



Terminal evaluation of “Reducing greenhouse gas emissions by promoting community forestry, removing barriers to sustainable biomass energy, and laying the groundwork for climate change mitigation in Afghanistan”

Project Evaluation Series
02/2020

**Terminal evaluation of
“Reducing greenhouse gas emissions
by promoting community forestry,
removing barriers to sustainable
biomass energy, and laying the
groundwork for climate change
mitigation in Afghanistan”**

Project code: GCP/AFG/081/GFF
GEF ID: 5610

Annex 1. Terms of Reference

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* Annexes are provided in separate documents.

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Acronyms and Abbreviations

BH	Budget holder
BORDA	Bremen Overseas Research and Development Association
CBNRM	Community Based Natural Resource Management
CDCs	Community Development Committees
DDAs	District Development Authorities
EM	Evaluation Manager
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative [in country]
FLO	Funding Liaison Officer
FMCs	Forest Management Committees
FPMIS	Field Project Management Information System
GCU	FAO GEF Coordination Unit
GHG	Greenhouse Gas
LDCF	Least Developed Countries Fund
LTO	Lead technical officer
LTU	Lead technical unit
MADERA	Mission d'Aide au Developement des Economies Rurales en Afghanistan
MAIL	Ministry of Agriculture, Irrigation and Livestock
MEW	Ministry of Energy and Water
MTE	Mid-term evaluation
MRRD	Ministry of Rural Rehabilitation and Development
NEPA	National Environmental Protection Agency
NPD	National Project Director
NRM	Natural Resources Management
NSP	National Solidarity Programme
OED	FAO Office of Evaluation
PIRs	Project Implementation Review Reports
PSC	Project Steering Committee
PTF	Project Task Force
RED	Renewable Energy Department
RO	Regional office
SBES	Sustainable Biomass Energy Systems
SCCF	Special Climate Change Fund
SO	FAO Strategic Objective
SRO	Sub-regional office
ToC	Theory of change
TOR	Terms of Reference
UNEP	UN Environment Programme

1. Background and context of the Project

1. This Terms of Reference (ToR) provide a framework for the final evaluation of the project entitled “Reducing GHG emissions by promoting community forestry, removing barriers to sustainable biomass energy, and laying the groundwork for climate change mitigation in Afghanistan (GCP/CPR/049/GFF)”. In addition to briefly describing the project and its key areas of work, this ToR sets out the purpose and scope of the evaluation, outlines the methodological approach, and proposes a work plan.
2. The project has an implementation period of three years. **The overall project objective** is to reduce Greenhouse Gas (GHG) emissions by promoting community forestry, and removing barriers to sustainable biomass energy, while laying the groundwork for climate change mitigation in Afghanistan. It has a total budget of US\$ 6,546,274 of which US\$1,735,160 is GEF resources and US\$4,811,114 is co-financing by Government counterparts and services providers. The project was approved by GEF in April 2016 and the financing agreement was signed between FAO and Afghanistan on 30 May 2016.

Box 1 – Basic project information

- A. GEF project ID number: 5610
- B. Recipient country: The Islamic Republic of Afghanistan
- C. Implementing Agency: FAO
- D. Executing Agency: Ministry of Agriculture, Irrigation and Livestock (MAIL)
- E. Focal Area: Climate change mitigation
- F. GEF Strategy/operational program: CCM-1 Promote the demonstration, deployment, and transfer of innovative low-carbon technologies; CCM-3 Promote investment in renewable energy technologies; CCM-5 Promote conservation and enhancement of carbon stocks through sustainable management of land use, land use change, and forestry.
- G. Date of CEO endorsement: 15 Apr 2016
- H. Date of project start: 01 Aug 2016
- I. Date of project completion (original NTE): 31 Jul 2019
- J. Revised project implementation end date: 31 Jul 2019
- K. Date of Mid-Term Evaluation: N/A

1.1 Description of Project, Project objectives and components

3. This GEF project focuses on: i) promotion of sustainable and efficient approaches for biomass energy use, including adoption of sustainable biomass energy systems (SBES) such as fuel-efficient stoves, bokharis and tandoors; solar cookers and anaerobic biogas digesters; ii) building concomitant national and community-level capacities, and iii) supporting the design and implementation of community-based management plans for forests and natural resources.

4. Project rationale: by promoting the establishment of community forests and the use of Sustainable Biomass Energy Systems (SBESs), the project contributes to reducing the rate of land degradation and deforestation, while promoting efficient use of biomass fuel. The project aims to reduce GHG emissions and therefore generate global benefits through mitigation of climate change effects. Furthermore, the use of SBESs allows a shift from direct burning of animal dung to the use of manure as a feedstock for biogas digesters, which: i) reduces methane emissions from agriculture; and ii) increases the availability of animal dung for use as organic fertilizers, thereby supporting increased household agricultural productivity. The efficiency of the technologies and approaches used by the project is studied scientifically, and lessons learned are disseminated via a publicly accessible online platform.
5. The project's approach focuses on training, awareness-raising and capacity building for the national stakeholders related to natural resource management and renewable energy, including communities, government and NGOs. Communities are provided with support to plan and implement activities within community based natural resource management (CBNRM) plans and include multiple activities to support the replication and upscaling of project activities during and beyond the implementation period. Government extension officers are provided with ongoing mentorship and training by embedded staff from technical service providers. Finally, the activities prioritise the procurement of national consulting services and NGOs as technical service providers.
6. The overall project objective is tied to the project's components and associated outcomes. These are detailed below:

Component 1: Strengthening the national policy environment to support sustainable biomass energy systems (based on CBNRM), laying the groundwork for investment promotion and future access to carbon markets.

Outcome 1: *The CBNRM approach and sustainable biomass energy systems have been mainstreamed into national policies and frameworks for renewable energy and forestry.* This outcome is focused on establishing an enabling environment and policy framework to promote the project's main activities at a national level. The project promotes the integration of sustainable biomass energy use integrated with sustainable management of natural resources into the priorities and strategies of line ministries.

Component 2: Developing community-based natural resource management (CBNRM) plans and establishing community forests in 2 project areas.

Outcome 2: *The CBNRM approach has been incorporated in targeted areas at a district scale.* Under this outcome, the project assists participating communities in two districts in the Nangarhar and Parwan provinces to establish Forest Management Committees and implement community-based management plans for local forests and natural resources.

Component 3: Promoting the demonstration and deployment of sustainable biomass energy systems, with a CBNRM approach.

Outcome 3: *Innovative and sustainable biomass energy technologies, tested and deployed in 2 pilot areas.* Under this outcome, the project demonstrates and promotes several approaches

to efficient use of biomass energy in Parwan and Nangarhar provinces, in alignment with GEF CCM-1 and CCM-3 focal areas.

Component 4: Awareness raising and monitoring and evaluation: ensuring that lessons learned and best practices from the project are broadly disseminated to help promote and raise awareness of CBNRM and SBESs, that the project is well monitored, and that appropriate external evaluations are conducted.

Outcome 4: Increased national awareness and promotion of SBES and CBNRM

Each outcome has a number of related outputs (see project document and Appendix 10.1 of Annex 5 for details).

1.2 Project Stakeholders and Their Role¹

7. **United Nations Food and Agricultural Organisation (FAO):** FAO is the GEF implementing agency for the project. It provides technical support for the project as a whole through its global expertise and in-country infrastructure. This oversight role includes the identification and recruitment of suitable expertise. In addition, FAO is tasked with facilitating the monitoring and evaluation of the project's outcomes, and participating on steering and management committees to provide project support.
8. **Ministry of Agriculture, Irrigation and Livestock (MAIL):** MAIL is the lead executing partner for the GEF project. MAIL hosts the National Project Implementation Unit and participates in the Project Steering Committee (PSC) and the Ministry of Energy and Water's biogas consortium. MAIL – as well as its provincial representation – leads interventions under Component 2, and supports the implementation done by the Ministry of Rural Rehabilitation and Development (MRRD) of interventions under Component 3. MAIL also contributes to policy revisions under Component 1, where relevant, particularly with respect to policies and plans relating to natural resources and forestry. The coordination of project activities in the pilot provinces relies on the logistic support of provincial MAIL directorates and the Provincial Coordination Units are hosted by the MAIL's provincial departments.
9. **National Environmental Protection Agency (NEPA):** NEPA is Afghanistan's national GEF focal point and is an executing partner for this project. It coordinates both the local and international stakeholders for the project's implementation as well as with other aligned initiatives. Consequently, NEPA chairs the PSC as well as contributes to the National Project Implementation Unit and SBEWG. NEPA provincial staff participated in the selection of priority communities and activities to be implemented by the project under Components 2 & 3, particularly those activities related to natural resource management. NEPA ensures that project activities are undertaken in alignment with national environmental law and good practices. Under Component 4, NEPA plays a role in the public education and awareness-raising activities of the project, including through its ongoing activities to increase public awareness of issues related to environment and climate change.

¹ For more detailed information, please see the project document.

10. **Ministry of Rural Rehabilitation and Development (MRRD):** The MRRD is currently undertaking the majority of the government's off grid and local power generation activities, largely through the National Area-Based Development Programme and to a lesser extent through the National Solidarity Programme. Through these programs, MRRD's activities have established and capacitated sub-national community groups – notably Community Development Committees and District Development Authorities throughout Afghanistan – which are the structures through which this project interacts with communities. Furthermore, the project interacts with the MRRD to build capacity for community based natural resource management, sustainable biomass energy systems and UN REDD+/Clean Development Mechanism activities to improve Afghanistan's ability to promote low-carbon sustainable development. Through its provincial representation, the MRRD leads interventions related to dissemination of SBESs under Component 3, as well as supporting MAIL's implementation of interventions under Component 2. MRRD assisted with the identification of appropriate biomass energy technologies and technical research priorities to be addressed by the project.
11. **Ministry of Energy and Water (MEW):** The Biomass Energy and Renewable Energy departments within MEW are key partners for the project to facilitate mainstreaming of efficient biomass energy systems. MEW contributes to development of policies and strategies to strengthen the institutional environment to promote sustainable biomass energy within Component 1.
12. **Bremen Overseas Research and Development Association (BORDA):** BORDA, an international NGO, provided initial technical support and guidance for renewable energy interventions for the project. The design of in situ locally-constructed biogas digesters designed by BORDA is promoted at the project implementation sites, integrated with community awareness-raising and training activities. BORDA is no longer part of this project, and the German aid organization Welthungerhilfe instead implemented BORDA's terms of reference.
13. **Mission d'Aide au Développement des Economies Rurales en Afghanistan (MADERA):** MADERA is an international NGO active in rural development in Afghanistan. MADERA – through the National Solidarity Program – has supported a large number of Community Development Councils. Until December 2018, MADERA acted as a technical service provider to the project as a field-implementing partner, mainly providing technical support and guidance for CBNRM and forestry interventions through imbedded technical staff in the pilot areas.
14. **Kabul University:** Kabul University, in particular the Kabul University Renewable Energy Lab (KURE Lab), leads the technical analyses and studies of SBES technologies to support monitoring and evaluation of emission reductions, as well as producing published academic studies. These measures are envisioned to support detailed carbon monitoring in the future and establish capacity and reference data for national GHG monitoring. Kabul University and KURE also joined the biogas consortium.
15. **Participating local communities,** particularly through representatives of **District Development Assemblies; Community Development Councils; and Forest Management Associations and district-level government** were engaged in the project during the project preparation phase to identify potential project

implementation sites and obtain baseline data. The District Development Authorities were consulted during the initial phases of project implementation to identify suitable communities that are represented by Community Development Councils and Forest Management Committees for project interventions.

16. **Community leadership and ongoing consultation** has been a consistent theme throughout project implementation. The planning, design and management of project activities under Components 2 and 3 includes direct participation of local communities.
17. **Private sector:** The GEF project includes private sector enterprises by promoting and training identified local businesses and communities in the establishment of suitable SBES solutions. The cultivation of private sector enterprises facilitates the upscaling and rolling out of successful SBES activities to the broader community subsequent to project completion.

1.3 Theory of change

18. The project document does not propose any theory of change (ToC), but has a detailed results matrix (see Annex 3). The workplan of this project also links activities to outputs. If needed, the ToC will be reconstructed by the evaluation team during the inception or main phase. The revised ToC will be included in the evaluation report.

2. Final Evaluation purpose

19. This Final Evaluation is a requirement of the GEF and also demanded by FAO for project monitoring and reporting purposes. It is being conducted for both accountability and learning purposes of GEF, FAO, national implementing partners and other participating institutions.
20. The Final Evaluation will document important lessons to guide future actions and will serve as an input to improve formulation and implementation of projects that may use similar approaches. Likewise, it will present strategic recommendations in order to maximize the institutionalization and appropriation of the project's results by stakeholders and disseminate information to authorities that could benefit from it.
21. The main audience and intended users of the evaluation are:
 - i. The FAO Country Office, Project Management Team, members of Project Task Force in the FAO Headquarters and regional offices who will use the findings and lessons identified in the evaluation to finalize project activities; plan for sustainability of results achieved; improve formulation and implementation of similar projects;
 - ii. The project donors who will use the findings to inform strategic investment decisions in the future,²
 - iii. The National Government counterparts who will use the evaluation findings and conclusions for future planning: Ministry of Agriculture, Irrigation and Livestock; the National Environmental Protection Agency;; Ministry of Energy and Water; and the Ministry of Rural Rehabilitation and Development; as well as Kabul University.
 - iv. The service providers, for instance Welthungerhilfe.
 - v. Other donors, organizations and institutions interested in supporting and/or implementing similar projects could equally benefit from the evaluation report.

² Financing (monetary and in-kind) for this project has been provided by the GEF, FAO, NGOs BORDA and MODERA, and local government agencies.

3. Final Evaluation scope

22. The Final Evaluation will cover the entire project implementation period (1 August 2016 - 31 July 2019). Likewise, it will cover all the geographical areas (Parwan and Nangarhar provinces) where the project has been implemented.
23. As agreed upon in the project document, the Final Evaluation should focus on relevance of project design, effectiveness of the implementation process, and progress towards the planned outcomes. The Final Evaluation will also look at long-term results, progress towards the development and the global environmental objectives, and sustainability of results.
24. The Final Evaluation will also consider the pre-conditions and arrangements in place that have contributed to – or hindered - the adequate implementation of the planned activities, including linkages and/or partnerships between the project and other major country initiatives.

4. Final Evaluation objective and key questions

4.1 Final Evaluation objectives

25. The objectives of the Final Evaluation are:
- i. To examine the extent and magnitude of the project achieving its stated objective and outcomes to date, and determine the likelihood of future impacts especially relating to environmental sustainability due to policy making/implementation and behaviour change following the introduced and approaches;
 - ii. To provide an assessment of the project performance, gender disaggregated achievements, and the implementation of planned project activities and planned outputs against actual results;
 - iii. To synthesize lessons learned that may help in the design and implementation of future FAO, FAO-GEF or climate change mitigation, bioenergy, forestry management and ecosystem management related initiatives.

4.2 Final Evaluation questions

26. The Final Evaluation will answer the main evaluation questions presented in Box 2:

Box 2: Key guiding evaluation questions

<p>Relevance (rating required)</p>	<p>How relevant were the project outcomes and objectives to national and global efforts aimed at improving the sustainable management of forest resources?</p> <p>Was the project design adequate for delivering the expected outcomes?</p> <p>Has there been any change in the relevance of the project since its design, such as new national policies, plans or programs that affect the relevance of the project objectives and goals?</p>
<p>Achievement of project results (rating required)</p>	<p>To what extent have the four project outcomes and the objective “to reduce GHG emissions by promoting community forestry, and removing barriers to sustainable biomass energy, while laying the groundwork for climate change mitigation in Afghanistan” been achieved, and how effective was the project in achieving them?</p> <p>Sub-questions for each outcome (Annex 3 includes detailed indicators):</p> <ol style="list-style-type: none"> 1. Have the community based natural resource management (CBNRM) approach and sustainable biomass energy systems

	<p>(SBES) been mainstreamed into national policies and frameworks for renewable energy and forestry?</p> <ol style="list-style-type: none"> 2. Has the CBNRM approach been incorporated in the targeted areas at a district scale? 3. Have innovative and sustainable biomass energy technologies been tested and deployed in the two pilot areas (Dara-e-Noor in the Nangarhar province, and Salang in the Parwan province)? 4. Have there been an increased national awareness (including capacity development) and promotion of SBES and CBNRM? <p>Did the project produce any unintended results, either positive or negative?</p> <p>What were the contributing factors for the results achieved and what can be particularly attributed to FAO?</p>
<p>Efficiency, project implementation and execution</p> <p>(rating required)</p>	<p>How did the project activities, the institutional arrangements, the partnerships in place and the resources available contribute to, or impede, the achievement of the project's results and objectives?</p> <p>To what extent has the management been able to adapt to changing conditions to improve the efficiency of project implementation?</p>
<p>Monitoring and Evaluation</p> <p>(rating required)</p>	<p>Did the project count on a structured M&E system? Was the information from this system used to make timely decisions during project implementation?</p>
<p>Sustainability</p> <p>(rating required)</p>	<p>To what extent has the project created ownership among counterparts and stakeholders?</p> <p>How sustainable are the results achieved at the environmental, social and financial levels?</p>
<p>Stakeholder engagement</p> <p>(rating required)</p>	<p>To what extent has the project engaged stakeholders?</p> <p>To what extent have the partnerships established provided complementarity and synergy to the project interventions? Have they contributed to the results achieved?</p>
<p>Environmental and social safeguards</p>	<p>To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?</p>

Gender	To what extent and how did the project include social issues, including gender, in its design? Did the project contribute to the empowerment of vulnerable groups throughout its implementation ³ ?
Co-financing	To what extent did the expected co-financing occur?
Progress to impact	<p>To what extent is the project likely to contribute to evidence-based policymaking?</p> <p>Is there any evidence of evidence-based decision making on sustainable forest management that can be attributed to the project?</p> <p>Are there any barriers or other risks that may prevent future progress towards long-term results?</p>
Knowledge Management	<p>How effective has the communication of project aims, progress, results and key messages been, along with any structured lesson-learning and experience-sharing between project partners and interested groups⁴?</p> <p>Are the communication products and activities likely to support the sustainability of project results?</p>

³ In line with FAO's Gender Equality Objectives the evaluation will assess the project's contributions to gender equality:

- i) equal participation of women as decision-makers in rural institutions and in shaping laws;
- ii) equal access to and control over decent employment and income, land and other productive resources;
- iii) equal access to goods and services for agricultural development, and to markets, and iv) reduction to women's work burden.

⁴ The Evaluation Team can utilize the tool in Annex 4 to collect and categorize the project's knowledge management products.

5. Methodology

27. The Final Evaluation will follow FAO and GEF evaluation guidelines and policies. Additionally, it should adhere to the UNEG Norms & Standards⁵ and be in line with OED Manual and methodological guidelines and practices. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process.
28. In answering questions related to the achievement of results, efficiency, and the project's implementation and execution, the evaluation should utilize as a starting point project documentation (such as progress reports), but also necessarily qualitative methods for data collection, using key informant interviews with stakeholders, as well as focus group discussions with community-level beneficiaries in Parwan and Nangarhar. On the other hand, the evaluation questions related to the project's relevance, environmental and social safeguards, and co-financing can be answered primarily through a desk review.
29. Triangulation of evidence and information gathered will underpin validation and analysis and will support the evaluation's conclusions and recommendations. For instance, questions on M&E, sustainability, progress to impact and knowledge management will be answered through a desk review of the relevant documentation, but also through the qualitative methods described above. The methodology of the Final Evaluation will adopt the following steps, as per the FAO Evaluation Manual:

Step 1: Preparation

- 1) Review and assess the quality of the project design documents;
- 2) Review and validate the project progress report, including the Project Implementation Review Reports (PIRs), monthly reports, etc. The (draft) final report will be shared with the evaluation team as appropriate;
- 3) Prepare an inception report which identifies key evaluation partners, specific evaluation questions, methods and techniques for data collection. The inception report will provide the following aspects:
 - i. As relevant, a reconstructed theory of change of the project showing the causal relationships between project outputs, objectives and impact as well as the assumptions made for one level of change to lead to the next.
 - ii. Evaluation matrix: can present the specific evaluation questions under each evaluation criterion and the sources for data collection.

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

- iii. Details on the intended field visits (site selection criteria, duration etc.)
- iv. Timetable: Dates of travel and deadlines are already provided in this TOR. Any suggested changes will be discussed with OED, FAO Representative (FAOR) in Afghanistan and National Implementation partners when the inception report is finalized.

Step 2: Desk Review

- 1) A desk review of project and other relevant documents including, but not limited to:
 - i. The project documents, key outputs, monitoring reports (such as progress and financial reports to FAO, GEF annual Project Implementation Review (PIR) reports and M&E data) and relevant correspondence;
 - ii. External sources and other relevant documents with up-to-date information on the approaches introduced by the project;
 - iii. Minutes, decisions and notes from the Project Management meetings;
 - iv. Other project-related material produced by the project staff or partners;
 - v. Relevant materials published about the project; and,
 - vi. Additional information and opinions from representatives of donor or government agencies and other organizations as required.
- 30. A detailed list of documents to be consulted is included in Annex 2.

Step 3: Field mission and data collection

- 31. The evaluation will rely primarily on desk review and qualitative methods for data collection, given the limitations on freedom of movement due to security constraints that can hinder robust primary quantitative data collection (e.g. household survey). In this regard, the evaluation will involve key informant interviews with stakeholders, as identified above, at the national level and at the province and community levels. Furthermore, and as detailed below, focus group discussions will be held with beneficiary communities, particularly with regard to assessing the relevance, effectiveness and sustainability of activities, especially under components two and three of the project. Field mission activities will include:
 - 1) Meeting with the project authorities (i.e. FAOR and PSC in Kabul) and key stakeholders to discuss project results, implementation modalities and agency support to project implementation;
 - 2) Review and assessment of project's implementation, results achieved, outcomes at counties/district, province (Nangarhar and Parwan) and national levels, and challenges experienced and solutions adopted;

- 3) Visits to selected field sites in Nangarhar and Parwan provinces to assess the results achieved, outcomes at the local level, and barriers to implementation experienced. It is envisaged that visits to the project sites will be conducted to meet the direct beneficiaries and to assess behavioural changes related to the effectiveness/relevance of activities (especially under components two and three of the project). All such field visits will be subject to security clearance and completion of the necessary security training prior to the visits. The sites for field visits by the evaluation team will be selected based on 1) breadth of project activities; 2) accessibility by the evaluation team; 3) security considerations.
- 4) Semi-structured interviews (in-person or remote) with key stakeholders and other informants that were involved in - or affected by - the project design and/or implementation will serve to collect primary data to answer the evaluation questions. Face-to-face interviews will be carried out during the field visits, while phone or Skype interviews will be undertaken for the institutions not visited by the evaluation team. Interviews will be supported by checklists and/or interview protocols to be developed by the Evaluation Team at the beginning of the evaluation;
- 5) Organized focused group discussions in-country and in the field with the target communities and project stakeholders.

6. Roles and responsibilities

32. **The FAO Office of Evaluation (OED)**, in particular the Evaluation Manager (EM) develops the first draft ToR with inputs from the PTF and guided by the OED's guidance note on GEF Terminal Evaluation. The EM is responsible for the finalization of the ToR and for the selection of the evaluation team members⁶. OED has the responsibility in following up with the BH for the timely preparation of the Management Response and the follow-up report to it.
33. **The Budget Holder (BH)** and project **Lead Technical Officer (LTO)** assist the EM in drafting the ToR, in the identification of potential consultants and in the organization of the missions. The BH will provide the evaluation team with all project documents necessary for the evaluation. The BH is also responsible for sharing the TE report with the GEF Operational Focal Point, the Execution Partner, the project team and national partners and for leading and coordinating the preparation of the FAO Management Response and the Follow-up Report, fully supported by the LTO and others members of the Project Task Force.⁷
34. The **GEF Coordination Unit**, in particular the **Funding Liaison Officer (FLO)** is responsible for initiating the evaluation process, providing inputs to the first version of the Terms of Reference, especially the description of the background and context chapter, and supporting the evaluation team during its work. They are required to meet with the evaluation team, make available information and documentation as necessary, and comment on the terms of reference and draft reports.
35. The **Evaluation Manager** shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToRs and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
36. **The Evaluation Team (ET)** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. The ET will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The ET will agree on the outline of the report early in the evaluation process, based on the template provided in Annex 5. The ET will be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the EM, and consultations with the BH and PTF where necessary. The

⁶ The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

⁷ OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process.

ET is fully responsible for its report which may not reflect the views of the Government of the Islamic Republic of Afghanistan, or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.

37. **The Evaluation Team Leader (ETL)** guides and coordinates the ET members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.

7. Final Evaluation team composition and profile

7.1 Composition of the final evaluation team

38. The evaluation team will comprise of the following members. The evaluators should have the following common qualifications:

- i. No previous association with the policy-making process and the design, delivery, supervision, technical backstopping and management of the project;
- ii. Knowledge of FAO country programmes and GEF operational programmes, strategies and relevant policies;
- iii. Requisite technical knowledge, academic qualifications and experience in line with the responsibilities of respective team members as outlined in the following section.

39. In addition, each team member should meet the following specific qualifications:

1) *Team Leader*

- i. Advanced university degree in climate change, renewable energy, natural resources management, forests management, development studies, institutional development or related disciplines
- ii. At least 10 years of relevant experience in conducting evaluations on subjects related to climate change, renewable energy development, natural resources management, and community forest
- iii. Work experience in developing countries in Central Asia is preferred
- iv. Fluency in oral and written English, knowledge of Arabic, Chinese, French, Russian or Spanish.

2) *Natural Resources Management Specialist*

- i. Advanced university degree in climate change, renewable energy, natural resources management, forests management, development studies, institutional development or related disciplines;
- ii. At least 7 years of relevant experience in conducting evaluations on subjects related to climate change, renewable energy development, natural resources management, and community forest;
- iii. Work experience at national, provincial and community levels in Afghanistan is preferred,
- iv. Working knowledge of English.

3) Female consultants

Two female consultants will be engaged to access the project sites in the Parwan and Nangarhar provinces, respectively (and subject to security clearance), and collect data and interview the women beneficiaries.

8. Final Evaluation products (deliverables)

40. Deliverables of the Final Evaluation include:

- 1) **Inception report:** The inception report should be prepared before the field mission and include the following: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, a stakeholder analysis and the final evaluation matrix.
- 2) **Draft evaluation report:** The report will follow the OED template for GEF project final evaluation reports (Annex 5).⁸ It should be sent by the ET to OED for comments, peer review and clearance, and will then be circulated by OED for comments to internal and external stakeholders (the BH, FLO, LTO, GCU, project team and others). The feedback should focus on any errors of fact or substantive gaps in the evaluation report. The Evaluation Team should consolidate the received comments in a matrix and respond to these comments. OED will support the Evaluation Team in collecting and collating the received feedback.
- 3) **Final evaluation report:** the final report is the result of the incorporation of comments received on the draft report. It will be submitted by OED to all the stakeholders, and will be revised by an editor and graphic designer, before publication on the OED website.

41. Final Evaluation report format

- 1) The report should be 30-40 pages excluding appendices and annexes.
- 2) The report should be in MS Word Format and submitted electronically by the ETL to OED. As the main author of the report, OED will have the final decision as to how the report should be composed.
- 3) The report includes an Executive Summary and illustrate the evidence found that responds to the evaluation questions listed in the ToR.
- 4) Supporting Evidence – Electronic or hard copies of the survey data and report, minutes or notes of interviews and discussions, and other sources of the primary data/information collected by the evaluation team and used in the report should be sent to OED. Sources of secondary data/information used in the report should be cited in the footnotes and included in the list of documents reviewed which is appended in the evaluation report.
- 5) The report's recommendations will be addressed to the different stakeholders and prioritized. They will be evidence-based, relevant, focused, clearly formulated, and actionable.
- 6) All GEF evaluation reports should have a full translation in English when they were prepared in another UN language. This is under FAO's responsibility.

⁸ For reference, samples of FAO evaluation reports can be accessed at <http://www.fao.org/evaluation/library/>.

- 7) The report should have numbered paragraphs. Supporting data and analysis should be annexed to the report when considered important to complement the main report.

9. Final Evaluation timeframe

42. The contractual period is April – July 2019. Below is an indicative timetable for Final Evaluation Activities.

Activities	Dates (TBC)	Remarks
Preparation phase for evaluation and first draft of evaluation TORs	Feb – Mar 2019	Evaluation Manager with inputs from the Project Authorities, LTO, FLO and GCU.
Team identification and recruitment (including contracting and necessary clearances)	1-20 April 2019	Evaluation Manager
Finalization of the TORs, including TORs for the international and national consultants	1-19 April 2019	Evaluation Manager
On-boarding of consultants and sharing of relevant documentation	20 April – 1 May 2019	Evaluation Manager with inputs from the Project Authorities
Evaluation Design including Desk review, remote interviews, survey, inception report, etc.	20 April – 15 May 2019 (TBC)	Inception report to be developed by the Evaluation Team
Organization of the Evaluation Mission (travel arrangements, meetings arrangements)	May 2019	Evaluation Team, Evaluation Manager, supported by the FAO Afghanistan, the Project Authorities.
Mission assemble in Afghanistan	9 June 2019	Evaluation Team
Briefing Meeting with FAOR and PSC in Kabul	Exact mission schedule to be determined with the Project Authorities	Kick-off meeting and discussion on the overall Project / Discussion
Field Visit – Pilot 1 in Parwan Province		Evaluation Team
Field Visit – Pilot 2 in Nangarhar Province		Evaluation Team
Various debriefs: with Project Authorities, FAOR and others		Evaluation Team
Draft report circulated for comments to internal and external stakeholders.		20 July 2019 (TBC)
Finalising report based on comments	August 2019 (TBC)	Evaluation Team
Submission of the final evaluation report to FAO	TBD	Evaluation Team submits the report. Evaluation Manager circulates.
Management Response	TBD	Budget Holder

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