korayem, K. 1997. Egypt's Economic Reform and Structural Adjustment (ERSAP). The Egyptian Center for Economic Studies, Working Paper No. 19

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Spierings, N. and J. Smits. 2007. Women's labour market participation in Egypt, Jordan, Morocco, Syria & Tunisia: A three-level analysis. paper prepared for the IZA-World Bank Conference on Employment and Development, June 8th/9th 2007, Bonn

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The World Bank (WB). 2015. Egypt: Promoting Poverty Reduction and Shared Prosperity, a Systematic Country Diagnostic. P151429, Middle East and North Africa Region, World Bank Group. October 1997.

\_\_\_\_\_. 2014. Arab Republic of Egypt – More Jobs, Better Jobs: A Priority for Egypt. Report No. 88447-EG. Poverty Reduction and Economic Management Department, Middle East and North Africa Region. June 2014.

\_\_\_\_\_. 2015. Country Partnership Framework for the Arab Republic of Egypt for the Period FY 2015-2019. Report No. 94554-EG. November 2015

United Nations Children's Fund (UNICEF). 2014. Children in Egypt 2014: Statistical Digest. June 2014.

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